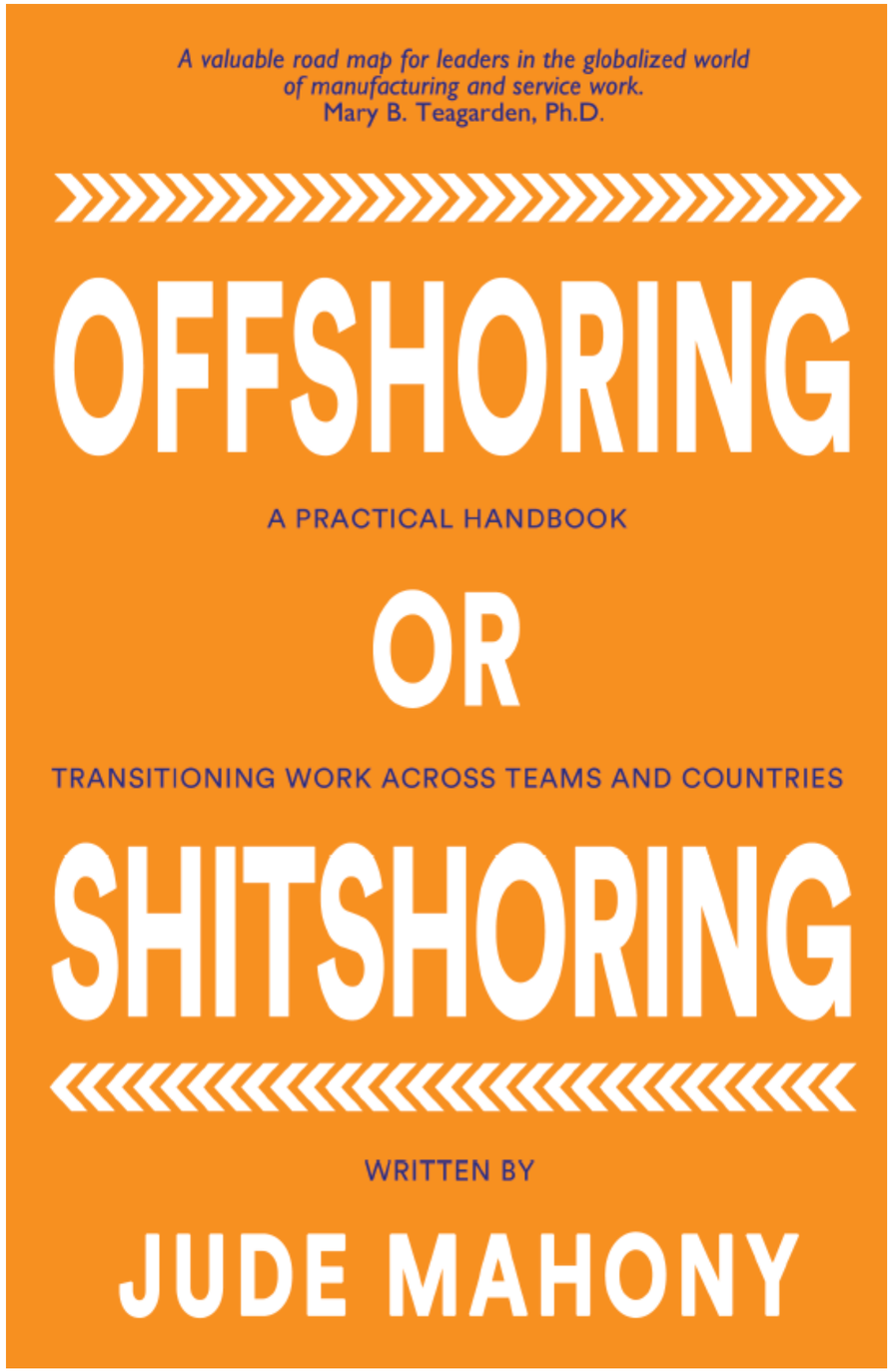

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SERVICE DELIVERY MODEL EXAMPLE

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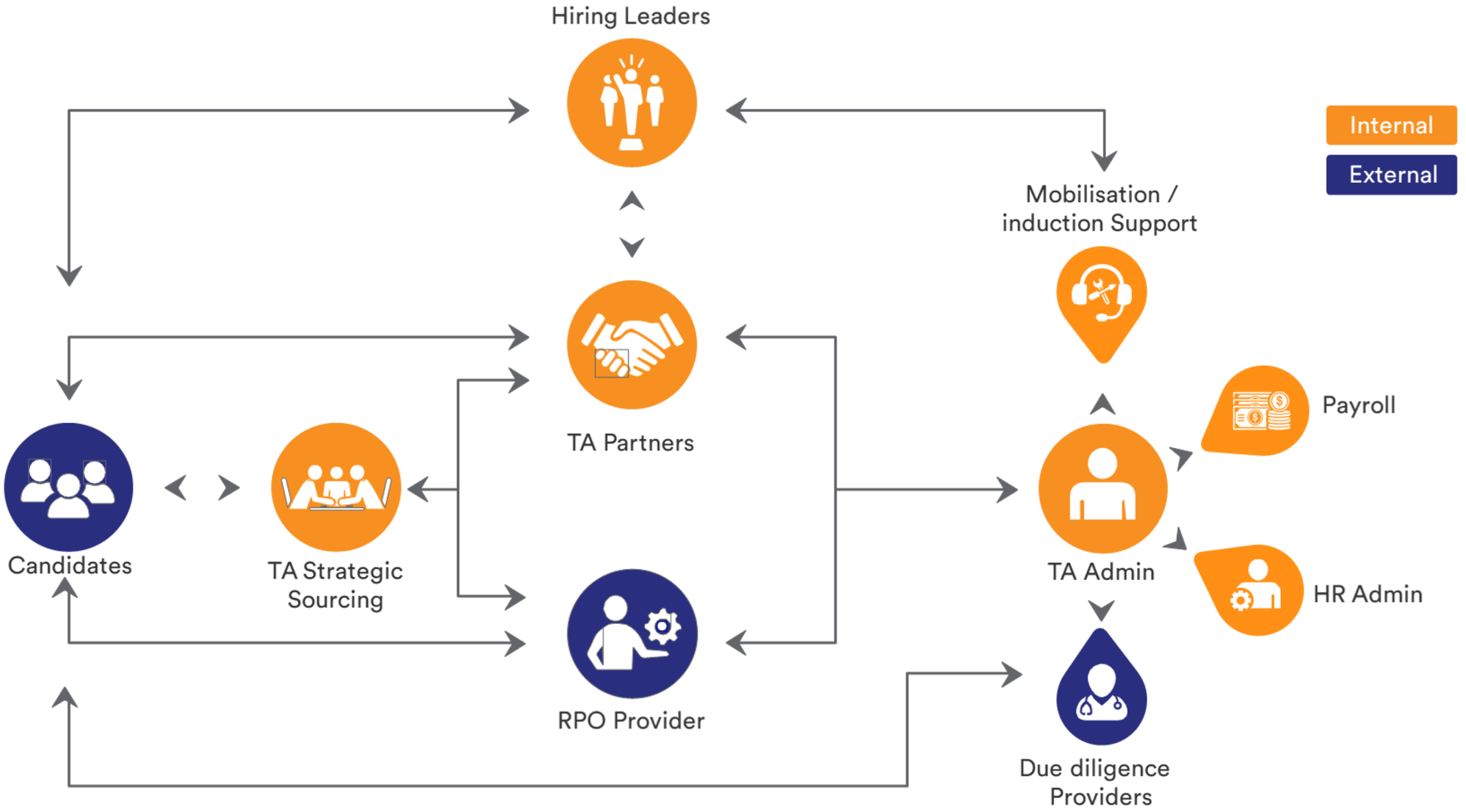
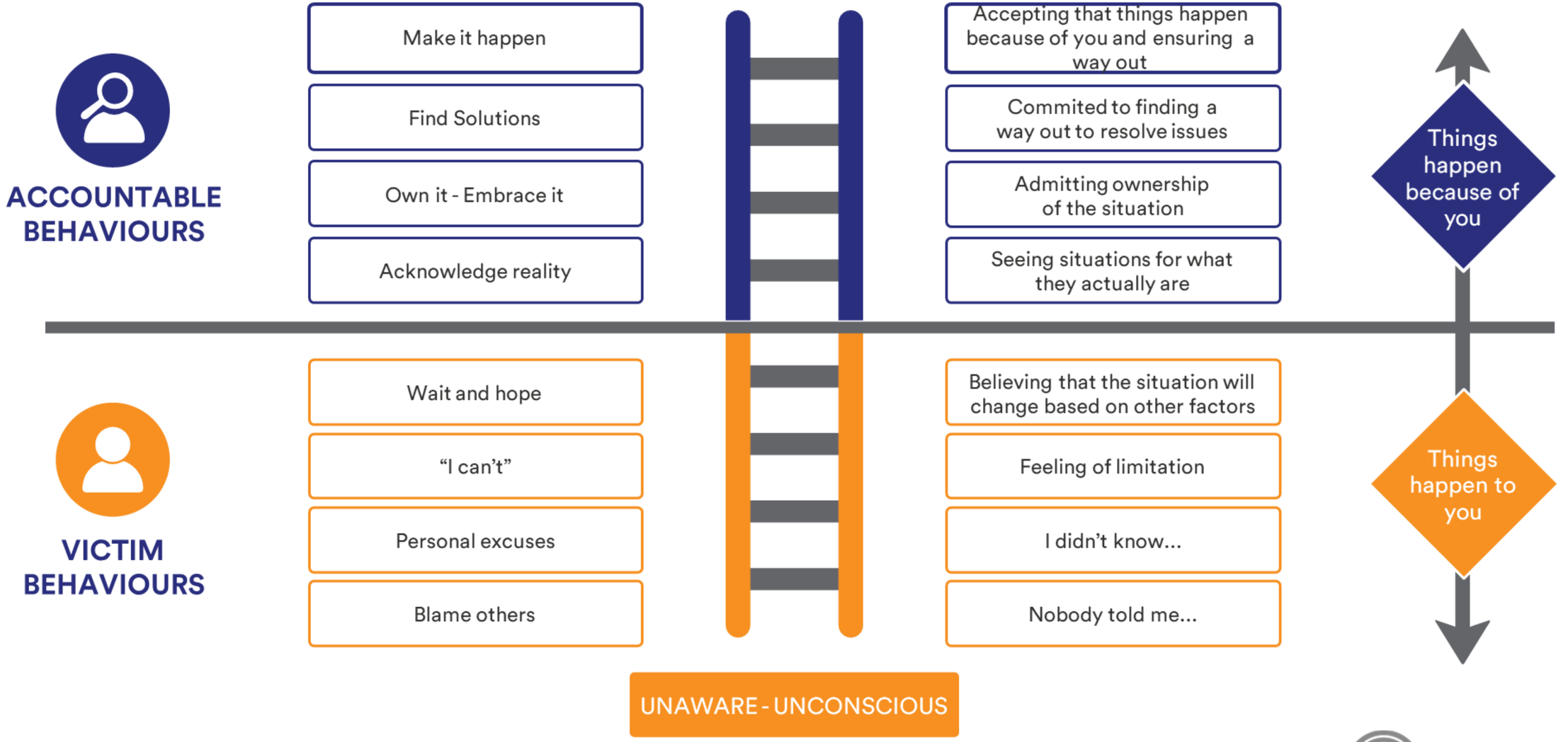


