

# New capability design

## How a large IT group engaged its own people to redesign a new Operating Model.

### Client Situation

The senior leadership team of a large IT division was concerned that its production support capability was incrementally increasing in complexity, cost and risk. This was the catalyst for a re-think of the sustainability of the existing model.

The approach needed to engage a cross section of the workforce, have minimal start up time, flexibility and be able to be implemented over time into a live operating environment by BAU people.

### What we did



Assessed the situation and recommended an iterative design approach utilising the existing workforce.



Initiated the approach and core team.



Provided the Design thinking framework.



Consulted on Workshop design (multiple iterations).



Facilitated design workshops.



Coached key personnel.



Provided advice on engagement and communications.

### Outcome

A High level Target Operating model - within 12 weeks including new:

- Governance
- Principles
- Tools/systems support
- Processes
- Interfaces and handoffs
- Initial migration planning

The approach required minimal oversight effort by the Leadership team and engendered high engagement levels and ownership of implementation by the workforce.

*"We were faced with 6 months of requirements gathering, this approach got us up and running in a week."*

- CIO

*"This approach to change is great, it could become the default way we do it around here."*

- HR manager