

Next Generation Operating Model

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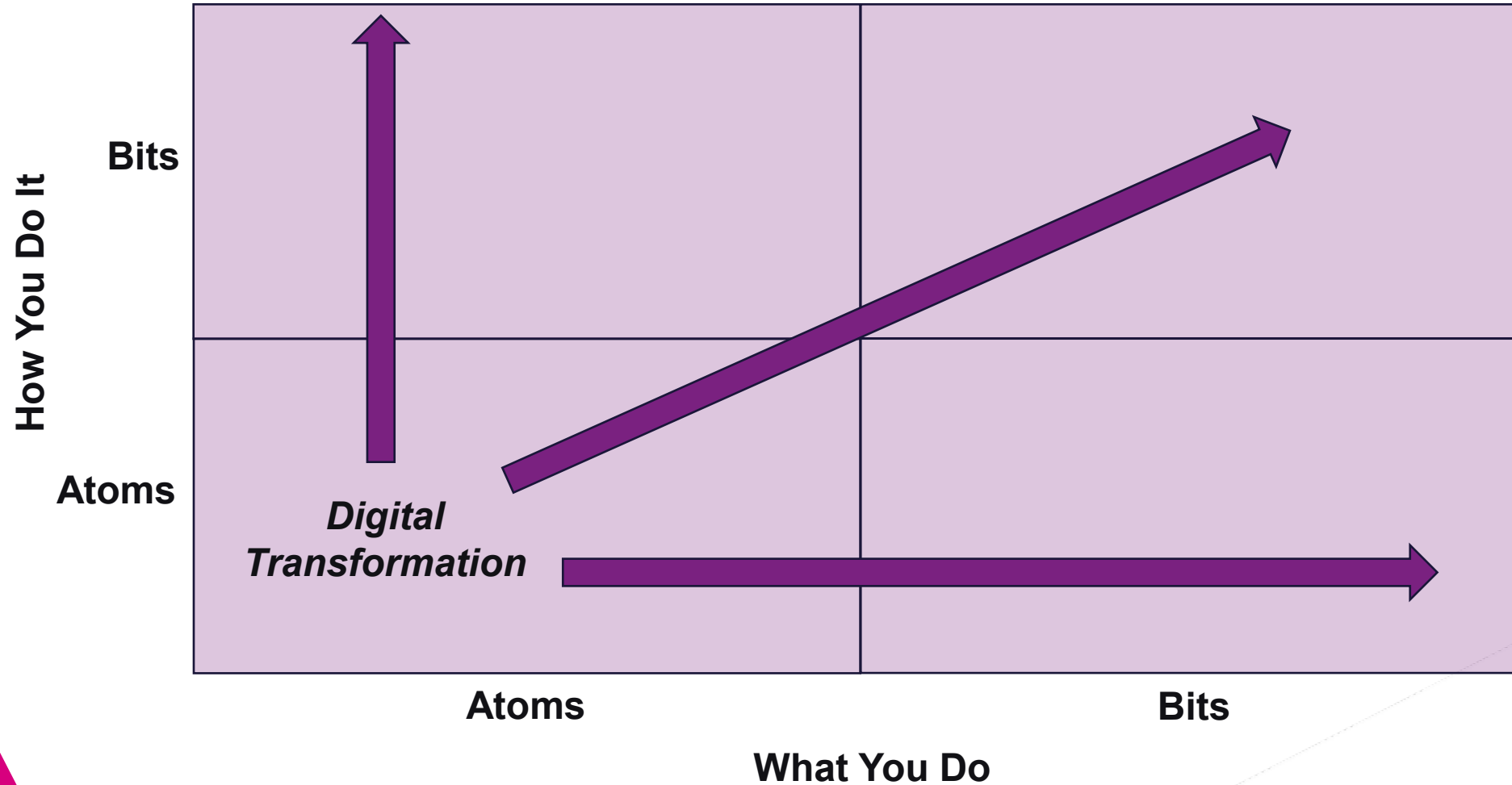


