

# Operating Model

*what is an operating model and what is its utility?*

How organisational resources are organised and operated to achieve the business outcomes

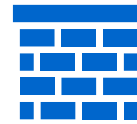
## Operating Model elements

Organisational Structure	Accountabilities	Infrastructure & Facilities
Governance	Ways of Working	People
Process	Technology & Tools	Data

An Operating Model answers:

- What we do and How we do it
- What we have and How we organise and orchestrate it
- Decision-making: what, who, how, when (and why)
- How we measure, monitor and communicate
- How we engage with customers, partners, suppliers, and other stakeholders

Whether or not we explicitly define, implement and manage an operating model, an operating model exists regardless. Ideally, an operating model is:



an integrated system of component parts



the bridge from strategic/capability intent to operations

Leaders determine to what degree the operating model is

**COHERENT**: deliberately guided, designed, implemented, managed and refined

▶ vs **CHAOTIC**: neglected and left to fend for itself; the component parts self-manage and self-evolve

Chaos

Coherence



*Like most things, extremes are unwise. An operating model is a means to an end – a vehicle for delivering value – and not an end in itself*

