



# APPLIED OPERATING MODELS: DESIGN AND DELIVERY **COMBINED** SYLLABUS

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Detailed syllabus of the 4-day Combined (Foundation and Practitioner) course (virtual and classroom)

# AOM:DD COMBINED

## COURSE DESCRIPTION

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Complete both Foundation and Practitioner courses in an accelerated 4-day program. Master OMDDMS® principles and apply them with confidence using the full method and artefacts

- Learn how to identify and resolve typical problems and challenges facing operating model transformation
- Learn to understand the implications and impacts associated with operating model transformation
- Quickly assess your transformation activities as well as your operating model maturity so that you can direct your activities properly and with reduced risk
- Understand and be able to articulate the big picture and detailed views of your operating model
- Be eligible for up to 30 CPD points and the option to be on a searchable certification register
- Know what to do on Monday!

Additionally,

- Learn about Operating Models, Principles, the OMDDMS® Content Model, Decision Making and The Operating Model Transformation Practice
- Embed your knowledge and prepare for certification with quizzes throughout the course
- Work in cohorts on a case study to begin to learn how to apply OMDDMS® in real-world situations
- Our instructors are highly experienced practitioners who add practical insights during these exercises

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## WHO IS THIS COURSE FOR?

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This course is essential for all team members involved in operating model transformation:

### **Those who Direct - accountable for the transformation:**

- CEO, Board of Directors, Chief Operations/ Financial/ Strategy/ Technology/ Information Officer (CxO)
- Chief Transformation Officer (CTO)

### **Those who Manage - govern the transformation:**

- Operating Model Transformation Director/Lead
- Programme Director

### **Those who Deliver - responsible for performing the tasks of scoping, discovering, analysing, transitioning, and monitoring operating model transformation and those who provide oversight to those activities:**

- Operating Model Transformation Managers
- Transformation Programme/Project Managers
- Communications Lead
- Organisational Change Managers
- Enterprise and Business Architects and other Domain Architects
- Business Analysts
- Subject Matter Experts
  - Including Legal, Procurement, Service Management, HR, Security, etc.

# AOM:DD COMBINED INCLUSIONS

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By attending the Applied Operating Models: Design and Delivery Combined course, you will get access to the candidate portal, providing:

- Course slides
- Case study including models
- Usable OMDDMS® Artefacts
- In-course quizzes
- In-course exercises
- Handouts
- Exam voucher for the online OMDDMS® Applied Operating Models: Design and Delivery Foundation exam
- Exam voucher for the online OMDDMS® Applied Operating Models: Design and Delivery Practitioner exam

Candidates are recognised through:

- **Attendance route** – course attendance:
  - Certificate of attendance provided by the Accredited Training Organisation
  - (optional) Public register status: Foundation Attended
  - (optional) Public register status: Practitioner Attended
- **Certification route** – course attendance and exams passed:
  - Certificate of professional association provided by OMDDMS®
  - (optional) Public register status: Certified Foundation
  - Digital Badge - Foundation
  - optional) Public register status: Certified Practitioner
  - Digital Badge - Practitioner

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## MODULES 1 TO 3

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### **Module 1: Introduction to AOMDD**

Explores the foundational ground rules, including established methods, guidelines, best practices, principles, and structures that ensure consistency in Operating Model transformation.

Candidates will examine how these frameworks enable organisations to confidently adapt to change, drive innovation, manage risk, and enhance operational efficiency in a sustainable manner. This also includes a discussion on how the emerging OMDDMS standard provides a shared and reliable basis for managing expectations in, and delivering, Operating Model transformation.

### **Module 2: Introduction to Operating Models**

Explores the history and evolution of the Operating Model concept, examining its emergence in written work and the key elements that define it.

Candidates are introduced to the benefits of developing and managing an Operating Model, along with the drivers, outcomes, and success criteria for successful Operating Model transformation, leading to an understanding of why a properly defined operating model is essential to supporting strategy and organisational efficiency

### **Module 3: Introduction to the Operating Model Design and Delivery Method**

Examines the distinction between a methodology and a method, highlighting the benefits a structured method brings to Operating Model design.

Candidates will explore the four major components of a method and why a defined approach is essential for developing effective Operating Models. The OMDDM (Operating Model Design and Development Method) is introduced, providing the approach to create and implement a successful operating model.

