

GCO Partners

Collaboration that powers growth

THE **CAPACITY** PLAYBOOK

Choosing the Right
Operating Model for
Sustainable Growth

*A practical guide to scaling
capacity without increasing
complexity.*



Growth Doesn't Usually Create Problems. *It Reveals Them.*

Most organisations don't struggle because demand disappears; they struggle because the way they deliver work no longer matches the way the business has evolved. As organisations grow, teams become stretched, managers spend more time coordinating than leading, and projects begin competing for the same people and resources. Delivery slows, decision-making becomes more reactive, and the very growth that once created momentum begins to introduce unnecessary complexity.

In response, many organisations default to familiar solutions. Some recruit additional people. Others outsource work in an effort to relieve pressure. Neither approach is inherently right or wrong, because neither addresses the fundamental question: *what operating model best supports the outcome you're trying to achieve?*

The answer depends not only on the work itself, but on what your organisation is trying to accomplish. Are you building long-term capability, increasing delivery capacity, reducing management overhead, or accelerating execution? Understanding that distinction is the foundation of this playbook and the first step towards building capacity that can support sustainable growth.

Capacity Is *More* Than Headcount

Capacity isn't simply the number of people in your business. It's your organisation's ability to consistently deliver quality work without sacrificing performance, leadership or future growth. High-performing organisations understand that there are different ways to build capacity.

Sometimes the right answer is adding capability inside the business.

Sometimes it's delegating delivery to trusted specialists.

The strongest organisations know when to do each.

Four Questions Every Growing Business *Should Ask*

Growth creates new demands. The challenge is knowing whether you need more capability, more efficient delivery, or a different way of operating entirely. These four questions help you diagnose the real issue so you can choose the operating model that creates the right outcome.

**Build long-term
capability**

**Deliver defined work
more effectively**

*Are we trying to increase long-term
capability?*

or

*Do we need defined work delivered
more effectively?*

**Manage
delivery**

**Lead the
business**

*Is leadership spending too much
time managing delivery?*

or

Enough time leading the business?

**Overload
teams**

**Overload operating
model**

Are our teams overloaded?

or

*Is our operating model
overloaded?*

**Solve today's
pressure**

**Build tomorrow's
capacity**

Are we solving today's problem?

or

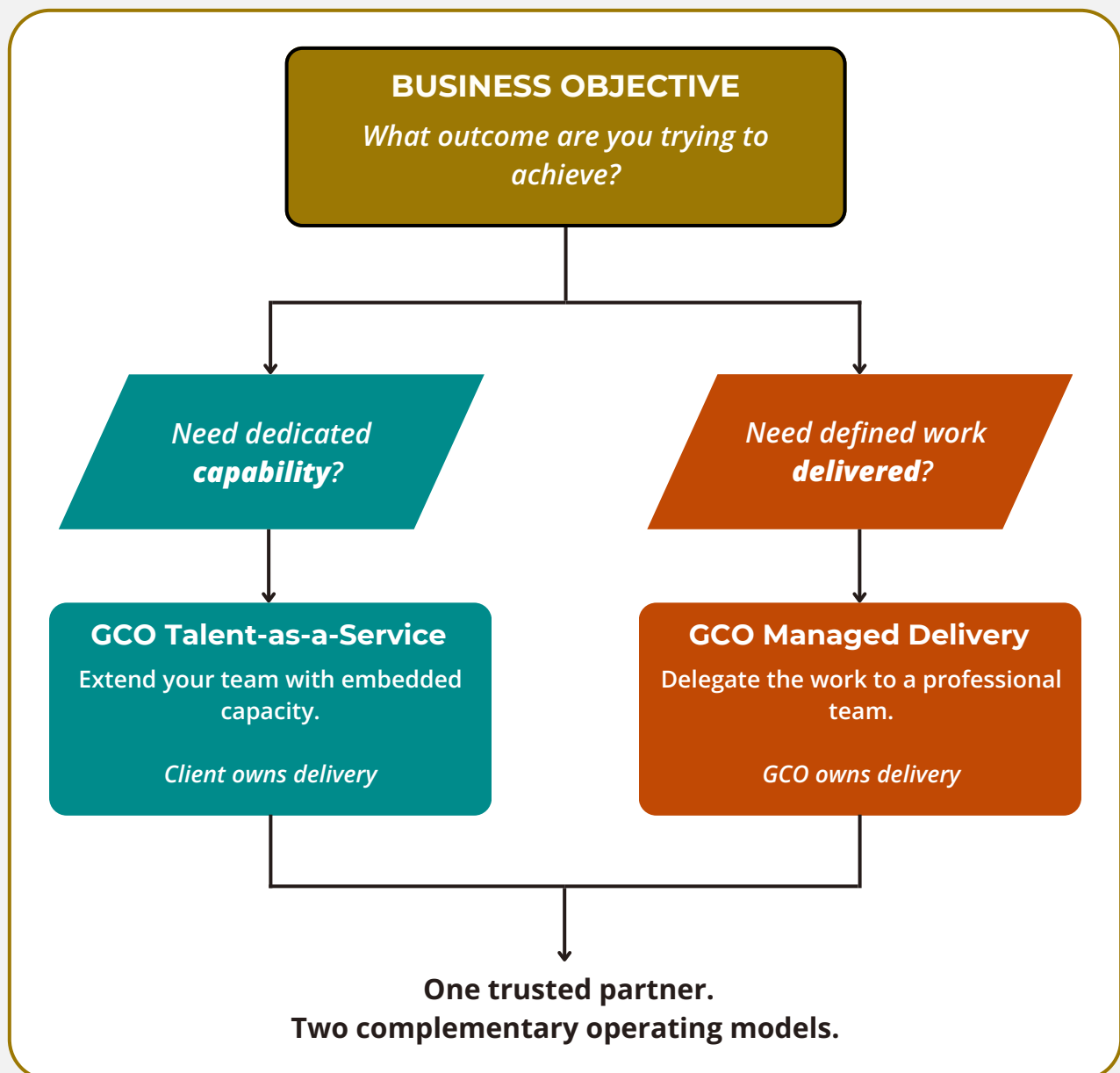
Building capacity for tomorrow?

