

## Recovering an at-risk transformation program

### Executive Summary

When a high-profile transformation begins to lose momentum, the cost extends beyond missed milestones to eroded stakeholder confidence and unclear business outcomes. In this case, Peraison partnered with the organisation to restore control, bringing clarity to performance, rebuilding a credible plan, and re-establishing trust at leadership level. By focusing on the issues that truly impacted business value, the programme shifted from reactive firefighting to disciplined execution. The result was a stabilised transformation with renewed momentum, clearer decision-making, and stronger foundations for future initiatives

### The Challenge

A large organisation was mid-way through a high-visibility transformation program when delivery started to slip. Milestones were repeatedly missed, stakeholders lost confidence in status reporting, and the team struggled to distinguish symptoms from root causes.

Governance had weakened over time, change was being absorbed informally, and the project no longer had a credible baseline that leadership trusted.

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### The Approach

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Peraison initiated a rapid diagnostic to establish a fact base: what was delivered, what remained, where the plan had diverged, and why.

We then performed root-cause analysis across governance, scope control, resourcing, dependency management, and stakeholder alignment, separating superficial symptoms from underlying drivers. With the diagnosis complete, we stabilised execution by resetting decision forums, clarifying accountability, and implementing a transparent reporting cadence so stakeholders could make timely trade-offs.

Next, we rebuilt a recovery plan that re-baselined scope and milestones, prioritised outcomes that protected business value, and created a realistic path forward under true constraints.

Peraison remained hands-on through execution, working alongside internal teams and vendors to drive momentum, resolve blockers, and ensure delivery stayed aligned to business objectives.

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### The Impact

The program moved from uncertainty to control: stakeholders regained a clear view of status, risks, and dependencies, and decisions became faster because governance and escalation paths were explicit.

Delivery momentum improved because the team focused on a smaller number of high-value priorities, with scope and change managed deliberately rather than informally.

Finally, we embedded lasting improvements, including stronger reporting discipline and early-warning practices, so the organisation was better protected on future initiatives