



BENTLEY MOORE EXECUTIVE

Troubleshooting & Turnaround

**Troubleshooting and Turnaround
Consulting Services**

Introduction

Every organisation, regardless of size, maturity or sector—faces periods of disruption, instability or performance degradation. Some of these issues emerge gradually through accumulated inefficiencies, poor governance or repeated tactical fixes.

Others appear suddenly: critical incidents, supplier failure, leadership misalignment, technology outages, stalled transformation, regulatory shifts or operational overload.

In contemporary organisational environments, where services, operations, people, processes, governance, technology, data, suppliers and strategy are interdependent, problems rarely manifest in isolation.

A disruption in one area rapidly propagates across others, creating compounded risk, weakened controls, declining service quality and organisational instability.

Troubleshooting and turnaround activity therefore requires a disciplined, structured and objective assessment of the organisation's true trajectory, its systemic weaknesses, its operational realities and the interdependent factors driving failure.

This must be followed by the design of a rigorous, evidence-based recovery model that stabilises the organisation, restores control and re-aligns strategic delivery.

Most organisations do not possess in-house troubleshooting and turnaround specialists. Internal staff are often:

- Too close to the issues
- Overwhelmed by BAU demands
- Embedded in the internal politics or decision constraints
- Operating with limited cross-functional visibility
- Lacking the specialist turnaround experience required

As a result, attempts to resolve problems internally often deepen the crisis, causing financial exposure, operational disruption, reputational damage, strained executive relationships and deteriorating delivery outcomes.

Bentley Moore Executive provides precisely the capability required to stabilise, diagnose and recover complex organisational environments.

Through our Seven-Phase Troubleshooting & Turnaround Model, we restore clarity, control and forward momentum across services, programmes, operations and leadership.

The Challenges Organisations Face

Organisational challenges rarely occur in a single dimension. They typically arise across multiple interconnected domains such as:

- **Services** – degraded performance, instability or failure to meet demand
- **Operations** – ineffective BAU processes, capacity shortfalls, backlogs
- **Organisation** – structural misalignment, unclear accountabilities, unclear delegation
- **People** – leadership conflict, skills gaps, behavioural blockers, low morale

- **Process** – inefficiency, bottlenecks, poor governance, undocumented workflows
- **Technology** – outages, legacy systems, poor integration, supplier failures
- **Governance** – weak controls, ineffective oversight, decision paralysis
- **Executive Disagreement** – misalignment, unclear priorities, contested ownership
- **Transformation** – failing programmes, unclear scope, uncontrolled delivery
- **Suppliers** – underperformance, contractual breaches, misaligned behaviours

Because all of these areas influence one another, disruption often spreads undetected until the organisation reaches a critical inflection point requiring external specialist intervention.

Our Troubleshooting & Turnaround Services

Bentley Moore Executive provides a comprehensive suite of troubleshooting and turnaround services covering the full organisational ecosystem. Our services are designed to diagnose root causes, stabilise critical environments, re-align delivery, support leadership decision-making, and restore operational and strategic control.

Our services across the following spectrum including:

Programme, Project & Portfolio Troubleshooting

- Multi-year transformation in crisis
- Failing or stalled programmes and projects
- Portfolio overload and prioritisation breakdown
- Recovery of “red” or “amber-red” initiatives

Service & Operational Troubleshooting

- Failing business services
- BAU instability or service degradation
- Capacity failures, backlogs, operational bottlenecks
- Service architecture misalignment

People, Leadership & Organisation Troubleshooting

- Executive disagreement, leadership conflict or paralysis
- Cultural resistance, silo behaviour, political blockers
- Role ambiguity and organisational design issues
- Skills gaps and structural misalignment

Process, Governance & Controls Troubleshooting

- Broken, undocumented or inefficient processes
- Governance failures, unclear decision routes
- Ineffective escalation pathways
- Inadequate financial or risk controls

Technology & Delivery Troubleshooting

- Legacy systems causing systemic failure
- Technology delivery breakdowns
- Misaligned architecture, data or integration layers
- Cloud, infrastructure or application instability

Supplier, Vendor & Commercial Troubleshooting

- Supplier underperformance
- Contractual breach or misalignment

- Supplier behaviour issues or unmanaged risk
- Supplier exit and transition challenges

