



VAN Satellite 2019

Session summary

Session: How to build a human-centred Target Operating Model (TOM)

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High growth advisory firms of the future must scale their people, processes and technology to create experiences that matter to clients. To scale successfully, leaders need a framework that integrates their target client experience, defines the business' strategic vision for growth and meets day-to-day operational needs.

Why is having a human-centred TOM important?

Firms that focus on customer and experiences scale faster. According to McKinsey, those with top-quartile scores in human-centred design outperform industry growth benchmarks by as much as two to one, have higher revenue growth and higher returns to shareholders.

6 foundational principles

The firm of the future is:

- **Client focused** – Defined by the experience it creates for its clients
- **Purpose bound** – Serves a higher purpose that impacts the lives of its community, its clients and its people
- **Relationship driven** – Everything it does is bound in deep trusting relationships
- **Best of breed** – Everything it does is bound in deep trusting relationships
- **Passionately independent** – Listening to its clients and supporting them to achieve their life goals
- **Technology agnostic** – structured in such a way that it has flexible plug and play solutions that deliver an awesome client experience

Framework

A TOM framework defines the client experience through the lenses of relationships, culture and delivery.



Where do I start with human-centred design (HCD)?

HCD develops solutions to problems by involving the human perspective in all steps of the problem-solving process. The process starts with understanding the underlying needs of potential users in their own environments and articulating how to best design your organisation to meet those needs. Bear in mind, a human-centred is fluid – not mechanical. It doesn't have an 'end state' because the industry and your clients and employees are always changing.

4 stages of HCD

1. **Understand the people** who will interact with your product or service.
 - *Who am I designing this for?*
 - *What motivates them?*
 - *In what context (time, place, channel) will they use it?*
 - *How will they know to use it?*
2. **Find the right problem** – Make sure it's the actual problem, not a symptom. Interviewing users takes time, but it's an investment in making sure you solve the right problem first time. The better this research, the more time, energy and money you save later.
3. **Think of the whole experience** – Improving one part of an experience doesn't mean you'll deliver a good overall experience. Your clients and employees should have a good experience at every interaction and touchpoint they encounter.
4. **Test your decisions with real people** – You might know your industry better than most, but you are not the user! Challenge yourself to gather insights that are different than your own.

HCD techniques

Use Rose, Thorn, Bud to **identify the challenges you want your TOM to solve**. Write down one issue, insight or idea per sticky note. Use the colour system!

- **Rose** – What's working well?
- **Thorn** – What are the problems?
- **Bud** – Where are the opportunities?

Now, build themes by putting the post-its into similar categories. *Tip: Themes can have any/all colours.* Summarise each theme into a concise statement. *Tip: Start with, "How might we..."*

Reframe your problem statement to be more aspirational, so it can encourage a change in behaviour. Use Abstract Laddering to challenge your preconceptions.

- Start with your existing theme statement or challenge
- Abstract up the ladder by asking "Why?"
- Abstract down the ladder by asking "How?"
- Reframe your answers into a new problem statement (becoming more pointed)



Macquarie Group's Shaun Kamler is a senior leader with 20 years of retail banking and wealth management industry experience. He has a proven track record in delivering revenue growth, leading successful teams and applying structured approaches to solving complex business challenges.

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