



Operating Model Archetypes

How organizations actually run behind the scenes

Every company operates according to an internal system. Some are intentional. Most evolve by accident. These systems shape decision-making, execution speed, technology usage, and cross-team collaboration — often in ways leaders don't fully see until friction becomes costly.

Decision Making

Who holds authority and how choices get made

Execution Speed

How fast strategy moves from intent to outcome

Technology Usage

How tools enable or obstruct the work

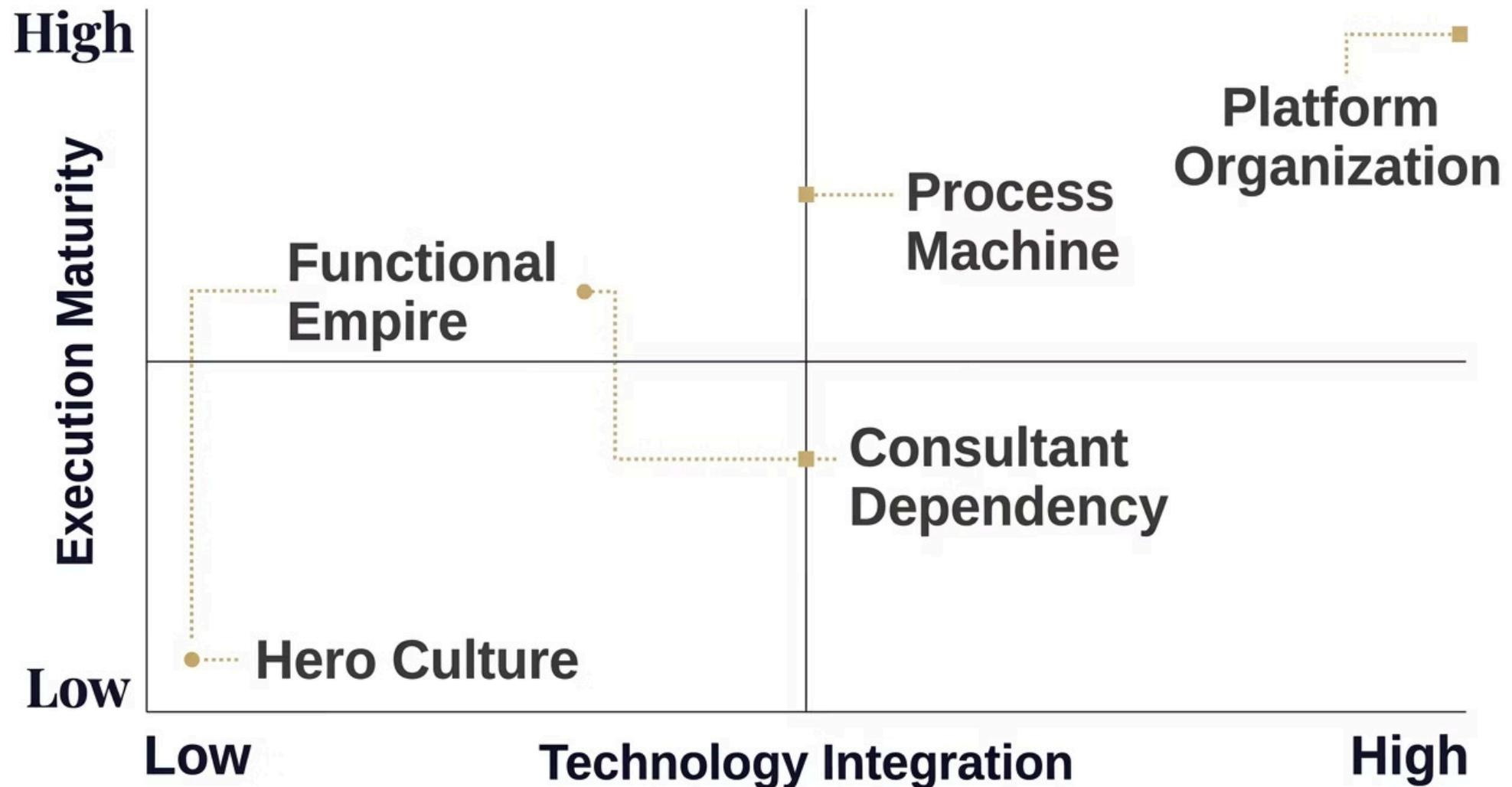
Collaboration

How teams coordinate across functions

Across industries, five operating model archetypes appear repeatedly. Understanding your archetype reveals where friction exists — and where transformation should begin.

