Transformational projects: a model proposal

Projetos transformacionais: uma proposta de modelo

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ABSTRACT
The objective of this study is to analyze the relationship between organizational transformation and transformational project, and to propose a model for this relationship, as a synthesis of the
literature, and as a model for practitioners. Transformational projects allow companies to adjust to new market needs and internal challenges, remaining relevant and sustainable in terms of operationalizing new ideas. The method used was literature review, when it was possible to identify that despite the scarcity of theoretical references, there is a certain convergence on understanding that transformational projects generates a positive impact on society, stimulating innovation, promoting adaptation, improving efficiency, developing skills, and stimulating cultural changing. The relevance of this study lies in proposing a model, cooperating to advance studies on transformational project, increasing its theoretical foundation, and guiding project management professionals, and even management professionals in general in transformational projects.

**Keywords:** transformational project, project management, organizational transformation, transformation, networks.

## 1 INTRODUCTION

The literature on organizational change points to a continued high rate of failure in transformational change efforts in organizations (ANDERSON and ANDERSON, 2017; HENDERSON, 2002). On the other hand, there is a lack of theoretical foundation for transformational projects for an effective approach to implementing and managing the transformation of organizations (ERRIDA et al., 2021; SMITH, 2021; SÖDERLUND, 2010). Organizational transformation has become increasingly complex, and nowadays, the changes are different. Changes and strategic adjustments affect the culture of organizations, just as
technological changes are introduced at an accelerated pace, requiring the organization's members to adapt quickly (BOURNE, 2015; ERRIDA et al., 2021).

Anderson and Anderson (2017) describe transformational change as very challenging because the future state is unknown when it begins and is determined by trial and error as new information is collected. This makes the transformation management process complex with project plans based on purely predictive approaches, with linear deadlines and scope. Bourne (2015) argues that organizational transformation is different from change management, which implements finite initiatives. In this sense, Bourne (2015) states that the objective of transformation is to reinvent the organization, change culture, behaviors and discover a new way of working. This type of transformation is much more unpredictable, iterative, and experimental than traditional project management. Furthermore, according to Henderson (2002), organizational transformation involves radical changes in the way people perceive, think and behave at work.

Kozak-Holland (2019) states that organizations that face the digital revolution do so through transformational projects that he defines as:

*Projects that require adaptability to find the best path, which involves improvisation or innovation of emerging technologies and processes. This requires collaboration across organizational boundaries, finding sources of knowledge to interact with and find solutions (KOZAK-HOLLAND, 2019, p. 120).*

The projects have also been acquiring transformational characteristics in the way they are conducted and executed. According to Gordienenko et al (2019), transformational projects are components of organizational transformation responsible for directing transformational activities and, therefore, must follow the concepts of organizational transformation management (BADEWI, 2022). Zwikael et al. (2019) emphasize the importance and effects of different roles, leadership, for example, which in transformational projects, influence the success of the project.

The border between conventional projects and transformational projects still requires further research in search of a clearer definition, with better defined borders. According to Smith (2021) it is necessary to better understand the influence that organizational leaders have on the results of transformational projects. Research into how they go about ensuring the achievement of intended results ends up bringing another dimension to the understanding of transformational project management, the role of leadership, that is, transformational leadership in the success of transformational projects (SMITH, 2021).
Cha et al (2018) go further, and reinforce that the successful transformation of the organization and its business has been a marginalized issue in project management studies. Bodies of knowledge (BoK’s or Body of Knowledges, such as PMBok, for example) focus on delivering results without focusing on the benefits of transformation. For them, the structure needs to be improved to better execute business transformations from a perspective that includes transformation management in this context (CHA et al., 2018).

According to Söderlund (2010) despite a growing number of change processes and initiatives being organized and implemented as transformational projects involving experts, development and knowledge bases, there is little theoretical foundation in the literature that justifies this approach. It is observed that transformation is increasingly being organized as projects (strategic projects, change projects, transformation projects, etc.) involving more and more elements of change (SÖDERLUND, 2010).

A transformational project is an opportunity for organizational renewal, but the practice of this type of project is largely conducted without reference to research or historical background (SÖDERLUNG, 2010). On the other hand, this lack of theoretical model is indicative of a substantial gap between research and practice in project management more generally.

