

**NeXT STATE**  

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**Strategy to Action**



**Strategy Is Common. Execution That Holds Is Rare.**

Decide once. Apply everywhere. Execute without drift.



# WHEN EXECUTION MATTERS

ORGANISATIONS MUST MOVE AS **ONE**

Scale makes execution harder.

Priorities collide.

Teams pull in different directions.

Ownership blurs.

Leadership gets dragged into too much.

When decisions do not hold, pace slows and value leaks.

**That is exactly where NeXT STATE operates.**

**EXECUTION WITHOUT DRIFT**

## What Changes

- Faster enterprise alignment
- Clear ownership through delivery
- Greater pace, control and momentum

**Enterprise execution specialists.  
Trusted in mission-critical moments.**

# EXECUTION FAILS

WHEN DECISIONS BREAK IN DELIVERY

## Why It Breaks

Ambition is common.

Executable strategic direction is rare.

- Teams optimise locally
- Priorities collide
- Decisions fragment by function
- Accountability diffuses
- Delay, rework, and risk compound

**One decision gets executed 100 different ways.**

## What We Do

We turn decisions into disciplined execution.

- 1. Set Direction**  
Priorities, trade-offs, non-negotiables  
**Leadership mandate established**
- 2. Translate Decisions**  
Ownership, milestones, commitments  
**Intent translated into executable work**
- 3. Run as One System**  
Teams, programmes, partners, technology  
**Aligned to one strategic mandate**
- 4. Govern & Orchestrate Delivery Performance**  
Visibility, control, escalation, course correction  
**Execution stays coordinated and aligned end-to-end**

