OPERATING MODEL

ROMANHVASHCHEVSKY.COM
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Center of Excellence Blueprint

See which building blocks of a Center of Excellence you already have, and which one to build next — in the order that actually holds.

One page, one CoE — existing or intended. Fill it with whoever would be accountable for the practice. The blocks are in build order for a reason: each one depends on the one above it.

SCORE EACH ROW **0** Absent **1** Described somewhere **2** In use **3** Runs without you

WHAT YOU ARE JUDGING	STRONG LOOKS LIKE	SCORE
Foundation		
Mandate What is this practice accountable for, and what is it explicitly not?	One sentence a sceptical executive would accept.	
Capability areas Is the expertise named, and does each area belong to exactly one practice?	Named areas with no overlap and a named owner each.	
Making it buyable		
Offering catalog Has expertise been turned into propositions a client can buy?	Each offering has scope, a delivery model and a commercial form.	
Standards Is there one way the work is done, whoever is staffed on it?	A standard exists, and delivery is held to it.	
Running it		
Ownership and decision rights Who decides on an offering, on the portfolio, on a standard?	One owner per class of decision, agreed in writing.	
People model How do people enter the practice, grow in it, and get deployed?	Roles, levels, and a path that people can see.	
Proving it		
Commercial model How does the practice earn, and what does it invest in?	Investment follows commercial evidence, not headcount pressure.	
Portfolio management Does every offering carry an owner, a state, and performance data?	The portfolio can be read without asking anyone.	
Proof and feedback Does delivery return evidence and new offerings to the practice?	Finished work makes the next sale easier.	
	Total	

HOW TO READ IT

Foundation weak	Stop here. Mandate and capability areas first — everything below inherits their ambiguity.
Foundation solid, buyable weak	You have a good team, not a practice. Build the offering catalog next.
Buyable solid, running weak	It sells and then strains. Decision rights and the people model are the constraint.
Running solid, proving weak	It works and cannot show it. Portfolio data and proof are what make it fundable.
All 2–3	A working CoE. The next question is whether capabilities compose across practices.

Build top to bottom. The most common failure is a catalog of offerings on top of an undefined mandate — it sells for a year and then argues with itself. A block scoring 3 is one you could stop attending to and it would keep running.