

Operating Models That Drive Successful Pro...

by Peter Gfader - <https://beyond-agility.com/highlight-from-pmf19-operating-models-that-drive-successful-product-organisations-martina-hodges-schell-teresa-leighy/>

Operating Models That Drive Successful Product Organisations – Martina Hodges-Schell + Teresa Leighty

Highlight from #pmf19 – Product Management Festival 2019

Martina and Teresa shared their experience with helping organizations to become more customer-centric product organizations. Nice! ? ? ?

Operating Model

“Operating Model is both an abstract or visual representation (model) of how an organisation delivers value to its customers or beneficiaries as well as how an organisation actually runs itself.”

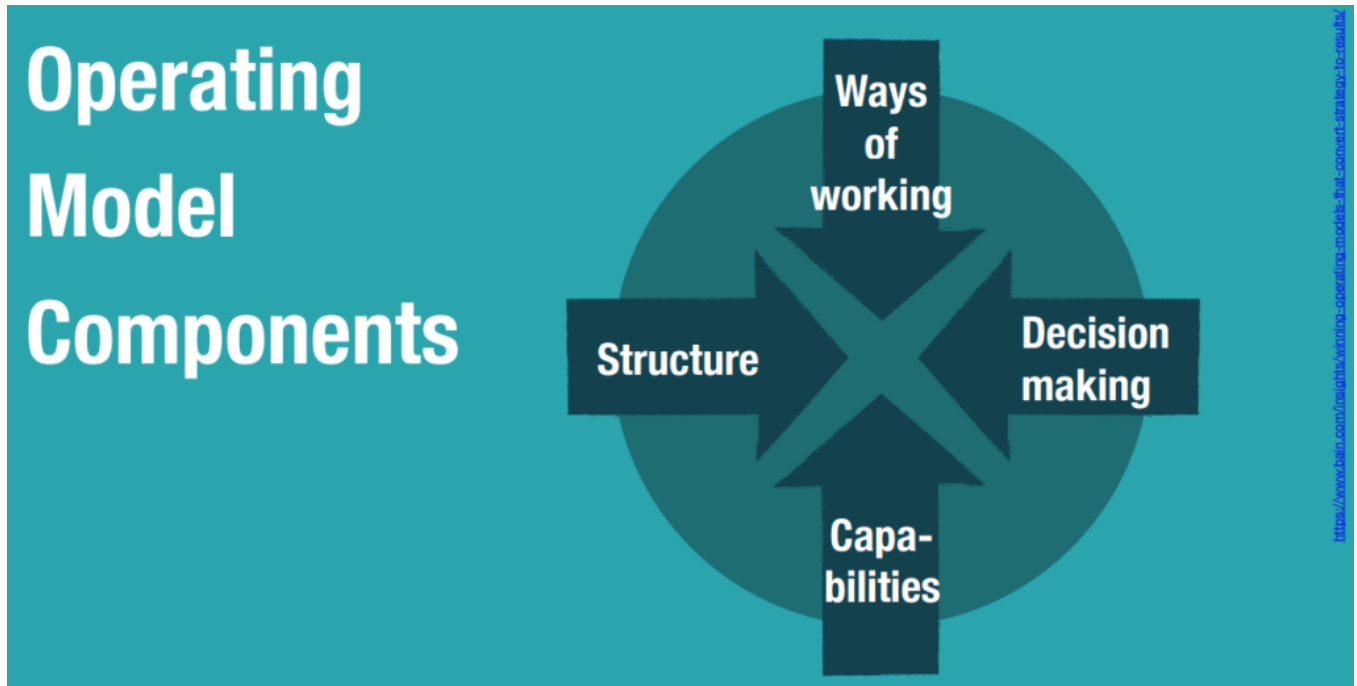
[Wikipedia](#)

Operating Model Components

via bain.com

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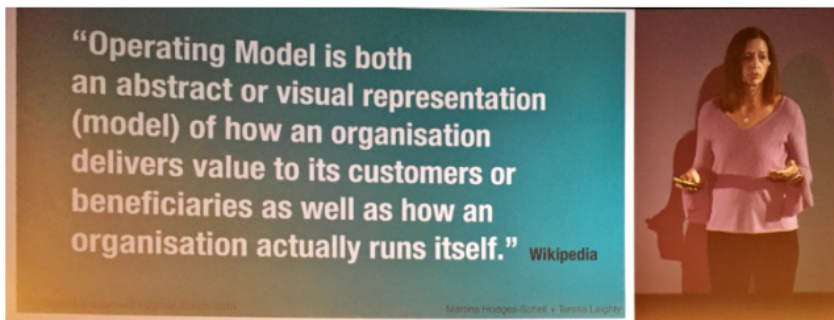
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<https://www.bain.com/insights/winning-operating-models-that-convert-strategy-to-results/>

What is an Operating Model?

BROADER + CO SYSTEM



STRUCTURE / REPORTING
/ ORG CHART

WAYS OF WORKING / CULTURE
- COLLABORATION

DECISION MAKING / ACCOUNTABILITY

CAPABILITIES / PRACTICES
/ TOOLS

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Elements

	<i>low</i>	<i>moderate</i>	<i>high</i>
Organisational and product maturity	██████████	██████████	██████████
Strategic impact and innovation	██████████	██████████	██████████
Customer journey and connection	██████████	██████████	██████████
Speed to value	██████████	██████████	██████████
Risk	██████████	██████████	██████████

A survey to run with an organization

Teresa and Martina presented 3 case studies...

Things to Think About

Things to Think About...

- **Balance the need for consistency in practices with the need for agility and responsiveness**
- **Understand the differences in strategic initiatives and ensure product decision making processes align - it doesn't have to be one size fits all!**
- **Align goals cross-functionally and provide clarity on decision making responsibilities**
- **Consider risk tolerance and need for speed to value - how close can you move decision making to the product team?**

Summary

**Operating Models are not static.
They should evolve just like a product**

+1000. Change is never over.

To summarise

- **Think about all components of the operating model - not only structure!**
- **Enable alignment and facilitate connections across products and functions**
- **It's not just about managing PM's. Product organizations must have strategic impact on the operating model**
- **Your culture needs to enable all of the above - goals, incentives, cultural norms need to be aligned**

[More highlights on the #pmf overview page.](#)

We Go Beyond Agile

Beyond Agility

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