ACCOUNTABILITY LADDER



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OPERATING MODEL CANVAS TEMPLATE - POLISM

Operating Model Canvas has six elements:

Processes / Value delivery chain
The work that needs to be done to deliver the value or service proposition

Organisation
The people who do the work and how they are organized

Locations
Where the work is done and what buildings and assets are needed in these locations

Information
The information systems that support the work

Suppliers
What organisations provide inputs to the work and what sort of relationships exist with these organisations

Management system & enablers
The planning, budgeting, performance management, risk management, continuous improvement and people management processes needed to run and enable the organisation

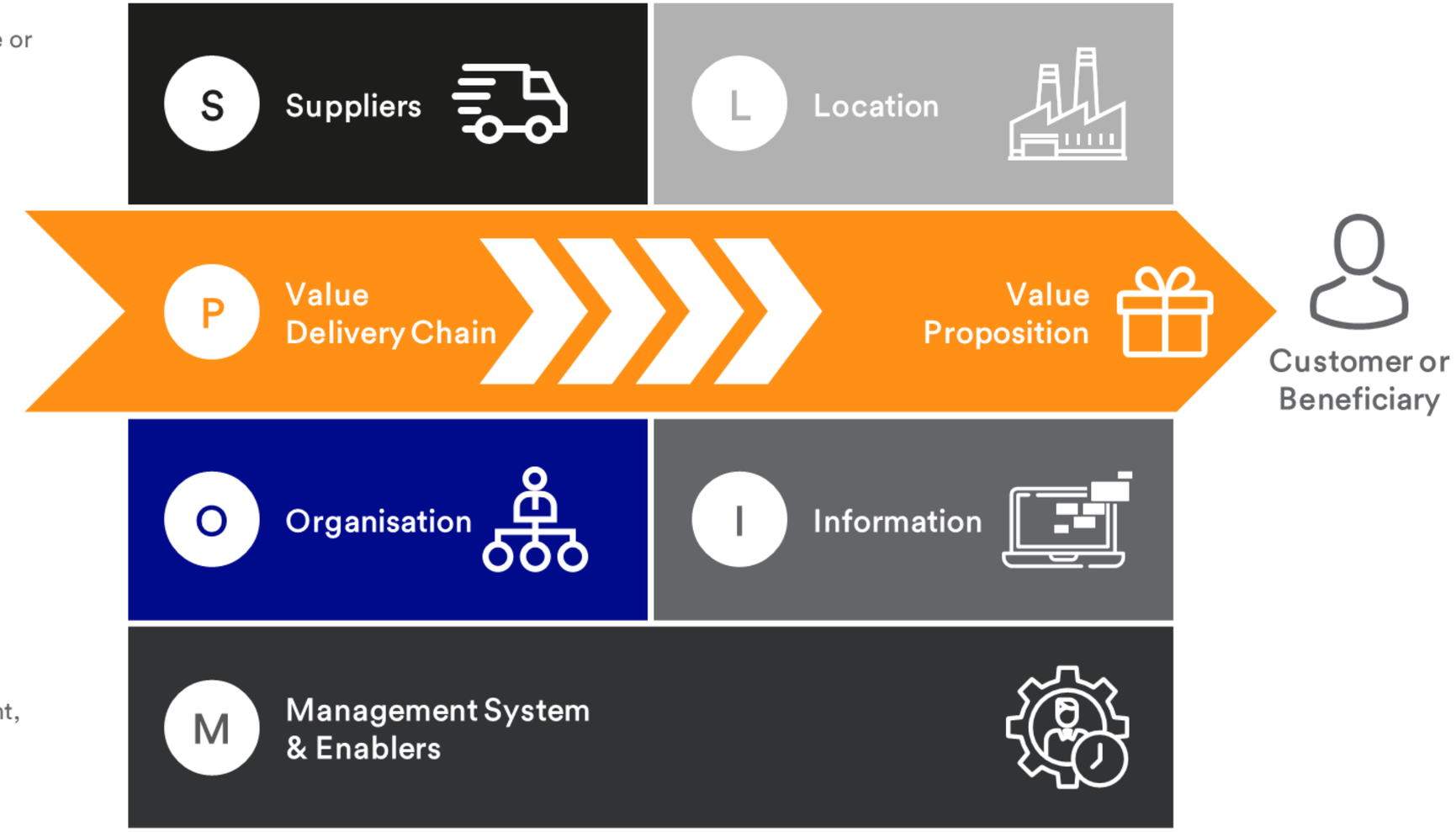

Image taken from Operating Model Canvas (2017) Aligning operations and organization with strategy. *Andrew Campbell, Mikel Gutierrez, Mark Lancelott*