NGOM: Six Key Findings

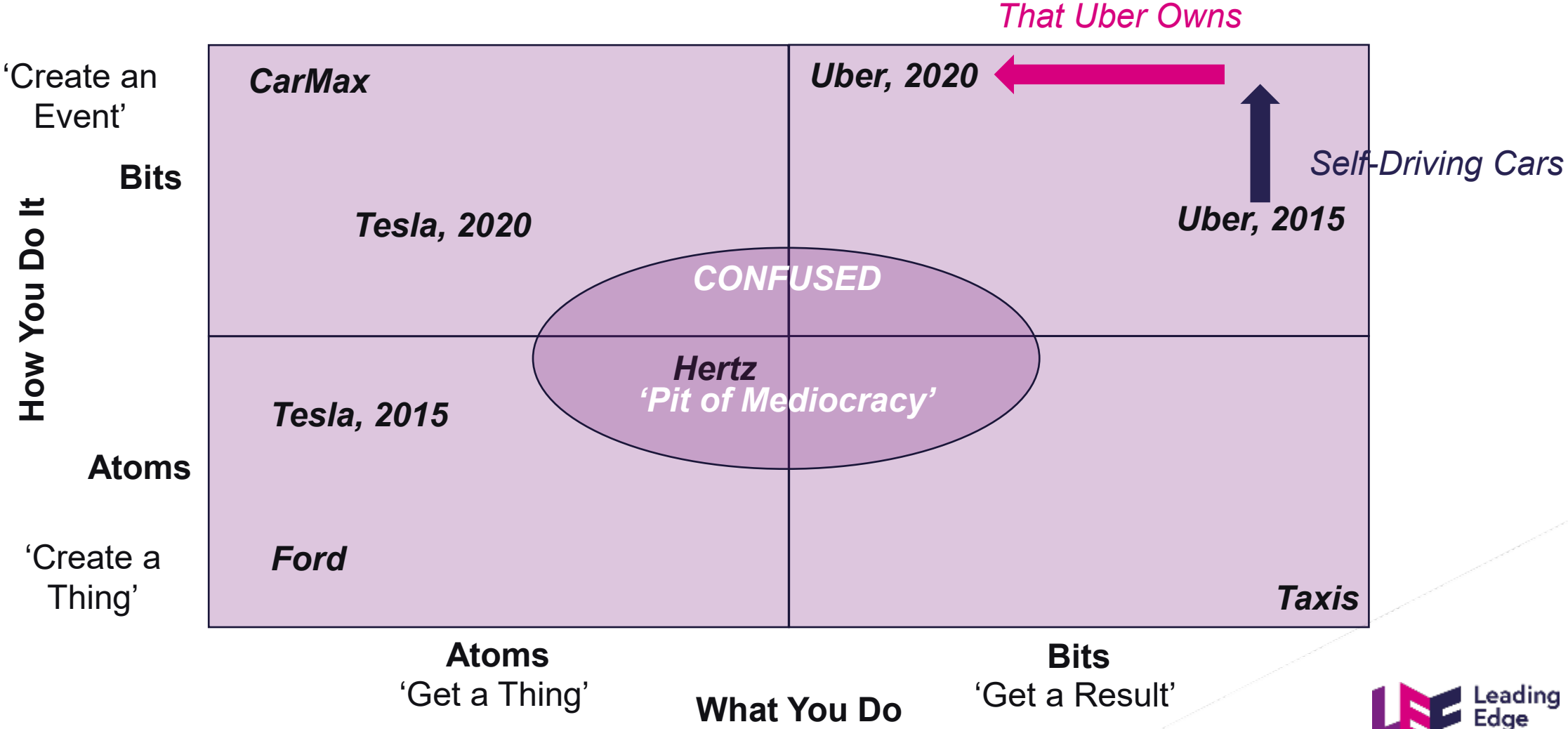
1. **Shift from Atoms to Bits**: Change both what is delivered and how it is achieved
2. **Structure is Largely Irrelevant**: Stop shifting, start shuffling
3. **Know Your Goal**: More Efficient? More Effective? More Explosive? Pick one and go
4. **Right People, Right Roles**: Pioneers, Settlers, Town Planners. Have all three and use appropriately, according to Wardley Doctrines
5. **Time is the New Denominator of Value**: While Return on Investment (ROI) remains important, Return on Time (ROT) is transformational
6. **Flank Your Competition**: Use information to go where your competitors won't, and capture those customers that your competitors can't.

