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The maps, models, tables, diagrams and charts that help describe, analyse and design an operating model.
Five core tools

The following maps and charts are tools that we have found useful in our work, both for analyzing the situation and communicating the solution. We are not trying to be dogmatic or comprehensive with this list: we are trying to be helpful! We have divided the maps and charts into ‘core tools’ and ‘additional tools’. We are confident that the core maps and charts are easy to use, and they communicate well with a wide audience, especially senior managers and executives running operations. Some of the additional tools are less executive-friendly, but still useful.

The ‘core tools’ match with the five core parts of the Operating Model Canvas.

The ‘additional tools’ are additional maps and charts that we or others have found useful.
Five core tools
Open courses
Tailored qualifications
Conferences
Weddings
Research

All Value Chain Steps
Source of advantage
Problem/Opportunity
Design
Build
Clients
Market
Quote/Sell
Adjust
design
Admin
Deliver
Follow
up

Issue
qual
+
design
publish

Combine/manage together
Link or standardize
Separate and manage by segment

Segments

Is this a key activity in delivering value?
No
How good are we compared to others?
We do, if it does not distract
Yes

Outsource Design
a collaborative agreement

Better
Worse

Mexico
Spain
and Latin America
(work with exclusive distributors in smaller countries)

USA
(create a JV)

Europe
(excluding Spain)
(use non-exclusive distributors)

Value Chain Map

Supplier Matrix

Organization Model

Locations Footprint

IT Blueprint

Note that the management system box is missing from this ‘Canvas’. This is because it is not a ‘core’ part of the Canvas. It reappears on page 118.

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Thirteen additional tools

The following thirteen maps and charts are useful in many operating model projects.

- A **stakeholder map** helps define the boundaries of the organization that is being designed. It also helps in creating a transformation plan.
- A **capability map** is a way of framing what an organization does, often used by enterprise and business architects.
- A **people model** helps to put people issues on the table, particularly helpful when creating new capabilities.
- A **decision grid** clarifies how the important decisions will be made.
- A **process owner grid** shows how the core processes in the organization are governed.
- A **management calendar** shows the rhythm of management meetings and processes needed to keep the organization on track.
- A **scorecard** is the tool managers use to assess whether they are on track.
- A **logic diagram** shows the logic of the business.
- An **activity system** shows the connections between the main activities of the organization.
- A **customer journey** shows what the customer does to acquire and consume the product or service.
- **SIPOC** is a tool for understanding the larger system around a process.
- **The Ross model** is a way of classifying organizations using integration and standardization.
- **The globalisation grid** classifies organizations using integration and local adaption.
Stakeholder map

The stakeholder map helps define the organization for which we are developing an operating model: it helps clarify what is ‘inside’ the operation that is being designed and what is ‘outside’. It also helps define those groups other than the organization itself that are likely to be involved in, and affected by, any changes.

A public sector organization regulating qualifications

Those we regulate

- Examination Boards
  - Authorized by regulator to provide qualifications
  - Supervised to meet recognition and accreditation conditions
  - Assure Regulator that they are compliant with those conditions
  - We regulate Examination Boards to ensure that they are accredited to provide qualifications that are valid, fit for purpose and of value

Those we collaborate with

- Partners
  - We collaborate with other regulators, research bodies and government agencies to share information

- Government Departments
  - We implement Government policy and receive ongoing financial support
  - Accountable to government oversight committee
  - Needs to assure that it is effective, competent and delivers value for money
  - Government departments provide direction, listens to advice and provide ongoing financial support

Those who control us

- Employers and Universities
  - Want Examination Boards to provide qualifications that are of use and represent good value
  - Want confidence that qualifications are valid and fair

Those we protect

- Schools and colleges
  - Provide feedback to the Regulator on the outcome of marking
  - We protect schools, colleges and training organizations so that they can be confident that qualifications are valid, fit for purpose and of value

- Students
  - Want Examination Boards to provide qualifications that are of use and represent good value
  - We protect students so they can be confident that qualifications are valid – fit for purpose, comparable and differentiate performance

- Those we regulate
  - Examination Boards
  - Supervised to meet recognition and accreditation conditions
  - Assure Regulator that they are compliant with those conditions
  - We regulate Examination Boards to ensure that they are accredited to provide qualifications that are valid, fit for purpose and of value

- Those who control us
  - Government Departments
  - Accountable to government oversight committee
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- Those we collaborate with
  - Partners
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- Those we protect
  - Schools and colleges
  - Students

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The operating model work will focus on everything that is ‘inside’ the central box/circle. It will also focus on the agreements and relationships with each of the stakeholders. But it will not address how the stakeholders operate. Of course changes to the operating model may well require stakeholders to change the way they operate in order to interact appropriately with the organization being redesigned. For example moving to self-service requires the customer to change his or her behaviour.

When designing an operating model for a department or unit within an organization, a good stakeholder map is a vital part of defining the scope of the project.

There are no special rules for generating stakeholder maps.

It is normally helpful to start by identifying the most important stakeholders and those most likely to be affected by the operating model work.

Simple questions help to identify all the relevant stakeholders:
1. Who are the customers or beneficiaries?
2. Who provides supplies or inputs?
3. Who works in/for the organization?
4. Who owns or controls the organization?
5. Who has an interest in the success of the organization?

For each stakeholder group, it is helpful to consider the value the stakeholder is getting from the organization and the value the stakeholder is contributing.