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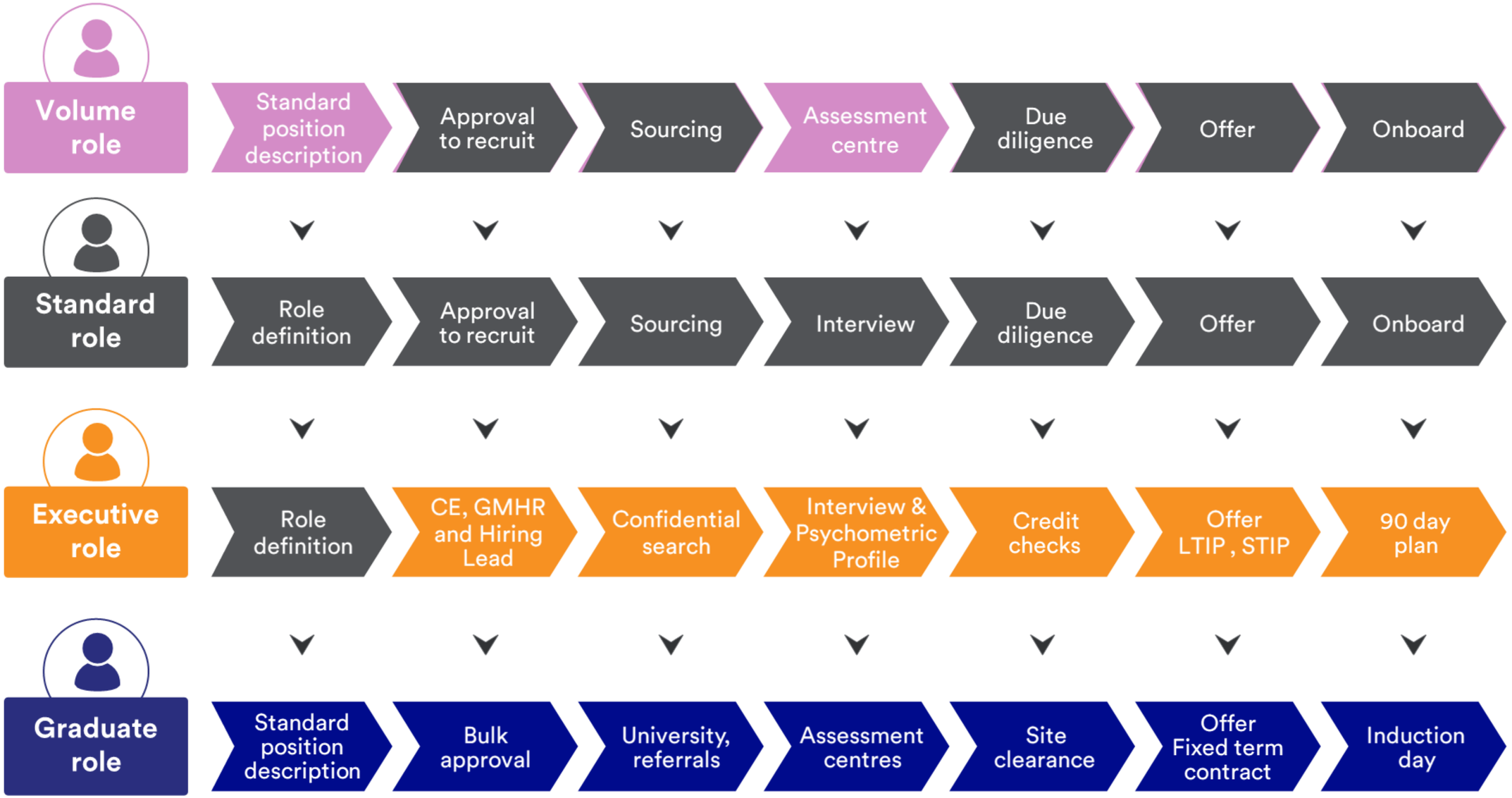

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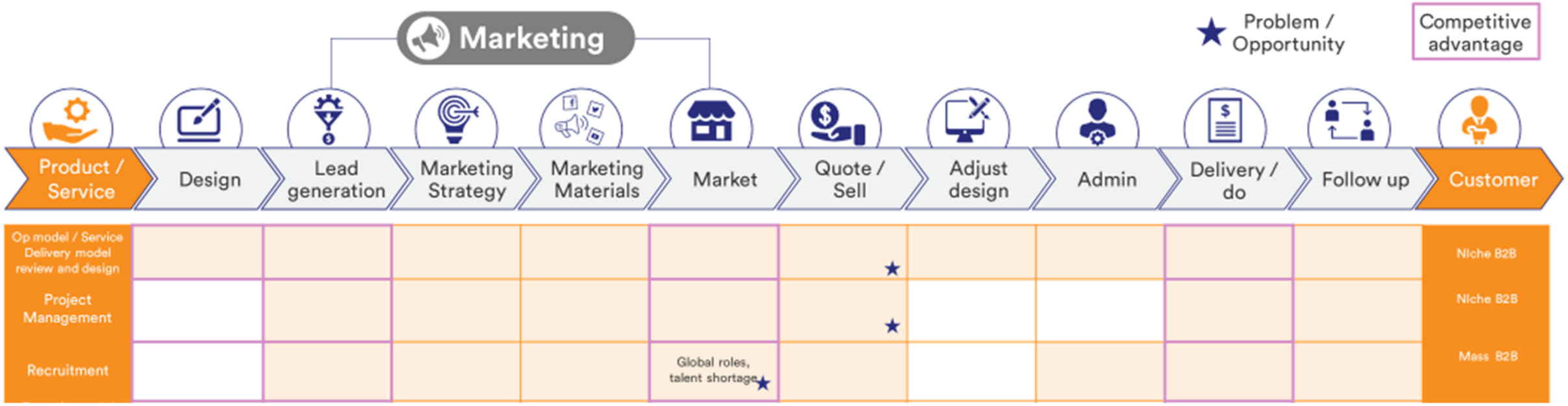

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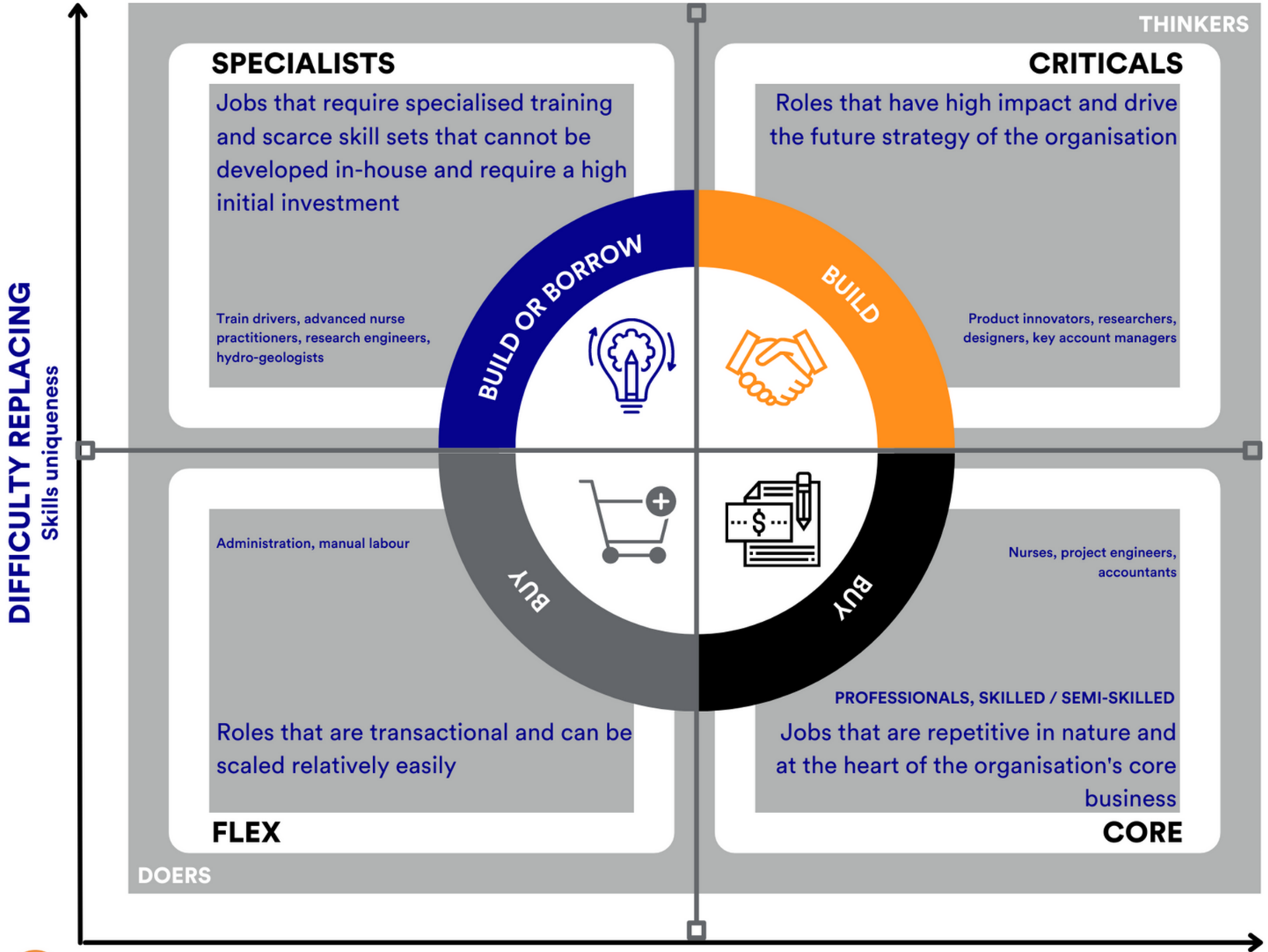
SKILLS BASED ROLE SEGMENTATION