Enterprise-Wide Troubleshooting

- Multi-dimensional issues crossing services, people, technology and governance
- Organisation-wide instability
- Recovery of major programmes with BAU dependencies
- Operating model failures

Strategic Troubleshooting

- Strategy misalignment
- Conflicting strategic initiatives
- Overlapping or contradictory priorities
- Strategic overload or lack of strategic coherence

Financial, Efficiency & Cost-Crisis Troubleshooting

- Cost overruns
- Financial governance issues
- Efficiency programme recovery
- Spend controls and cost containment

Regulatory, Risk & Compliance Troubleshooting

- Corporate risk exposures
- Regulatory non-compliance
- Enterprise risk failure
- Control environment collapse

Because complexity varies, we can deploy **individual troubleshooters, targeted SMEs or full integrated turnaround teams**, depending on need, urgency and scale.

Below is an expanded overview of our core capability areas.

1. Programme, Project & Portfolio Crisis Recovery

Programme Triage & Containment

- Rapid assessment of failing programmes (5–15 days)
- Identification of immediate failure points
- Development of stabilisation actions to prevent further degradation
- Emergency governance deployment

Programme Deconstruction & Rebuild

- End-to-end programme re-baselining
- Redesign of delivery logic, scope and workstream structure
- Reset of risk, governance, assurance, and reporting
- Capability uplift for programme leadership

Portfolio Realignment

- Portfolio-level demand and capacity modelling
- Removal of redundant or low-value initiatives
- Dependency mapping and correction
- Prioritisation and resource optimisation

Leadership Stabilisation

- Assessment of programme leadership effectiveness
- Intervention in cases of role misalignment or capability gaps
- Senior stakeholder expectation reset

2. Business Operations & Service Delivery Stabilisation

Service Performance Recovery

- End-to-end analysis of failing or unstable services
- Volume, throughput, backlog and demand modelling
- Implementation of short-, medium-, and long-term stabilisation plans

Operational Cadence Reconstruction

- Redesign of operating rhythms, controls, escalations and reporting
- Resolution of operational bottlenecks and service friction

BAU and Transformation Interlock Correction

- Resolving BAU contamination from project activity
- Addressing operational fatigue and competing demands

Cost, Efficiency & Productivity Stabilisation

- Waste reduction
- Value-stream redesign
- Productivity modelling and improvement

3. Organisation, People & Leadership Troubleshooting

Leadership Dysfunction & Executive Disagreement

- Executive alignment diagnostics
- Identification of conflicting objectives, behavioural patterns, or decision-blockers
- Resetting leadership operating models

Organisation Structural Failure

- Accountability and role clarity analysis
- Removal of structural blockers
- Rebuilding decision architecture and escalation pathways

Workforce Capability & Cultural Diagnostics

- Competency gap analysis
- Cultural resistance and behavioural barrier assessments
- Organisational morale, trust and engagement mapping

4. Process & Governance Troubleshooting

Governance Architecture Repair

- Rebuilding governance frameworks and decision-making bodies
- Clarifying mandates, decision rights, and accountability structures

Control, Assurance & Oversight Strengthening

- Redesign of quality assurance, testing, audit readiness, and risk controls

Enterprise Process Failure Diagnosis

- Mapping end-to-end process ecosystems
- Closing gaps between policy, process and practice
- Recreating cross-functional interlocks

5. Technology, Digital & Architecture Troubleshooting

Stabilisation of Technology Failures

- Diagnostics on failing systems, platforms, integrations and environments

Architecture Correction

- Resolution of architecture sprawl
- Correcting misalignment between technology and business strategy

Technology Delivery Recovery

- Corrective planning and organisational readiness management
- Supplier dependency and performance analysis

6. Supplier & Commercial Troubleshooting

Supplier Behavioural Reset

- Intrusive oversight for underperforming suppliers
- Escalation pathways and expectation resets

Commercial & Contractual Troubleshooting

- SLA/KPI breakdown analysis
- Contractual enforcement and compliance assessment
- Corrective action frameworks

Supplier Exit & Replacement

- Full supplier exit management
- Incoming supplier onboarding
- Knowledge and service continuity planning