Going Digital: Atoms & Bits

Digital transformation has two axes: How you do things & what you do

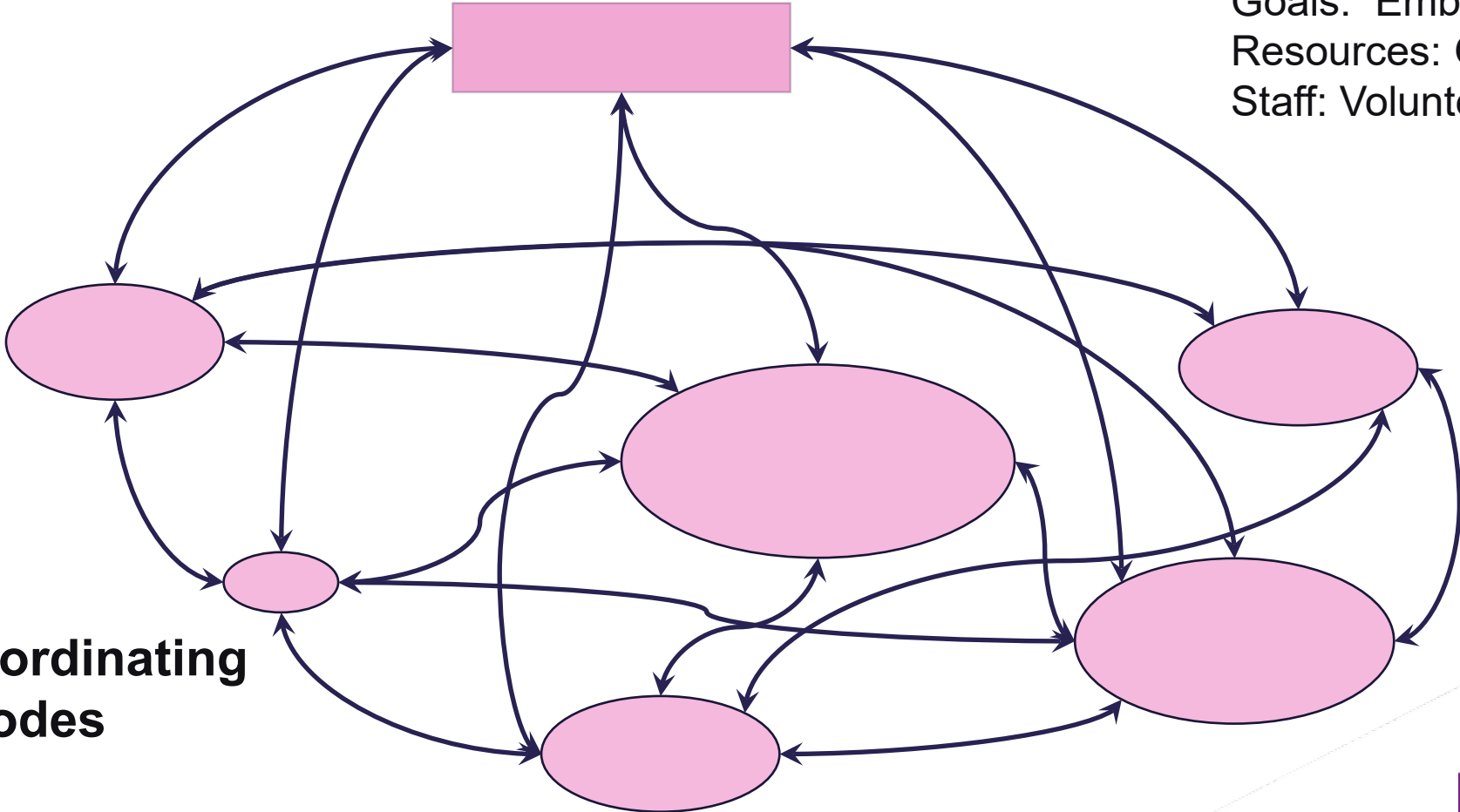


Disrupt the Industry: Automotive