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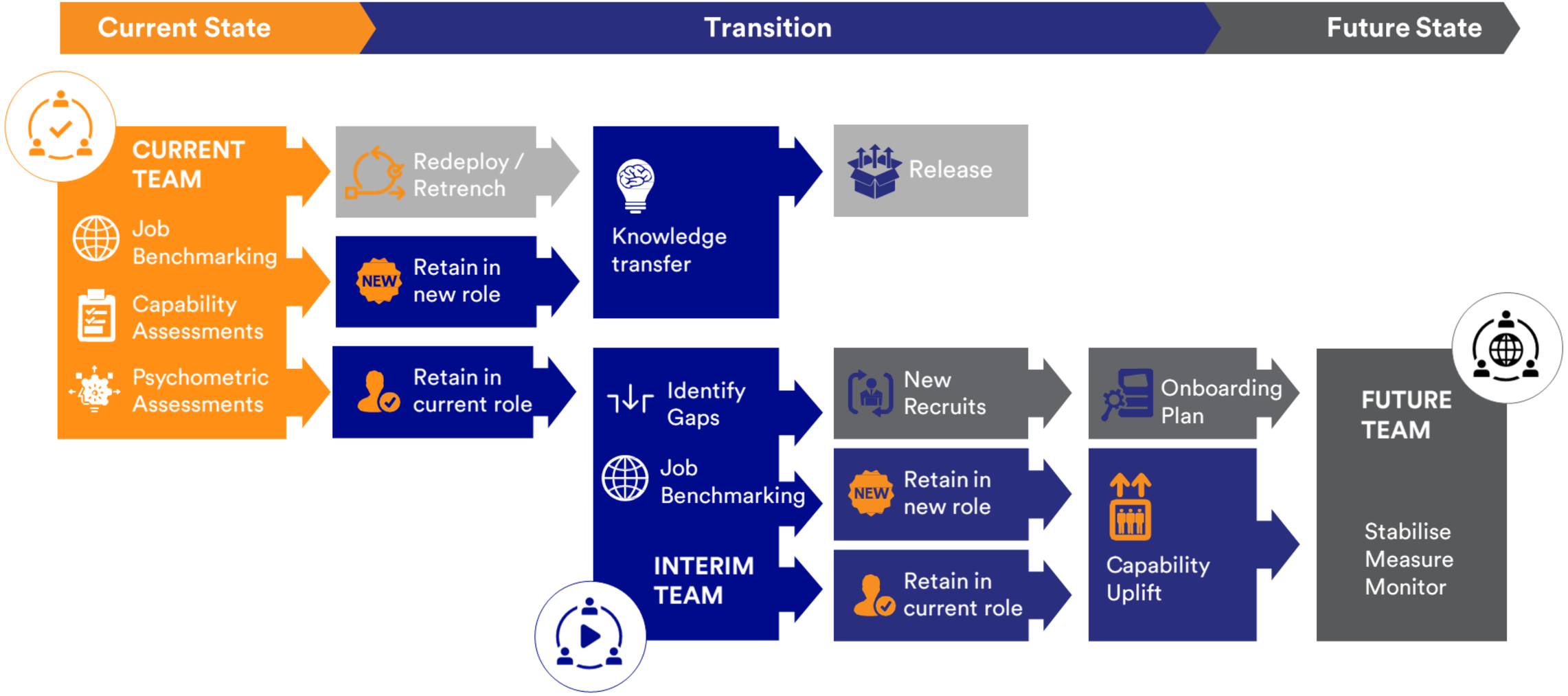
TALENT REVIEW & TRANSITION



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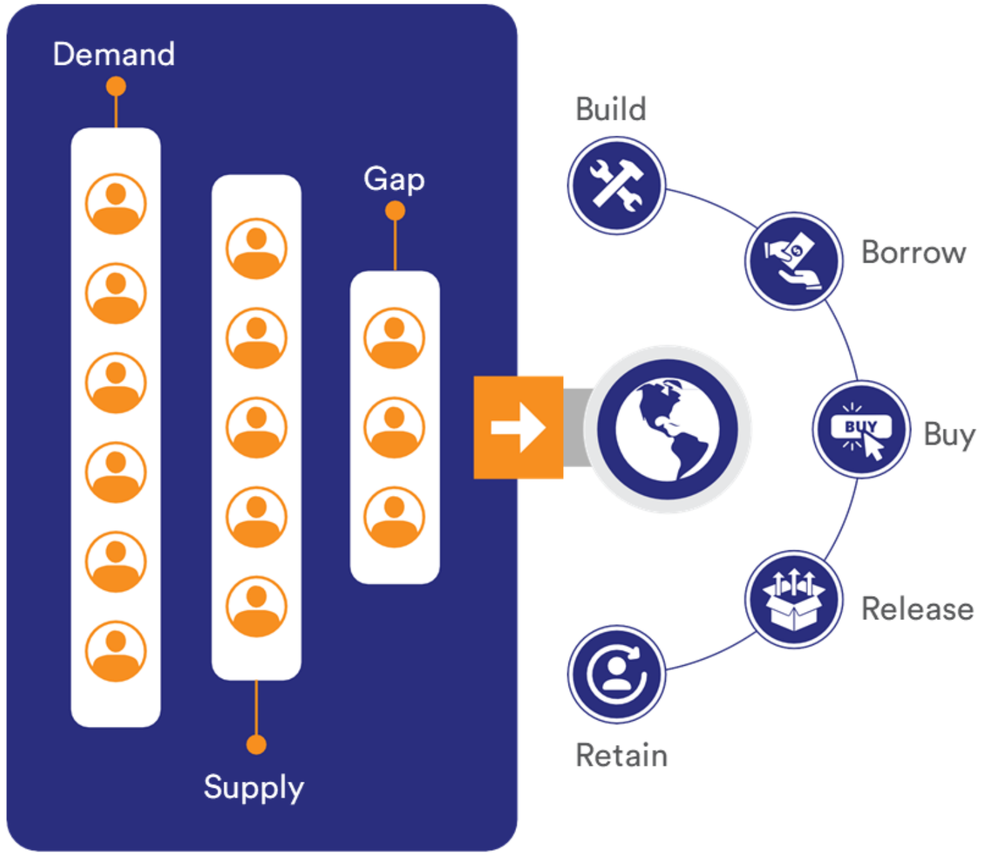
TALENT STRATEGY ROADMAP



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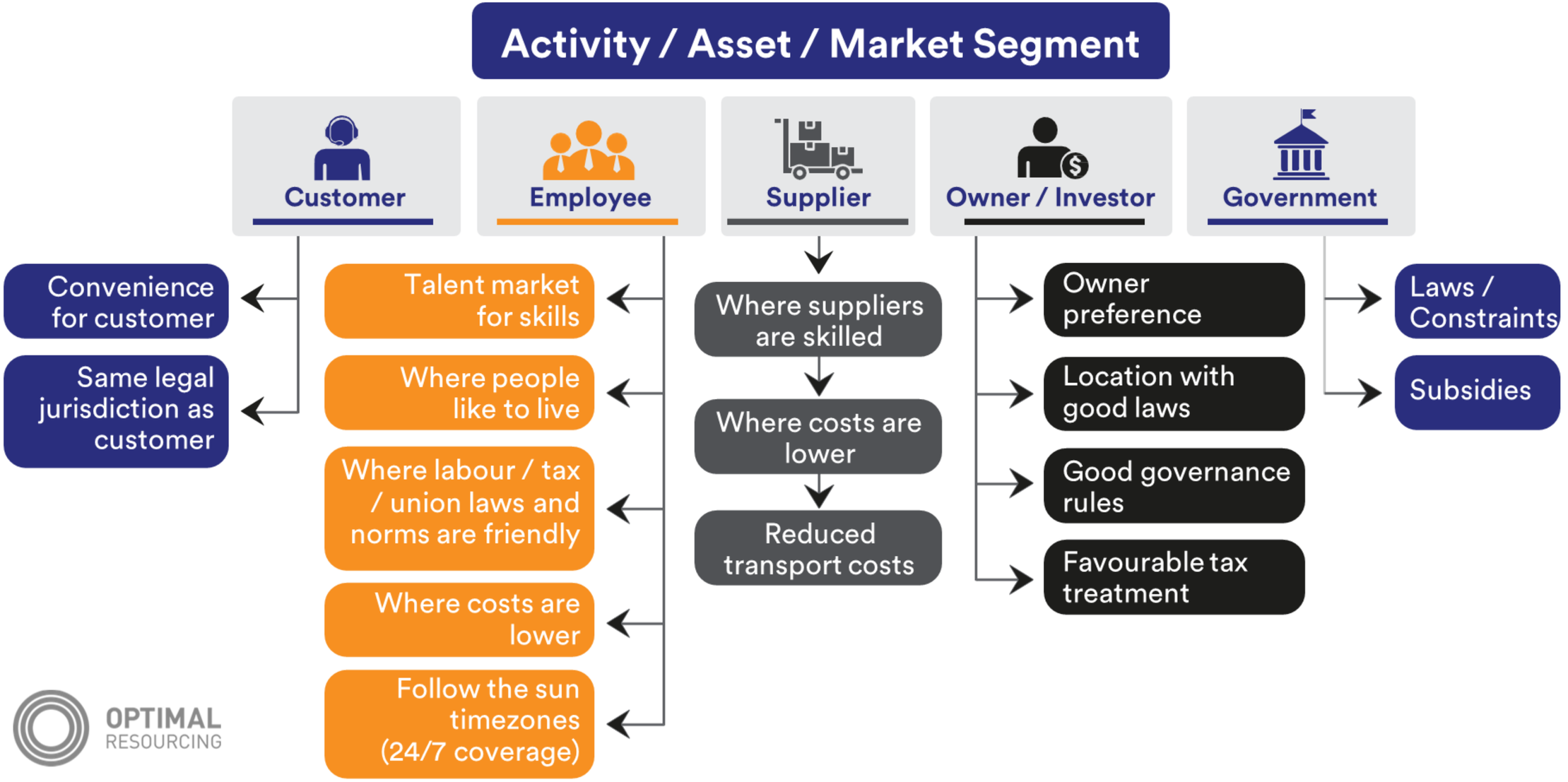
LOCATION DECISION TREE



