

Does Your Operating Model Need a Post-Crisis Refresh?

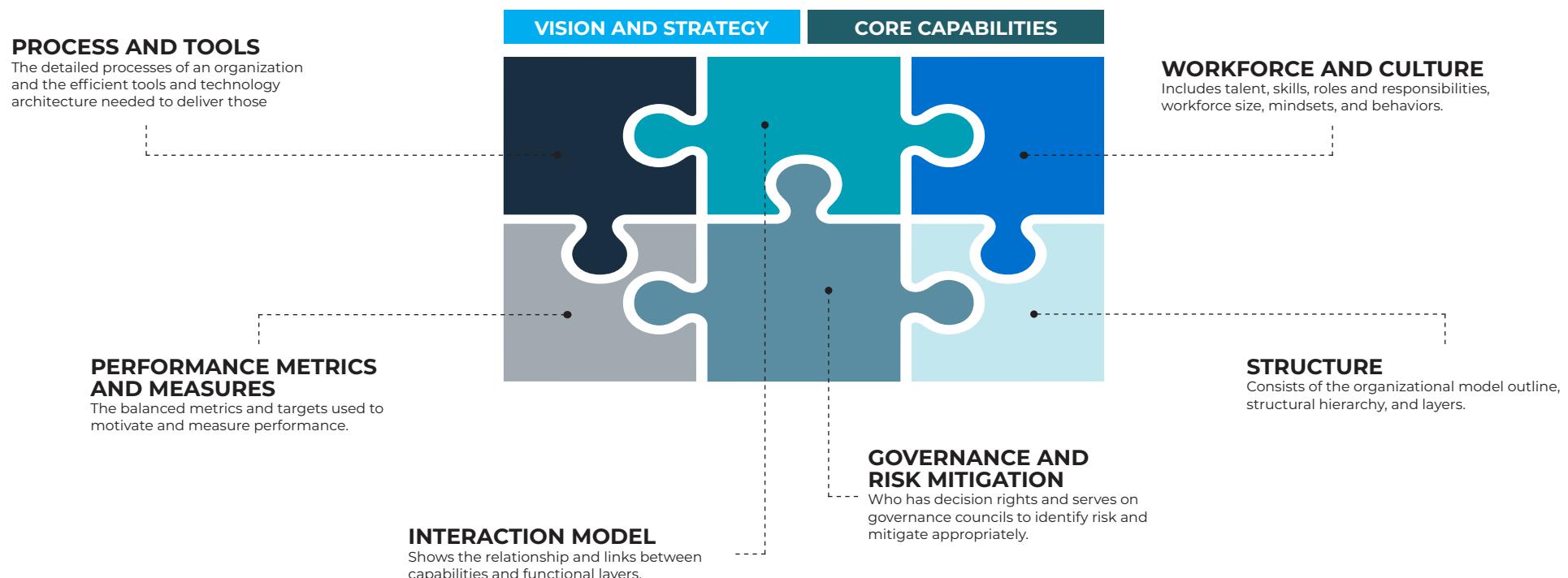
Crises present unforeseen market opportunities, amplify existing problems, or create new challenges for your current operating model. Leaders should evaluate how their companies' operating model enables them to accelerate recovery, capitalize on new opportunities, and win against tough competition.

Is your operating model preventing you from exceeding the competition?

BUSINESS CHALLENGES	Decrease In Revenue and Subsequent Workforce Reduction	Increase In Volume and Subsequent Business Pressures	Volume Shift Between Sales Channels	Rapid Impacts to Ways of Working
SAMPLE BUSINESS IMPACTS	<ul style="list-style-type: none"> + Accountability gaps from vacant positions + Inability to adapt to changing business environments + Negative impact to customer experience + Losses from employee engagement and productivity 	<ul style="list-style-type: none"> + A need to rapidly train and deploy new resources to handle increased demand + Unscalable processes reduce the speed of products or services being delivered + Customer experience is impacted as service response time slows due to an increase in call volume 	<ul style="list-style-type: none"> + Mismatch of required skills to volume across channels + A lack of strategic focus when resources are redeployed without clear ownership or decision rights + Customer experience is impacted by bottlenecks in product or service delivery + Processes and technology are not agile enough for fluctuations in channel volumes 	<ul style="list-style-type: none"> + Existing tools and technologies are unable to support new working environments + Disjointed employee experiences + New habits and ways of working inhibit a collaborative, trusting, and empowered company culture

