Article 2: Building an Effective Operating Model for Transformation Success

Why Operating Models Are Critical to Transformation

A well-defined strategy without the right operating model is like a blueprint without a structure to support it. An organisation's ability to implement and sustain transformation depends on whether its operating model can translate vision into action, clearly, efficiently, and at scale.

An effective operating model aligns the business's capabilities, resources, and governance to deliver strategic objectives. It brings structure to complexity and clarity to execution.

Key Components of a Strong Operating Model

To enable transformation, your operating model should include:

1. Defined roles and accountability – Clear ownership ensures decisions are made quickly and effectively.
2. Aligned processes and systems – Streamlined processes that support day-to-day operations and strategic outcomes.
3. Governance frameworks – Structures that enable agility while maintaining control.
4. Scalable resource allocation – The right people, in the right roles, with the right tools.

Common Pitfalls in Operating Model Design

Organisations often fall into traps that slow or derail transformation:

1. Designing in isolation – Operating models that don't align with strategy or customer needs.
2. Overcomplicating structures – Complex models that hinder agility.
3. Lack of role clarity – Ambiguity leads to duplication or missed responsibilities.
4. Underestimating culture – Without cultural alignment, even the best-designed model can fail.

Best practices for operating model success:

- Co-create the design with key stakeholders.
- Test and iterate before scaling.
- Embed change management to support adoption.

- Align performance measures with strategic goals.

Closing Thoughts

A transformation-ready operating model isn't just efficient, it's dynamic, adaptive, and built around delivering value. It's what turns strategy into sustained success.

Next up: **Article 3 - Digital Transformation: Getting Beyond the Tech**