

TARGET OPERATING MODEL (TOM) IN PRACTICE

Turning Strategy into Sustainable Execution



PROGRAMME OVERVIEW

Many organisations have strong strategies — far fewer execute them effectively.

In today's complex environment, strategy alone does not deliver results. Success depends on how effectively an organisation is structured, governed, and aligned to deliver against its objectives. A Target Operating Model (TOM) provides the framework to translate strategy into effective delivery.

The Target Operating Model (TOM) in Practice programme equips leaders and transformation professionals with the practical tools to design operating models that align organisational capability with strategic intent.

The programme is grounded in practitioner-led learning, focused on real challenges and measurable outcomes.

WHO THE PROGRAMME IS FOR

This programme is designed for professionals involved in strategy, transformation, and organisational performance, including:

- Senior leaders responsible for strategy and change
- Professionals working in strategy, transformation, or operational excellence
- Programme and project managers
- Business analysts and organisational design practitioners
- Governance and change professionals

Participants are expected to have experience within organisational, strategic, or transformation environments.

Key Outcomes

By the end of the programme, participants will be able to:

- Translate strategy into structured, actionable operating models
- Align organisational components including people, processes, governance, and technology
- Apply recognised Target Operating Model frameworks effectively
- Define roles, accountability, and decision-making structures
- Develop practical implementation roadmaps
- Monitor and sustain operating model performance



PROGRAMME STRUCTURE

The programme is structured to combine conceptual understanding with practical application, supporting participants to design and implement effective operating models.

Day 1 – Foundations & Strategic Alignment

- Understanding the role of Target Operating Models in delivering strategy
- Aligning strategy, business models, and operating models
- Defining key operating model components, including people, processes, governance, technology, and culture
- Assessing the current state and defining future-state principles

Day 2 – Operating Model Design

- Applying recognised Target Operating Model frameworks and design approaches
- Organisational design, capability mapping, and role clarity
- Governance structures and decision-making frameworks
- Aligning processes, technology, and information

Day 3 – Implementation & Sustainability

- Translating operating model design into implementation roadmaps
- Managing change, dependencies, and risks
- Assessing organisational readiness and capability requirements
- Measuring performance and ensuring long-term sustainability

LEARNING APPROACH

The programme adopts a practical, applied approach. Learning is delivered through:

- Facilitated workshops and interactive sessions
- Real-world case studies and applied exercises
- Group discussion and peer learning
- Practical tools, frameworks, and templates



EXPECTED BENEFITS FOR ORGANISATIONS

The programme supports organisations in strengthening their ability to deliver strategy through:

- Improved alignment between strategy and operational delivery
- Clearer organisational structures, governance, and ways of working
- Enhanced capability to design and implement organisational change
- Improved decision-making, efficiency, and performance
- Increased confidence in leading and delivering transformation initiatives

PROGRAMME DELIVERY

Programmes can be delivered in-person in the UK, KSA & Middle East

Group sizes typically range from 6–15 participants.

Programme duration and structure can be adapted to organisational requirements.

CERTIFICATION & RECOGNITION

Participants receive a Certificate of Completion for the Target Operating Model (TOM) in Practice programme.