

The background features a series of red concentric circles of varying sizes, creating a target-like or ripple effect. The circles are centered in the upper half of the page and expand outwards towards the bottom.

# The Mentor Edge

...potent ways we get your  
company executing strategy

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*This is an insider's short-cut to execution success. It gives you the "rules behind the rules." Mentor's services are based on a unique Blueprint which reflects the accumulated wisdom of skilled execution specialists.*

*They cover the set-up, delivery and – if you're unfortunate enough – the rescue of business-critical programs. There's no sane reason to fritter away years of precious time attempting to cover the same ground. We've done it for you.*

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# What a relief, but what now?

**There are endless worries in putting a strategy together. So it's an enormous relief when your board has crawled all over it and blessed it. It's a time of great pride for your senior executive team.**

But a good strategy is only the starting point.

Now your team has to execute it and this presents a cocktail of different challenges. A great strategy doesn't always produce great results. That's because what gets us to the starting line won't get us to the finish line.

Executing strategy is about choosing the right strategic programs and doing them well; knowing what to emphasise and what not to emphasise. What could be simpler?

But if it's really that simple, why do so many execution efforts fail to hit their financial targets? The odds are stacked against you.



The landscape is littered with programs that have nosedived, in one way or another. Eye-watering delays and cancellations that cost companies millions of pounds. Write-offs that are casually glossed over with a "by-the-way, one-more-thing" in Annual Reports.

The "what" and the "why" of strategy are stroke-of-the-pen stuff; easy to put into words but the "how" is something else. The truth is strategies are notorious for over-simplifying undeniable capability gaps on daunting delivery challenges.

The shift from strategy-mode to execution-mode is a time of huge vulnerability for senior executives.

This is a point where any bad judgement-call can cripple execution from the kick-off. If vital judgement calls are shirked or fouled up - what seemed to be a robust program plan swiftly becomes useless.

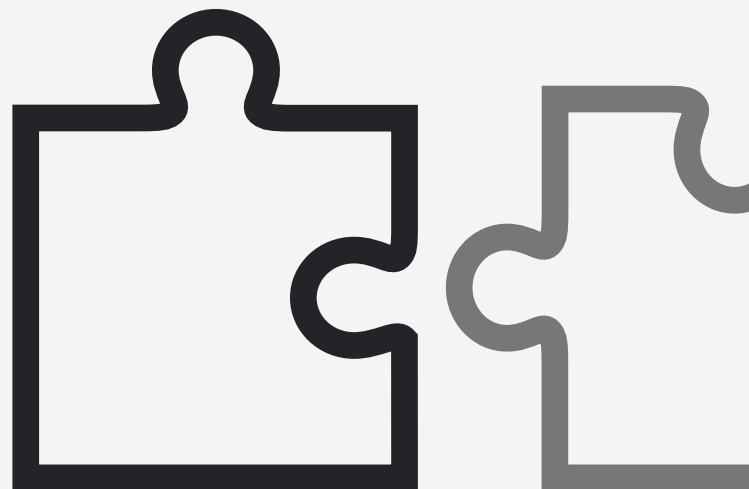
Worst of all - is when valid vital calls are not made at all.

Even highly experienced, superbly competent executives are fallible. Biases always creep into any executive team's reasoning - and often dangerously cloud its thinking. Under pressure, they can easily ignore overwhelming evidence contradicting preconceived notions.

Executives should think twice - and get rid of distorted thinking, over confidence and attachment to past decisions. Why? Because the consequences of any slip-up tick away, waiting to go bang - at the most embarrassing moments.

Execution involves hundreds of people. they shouldn't have to read between the lines, but often have no choice. People must understand their roles explicitly - and whether senior executives will visibly walk the talk.

**“ Nothing is too difficult for a person who doesn't have to do it.**





For what reason? Because nothing is too difficult for a person who doesn't have to do it.

Strategies don't treat "execution capability" with anything like the respect and precision it deserves. We wouldn't see so many jaw-dropping financial failures, if the opposite was true.

Companies frequently misjudge how much work is involved; they casually exaggerate their delivery competence - and compound this apathy with toothless program organisations.

Failures are hardly ever because a program is "leading edge" - whatever spin is used to pacify furious stakeholders.

Most execution problems are built-in during strategy development, or self-inflicted during the execution phase.

**“ Execution problems are built-in during strategy development.**

Companies invest ridiculous amounts of time doing the "easy" bits, like selecting suppliers and financial forecasting. But almost zero time where it's really needed - really grasping the critical levers that drive the financial results they want to hit.

Put simply, there's usually a bad fit between what a business wants to do and what it's prepared to do.

It's small wonder that few strategic program portfolios succeed.

Every situation is unique and it's dangerous to be prescriptive in figuring out solutions. But understanding what those big judgement calls are - and then getting them right - gives every business-critical program the best possible start in life.

In 25 years, we've seen companies make every blunder that can be made - certainly more than once. It's true what they say - what you don't know really does hurt you.

We've developed an insider's short-cut to execution success that gives you the rules behind the rules, The Mentor Edge. With old-school wisdom, it covers the setup, delivery and - if you're unfortunate enough - the rescue of a mission-critical program.

