Category

Consulting

Consulting Firm Scale-Up & Operating Model Playbook

Redesigning the operating model deliberately at each growth stage, rather than scaling the founding-era structure past its limits

- Executive
- Advanced
- Template Included

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- 4 minute(s)

Overview

A framework for consulting firm scale-up that redesigns the operating model deliberately at each growth stage — decision rights, quality control, and delivery structure — rather than stretching the founding-era informal structure well past the point where it stops working.

What are the typical signs a consulting firm's operating model has

outgrown its current structure? Founder or senior partner bottlenecks on decisions that should be delegated, quality inconsistency across engagements that used to be reliably consistent, and informal processes that worked at smaller scale breaking down — covered as specific diagnostic signals in this playbook.

Is there a specific size threshold where operating model redesign

becomes necessary? It varies by firm, but growth-stage transitions (roughly doubling in size, or crossing certain headcount thresholds) are common trigger points worth proactively reviewing against, rather than waiting for visible operational strain.

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