

Consortium Operating System (COS)

Turning Partnerships into Performance

Strong organizations alone do make strong consortia

Consortia bring together diverse organizations around ambitious goals, yet many struggle to translate partnership into consistent execution, which can hinder impact. Overlapping mandates, unclear decision-making processes, slow governance, and fragmented accountability often turn collaboration into complexity. The **Consortium Operating System™ (COS)** developed by Papyrus helps partners move beyond coordination toward disciplined collective performance.

COS focuses on execution, not theory.

COS helps your team set up operating conditions that allow multiple organizations to perform as one system with collective capabilities.



Why COS?

Most consortia face recurring operational challenges

- Decision-making is slow or unclear
- Roles and lines of authority are ambiguous
- Priorities multiply and focus disappears
- Accountability becomes collective—and therefore optional
- Execution suffers despite strong partner capacities

COS addresses these issues by installing a structured operating system for multi-partner collaboration led by a "Leadership Team".



1. **Commit:** Leadership commits to strengthening how the consortium operates.
2. **Reveal:** A survey and heatmap uncover how the consortium truly functions.
3. **Design:** Leadership roles, governance, and accountability are clarified.
4. **Focus:** The consortium identifies the few priorities that matter most.
5. **Execute:** Operating rhythm, metrics, and issue-resolution processes are installed.
6. **Deliver:** A 90-day roadmap turns alignment into action.

Workshop Structure

Modules	What your Leadership Team walks away with
1 Collaboration Audit	A shared diagnosis of how the consortium truly functions
2 Leadership Blueprint	Clear leadership roles and lines of authority
3 Accountability Framework	Governance and decision responsibilities
4 Strategic Focus	Shared priorities with “owners” and clear success criteria
5 Execution Rhythm	Structured meetings, metrics, and issue-solving tools.
6 Performance Safeguards	Risk and spending oversight
7 Commitment Roadmap	90-day action planning capacity and plan for the first 90 days
8 Collaborative Influence	Tools to strengthen trust and cooperation

Ideal for consortia that: Manage complex programs, experience coordination friction, need faster or clearer decision-making processes, want stronger execution discipline.

Ready to Strengthen How Your Consortium Operates?

Please scan to assess your consortium’s effectiveness.