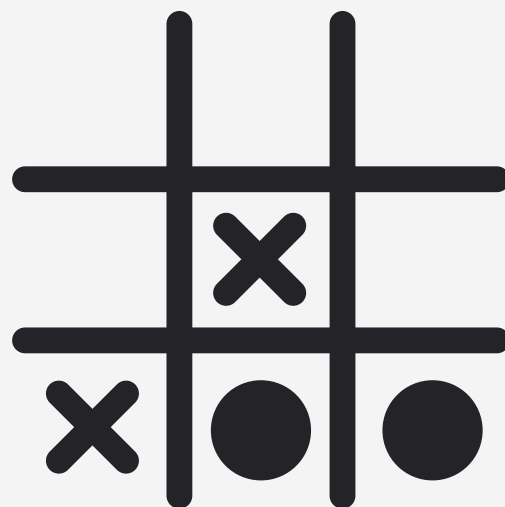
We jump-start your execution efforts and give you absolute confidence in your financial projections. We can literally transform execution in your business.

There's no sane reason to fritter away years of precious time attempting to cover the same ground. We've done it for you.

You might be able to figure it out all on your own. Eventually.

But wouldn't you rather learn from twenty-five plus years we've already invested, instead of repeating all the harsh lessons yourself?

**“ Delivering business-critical programs is straightforward – once you know how.**



We know that works.

It's not just hints and notes either; we help you get those big judgement-calls right so you can create a precise, tailor-made roadmap for your program. Even using one or two of these proven execution insights, will boost your chances of success.

But using all of them will really jack-up your efforts.

We'll share the best advice and insider tactics we know. You'll have our entire team ready to answer any question or help you to build or execute any plan.

Once you know how to create a solid "24-carat" execution framework - covering indispensable questions on governance, planning, organisation, inter-dependencies and control - you'll be able to create a new plan any time. We'll really boost the long-term execution capability of your team.

Excellence is contagious.

Give us your greatest challenges and put Mentor to work for you.