JABIAN'S OPERATING MODEL FRAMEWORK

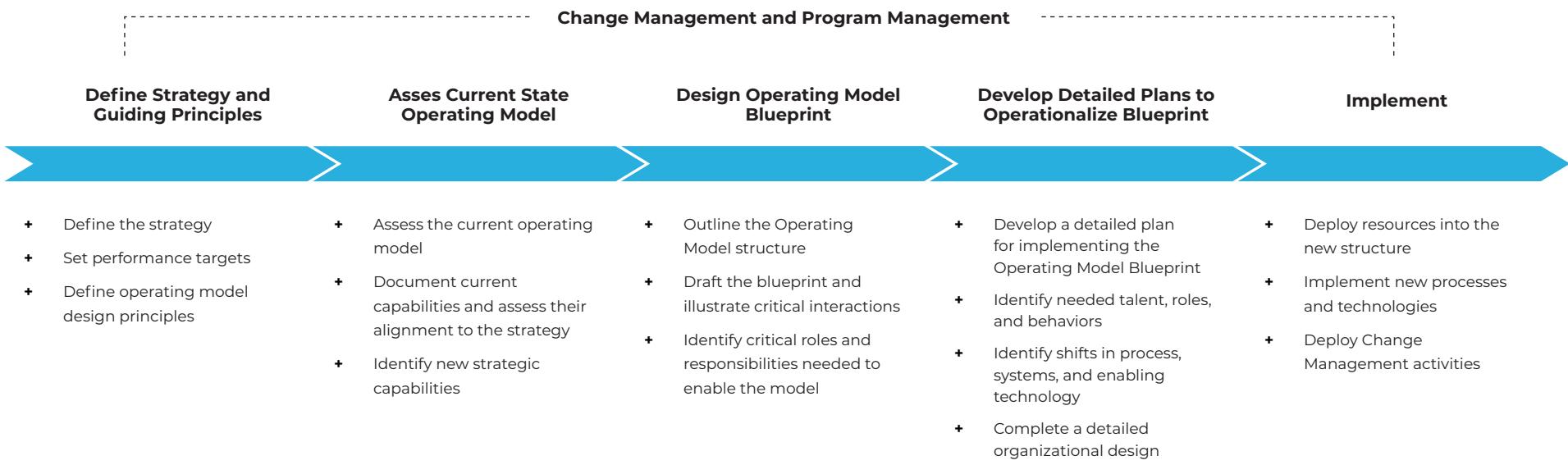
Jabian's framework is grounded in a company's strategy and core capabilities. We assess and define operating models across six critical dimensions. Taking a holistic approach, we help clients define how their capabilities will come together to operationalize their strategy.



OPERATING MODEL DIMENSION	CRITICAL ACTIVITIES	
VISION AND STRATEGY	<ul style="list-style-type: none"> + Establish a shared purpose, vision, and clear goals to align the leadership and the broader organization + Establish a shared definition of success and overarching strategic targets 	
CORE CAPABILITIES	<ul style="list-style-type: none"> + Identify the differentiating capabilities needed for creating value + Segment the new, existing, and unnecessary capabilities needed to deliver strategy 	
STRUCTURE	<ul style="list-style-type: none"> + Define organizational structure outline, hierarchy, and layers (e.g., centralized or decentralized) + Determine how we organize our capabilities within the conceptual structure 	
GOVERNANCE AND RISK MITIGATION	<ul style="list-style-type: none"> + Clarify decision rights and the processes to make and enforce decisions + Identify risks to potential organizational structures and define steps to mitigate 	
PERFORMANCE METRICS AND MEASURES	<ul style="list-style-type: none"> + Articulate performance metrics and incentives, and identify who is accountable for those metrics + Identify and resolve any overlaps with other teams 	
INTERACTION MODEL	<ul style="list-style-type: none"> + Clarify the relationships between functions and how they interact to deliver services + Define the key touchpoints across capabilities and assign clear ownership and accountability 	
PROCESS AND TOOLS	<ul style="list-style-type: none"> + Map out detailed processes of how work will be executed + Define critical tools and enabling technologies to enable processes, collaboration, visibility, and tracking throughout 	
WORKFORCE AND CULTURE	<ul style="list-style-type: none"> + Define critical skills, roles and responsibilities, and appropriate workforce sizing + Determine the mindsets and behaviors we need to most effectively achieve our goals + Eliminate functional redundancies or gaps in delivery ownership (e.g., no more "Not my job") 	