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PROJECT & CHANGE MANAGEMENT

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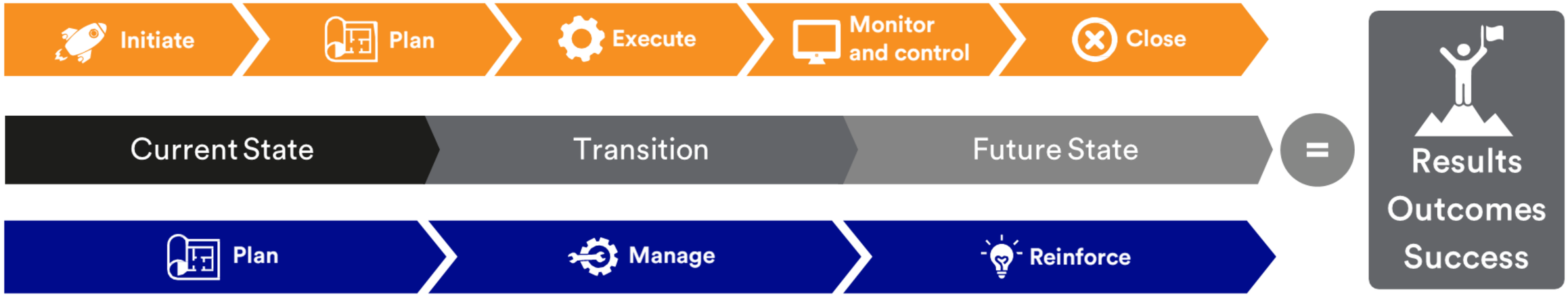
Project Management

The technical side:
the processes and activities needed to **design**, **develop** and **deliver** a solution effectively



Change Management

The people side:
the processes needed to help employees **embrace, adopt** and **use** the new solution proficiently

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MATRIX ORGANISATIONAL STRUCTURES

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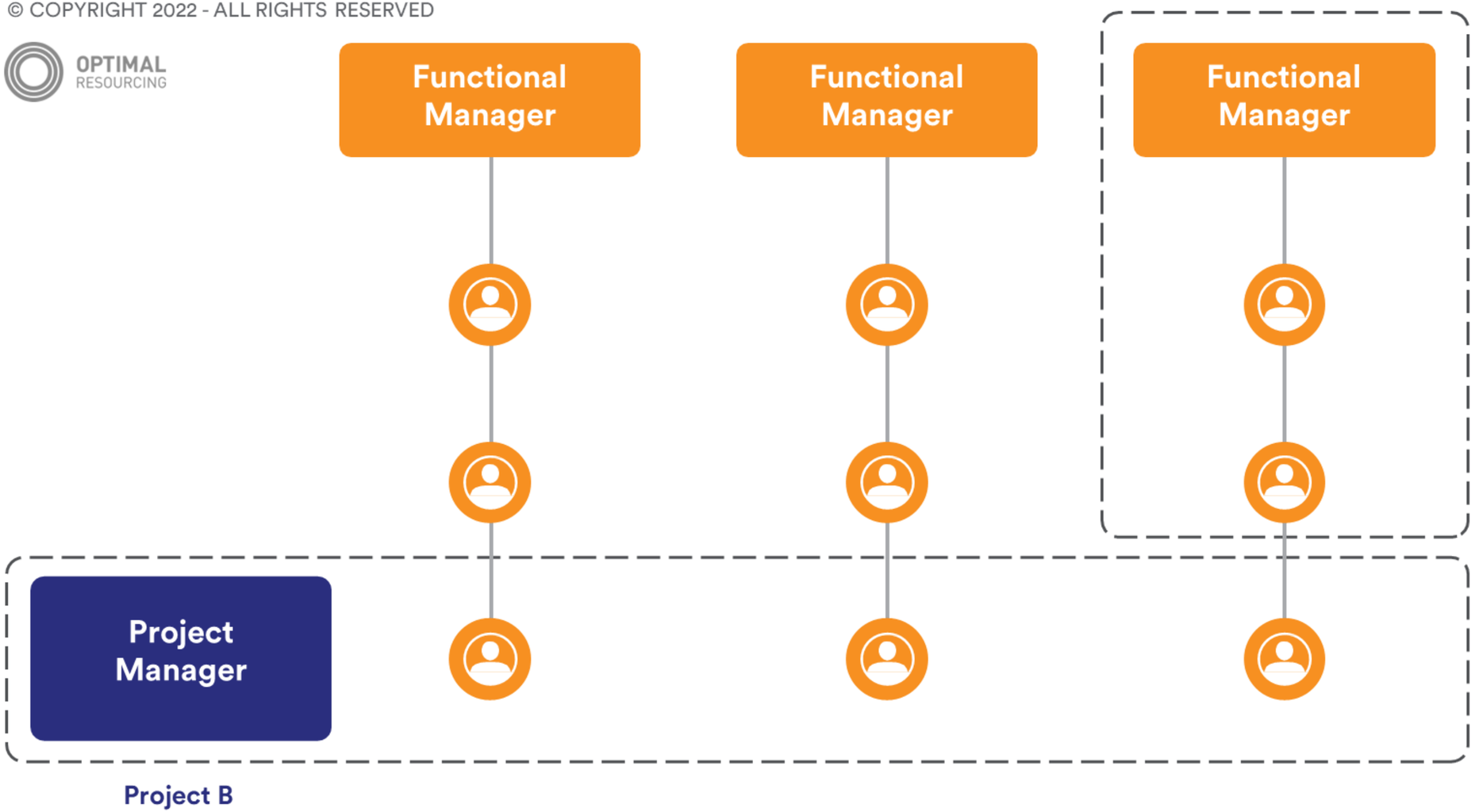
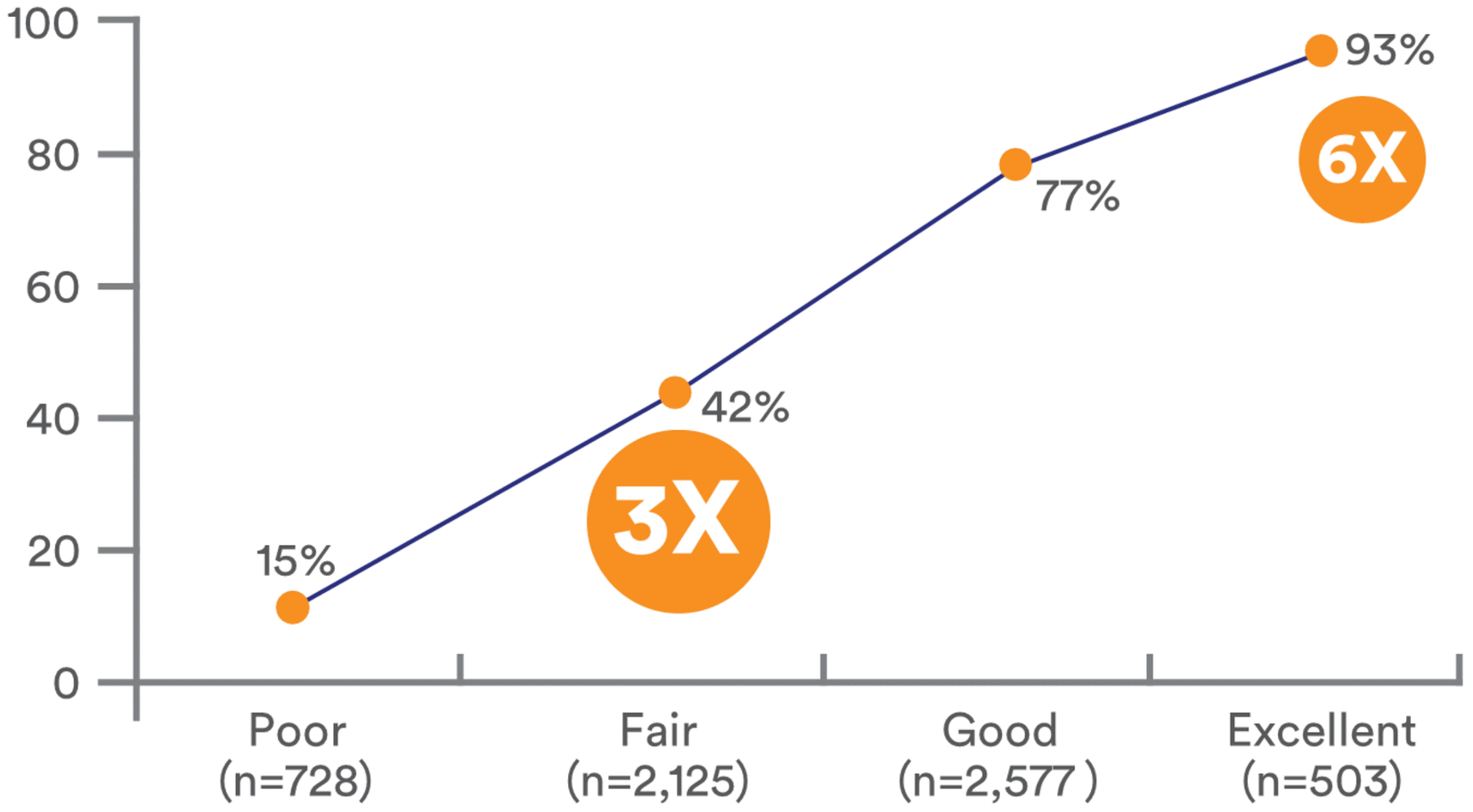