**“ Give us your greatest challenges and put Mentor to work for you.**





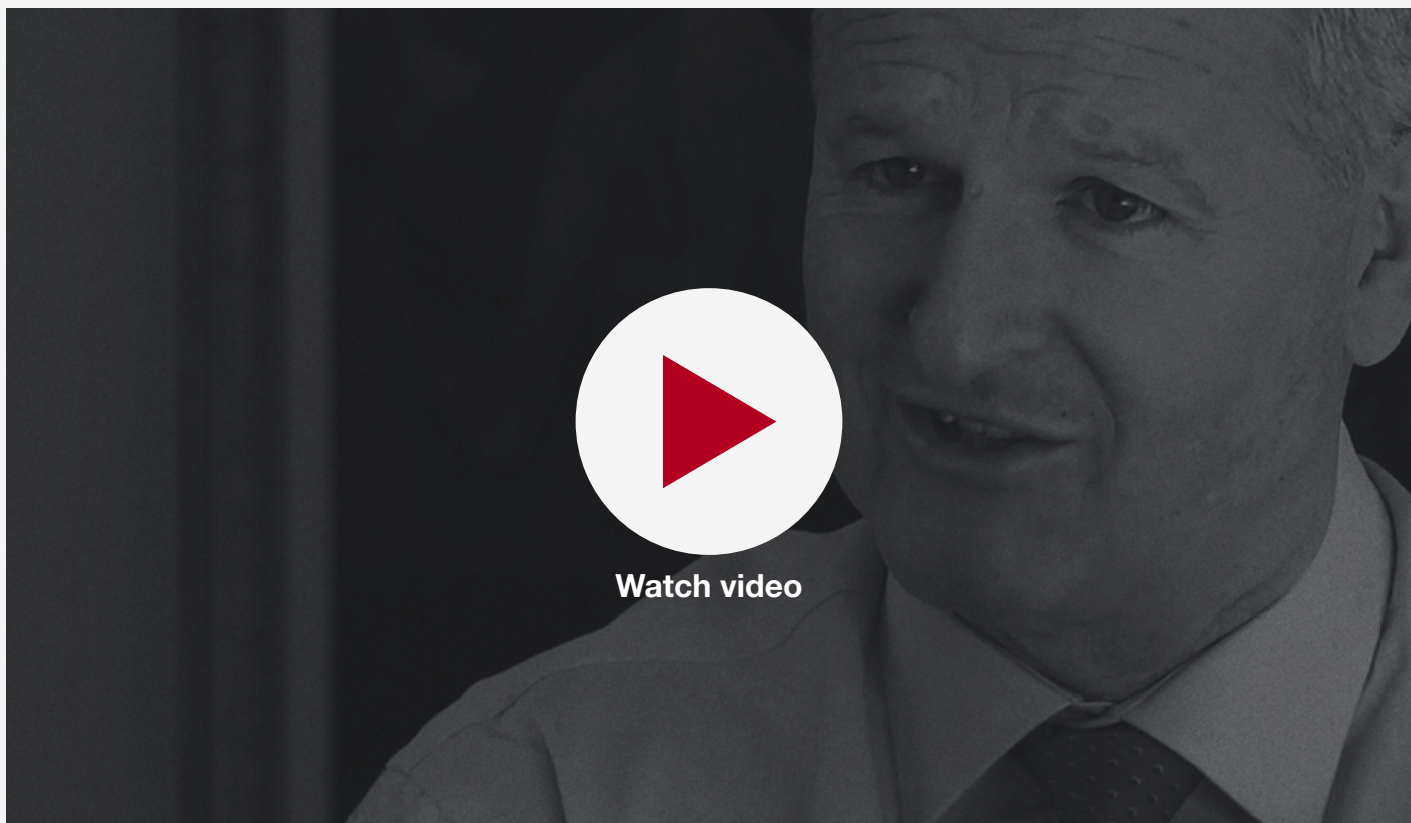
*What our clients say*

# Paul Donovan

Former eircom CEO



**“** *With Mentor you get deep industry experience, a very strong track record, access to the principals of the business, an uncompromising and very honest approach to assessment of the situation - and the application of some really good tools and techniques to ensure that highly interdependent projects can be delivered.*





# The missing link in execution

**Our blueprint is the "missing link" in execution. A huge "so-that's-how-it-works" experience for senior executives. No-nonsense, insider secrets inject pace and certainty into business-critical programs.**

Is your approach to strategy execution killing your chances of success? Do you need help in taking your strategy execution to the next level?

No, of course you don't.

But if we can get you where you want to be with much more certainty - and a lot faster than doing it on your own? How does that sound?

Program management concepts have been refined and polished for many years. For all that, "tried and tested" approaches repeatedly come up short on business-critical programs.



Often, programs start in a state of chaos that goes with these bungles slows programs down and is completely unnecessary.

Mentor's Blueprint highlights the most classic problems blocking program success. They crop up so often it's clear their presence is not even on the radar of many companies.

There are two major reasons why so-called best practice repeatedly misses the mark.

First, large scale program management wisdom is learned on-the-job: you can't learn it from books. Just because you have pilots' licence doesn't mean you can fly any old aircraft. You have to be rated for that aircraft. And that means more experience and higher skills levels.

Time after time, the shakiness of conventional execution doctrine is exposed by real-world experience.

Second, the pivotal role of specific execution building-blocks is not understood. They're either overlooked, or

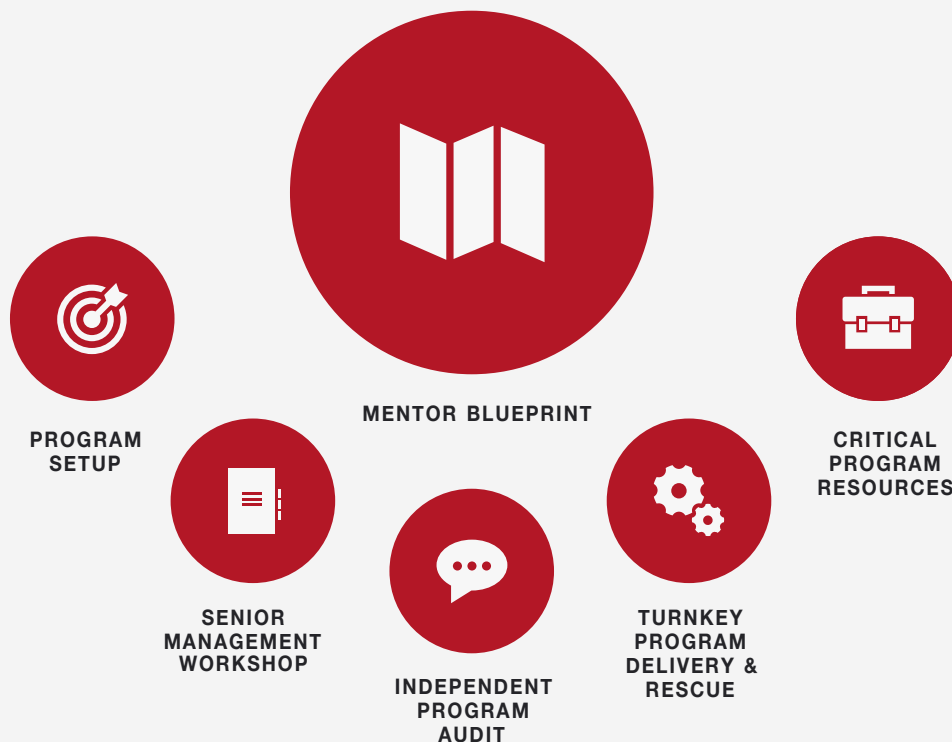
watered-down in some way - leading to futile organisational thrashing, major program delays - or worse, a complete flameout.

These patterns are not simply fine decisions; they are weighty lessons drawn from battle-tested experience.

Embarking on a gruelling business-critical program is nerve-racking enough for any company. But launching a program without wrestling not-so-obvious execution issues to ground, simply invites havoc.

By the time problems surface, companies are caught flatfooted - completely unprepared to respond.

