

Accelerating Operating Model Activation

A discussion with ODF on Op Model Infrastructure
April 9, 2025

About me ...



Continuous Improvement



Lean Transformation



Digital Transformation



HR Transformation



Operating Model
Design &
Activation



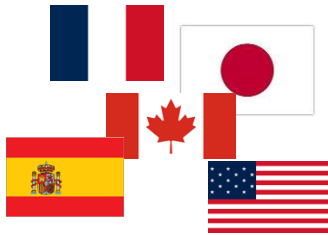
Social Technology
Transformation



Operational
Excellence
Acceleration



Agile
Transformation



LA Consulting

McKinsey
& Company

accenture



Deloitte.

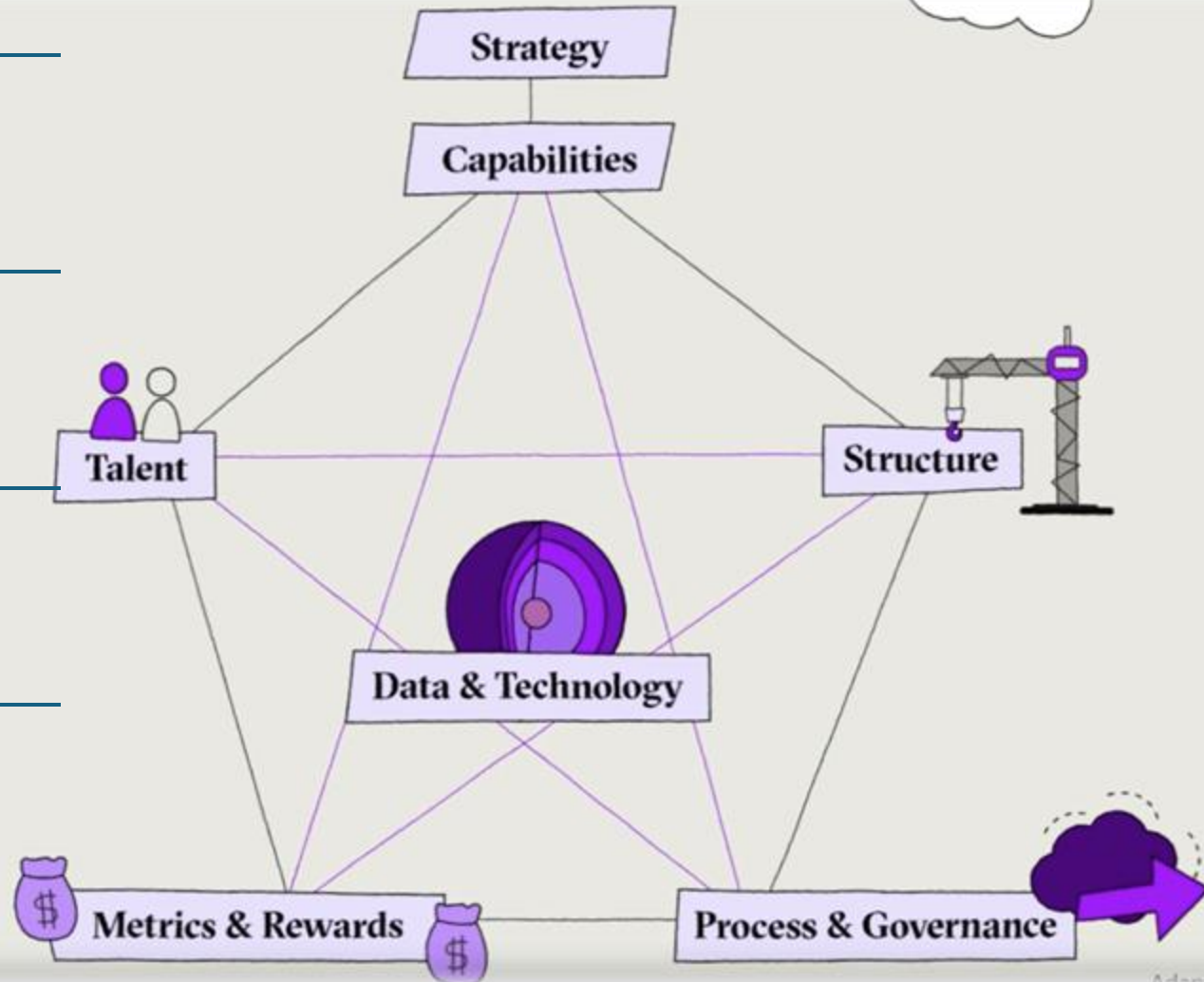
Making the models more complex?

70% of organizational transformations fail to achieve their goals

« ... ten years ago, CEOs and top teams focused on 4-5 critical issues; today, the number is **10**. »

« **Technology** is becoming the primary way to get work done »

75% of leaders agree that current operating models will be unrecognizable within 5 years.



Activation getting more complex?

- Functions, stakeholders misaligned or unengaged
- Competing priorities and differentiated speeds
- Detail design and technology





Hartmut Rosa

Accélération

Une critique sociale
du temps

What are we solving for? Complexity and speed

- Decreasing lifespan of companies
- Accelerating technological disruption
- Increased M&A activity
- Shorter product & innovation cycles
- According to McKinsey, decision-making times increased by 30% in last decade
- According to HBR, employees spend 50% more time on cross-functional collaboration than they did a decade ago.
- Google's workforce consists of more contractors than full-time employees.
- According to Deloitte, 80% of organizations now use some form of matrix structure, compared to only 30% in the 1990s

"Brightening and illuminating, enhanced by a remarkable library of historical examples. . . . The back-in-time comparison to work by Thomas Kuhn. . . . Economists, social scientists, engineers and scientists all may come to regard it as a landmark." — Science

The Nature of Technology



WHAT IT IS
AND HOW
IT EVOLVES

W. Brian Arthur

An aerial night view of a city with glowing network lines and three circular callouts. The background is a dark cityscape with lights from buildings and streets. Overlaid on this are numerous glowing yellow and white lines that form a complex network of arcs and straight paths, suggesting connectivity and infrastructure. Three semi-transparent circular callouts are positioned across the lower half of the image, each containing text. A small blue horizontal line is located in the top left corner.

Engage & Accelerate by adapting Infrastructure

**Talent
infrastructure
to enable
focused
performance**

**Technology
infrastructure
for strategy
translation**

**Leadership
infrastructure
for faster and
better aligned
decision-
making**



Break-out Groups

1. What are some of the methods and techniques that you have used to successfully activate an operating model?
2. Talent / Technology / Leadership: what do you think of these three infrastructures as the basis for fast and effective activation?
3. Is there a reason to differentiate between design and activation?
4. What knowledge, skills and methods do OD practitioners need in order to design and activate in parallel?
5. How can we prepare leaders to to acknowledge the complexity and criticality of activation and proactively address the challenge of fast and effective activation