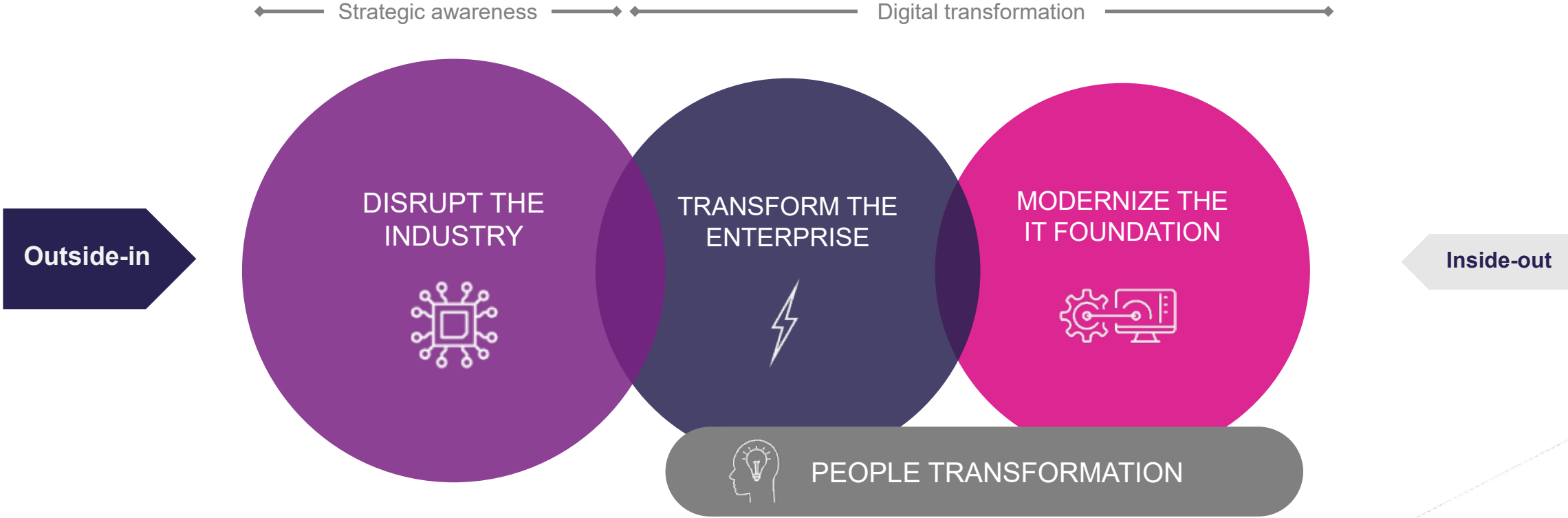
Future Organization – Nodes & Webs

Budgets: Gravitare
Leaders: Volunteer
Goals: Embraced
Resources: Gravitare
Staff: Volunteer & Assigned