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## MODULES 4 TO 6

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### **Module 4: Integrating the OMDDM**

Provides a comprehensive understanding of how each phase of the OMDDM integrates with industry frameworks, ensuring support for best practices.

Candidates will explore the phases of OMDDM, their outcomes, and the rules governing its application, along with critical integration factors and activities, providing the background to successfully integrating OMDDM into industry environments and optimising it for efficiency and effectiveness.

### **Module 5: Introduction to the Content Model**

Introduces the Content Model, including its Level 1 and Level 2 concepts, and their role in understanding and structuring an effective Operating Model.

Candidates will learn how the Content Model supports Operating Model development by providing a structured approach to organising the necessary elements. In particular, the candidate will examine the important relationship between the Context Concept and the Structure Concept, and how to use each in Operating Model design and delivery.

### **Module 6: Strategy**

Explores the fundamentals of strategy, its placement within the Content Model, and the significant organisational and external drivers that influence Operating Model change.

Candidates will examine why Operating Model transformation is necessary, learn techniques to analyse operating models, and understand the role of ESG (Environmental, Social, and Governance) in shaping sustainable business practices. This also highlights the impact of the UN Sustainable Development Goals (SDGs) on large-scale Operating Model transformation and long-term strategic decision-making.

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## MODULES 7 TO 9

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### **Module 7: The Operating Model Transformation Practice**

Examines the roles of the Operating Model Transformation Office (OMTO) and the Operating Model Board (OMB), explaining why they are critical in managing large-scale Operating Model transformation.

Candidates will explore the similarities and differences between the OMTO and the PMO (Programme/Project Management Office), as well as the unique change characteristics associated with these management and governance structures. Additionally, candidates will be introduced to effective OMTO and OMB structures, highlighting their necessary role in ensuring successful Operating Model transformation.

### **Module 8: Principles**

Provides a foundational understanding of principles, including their definition, basic structure, and extended structure.

Candidates will learn how to develop effective Operating Model transformation principles and apply them in various contexts to guide decision-making and strategy. They will also explore when and why principles are used, ensuring clarity in their role within organisational frameworks.

### **Module 9: Legal Considerations**

Explores the importance of incorporating legal considerations into Operating Model design and delivery to ensure compliance and risk mitigation.

Candidates will be introduced to the ten major legal areas relevant to Operating Model change and understand their potential impact on business operations. Additionally, the module emphasises the necessity of seeking professional legal advice to navigate complex regulatory requirements effectively.



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## MODULES 10 TO 12

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### **Module 10: Organisation Design**

Provides an overview of organisations, their structure, and the four major components of organisation design.

Candidates will explore why organisation design is essential for understanding Operating Models, the risks of neglecting this, and model approaches used in design. Additionally, this covers generally accepted design principles and standard organisational structures to support effective and scalable business operations.

### **Module 11: Decision Making**

Explores the importance of good decision-making, its major objectives, and the foundational elements that support effective choices.

Candidates will examine the implications of both good and poor decision-making on organisations and learn the principles of decision governance and learn how to structure decision-making processes to enhance responsibility, accountability, consistency, and strategic support.

### **Module 12: Decision Rights**

Explores the concept of decision rights, including their purpose, allocation, and the stakeholders involved in defining them.

Candidates will gain a pragmatic understanding of the GDU (Govern, Deliver and Use) framework as opposed to other frameworks such as RACI (Responsible, Accountable, Consulted, and Informed). This includes learning such frameworks are used to clarify roles, responsibilities, and decision-making authority.