**Decide once. Apply everywhere. Execute without drift.**



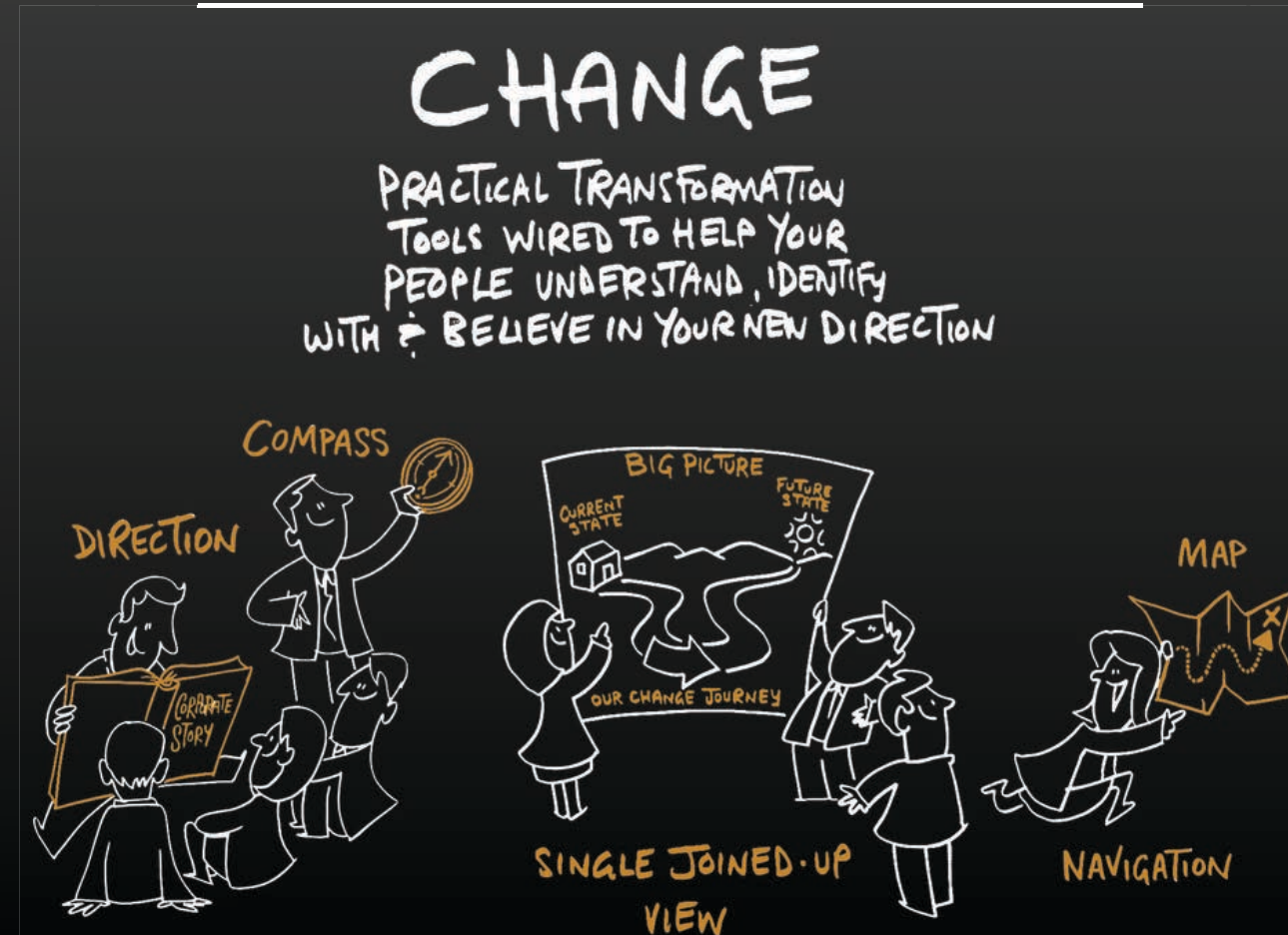
# MAKING EXECUTION STICK

SYSTEMS ENABLE EXECUTION. PEOPLE MAKE IT STICK.