7. Strategic Troubleshooting

Strategy Collision & Alignment Issues

- Identification of conflicting multi-year strategies
- Resolution frameworks for competing strategic priorities

Strategic Dependency & Consequence Modelling

- Analysis of strategic interactions and organisational impact
- Forward-looking scenario modelling

8. Financial Troubleshooting

Financial Stability Analysis

- Cost leakage identification
- Multi-year OPEX/CAPEX modelling
- Analysis of financial exposure from programme or supplier failure

9. End-to-End Organisational Turnaround

Crisis Stabilisation & Recovery

- Deployment of turnaround teams
- Interim leadership support
- Enterprise-wide re-baselining
- Culture reset and performance restoration

Bentley Moore Executive provides a unique capability to combine these dimensions into customised, multi-disciplinary turnaround interventions.

Our Troubleshooting & Turnaround Services Approach

Our approach follows a structured seven-phase methodology built on objectivity, evidence, systems analysis, and rigorous executive decision support. This ensures reliability, clarity and robustness in both diagnosis and recovery.

PHASE 1 — Executive Alignment, Strategic Framing & Mandate Confirmation

Purpose

To establish a clear mandate, define the scope of authority, confirm the problem space and align the executive and/or leadership team around the nature of the problem, the business impact, the urgency, and the required governance environment.

This phase clarifies *what success looks like, what constraints exist, and what boundaries the turnaround must operate within.*

Objectives

- Establish a unified understanding of the crisis or underperformance at the highest level.
- Secure clarity on strategic priorities, risk tolerance and political sensitivities.
- Define the scope of the troubleshooting/turnaround intervention.
- Ensure executive sponsorship, decision making authority
- Establish scope (services, programmes, operations, suppliers, governance, technology)
- Confirm urgency, business impact and risk levels
- Ensure the organisation provides unrestricted access to data, people and evidence
- Align the executive on expected outcomes and boundaries
- Confirm governance and escalation mechanisms are in place.
- Surface areas of executive disagreement that may fuel or sustain crisis conditions.

Activities

- Executive interviews, leadership diagnostic and expectation mapping
- Strategic objective extraction and alignment check.
- Review of existing strategies, operating models and transformation portfolio.
- Identification of governance gaps and escalation failures.
- Assessment of behavioural, cultural or political blockers.
- Establishment of turnaround governance, reporting cadence and decision channels.
- Initial hypothesis formation

- Access and authority validation
- Horizon scanning for potential political blockers
- Establishing confidentiality and escalation protocols

Outputs

- Executive Alignment Summary
- Turnaround Scope Definition
- Interim Governance Framework
- Strategic Constraint Matrix
- Stakeholder Map & Influence Model
- Mandate confirmation
- Initial problem-hypothesis model
- Diagnostic access plan

PHASE 2 — Rapid Stabilisation, Immediate Risk Containment, Diagnostic Mobilisation

Purpose

To immediately stabilise the environment, stop further deterioration, create breathing space and prevent further organisational, technical or operational harm, contain escalation, while preparing the organisation for structured investigation.

Objectives

- Stop the bleeding — prevent further technical, operational or financial damage.
- Identify immediate risks that require rapid containment and apply immediate controls to chaotic or deteriorating areas.
- Protect BAU operations from programme or supplier instability by preventing further financial, operational, strategic or reputational damage
- Establish data access, team access and operational transparency.
- Prepare the organisation for intrusive diagnostic activity
- Establish interim controls
- Apply emergency decision-making where required

Activities

- Rapid assessment/triage of critical issues, critical-path risks and failure points.
- Containment actions (temporary controls, escalations, supplier interventions).
- Deployment of temporary stabilisation measures.
- Establishment of emergency governance
- Mobilisation of diagnostic team, tooling, access, data feeds.
- Communications management to reduce panic and strengthen confidence.
- Early triage of high-risk suppliers, technologies, processes or behaviours.
- Escalation of imminent threats to executive.
- Identification of “immediate save” opportunities.