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## MODULE 13

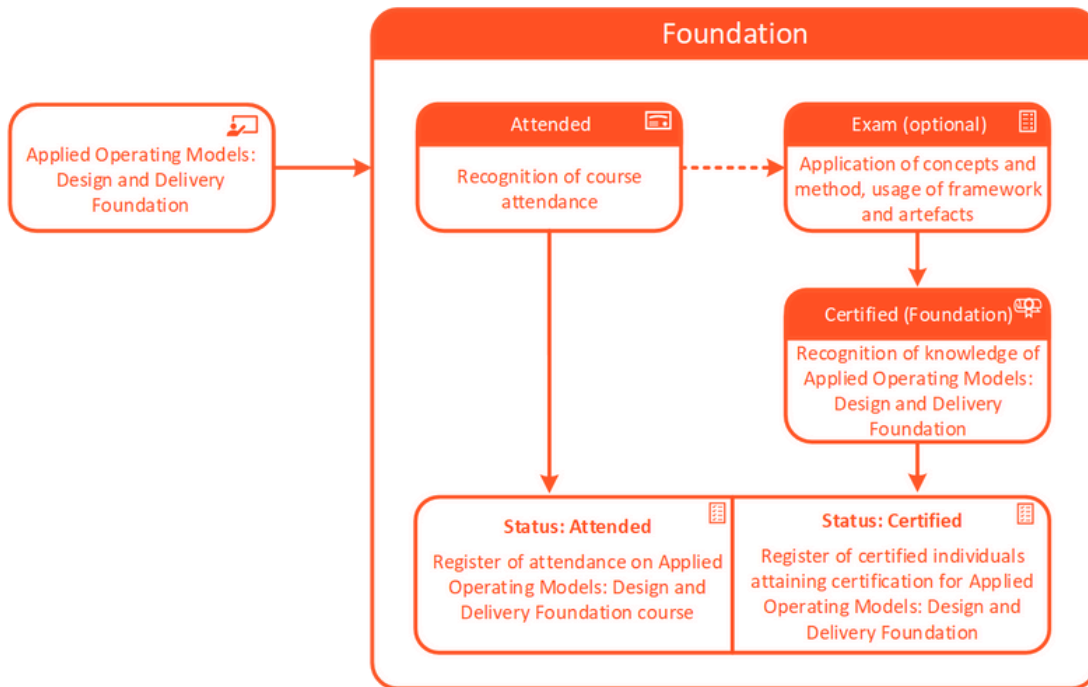
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### **Module 13: Capabilities and Services**

Explores the fundamental concepts of capabilities and services, beginning with defining capabilities, their characteristics, and different types, followed by an examination of capability models and the factors that drive change.

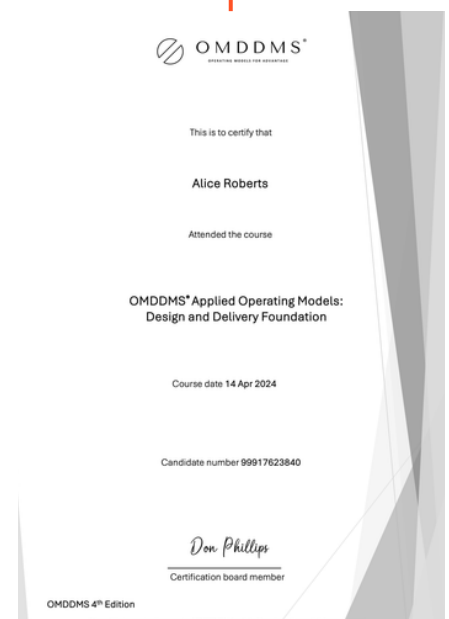
Candidates are introduced to the nature of services, identifying various service types, their components, how they function, and their relationship to capabilities, illustrating their interdependence in organisational and operational contexts

# AOM:DD FOUNDATION CANDIDATE OUTCOME



Provided by the ATO\*

Provided by OMDDMS®



\*Accredited Training Organisation

# AOM:DD FOUNDATION

## THE EXAM

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At the end of this course, you'll have six months to take the online exam for which the ATO, who provided your training, will provide you with a one-time exam voucher code

Exam vouchers are valid for six months; however, you should aim to take the exam within one month of completing your course

Examination Name: OMDDMS® Applied Operating Models: Design and Delivery Foundation

Duration: 75 minutes

Format: Multiple-choice examination

Number of questions: 50 questions

Passing score: 30/50 (60%)

If you don't achieve a pass, contact your Training Provider for a retake voucher which will be valid for six months

# AOM:DD COMBINED

## MODULES 14 TO 16

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### **Module 14: The Content Model**

Provides an in-depth understanding of the Content Model, a core concept in understanding Operation Models, its structure of 31 components and their significance in understanding, designing, and developing an effective Operating Model.

Candidates will also explore the relationship between the Content Model sub-components and their impact on Operating Model design and delivery.

### **Module 15: The OMDDM Scope Phase**

Examines the critical role of the Scope Phase in developing an effective Operating Model, detailing why this is a necessary first step in the process.