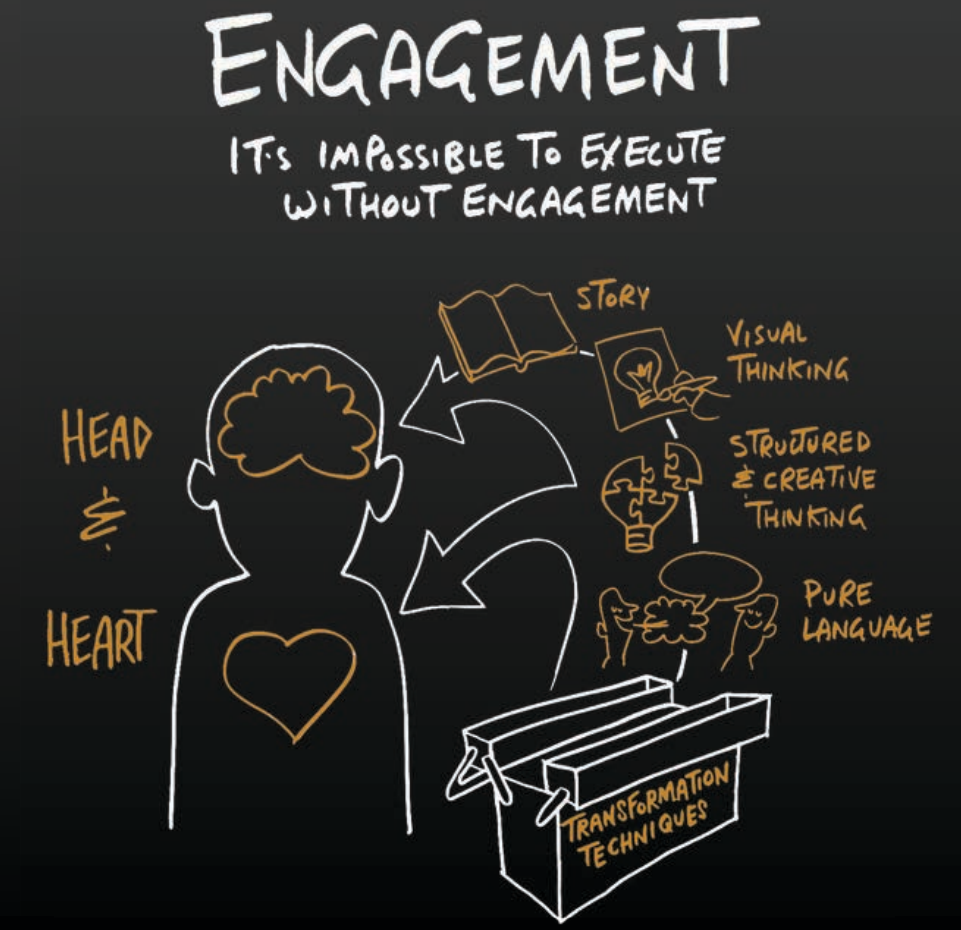
Where Intent is Formed



Where Direction becomes Tools



Where People Adopt the Journey



Translate ambition into **executable** strategic direction

Turn decisions into **practical** tools people value and use

Create understanding, support, **ownership**, and momentum

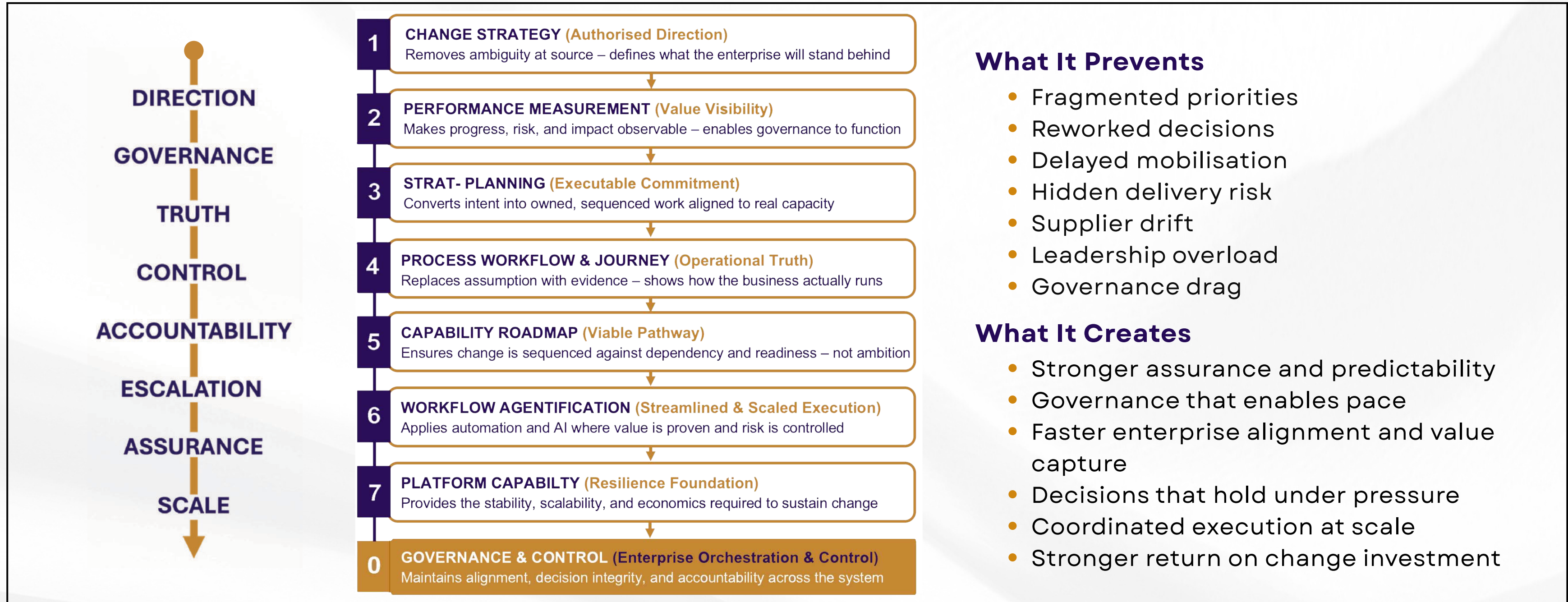
- We combine delivery discipline with knowledge-rich working environments to shape and stress-test strategic, tactical, and operational intent
- We then turn decisions into clear directives applied consistently across the organisation

- Every transformation tool we produce is designed for real-world use – driving natural adoption and measurable impact
- Operational truth, roadmaps, and measurement accelerate progress

- We integrate proven strategy methods with creative techniques to build shared meaning, understanding and momentum
- We embed intent in clear, relatable ways that drive meaningful transformation

# ENTERPRISE DECISION SPINE™

A closed-loop enterprise control system that converts intent into execution while governing risk, identifying opportunity and preserving decision integrity. Stages activate sequentially where required and in parallel where value can be accelerated.



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# ACTIVATING EXECUTION

## THROUGH THE DECISION SPINE AT ENTERPRISE SCALE

### Decision Spine

Set once. Hold through delivery.