We've soaked up lessons that nail the biggest problems plaguing strategies today. Cracking them is the "missing link" - literally the difference between winning and losing. This is powerful stuff.



The great myth about execution is that one style can trump another every time. But it's the power of your execution blueprint that matters.

**The ten lessons in Mentor's Blueprint are built on hard-core experience. By working carefully through these issues, senior executives can develop a formidable execution framework, with custom-built solutions for their company.**

So why are we still telling you all this?

Well, even though companies may understand the menu of execution stuff they have to move through, there is usually a "missing link" in this knowledge. No matter how many programs they have worked on before.

We make things easier - with fine distinctions that teach you how to multiply the competence you already have, many times over.

Without this knowledge of the "missing link", your team may never figure it all out in time. With this understanding, your team can really master strategy execution.

“A bad beginning makes a bad ending.”

Euripides

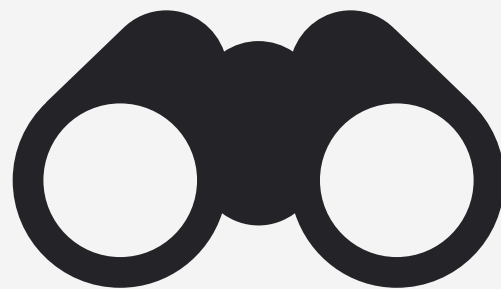
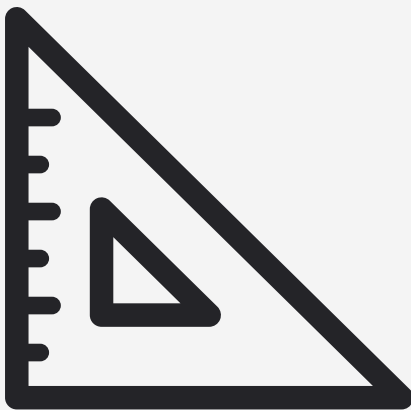


# 1

## Executive alignment

- is binary, you can't be "mostly" aligned

The more the executive team shares a common view of the change, the greater the chance of success. All executives must have shared accountability for it - reflected in personal compensation plans; they must visibly commit their organisations to deliver the change. If one or more executives don't share the vision, it will quickly hit choppy waters. Many reasons are cited for previous failures, like poor program management, ambiguity over accountabilities, ill-defined governance, and so on. There's so much garbage talked about it. While some of these are true, lack of agreement in the senior management team is actually the major cause of program failure. Chinks in the executive team always have logarithmic financial effects downstream; they will be exploited by forces that would prefer not to leap into a better future.



# 2

## Portfolio structure

- focus, focus, focus

Companies run programs all the time but they fall into two classes - regular and complex. There's little in between. Many functions have got to grips with the regular, incremental program types - but still manage to make a complete mess of complex, business-critical ones; they attempt to do too much. Blurred "focus" is a rampant problem. Companies setting out to run five or six business-critical programs are probably only capable of delivering one or two. Executive teams struggle to narrow their focus; they have too many competing priorities which confuses the workforce. When it comes to large program portfolios, the law of diminishing returns is as real as the law of gravity. Focus is about directing more energy into fewer programs.

# 3

## Program strategy

- realism, not heroic guesses

Program Strategy is always driven by a top-level financial benefits case. At that point, the execution strategy is always predicated on assumptions that hover between “wild” and educated guesses. That’s why business-critical program portfolio strategies tend to be naïve and unrealistic. They take for granted a company will achieve standards of delivery brilliance never achieved before. Schedules are based on nothing going wrong - which is absurd. And when it does, not only has the business no surge capacity to handle the crisis, it is completely unprepared for the financial shock that has been hiding in plain sight.

# 5

## Program Director

- a general, not a war-correspondent

Everyone wants a strong Program Director but when they get one, they don't want them. Being comfortable never leads to success. Who is the best person to run a program? Someone who is available? Someone the CEO feels comfortable with, rather than someone who has better skills and hard-core practical experience? Treat the appointment as seriously as a COO, CFO or CTO. Choose an experienced and capable "heavyweight" Program Director; a full-time appointment - not to be timeshared with any other role - and whose authority is never open to question. The Program Director is an executive, not a 'coordinator'.



# 4

## Program organisation

- more-of-the same is never enough

Senior executives make harmful decisions about organising for major programs. You can't move very fast - or very far - with concrete blocks on your back. Organisation choices for business-critical programs have a dramatic impact on results. Programs fall into two classes - regular and complex; there's little in between. Complex programs tend to be "business-critical" because the future of the business depends on them. But crucial organisation design questions are regularly overlooked - or messed up in some way. Each program requires a tailor-made team, a custom organisational model - and a dedicated, standalone plan.



# 6

### Team resource

- no one can whistle a symphony, it takes a whole orchestra

Business-critical programs can't be done with fragments of people's time. Resource allocation is a chronic issue. Businesses prefer not to disturb functional structures – even if it means a program implodes. Extensive “time-slicing” means the business hasn't done enough to convert strategy-speak into action. The typhoon of routine daily activity prevents this. Making regular priority-trades between normal business and business-critical program activities is essential. Functional heads in every business always play a pivotal role in “nourishing” a business-critical program; they're an indispensable part of the extended program team. Many of them sit on critical resource levers that make every program tick.



