

FROM EXECUTION TO OVERSIGHT
CASE STUDY #02

GROWTH IS NOT THE SAME AS SCALE

A founder's perspective on scaling a technology services business.

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CLIENT DEMAND WAS CHANGING.

Client requirements varied with project milestones, financial-year budgets and specialised skills needed for delivery.

RESPOND TO DEMAND

- Meet immediate project requirements.
- Mobilise the right resources.

PREPARE FOR GROWTH

- Maintain the capabilities needed for future opportunities.
- Sustain a continuing business pipeline.

How do you balance immediate delivery requirements with long-term business readiness?

WE HAD TO THINK BEYOND HIRING.

Responding to changing customer requirements meant considering more than the number of engineers available.

CAPACITY PLANNING

- Align resources with project requirements.

SPECIALISED SKILLS

- Develop capabilities suited to customer needs.

DELIVERY READINESS

- Prepare for periods of higher demand.

BUSINESS CONTINUITY

- Keep future opportunities in view.

The objective wasn't simply to increase headcount. **It was to build the capabilities needed to respond to changing customer demand.**

SCALING A BUSINESS TAKES MORE THAN WINNING PROJECTS.

The business had to balance two competing requirements:

BE READY TO DELIVER

- Maintain the skills and capacity needed when opportunities arise.

REMAIN COMMERCIALY SUSTAINABLE

- Manage resource commitments as customer demand fluctuates.

The challenge was to balance delivery readiness with commercial sustainability.

GROWTH REQUIRED THREE THINGS.

01 — CAPABILITY

Develop the technical skills customers require.

02 — DELIVERY READINESS

Align resource availability with changing project requirements.

03 — BUSINESS CONTINUITY

Maintain a pipeline of opportunities beyond current engagements.

Winning the next project creates an opportunity. Building the capability to sustain growth creates a stronger business.

THE QUESTION CHANGED

What capacity and capabilities will the business need as customer demand changes?

THE OLD QUESTION

How many engineers does this project require?

An immediate delivery requirement.

THE NEW QUESTION

What capacity and capabilities will the business need as demand changes?

A longer-term scalability and sustainability question.

**GROWTH IS ABOUT CAPTURING OPPORTUNITIES.
SCALE IS ABOUT SUSTAINING THEM.**

WHAT WOULD A BOARD ASK?

The operational challenge becomes a strategic oversight question when viewed from the boardroom.

01 — Is revenue growth translating into sustainable business growth?

02 — Are resource commitments aligned with future demand?

03 — Can the organisation meet peak delivery requirements without compromising quality?

04 — Are we developing capabilities for future opportunities?

05 — Is operational complexity growing faster than our ability to manage it?

From managing today's delivery → to governing sustainable growth.

FROM MANAGING PROJECT DEMAND TO GOVERNING SUSTAINABLE GROWTH

Engineer

How do we deliver the current project?

Business Leader

How do we balance current commitments with future capacity?

Board

Is the organisation building the capability and resilience required to sustain growth?

More case studies from my journey from execution to oversight.

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