Outputs

- Rapid Stabilisation Plan
- Critical Incident Containment Summary

- Initial Risk Profile
- High-Severity Issues Register
- Updated risk severity profile
- Immediate Controls Register
- Readiness & Access Enablement Checklist

PHASE 3 — Enterprise Discovery, Current-State Reality Capture, Deep-Dive Diagnostic & Holistic Organisational Assessment

Purpose

To understand what is *actually* happening, not the perceived version of events, in order to create a complete, factual, end-to-end picture of the environment — across people, processes, technology, suppliers, governance, operations and behavioural dynamics, before causality is assessed.

Objectives

- Capture the *actual* current state, not the assumed one.
- Capture a full cross-organisational baseline.
- Expose contradictions between stakeholder narratives and factual data
- Identify inconsistencies between documentation and reality.
- Map service, process, technology and governance realities
- Understand systemic interdependencies and business-critical relationships.
- Quantify BAU vs transformation interactions
- Surface early indicators of root causes (to be validated in Phase 4).
- Understand political, behavioural and cultural dynamics
- Build a shared, organisation-wide fact base to eliminate internal disagreement.

Activities

- Document review (contracts, design artefacts, roadmaps, governance outputs).
- Interviews and workshops across all levels of the organisation.
- Process observation, service walkthroughs and operational shadowing.
- Capture of service, operational and technology realities
- Technical landscape mapping (architecture, integrations, cloud, data, systems).
- Supplier engagement and service performance assessment.
- Identification of systemic gaps
- Governance and decision-rights evaluation.
- Behavioural and cultural observation
- Behavioural, leadership and organisational analysis

Outputs

- Enterprise Discovery Report
- End-to-End Operating Model Map
- Supplier & Contract Landscape Overview
- Reality Maps (current state)
- Technology/Service Dependency Model
- Organisational Behavioural Assessment
- Full diagnostic baseline
- Organisational dependency and interaction model

- Confirmed problem suite requiring Phase 4 analysis

PHASE 4 — Root Cause Analysis & Causal Chain Modelling

Purpose

Phase 4 provides the organisation with a *verified, evidence-based* understanding of the root causes driving failure, eliminating conjecture, bias, political distortion and institutional myths and identifying precisely why the current crisis or degradation has occurred.

It eliminates conjecture, anecdotal narratives, internal bias, political distortion and "institutional myths", replacing them with a rigorous causal model that maps:

- What is happening
- Why it is happening
- How each causal factor interacts with or amplifies others
- What will continue to happen if no intervention is made
- Which actions will genuinely change the trajectory

Phase 4 is a forensic analysis phase, producing factual clarity before strategic decisions are made in Phase 5.

Objectives

The objectives of this phase are to:

- Identify and verify all root causes, not just visible surface symptoms.
- Establish a cross functional causal chain model, showing how people, processes, technology, governance, services, suppliers and organisational behaviours interact.
- Quantify severity, probability and material impacts of each root cause.
- Identify systemic weaknesses that allow problems to recur.
- Identify behavioural, cultural and leadership contributors
- Remove ambiguity and subjective interpretation from stakeholder discussions.
- Provide a factual, defensible basis for turnaround decisions and recovery planning.
- Align the C-suite, senior leadership and programme teams on *one* shared reality.

Analytical Techniques Applied

Phase 4 uses a hybrid multi-method analytical approach, combining the strongest elements of each recognised investigative discipline. This ensures that the approach is tailored to the organisation's complexity, culture, data availability and crisis severity.

1. Fault-Tree Analysis (FTA)

Used to break down each high-level failure into its underlying logical components, analysing:

- Failure paths
- Trigger points
- Conditional dependencies
- Probabilistic factors

2. Causal Graphing & Causal Chain Modelling

Creates a visual, verifiable representation of how each factor influences another, mapping across:

- Organisation
- People
- Processes
- Technology
- Suppliers
- Governance
- Commercial constraints

This modelling is essential when multiple interrelated failures occur simultaneously.

3. Fishbone (Ishikawa) Analysis

Drills into categorical domains including:

- People
- Process
- Technology
- Partner/Supplier
- Controls & Governance
- External Factors
- Data & Information Environment

4. The 5 Whys (Depth Analysis)

Used to drill recursively until we reach *non-negotiable root causality*, not superficial contributing factors.