# 7

### Program control

- conceal a flaw and the world imagines the worst

Pragmatism is at the heart of execution - the performance management system is pivotal to control. It strives for crisp, evidence-based answers to four basic questions: what's happened, why, is it going to continue - and what are we going to do about it? The reluctance to face facts is widespread - a major cause of poor execution. Weak control and reporting can mask detailed implementation difficulties for months. There must be an extraordinary level of intensity in the review process, focusing on truly significant drivers of progress. But measurement is much more than judging progress – it's also to find ways of performing better. Make sure people know the score – all the time.



# 8

## Business partnerships

- cheap isn't always better

Most programs are built on the success of at least one major supplier. Choosing the right suppliers and having a strong working partnership can make or break it. When you need a top-notch partner, it's critical to screen out offers that are "too good to be true." It's just a question of when you pay – before or after. Quality comes with a price. A "partner to win" approach to supplier management, with joint business plans, eliminates long-term timewasting and unproductive bureaucracy. Many companies have similar goals but the reality rarely matches the rhetoric. Companies have much to gain from strategic supplier relationships.



# 9

## Program risk

- success is no accident

A conspicuous approach to risk management is essential to steer clear of fire-fighting. Many battered executives have learned that having "zero contingency" in program plans is a ridiculous approach. Sudden calamities do occur. Rough-cut schedules are always immature, intrinsically risky - and filled with wild guesses and made-up numbers. Hundreds of decisions affecting the schedule have still to be made. In particular, cross-dependencies between programs running elsewhere in the business are either not examined in enough detail or overlooked completely. The impact is always serious. Program commitments based on "provided-that-someone-else-does-it-by-then" statements are not worth a candle - a clear sign that dependencies have been ignored. Understanding the nature of risks; how likely they are to appear; and, specifically what can be done to lessen the brunt, gives program teams real confidence that potential disasters can be prevented, or worked around.

# 10

## Communications

- precise, spin-free and in “plain” english

Management can usually articulate the case for bold initiatives forcefully. The biggest problem is always a lack of understanding in the business about what it all means. If people don't understand, they waste valuable time trying to read between the lines – and seeds of cynicism quickly grow. The first step in making program strategy concrete is to explain the facts, without spin. The foundation for good execution is based on being very clear on what is required – and what has been achieved. Being precise is vital to success. Benefits only come when a program strategy is implemented. Half measures don't work. Plain talk is never easy to do but if you want to invigorate people, encourage them to make sacrifices and be innovative, you have to communicate explicitly – and then keep doing it.



## Summary

**Execution blunders are always connected to how top management sets out its stall to run complex programs. Senior executives can learn a lot from these lessons. They sharpen your company's edge; deal decisively with the most common flaws in execution strategy and, help to set up a powerful custom-built execution framework - that accelerates delivery.**

**Collectively, they give a business-critical program portfolio the best possible start in life.**

*What our clients say*

**Ian**

**McCaig**

Former lastminute.com CEO

**lastminute.com**

**“** *What Mentor were doing was putting the basic building blocks in place, so that we could execute on all the programs that we pulled together. It was early stage, raw, chaotic, very online, post-startup - with the added complexity that it was working across an international environment. We were really trying to make sense of a very big bowl of spaghetti.*



# A hard hitting workshop

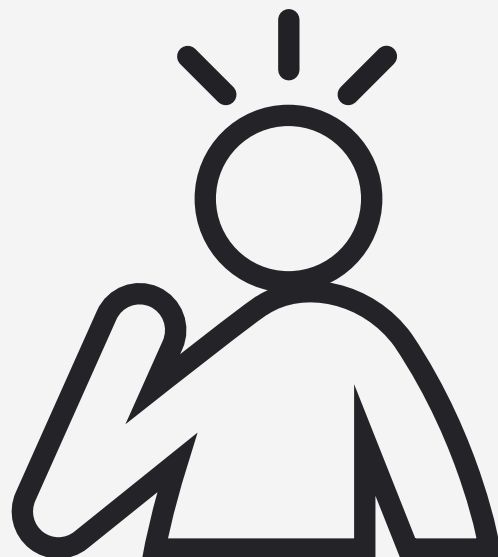
**Take the guesswork out of execution and hit your financial targets. Understand the big judgement calls - and get them right.**

Most strategies lose over 50 per cent of their financial potential along the execution highway. Worse, many collapse completely. The majority of these let-downs can be traced back to decisions the senior management team either made - or intentionally ducked - right at the beginning.

How do nose-dives happen?

The truth is the shift from strategy-mode to execution-mode is a time of huge vulnerability for senior executives; a point where any bad judgement-call can cripple execution from the kick-off.

Every situation is unique and it's dangerous to be prescriptive in figuring out solutions. But one thing is clear. Understanding what those big judgement-calls are - and then getting them right - gives every business-critical program the best possible start in life.



The truth is there is no magic pill in execution. But there is really good news.

There are very smart ways to stay away from the blind alleys just about every company goes down. Dead-ends that double or treble your execution timescales and send costs skyrocketing - in a heartbeat.