There is rarely a single right answer. Understanding where you sit on these questions is the first step towards choosing the operating model that will drive the right outcome for your business.

Two Ways to Build Capacity

Different businesses require different operating models. The challenge isn't deciding whether to hire or outsource, it's deciding how work should be delivered to achieve the outcome you're looking for. At GCO Partners, we've developed two complementary operating models that help organisations build capacity in different ways.

One strengthens capability inside your business. The other delivers specialist work on your behalf. Many organisations eventually use both.



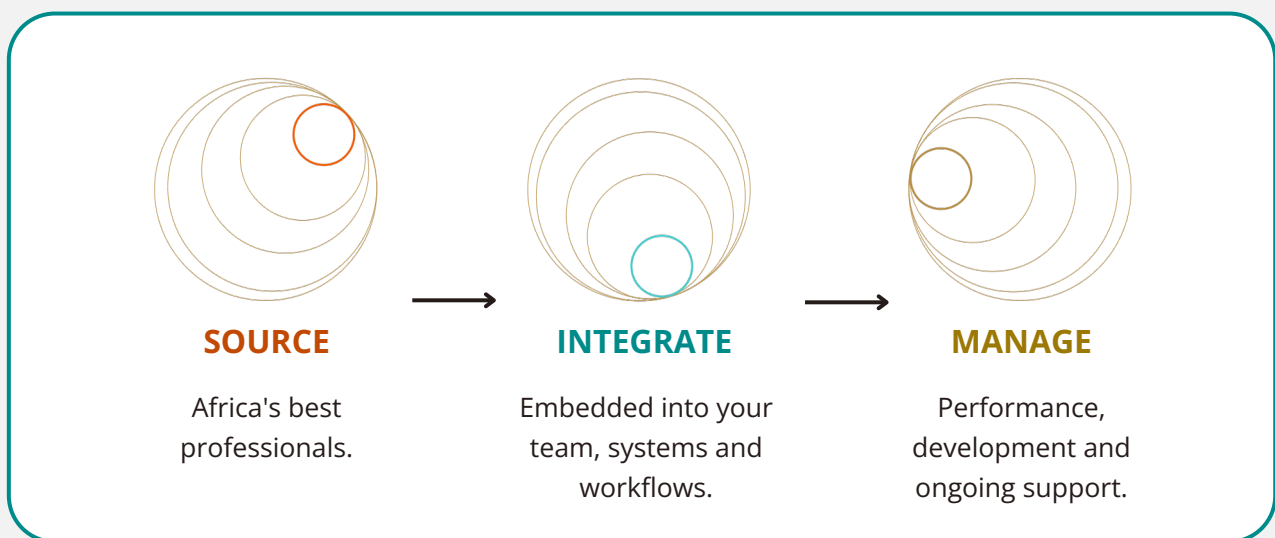
GCO Talent-as-a-Service: *Extend Your Team.*

Some capacity challenges can't be solved by completing a project. They require dedicated capability that becomes part of your organisation. Talent-as-a-Service enables businesses to strengthen their teams by embedding professionals who work exclusively within their systems, processes and culture. Rather than operating as an external supplier, GCO professionals become an extension of your business while remaining supported through GCO's *Source, Integrate, Manage framework*.

