OPERATING MODEL · A WORKING FRAMEWORK BY JAMES TUTTIETT

Build, Scale, Run

Three practices organised around what the client needs done, not what the firm can do.

Practice structures usually describe capability: technology, data, transformation, operations. Clients do not buy capability. They have something to build, something that works and needs to grow, or something that has to keep running better and cheaper. Three verbs let the client name what they need in one sentence, and make the firm choose whether it is a talent business or a consultancy.

Build

Something new gets made: a product, a platform, a capability. Senior technologists at the front, small teams, AI in the delivery stack by default. Priced on what ships, not who is in the room.

Scale

Something that works needs to work across the organisation: adoption, change, capability transfer, operating model redesign. This is where most AI programmes fail, because the pilot proved the technology and nobody owned the change.

Run

Things have to keep working: operations, service, resilience, continuous improvement. A Run engagement that is not using automation to take cost and risk out is not a credible one.

Where AI sits

Not in a fourth box. AI is inside each practice by design, and the Head of each practice is accountable for it. A separate AI practice signals that it is optional. It is not.

How to use it

- Test the structure with one question: can a client say which practice they need in a single sentence? If not, the structure is for you, not them.
- Give each Head of Practice ownership of content as well as delivery. The practice has to own what it teaches.
- Expect the move to surface an identity question the firm has been avoiding. That is the point of doing it.
- Keep the specialists as doers, in squads under the practice, not as a management layer.

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