We reveal what has worked exceptionally well for us in the past; insider tactics that help you to jump-start your execution efforts by getting those big calls right – before you start.

Our half-day senior management workshop, based on Mentor's Blueprint, solves problems in a way that fits your style. This is a hands-on session - a mix of debate and hot-seat discussions. We show you:

- How to avoid classic mistakes companies make
- How to make the right moves and act on the big calls that guarantee shambles
- How to shore up your execution framework and set your program far apart from the 70% of 'also-rans'
- How to forecast financial benefits - with absolute confidence

**“ Our half-day senior management workshop, solves problems in a way that fits your style.**



*What our clients say*

**Ian**

**McCaig**

Former lastminute.com CEO

**lastminute.com**

**“** *Mentor are very transparent and are very good at giving constructive but direct feedback. As a CEO, that is really important and sometimes hard to get. They are also respectful of your employees and the teams they are working with which is a tough balance and takes good judgement and maturity.*





# Business-critical program assessment

**A rapid, evidence-based, assessment of a business-critical program performed by seasoned execution executives. Pilots an off-track program back into calmer waters. No drama.**

Business-critical programs don't come around very often; maybe every 3-5 years or so. That's why few companies have the deep savvy needed to make well-informed judgements on how to tackle them

Business-critical programs flounder, again and again, for the same handful of reasons.

At one extreme, vague objectives; fantasy plans; dreadful supplier performance and hopeless control systems.

At the other - truant sponsorship; karaoke program management and under-resourced teams.



The patterns are almost identical in every company, but each program setting is unique. By using our deep knowledge and insights, we have worked out these failure patterns and figured out how to break their vicelike grip.

But - first things first.

What are the facts? What is the state of the program?

Mentor's healthcheck is a rapid assessment of a business-critical program's condition - or program portfolio.

Mostly done "in-flight", by seasoned program executives, it scales the problem, highlights areas for change and proposes answers, its aim is to kick-start transition plans to shift an off-trick program into calmer waters.

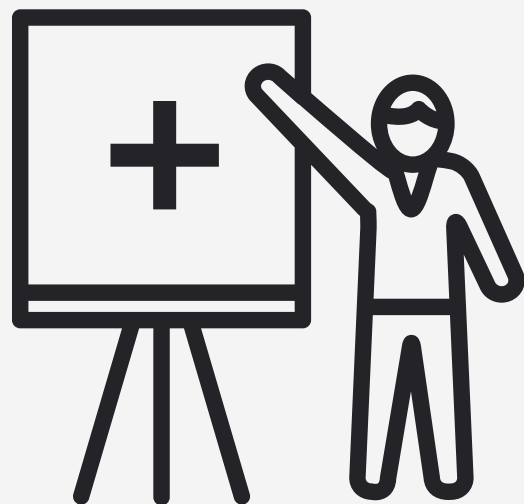
A successful healthcheck is based on hard evidence.

Facts destroy groundless - and often prejudiced opinion. It flushes out major glitches in the program; spells out major exposures - resources, interdependencies, target dates, budgets - and smartens up weak governance systems with more effective controls.

Structured meetings with program directors, sponsors and critical resource owners, over a few intensive weeks, cover:

- practicality of plans and metrics
- program organisation structure
- resourcing
- control systems and decision making processes
- accuracy and relevance of reporting
- critical dependencies and contingency plans

**“ A successful healthcheck is based on hard evidence.**





We look for qualitative evidence first and then test our impressions with fact-based material.

Oddly enough, the language people use to describe a program is often more revealing than any document.

Explicit plans are developed with senior executives to reset financial projections, with absolute confidence - and get the program back on track.

Naturally, these reflect the status of the program, its objectives, the company's capabilities and the major gaps and risks.

*What our clients say*

# Tim Pennington

Former Cable & Wireless CFO



**“** *I've used them twice - once in a startup and once in a very established business. Mentor brought people with a lot of experience to the table; people that could really understand the challenges we were facing - and who were prepared to give us the hard analysis and hard facts - in terms of where our business was and where we needed to get to.*



# The critical piece of foundation building

**Program Setup is the most misunderstood and undervalued component of a business-critical program. You have to “see” a target before you can hit it.**

Setup done properly is an enormous opportunity for companies to really drive high performance on a program.

It is the critical piece of foundation building.

Program execution is always much tougher than anyone imagined. There are bumps and twists along the road that demand capabilities, experience and resource levels no one ever seriously considered during Setup.



Failure post-mortems consistently highlight five major problems that delayed a big part in a programs downfall:

- Program objectives weren't clear
- Plans were unrealistic
- Interdependencies weren't managed properly
- The program execution organisation wasn't up to the job
- Senior management commitment to the program was lukewarm and ineffective

Program Governance was the major weakness.

With over who-thirds of business-critical programs failing, it's clear program governance isn't taken seriously by most companies.

There's rarely enough effort focused on:

- What exactly needs to be done to convert targets into concrete results
- How will it be done, specifically?
- Who needs to do it - and when?
- What functions need to contribute - and how?
- What 3rd parties are involved, what will they do - and how will they be managed?
- What impact new technology will have?