Despite the growing interest in the term “transformational”, in different contexts, from leadership to organization, its understanding and application in the context of project management is still insufficient (CHA et al., 2018), a gap that this study intends to analyze. For doing so, the following research question is formulated.

RQ1: How should a model that presents the relationship between organizational transformation and transformational project be structured?

This study proposes a model emphasizing transformation, and the relationship between organizational transformation and transformational project, also presenting the several approaches that can be established to characterize a project as transformational.

After this Introduction section, Literature review presents the difference between change and transformation, and transformational projects. Section three explains the literature review method, and section four presents the results and discuss the proposed model. Section five brings the conclusion, limitations and suggestions for future studies.
2 LITERATURE REVIEW

2.1 THE CONTEXT OF TRANSFORMATION

The literature is full of reports of failures in transformational change efforts (ANDERSON and ANDERSON, 2017; HENDERSON, 2002). On the other hand, the little theoretical foundation available increases the proliferation of failures, since there are no consistent references to support better choice, planning and conduct of transformational projects (ERRIDA et al., 2021; SMITH, 2021; SÖDERLUND, 2010).

Organizational changes become more complex and frequent. Complex cultural, structural and strategic changes, at an accelerated pace, alter the comfort zone of its protagonists, giving them little time to readapt. Concepts of change and transformation are confused in these complex scenarios of transformational projects and organizational changes due to the lack of theoretical foundation. This causes the most diverse concepts, definitions and practices to proliferate (BOURNE, 2019; HENDERSON, 2002).

In organizational transformation, the very word transformation already brings a hint of disruption, of breaking paradigms. The “status quo” is broken in favor of the creation of a new scenario, with perspectives and challenges different from the current ones and the learning process develops during the transformation (BOURNE, 2019; HENDERSON, 2002).

Concepts of change and transformation are confused in these complex scenarios of transformational projects and changes, given the scarcity of theoretical foundations that causes the most diverse concepts, definitions and practices to proliferate. Practices that, however diverse and unconnected they may be, do not facilitate the construction of learning and a reference for future projects (BOURNE, 2019).

2.2 CHANGE AND TRANSFORMATION

Bourne (2019), points out that some confusion still occurs in understanding the difference between change and transformation. Managing change is a discipline best known to organizations, but most continue to struggle with transformation. The change is about promoting discreet adjustments or improvements within the organization, where conventional approaches to managing and monitoring the stages of the process fit perfectly, since the future vision is well defined. Transformation is about driving deeper changes in the organization which, in addition to influencing behavioral aspects, may involve changing culture, discovering and adopting new
ways of working, breaking with the status quo in favor of a totally different future. Transformation may also involve the complexity of coordinating the synchronization of several interdependent initiatives. Furthermore, Anderson and Anderson (2017) adds that, in transformation, the future vision is not always clear and defined from the beginning. The future scenario may be unknown or not entirely clear when it is started. Exceeded steps may determine or review the scopes of activities or actions of the following.

Thus transformation, as it tends to break with the status quo, invariably implies cultural changes, removing the protagonists from their comfort zone, may involve a degree of instability, uncertainties that, among others, may become barriers to be overcome or which may eventually interfere with the pace or longevity of the transformational project (ANDERSON and ANDERSON, 2017; BOURNE, 2019).

2.3 TRANSFORMATIONAL CHANGE

Anderson and Anderson (2017) distinguishes organizational change into three types, and each one requires different change strategies, plans and degrees of employee involvement: development, transition and transformation. Traditional project management and what is commonly called change management support developmental and transitional changes, but are insufficient for transformational changes. According to Anderson and Anderson (2017), in the first type, called Development (Development Change), change improves what the organization is doing and how it is doing it, at the moment, rather than worrying about or focusing on creating something new.

In that so-called Transition (Transitional Change) transient change replaces the current state with something completely new. This requires designing and implementing a new state. The third type, called Transformation (Transformation change), is much more challenging, because the future state is unknown at first, and becomes known as new information is collected. For this type of transformation, management with linear project plans with pre-determined deadlines and scope becomes complex. Henderson (2002) also deals with transformational change, making a distinction between transactional change and transformational change. Transactional change refers to the modification and redesign of the systems and processes in which individuals interact, however, transformational change, refers to changing the way people in the organization perceive their roles, responsibilities, and relationships (HENDERSON, 2002).
Fundamental changes in perception lead to changes in behavior within the organization. This distinction between the two types/levels of change is relevant as both types involve different approaches, with transformational change being much more complex and challenging. Transformational change requires altering the basic elements of an organization's culture. Organizational transformation involves radical changes in the way people perceive, think and behave at work (ANDERSON and ANDERSON, 2017; HENDERSON, 2002).

