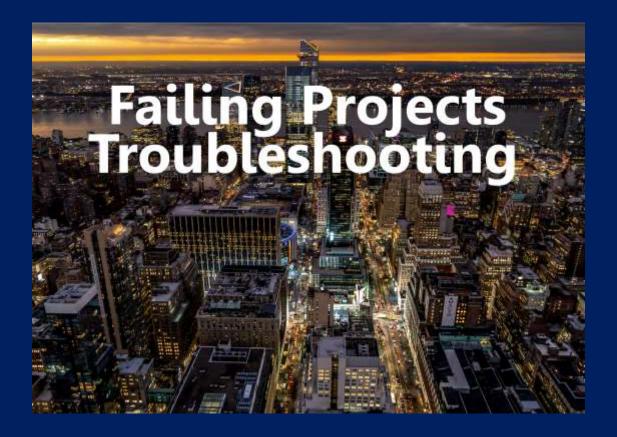# BENTLEY MOORE EXECUTIVE

Failing Projects Troubleshooting Services

Failing Projects Troubleshooting Services
Introduction

Failing Projects Troubleshooting is the structured intervention, diagnosis, and recovery of projects that are underperforming, stalled, or in crisis. It provides the capability to assess, stabilise, and realign delivery in order to restore control, protect investment, and ensure that outcomes are achieved as intended.

Projects fail for many reasons. Some begin with flawed assumptions, while others lose direction, governance, or executive sponsorship as complexity increases. Many encounter scope drift, poor supplier performance, unrealistic schedules, or inadequate resource capacity. In large and complex environments, these issues often multiply across dependencies, resulting in mounting cost overruns, schedule slippage, and erosion of stakeholder confidence.

Failing Projects Troubleshooting Services address these critical conditions through fact-based assessment, rapid stabilisation, and disciplined recovery execution. The focus is not solely on fixing the immediate problems within an individual project, but on restoring the integrity of the ecosystem that supports it — the governance structures, delivery controls, supplier relationships, and organisational interfaces that determine overall success or failure.

Our approach is both **forensic and pragmatic**. It isolates root causes, restructures failing delivery frameworks, and re-establishes the rigour, control, and accountability necessary for delivery to succeed. Whether the project is internally led, supplier-driven, or part of a wider programme or transformation, our Failing Projects Troubleshooting capability restores confidence, redefines control, and delivers measurable recovery outcomes.

Failing Projects Troubleshooting Services Focus Areas

Failing Projects Troubleshooting operates across all organisational dimensions:
- **Organisation:** Governance, leadership, accountability, and structure.
- **People:** Capability, resource adequacy, performance, and communication.
- **Technology:** Delivery dependencies, architecture, and supplier integration.
- **Process:** Methodology, assurance, and change control discipline.
- **Operations & Services:** Integration of project outputs into steady-state operations.
- **Services:** External offerings provide measurable value to clients or customers.
- **Commercial:** Contracts, costs, supplier performance, and financial control.

The service is applicable to any industry or sector, providing an objective, structured approach to recovering control and value from projects that are at risk or in distress.

Key Elements of Failing Projects Troubleshooting
1. Diagnostic Assessment and Causality Analysis

The first step in any recovery engagement is a full, objective diagnostic review. This assessment examines:
- Project governance and reporting structures.
- Progress against scope, time, cost, and quality baselines.
- Resource allocation, interdependencies, and decision authority.

- Supplier delivery performance and contractual alignment.
- Stakeholder and leadership engagement effectiveness.

This analysis differentiates between *symptoms* (e.g., delays, missed milestones, cost inflation) and *root causes* (e.g., fragmented governance, unclear scope, or absent ownership).

The diagnostic creates a factual foundation for recovery — establishing what must be addressed, in what order, and by whom.

2. Governance and Control Framework Reinstatement
Governance failures are among the most common drivers of project decline. Troubleshooting re-establishes control through:
- Clarifying ownership, decision rights, and escalation routes.
- Reconstituting control boards, review cadence, and reporting standards.
- Reintroducing robust change control, issue management, and dependency mapping.
- Embedding assurance routines that provide transparency to leadership.

The goal is the restoration of disciplined oversight, enabling evidence-based decision-making and accountability at every level.

3. Scope, Schedule, and Budget Realignment
Project failure frequently stems from misalignment between scope ambition, delivery capacity, and financial baselines. The Troubleshooter intervenes to:
- Reassess and validate project scope against strategic necessity.
- Re-baseline schedules and workstreams in line with delivery capability.
- Reconstruct financial models and refine OPEX/CAPEX allocations.
- Identify duplication, waste, and cost leakage.
- Introduce accurate forecasting and cost-tracking mechanisms.

This realignment restores predictability and brings the project back within credible parameters of performance and cost.