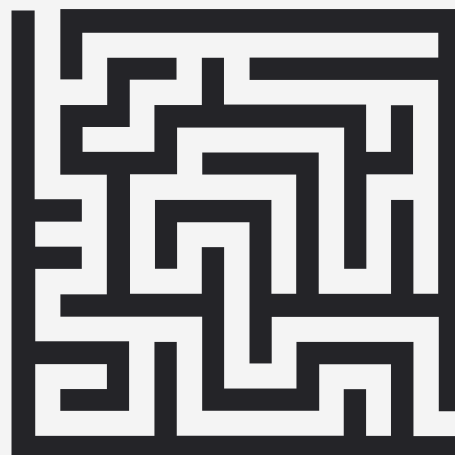
Companies need precision on business-critical programs.

Program Governance defines the operating processes to be used; how decisions will be made - and how different groups working on the program will cooperate with each other. It should guarantee a program delivers the value its business case was based on.

The purpose of Program Setup is - to build agreement; develop credible plans to deliver the business case; manage interdependencies; develop contingency options; understand resource requirements; introduce effective program governance.

Program Setup builds the type of organisational cohesion which is indispensable to companies wanting to deliver predictable results through high performance programs.

**“ ...it's clear program governance isn't taken seriously by most companies.**





# What our clients say

“Mentor is a class act. If we had something that was really tough... or had gone off the rails, I would pick up the phone. I would trust them to deliver it. They have people with fantastic experience who have actually been through the fire.

---

**Tom Alexander, former CEO**  
*Virgin Mobile*

“David brings a wealth of experience in major program management – together with a hefty dose of common sense and pragmatism. He can quickly diagnose what’s wrong and table a prescription to put it right.

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**Richard Dodd, former CEO**  
*Cable & Wireless Caribbean*

“Mentor has a deep understanding of how big companies work – and combine this with unparalleled experience of program execution. They have a high impact approach – able to rapidly cut to the chase in driving what needs to be done. They are very professional and very personable, with a highly effective communication style and approach, regardless of stakeholder seniority.

---

**Ben Messore, former Strategy VP**  
*Everything Everywhere*

# Direct, detailed, no- nonsense approach

**Our street-smart executives give strategy execution teams a shot in the arm. Battle-tested direction makes sure mission-critical programs actually hit your financial targets.**

How would you feel if you scored 10 out of 10 for strategy but 0 out of 10 for results? Our ambition is really simple - to make sure this never happens to you.

Most businesses haven't actually run a true business-critical program for a very long time; regular programs, yes - but complex programs, no. So, it's no surprise that few companies have the program leadership skills they need in-house.

Programs that have gone off the rails all follow the same pattern. Twenty-five years has taught us that. It doesn't matter what sector you're in.



There's a set of classic themes that repeatedly block program execution success.

You have probably seen critical milestones repeatedly missed on one of your programs. At least one program has been re-planned, more than once.

People are dropping the ball over the place. Reports are laced with empty cardboard dialogue. It's hard to get a straight story.

But you have financial targets to hit and you need to annihilate these problems, once and for all. You need to get back on track as soon as possible.

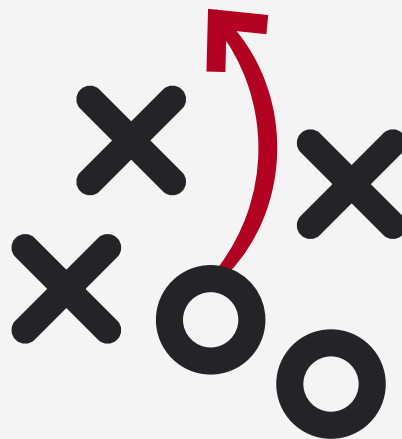
**We know what these stumbling blocks are, where they stem from - and how to prevent them.**

It's an education that cost us millions to learn. Millions.

Mentor has a direct, detailed and no-nonsense approach to program delivery. We know clients don't care about methodologies - only about results.

We provide key specialists to work alongside client staff to strengthen your execution team. We can cover the setup, delivery and - if you're unfortunate enough - the rescue of business-critical programs.

**“ Most clients don't care about methodologies – only about results.**



*What our clients say*

# David Sangster

Former UK GM, Airwave Solutions



**“** *Mentor were very hands-on, practical and get-things-done consultants rather than the more theoretical approach that we all know and have experience of. They came into the business and very quickly started making a difference.*



# We provide key specialists, no novices

**However sound a strategy and execution plan, without experienced individuals in critical program roles, delivery tragedies are never far away.**

Launching a business-critical program, with vital delivery roles staffed by people who are simply "available," is a recipe for disaster.

Blooding promising, but inexperienced, rookies is equally unrealistic.

Equally, the idea that "process" and well-intentioned managers with PMI or "Prince2-itis" can outperform experience, good judgement and leadership is a management delusion - an ill-judged fantasy.



Experience shortfalls have huge consequences. What people don't know can really hurt them.

Mentor's people are trusted "hands-on" specialists in strategy execution - straight thinking management practitioners.