Organizational transformation involves reshaping the culture and design elements of the organization; it goes far beyond just making the organization better or adjusting the status quo. Rather, it involves fundamentally changing the character and culture of the organization (ANDERSON and ANDERSON, 2017; HENDERSON, 2002).

2.4 ORGANIZATIONAL TRANSFORMATION

Gordiienko (2019) and Anderson and Anderson (2017), consider that three types of changes can occur in the organization: Development, Transitional and Transformational. According to them, project management as traditionally performed is sufficient to manage the first two types (Development and Transitional) but insufficient to deal with transformational changes. Additionally Bourne (2015) states that transformation management cannot focus on discrete, well-defined changes. It should focus on a coordinated portfolio of interdependent initiatives.

There is a need for a systematic approach to managing transformation projects. The concept of transformational design should be considered as a way of managing transformational activities. In this case, the transformational project is a component of the organizational transformation management system (BOURNE, 2015). Organizational transformation involves radical changes in the way people perceive, think and behave at work. Organizational transformation involves reformulating the culture and elements of design of the organization; it goes far beyond just making the organization better or adjusting the status quo. It involves fundamentally changing the character and culture of the organization (HENDERSON, 2002). This type of transformation is much more unpredictable, iterative and experimental than traditional project or program management and, consequently, involves much greater risk. The key elements needed to build success are a clear vision of the end result, good stakeholder
engagement and flexibility to adapt the work program based on feedback from previous initiatives (BOURNE, 2015).

2.5 TRANSFORMATIONAL PROJECTS

For Söderlund (2010), although an increasing number of change processes and initiatives are organized and implemented as transformation projects, involving a large number of experts, stakeholders, partners, collaborative work and development of knowledge bases, there is little foundation theory that justifies this approach. Organized change is observed in the form of projects (strategic projects, change projects, transformation projects, etc.) involving more and more transformation elements, that is, a development project is no longer just a development project, but it also became an opportunity for organizational renewal. Kozak-Holland (2019) describes the current scenario that organizations face, with the challenges of the digital revolution, as well as opportunities and threats, in the transition to new business models. Project management through transformational projects plays a significant role in this revolution. Transformational projects are different from projects aimed solely at optimizing or improving (KOZAK-HOLLAND, 2019).

Disruptive projects require agility to find the best solution and an experimental approach is part of the exploration process. Improvisation or innovation of emerging technologies and processes are also possibilities in these scenarios, as well as collaboration within and outside organizational limits, interaction in the search for new sources of knowledge and new solutions (KOZAK-HOLLAND, 2019).

In this complex scenario, the lack of research or historical background is indicative of a substantial gap between research and practice in project management. Badewi (2022) and Zwikael (2019) add that the effects of different roles in transformational projects influence the success of the project, and reinforce the lack of a clear definition of the boundary between conventional projects and transformational projects, which still requires more research in search of a more precise definition, with better defined borders.

2.6 TRANSFORMATION BENEFITS

According to Cha (2018), there has been a growing interest in studying the benefits and importance of organizational transformation in project management disciplines, but most of these
focuses on the delivery of project results, without focusing on the perspective of operational benefits. In this scenario, it appears that the successful transformation of the organization and its business has been a marginalized issue in project management studies.

Knowledge models (Body of Knowledges, such as PMBok, for example) have focused on delivering results, without, however, focusing on managing the benefits of transformation. Knowledge structures do not cover issues such as transformation benefits beyond project deliverables.

Cha (2018) found that among the most used methodologies and models, none deal with the topic in a specific and incisive way to address the context of transformation. The theoretical model of Cha (2018) includes an approach and the theoretical structure suggests specific knowledge domains necessary to carry out effective organizational transformation. The advanced model emphasizes the importance of knowledge for achieving organizational transformation and reveals the limitations of the existing approach to project management and transformation research (CHA, 2018).

