



# TARGET OPERATING MODEL DESIGN

- 🛡️ A bespoke operating model **founded on the 9 Principles of High Performance**
- 🛡️ **50+ Programme Team trained** in the principles and tactics of High Performance
- 🛡️ **A step-change** in programme planning, delivery and execution

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## THE PROBLEM



MWH Treatment engaged Tactical Edge to assist in delivering a critical Design & Build asset regeneration programme for Severn Trent. The challenges began when MWH entered the contract with Severn Trent three months later than initially planned. This delay created significant obstacles, including the need to recover lost time while maintaining strict cost control and meeting ambitious efficiency objectives for the AMP period. The programme required a proactive strategy and effective delivery solutions to address complex acceleration needs, as well as to satisfy stringent client and regulatory standards in light of increasing public scrutiny regarding water infrastructure development.

## CLIENT TESTIMONIAL

"The High-Performance Awareness training completely transformed how we think about our work. It wasn't just about learning new tactics; it was about embedding a culture where everyone felt aligned and accountable. The new ways of working streamlined our processes and gave us the tools to raise issues quickly and proactively. The collaboration across the programme improved significantly, and it's clear the work we've done will leave a lasting positive impact on how we deliver the programme."

**Construction Manager**





# THE SOLUTION

## A WIN / WIN TARGET OPERATING MODEL



We conducted a comprehensive current state assessment to understand the strengths, weaknesses, opportunities and threats of the programme's existing performance controls and delivery mechanisms. This diagnostic allowed us to identify existing good practices, which became the foundation of the Target Operating Model (TOM). By building on these strengths, we ensured the TOM was tailored to the programme's needs and aligned with its cultural and operational context.

The approach incorporated key components of a High-Performance Win-Win Ecosystem, including:

- SCALE™ Tiered Visual Performance Management structure established across Programme Leadership & Operational Projects
- Effective performance drumbeat provides a robust cadence to drive coordination, collaboration, prioritisation, and escalation pathways.
- A Leadership Process Confirmation structure to provide a mechanism for coaching & sustainable performance transformation.
- Skills & Talent Management Matrix to highlight skills gaps across the programme

We deployed the model through a structured knowledge transfer and capability development programme to support a successful implementation. We delivered training sessions, hands-on workshops, and coaching to embed the principles, systems and tactics approach at all levels of the programme. This approach empowered teams to take ownership of their ways of working, ensuring they became embedded in day-to-day operations. By empowering individuals with the skills and confidence to use the system effectively, we created a sustainable framework for high performance, continuous improvement, and unified purpose across the programme.





# IMPACT ON PERFORMANCE

## ROADMAP TO HIGH-PERFORMANCE DELIVERY



The impact on performance and programme leadership behaviours was transformative, driven by a thorough diagnostic phase to identify programme constraints and opportunities for improvement. This understanding informed **a clear, focused improvement strategy and roadmap** centred on fostering a high-performance culture, refining strategic alignment, and enhancing delivery effectiveness.

The £40m Design and Build programme benefited from **a bespoke operating model founded on the 9 Principles of High Performance** and designed with a **robust architecture and targeted tactics** to address key challenges and optimise outcomes. More than 50 project leadership, construction, and design team members were **trained in high-performance awareness and tactical execution**, preparing them with the skills and mindset to embrace the new way of working.

The result was **a step-change in programme planning, delivery** and execution with improved coordination, faster decision-making, measurable gains in efficiency, quality, and stakeholder satisfaction.

## CLIENT TESTIMONIAL

"The introduction of the SCALE approach was a game-changer for our programme. The diagnostic phase really helped us identify what was holding us back, and building the new model around our existing strengths made it feel like a natural fit. The focus on visual performance gave us clarity and transparency across the programme, and the training sessions empowered our team to embrace the new way of working. We've seen a noticeable improvement in coordination, delivery efficiency, and overall team morale."

**Project Manager**

