



TALENT, ORGANIZATION & PEOPLE SOLUTIONS

# Operating Canvas

Our Talent, Organization & People Solutions (TOP) practice helps clients activate strategy through a fit-for-purpose Operating Canvas — a practical blueprint that connects ambition to execution. Our approach aligns structure, capabilities, leadership, and rhythms to drive business results.

A&M's Operating Canvas framework focuses on driving **business value** by designing a strategy- aligned operating model and implementing practical interventions to:

- Optimize **organizational performance**
- Maximize **value delivery** to stakeholders
- **Clarify** roles, decision-making, and accountability
- **Align capabilities** to accelerate **strategy execution**

A&M clients have engaged us to redesign their Operating Canvas when:

- Strategy has changed and prioritization is unclear
- Functions are duplicative or siloed
- Performance targets are unmet
- New leadership is seeking greater accountability
- Integration, restructuring, or expansion is under way

## How A&M Delivers Outcomes

A&M works hand-in-hand with clients to:



### Get to data-driven insights and actions FAST

Use our Operating Canvas framework to quickly spot gaps in structure, capabilities, and decision-making.



### Drive business value and ROI

Design models that reduce complexity, clarify accountability, and unlock measurable cost, growth, and performance impact.



### Make it real

Activate structure, decision rights, and business rhythms through practical, embedded ways of working.



### Realize immediate and sustained impact

Pilot changes, show early wins, and scale what works through strong leadership alignment and governance.

## Operating Canvas Methodology: 8 integrated Dimensions



*Whether you are redesigning your enterprise model or solving pain points in a function or BU, A&M's Operating Canvas is a diagnostic and design tool that translates strategy into action across eight integrated dimensions.*

**Reach out for a consultation to discuss your Operating Canvas needs!**

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## What Else to Consider

When driving a new Operating Canvas, it's important to consider the most effective **enablers to ensure talent and organization alignment, readiness, and results**, including:

### Leadership

- What leadership behaviors and routines are required to activate the new Operating Canvas?
- What leadership development efforts will accelerate capability- building and model new ways of working?

### Employee Deal

- How will talent programs (e.g., performance, rewards, development) reinforce the capabilities and behaviors needed in the new operating structure?
- What culture-aligned initiatives will retain talent through the transition?

### Change and Adoption

- How will new structures & rhythms be embedded into day-to-day decision-making and interactions?
- Which leading indicators and feedback loops will effectively measure adoption of new behaviors and track progress toward organizational alignment?

## About Talent, Organization & People Solutions

TOP partners with clients to isolate and accelerate the capabilities and leadership required to deliver on your service promise.

### Talent

Build workforce strategies, development programs, and employee value propositions that deliver on your brand's promise



#### Leadership



#### Workforce



#### Development



#### Employee Deal

### Organization

Align operating model, elevate organizational design and fitness, and build cultures that drive positive change



#### Operating Canvas



#### Design



#### Performance and Fitness



#### Culture



#### Change and Adoption

### People

Provide HR function expertise, create belonging solutions to support diversity, equity and inclusion and enhance the employee lifecycle



#### Human Resources



#### Belonging



#### Employee Life Cycle

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