Correlation of change management effectiveness with meeting objectives



From Prosci 2020 Benchmarking Data from 2007, 2009, 2011, 2013, 2015, 2017, 2019

STAKEHOLDER MAP

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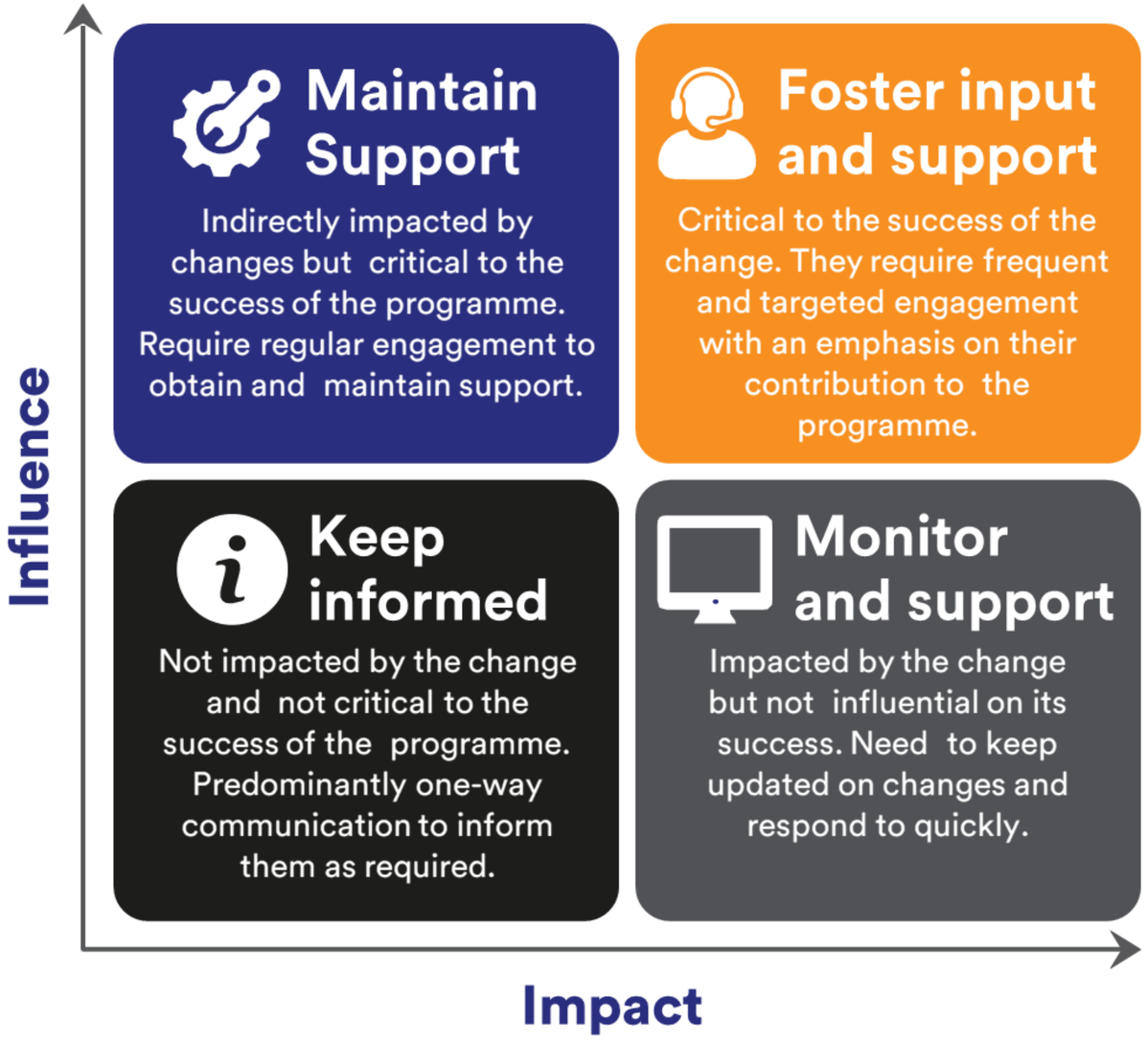

Stakeholder Impact (on them):

Rating:	Definition:
Low	Little to no change to role, work practices, structure, technology
Medium	Some moderate changes to work practices, skills, structure, technology, and/or roles and responsibilities
High	Major impact to work practices, role, structure, and technology

Stakeholder Influence (on the success of the project):

Rating:	Definition:
Low	Little to no influence
Medium	Stakeholder opinions and ideas will be used to influence change initiative outcomes
High	Decisions or actions from this stakeholder can delay, close, or significantly change the timing, scope, and/or resourcing of the change initiative

SUSTAINABLE CHANGE

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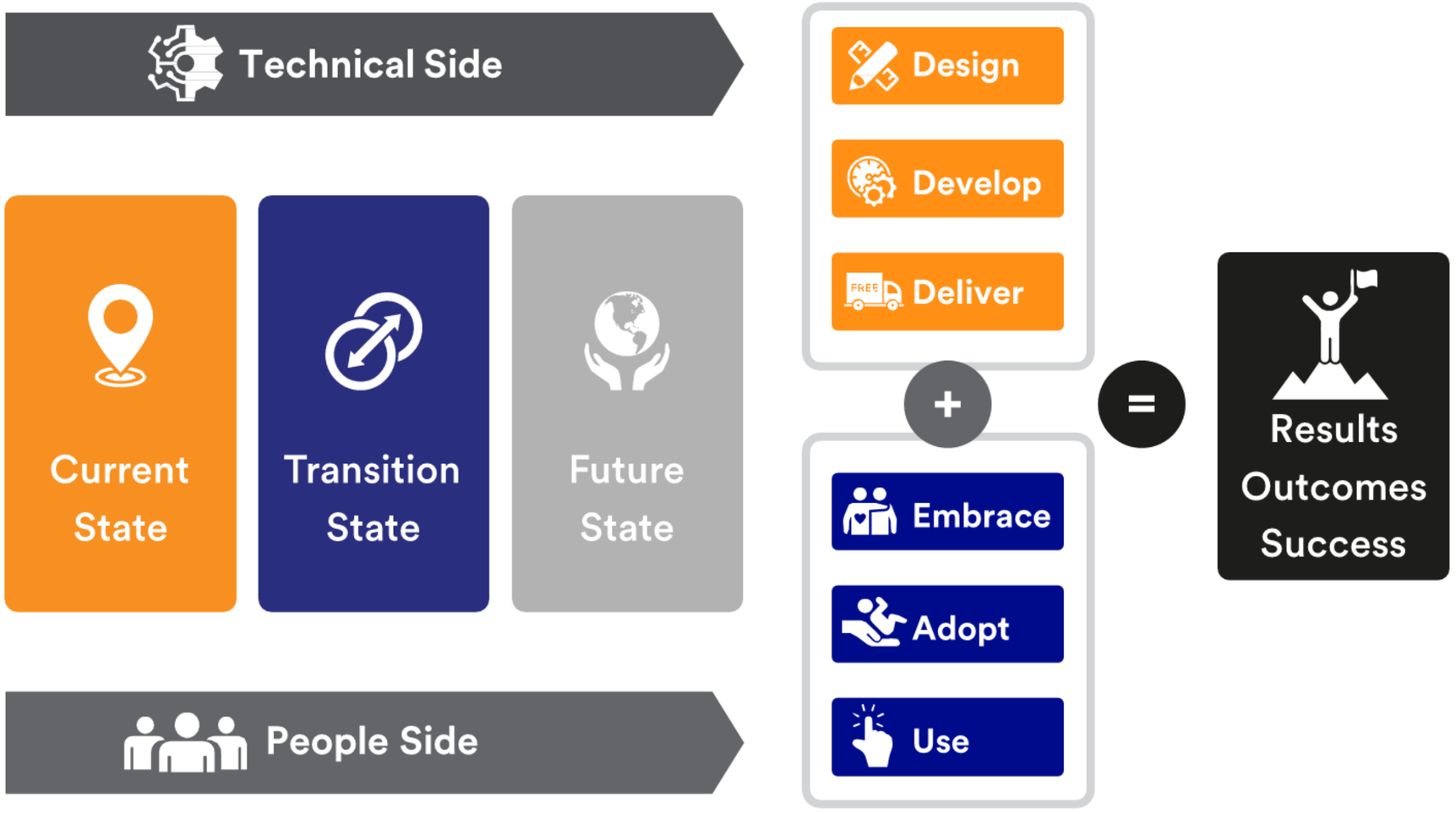

