

Interview — Director, Delivery

Meridian Advisory Group · 2 September 2026 · 41 minutes · Recorded with consent

Consultant: Where does a team start when a new engagement opens?

There is a shared drive with old decks and everyone starts from whatever they used last. Nobody is being lazy — it is genuinely the fastest route when there is no template. The cost shows up later.

Consultant: What does that cost look like?

No two diagnostics ask the same questions, so we cannot compare one client to another. A client asks how they stack up against similar firms and we cannot answer it from our own work. We have done ninety engagements in this practice and I cannot aggregate them.

Consultant: How long before a new manager works unsupervised?

Onboarding a new manager takes about nine months before I trust them alone in front of a client. Most of that is absorbing how we think, and they absorb it by watching.

Consultant: How is quality assured?

Quality control is me reading the deck the night before. There is no checklist, no second reviewer and no defined stage gates. If I am travelling, it goes out unread.

Consultant: What would help most?

One standard assessment with a fixed question set and a fixed output. Then my review becomes an hour instead of a night, and a manager can carry the first pass.

Sample document — Meridian Advisory Group is an illustrative firm created for this demonstration. Nothing here refers to a real client.