

The standard for operating model transformation

The method, language and governance to design and deliver the operating model that your strategy depends on.

READ THE PAGE WRITTEN FOR YOU



You lead transformation in an organisation

One structure for every discipline, a maturity baseline, and teams who share a method.

Page 5



You design or deliver operating model change

A discipline that travels between sectors, and a credential that can be checked.

Page 6



You sit on a board or in an assurance role

Five questions to ask before budget is committed, and evidence you can test.

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One standard for operating model change

OMDDMS®, the Operating Model Design Delivery and Management Standard, gives organisations and professionals a repeatable method, a common language, governance structures and production-ready artefacts for designing and delivering operating model change. It is sector-agnostic and works alongside the frameworks you already use.

2022

Created by practitioners

4.1.2

Current version, reviewed every year

7

Phases in the method

31

Content Model components

What it gives you



A common language

Precise, agreed definitions, so everyone from the COO to the business analyst describes the operating model the same way.



The OMDDM: a seven-phase method

The Operating Model Design and Delivery Method, with defined inputs, steps, outputs and outcomes for every phase.



The Content Model

31 components covering every dimension of an operating model, from strategy and capabilities to decision rights, risk and organisation design.



Governance built for change

An Operating Model Transformation Office (OMTO) and Operating Model Board (OMB), with decision rights through GDU (Govern, Deliver, Use) or RACI.



Production-ready artefacts

Tools used in live programmes, available with certification, so the method can be applied straight away.

Why you can rely on it

Governed

OMDDMS Ltd sets the Standard. ATOs deliver certification but do not change it.

Reviewed

Every change is tested by a Steering Group of certified Practitioners and organisations applying it.

Accredited

Foundation and Practitioner are CPD accredited by The CPD Standards Office, Provider 51019.

Compatible

Works alongside TOGAF®, PRINCE2®, SAFe®, ITIL®, COBIT® 2019, ISO 31000 and ISO/IEC 38500.

Practitioners trained from organisations including national and devolved government, local government, defence, global retail, motoring associations and management consultancy, across the UK, Europe, North America and Australia.

Five failures, five designed answers

70%

of transformation programmes fail to deliver their objectives. Strategies are generally sound; the shortfall is in execution, in how the operating model is designed and delivered.

Source: McKinsey & Company, "Common pitfalls in transformations"

The same five structural causes recur across sectors, regardless of industry, regulator or programme size. OMDDMS® answers each one in a defined phase of the method.

1

An afterthought, not the foundation

Scope · Discover

✓ WITH OMDDMS®

Scope settles the operating model questions before any solution is chosen.

✗ WITHOUT IT

The model is designed after the solution, shaped by the technology.

2

Built for accountability, not for decisions

Design · Govern

✓ WITH OMDDMS®

Decision rights are designed in, across nine defined areas of authority.

✗ WITHOUT IT

Governance shows who attends the board, not who can decide.

3

Capability treated as a training problem

Analyse · Design · Transition

✓ WITH OMDDMS®

Structural gaps are found in Analyse and closed through design.

✗ WITHOUT IT

Gaps in roles and authority are sent to a training course.

4

Transition run as a communications exercise

Transition

✓ WITH OMDDMS®

Dual running of current and target models is designed and tracked.

✗ WITHOUT IT

Change is announced, but how the organisation runs meanwhile is not.

5

Declared complete at go-live

Monitor · Govern

✓ WITH OMDDMS®

A named owner and monitoring keep the live model on design.

✗ WITHOUT IT

No owner, so the model drifts from what was designed.

Drawn from documented cross-sector failures and operational resilience findings, including FCA PS21/3 and PRA SS1/21 (2021) and the 2019 independent review of the 2018 TSB IT migration.

Seven phases, from Scope to Govern

Each phase has defined inputs, steps, outputs and outcomes. A programme enters at the phase that matches where its change already stands, then applies every phase ahead in full.

1	Scope	Resolve the operating model questions before designing a solution.	Counters Failure 1
2	Discover	Establish the current state, including a baseline Maturity Assessment.	Counters Failure 1
3	Analyse	Determine what a proposed change does before it is designed.	Counters Failure 3
4	Design	Specify the target: organisation, capabilities, services and decision rights.	Counters Failures 2 and 3
5	Transition	Run current and target models side by side, with change tracked.	Counters Failures 3 and 4
6	Monitor	Track performance against what Design specified.	Counters Failure 5
7	Govern	Give the model a named owner across nine governance areas.	Counters Failures 2 and 5

Govern runs across all phases and continues after go-live. "Counters" refers to the five failure modes on page 3.

Three tests, each with its own evidence

 <p>Certification <i>tests a person</i></p> <p>Foundation and Practitioner exams, awarded by OMDDMS Ltd with a digital badge and certificate, and listed on the certification register.</p>	 <p>Maturity <i>tests an organisation</i></p> <div> <div>1</div> Initial </div> <div> <div>2</div> Structured </div> <div> <div>3</div> Defined </div> <div> <div>4</div> Managed </div> <div> <div>5</div> Optimising </div> <p>Informed by CMMI®. Level 3 is what most strategies assume.</p>	 <p>Conformance <i>tests a programme</i></p> <p>Phase by phase, with evidence. Each phase is pass or fail, assessed by a certified Practitioner or accredited assessor, never self-declared.</p>
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One structure for every discipline

Without a shared standard, portfolio, architecture, analysis, risk and governance teams each work to their own definition of success. OMDDMS® gives them one structure to design, deliver and govern operating model change against.



