OPERATING MODEL DESIGN

Start with one service

Our six step approach

Discuss it with people who decide, deliver and use it. In your own notes, record one finding, the evidence behind it and one unanswered question for each step.

01

Define the model that serves the customer

1. Pick one service. Map out its customers and define where the processes start and end.
2. Ask a customer and the teams that serve the customer what they each believe a good outcome looks like. Write the changes required and why you would or would not make them.

02

Understand the current landscape

1. Trace a day in the life of someone doing the work. Map the workarounds, rework and handovers.
2. Compare it with the “as is” processes and leadership's view. Check against several other requests. Define what is normal and what the exceptions are.

03

Examine rewards and behaviour

1. List the targets, rewards and unwritten rules people actually follow.
2. Ask for an example of a target helping or harming customer value. Check the evidence before deciding if it should be addressed.

04

Design for value

1. Draw an optimal flow based on the investigation work. Add the decisions, roles and capabilities required.
2. Compare a small repair with wider change. List costs, benefits and who must agree the trade-offs.

05

Make it deliverable

1. Choose a small, rapid experiment. Name the owner, resources and what else is required to implement the change.
2. Agree who keeps the service running and what evidence means proceed, change or stop.

06

Measured improvements and outcomes

1. Choose a customer outcome measure. Note its starting value, target and review date.
2. Recheck the same measure after the test. Separate customer improvement from tasks finished, then agree what to change.

When the next decision needs more than one team

Use the evidence to decide if the wider operating model warrants further investigation. We can help examine the options and shape a practical operating model.

Optimise your operating model **help@organisationaladdiction.com**

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