The Operating Model Impact Map

Where your organization sits on this map determines how effectively strategy turns into execution. Each archetype reflects a distinct combination of execution maturity and technology integration — and each carries its own strengths, blind spots, and transformation requirements.



- ❑ The goal of transformation is not simply to move right on the X axis — it is to move toward the top-right quadrant, where execution maturity and technology integration work in concert.

Hero Culture

Organizations driven by individual performers rather than repeatable systems. Execution depends on experience, intuition, and the people who *"know how things get done."* Speed and adaptability are real strengths — but they come at a cost.

Common Signals

- Projects rely on key individuals
- Minimal documentation exists
- Firefighting is the default mode
- Processes change frequently and informally

Typical Tech Stack

- Google Workspace or Microsoft 365
- Slack or Teams for coordination
- Trello or basic Asana
- Spreadsheets and email as primary tracking tools

✓ Strengths

Speed, adaptability, and strong individual ownership

⚠ Risks

Burnout, knowledge silos, and inconsistent execution at scale

📍 Common Stage

Startups and founder-led organizations

LOW

Execution Maturity

LOW

Tech Integration



Functional Empire

Organizations structured around strong departmental power centers. Each function optimizes for its own goals — often creating friction, duplicated effort, and misaligned priorities across teams. Cross-functional execution is the persistent weak point.

Common Signals

- Sales, product, and operations work independently
- Different tools used by each department
- Conflicting priorities derail shared initiatives
- Slow cross-functional execution and handoffs

Typical Tech Stack

- Salesforce or HubSpot for sales
- Jira or Monday.com in product
- Finance systems operating independently
- Fragmented reporting and multiple project tools

✓ Strengths

Deep functional expertise and clear departmental ownership

⚠ Risks

Silos, duplicate systems, and slow organizational alignment

📍 Common Stage

Scaling companies between \$30M and \$150M in revenue

Mod.

Execution Maturity

Low

Tech Integration



Process Machine

Organizations built around governance, standardization, and process discipline. Execution is reliable and predictable — but the same structures that ensure consistency can become barriers to speed and innovation when markets shift.

Common Signals

- Formal PMO with defined methodologies
- Structured approval layers at every stage
- Extensive documentation requirements
- Standardized project intake and delivery processes

Typical Tech Stack

- ServiceNow or enterprise workflow tools
- Microsoft Project or enterprise PMO systems
- SAP or Oracle ERP
- Formal governance dashboards and compliance tracking