3 METHODOLOGY

3.1 CONCEPTUAL MODEL

The few studies on transformational projects generated the need for a more exhaustive check to identify the extent to which the topic had already been explored and discussed. From a systematic search for references in the literature, it was possible to identify that, despite the scarcity of theoretical references, there is a certain convergence on the application, approach, focus and barrier for transformational projects. Starting from the very differentiation between change and transformation, change projects and organizational transformation, the analysis evolved to identify approaches to transformational projects, in addition to their connection with organizational transformation. From there, a conceptual model was proposed.

3.2 LITERATURE REVIEW WITH SYSTEMATIC SEARCH FOR REFERENCES - CONSTRUCTION OF THE CONCEPTUAL MODEL

The objective was to seek references on transformational projects, using the Scopus and Web of Science databases as a source of information. A literature review with a systematic search for references was adopted as the research design, since the objective of the study is to bring
syntheses of a relationship between topics of interest. This way, this study can be replicated with
greater clarity, allowing other researchers to analyze implications and broad conclusions on the
topics (SIDDAWAY et al., 2019). To this end, the topics Transformational Projects and Project
Management were related within the scope of applied social sciences in an attempt to seek
approaches that allow characterizing Transformational Projects and their relationship with
Project Management.

This study is characterized as theoretical research with the objective of articulating
concepts and improving knowledge about Transformational Projects because the existing
literature on the subject emphasizes the existence of little theoretical foundation that justifies this
approach. It is also a qualitative study, based on bibliographical research in respected databases.
Data consolidation was performed using the R-Studio software, and the package Biblioshiny as
a tool for initial data analysis (DERVIS, 2019). Figure 1 generally presents the relationship
sought in this study.

Figure 1: Literature review

3.3 SEARCH STRING

Searches for articles were carried out using the keywords (“transformati* Project*”) and
(“Project* Management”), limited to articles in English and applied social sciences. The
objective was to cover terms such as “Transformation project”, “Transformational Project” and
“Transformative project”, associated with “Project Management”. The search string used in the Web of Science database was: (ALL=("transformati* project*")) AND (ALL=("project*management"))

Due to some differences in syntax, some adjustments were made to the search string used in the Scopus database, to meet the same criteria. Its final form was: (ALL ( "transformati* project*") AND (ALL ( "project* management*"))

The information was extracted from its databases and consolidated in an Excel spreadsheet with the following basic information: Author's name, Title of the work, Type of document (article, book, etc.), Author's keywords, Publisher's keywords, Summary (Abstract), Publication date and database, went through other debugging stages, with selection criteria to determine which studies were included or excluded. Studies that met the following criteria were included: being written in English, having been published in a scientific journal, addressing transformation projects and project management. Documents were found from the period 1998 to 2023.

4 RESULTS AND DISCUSSIONS
4.1 CHARACTERIZATION OF THE ANALYSIS CORPUS

Initially, 78 articles extracted from Web of Science (21) and Scopus (57) were selected and submitted to RStudio version 4.2.1 script, for consolidation into a single file and removal of duplicates. The final file, generated in BibTEX format (DERVIS, 2019), contained 73 articles. Five articles were selected at the end of the reading process and other articles identified in previous readings and others from the references of these five articles were added to this list (Figure 2). The five articles selected were those of Badewi (2022), Cha (2018), Errida (2021), Gordiienko (2019), Jemine (2021), and Söderlund (2010). Kozak-Holland (2019), which deals with the management of transformational projects in industry and the digital revolution, was added to the list as it brings a vision of managing transformational projects in different contexts.
4.2 PROPOSED MODEL

A clear definition of what is a transformational project remains open. What can be inferred from the findings of this literature review is that some keywords are mentioned when seeking to characterize transformational projects, suggesting approaches. The study of these approaches, together or individually, could characterize transformational projects.

Figure 3 presents the proposed model as a synthesis of the theoretical findings of this study, and as a guide for project management professionals and even management professionals in general. The need for transformation to be and/or remain competitive drives organizational transformation, which is carried out by a transformational project. This transformational project also impacts the organization as it is implemented. Transformational project can be better characterized by the following approaches: iterative, collaborative, innovative, experimental, unpredictable, change of status-quo, new business model, disruptive, iterative collaboration, cultural change and change of strategy. Taken together, these aspects characterize the project as transformational, giving it a more or less degree of transformation as an impact.
Practitioners and researchers benefit from this model by being able to rely on it to characterize the transformational project, as well as the dynamics of its development.

