

Applying System of Systems to Organisational Transformation: A Project Management Approach

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Abstract

The evolution of technology has created a progressively globalised and interconnected society, with increased overall complexity of organisational and project management. Organisations who identify and understand the needs of their clients and staff are better able to respond to the complexity. This research proposes the adoption of a holistic system of systems approach to digital transformation, which incorporates multiple consolidated strategies to guide the organisational direction, guided by service design, comprehensive stakeholder engagement, capability development, projectised governance and ongoing change management. This paper proposes a conceptual model expanding previous research that was conducted to determine what made the digital transformation successful in a Large Government Agency in Australia from 2015 to 2022 (Papavasiliou 2020; Papavasiliou and Gorod 2022; Papavasiliou et al 2020). The proposed conceptual model is based on a holistic approach to organisational transformation utilising System of Systems methods, System of Systems stakeholder management, Service Design principles and project management and project governance. The conceptual model proposed, aims to provide an end-to-end transformational approach using projectised governance processes to ensure the overall transformation can be measured as it is tangible and effective.

Keywords: Change Management; Stakeholder Management; Strategic Planning; Strategic Planning