4. Supplier and Contractual Reconciliation
When external vendors form part of a failing delivery chain, commercial misalignment can magnify the crisis. Troubleshooting addresses this through:
- Reviewing contractual structures, deliverables, and payment conditions.
- Assessing supplier performance against agreed service levels.
- Negotiating corrective actions or revised commercial arrangements.
- Introducing vendor performance management frameworks.
- Creating unified supplier governance and communication channels.

The objective is to transform supplier relationships from fragmented and reactive to aligned and performance-based.

5. Team Capability and Delivery Model Review

Project delivery relies on the strength and alignment of its team. Troubleshooting therefore includes:

- Evaluating team structure, leadership, and resourcing adequacy.
- Identifying gaps between skillsets and delivery demands.
- Clarifying ownership boundaries between business and technology stakeholders.
- Restructuring delivery teams to align with revised priorities.
- Introducing targeted capability uplift or external expertise where required.

A well-structured, properly led team is the foundation of sustainable project recovery.

6. Stakeholder and Communication Re-engagement

Stakeholder disengagement often signals deep delivery distress. The Troubleshooter re-establishes alignment by:

- Mapping all key stakeholders and assessing expectations, influence, and concerns.
- Rebuilding confidence through transparency and evidence of progress.
- Managing stakeholder expectations through disciplined communication.
- Ensuring consistent messaging between leadership, delivery teams, and suppliers.

This re-engagement converts scepticism into renewed commitment and accountability.

7. Risk Management and Assurance Strengthening

Failing projects often lack forward-looking risk management and meaningful assurance. Troubleshooting reinstates control by:

- Rebuilding project risk registers and mitigation plans.
- Establishing risk ownership and escalation clarity.
- Aligning risk appetite with programme or corporate tolerance.
- Embedding milestone-based assurance checkpoints.
- Introducing independent validation and audit where appropriate.

This creates a culture of proactive control rather than reactive crisis management.

8. Recovery Planning and Execution Oversight

Once the root causes are defined and control structures re-established, the Troubleshooter leads a structured recovery phase:

- Designing a targeted recovery roadmap with defined milestones.
- Sequencing critical activities and dependencies.
- Implementing and monitoring delivery of recovery measures.
- Establishing reporting and accountability at the correct governance level.
- Supervising progress to ensure recovery objectives are achieved.

Execution oversight transforms stabilisation into measurable recovery and verified delivery outcomes.

9. Lessons Learned and Forward Governance

The final stage ensures that the recovery not only resolves the crisis but strengthens the organisation's overall project capability. This includes:

- Capturing lessons learned and embedding them within delivery frameworks.
- Reinforcing project governance standards and capability maturity.
- Implementing process improvements and standard operating procedures.
- Conducting post-recovery reviews to verify sustained performance.
- Providing structured handover to internal teams with embedded controls.

This creates resilience and prevents future recurrence of similar issues.

Essence of the Service

Failing Projects Troubleshooting delivers one primary outcome: the restoration of control, credibility, and delivery confidence**.**

It transforms projects that have lost direction, governance, or stability into structured, transparent, and accountable delivery environments. The focus is on restoring performance integrity, ensuring value protection, and enabling organisations to deliver on strategic intent.

The Troubleshooter's role is both corrective and preventive — resolving immediate crises while embedding controls and capability that strengthen future delivery resilience.

How We Can Help

We have extensive experience delivering Failing Projects Troubleshooting Services across private and public sector organisations. Our practitioners combine deep programme and project delivery expertise with cross-domain understanding of how strategy, people, process, and technology intersect.

Providing objective assessment, decisive intervention, and structured recovery execution, we engage at any point in the project lifecycle:

- Initiation
- Mid-delivery stabilisation; or
- Full recovery Our value lies in our ability to connect strategy with execution and bring clarity where complexity has obscured accountability.

We provide clients with:

- **A Single Point of Clarity:** We bring coherence to fragmented project environments, aligning all moving parts under a single, transparent view of progress, risk, and outcome.
- **Restored Control and Assurance:** We rebuild governance and reporting discipline, providing visibility and factual insight to support confident executive decision-making.
- **Operational Stability:** We stabilise delivery and ensure continuity of service, minimising further disruption to business operations.

- **Confidence and Credibility:** We restore leadership and stakeholder trust through structured progress reporting, controlled baselining, and measurable recovery milestones.
- **Cross-Domain Integration:** We operate across organisational, technical, and commercial interfaces, ensuring dependencies are understood, managed, and aligned.

Our Failing Projects Troubleshooting Services provide a complete recovery and control capability for organisations that cannot afford failure.

We restore integrity, governance, and performance to critical initiatives — ensuring that investment, confidence, and delivery outcomes are protected and achieved.

Contact Us

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

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Our Services

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As a Service Solutions

Website Services

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