The main flow of this model is based on the central idea that the transformation of the status-quo in the organization leads to structural changes in the organization, from its culture to the way it operates. And this means that organizational transformation can occur in a more profound way. Experimentation, unpredicatability and transformation of culture begin to manifest themselves more urgently in the organization. Because it is a more general aspect, the transformation of the organization does not take place in a material operationalized way, at first. The most sensitive transformation is abstract, in the way of thinking and reflecting and in organizational culture. Only after this is established can transformational projects be expected to be organized, with a multidisciplinary team, temporality, objectives and deadline.

4.3 APPROACHES FOR CHARACTERIZING A TRANSFORMATIONAL PROJECT

In the model, it is proposed that several approaches can be established to characterize a project as transformational, given the lack of consensual studies and definitions in the literature. By adopting ways of considering the project as transformational, the benefit is that a search for explanations for what a transformational project is presented, even if its definition is not possible.
The choice of criteria as a proxy for the transformational project will determine its best characterization, or definition as a project of another nature.

Another finding of this literature review is the fact that transformational projects are components of organizational transformation. Gordiienko (2018), states that organizational transformation activities are driven by transformation projects. Thus, transformation was defined and how it can interfere in the organization, that is, in the transformation of the organization and also defined that this transformation in the organization is made possible through transformational projects. But after all, what is the definition of a transformational project and how to characterize them objectively? This issue becomes relevant for establishing a model and visibility of the life cycle of this type of project, since Cha (2018) has already identified that BoKs (Body of Knowledge, such as PMBoK) are insufficient for managing transformation benefits.

The following approaches were found in the literature review in order to characterize transformational projects:

4.3.1 Iterative

The act of iterating (repeating) a function for a given period of time until a condition is reached. Each discovery brings new knowledge and more confidence to define the next step in the project (GORDIIENKO, 2019; BOURNE, 2019).

4.3.2 Collaborative

Collaboration beyond the boundaries of areas or the company, in the search for solutions to problems, is a differentiator of transformational projects (HENDERSON, 2002; SÖRDERLUND, 2010).

4.3.3 Innovative

High-grade innovation (which involves radical transformational) is carried out by transformational projects (KOZAK-HOLLAND, 2019).
4.3.4 Experimental

Transformational projects use experimental approaches to promote transformation (BOURNE, 2019; HENDERSON, 2002).

4.3.5 Unpredictable

Transformational projects begin with a certain objective but the end may be unpredictable or different (KOZAK-HOLLAND, 2019).

4.3.6 Change of status-quo

Transformational projects promote radical changes, altering the status quo (Anderson and Anderson, 2017; Henderson, 2002).

4.3.7 New business model

The creation of new businesses, when it involves radical transformations in the way we carry out our activities, must be implemented via transformational projects (KOZAK-HOLLAND, 2019).

4.3.8 Disruptive

Transformational projects are responsible for implementing changes in the way organizations structure themselves and operate in the market. (GORDIENKO, 2019; CHA, 2018).

4.3.9 Iterative collaboration

Collaboration beyond the boundaries of areas or the company, in the search for solutions to problems, is a differentiator of transformational projects (HENDERSON, 2002; SÖRDERLUND, 2010).

4.3.10 Cultural change

Transformational projects require an ability to quickly adapt to transformation, on the part of the individual and the organization (HENDERSON, 2002; KOZAK-HOLLAND, 2019; BOURNE, 2019; JEMINE, 2020).
4.3.11 Change of strategy

Depending on the scope of the strategic change, it will need to be implemented via transformational projects (SÖRDERLUND, 2010; KOZAK-HOLLAND, 2019).

4.4 MODEL DISCUSSION

The conceptual model can be established, which deals, firstly, with the confusion between the concepts of change and transformation. ANDERSON and ANDERSON (2017) and BOURNE (2015) establish this differentiation, for them, change improves or adjusts the current state and transformation completely changes the status quo, creating a completely different situation or scenario.

Thus, organizational transformation is different from organizational change, which implements finite initiatives. The goal of transformation is to reinvent the organization, change culture and behaviors, and discover (rather than create) a new way of working based on a vision of the future. Cairnes (2012) goes further, in their article entitled “Art of Transformation”, which considers the difference between change and transformation with change being the learning of information that fits into its current worldview. Transformation is learning to change the form of what is known to open a new world view, which implies a focus on changing paradigms and breaking with the established situation.

