

Alexander Efremov

Structural Integrity & Engineering Hygiene



Operating Model Design

Architectural Decoupling & Workflow Alignment

The Reality of "Out-of-the-Box" Transformations

As R&D scales, communication overhead often outpaces actual engineering output. To solve this, companies frequently deploy "quick fix" collaborative frameworks (such as SAFe), promising to eliminate complexity out-of-the-box. When these inevitably fail to fit the unique organisational reality, management often establishes a "Transformation Office"—an ivory tower of agile coaches and business transformers.

Seldom do these standardised solutions solve the original problem. Instead, they introduce massive Accidental Complexity. The actual value generators—your product developers—are forced to spend their precious time navigating these newly imposed structures rather than bringing the product to market. There is no silver bullet for a complex R&D organisation; the transformation itself requires a rigorously designed operating model.

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Practicing Worldwide
Located in Germany



The Intervention: Architecting the Enabling System

There is no out-of-the-box operating model for a complex R&D organisation, nor can a generic "transformation office" simply invent one. Sustainable change requires a rigorously designed Enabling System—the specific architecture, governance, and resources needed to execute the transformation itself.

Instead of imposing theoretical frameworks, I analyse your operational reality, past transformation attempts, and strategic goals. I then design a bespoke transformation architecture tailored to your engineering DNA. Depending on the scale of the challenge, this may involve deploying a complex, standalone enabling system to drive the change, or simply granting new mandates to existing teams. We can leverage established frameworks, but only after ruthlessly tailoring them to your unique context.

Tangible Deliverables for the Organisation

- **The Target Operating Model (TOM):** A comprehensive architectural blueprint for your future R&D organisation, resolving structural friction and decoupling engineering lifecycles.
- **The Enabling System (Change Engine):** A tailored, fully functional transformation structure (whether a dedicated task force or empowered existing teams) designed to implement the TOM safely.
- **Tailored Integration Contracts:** Pragmatic, customised frameworks that replace out-of-the-box agile templates with real engineering interfaces.

Engagement & Commercial

- **Nature of Service:** A strictly bespoke consulting engagement (individuelle Beratungsleistung). The operating model is uniquely architected around your specific product complexity, legacy constraints, and regulatory demands.
- **Format:** Project-based architectural design and implementation phase, tailored to your teams' availability.
- **Professional Fees:** Structured as a custom project fee based on the scale of the organisational intervention required.
- **Next Steps:** A focused 25-minute Strategy Call to map out your current structural bottlenecks and define the scope of the design phase.

