



EXECUTIVE BRIEF

Operating Model Review

A short brief on why delivery is slowing and the one structural change that would address it.

AUDIENCE

Executive team

LENGTH

Two-page brief

DECISION

Structural change

SOURCE

Internal review pack

The Finding

HEADLINE FINDING

Delivery is not slowing because of capacity. It is slowing because ownership of customer outcomes sits in three places and the handoffs between them are where the time goes. The recommendation is to consolidate ownership, not to add people.

Evidence

Measure	12 months ago	Now	Change
Median delivery cycle	34 days	58 days	+71%
Time spent in handoff	19%	37%	+18 pts
Delivery headcount	41	54	+32%
Projects per person per quarter	2.4	1.7	−29%

Adding 32% more people produced 29% less output per person. That pattern is the signature of a coordination problem rather than a capacity problem.

Where The Time Goes

- A customer request crosses three teams before anyone is accountable for the date.
- Scoping is done twice — once to sell it, once to build it — and the two do not agree.
- Escalation has no single owner, so it escalates to the executive team by default.
- Nobody is measured on the end-to-end cycle, so nobody defends it.

Recommendation

- Create a single delivery owner per customer segment, accountable for scope, date and outcome.
- Merge pre-sales scoping into delivery so the estimate and the plan are the same document.
- Measure and publish end-to-end cycle time weekly, by segment.
- Freeze delivery hiring for two quarters and reassess against cycle time, not backlog.

What This Costs

The change is structural rather than financial: no net headcount change, three role redefinitions and one reporting line moved. The real cost is two quarters of disruption while ownership settles, and the loss of a comfortable narrative that the problem was capacity.

Decision Requested

- Approve the single-owner model for the two largest segments as a pilot.
- Approve the delivery hiring freeze for two quarters.
- Agree that cycle time replaces backlog as the reported delivery metric.

NARRATORA

Generated on Narratora

Transform your screenplay into coverage, pitch decks, and production breakdowns today at narratora.com.

Start free at narratora.com