GCO Partners
Collaboration that powers growth

How Modern Finance Teams Scale Delivery

Why Traditional Hiring Models Are No Longer Enough

A practical operating model for finance leaders who need capacity, not chaos.

Scaling has become more difficult than hiring.

For many finance leaders, the challenge isn't finding talented people. It's building delivery capacity that grows with the business without increasing complexity, management overhead or hiring risk.

As organisations expand, traditional approaches begin to show their limits.

- Hiring permanently is slow and expensive.
- Freelancers solve immediate problems but rarely create continuity.
- Outsourcing often reduces cost but increases operational distance.

The question has changed.

It is no longer:

How do we hire more people?

It is:

How do we build delivery capacity that actually scales?

Capacity isn't created by adding headcount.

It's created by designing systems that allow people, processes and accountability to scale together.

Why Traditional Scaling Models *Break Down*

Most scaling models optimise for cost. ***The strongest organisations optimise for delivery.***

As finance teams grow, leaders commonly experience:

- Increasing management overhead
- Fragmented communication
- Knowledge trapped with individuals
- Longer onboarding cycles
- Reduced visibility
- Declining consistency

These are rarely talent problems. ***They're operating model problems.***

Delivery Pressure Creates *Three Questions*

- Can new people become productive quickly?
- Can quality remain consistent as teams grow?
- Can leadership focus on clients instead of coordination?

If the answer to any of these is "not consistently", ***the operating model, not the people***, deserves attention.

The Three Pillars of *Scalable Delivery*

The firms scaling most successfully have one thing in common. They don't separate people from performance. Instead they build operating models around three principles.

SOURCE

Find professionals who fit the delivery environment, not simply the role description.

INTEGRATE

Embed people inside systems, workflows, reporting lines and communication rhythms.

MANAGE

Maintain performance through structured oversight, accountability and continuous support.

People create capacity. Systems multiply it.

What This Looks Like *In Practice*

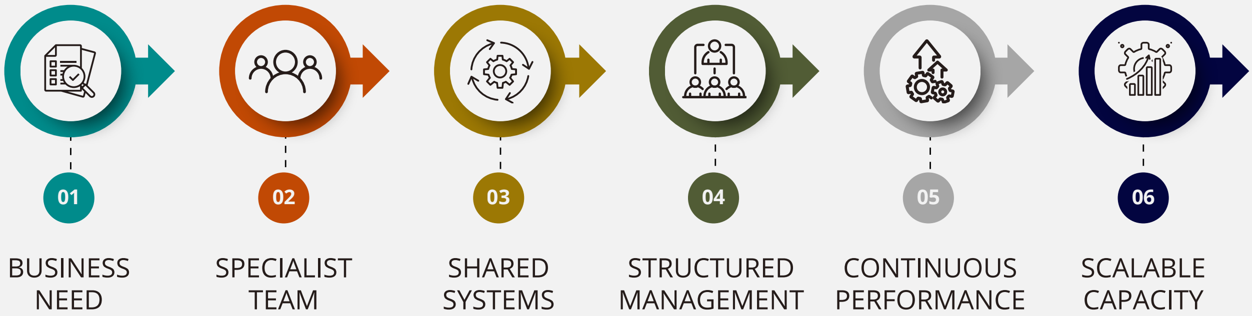
The Embedded Delivery Model

Traditional staffing often looks like this:

Supplier → Resource → Client

Responsibility largely ends once placement happens.

Embedded delivery looks different.



Why This Matters

Delivery becomes:

- predictable
- measurable
- repeatable
- easier to scale

What Happens When *The Model Is Applied?*

Building Embedded Audit Capacity

Client: Menzies (UK Accounting Firm)

Challenge: Busy season pressure and long-term succession planning required more than short-term contractors. The firm needed embedded audit support that could grow within the business.

Solution
GCO integrated experienced audit professionals and ACCA trainees into the firm's delivery teams. Talent worked inside client systems, aligned to UK standards, and collaborated daily with local leadership.

Impact

- Improved delivery continuity
- Structured junior-to-senior progression
- Embedded team members who felt part of the firm — not external resources

What This Demonstrates
The GCO framework works when integration, supervision, and performance management are built into the model.

Scaling a Turnaround & Restructuring Function

Client: JCK – TRI (Turnaround, Restructuring & Insolvency)

Challenge
Incoming insolvency cases outpaced internal team capacity. Administrative burden limited senior staff's client-facing time.

Solution
GCO embedded two dedicated professionals within JCK's TRI team. They worked directly inside IPS Cloud, Santander UK systems, Excel, and Teams supporting over 170 case accounts.

Impact
- Bank reconciliations and reporting managed seamlessly
- Direct bank liaison handled offshore
- UK managers freed to focus on strategic client work
- Expanded partnership into audit and corporate finance

What This Demonstrates
Borderless delivery works when talent is embedded, accountable, and managed as part of the core team.

Supporting Fractional CFO Firms with Delivery Capacity

Client Type: US-Based Fractional CFO Practice

Challenge
Fractional CFO partners were spending too much time on execution, reconciliations, reporting prep, analysis, reducing strategic capacity and compressing margins.

Solution
GCO built a Finance Pod underneath the CFO team, including accountants and analysts integrated directly into client workflows and reporting cadence.

Impact
- Increased client capacity without adding US headcount
- Improved reporting turnaround times
- Preserved partner margin
- Predictable, managed delivery layer

What This Demonstrates
The GCO framework enables finance leaders to scale capability not just headcount.

Across every engagement, the common denominator wasn't geography.

It was integration.

Building Capacity For *The Next Decade*

Finance leaders increasingly recognise that scaling successfully requires more than recruitment. It requires an operating model that combines the right people, clear systems and active management.

Talent-as-a-Service is one way to achieve this. Not because it's a new staffing model. Because it's a different way of thinking about delivery.

Questions Worth Asking

- Is our current model creating capacity or simply adding people?
- Where does operational friction slow delivery?
- How dependent are we on key individuals?
- Could our teams become productive faster?
- What would scalable delivery look like in our organisation?

Continue the Conversation

If you're exploring new ways to scale delivery without increasing complexity, we'd welcome a conversation.

Discuss Your Team Requirements