

Target Operating Models

Business Architecture in Action

“When you know your destination, it is easier to plan your journey and to purchase the right ticket”

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Target Operating Models

Two/Three Day Traditional Classroom Course or Ten Personal Mentoring Sessions*.

Target Operating Models are a key output in transformational change and business architecture. A change of strategic direction means an organisation has to change from what it is today to what it needs to be tomorrow. A target operating model explains what the future world will look like giving a rationale for why this is so.

Target operating models can be at different levels: enterprise, functional or project but in all of these cases they paint a picture of the future for the purposes of communication providing clarity of what to change and what to do. Stakeholders have different interests and a good target operating model presents the future in ways that relate to different needs.

There is a considerable skill in creating good communicative material that explains the strategy and how that strategy will manifest in a transformed enterprise. This course takes the delegate through the process of collecting and assembling information, to tell a story of where we have come from, why are we changing and what will we become.

It uses a variety of techniques and approaches designed to be flexible with the needs of different learning styles both of the delegate and that of the recipient of the communication vehicle - The Target Operating Model.

Content Overview.

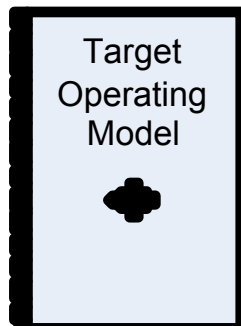
This course is deliberately designed to give focus to the specific task of producing a Target Operating Model.

- Explores the role of a target operating model in the strategic planning process and execution of strategy
- Takes delegates through the steps and approaches to creating a target operating model
- Using leading practice techniques to present the future business model.
- Examines the use of cross functional viewpoints to describe the future business.
- Explains how to expand the business model into a set of design principles that link through into change requirements and trace back to the chosen strategy.
- How to show changes and gaps between the “As Is” and “To Be”.

How to present different views to different stakeholders.

• On completion the delegates will:

- Be able to facilitate and deliver a Target Operating Model.
 - Be able to explain how to take a given strategy and articulate the future look of the organisation arising from that strategy.
 - Be able to link the strategy through to high level requirements.
 - Construct Views appropriate to different Stakeholder views.



Understand the role of a target operating model as an output and how it compares and contrasts to other outputs of transformational change.

Who should attend:

- Change Programme Managers
- Transformational Leads.
- Enterprise Business Architects who are new to the role or have not had previous experience of delivering best practise Target Operating Models.
- Senior Business Analysts tasked with working on strategic change transformation.

All the above who wish to use Target Operating Models to describe and communicate a future state.

What this course is not about:

- A comprehensive overview of business architecture..
- The formulation of strategy.
- Detailed Enterprise Modelling
- Meta-models and modelling language/notations.
- Programme and Project Management.
- Enterprise I.T. Architecture.
- Solution architecture and proprietary software package integration.
- The use of EA software tools.

Expectations of Delegates:

In the case of traditional classroom delivery:

Delegates should expect to engage in group discussions and apply their own business experiences.

To contribute to the group as a whole in bringing the development of Target Operating Models alive in their own terms and own industries.

Expect to be challenged and to apply creativity to presented problems and exercises.

The material has been loosely bench marked at Level 6 NQF (*National Qualification Framework (UK)*)

** Personal mentoring takes the form of live web based training sessions direct with the tutor. Sessions are normally arranged at weekly intervals at the delegates convenience.*

