



THE SIXSESS
CONSULTANCY

The Sixsess Consultancy's

3 Day Target Operating Model Design Course

Summary

This programme teaches leaders how to understand and challenge Target Operating Model design - not simply how to follow a framework.

It equips leaders to understand and critically evaluate Target Operating Model design - so they can make better decisions when organisations undertake major transformation initiatives.

David Winders BSc (Hons), DTLLS, our Principal Target Operation Model (TOM) facilitator, has been training attendees on this course for around 25 years. Companies and organisation that have received the training include AXA, Barclaycard, Skandia, DVLA, TfL, L&V, Friends Life, Yorkshire Building Society, Serco, Bank of Australia/Clydesdale Bank.

Also facilitating on the course is **Barry Eustance CMgr MCMI**, The Sixsess Consultancy's Principal Consultant (Kotter Advanced Change Leader Certified, Chartered and professionally qualified by the Chartered Management Institute).

[Our Target Operating Model Course Q&A can be found at this link.](#)

Executive Programme Overview

Purpose

Organisations frequently undertake major transformation initiatives involving **enterprise systems, operating model redesign, business architecture development, and consulting-led change programmes.**

Yet many leaders responsible for overseeing these initiatives have **limited exposure to the underlying principles of Target Operating Model (TOM) design and organisational modelling.**

This programme provides a **structured introduction to the fundamentals of operating model design**, enabling participants to understand how operating models are structured, how they are modelled, and how they translate strategy into organisational execution.

The course equips participants with the knowledge required to **critically evaluate operating model proposals and transformation programmes.**

Programme Positioning

This programme does **not teach a single proprietary methodology or consulting framework.**

Instead, it introduces the **core concepts, frameworks and modelling approaches that underpin operating model design across strategy, enterprise architecture and organisational modelling.**

Participants gain the knowledge needed to **understand, assess and challenge operating model design in practice.**



Core Learning Objective

The programme is designed to enable participants to **critically appraise Target Operating Model designs and the methods used to create them.**

Participants will learn to:

- understand the **fundamental components of operating models**
- recognise the **different frameworks used in operating model design**
- assess the **strengths and weaknesses of different modelling approaches**
- understand how **strategy translates into operating model structure**
- evaluate modelling approaches used to represent organisations

Practical Application

Participants completing the programme will be better equipped to evaluate operating model proposals in situations such as:

- ERP or major **enterprise system implementation**
- **Target Operating Model redesign programmes**
- **business architecture initiatives**
- **consulting-led transformation programmes**
- major **organisational restructuring**

They will be able to assess whether proposed operating models are:

- coherent
- aligned with strategy
- structurally robust
- realistically implementable



Programme Topics

The programme is delivered as a sequence of structured teaching sessions covering the core foundations of operating model design.

Key topics include:

1. The Scope of the Course
2. Course Introduction
3. Business Modelling
4. Introducing Strategy
5. The Target Operating Model
6. Choosing the Business Model
7. POLISM and CCPPOLDAT Operating Model Frameworks
8. Exploring Operating Models in Depth
9. The Zachman Framework
10. Strategic Imperatives
11. Strategy Mapping
12. Operating Model Structures
13. Ross, Weill & Robertson Operating Model Types
14. Design Principles for Operating Model Design
15. AS-IS Operating Model Analysis
16. Articulating the Target Operating Model
17. Capability Modelling
18. Business Architecture Modelling
19. The 45 Modelling Objects
20. Metamodels and Modelling Objects
21. Meta-Model Structures
22. Strategy to Execution

The programme includes practical exercises involving **design principles, capability modelling and modelling objects used to analyse organisations.**



Distinctive Features of the Programme

Many programmes focus on **teaching a specific consulting methodology**.

This programme instead provides the **intellectual foundations required to understand and challenge operating model design**.

Participants therefore gain the ability to:

- question assumptions in proposed designs
- identify weaknesses in operating model structures
- compare different modelling approaches
- make informed organisational and architectural decisions

Programme Outcome

Participants completing the programme will possess a **clear conceptual understanding of Target Operating Model design and organisational modelling**.

They will be able to:

- critically evaluate operating model proposals
- engage more effectively with consulting teams and system vendors
- assess the architectural implications of transformation initiatives
- make better informed decisions about organisational design.



The Course Journey

The course can be summarised in a simple journey:

1 - Strategy

Understanding **how organisations define strategy and business models.**

2 - Operating Models

Understanding **how strategy translates into the structure of an organisation.**

3 - Enterprise Architecture

Understanding **how organisations are modelled using formal frameworks and architectural structures.**

4 - Target Operating Model Design

Understanding **how future operating models are designed and articulated.**

5 - Organisational Modelling

Understanding **how capabilities, processes and organisational structures are represented through modelling frameworks.**

6 - Strategy to Execution

Understanding **how operating models translate into real transformation programmes.**



Target Operating Model Design

Operating Model Knowledge Map

The programme follows the natural progression through which organisations move from **strategy to operating model to execution**.

STRATEGY FOUNDATIONS

|

- └ Business Modelling
- └ Introducing Strategy
- └ Strategic Imperatives
- └ Strategy Mapping

OPERATING MODEL CONCEPTS

|

- └ The Target Operating Model
- └ Choosing the Business Model
- └ Operating Model Structures
- └ Ross, Weill & Robertson Operating Model Types
- └ POLISM and CCPOLDAT – Operating Model Frameworks



THE SIXSESS
CONSULTANCY

ENTERPRISE ARCHITECTURE FOUNDATIONS

|

- ├─ The Zachman Framework
- ├─ Business Architecture Modelling
- ├─ Metamodels and Modelling Objects
- └─ Meta-Model Structures

OPERATING MODEL DESIGN

|

- ├─ Design Principles
- ├─ AS-IS Operating Model Analysis
- ├─ Articulating the Target Operating Model
- └─ Capability Modelling

ORGANISATIONAL MODELLING

|

- ├─ The 45 Modelling Objects
- └─ Modelling Framework Exercises

FROM STRATEGY TO EXECUTION

|

- └─ Strategy to Execution



How Leaders Should Understand the Programme

The programme helps participants understand **five critical questions that underpin operating model design**:

- 1. What strategy is the organisation pursuing?** (Business models, strategy, strategic imperatives)
- 2. What type of operating model is required?** (Operating model frameworks and archetypes)
- 3. How should the organisation be architected?** (Enterprise architecture and modelling structures)
- 4. What should the future Target Operating Model look like?** (Design principles, capability modelling, TOM articulation)
- 5. How does the operating model translate into execution?** (Strategy-to-execution alignment)

Why This Structure Matters

Large organisations frequently invest **hundreds of millions in transformation programmes** without a deep understanding of operating model design.

This programme equips leaders with the knowledge required to:

- understand how operating models are structured
- assess modelling approaches used by consultants and system vendors
- evaluate the strengths and weaknesses of competing frameworks
- make better informed transformation decisions

This programme explains how organisations move from strategy to operating model to execution and equips leaders to critically evaluate the operating model designs proposed by consultants, architects and system vendors.

