

**BENTLEY MOORE EXECUTIVE**

# **Transformation Troubleshooting**



**Transformation Troubleshooting Services**

## Transformation Troubleshooting Services

### Introduction

Transformation Troubleshooting is the specialist intervention and recovery of change and transformation initiatives that have become destabilised, delayed, or directionally misaligned. It provides the capability to diagnose, stabilise, and realign complex transformation activities that span multiple business domains, functions, and delivery environments.

Transformation initiatives are inherently high-risk. They operate across complex, interrelated systems of organisation, people, technology, process, services, operations, suppliers, governance, and commercial frameworks. When any of these components falter or fall out of alignment, the ripple effect can compromise performance across the entire delivery ecosystem.

Cost overruns, scope drift, governance breakdowns, resource shortages, and supplier underperformance are typical symptoms of a transformation losing cohesion or control.

Transformation Troubleshooting Services are designed to address precisely these scenarios. They combine strategic clarity with operational discipline, identifying the root causes of failure across domains and implementing targeted interventions that restore delivery confidence, operational stability, and alignment to strategic intent.

The approach is both holistic and evidence-led. It applies structured analysis, cross-domain insight, and pragmatic corrective action to resolve issues within live transformations, programmes, and portfolios.

Whether the challenge lies in organisational design, supplier delivery, process governance, or financial control, Transformation Troubleshooting ensures the restoration of control and the recovery of delivery integrity.

These services can be applied to transformations that are already in crisis, those stagnating under misaligned priorities, or those exhibiting early signs of systemic stress. The overarching objective is to ensure that critical programmes and portfolios regain focus, momentum, and confidence at all levels of the organisation.

### Key Elements of Transformation Troubleshooting

#### 1. Diagnostic Assessment and Causal Analysis

Every troubleshooting engagement begins with a comprehensive diagnostic review to uncover the structural, operational, and strategic factors driving underperformance.

This phase examines:

- Governance and decision-making structures
- Programme interdependencies and delivery sequencing
- Risk exposure across cost, scope, schedule, and resourcing
- Alignment between strategic objectives and execution reality
- Leadership, capability, and stakeholder engagement maturity

The diagnostic process distinguishes between *symptoms* (for example, cost overruns or delivery delays) and *root causes* (for example, unclear ownership, fragmented accountability, or unrealistic scope). The result is a fact-based, cross-domain understanding of what has failed, why it failed, and what must be done to stabilise and recover.

## 2. Strategic and Operational Realignment

Once the diagnosis is complete, the transformation is realigned to its strategic purpose. This stage focuses on restoring cohesion, direction, and delivery structure through:

- Revalidating transformation objectives and desired business outcomes
- Prioritising delivery activities based on strategic importance and feasibility
- Establishing a coherent sequencing and dependency management plan
- Reconstructing governance and stakeholder engagement frameworks
- Realigning resources and delivery ownership across the enterprise

Strategic realignment ensures that transformation delivery reflects organisational intent and that programme outputs once again drive measurable business value.

## 3. Delivery Recovery and Stabilisation

This element focuses on re-establishing delivery control and stabilising execution across the transformation portfolio. Activities include:

- Re-baselining delivery plans, milestones, and dependencies
- Introducing robust performance monitoring and reporting disciplines
- Correcting delivery team structures, accountabilities, and escalation paths
- Addressing supplier performance issues and resource shortfalls
- Embedding revised control mechanisms to prevent recurrence

By reinstating control and governance, the Troubleshooter enables the transformation to move from reactive firefighting to proactive, stable delivery.

## 4. Commercial and Contractual Optimisation

Transformations often fail or falter because of commercial misalignment or fragmented supplier relationships. Troubleshooting here involves:

- Reviewing and correcting contract structures, scopes, and incentives
- Addressing cost anomalies, scope ambiguities, and mispriced deliverables
- Negotiating amendments or variations with suppliers to reflect current realities
- Aligning commercial frameworks with actual delivery performance
- Introducing new cost and contract controls across the portfolio

Commercial optimisation ensures that financial control supports, rather than undermines, operational delivery and that vendors are aligned with business outcomes.

