

About the Authors

ANDREW CAMPBELL

is a Director of Ashridge Strategic Management Centre, a research and education center focused on the strategic management of organizations. Andrew directs research projects, runs management programs and advises client companies. He is program director of Advanced Organization Design and Designing Operating Models. Andrew has authored 10 books on strategy and capability, including Designing Effective Organizations and Strategy for the Corporate Level, and has published numerous articles in the Harvard Business Review and other management publications. He blogs at ashridgeonoperatingmodels.com and tweets @operatingmodels. Before joining Ashridge, Andrew was a Fellow of the Centre for Business Strategy at London Business School. Before that, he spent six years with McKinsey & Co in Los Angeles and London.

MIKEL GUTIÉRREZ

is Industrial Projects Director of Gamesa, the worlds largest producer of turnkey wind farms. He is responsible for the delivery of all Gamesa wind farms worldwide, from signing the contract, until the energization of the park. Previously he was CEO of Asebal, a company producing galvanized steel for road and solar businesses. He steered Asebal from a domestic, almost bankrupt Spanish company to a strong business, selling in more than 20 countries. Before that, he was General Manager of Ormazabal Germany and Director of Business Process Improvement of the parent company Ormazabal Group, a producer of equipment for the power industry. His functional roles have included sales, business improvement, IT, strategy, organization design, product design and processes. He studied mechanical engineering and has worked in Spain, France, Germany, Denmark and the USA.

MARK LANCELOTT

is a Director of Business Design at PA Consulting. He specializes in business design, helping businesses design new operating models that integrate structure, people, process and systems. He also leads the implementation of change together with executives, managers and staff in client companies. He has worked in many sectors including the finance, industry, government and charity sectors. He is currently interested in how to simplify organizations by tackling unnecessary complexity. Mark worked at Barclays for 10 years. He is active in the Business Architecture Guild, and European Organization Design Forum (EODF), blogs regularly and tweets (@marklancelott) on operating models and organization issues.