Candidates will explore the main inputs, outputs, and steps involved in this phase. This also outlines the expected outcomes, providing a clear understanding of how the Scope Phase shapes the overall success of an Operating Model.

### **Module 16: The OMDDM Discover Phase**

Explores the importance of the Discover Phase as a foundational step in developing an effective Operating Model, highlighting its necessity in gathering critical insights to the existing Operating Model.

Candidates will examine the inputs, outputs, and step-by-step process involved in this phase and understand the expected outcomes, demonstrating how the Discover Phase informs and shapes the next stages of Operating Model development.

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## MODULES 17 TO 19

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### **Module 17: Operating Model Assessment**

Explores the purpose of conducting an Operating Model assessment, whether as an annual activity, issue resolution, or governed change.

Candidates will learn how to compare the current state with the required future state of the Operating Model to deliver, support, and sustain organisational strategy, using both internal and external perspectives. This includes methodologies for using these assessments to drive informed decision-making and continuous improvement.

### **Module 18: The OMDDM Analyse Phase**

Examines the Analyse Phase, focusing on how it identifies and assesses the impacts of proposed changes to an Operating Model.

Candidates will explore the inputs, outputs, and necessary steps involved in this phase, including its relationship to the Scoping Phase. This also outlines the expected outcomes, emphasising how the Analyse Phase informs decision-making and ensures effective Operating Model development.

### **Module 19: The OMDDM Design Phase**

Explores the necessity of the Design Phase in developing an effective Operating Model, outlining its objectives and expected outcomes.

Candidates will examine the inputs, outputs, and step-by-step process of this phase, along with the role and benefits of Communities of Practice in supporting Operating Model design and delivery efforts. This also highlights how the Design Phase shapes the overall structure and functionality of an Operating Model.

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## MODULES 19 TO 22

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### **Module 20: Operating Model Change**

Explores the causes of change in Operating Models and critically the differences between Governed and Ungoverned Change.

Candidates will learn to identify ungoverned change, understand its risks, and examine the remediation process to bring ungoverned change under control, while also being introduced to the structured approach to implementing governed change. This provides a framework for managing change effectively to maintain stability and support for all change to an Operating Model.

### **Module 21: The OMDDM Transition Phase**

Examines the essential requirements of the Transition Phase in implementing changes to an Operating Model, ensuring a smooth shift from the current to the future state.

Candidates will explore the inputs, outputs, and step-by-step process involved in this phase, and understand the expected outcomes, emphasising how effective transition planning minimises disruption and ensures successful adoption of changes.

### **Module 22: Risk**

Provides an understanding of risk, its placement within the Content Model, and the main risks associated with Operating Model change.

Candidates will explore the roles and relationships between the Operating Model Transformation Office (OMTO) and the Operating Model Board (OMB) in managing transformation risks. Importantly, this also introduces the three core areas of the ISO 31000 risk management approach and its linkages to the Operating Model Design and Delivery Method, offering a structured framework for effective risk mitigation.

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## MODULES 23 AND 24

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### **Module 23: The OMDDM Monitor Phase**

Explores the importance of the Monitor Phase as a critical step in ensuring the effectiveness and sustainability of an Operating Model.

Candidates will examine the inputs, outputs, and the step-by-step process involved in monitoring performance and identifying necessary adjustments. This also provides an outline of the expected outcomes, emphasising how continuous monitoring supports long-term operational success and adaptability.

