GAP DESIGN & POSITION DESIGN

Designing a role around the gap



I developed a proposal for a dedicated operational innovation role with accountability from problem definition through adoption.

THE QUESTION I WAS TRYING TO ANSWER

Who carries improvement work through?

Process improvement, technology adoption, and learning each call on different expertise. I wanted to understand what it would take to coordinate that work across teams and give it a clear owner.

What I did

Defined the ownership gap, reviewed transformation leadership models, and translated the need into a proposed position.

What I produced

A position proposal covering the mandate, responsibilities, working relationships, required capabilities, and measurement.

Look across the work

I examined three kinds of improvement work together. Each raised a distinct question about ownership, and each depended on what happened after the initial change.

Process improvement

Who identifies where a workflow breaks down and coordinates a redesign?

Technology adoption

Who connects the choice of a tool to the workflow it needs to support?

Learning and onboarding

Who helps people build the skills to use a new practice in their day-to-day work?

Cross-team coordination

Who decides what teams can share and where teams need room to adapt?

THE GAP I DESIGNED AROUND

I framed the need as accountability across the whole sequence.

Define the problem — **Coordinate implementation** — **Support adoption** — **Review progress**

From observation to role design

I drew on my experience leading cross-functional projects, redesigning knowledge workflows, and developing technology training to think through what the work would require.

01

Trace the work through adoption

I considered what happens after teams identify a process or technology improvement. The proposal included implementation and training because a new workflow only becomes routine when people can use it.

02

Review transformation leadership models

I looked at dedicated transformation roles for ways to coordinate change across functions. The design drew on that idea of sustained ownership and applied it to operational improvement.

03

Define where the role owns and partners

I proposed a lead accountable for coordinating priorities and tracking progress. Operations, technology, and team leads would contribute their expertise to design and delivery.

A design choice I made

I paired shared practices with room for local adaptation. Teams could reuse a common approach and adjust how they put it into practice.

Translate the gap into responsibilities

I gave the proposed role a mandate to lead operational improvement across teams. The responsibilities below show how that mandate would work in practice.

RESPONSIBILITY	HOW THE ROLE WOULD WORK
Set priorities	Coordinate an improvement agenda and clarify ownership and next steps with operations partners.
Redesign workflows	Work with operations teams to examine how work gets done and coordinate changes to processes and ways of working.
Integrate technology	Partner with technology teams to evaluate fit, connect tools to workflows, and support implementation.
Build capability	Develop training and onboarding with team leads so people can put new practices to use.
Measure and adjust	Set measures for operational improvement and adoption, report progress, and use the findings to adjust the work.

Capabilities the role would require

Cross-functional leadership, process design, change management, technology fluency, facilitation, and analytical judgment.

Set direction and lead change

01

Strategic Innovation Leadership

Develop and lead a global operational innovation strategy aligned with the organization's purpose and business goals. Identify initiatives that improve consulting methods and client delivery, and help teams adapt as priorities change.

02

Operational Efficiency and Improvement

Partner with global operations to assess current processes, identify inefficiencies, and implement improvements. Lead change management to help teams adopt new processes and technologies.

03

Global Coordination and Standardization

Establish shared operational practices across offices while allowing regional teams to adapt them to local needs. Coordinate implementation between global and regional teams.

04

Technology Integration and Innovation

Work with technology leaders to evaluate and integrate tools that improve operations and consulting capabilities. Coordinate with relevant teams to align technology decisions and rollouts across the organization.

05

Organizational Development and Change Management

Partner with senior leaders to improve organizational structures and processes in ways that support the organization's purpose and culture. Guide teams through changes and develop training that helps them put new practices into use.

Build capability and track progress

06

Learning and Development

Develop a learning and development strategy that supports operational innovation. Create training and onboarding materials that build skills in process improvement, technology adoption, innovation, and change management.

07

Teaming and Ways of Working

Assess how teams collaborate and identify practical ways to improve coordination across regions. Help teams adopt collaboration tools and practices that fit how they work.

08

Operational Improvement Project Leadership

Assess how improvement projects are scoped, prioritized, and managed. Integrate them into regular work planning, clarify ownership, and guide adoption of the tools and practices needed to carry projects through.

09

Performance Measurement and Reporting

Define measures for operational improvement, learning, and onboarding. Track progress and adoption, use the findings to adjust initiatives, and report results to leadership and stakeholders.

10

Collaboration and Communication

Coordinate operational innovation, learning, and onboarding across global and regional teams. Communicate priorities and progress across the organization, and build external relationships that support the work.

Give reviewers a design they can evaluate

I authored the proposal to help reviewers assess the organizational need, the proposed scope, and how the role would work alongside existing functions.

What would the role own?

A mandate to coordinate improvement priorities, support implementation and adoption, and track progress across initiatives.

How would it work with other teams?

Defined working relationships with operations, technology, and team leads, with shared practices that teams could adapt.

How could reviewers assess its contribution?

A measurement approach covering progress on initiatives, uptake of new practices, and feedback to guide adjustments.

PROJECT OUTCOME

The completed deliverable was a position proposal. The responsibilities and measures describe how the role could operate if implemented.