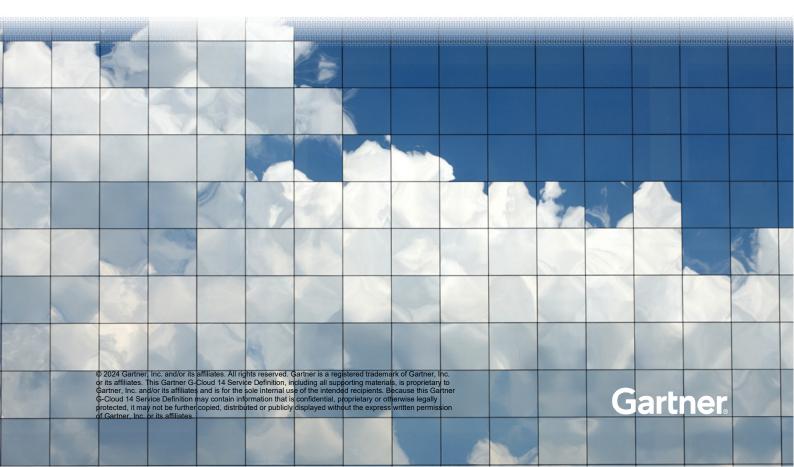A Gartner G-Cloud 14 Service Definition for

Cloud Consulting: Digital Leadership — Operating Model Strategy

2024
Gartner G-Cloud 14 Service Definition

Gartner

Service Summary

Gartner's operating model strategy will define the optimum operating structure for your IT and digital organisation.

Service Description

This service establishes the business-aligned operating model for the digital/IT organisation. Based on Gartner's proven methodologies, the service comprises the establishment of the digital bimodal operating model to ensure that:

- The service defines the capabilities the digital/IT organisation requires
- Your digital/IT organisation is optimally sized in terms of staff numbers
- Assess capability gaps where new roles and skills are needed
- Defined roles and reporting structures in both the retained organisation and key roles in any service integration layers
- The mission of the digital/IT organisation aligns with business priorities
- Aligned with strategic priorities, the need to assess, prioritise and effectively exploit digital and cloud capabilities

Service Benefits

- Defines the detailed digital bimodal operating model
- Ensures function scope, purpose and accountabilities are defined
- Removes barriers to the adoption of cloud approaches
- Defines target state, digital operating model
- Defines functional scope, purpose and accountabilities
- Defines digital/IT roles and reporting structures
- Develops digital/IT staff sizing
- Assesses digital/IT capability gaps
- Allows organisations to recognise and execute cloud opportunities
- Builds digital dexterity

Service Features

- Define target state digital operating model and architecture topography
- Functional scope, purpose and accountabilities
- Define roles and reporting structures
- Develop staff sizing
- Assess capability gaps
- Actionable and prioritised recommendations
- Clear value proposition presentation document for senior stakeholders
- Roadmap to a business-aligned digital operating model, including cloud

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Full List of Service Features

Most reorganising organisations are trying to solve relationship, process or people problems. There is seldom a right choice of organisational structure, only a set of trade-offs and choices that must be evaluated. However, a clear line of sight from the business through the IT workstream is critical.

Design the optimum operating structure for your digital/IT organisation.

This digital operating model will define your organisation, often covering the following dimensions:

- Data, Tools and Platforms — Well-structured, clean and accessible data enabling and driving processes and decision-making across the organisation. Digitally- and cloud-enabled tools and platforms which accelerate efficiencies

- Performance and Financials — Measurements and metrics which drive the performance of the enterprise business, teams, and people

- Organisational Structure, Talent, and Decision Rights — The structure and associated governance model of your organisation, how it influences enterprise business operations and includes roles, responsibilities, reporting relationships, skill sets and more

Project Approach

- Week 0: Project initiation:
    - Agree and advise participants dates for workshops and presentations, schedule interviews, and provide briefing documentation to Gartner
- Weeks 1 to 4: Information gathering and review of high-level organisation options:
    - Review current high-level designs of the IT functions of the organisational and planned target state
    - Conduct selected interviews (up to 16) over up to five calendar days
- Weeks 4-8: Develop detailed organisation design:
    - Define functional scope, purpose and accountabilities, roles, and reporting structures and agree on workloads against staffing expectations. Develop staff sizing and assess capability gaps
    - Facilitate 3 workshops (between 5 and 15 participants, to be agreed upon with client sponsor)
- Weeks 9-10: Conduct workshops to assess and test design:
    - Facilitate 3 workshops (between 5 and 15 participants, to be agreed with the client)
- Weeks 11 to 12: Develop an operating model plan and recommendations:
    - Provide a concise report highlighting issues and opportunities

Provide actionable and pragmatic recommendations for improvements to allow greater exploitation and value from cloud and related technologies

Project Schedule

Gartner anticipates completion of this engagement within 12 weeks.

Gartner