## 5. Integration and Dependency Management

Transformations rarely operate in isolation. They consist of multiple interdependent initiatives where progress or delay in one stream directly affects others. Effective troubleshooting requires:

- Mapping and managing interdependencies across projects and programmes
- Identifying conflicts, duplication, and delivery overlaps
- Synchronising resource allocation, delivery sequencing, and change windows
- Aligning business readiness with technology and process implementation
- Establishing unified reporting mechanisms across delivery streams

This discipline prevents cascading failures and creates alignment across the entire transformation landscape.

## 6. Organisational and Cultural Enablement

Transformation success depends as much on people and culture as on process and technology. Troubleshooting therefore includes:

- Reviewing the effectiveness of the retained organisation and decision-making authority
- Assessing leadership capability, communication structures, and accountability frameworks
- Clarifying ownership between business and technology stakeholders
- Reinforcing links between transformation benefits and individual accountability
- Re-engaging teams to rebuild confidence and momentum

The Troubleshooter helps the organisation move from uncertainty to unity, embedding cultural and leadership alignment essential for long-term transformation success.

## 7. Risk Management and Governance Reinforcement

Transformation Troubleshooting strengthens governance maturity and embeds effective risk control across the delivery environment by:

- Establishing or recalibrating enterprise risk management frameworks
- Defining appropriate escalation and control mechanisms
- Realigning risk appetite and tolerance with corporate objectives
- Embedding measurable KPIs, dashboards, and oversight protocols
- Reinstating control bodies to provide timely, transparent decision support

Governance is refocused as an enabler of delivery assurance, ensuring transparency and accountability throughout the transformation lifecycle.

## 8. Controlled Recovery and Execution Oversight

The final stage focuses on structured recovery and the controlled oversight of stabilised execution. It involves:

- Supervising the implementation of recovery actions and revised baselines
- Validating the effectiveness of corrective measures
- Monitoring cost, performance, and risk metrics against new targets
- Ensuring continuity of leadership engagement and operational control
- Managing the handover to internal governance with embedded assurance

At this point, the transformation is no longer in recovery mode but in a position of controlled execution, with clarity of direction, stability, and accountability re-established across all workstreams.

## How We Can Help

We have extensive experience providing Transformation Troubleshooting Services across both public and private sector environments. Our consultants combine strategic insight with operational delivery expertise to stabilise, recover, and realign large-scale transformation programmes that are at risk, underperforming, or in crisis.

Our capability extends across organisation, people, technology, process, services, operations, suppliers, contracts, commercial management, and governance, providing an integrated solution that connects business intent with delivery reality.

We can engage at any stage of the transformation lifecycle:

- **Initiation and Setup:** Establishing governance and assurance frameworks that prevent issues before they arise.
- **Mid-Delivery Intervention:** Diagnosing and stabilising in-flight transformations, re-establishing control, and restoring stakeholder confidence.
- **Full Recovery and Turnaround:** Managing transformations already in distress, reconstructing governance, realigning delivery, and executing controlled recovery.

Our approach is structured, pragmatic, and results-oriented. We apply forensic diagnostic techniques to isolate root causes, then implement practical recovery measures that deliver measurable impact.

Transformation Troubleshooting provides the following core value proposition to our clients:

- **A Single Point of Clarity:** We bring order to complex transformation environments, aligning multiple moving parts around a single, coherent view of priorities, risk, and outcomes.
- **Restored Control and Assurance:** We re-establish governance, delivery discipline, and cost control, enabling informed decision-making and transparent performance tracking.
- **Operational Stability:** We stabilise operations during transition or recovery, ensuring continuity of service and protection of business-critical functions.
- **Confidence and Credibility:** We rebuild trust among leadership, stakeholders, and delivery teams through structured communication, realistic planning, and visible results.
- **Cross-Domain Integration:** We bridge organisational silos, integrating strategy, technology, people, and delivery functions to create alignment and efficiency.

Our Transformation Troubleshooting Services provide organisations with the capability to recover control, restore delivery momentum, and re-align strategic intent with operational execution.



## Transformation Troubleshooting Services

We ensure that complex transformation initiatives not only recover from crisis but deliver measurable business value with renewed confidence, structure, and governance integrity.

### 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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# Transformation Troubleshooting Services

## Our Services



## Website Services



## Contact Details



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