ORGANISATIONAL STRUCTURES

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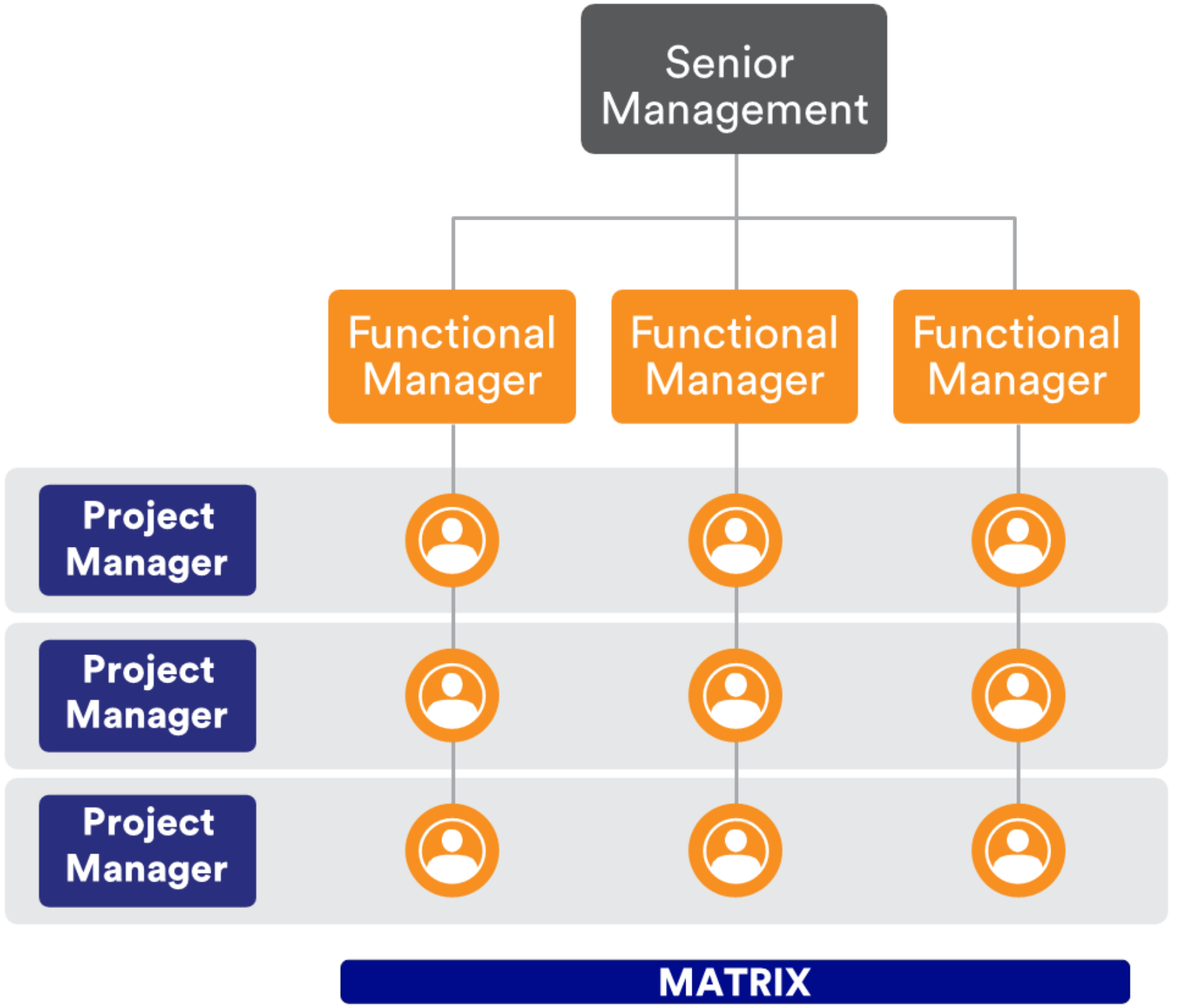

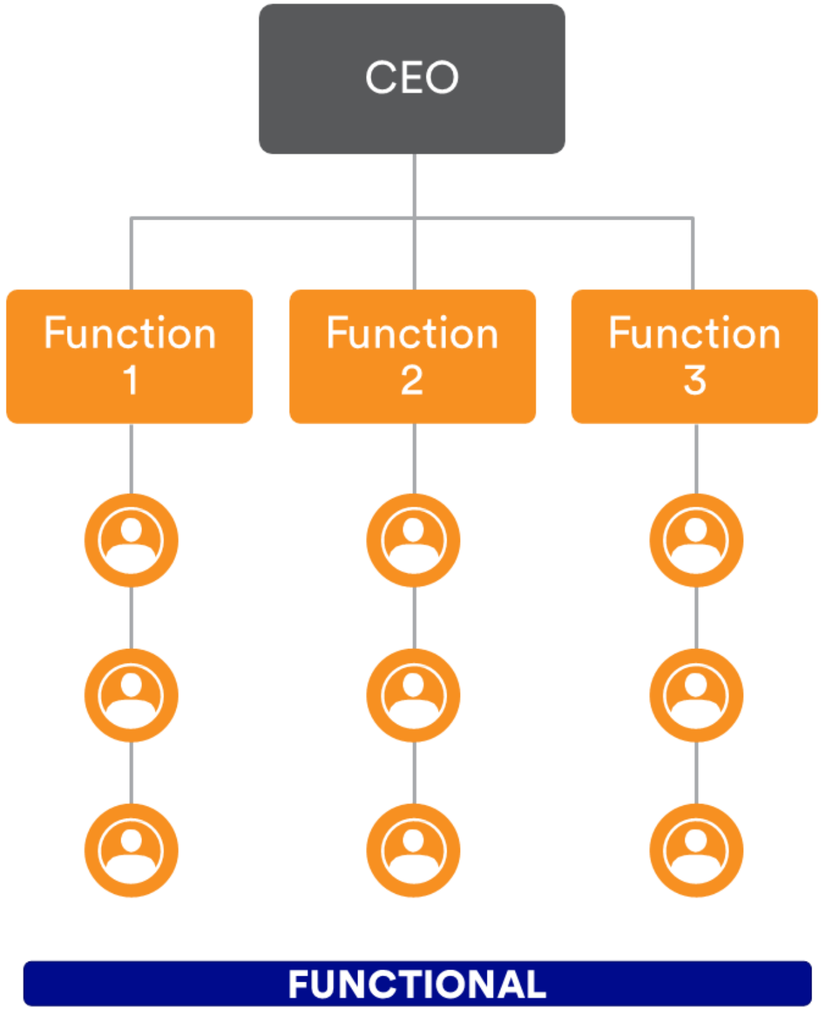

TRANSITION IMPLEMENTATION METHODOLOGY

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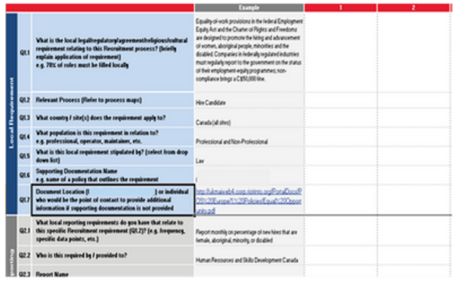
STAGE GATES

