



THE SIXSESS
CONSULTANCY

The Sixsess Consultancy's

3 Day Target Operating Model Design Course

Programme Overview

Purpose

This three-day course teaches participants how to construct a Target Operating Model (TOM) from a given strategy and business model. They work through the design process: establish the purpose and scope, examine the current state, choose operating model options, define design principles and capabilities, assemble the relevant components, and present the future model to its stakeholders.

The programme combines structured teaching with hands-on group exercises. Participants practise building and connecting TOM views, then use the same knowledge to assess designs prepared by colleagues, consultants or system suppliers. The approach is proportionate: a TOM must contain enough detail to guide decisions and subsequent implementation, while its form and depth depend on the assignment.

Who the course is for

The closed course accommodates up to 15 people. It is suited to leaders and practitioners involved in strategy, service design, operations, business architecture, analysis and organisational change. A cross-functional group gains particular value from working through the same examples and building a shared language. We recommend using the available places where practical.



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Learning outcomes

1. Explain the purpose and boundaries of a TOM and its relationship to strategy, business model, transformation and day-to-day operation.
2. Select proportionate frameworks, views and modelling objects for the question and stakeholders at hand.
3. Analyse the current state, identify required capabilities and develop design principles for the future model.
4. Construct a coherent TOM for a defined case, selecting and connecting the relevant components across people, processes, information, technology and other domains, then communicate it through stakeholder views.
5. Critically assess the coherence, strategic alignment and practical implications of proposed operating models.

How the course works

Participants progressively construct a TOM for a defined case. They clarify the strategic intent and service proposition, select operating model choices, examine the current state, develop design principles and capabilities, and use modelling objects to assemble and explain the target design. Group exercises expose the relationships and trade-offs that a collection of separate diagrams can miss. The facilitators can use suitable examples from the client's work where these are agreed in advance. The emphasis and module selection are settled with the client and principal facilitator once the participant group and room arrangements are known.

Programme topics

The following is the full topic catalogue. The three-day delivery is tailored to the group, so some topics may be covered briefly or omitted to give the most relevant exercises sufficient time. The list is a content map, not a promise of equal time for every topic.



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Strategy and foundations

1. **Scope and course introduction.** The journey from strategy through TOM design and transformation to operation.
2. **Business modelling.** Why organisations need several connected views that answer specific questions.
3. **Introducing strategy.** Different expressions of strategy and their implications for operating design.
4. **The Target Operating Model.** Purpose, development stages, common difficulties and stakeholder perspectives.
5. **Choosing the business model.** Value propositions and adapting business model tools to public and non-commercial settings.

Operating model frameworks and choices

6. **CCPPOLDAT domains of change.** Customers, channels, products or services, processes, organisation, locations, data, applications and technology.
7. **POLISM and the Operating Model Canvas.** Alternative domains and a way to describe the operating model.
8. **Exploring the canvas in depth.** Processes, organisation, locations, information, suppliers and management arrangements.
9. **The Zachman Framework.** Questions, perspectives and levels used to organise architecture work.
10. **Strategic imperatives.** Outcomes that the future model must support.
11. **Strategy mapping.** Relationships among objectives and their implications for the model.
12. **Operating model complexity.** The effect of variation and accumulated design choices.
13. **Ross, Weill and Robertson.** Choices about process standardisation and integration.



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Designing the target model

- 14. Design principles.** Criteria to guide and challenge design choices.
- 15. The current state.** Proportionate analysis of existing operations and gaps.
- 16. Articulating the TOM.** Conceptual views suited to the questions of different stakeholders.
- 17. Capability modelling.** Current and required capabilities and implications for transformation.

Practical modelling and execution

- 18. Business architecture techniques.** Questions, objects, relationships and suitable levels of detail.
- 19. The 45 modelling objects.** Selecting building blocks relevant to an assignment.
- 20. Objects and relationships.** Connecting components into people, process, compliance and other views.
- 21. Meta-model structures.** Assessing established approaches and choosing an appropriate structure.
- 22. Strategy to execution.** Connecting the target design to subsequent transformation planning; an integrating theme supported by the course storyboard.

Facilitators

David Winders BSc (Hons), DTLLS is the principal TOM facilitator. He has around 25 years of experience teaching and applying operating model and business architecture approaches. His course experience includes TfL, DVLA, AXA, Barclaycard, Skandia Life/Quilter and Clydesdale Bank, among others. His commercial experience gives the frameworks practical context.

Barry Eustance, Principal Consultant, brings nearly five decades of senior operational leadership experience, including organisational change, complex operations and executive decision-making. He is Kotter Advanced Change Leader Certified, holds a Diploma in Professional Consulting and is a StratNav Grand Master.



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Delivery and resources

The course is delivered over three days by two facilitators for up to 15 participants. It requires a room that comfortably accommodates the agreed group, unobstructed table space for exercises, presentation facilities, reliable Wi-Fi, whiteboards and pens, and suitable breakout space. Electronic course materials and an agreed follow-up call are included. Specific facilities, participant mix and examples are agreed before delivery.

Course information:

<https://sixsess.org/training/target-operating-model-course/>

David Winders course Q&A:

<https://youtu.be/56-RMlpTXkA>

Further course videos:

<https://youtu.be/aeQOFJlyczs>

<https://youtu.be/a43Ivpjclmc>

https://youtu.be/hMnia5_LjxM

By the end of the course, participants have practised the steps needed to construct a proportionate TOM and can apply the approach to their own assignments. Developing, validating and securing organisational agreement on a full TOM for a live programme may require further work and stakeholder engagement beyond the three-day course.