✓ Strengths

Consistency, predictable delivery, and strong compliance posture

⚠ Risks

Slow decision cycles, limited innovation, and bureaucratic drag

📍 Common Stage

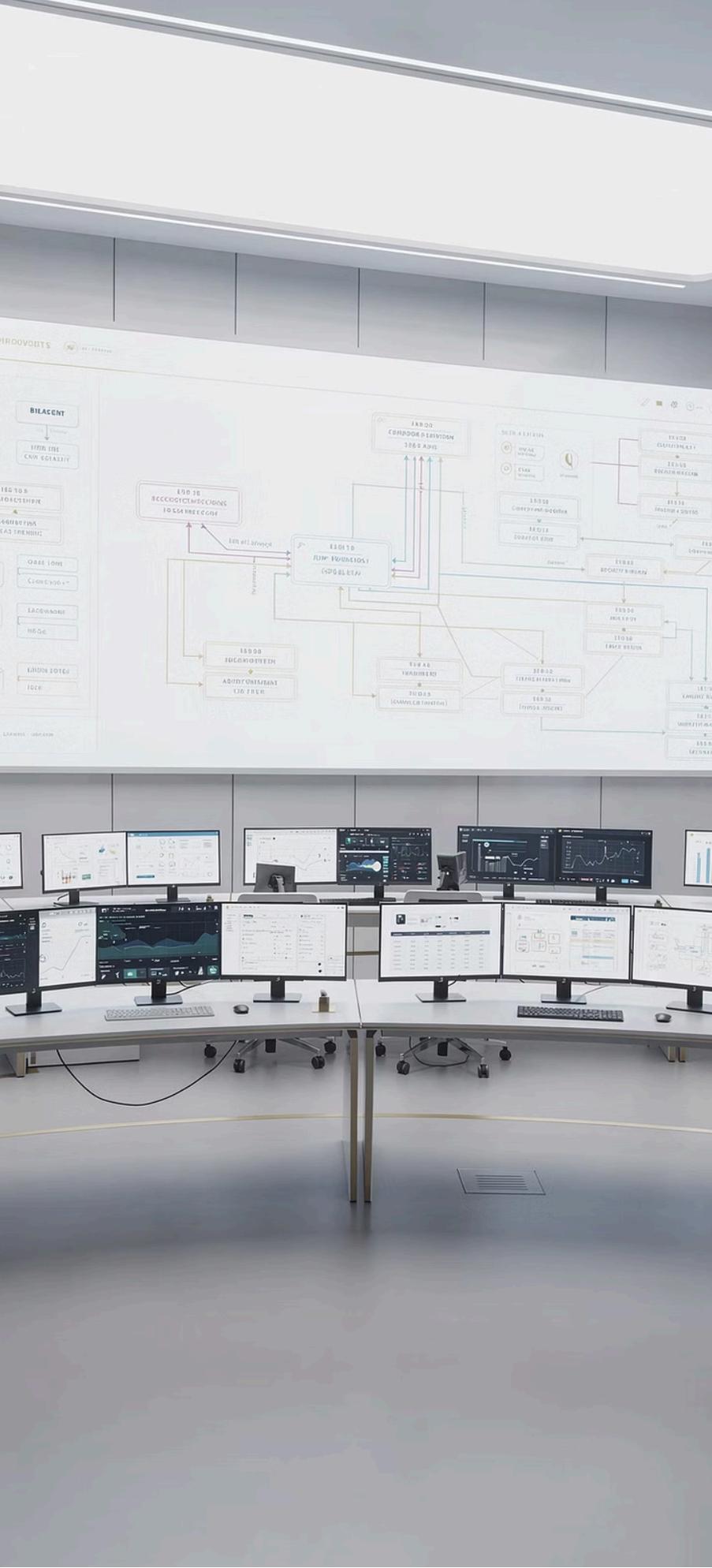
Large enterprises and highly regulated industries

High

Execution Maturity

Mod.

Tech Integration



Consultant Dependency

Organizations that rely heavily on external consultants or system integrators to maintain and advance operations. Internal capability is limited, transformation initiatives are frequently outsourced, and institutional knowledge walks out the door when engagements end.

Common Signals

- Multiple consulting firms embedded in operations
- Projects initiated and managed externally
- Limited internal ownership of core systems
- Knowledge and context disappear when consultants leave

Typical Tech Stack

- Enterprise tools implemented by consultants
- Heavily customized Salesforce ecosystems
- SAP or Workday managed externally
- Large volumes of disconnected integrations

✓ Strengths

Access to specialized expertise and rapid implementation capability

⚠ Risks

High ongoing costs, loss of internal knowledge, and vendor dependence

📌 Common Stage

Organizations mid-transformation or post-acquisition

LOW

Execution Maturity

Mod.

Tech Integration



Platform Organization

Organizations designed around integrated platforms and cross-functional product teams. Technology doesn't just support the work — it enables coordination, provides real-time data visibility, and creates the infrastructure for rapid experimentation and continuous improvement.