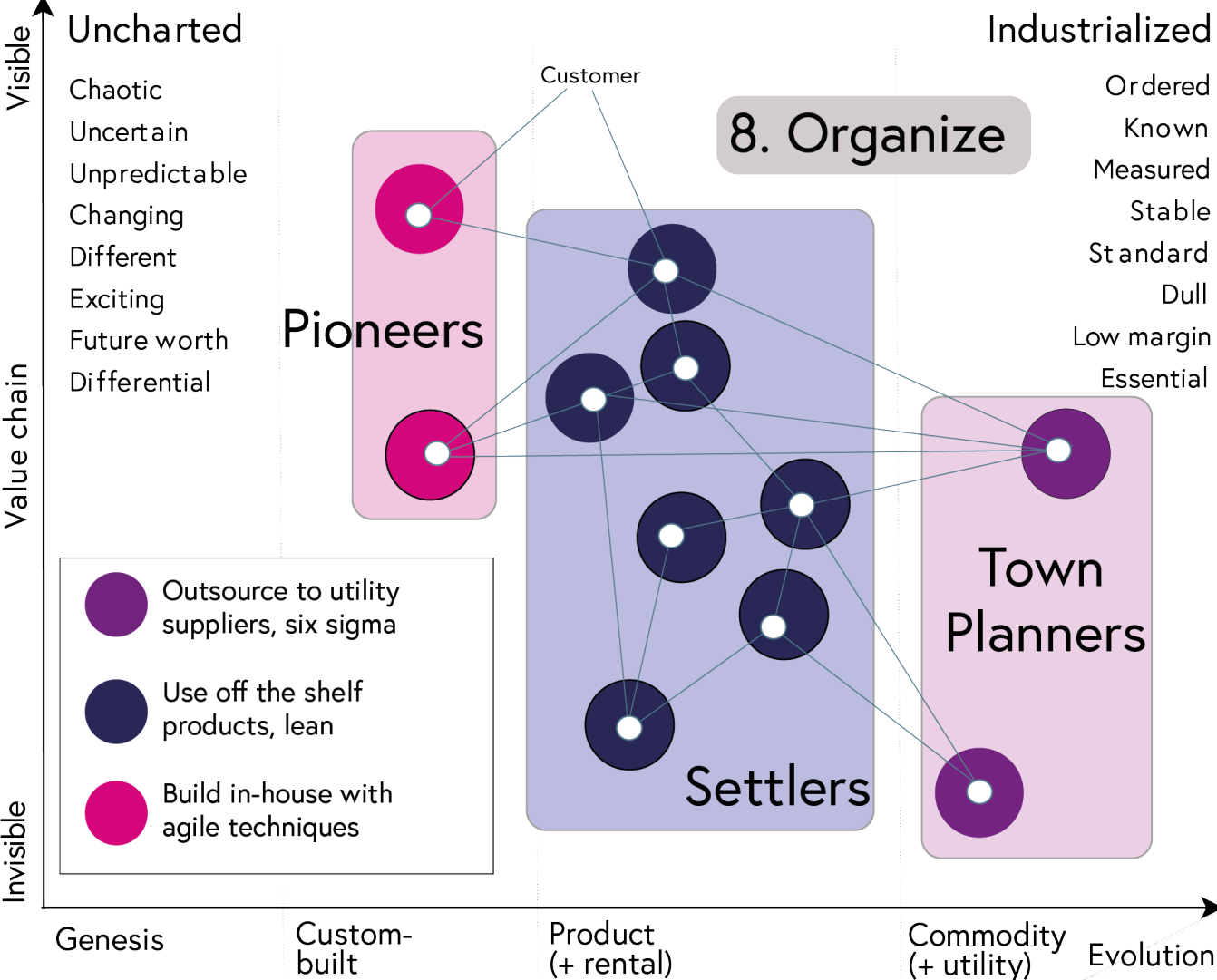


Leaders coordinating teams or nodes

Know Your Goal: Efficiency, Effectiveness or Explosiveness



Right People, Right Place: Wardley PST model – ‘who’ & ‘when’



Time: Appification

Expectation of instant gratification, at little or no cost, with little or no effort

