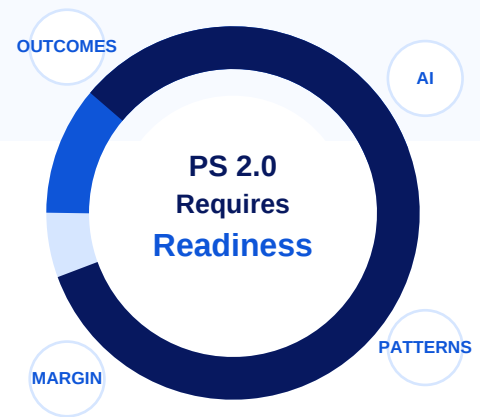




Lifecycle Operating Model Readiness Brief

The structural readiness test for Professional Services 2.0

Professional services is moving toward outcome-based, AI-augmented, repeatable, data-informed delivery. The direction is clear. The readiness question is whether the services operating model can preserve intent, assemble deals from patterns, protect margin, and learn from every engagement.



THE READINESS GAP

Most firms are not failing because they lack talent. They struggle because the operating model has not caught up with the market. Readiness depends on whether authority, commercial formation, execution, learning, and AI enablement are structurally connected.

01

CLIENT INTENT

Can we capture and preserve what the client is actually trying to achieve?

02

DEAL ASSEMBLY

Are proposals assembled from validated service patterns or rebuilt under pressure?

03

PRICING

Does pricing reflect delivery reality, margin risk, and known effort models?

04

PRACTICE AUTHORITY

Do practices own repeatable patterns, reference architectures, and service evolution?

05

DELIVERY AUTHORITY

Can delivery leaders make execution decisions without ambiguity?

06

LEARNING SYSTEM

Does every engagement improve the next one?

07

AI READINESS

Is the lifecycle structured enough for AI to augment decisions safely?

WHAT THE MASTER CLASS HELPS LEADERS DO

1

DIAGNOSE

Identify where authority fragments across sales, proposal, practice, delivery, pricing, and learning.

2

DESIGN

Define the lifecycle authorities, gates, work products, and feedback loops required for control.

3

PREPARE

Create the operating conditions for PS 2.0, AI-augmented delivery, and outcome-based services.

COURSE CONNECTION

The Lifecycle Operating Model Master Class teaches leaders how to move from fragmented services execution to a governed lifecycle operating model.

PS 2.0 DIRECTION + LIFECYCLE READINESS