We provide key specialists to work alongside client staff to strengthen your execution team. They are second-to-none. We don't have novices.

All of our specialists have been successful many times, in many organisations. Most have held senior management positions in marketing, network, IT, product development and large-scale program management.

Working with well-known "blue chip" clients, each has over 20 years of frontline management experience in Telecoms, IT, Media and Service companies.

Any program delivery role we take on depends on the maturity and capability of the in-house team.

We can either take full, end-to-end responsibility for delivery of business-critical program, or fill critical roles in the program leadership team.

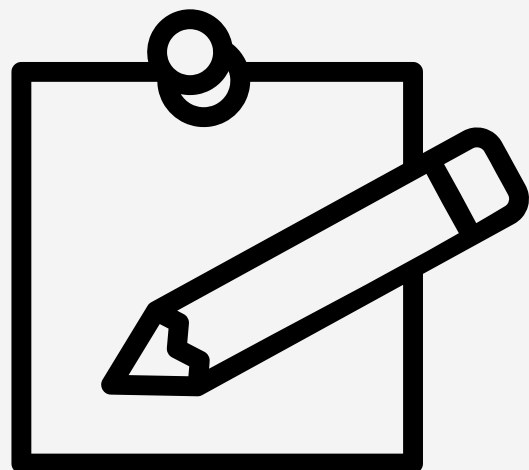
The choice is yours.

On all delivery engagements, we figure out all the options, then roll up our sleeves and do what needs to be done.

Your program team gets battle-tested direction, counselling and one-to-one coaching. You'll have instant access to execution wisdom that has taken 25 years to hone.

We share every shred of insight, advice and experience we have with you.

**“Mentor’s practitioners have strong industry backgrounds.”**



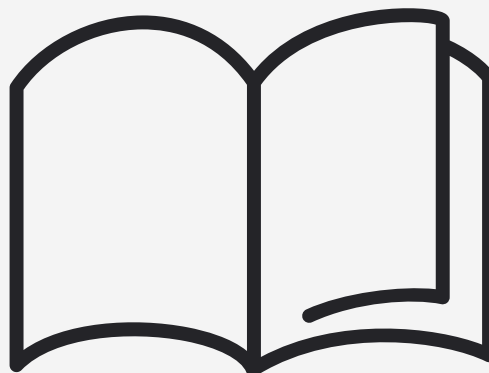
# A final thought

**If you've read The Mentor Edge, you'll probably feel comfortably "uncomfortable." You're well-acquainted with the patterns in Mentor's Blueprint.**

Perhaps you'll feel "uncomfortable" because you've seen at least one of these classic screw-ups before. You may have made a compromise that, on reflection, was not smart; something that went completely against the grain - but you did it anyway in the interests of "team harmony." But you'll also feel much more comfortable now. You'll never be seduced by any of these destructive patterns again.

You've "uncomplicated" the finer points of strategy execution. Your determination to get the big execution calls right has been strengthened enormously. You see the whole picture. It's crystal clear.

You know you have every skill you need. You finally understand how to APPLY what you know to real execution situations - and multiply your personal execution power, many times over.





So, why did we put The Mentor Edge together?

Very simple.

It's exasperating to watch companies repeatedly shoot themselves in the foot. We've seen the blind alleys and dead-ends just about every company goes down - swelling timescales and sending costs through the ceiling.

We've seen many good careers destroyed too.

That's why we put it together - to help companies lock down all the financial potential from their strategies. By now you should feel like, all of a sudden, you have a really bright torch to explore a dark cave, where everyone else is staggering through blind at the back.

But perhaps you're also wondering - and it's a good thing to wonder - if everyone had a torch, how much better would my company be at strategy execution?

If you like to skim articles... and not carefully and truly take in what's here... you should stop doing that.

You speed-read to get over overviews, but you may also miss something crucial. You deep-read because you want to soak up something important - and you want what you read to stick in your mind.

This is proven stuff from respected veterans of execution success - direct, no fluff, no-nonsense. If you crave the kind of down-to-earth, razor-sharp advice we give on the setup, delivery and "rescue" of mission-critical programs, you should make the effort to talk to us.

We're not offering hints and tips; we actually tell you how to do it.

You can ask us anything you like about your strategic programs. Give us your greatest challenges and put Mentor to work for you.

Get in touch with us now for a confidential talk. There's nothing to lose.

**“ If you like to skim articles... and not carefully and truly take in what's here... you should stop doing that.**



# Mentor management team

We are trusted by global industry leaders, including Vodafone, BT, Sky, Three, EE, O2, lastminute.com, Samsung, Dell.

For more than 25 years, Mentor's work has been in program acceleration and delivery. We help companies sidestep the most glaring pitfalls that can lead to program collapse.

Our direct, gritty, truth-telling approach helps companies deliver their toughest execution challenges. We've seen it all – everything from helping innovative startups launch, to working with large global companies delivering strategic business initiatives worth hundreds of millions of pounds.



**David Hilliard**

Chief Executive



**Ian Waters**

Partner at Mentor



**Mike Hosie**

Partner at Mentor



Results. **Nothing less.**

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Selected clients