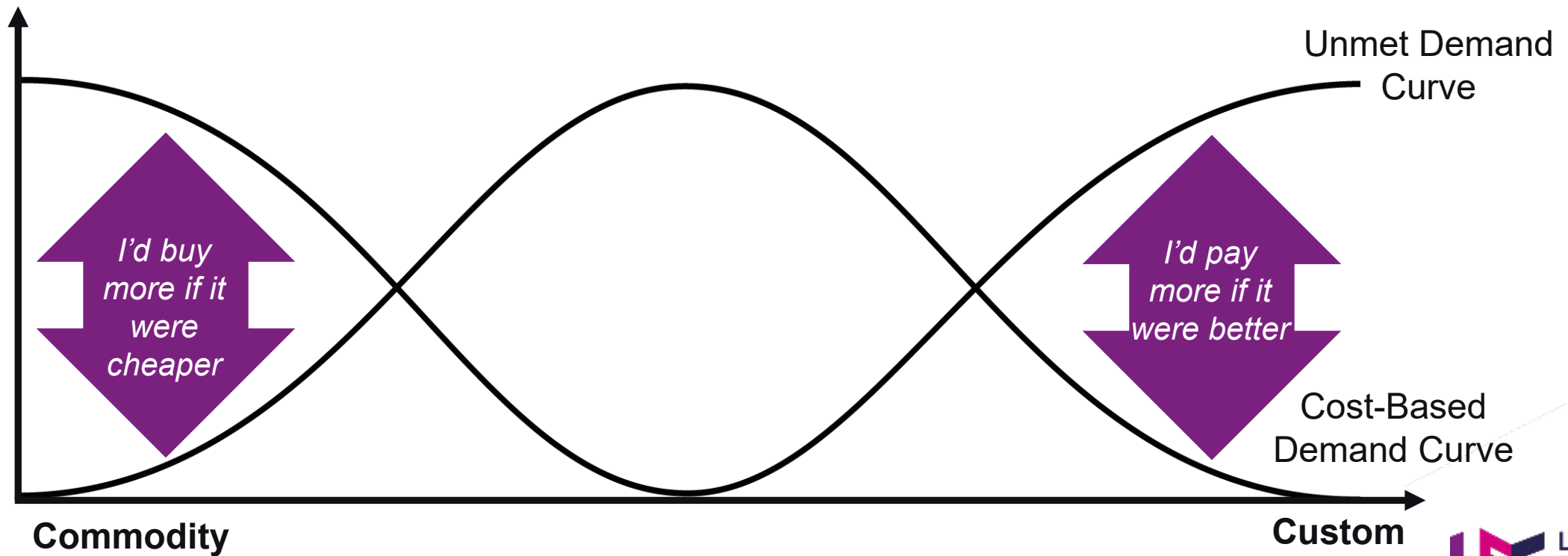
RaaS: Results as a Service



Flank Your Competition: Polarization

Consumers have perfect access to information. As such, if price is all that matters, price is all that matters & there is no second place

If something else matters, then that is all that matters & whomever knows it wins the customer



How: Driving Change – the four D's



Direction:

Communicate need for change:

- Constant, consistent communications
- Multimedia: Blogs, podcasts, Zoom, etc
- Carrot & stick: Benefit of change, costs if you don't



Dollars:

Fund the path to change:

- People work on what gets funded
- Fund innovation & breakthrough thinking
- Expect & reward useful failures, AKA, learning
- Do not concentrate all investments: Spread it around



Data:

Measure success along the way:

- Disruptive metrics yield disruptive results
- Everyone can & should innovate
- Measure progress towards success, & distance from failure



Do It:

Get moving... time is your enemy:

- Do then learn, not learn then do
- Perfect is the enemy of good enough
- If you're not uncomfortable, you cannot be transforming

Next Steps

Read the Report

Find it here: <https://leadingedgeforum.com/insights/next-generation-operating-models/>

Workshop

- DXC research have developed an Operating Model offering which guides clients through appropriate best and next practices, providing an alternative view and critique to approaching the Operating Model transformation journey, and ensuring the journey is navigated in the clients best interests. Specific emphasis on practices, rather than organizational structures.

Ops Model Reviews

- Review your existing operating model and provide assessment and feedback.

Wardley Mapping

- Defining a specific pathway towards operating model transformation


Thank you!

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Sample Quotes:



“Our original plan for rolling out Microsoft Teams required nine months. When the COVID emergency hit, we completed the rollout in two weeks.”

Corrado Azzarita, Global CIO at Kraft Heinz



“Don't use cloud until you're ready to control the costs. Cloud can get very expensive, very quickly.”

Gareth Hetheridge, Head of IT for Rolls Royce Defense, PLC



“Cloud only makes sense if you value speed to innovation and speed to market.”

Vijayanand Vadrevu, Head of IT, Novartis

Sample Quotes:



“Speed to value is our most important metric now.”

Kevin Hunt, CIO of Spirit AeroSystems



“Migration to cloud should force you to rationalize. Simplicity is critical to agility and speed and this fundamentally drives changes to your operating model.”

Will Wigmore, Head of Enterprise Architecture, Maersk



“Your IT strategy timeline has to be at least as fast as your business strategy timeline; and preferably faster.”

Corrado Azzarita, CIO of Kraft Heinz

Sample Quotes:



“COVID sparked our transformation inertia.”

Gareth Hetheridge, Head of IT for Rolls Royce Defense PLC



“Thought leadership is easy, execution leadership is hard.”

Vijayanand Vadrevu, Head of Global Drug Development IT, Novartis



“Tactics without strategy is the noise before the defeat; strategy without tactics is the slowest route to victory.”

Corrado Azzarita, CIO of Kraft Heinz

Sample Quotes:



"Funding prioritization includes choking off the bad investments, not just paying for good future-proof investments."

Will Wigmore, Head of Enterprise Architecture, Maersk



"Centers of Excellence seldom live up to the name. Excellence is achieved wherever value is best created for the business, not just from a department with a superlative label."

Diane Schwarz, Global CIO, Johnson Controls

Sample Quotes:



“Agile requires more governance, not less.”

Diane Schwarz, CIO, Johnson Controls



“Agile doesn't work across the board. For security and infrastructure, we found waterfall to be better.”

Gareth Hetheridge, Head of IT for Rolls Royce Defense, PLC



“We found that bimodal simply doesn't work. The initial results seem promising, but it fails when you try to scale it up.”

Vijayanand Vadrevu, Head of IT, Novartis