Common Signals

- Product-oriented, cross-functional teams
- Shared data platforms across the organization
- Integrated technology ecosystems with automated workflows
- Continuous improvement embedded in operations

Typical Tech Stack

- Integrated SaaS ecosystem as operational backbone
- Asana, ClickUp, or Monday.com enterprise-wide
- Salesforce or HubSpot integrated with analytics
- Data warehouse or BI platforms with automated workflows

✓ Strengths

Scalability, fast experimentation, and data-driven decision-making

⚠ Risks

Requires strong governance discipline and higher upfront platform investment

📍 Common Stage

Digitally mature and technology-enabled enterprises

High
Execution Maturity

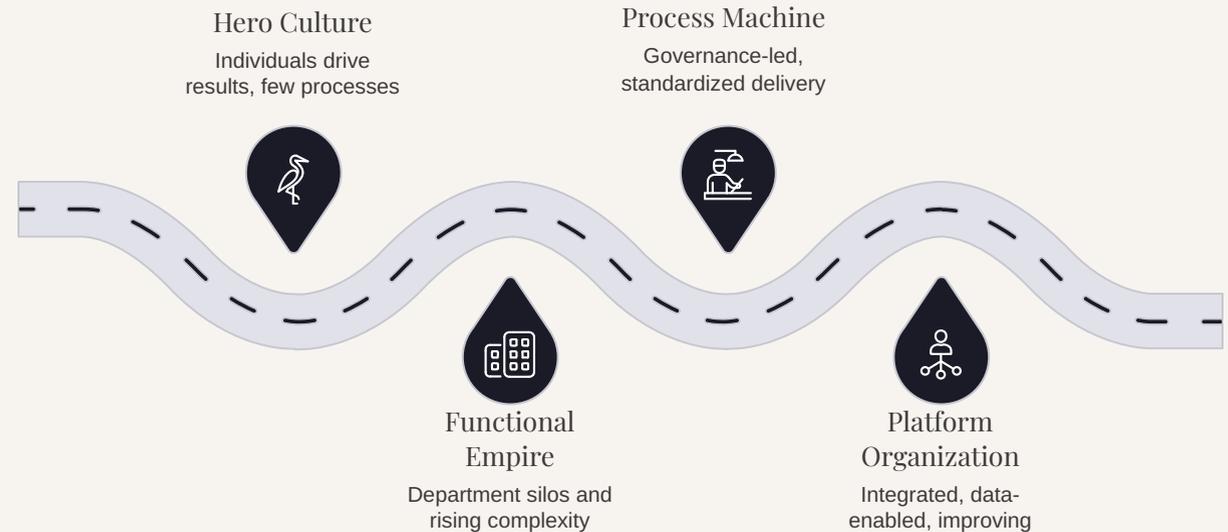
High
Tech Integration





The Transformation Path

Most organizations evolve across archetypes as they grow — but the path is rarely clean or linear. Understanding where you are today is what clarifies what must change next.



Organizations frequently get stuck between stages — or become dependent on external consultants during moments of transition. The most common failure point is attempting to move too quickly from a Functional Empire to a Platform Organization without first building the process discipline and internal capability that bridge the gap.

- ❏ Transformation is not a technology project. It is an operating model redesign — and it begins with an honest assessment of where you actually are, not where you aspire to be.



Operating Model Diagnostic

Understanding your archetype is the first step toward meaningful transformation. The diagnostic is designed to surface what internal assessments often miss — by mapping execution maturity, technology integration, and governance gaps against each of the five archetypes.



Identify Your Archetype

Pinpoint which operating model best reflects how your organization actually runs today — not how it's designed on paper.



Surface Technology Gaps

Reveal where your current technology stack is misaligned with your execution model and where integration is breaking down.



Uncover Execution Barriers

Identify the structural and behavioral friction points that slow decision-making, coordination, and delivery inside your system.

Transformation begins with clarity.

Scan the QR code or visit collazo.co/diagnostic to start your diagnostic.