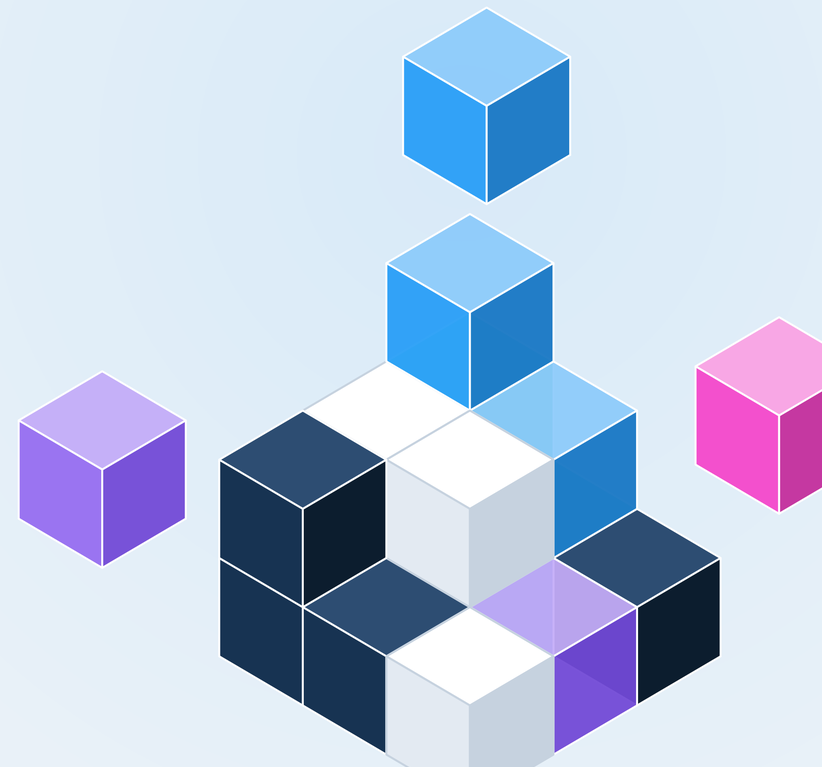
CHANGE & TRANSFORMATION

Transformation Governance



Transformation governance defines who steers a change program and how: sponsor, steering committee, program office and workstreams, each with clear decision rights.

01 THE CORE MODEL

GOVERNANCE CHART · WHO STEERS, WHO DELIVERS



Sponsor

A senior leader who owns the case for change and removes obstacles.

Steering committee

Sets priorities, decides scope and resources, meets on a fixed cadence.

PMO

Coordinates plans, risks and benefits across workstreams; it does not own delivery.

02 LIGHT BUT FIRM

Governance should speed up decisions, not add layers.

BUREAUCRACY — CLARITY

HEAVY GOVERNANCE

- Weekly status decks, few decisions
- PMO owns tasks instead of line leaders
- Escalations wait for the next meeting

EFFECTIVE GOVERNANCE

- Clear decision rights per level
- Line leaders own the workstreams
- Fast escalation for blocking issues

03 WORKED EXAMPLE

OPERATIONS TRANSFORMATION IN A MID-SIZED GROUP · ILLUSTRATIVE

STEERING — Monthly — decides scope and budget → **PMO** — Weekly — plan, risks, benefits → **WORKSTREAMS** — Daily — line leaders deliver → **ESCALATION** — Within 48 h — blockers go to the sponsor

04 MANAGEMENT TAKEAWAYS

01 — Put line leaders in charge

Workstream leads should own results in their own area.

02 — Keep the PMO lean

It coordinates and reports; it does not do the change for others.

03 — Decide in the meeting

Every steering meeting should end with decisions and owners.

05 COMMON MISTAKE

LIMITATION

Governance as reporting

When committees only receive status updates, the transformation loses speed and authority.