TORQUE
PEOPLE CONSULTING

OPERATING MODEL EFFECTIVENESS SNAPSHOT

Simple reflection and scoring tool.

This tool gives you a quick view of how well your operating model supports your business plan and strategy today and in the future.

You can use it in a leadership team meeting, 1 to 1 with a business partner or as a self-assessment.

Pre work know your direction

Before you complete this snapshot, make sure you are clear on

- Business purpose why you exist and the value you create
- Strategic objectives the outcomes you are aiming to deliver over the next one to three years
- Products and services what you offer now and what you plan to offer in the future

Your operating model should enable your business plan to be effective. The answers you give in this tool should be about how well people, processes, roles and structures, governance and technology support that direction.

Part 1 The four killer questions

For each question, choose the option that best reflects your current reality.

1. How aligned is your operating model

Do your people, processes, roles and structures, governance and technology all point in the same direction and support each other

Score

- 1 Poorly aligned
- 2 Partially aligned
- 3 Well aligned
- 4 Highly aligned

2. How much harmony is there in day-to-day operations

Do these elements work together smoothly, or do they create friction, duplication and confusion

Score

- 1 Significant friction
- 2 Some disconnects
- 3 Generally harmonious
- 4 Seamlessly integrated

3. How well does your operating model support delivery of your business plan and strategic objectives

Can you translate strategic priorities into execution and deliver the results you intend

Score

- 1 Struggling
- 2 Inconsistent delivery
- 3 Mostly achieving
- 4 Consistently delivering

4. How prepared are you for future workforce and industry trends

Do you have the capability, flexibility and infrastructure to adapt to what is coming

Score

- 1 Not prepared
- 2 Partially prepared
- 3 Reasonably prepared
- 4 Well prepared

Killer questions total, Add your four scores, Total out of 16.

Quick read

- 4 to 6 operating model needs significant attention
- 7 to 10 developing, with multiple areas to strengthen
- 11 to 13 effective, with optimisation and future proofing opportunities
- 14 to 16 highly aligned, harmonious and future ready

Part 2 The five elements of an Operating Model

For each element, give a simple rating and capture one or two observations.

Rating guide

- 1 Needs work
- 2 Developing
- 3 Effective
- 4 Optimised

Prompt questions to use if helpful. You do not need to use all of these. Pick the ones that spark the best conversation.

People and culture

- Do we have the skills, mindset and behaviours we need?
- How well do people understand and live our purpose and values?

Processes

- Are our core processes clear and consistent?
- Where do we see duplication, rework or delay?

Roles and structures

- Are key roles and accountabilities clear?
- Can our structure scale as we grow?

Governance

- How do we decide what work to do and what to stop?
- How well do we track performance and manage risk?

Technology

- Do our systems support how we actually work?
- Where are people working around the tools rather than with them?

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Element	Rating 1 to 4	What is working well	What is getting in the way
People and culture			
Processes			
Roles and structures			
Governance			
Technology			

Part 3 Harmony and priorities

Harmony check. Looking across your ratings and notes

- Where do elements support each other well?
- Where do you see obvious friction for example process and technology not aligned, or roles and governance out of sync?

Capture your top three priorities

Biggest operating model gap to address

Quick win to reduce friction

One longer term shift to explore

For example redesigning part of the structure, upgrading a key system or reworking a core process

You can revisit this snapshot every six to twelve months to track progress and keep your operating model aligned to your business plan and strategy.