This type of transformation is much more unpredictable, iterative, and experimental than traditional project management. According to Henderson (2002), organizational transformation involves radical changes in the way people perceive, think and behave at work. Organizational transformation involves reshaping the culture and design elements of the organization. It involves fundamentally changing the character and culture of the organization, considered in the model.

According to Gordiienko et al. (2019), transformational projects are components of organizational transformation and, as responsible for directing transformational activities, they must follow the concepts of organizational transformation management. Söderlund (2010) considers that although an increasing number of change processes and initiatives are organized and implemented as transformation projects, involving a large number of experts, development work and knowledge bases, there is little theoretical foundation in the literature that justify this approach. In this same line, Badewi (2022) and Zwikael et al. (2019) point out that the effects of different roles in transformational projects can influence the success of the project and that the
The border between so-called conventional projects and transformational projects still requires further research in search of a clearer definition, with better defined boundaries.

Cha et al (2018), go further, and reinforce that the successful transformation of the organization and its business has been a marginalized issue in project management studies, gap that the proposed model tries to fill, that can be used as a theoretical basis that includes transformation management in this context.

And finally, but not limiting the discussion, Kozak-Holland (2019), talks about the digital revolution that brings opportunities and threats to new business models, with project management through transformational projects playing a significant role in this revolution.

These projects are qualitatively different from projects aimed at optimization or improvement. Transformational projects require agility and flexibility to find the best path, which involves improvisation or innovation of emerging technologies and processes. This requires collaboration across organizational boundaries, finding sources of knowledge to interact with and find solutions.

Authors (CHA, 2018; ERRIDA et al., 2021; SMITH, 2021; SÖDERLUND, 2010) list a series of characteristics and applicability of these types of projects. References such as cultural change, iteration, collaborative work, disruption, that is: breaking with the status quo, unpredictability, instability, experimentation, complexity, etc., are scenarios that the authors relate to transformational project environments, included in the model. This could mean a possibility of characterizing this type of project, through approximations as it still lacks definitions. Cultural change, for example, is cited by the majority. Possibly, a single characteristic is not definitive in this characterization, but rather a set of some of them and others may still emerge.

5 CONCLUSIONS/FINAL CONSIDERATIONS

The objective of this study was to analyze the relationship between organizational transformation and transformational project, and to propose a model for this relationship, as a synthesis of literature, and as a model for practitioners. In a world in constant evolution, transformational projects have stood out as a powerful tool for driving progress and innovation. These projects represent bold and disruptive approaches, capable of creating profound changes in organizations, sectors and even society as a whole.
Transformational projects are fundamental to promoting innovation and reaching new levels of performance, with organizations better positioned to face their challenges. They challenge established norms, breaking with traditional patterns, driving the search for creative solutions. By introducing new ideas, technologies and processes, these projects encourage innovative thinking and open space for revolutionary approaches to emerge. Innovation resulting from transformational projects can lead to significant advances in diverse fields, boosting economic growth and global competitiveness.

In a world that is also in constant transformation, it is essential that organizations and societies adapt to new realities, as they have always done, but now within the scope of project management. Transformational projects allow companies to adjust to new market demands and needs, and internal challenges, remaining relevant and sustainable in terms of operationalizing new ideas. They enable organizations to overcome complex challenges and reinvent themselves, making them more agile and resilient. Furthermore, transformational projects are capable of driving important social changes, which are no longer a requirement of society, and have started to incorporate forms of action combining social and environmental responsibility with business ones, such as environmental sustainability and equality, helping to build of a fairer and more equitable future, where organizations have an active role.

Organizational transformation execute transformational project to promote its transformation, by the other side, transformational project also impacts the organization as it is implemented. Although the scarcity of theoretical references on transformational projects, different authors characterize it by the following approaches: iterative, collaborative, innovative, experimental, unpredictable, change of status-quo, new business model, disruptive, iterative collaboration, cultural change and change of strategy. Taken together, these aspects characterize the project as transformational, giving it a more or less degree of transformation as an impact.

The relevance of this study lies in proposing a model, cooperating to advance studies on transformational project, increasing its theoretical foundation, and guiding project management professionals, and even management professionals in general in transformational projects.

Although Scopus and Web of Science are the largest databases, if other databases were consulted, the proposed model could be different, a limitation of this study. For future studies, it is proposed to consult other databases to analyze whether the model is consistent or requires changes.
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