

Operating Model Office

Powered by the FORGE Framework™

Forged for Excellence. Designed to Endure.

Most improvement programs generate activity. Few build the infrastructure to make results last, scale, and connect back to how the business runs. The Operating Model Office (OMO) is that infrastructure – the governance layer, practitioner bench, and decision architecture that manages improvement as a permanent organizational capability rather than a sequence of one-off projects.

Every project is an improvement of some kind, but not every improvement warrants a project. A software implementation upgrades speed, access, and business capability. Process capability is a different problem – and it requires a different discipline.

The FORGE Framework™ demands one thing from leadership: the discipline to validate the problem before committing to the solution, and to hold the gate when the data says hold.

THE FIVE PHASES OF FORGE FRAMEWORK™

F	Filter	Validate the problem. Set scope boundaries and build the business case before committing any measurement resources.
O	Objective	Baseline performance with statistical rigor. Validate the measurement system. Set quantified improvement targets.
R	Root	Identify and validate root causes using structured analysis. No solution design until causes are confirmed with data.
G	Generate	Design and pilot solutions against validated root causes. Confirm process capability and change readiness before full deployment.
E	Endure	Transfer ownership, sustain gains, and feed verified findings back into the next intake cycle.

WHAT THE OMO GOVERNS

- Improvement priorities set against strategy and sequenced by evidence, not budget cycles or internal politics
- No solution is built until the problem is data-validated and the process is understood
- Change readiness treated as a gate criterion, not a launch-day task
- Benefits baselined by Finance and tracked post-closure, not assumed at project completion
- Internal practitioner capability developed over time, reducing dependence on external consulting engagements

WHAT MAKES FORGE FRAMEWORK™ DIFFERENT

Most frameworks stop at control. FORGE Framework™ does not. The Endure phase feeds verified findings back into the Filter intake cycle, creating a closed-loop system that learns and improves with each engagement. The

Capability Gate — the most defensible idea in the FORGE Framework™ — prevents resources from being committed to solution design before the problem is proven with data.

ENGAGEMENT ENTRY POINTS

Single Initiative	A defined process problem with a quantifiable business impact. Full five-phase FORGE Framework™ engagement on the target initiative.
Portfolio Assessment	Leadership knows something is broken but lacks a basis to sequence priorities. Output is a data-ranked improvement portfolio with chartered initiatives.
Operating Model Build	Organization wants to run FORGE Framework™ independently. Includes practitioner development, governance architecture, steering committee design, and benefits realization infrastructure.