5. Influence Mapping (Behavioural & Political Dynamics)

Identifies behavioural, political, organisational and cultural dynamics that materially influence failure modes, including:

- Executive disagreement
- Leadership misalignment
- Departmental silos
- Avoidance behaviours
- Conflicting incentives
- Cultural blockers

6. Process FMEA (Failure Mode & Effects Analysis)

Used to evaluate:

- Severity of each failure
- Probability of recurrence
- Detection capability
- Compounded risk rating

7. Supplier & Commercial Alignment Modelling

Analyses the degree to which suppliers, SLAs, contracts, commercials, and operating expectations contribute to or exacerbate the crisis.

8. Leadership Behavioural Analysis

Used to identify:

- Leadership bottlenecks
- Decision paralysis
- Escalation breakdowns
- Misaligned priorities
- Behavioural impacts on programme failure

The Hybrid Analytical Approach

Every organisation is different, and the complexity of turnaround situations varies widely.

For that reason, Bentley Moore Executive applies a Hybrid Analytical Approach, which:

1. Combines the most effective components of each analytical method (FTA, 5 Whys, FMEA, Ishikawa, influence mapping, causal graphing).
2. Adapts the methodology to the organisation's specific structure, culture, politics, and data maturity.
3. Integrates cross-functional intelligence (commercial, operational, behavioural, strategic and technical).
4. Synthesises all findings into a single causal model—the definitive reference point for Phase 5 recovery planning.
5. Ensures the method is not constrained by any one textbook technique but instead leverages *the best possible combination* to deliver rapid clarity and actionable insight.

This hybrid approach is particularly powerful when the situation involves:

- Multi-year transformation
- High-risk supplier landscapes
- Failing operating models
- Executive disagreement
- Interdependent programmes
- Cultural resistance
- Legacy technology constraints
- Behavioural and political complexity

It is the hallmark of high-maturity turnaround consulting and is central to Bentley Moore Executive's troubleshooting methodology.

Outputs of Phase 4

This phase produces a suite of clear, actionable outputs:

- Root Cause Register (verified, prioritised, and impact-rated)
- Causal Chain Diagram (showing interactions and amplification effects)
- Systemic Weakness Map (people, process, technology, governance, suppliers)
- Trajectory Analysis (what will happen if nothing changes)
- Materiality and Severity Assessment
- Root-Cause-to-Impact Matrix

- Executive Alignment Summary
- Strategic Levers Identification (what can break the causal chain quickly)

These outputs directly drive Phase 5 — Scenario Design, Recovery Architecture & Strategic Options Development.

PHASE 5 — Scenario Design, Recovery Architecture & Strategic Options Development

Purpose

To convert the verified causal model into a set of actionable, evidence-based strategic options, showing the organisation precisely *how* recovery can be achieved, at what cost, in what sequence, and with what level of risk.

Objectives

- Identify and develop multiple recovery options and trade-offs for executive decision-making.
- Align recovery pathways with business priorities
- Provide clear trade-offs between speed, cost, risk and disruption.
- Establish time, cost, risk and impact implications.
- Identify quick wins and strategic levers that shift trajectory
- Design the target state architecture (business, operations, people, technology).
- Align solutions to the organisation's risk appetite and strategic objectives.
- Identify required capabilities, skills, suppliers and commercial mechanisms.
- Prepare decision-grade recovery plans
- Develop a forward-looking design that prevents recurrence.

Activities

- Transformation blueprinting and feasibility modelling.
- Sequencing logic and dependency mapping.
- Cost analysis and value realisation modelling.
- Supplier change options (improve, re-mediate, replace, exit).
- Technology stabilisation and rationalisation planning.
- Operating model redesign for clarity, control and simplicity.
- Organisation design impact assessment (roles, skills, behaviours).
- Business case development for recommended options.
- Scenario modelling
- Trade-off analysis
- Optionality mapping
- Resourcing strategy
- Supplier strategy
- Intervention sequencing

Outputs

- Strategic Options Pack (3–5 recovery pathway options)
- Recommended Turnaround Plan
- Quick Wins List
- Strategic Lever Map
- Target Operating Model (interim + long-term)
- Transformation Blueprint (people, process, technology, governance)
- Supplier & Commercial Strategy Options
- Cost/Risk/Benefit Comparison Model
- Executive Recommendation Summary

PHASE 6 — Intervention, Turnaround Delivery, Executive Re-Alignment, Integrated Recovery Roadmap, Implementation Governance & Execution Mobilisation

Purpose

To implement the chosen recovery path option into a fully integrated, multi-year recovery roadmap through targeted, controlled, high impact interventions with the appropriate sequencing, governance, resourcing, delivery structures and controls.