One structure across eight disciplines

Project, architecture, analysis, service, risk, engineering and governance teams work from the same seven phases.



The model as the foundation

Operating model questions are settled in Scope, before money is committed to a solution.



A maturity baseline, not a checklist

Know where you are, where you need to be, and the effort and time to close the gap.



Capability your teams keep

Private courses give teams one vocabulary and method, with 20 CPD hours per level.

Where to start

1

Set a baseline

Commission a Maturity Assessment led by a certified Practitioner.

2

Build a shared language

Train a cross-functional team privately through an Accredited Training Organisation.

3

Apply it to live change

Run your next programme through the seven phases and test it against the Conformance Criteria.

Talk to us about adopting OMDDMS®

Tell us about your organisation and the change ahead. We will help you find the right starting point, and the Accredited Training Organisation for your region.

omddms.org/contact • hello@omddms.org



Turn experience into a recognised discipline

Sector knowledge is valuable, but on its own it doesn't address the five failures on page 3 that recur in operating model programmes. OMDDMS® gives you a structured, transferable discipline to go with the expertise you already have.



A diagnostic, not a hunch

Read any programme you join against the five failure modes, and know which phase answers each one.



A discipline that travels

The regulatory levers change between sectors; the design discipline does not.



A credential that can be checked

Awarded by OMDDMS Ltd, listed on the searchable register, and CPD accredited at 20 hours per level.

Your certification pathway



AOM:DD
OPERATING MODELS FOR ADVANTAGE

	AOM:DD Foundation	AOM:DD Practitioner	Combined
Prerequisite	None	Foundation	None
Duration	2 days, 12 modules	2 days, 12 modules	4 consecutive days
Exam	Online, 60 minutes, 50 multiple choice	Online, 75 minutes, 40 multiple choice and one written	Both exams, written and certified separately
Pass mark	60%	60%	60% each
CPD hours	20	20	40

Applied Operating Models: Design and Delivery (AOM:DD). Delivered only through Accredited Training Organisations, which set their own prices and dates. Exams must be taken within 12 months of the course.



Then teach it. After Practitioner, if you're interested in becoming an instructor, you can join the Accredited Instructor Programme (3 months), which qualifies you to deliver OMDDMS® courses for an Accredited Training Organisation.

Find your course

See every scheduled course in the Public Course Calendar and find the Accredited Training Organisation for your region.

omddms.org/coursecalendar · omddms.org/findanato

Five questions before you commit budget

Boards commission transformation and carry the consequences. OMDDMS® gives directors and oversight bodies concrete questions to ask, and a basis for assessing the answers, before investment is committed rather than after the post-implementation review.

1

Was the operating model resolved before the solution was chosen?

A clear answer: A stated Scope, agreed before design began.

Scope

2

Who has the authority to decide when direction is contested?

A clear answer: Named decision rights, not a list of board members.

Design · Govern

3

Are capability gaps being closed through design, or sent to training?

A clear answer: Gaps traced to roles, services and decision rights.

Analyse · Design

4

How will the organisation run while both models run side by side?

A clear answer: A designed transition, with change tracked.

Transition

5

Who owns the model after go-live, and how is drift tracked?

A clear answer: A named owner, and monitoring against the design.

Monitor · Govern



Assurance before investment

A maturity baseline and conformance criteria to test a business case before funds are released.



Oversight kept separate

Govern separates governance from management, so those overseeing are not those delivering.



Evidence you can report

Conformance evidence phase by phase, in place of green RAG statuses and go-live dates.

See what good evidence looks like

Contact OMDDMS Ltd to discuss the Conformance Criteria, and the evidence each phase must produce before a programme can claim to follow the Standard.

omddms.org/contact · hello@omddms.org



NEXT STEPS

Start the conversation

Choose the step that fits where you are. Each one leads to a conversation with the right people.



FOR ORGANISATIONS

See where your organisation stands

Talk to OMDDMS Ltd about a maturity baseline, private training for your teams, and the Accredited Training Organisation for your region.

Request a conversation → omddms.org/contact



FOR PRACTITIONERS

Get certified in the Standard

Choose Foundation, Practitioner or Combined, and see scheduled course dates from every Accredited Training Organisation.

See course dates → omddms.org/coursecalendar



FOR BOARDS AND REGULATORS

Know what good evidence looks like

Read what each phase must evidence before a programme can claim to follow the Standard, then put the five questions to your own programmes.

Read the criteria → omddms.org/conformancecriteria

Prefer to write? hello@omddms.org · We aim to reply within 24 hours.

Training organisations: omddms.org/becomeanato · Trainers: TTT@omddms.org