### **Module 24: The OMDDM Govern Phase**

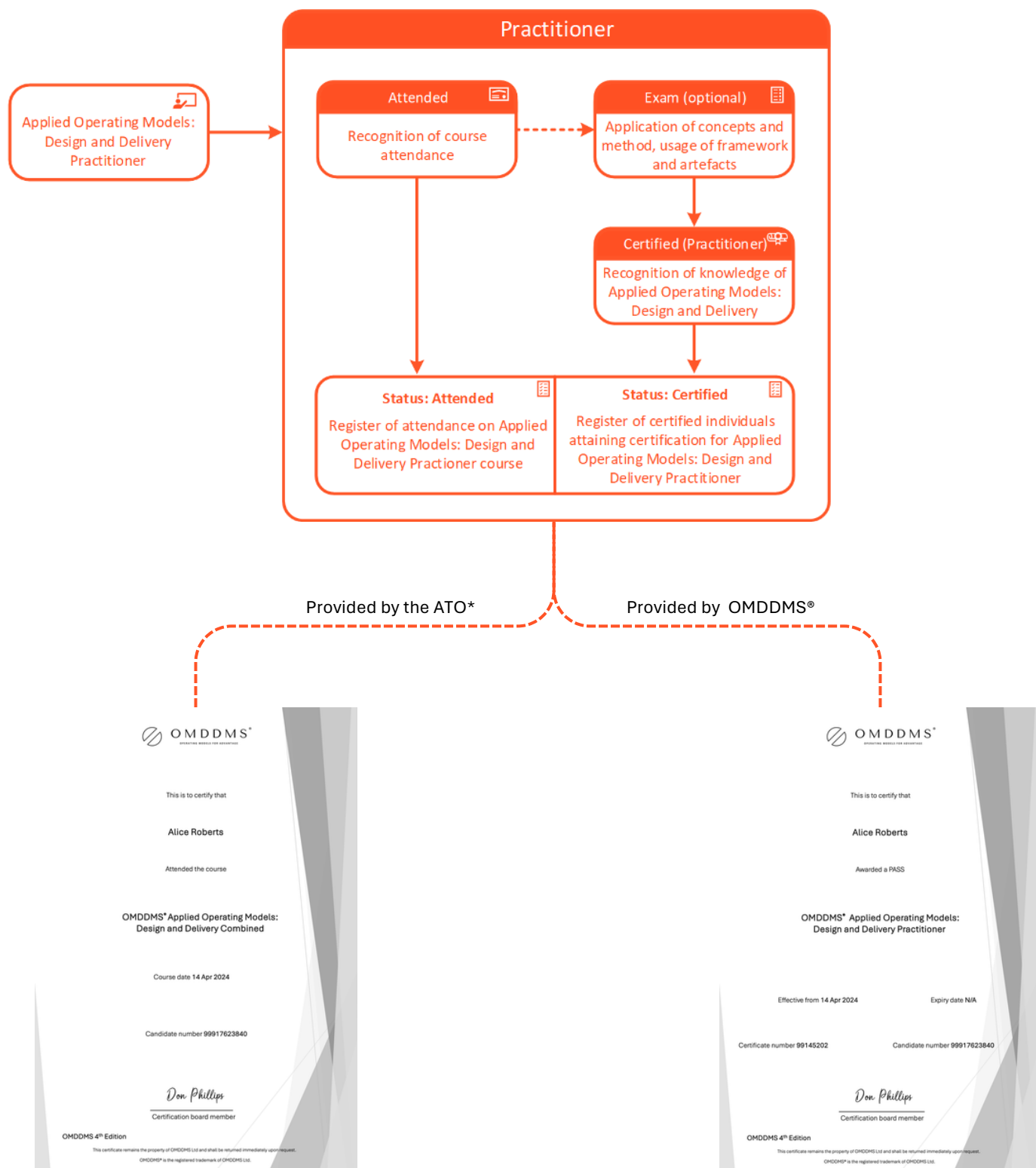
Explores the concept of governance, differentiating it from management and highlighting its importance across all phases of Operating Model development.

Candidates will examine the nine areas of the Operating Design and Development Method Governance Framework and key governance concepts, including principles, standards, policies, regulations, procedures, and guidelines. Additionally, the two main functions of the Govern Phase are covered, explaining their necessity in ensuring structured oversight and compliance in Operating Model transformation.



# AOM:DD PRACTITIONER

## CANDIDATE OUTCOME



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# AOM:DD PRACTITIONER

## THE EXAM

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Exam vouchers are valid for six months; however, you should aim to take the exam within one month of completing your course

Examination Name: OMDDMS® Applied Operating Models: Design and Delivery Practitioner

Duration: 75 minutes

Format: Multiple-choice and written examination

Number of questions: 41 questions (40 multiple choice and 1 written)

Passing score: 24/40 (60%)

If you don't achieve a pass, contact your Training Provider for a retake voucher which will be valid for six months



# **APPLIED OPERATING MODELS: DESIGN AND DELIVERY**

**FOUNDATION AND  
PRACTITIONER (VIRTUAL AND  
CLASSROOM) COURSES ARE  
AVAILABLE**

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**BOOK YOUR PLACE NOW**

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