Future state Organisation Designed

Current state → Transition → Future State

Localisation: laws, regulations, employee agreements or religious/cultural agreements → Transition Plan → Knowledge Transfer following Transition Plan → Ramp up + Stabilisation



Current state Assessment

Change Impact Assessment

For each process:

Current state

- Stop
- Start
- Continue

Transition Plan at role level

Talent Review output (if required)

For each process to be transitioned:

Uplift Capability

Go-Live for Future State

Knowledge Transfer

Training & Shadowing

Receiving Do, Leaving Watch

Ramp up activities (from 0 - 100%

Stabilisation

Accelerated Transition Methodology

Train Leaders

Training on new systems following implementation plan

Embed learning

Workforce Transition

Capability gap analysis

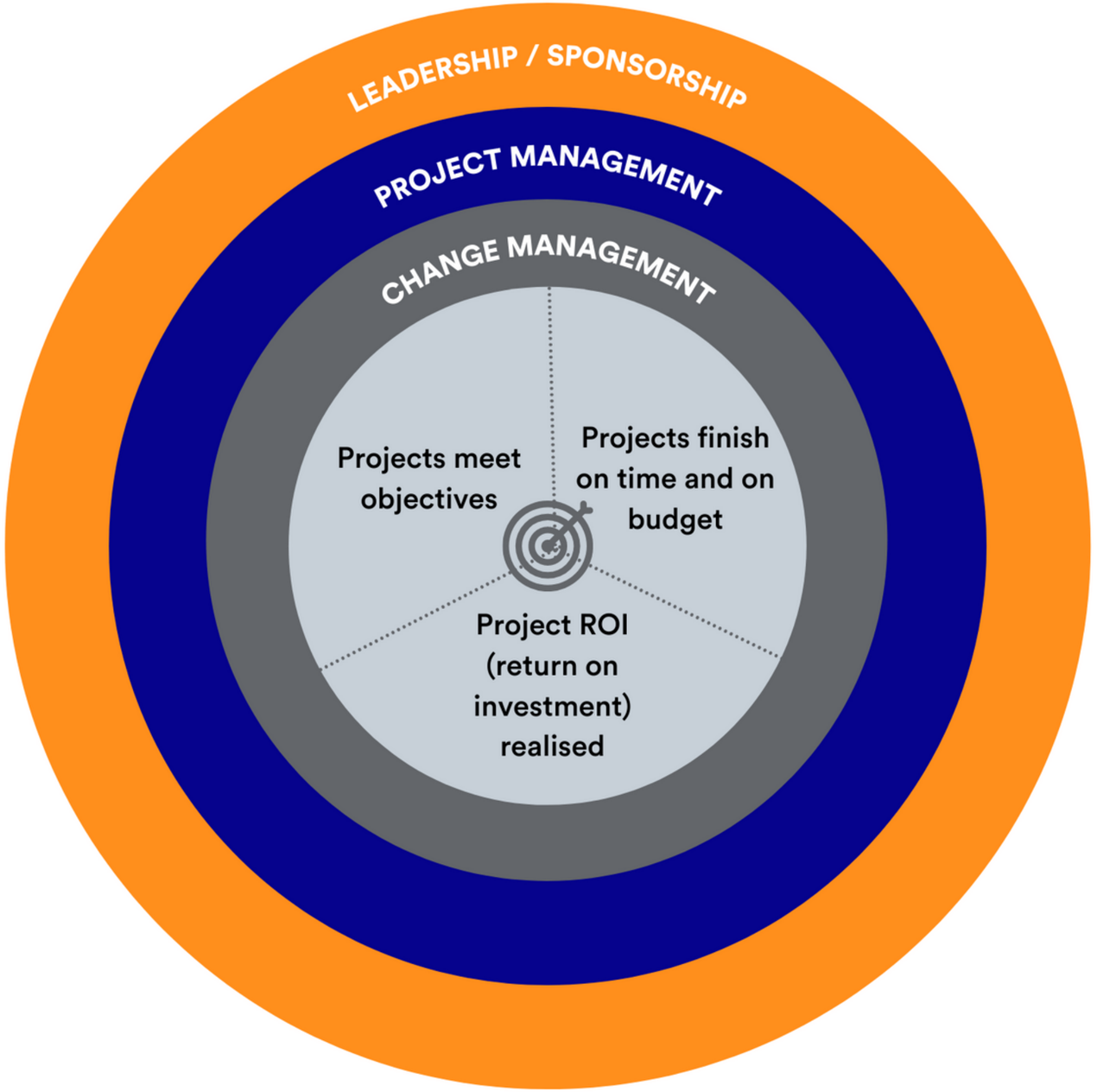
Capability review undertaken

Onboarding, training, development and refreshers for new and existing employees

Prepare for Change → Managing Change → Reinforcing Change

Communications

SUCCESSFUL CHANGE MANAGEMENT



Based on ProSci model of change success

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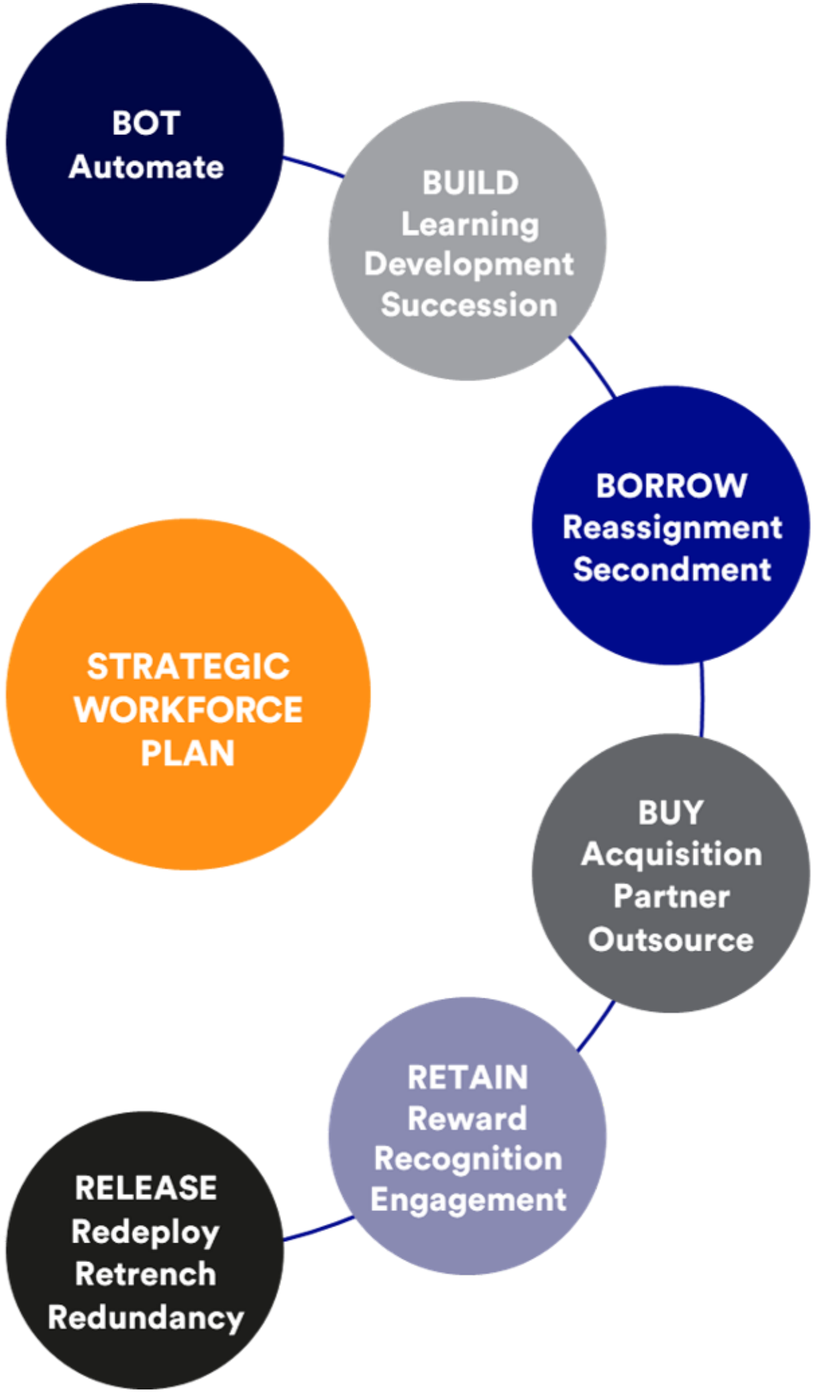

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