

BENTLEY MOORE EXECUTIVE

Portfolio Management Troubleshooting



**Portfolio Management
Troubleshooting Services**

Portfolio Management Troubleshooting Services

Introduction

Organisations and businesses operate through a combination of business-as-usual activities and deliberate change initiatives. Business-as-usual maintains operational stability, while change and transformation activities—delivered through a portfolio of projects and programmes—enable the organisation to achieve its strategic and operational objectives, adapt to market dynamics, and remain profitable.

These activities require coordination across the entire enterprise: people, processes, technology, operations, services, and governance. Inevitably, issues arise that are complex, multifaceted, and high impact. When portfolio-level challenges emerge, they can compromise strategic delivery, weaken organisational control, and erode value across multiple programmes and projects.

Portfolio Management Troubleshooting Services provide the structured, cross-domain intervention required to stabilise, recover, and realign complex delivery environments. Our approach is holistic and analytical, encompassing organisation, people, technology, processes, services, operations, third-party supplier management, governance, legal compliance, procurement, and commercial management.

This capability ensures that issues are resolved at their root cause, restoring alignment between strategic intent, programme execution, and operational performance.

Portfolio Management Troubleshooting Services

Portfolio Management Troubleshooting Services provide a disciplined, enterprise-level capability to identify and resolve systemic issues across portfolios of change.

These services focus on stabilising delivery, restoring portfolio visibility and governance, and ensuring that projects and programmes collectively deliver intended strategic outcomes.

They address structural and interdependency challenges that often sit beyond the scope of individual programme or project management teams. By providing independent, objective analysis and hands-on remediation, we enable organisations to recover control, rebuild performance, and realign their portfolio with business priorities.

This service can be applied across industries and sectors and is relevant to any organisation managing complex, multi-stream portfolios where delivery, governance, or interdependency issues threaten outcomes or performance.

The Challenge

Scenario 1: Private Sector – Complex, Multi-Faceted Portfolio Environment

Consider a large private sector organisation operating in a technology-driven industry where rapid innovation and constant adaptation are critical to remaining competitive. The organisation manages a wide-ranging portfolio of change initiatives

across its enterprise, including digital transformation, process automation, regulatory compliance, and infrastructure modernisation. These activities span hundreds of projects across multiple departments and business units, supported by a mix of internal teams and third-party suppliers.

The organisation operates hybrid cloud environments and maintains numerous critical applications, both on-premise and in the cloud. Some systems are internally developed, others are vendor-managed. The scale and interdependency of these initiatives create a dynamic, continuously evolving delivery landscape.

Although the organisation employs skilled and experienced project professionals, the complexity of the environment exceeds their collective capacity to manage it effectively at portfolio level. Each team focuses within its own delivery silo, but no single function has visibility of how the portfolio components interact or conflict. Dependencies overlap, resource constraints multiply, and decision-making becomes fragmented.

Without integrated portfolio oversight, the organisation experiences delays, escalating costs, duplicated effort, and diminishing value realisation. Senior leadership loses confidence in delivery reporting as priorities shift and outcomes diverge from strategy. Attempting to troubleshoot internally intensifies the issues, as the interventions address only symptoms rather than causes.

Portfolio Management Troubleshooting provides the capability required to see the entire landscape: identifying interdependencies, isolating root causes, re-establishing governance, and restoring alignment between strategy, delivery, and operations.

Through structured analysis and targeted remediation, it ensures that the overall portfolio delivers coherent, measurable business outcomes.

Scenario 2: Public Sector – Cross-Departmental Change Portfolio

Consider a central government organisation undertaking an ambitious programme of change across multiple domains. The organisation is simultaneously delivering technology infrastructure modernisation, legislative and policy reforms, business process improvement, and organisational restructuring. Each of these initiatives is managed through separate programmes and projects, funded and governed through different mechanisms but all interdependent in outcome.

Some initiatives rely on new systems and platforms, others involve people and process change, and several depend on third-party suppliers. As delivery progresses, competing priorities and misaligned timelines begin to create friction across the portfolio. The absence of an integrated view of dependencies leads to duplication of effort, inconsistent risk management, and inefficient resource allocation.

Departments become focused on individual delivery milestones, losing sight of shared strategic outcomes. Supplier performance varies, governance structures conflict, and critical interdependencies between policy, process, and technology delivery are missed.

The internal teams, while capable in their specific domains, do not possess the holistic skills or experience required to troubleshoot such an interconnected portfolio. Attempting to recover the situation internally only compounds delays and increases risk.

A Portfolio Management Troubleshooter provides the bridging capability required to restore coherence. Acting as an independent, cross-domain authority, the Troubleshooter diagnoses the underlying causes of fragmentation, establishes a unified governance framework, realigns interdependencies, and ensures that all delivery activities are harmonised against strategic priorities.

This intervention brings clarity, structure, and coordination across the entire portfolio, restoring delivery confidence and executive oversight.

How We Can Help

Our Portfolio Management Troubleshooting Services combine cross-domain expertise, analytical rigour, and practical delivery experience to stabilise and recover complex portfolios. We have extensive experience in diagnosing and resolving systemic issues across multi-million-pound projects and programmes in both public and private sectors.

We bring a **comprehensive perspective** across organisation, people, technology, processes, services, operations, third-party suppliers, procurement, contracts and commercial, and governance. This allows us to address portfolio challenges both holistically and at detailed levels, depending on client need.

Our engagement approach is flexible and responsive:

- **Early Intervention:** Providing diagnostic assessment and corrective action at the outset of portfolio mobilisation.
- **Mid-Delivery Engagement:** Stabilising portfolios that are already experiencing slippage, duplication, or loss of control.
- **Crisis Recovery:** Taking leadership and control of distressed portfolios to restore performance and deliver outcomes.

Our Troubleshooters work across the full portfolio ecosystem, managing interdependencies, governance structures, financial management (OPEX and CAPEX), and risk across corporate, programme, and operational levels. We address portfolio health, capacity, sequencing, and strategic alignment to ensure the organisation regains control and delivery integrity.

Whether engaged to address a specific issue or to provide an enterprise-wide portfolio recovery service, we operate with objectivity, precision, and authority. Our team brings the experience of having turned around complex, multi-dimensional portfolios across multiple industries, delivering measurable business impact and restored stakeholder confidence.

Our Portfolio Management Troubleshooting Services give clients the assurance that, regardless of scale, complexity, or sector, they have access to the expertise and



Portfolio Management Troubleshooting Services

leadership necessary to identify, isolate, and resolve issues across their entire portfolio, restoring control, coherence, and confidence to their delivery landscape.

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

www.bentleymoore.co.uk/services

www.linkedin.com/company/bentley-moore-executive



Portfolio Management Troubleshooting Services

Our Services



Website Services



Contact Details



Jason



Dave