- Priorities locked early
- Trade-offs surfaced fast
- Decisions cascade consistently
- Ownership survives handoffs
- Escalations resolved early



Keeps decisions intact under pressure

### Alignment at Speed

Compress months of drift into days of progress

- Resolve blockers in days, not months
- Build executable pathways fast
- Rapid leadership alignment
- Convert debate into momentum

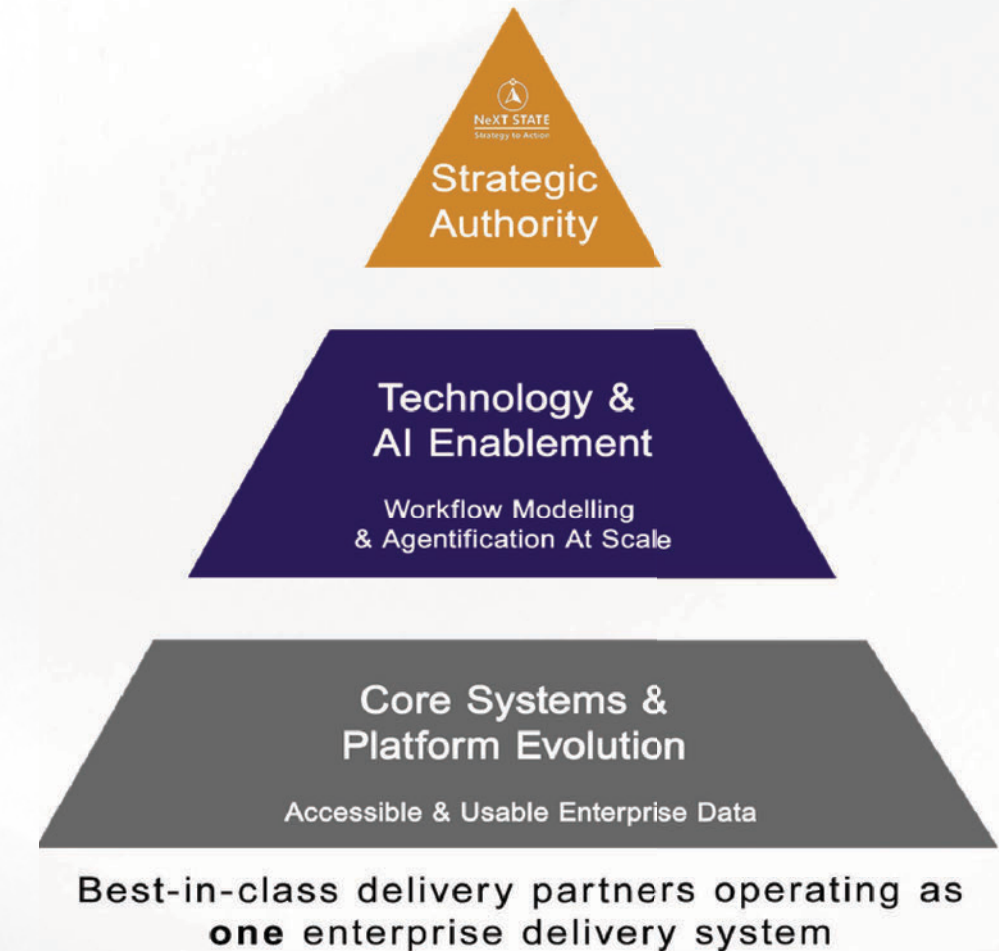


Eliminates drift & accelerates alignment

### Enterprise Delivery Stack

Run teams, partners and technology as one system.

- Enterprise coordination
- Delivery rhythm
- Visibility and control



Runs teams, partners & tech as one system

**Decisions that hold. Execution that scales.**

# TURNING DECISIONS

## INTO MEASURABLE ENTERPRISE VALUE

When decisions are embedded in an enterprise execution system, organisations typically unlock:

Accelerated Value Realisation	Greater Delivery Efficiency	Enhanced Enterprise Control	Improved Leadership Confidence
Faster mobilisation	Less rework	Clear ownership	Decisions endure
Faster alignment	Fewer conflicts	Governance discipline	Execution stays aligned
Increased throughput	Better capacity use	Visibility of risk & dependencies	Stronger platform for growth
<b>50-70% faster cycles*</b>	<b>20-30% rework avoided*</b>	<b>Slow decisions erode enterprise value*</b>	<b>60-70% failures avoided*</b>

\* Indicative benchmarks based on published research by McKinsey, Bain, Gartner, PMI, Deloitte, Accenture, PwC

**Better decisions. Faster execution. Higher enterprise value.**



# PRECISION

DELIVERED

## Proven where complexity matters.

Senior leadership experience across financial services, defence, technology, government, engineering and energy – delivering where complexity is high and execution matters.

