



LOOP INSIGHTS

Is Your Operating Model Built for What Comes Next?

A diagnostic framework to identify what is working, what is not, and where to focus first.

LOOP CONSULTING GROUP

Design. Optimise. Scale.

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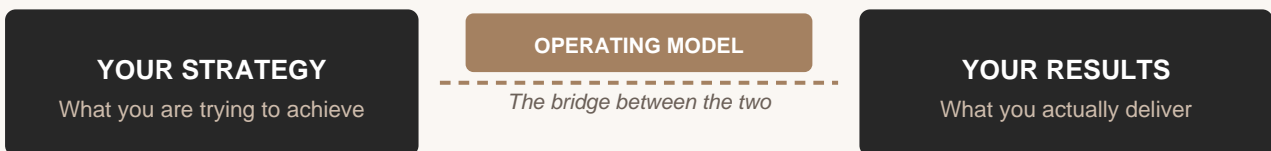
The Strategy to Performance Gap

Even high-performing companies capture only around 70% of their strategy's full potential.

The other 30% is lost to slow decision-making, unclear accountability, misaligned teams and broken processes. The culprit is almost always the same: the operating model.

Your operating model is the system that sits between your strategy and your results. It determines how decisions get made, how work flows, how people are organised, how performance is measured, and how value is actually created. Whether the business is scaling for growth or restructuring to become leaner, the operating model is what makes the difference between intention and execution.

When it works, the business executes with speed, clarity and discipline. When it does not, even the best strategy becomes an expensive aspiration.



When your Operating Model is ineffective

- Slower time to market
- Lower engagement & higher attrition
- Margin erosion
- Higher operating costs
- Inconsistent customer experience
- Founder and CEO burnout

Closing the gap is not about working harder. It is about redesigning the operating model so the business is built to execute the strategy it already has.

Six Signs Your Operating Model Is Holding You Back

If your leadership team recognises two or more of these, it is time to take a closer look.

01

Decisions are slow or keep getting revisited

Decision rights are unclear. People either avoid making calls or make them without proper authority. Everything gets escalated.

02

Everyone is busy but outcomes are inconsistent

Teams are working hard but results are unpredictable. The business lacks a consistent operating rhythm and performance cadence.

03

Revenue is growing but margins are flat or falling

The business is getting bigger but not more profitable. The operating model is not optimised for the economics of the business.

04

The founder or CEO is the bottleneck

Everything flows through one person. Decisions pile up. Nothing moves without the boss in the room. The model has not been designed to operate without them.

05

Growth creates more chaos, not more capacity

New hires do not make things easier. Complexity increases, communication breaks down. The operating model that built the business is not the one that will scale it.

06

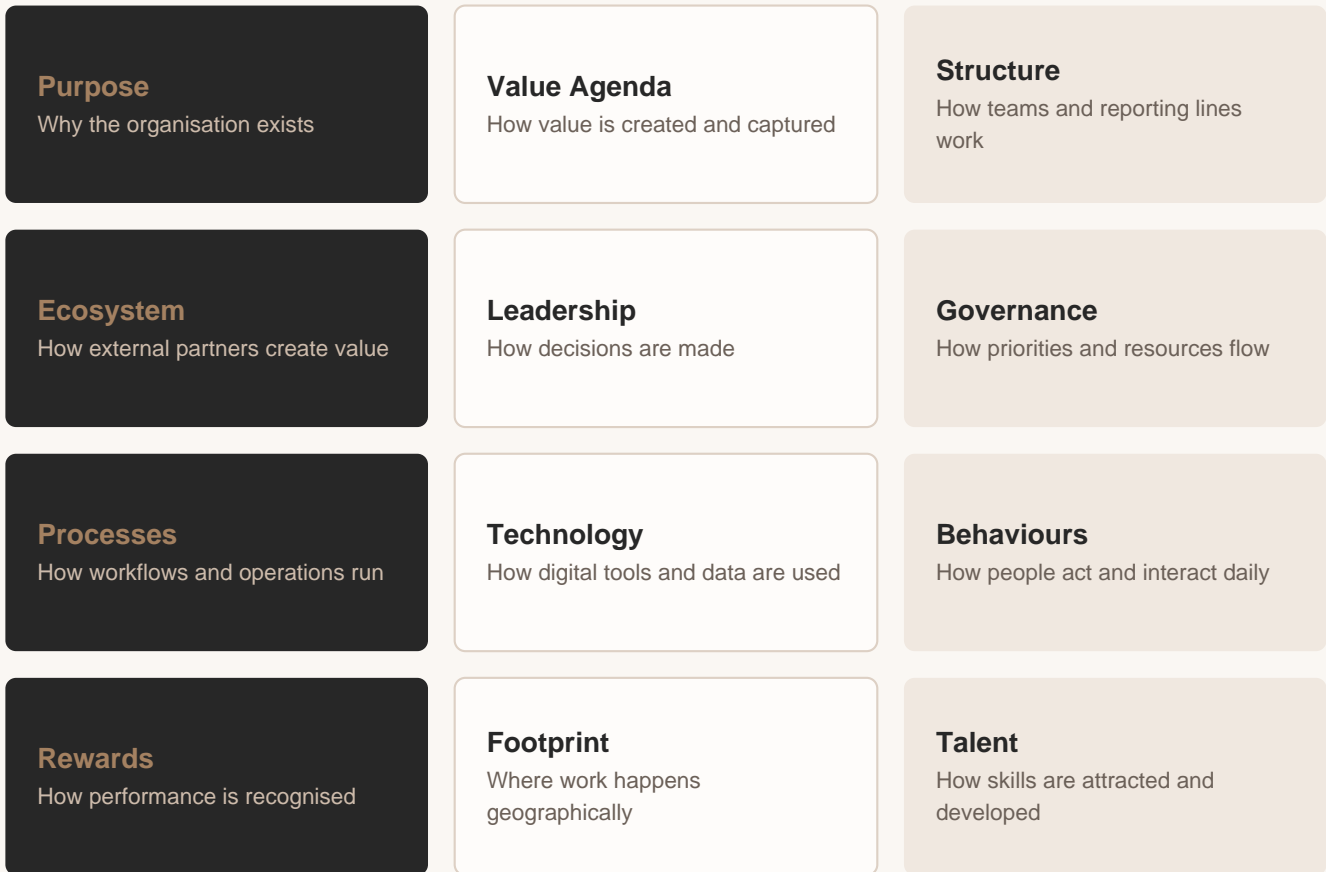
The business needs to do more with less but does not know where to cut

