

EXPERT INTERVIEW — PRIYA RAGHAVAN, SENIOR MANAGER (TRANSCRIPT EXTRACT)

Interview 2 of 3 · Recorded 19 August 2026 · Subject: delivering a Whitfield profitability review as the day-to-day lead

Q: What does Dana hand you at the start?

PRIYA: I get a one page scope note with the decision statement at the top and the data request attached, and that is it.

PRIYA: The first thing I do is a completeness check against the data request, and I log every gap with the name of the person who owes it.

Q: What does the week by week rhythm look like?

PRIYA: Week one is scoping and data. Weeks two and three are the model. Week four is the workshop and the report.

PRIYA: The model build is the part that takes discipline. We cost each engagement at fully loaded staff cost including non-billable time, not at standard rate.

PRIYA: Dana reviews the model before anything is written up, and she only signs it when every headline number has a source file behind it.

Q: What is the quality gate before the client sees anything?

PRIYA: Nothing goes to a client without a second partner reading the finding list cold and being able to follow it without me explaining it.

PRIYA: We also check that no finding names an individual employee. The findings name the work, not the person.

Q: Where do new people struggle?

PRIYA: They try to boil the ocean on data. The scope is three years, by client and by service, and nothing else.

PRIYA: They also under-plan the workshop. That session needs a printed pack, a named facilitator, and the finance lead in the room or it turns into a status update.