BENTLEY MOORE EXECUTIVE

Governance Troubleshooting Services

Governance Troubleshooting Services
Introduction

Effective governance is the cornerstone of organisational success. It provides the structure, oversight, and accountability needed to ensure that strategic objectives are realised, risks are managed, and operations are delivered in alignment with corporate intent. In an environment where organisations increasingly outsource services, insource functions, and execute multiple transformation initiatives simultaneously, governance becomes the mechanism that maintains order, control, and confidence.

Governance operates across every dimension of an organisation: corporate, strategic, operational, project, programme, and third-party supplier management. It encompasses organisation, people, technology, process, operations, services, vendors, risk management, and cost control.

Where governance frameworks fail to operate cohesively, issues such as unclear decision rights, ineffective oversight, or conflicting accountabilities can lead to disruption, inefficiency, and delivery failure.

Our Governance Troubleshooting Services are holistic in scope and approach. They provide an independent capability to assess, diagnose, and resolve governance breakdowns that impact the organisation, its programmes, suppliers, and overall delivery effectiveness. The objective is not merely to repair governance structures but to restore clarity, alignment, and control across the entire delivery and operational ecosystem.

Governance Troubleshooting Services

Governance Troubleshooting Services provide targeted intervention to stabilise and recover failing governance structures within complex organisations. We address systemic breakdowns that prevent effective decision-making, oversight, and control across programmes, projects, operations, and supplier ecosystems.

These services combine corporate governance, transformation, risk, and delivery expertise to identify the causes of governance failure and to design and implement practical solutions. The service can be applied across industries and sectors, covering governance at corporate, strategic, operational, project, programme, and vendor levels.

Our approach ensures that decision frameworks, accountabilities, reporting, and controls are realigned to support transparency, assurance, and performance across all layers of the enterprise.

The Challenge
Scenario 1: Private Sector – Complex Outsourcing and Insourcing Portfolio

Consider a private sector organisation in a technology-intensive industry undertaking a series of strategic changes: outsourcing approximately 35 percent of its IT estate to an external provider, insourcing its marketing operations, and running

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several smaller outsourcing projects covering payroll, disaster recovery, and business continuity.

The organisation has a sophisticated operational structure, serving multiple customer segments. Its delivery landscape involves numerous internal and external stakeholders, suppliers, and service towers. Each workstream operates semi-independently, with governance frameworks established within, but not effectively across, initiatives.

As activities progress, inconsistencies in governance begin to surface. Roles and responsibilities are unclear, reporting lines are misaligned, and decision-making bodies overlap in scope. Programme boards fail to coordinate dependencies between the outsourcing and insourcing activities, leading to conflicting priorities and duplication of effort. Supplier oversight becomes inconsistent, contracts are interpreted differently by separate teams, and operational governance struggles to maintain control over cost and delivery performance.

The organisation experiences cascading impact across domains. Technology changes affect service delivery, people impacts disrupt operations, and supplier issues trigger contractual disputes. Internal governance teams, already stretched, lack the holistic capability to identify and address the systemic nature of the issues. Attempting to manage the crisis internally risks deepening the dysfunction and prolonging instability.

A Governance Troubleshooter in this scenario provides the expertise and objectivity required to re-establish coherence. Acting across the organisation, the Troubleshooter diagnoses breakdowns in accountability, decision-making, and control, redesigns governance structures, and ensures alignment between strategy, delivery, and operations. The result is restored oversight, improved delivery confidence, and renewed organisational stability.

Scenario 2: Public Sector – Cross-Government Transformation Portfolio

Consider a central government department undertaking an extensive transformation portfolio. The portfolio consists of multiple programmes and projects running in parallel: some are short-term change initiatives, others multi-year transformation efforts. Each has separate funding, governance boards, and reporting structures, yet all contribute to shared departmental objectives.

The department's governance operates vertically within each programme but lacks effective horizontal integration across them. Key decisions made in isolation have unintended downstream consequences for other programmes. A change in one project's delivery schedule creates ripple effects across dependent streams, leading to missed milestones and escalating risk. Governance bodies, each focused on their own area, struggle to manage interdependencies or respond cohesively to shared risks.

The situation is further complicated by the involvement of multiple third-party suppliers, each with their own governance frameworks, reporting cycles, and

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contractual obligations. Discrepancies in information flow, oversight cadence, and escalation mechanisms fragment delivery governance even further. The result is confusion, duplication of reporting, and loss of control at both operational and strategic levels.

Internal governance teams, although experienced in departmental oversight, do not have the capacity or cross-domain perspective to recover a governance model that spans organisational, contractual, and technical domains. Attempting to resolve the issues internally would heighten inconsistency and compound risk exposure.

A Governance Troubleshooter in this environment acts as both the integrator and stabiliser, bridging the gap between strategy and execution, and between departments and suppliers.

The Troubleshooter identifies the interdependencies, redesigns governance architecture, rationalises decision-making, and restores cohesive oversight across the portfolio.

Without such intervention, the department risks ongoing inefficiency, rising costs, and reputational damage. With it, governance becomes an enabler of delivery rather than an obstacle.

How We Can Help

We bring extensive experience in delivering Governance Troubleshooting Services across both public and private sector organisations. Our consultants have worked on multi-million-pound programmes, complex transformations, and operational environments where governance had either failed or become ineffective.

We apply a **cross-domain perspective** covering organisation, people, technology, process, services, operations, contracts, commercial management, suppliers, and service transition. This enables us to identify and resolve governance challenges that span multiple dimensions and stakeholders.

Our engagement model is flexible:
- **Early Engagement:** Providing governance design, assurance, and preventative structure before issues arise.
- **Mid-Delivery Intervention:** Stabilising governance in-flight by diagnosing weaknesses, realigning frameworks, and improving control.
- **Crisis Recovery:** Leading full governance recovery and turnaround where governance failure has created significant delivery or operational disruption.

We deliver structured, evidence-based interventions to re-establish effective governance and control. Our approach addresses not only structures and processes but also behaviours, culture, and decision dynamics.

Whether operating at the corporate, strategic, programme, or supplier level, our Governance Troubleshooters provide independent, objective leadership to restore accountability, coherence, and performance across complex delivery ecosystems.

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Our Governance Troubleshooting Services give clients the assurance that, regardless of scale, complexity, or sector, they have access to the expertise and leadership necessary to identify, isolate, and resolve issues across their entire portfolio, restoring control, coherence, and confidence to their delivery landscape.

We are Bentley Moore Executive, we are here to lead, advise, assist and provide you with Governance Troubleshooting Services.

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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