Best suited when your objective is to:

- ✓ Build long-term capability.
- ✓ Increase delivery capacity.
- ✓ Maintain direct operational control.
- ✓ Develop specialist expertise inside your business.
- ✓ Scale sustainably without increasing management complexity.

How it works



***You own the delivery.
We enable performance.***

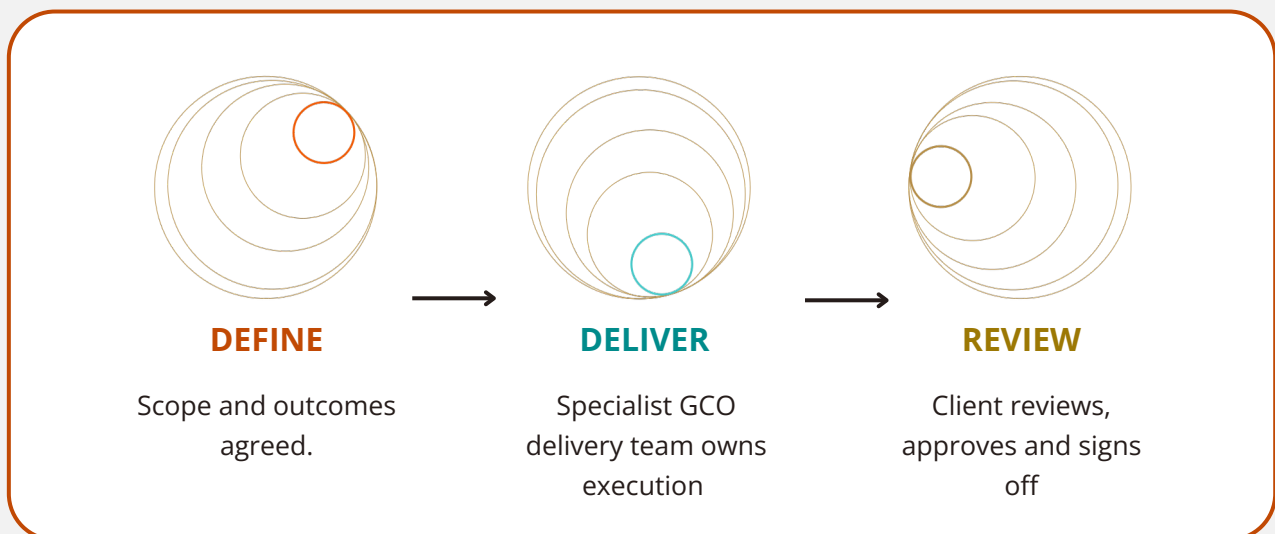
GCO Managed Delivery: *Delegate the Work.*

Not every challenge requires expanding your internal team. Sometimes the greatest value comes from reducing operational complexity altogether. GCO Outcomes provides specialist delivery teams that take ownership of clearly defined workstreams or projects, allowing your internal teams to remain focused on leadership, clients and growth while retaining full visibility of quality and outcomes.

Best suited when your objective is to:

- ✓ Complete defined projects.
- ✓ Increase throughput.
- ✓ Reduce management overhead.
- ✓ Access specialist expertise.
- ✓ Improve speed without compromising quality.

How it works



***We own the delivery.
You own the outcome.***

One partner. *Two operating models.*

Capacity isn't built through a single solution. As organisations grow, the nature of their challenges changes. They may need dedicated professionals embedded within their business while simultaneously relying on specialist delivery teams to complete defined workstreams.

These operating models aren't alternatives; they're complementary ways of increasing capacity while reducing operational complexity.

	Talent-as-a-Service	GCO Managed Delivery
Primary objective	Build capacity	Deliver work
Delivery ownership	Client	GCO
Best suited for	Ongoing delivery	Defined projects
Team structure	Embedded professionals	Specialist delivery teams
Outcome	Stronger internal capability	Greater delivery capacity

The strongest organisations don't simply add more people. *They build operating models that allow capacity to grow alongside the business.*

The Conversation *Starts Here*

Every organisation grows differently. The best operating model depends on your objectives, your people and the work you're trying to deliver.

Whether you're looking to build long-term capability, increase delivery capacity or reduce operational complexity, the first step is understanding which model best fits your business.

Let's have that conversation.

[Book a Capacity Conversation](#)