



**BENTLEY MOORE EXECUTIVE**



**C-Level Advisory  
Strategic Review Services**

## C-Level Advisory Strategic Review Services

### Introduction

The executive leadership of an organisation are primarily tasked with managing an organisation, business, people, technology, processes, operations, services, maintaining profitability and managing risk.

In delivering these responsibilities, strategies of various types, across all the areas of the business will be defined, designed and implemented.

### The Challenge

When the executive leadership of an organisation agree and implement cross organisation, cross business strategy, strategies can be employed and applied to 'every' area of the business, sometimes in a parallel or overlapping manner.

The key purpose of a single strategy in a specific business area is to examine what has been working and what has not been working in the strategic direction of the organisation and plan the adjustments that will increase or maintain performance, efficiency and profitability.

Consequently, any comprehensive strategy must include:

- Context
- Key objectives for the strategy
- Metrics for measurement and performance
- Timescales
- Link to organisation and/or business objectives
- Identification of any pertinent gaps
- Consideration of viability and achievability
- Consideration of risk and organisation impact
- Consideration of external factors including opportunities
- Communication of the strategy to the wider organisation when agreed

A comprehensive multi-year strategy can be a significant and time consuming undertaking and getting it right can mean the difference between success and catastrophic business impact and failure.

In addition to this, due to the proximity and perspective of internal staff to what the business truly needs there is a high likelihood of the existence of blindspots of one kind or another.

The executive leadership of an organisation often know 'what' they want to achieve within a defined timeframe, but defining it, avoiding blindspots and ensuring achievability and business impact are more difficult to address and in addition to the required time requirements, require additional expertise and experience not necessarily present or found within an organisation.

Taken together these can result in strategies that are incomplete, incorporate blindspots and miss vital opportunities for growth and profitability.

This is the first major challenge.

## The Second Challenge

The second major challenge to the executive leadership of an organisation involved in strategy definition and implementation is the scenario where there are multiple strategies from within and across the organisation being implemented in parallel or in timeframes where the implementation timings overlap.

This creates an environment where there are different and conflicting strategic priorities, felt within business areas or verticals where there is unmanageable demand for resources (people i.e. internal subject matter experts), technology and systems changes, process changes i.e. changes to the same processes occurring in the same timeframe from different parts of the business), which collectively result in significant conflicts and unintended consequences.

Bearing in mind that all existing permanent members of staff involved already have regular day jobs, these additional demands can cause problems of a unique interdependent nature, producing an aggregated negative impact and outcome.

In addition to this, each executive leader is focussed on their respective areas of responsibility within the business and not the net impact on the business as a whole of pursuing and implementing multiple strategies.

Consequently, there is no one looking at the holistic strategic picture encompassing 'all' strategies within a multi-year timeframe.

Therefore, there is a need for someone in the organisation to have the overall big picture view of:

- All strategic implementations within a defined multi-year timeframe
- The entire cross vertical view of the interdependent impact on areas of the business
- How to manage substantial levels of change and change impact on an organisation, its business, operations and services arising from multiple strategies being implemented in parallel or within overlapping timeframes

Finally given the multi-year medium to long-term view of certain strategies, there is a need for resources to be allocated to manage these activities on a full-time basis.

This is the second challenge

## The Third Challenge

The third challenge is having available, sufficient experienced skilled resources to oversee, manage and coordinate this work over a longer timeframe.

This third challenge effectively rules out any executive director who already has a full-time day job, it also rules out any permanent member of staff regardless of whether they have the skills, experience and capability or not, because they also already have a day job, which their absence from will cause a consequence detrimental impact.

Taken together, these factors equate to requiring either a new temporary hire or an external consultant being brought in.

## The Fourth Challenge

How does someone from within an organisation, that compiled and agreed a strategy, objectively review that strategy to ensure that it is complete, holistic, considers and accounts for external and interdependency factors across the organisation?

Objectivity, neutrality and seeing the blind spots can only be achieved by someone who is not a part of, or directly affected by the current organisation, system and culture.

This issue is common where internal resources are consulted or asked to review an approach, but include their own biases, blind spots and a lack of objectivity.

## The Combined Effects of the Challenges

When combined, the nature, elements and significance of these four challenges effectively means that managing this type of approach in-house is nigh impossible, the only alternative being bringing in external resources that have the skills, experience, time and objectivity to undertake an effective strategic review and correct any meaningful issues that may arise.

## Our C-Level Advisory Strategic Review Services

### Our Approach

In our strategic review services, we:

- Undertake a comprehensive due diligence exercise to understand context, intended strategic objectives, the nature and culture of the business
- Look at the entire range of strategies in scope across a multiyear period
- Assess each strategy on its own merits for completeness, achievability, timescale, cost, context, definition of key objectives, metrics for measurement and performance, link to organisation and/or business objectives, identification of any gaps, viability and achievability, risk and organisation impact, consideration of external factors including opportunities, communications.
- Undertake a cross-organisation assessment of 'all' strategies, being delivered in parallel or overlapping timescales
- Draw conclusions and make recommendations
- Advise and direct throughout the entire process to ensure a high degree of success

In addition to this we have the experience, skills, resources and capability to manage definition and implementation of all of an organisation strategies.

We have strategic review and delivery consultants with decades of experience gained working on a multi-industry, multi sector basis, defining, reviewing and implementing strategies within small, medium and large organisations.

## Bentley Moore Executive

We are Bentley Moore Executive, we are here to lead, advise, assist and provide you with specialist C-Level Advisory Strategic Review Services.

## Contact Us

Should you wish to discuss any of your requirements and how we can help you, you can contact us as follows:

0333 012 9079

[info@bentleymoore.co.uk](mailto:info@bentleymoore.co.uk)

[www.bentleymoore.co.uk/services](http://www.bentleymoore.co.uk/services)

[www.linkedin.com/company/bentley-moore-executive](https://www.linkedin.com/company/bentley-moore-executive)

## Our Services



C-Level Advisory



Transformation



Professional  
Services



Staff  
Augmentation



Troubleshooters



As a Service  
Solutions



## Website Services



## Contact Details



Jason



Dave