Bringing Order to Chaos

Creating Alignment and Building Governance for Financial & Business Services Success

OVERVIEW

A global industrial gas leader launched an ambitious transformation within its Finance & Business Services (FBS) organization—aiming to modernize operations, streamline processes, and strengthen execution to support growth. The company identified 57 projects, but momentum stalled. There was limited structure, vague deliverables, and mounting pressure for visible progress.

SOLUTIONS

Greencastle was engaged to bring order from chaos. By embedding with client leadership and the Enterprise PMO, we established foundational project governance, clarified scope, and delivered a common operating picture to align teams and accelerate execution.

- Project Roadmapping
- Governance Controls
- Stakeholder & Scope Mapping

BENEFITS

1. **Defined Scope**
   Reviewed and restructured all project charters to define concrete deliverables, enabling PMO controls and helping reduce the project list through smart consolidation.
2. **Governance Frameworks**
   Created an actionable governance model with role clarity, decision-making channels, and consistent operating rhythms—providing structure for sustained execution.
3. **Visual Roadmaps & Milestones**
   Developed scorecard-tracked transformation roadmaps to drive urgency, enable quarterly reporting, and align delivery teams around milestones and IT dependencies.

Key Metrics

57
Projects assessed and categorized

100+
Stakeholders managed across 9 departments

1,900+
End-users impacted

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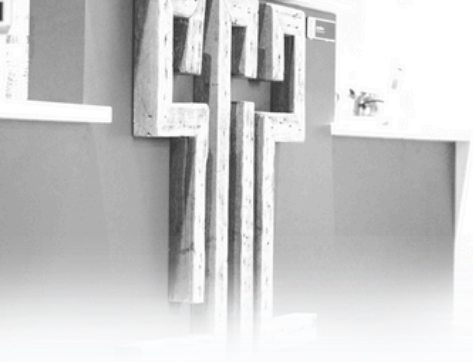


APPROACH

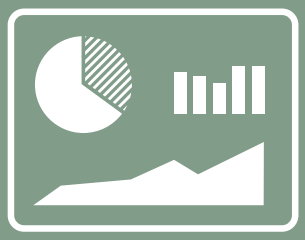
Assesment & Scope Clarification

We began by focusing on the lack of clarity around project scope. The initial list of 57 projects consisted of high-level charters with minimal definition, no clear deliverables, and wide variability in readiness. Our team partnered directly with project leads to review each initiative and clarify expected outcomes. This allowed us to consolidate redundant efforts and reduce ambiguity across the portfolio.

Governance Implementation

The transformation was operating in a flat, matrixed environment with no consistent framework for decision-making. We developed a governance model that assigned specific ownership, accountability, and reporting expectations to internal stakeholders. We implemented a rhythm of recurring meetings—from executive-level steering committees to detailed working sessions—that reinforced alignment and transparency.

Execution Roadmapping



Many teams viewed the transformation as business-as-usual, and there was little urgency around delivery. Greencastle built a layered roadmap that visualized project dependencies, decision gates, and critical milestones. We coupled these visuals with a transformation scorecard to track status against key metrics and delivery timelines.

CONCLUSION

This engagement exemplified how disciplined governance can catalyze momentum within a stalled transformation. By aligning on scope, structure, and shared timelines, Greencastle helped transform 57 disconnected projects into a coordinated roadmap—giving leadership the clarity, confidence, and control to move forward. The transformation now has the frameworks in place to scale effectively, make informed decisions, and deliver measurable impact.