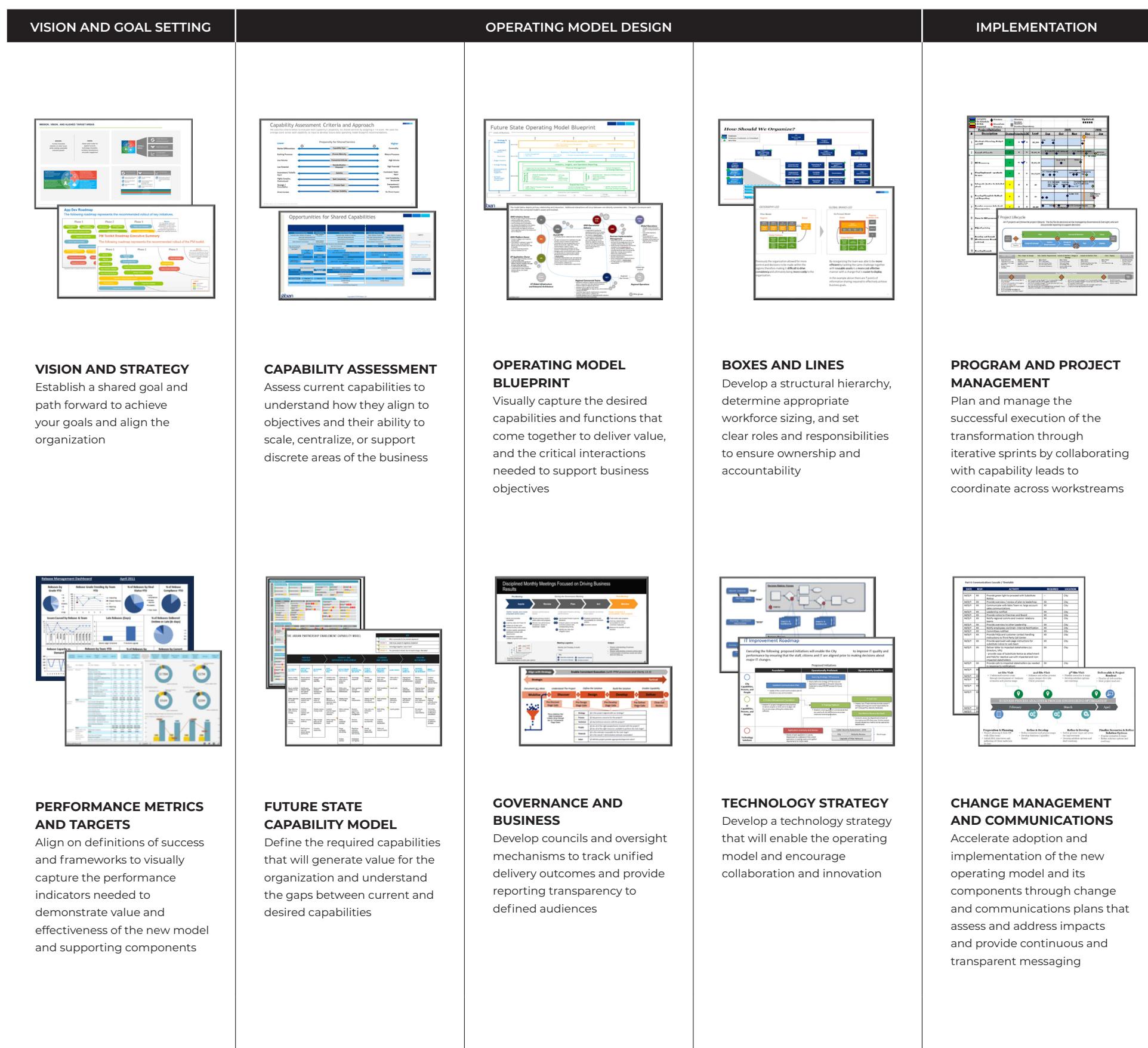
JABIAN'S APPROACH

Our approach starts with a clear vision and desired capabilities, and having an understanding of the current state. We then collaborate with clients to design the Operating Model Blueprint and the supporting detailed plans to operationalize the new model. We can continue to support clients through implementation and change management.



TOOLS AND MODELS FOR ACCELERATING DESIGN AND IMPLEMENTATION

The following sample deliverables support the design and implementation of an operating model to ensure alignment to a company's strategy and goals.



For more information on how Jabian can help you assess or design your operating model, contact us at planahead@jabian.com.