

Category

Consulting

Transformation Blueprint & Roadmapping Playbook (Target Operating Model)

A method for designing a Target Operating Model and sequencing it into a realistic, dependency-aware transformation roadmap that survives contact with delivery constraints.

- Executive
- Advanced
- Template Included

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- 8 minute(s)

Overview

Design a Target Operating Model across six TOM layers and translate it into a phased, dependency-mapped roadmap, so your transformation blueprint survives budget and capacity constraints, not just the steering committee.

What are the six layers of a Target Operating Model, and why does missing one matter?

The six layers are process, organization, technology, data, governance, and location/sourcing. Skipping any one of them — data and governance are the two most commonly shortchanged — means the blueprint looks complete on paper but has an unscoped gap that surfaces mid-delivery, typically after budget and executive credibility have already been committed to the visible layers.

How is a roadmap different from just adding dates to the TOM design?

A roadmap requires a separate sequencing exercise built on a dependency map (what technically must happen before what) and a resourcing view (what can genuinely run in parallel given scarce people and approval capacity) — simply assigning target dates to each TOM initiative independently of those constraints produces a plan that looks organized but collapses once two "parallel" workstreams turn out to need the same architects.

How long should a transformation roadmap span, and how many phases?

Most enterprise-scale operating-model transformations span 12-24 months and break into 3-4 phases, each with explicit entry and exit criteria, rather than a single continuous plan.

Longer than 24 months without a major re-baseline point is a warning sign that the scope is too large to sequence and resource credibly as one program.

Why prioritize quick wins if they're not the most strategically important initiatives?

Quick wins aren't a substitute for the strategic work — they're what keeps executive sponsorship and organizational patience alive long enough for the foundational, less visible work (like data-layer rebuilds) to pay off. A technically optimal sequence that produces nothing visible for the first two quarters is politically fragile regardless of its long-term soundness.

How often should the roadmap be re-sequenced once the program is underway?

Quarterly, as a standing calendar event, not only when something visibly breaks — delivery velocity, resourcing availability, and business priorities all shift enough over a quarter that a roadmap frozen at kickoff is reliably out of date well before a multi-year program's midpoint.

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