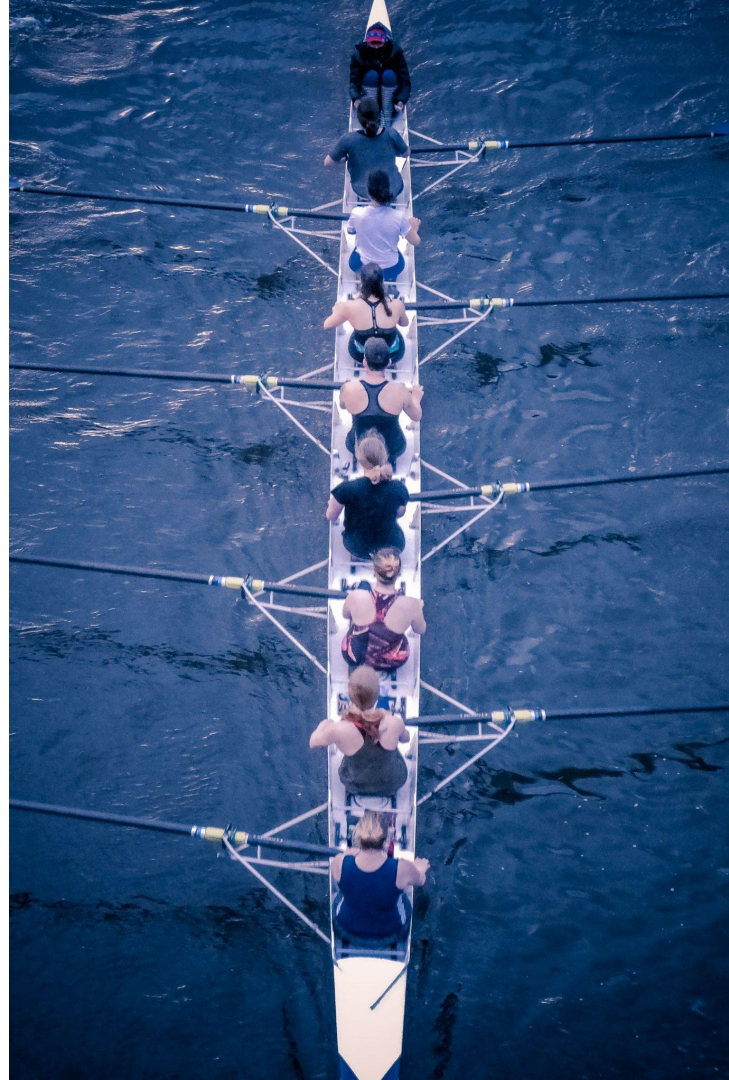


# Implementing a new operating model

*Opportunities and challenges of doing the  
small things right*

*Ovidiu Solomonov at ICMA Conference  
Barcelona, October 5, 2022*



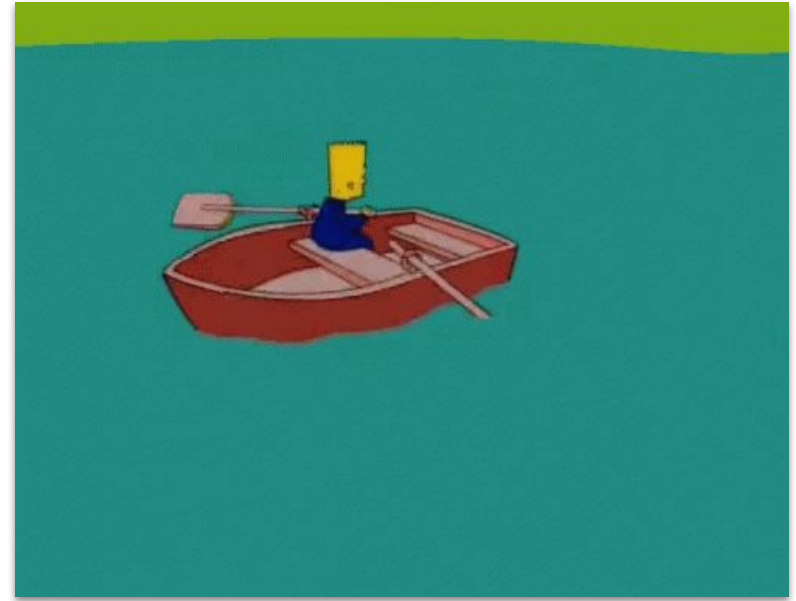
# We tend to focus on “What?” rather than “How?”

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“WHAT?”



“HOW?”



# There is no magic pill - need to build good habits

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# Complication - Everyone has to develop the right habits

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- Clarity - “Where are we heading?”
- Engagement - “How does my work contribute to the company goals?”
- Alignment - “How do I work with the others?”
- Incentives - “What attitudes and actions are being rewarded?”