Costs need to come down but there is no clear view of where value is created versus where resources are consumed. Without that clarity, restructuring becomes guesswork.

If you recognise two or more of these, the issue is not your people or your strategy. It is how your business is set up to run.

The 12 Elements of a High-Performing Operating Model

Every operating model is made up of interconnected elements that work together as a system. A change in one affects others. The most effective operating models deliberately align all 12 elements to strategy.



Most businesses focus on only 3 or 4 of these elements and wonder why the rest is not working. A high-performing operating model addresses all 12 elements as an interconnected system.

Operating Model Diagnostic

Use this with your leadership team. For each element, answer honestly. Any unticked box represents a gap worth investigating.

ELEMENT	DIAGNOSTIC QUESTION	✓
Purpose	Can every leader articulate why the organisation exists and what it is ultimately trying to achieve?	<input type="checkbox"/>
Value Agenda	Is there a shared, documented view of how the business creates value, with resource allocation aligned to it?	<input type="checkbox"/>
Structure	Does the structure clearly support the strategy, with defined accountabilities and appropriate spans of control?	<input type="checkbox"/>
Ecosystem	Are external partnerships actively managed to create value beyond your own capabilities?	<input type="checkbox"/>
Leadership	Are decision rights clear? Do leaders know what they can decide, what needs escalation, and how quickly?	<input type="checkbox"/>
Governance	Is there a consistent cadence for reviewing performance, setting priorities and allocating resources?	<input type="checkbox"/>
Processes	Are core workflows documented, repeatable and consistently followed, not dependent on any single person?	<input type="checkbox"/>
Technology	Are digital tools, data systems and technology investments aligned to priorities and enabling productivity?	<input type="checkbox"/>
Behaviours	Does the culture reinforce the behaviours needed for high performance, or do unwritten rules undermine it?	<input type="checkbox"/>
Rewards	Are incentives and recognition aligned to the outcomes the business needs, or do they reward the wrong things?	<input type="checkbox"/>
Footprint	Are the right people in the right locations, with remote, hybrid and on-site approaches intentionally aligned?	<input type="checkbox"/>
Talent	Does the organisation have the skills it needs today and a plan for the capabilities it will need tomorrow?	<input type="checkbox"/>

What Your Score Means

10-12**Strong**

Your operating model is solid. Focus on continuous improvement and staying ahead of growth.

7-9**Targeted Gaps**

Solid foundation with specific areas of weakness. Prioritise the 2 to 3 weakest elements for immediate attention.

4-6**Significant Misalignment**

The operating model is likely a drag on performance. A structured diagnostic and redesign is recommended.

0-3**Critical**

The operating model needs a fundamental reset before the business can execute its strategy effectively.

What To Do Next

1

Workshop with your leadership team

Run the diagnostic as a group exercise. Individual perspectives reveal blind spots that no single leader can see alone.

2

Find the root cause

For each unticked box, ask why. Symptoms sit at the surface. The real constraint is usually one to two levels deeper.

