5. Operating Model

The operating model defines how work within Field-Native is organised, governed, and sustained in practice. It exists to preserve coherence under load while enabling disciplined execution across distinct domains.

Work is organised by domain rather than hierarchy. Research, strategy, technology, product, and capital operate as separate but coupled functions with explicit interfaces. Each domain has defined responsibilities and decision rights aligned to its role in preserving system integrity.

Decision-making authority is structural, not positional. Authority is exercised within clearly bounded scopes and is constrained by posture, research boundaries, and execution dependencies. Decisions that affect multiple domains require alignment across those interfaces before execution proceeds.

The system is designed to hold ambiguity without forcing resolution. Where signal is insufficient, decisions are deferred deliberately. Escalation occurs only when ambiguity threatens coherence or introduces irreversible risk.

Operational cadence prioritises stability over speed. Feedback loops are maintained to detect drift early and correct it without amplification. Metrics are used for orientation, not optimisation.

External contributors and partners are integrated only through defined interfaces. No external role carries implicit authority over internal ordering, priorities, or posture.

The operating model is revised only when demonstrated load exceeds current structural capacity. Changes are treated as system-level interventions and are evaluated for their impact on coherence before adoption.