Objectives

- Build a precise, risk-mitigated recovery roadmap.
- Deliver stabilisation, recovery and re-alignment
- Remove blockers
- Realign governance and decision-making that is strong enough to protect delivery.
- Drive supplier or partner accountability
- Ensure measurable recovery progress
- Establish clear ownership of every workstream and deliverable.
- Mobilise multidisciplinary teams with the right expertise.
- Ensure that “business as usual” remains protected during recovery.
- Set up benefits tracking, risk management and performance monitoring.

Activities

- Delivery of targeted interventions
- Supplier and partner engagement resets
- Governance restructuring and design (steercos, working groups, RAID controls, MI frameworks).
- Leadership alignment coaching
- Process redesign
- Technology or service remediation
- Recovery roadmap development (phased, sequenced, critical-path focus).
- Workstream definition and integrated plan creation.
- Resourcing model definition (internal + external).
- Supplier enablement and alignment (including remediation or exit).
- Change and communications planning.
- Benefits and KPI framework development.

Outputs

- Executed Turnaround Plan
- Integrated Recovery Roadmap (months → years)
- Intervention Log
- Delivery Governance Framework
- Workstream & Resourcing Model
- Leadership Alignment Summary
- Delivery Progress and Performance Reporting & MI Dashboard
- Communications & Change Framework
- Benefits Management Framework

PHASE 7 — Transition to Stability, BAU Embedding, Long-Term Assurance, Consolidation, Knowledge Transfer

Purpose

To ensure the turnaround is fully sustained, benefits are realised, BAU is stable and empowered, and the organisation does not regress into previous failure patterns once the turnaround is complete.

Objectives

- Embed controls, governance and BAU capability, new processes, behaviours and controls into the organisation.
- Handover of knowledge from turnaround specialists to BAU teams.
- Lock in governance, MI and control mechanisms.
- Ensure stability of technology, suppliers and operating models.
- Confirm benefits realisation and long-term value delivery.
- Institutionalise lessons learned into organisational memory.
- Leave the organisation stronger than before.

Activities

- BAU capability uplift (training, coaching, operating model transition).
- Future-risk prevention modelling.
- Governance transition from interim to permanent structures.
- Supplier/sourcing stabilisation (SLA calibration, exit completion, onboarding).
- Embedding performance dashboards and control frameworks.
- Lessons learned documentation and organisational integration.
- Post-implementation review and audit.

Outputs

- BAU Operating Model (final state)
- BAU Handover Pack
- Governance Handover Pack
- Benefits Realisation Report
- Lessons Learned Knowledgebase
- Knowledge Transfer Plan
- Sustainability & Maturity Assessment
- Future-State Operating Recommendations
- Assurance Report to the Executive



Troubleshooting and Turnaround Consulting Services

Why Organisations Choose Bentley Moore Executive

Bentley Moore Executive brings:

- Deep cross-functional expertise across services, operations, technology, governance and people
- True independence from internal politics, narratives or biases
- Exceptional diagnostic ability grounded in analytical discipline
- A proven, structured, seven-phase turnaround methodology
- Behavioural and leadership insight, not just operational analysis
- Hands-on delivery capability, not just advisory services
- A stabilise-analyse-recover-embed model ensuring long-term success

We do not merely identify problems —
we stabilise, diagnose, recover and transform organisations.

About Bentley Moore Executive

Bentley Moore Executive is a London-based consulting firm specialising in high-complexity consulting, turnaround, troubleshooting and strategic recovery.

Our consultants combine analytical precision, behavioural insight and board-level experience to help organisations navigate instability, restore control and achieve clarity in environments of uncertainty.

We deliver practical, evidence-based interventions that create clarity where there is complexity, foresight where there is uncertainty and stability where there is disruption.

Contact Us

To discuss your troubleshooting or turnaround requirements—or to explore how Bentley Moore Executive can provide clarity, stability and confidence during times of disruption, please contact us:

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