3

Prioritise ruthlessly

Do not try to fix everything at once. Identify the 2 to 3 elements creating the most drag and focus there first.

4

Get an outside lens

Internal teams can diagnose symptoms but rarely see the system. An independent assessment accelerates clarity and action - this is where Loop can assist.

Practical Starting Points

For each operating model element, here is one practical action you can take. These will surface the issues. Resolving them at a system level is where the real transformation happens.

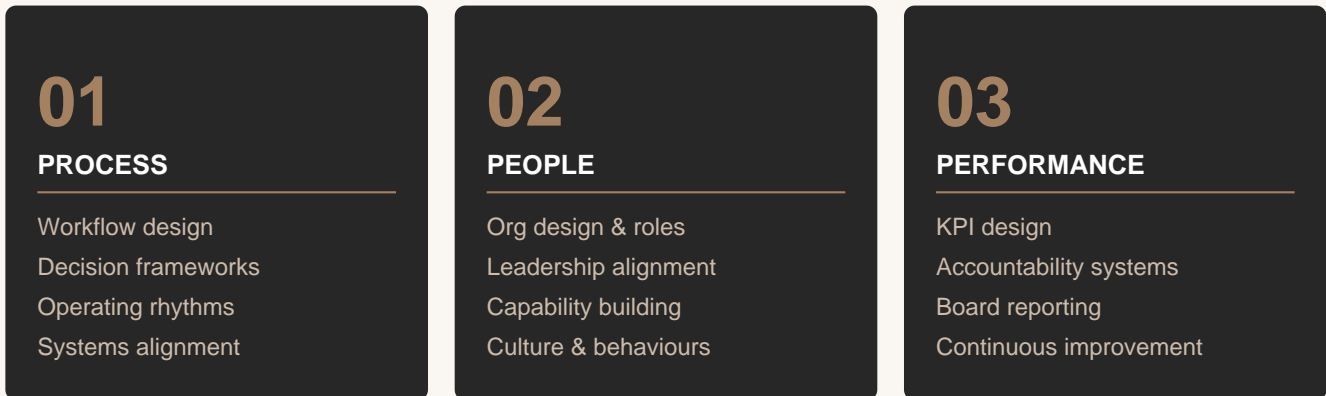
ELEMENT	WHERE TO START
Purpose	Gather your leadership team and ask each person to independently write down why the organisation exists. Compare the answers. Misalignment here cascades everywhere.
Value Agenda	Map where the business actually makes money versus where it spends its time. If those two things do not match, your resource allocation is working against your strategy.
Structure	List every role that reports to the CEO or founder. If the number is above eight, decision-making is already bottlenecked at the top.
Ecosystem	Identify your five most critical external partnerships. For each one, ask whether the relationship is actively managed or simply inherited.
Leadership	Document the ten most common decisions in the business and who currently makes each one. Where there is ambiguity, there is delay.
Governance	Audit your meeting cadence. If there is no regular rhythm for reviewing performance, setting priorities and reallocating resources, execution will drift.
Processes	Pick your three highest-volume workflows and ask whether a new hire could follow them without guidance from the person who normally runs them.
Technology	List every system the business pays for. Ask which ones talk to each other and which create duplicated effort.
Behaviours	Ask your team what the unwritten rules are. The gap between what the business says it values and how people actually behave is the real culture.
Rewards	Review what behaviours your current incentive structure actually encourages. If it rewards activity over outcomes, it is undermining performance.
Footprint	Clarify whether your approach to where people work is a deliberate design choice or a default inherited from the pandemic. Intentional beats inherited.
Talent	Identify the three roles that would cause the most damage if vacated tomorrow. If there is no succession plan, the business is carrying concentrated risk.

These actions will clarify the gaps. Closing them at a system level, where one change reinforces the next, is where an independent operating model review makes the difference.

How Loop Can Help

Loop partners with founders, CEOs and executive teams to design, optimise and scale how their businesses operate. Every engagement is led by former C-suite executives who have built, scaled and transformed businesses from the inside.

The OP3 Methodology Process. People. Performance.



Our Services

- OP3 Diagnostic**
 2-week structured assessment. Clear scorecard, root-cause analysis, 90-day action plan.
- Operating Model Design & Build**
 End-to-end redesign: structure, governance, processes, accountability, performance.
- Business Value Strategy Sprint**
 4-week engagement to align leadership on value creation and execution priorities.
- Fractional Executive Partnership**
 Embedded C-suite capability (COO, CPO) without the full-time cost.
- CEO & Leadership Advisory**
 Ongoing strategic counsel and accountability for leaders who want a trusted sounding board.



Ready to Close the Gap?

The best next step is a 30-minute conversation to discuss your business, your challenges, and whether Loop is the right fit to help.

Contact Our Team

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Design. Optimise. Scale.

Former C-Suite executives with 40+ years lived transformation experience