BUILT ON EVIDENCE, NOT CONVENTION

Design begins where the diagnostic ends.

Once the diagnostic is complete, the picture is clear: which structural failures are present, how they connect, and what needs to change at the infrastructure level. The design phase translates that evidence into a documented, pragmatic operating model.

Every design decision is anchored to the diagnostic findings. This means the design addresses the organisation's actual problems, not a generic version of them. There is no best-practice template being applied. There is a framework being built for the specific complexity this organisation operates in.

WHAT THE DESIGN COVERS

The dimensions the diagnostic identified as requiring change.

The design addresses only the dimensions the diagnostic identified as requiring change. For most organisations, this means a subset of the elements below, targeted at the specific structural failures the evidence revealed. Not every dimension will be in scope.

Decision rights and governance Who decides what, at what level, with what authority. Governance structures that reflect how the organisation actually needs to function.	**Coordination mechanisms** How functions and geographies work together. The forums, flows, and protocols that make cross-boundary work reliable rather than dependent on individual relationships.
Planning and prioritisation rhythms The cadences and processes through which the organisation sets direction, allocates resource, and tracks progress. Designed to connect strategy to execution.	**Accountability frameworks** Clear ownership of outcomes, not just activities. Frameworks that make accountability visible and meaningful rather than theoretical.
Information flows How data and insight move through the organisation. Who needs what, when, and in what form. Designed to enable decisions, not just report on what happened.	**Cross-boundary seams** The handoffs, dependencies, and shared responsibilities where most operating model failures occur. Explicitly designed, not left to informal arrangement.

HOW DESIGN WORKS

Collaborative, tested, and built to last.

The design phase is collaborative by design. The people who live and work inside the organisation must be part of developing the answer. Cross-functional workshops, centred on the key issues the diagnostic surfaced, bring together the people whose work intersects at points of identified friction.

Each design element is tested before it is finalised: does this reflect how decisions actually need to be made here? Does this coordination mechanism work given the constraints this organisation operates under? Proposed solutions are drafted for review and feedback from both workshop participants and senior leaders, then refined before finalisation.

Where the design identifies areas requiring specific subject matter expertise, relevant specialist partners are brought in. This applies where a domain requires knowledge that sits outside operating model design itself, for example regulatory compliance or detailed technology implementation planning. Each specialist works within the overall design framework, with continuity of engagement maintained throughout. All

contributions are integrated into the final documented design, so the client receives a coherent whole rather than separate workstreams.

A complete, documented operating model design framework.

The design framework is a documented specification of the operating model changes required, with sufficient detail for implementation to begin. It includes the rationale behind each design decision, so that when the organisation adapts elements over time, the underlying logic is preserved rather than lost.

The framework addresses the whole system, not isolated components: how structural, coordination, and enabling infrastructure elements connect, and how cross-functional and cross-geography seams are resolved. It is accompanied by a readout session with the leadership team.

The design framework is not an implementation plan. It is what the organisation needs to develop a detailed implementation plan as the first step in the implementation phase: clear design decisions, documented rationale, and a complete picture of what needs to be built and in what sequence.

AI is addressed explicitly throughout. Where AI can be used to close operating model gaps, improve coordination across seams, or accelerate execution, this is identified within the framework and built into implementation planning guidance. The design also addresses the risks to AI value that unresolved operating model problems create: broken infrastructure does not become functional when AI is layered on top of it. Both the opportunity and the risk are treated as design considerations, not afterthoughts.