Called when growth outpaces structure, transformation stalls, leadership misaligns, or modernisation must happen without disruption.

**We get called when leaders need clarity, confidence and execution when it matters most.**

## Selected Impact in Complex Environments

Proven where scale, governance, and execution matter most.

### Financial Services

#### RBS, Lloyds, SJP

Delivered operating model redesign, AI enablement and enterprise transformation.

### Defence

#### £1.6bn Fleet Solid Support Programme

Enabled innovation environments and complex mission delivery across MOD and Army HQ.

### Engineering Scale-up

#### 400 → 1,400 employees in 12 months

Integrated multiple businesses while tripling workforce and delivery capacity.

### Energy / Nuclear

#### New nuclear commercial scale-up

Scaled UK, US & Japan operations. Reduced OPEX via digital integration. Prepared for Series B growth.

### Government & Public Sector

#### ONS Target Operating Model / UK Maritime Vision

Aligned leadership and shaped future-state transformation roadmap.

**Trusted in complexity. Proven in execution.**



**PROVEN**  
IMPACT

# THE TEAM TRUSTED

## WHEN EXECUTION MATTERS



### IAN URE

CEO | Enterprise Execution Lead

- Led complex transformation programmes across UK, US and international markets
- Deep expertise across AI, digital and fintech change
- Trusted to stabilise and accelerate high-value delivery under pressure



### MARK BAMBER

UK & EMEA Lead | Former KPMG Partner

- Former KPMG Partner with 20+ years leading transformation
- Advisor to boards on growth, operating model and major delivery mandates
- Combines commercial rigour with execution certainty



### IAN WHITEFORD

Board Advisor | People & Growth Specialist

- Former Goldman Sachs and Improbable leader
- Scaled Improbable from 40 to 1,200+ employees and supported £3bn+ valuation
- Advises boards on leadership capability, scale and organisational performance



### JON MATTHEWS

Chief of Staff | Mission Delivery Lead

- Former British Army officer and senior P3M practitioner
- Supported the £1.6bn UK Fleet Solid Support Programme
- Expert in mobilisation, control and delivery discipline

# OUR EXECUTION ADVANTAGE

We are typically engaged when growth, change or complexity outpaces the organisation's ability to respond.

## TEN BOARDROOM CONVERSATIONS

<b>Growth needs stronger foundations</b>	<b>Strategy is clear, delivery is not</b>	<b>Transformation spend is not producing results</b>	<b>Decisions are stuck &amp; momentum is fading</b>	<b>Cost must come out without breaking delivery</b>
Scale through stronger operating models & delivery systems	Turn priorities into ownership, milestones & measurable progress	Restore pace, confidence & enterprise execution grip	Compress months of debate into days	Remove structural cost while protecting momentum & service
<b>AI investment must produce measurable value</b>	<b>Leadership misalignment is creating drag</b>	<b>A make-or-break event must land successfully</b>	<b>Performance must improve quickly</b>	<b>Integration must deliver promised value</b>
Productivity not theatre	Rebuild clarity, cohesion & leadership confidence	Investment, integration or exit readiness	Increase productivity, reduce drag & lift accountability	Capture synergies fast & operate multiple businesses as <b>one</b>

## HOW WE CREATE EXECUTION MOMENTUM

<b>Diagnose Fast</b>	<b>Align Leadership</b>	<b>Build Control Spine</b>	<b>Mobilise Delivery</b>	<b>Sustain Results</b>
Evidenced operational truth before opinion	One set of priorities, owners & trade-offs	Governance, cadence, decisions & accountability	Internal teams & curated specialist partners deployed as one system	Capability, rhythm & measurable gains

## WAYS TO ENGAGE

<b>Rapid Diagnostic Sprint</b>	<b>12-Week Change Strategy</b>	<b>Enterprise Value Discovery</b>	<b>AI Workflow Sprint</b>	<b>Transformation Recovery</b>
2 weeks to expose friction, risk & blocked momentum	Leadership mandate, priorities & executable path within 12-weeks	Deep-dive across people, process, tech & value levers	Service blueprinting & user journeys to identify high-ROI AI use cases	Stabilise drifting programmes & restore delivery control


Powered by Accelerated Solution Work Environments

**Trusted when execution matters most.**

# WHEN EXECUTION MATTERS MOST, LET'S TALK

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TURNING STRATEGY INTO MEASURABLE  
ENTERPRISE VALUE

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