# The drumbeat brings it all together

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- Everyone hears the drumbeat
- Teams know what their moves are
- Everyone expects the others to do their part
- No hope that “maybe it will fade away”

# What worked for us - the PEA<sup>K</sup>® operating model

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PRIORITIZE  
OUTCOMES

- Outputs vs Outcomes
- KRs vs Health Metrics



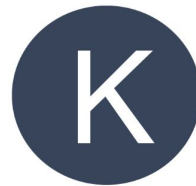
EMPOWER  
AUTONOMY

- Autonomous teams
- Limit dependencies



ALIGN  
COLLABORATION

- Drumbeat
- Predictable governance

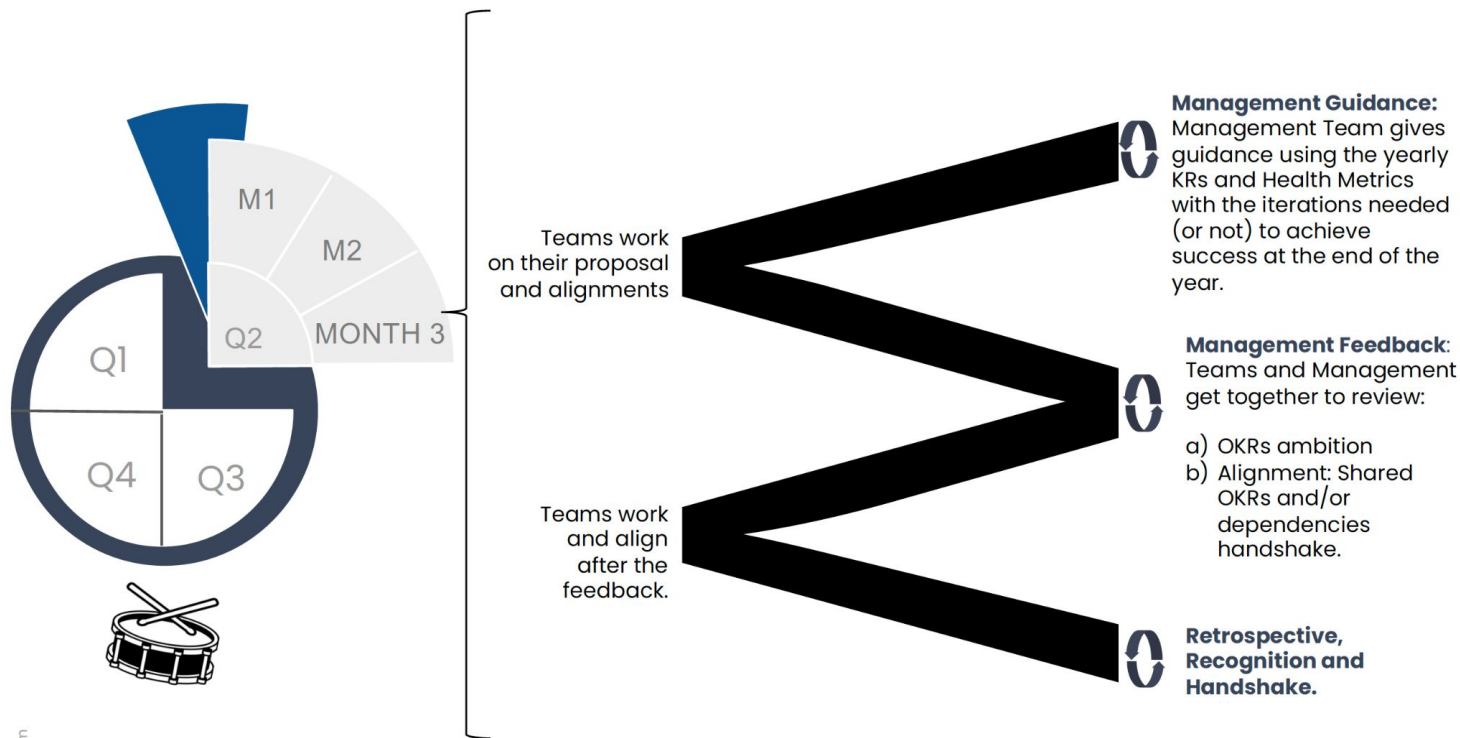


KNOW TO  
DISCOVER&DELIVER

- Develop knowledge
- Iterate on operating model



# The Big Drum - quarterly rhythm to define priorities



# The Small Drum - weekly rhythm to drive execution



## Weekly Gemba = “where the truth is”

- What is your level of confidence to achieve your OKR by the end of the Q?
- What is the projected OKR value by the end of the Q?
- Where are you focusing in the next weeks to achieve the OKR?
- Where do you need help to remove obstacles?



# We also stumbled upon some collateral benefits

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- ✔ Hybrid / remote work
- ✔ Central / local alignment
- ✔ Transformation (eg transactional)
- ✔ Talent attraction and retention

# Thank you!

*Ovidiu Solomonov at ICMA Conference  
Barcelona, October 5, 2022*

