

Operating model responsibility map

Illustrative shared service / ownership at the handoff

FOCUS

Decision rights

DESIGN

Service ownership

REVIEW

Measures + actions

Decision / service	Accountable role	Evidence / handoff	Escalation
Accept a service request	Service owner	Complete intake and scope	Function sponsor
Approve a scope change	Business sponsor	Impact and decision record	Governance forum
Resolve an exception	Process owner	Cause, action and outcome	Service owner
Review service performance	Function lead	Measures and follow-up actions	Business sponsor

A responsibility matrix needs to work in the exception.

Role names and services are examples. The operating design should be validated with the people doing the work.

Implementation & governance blueprint

Operating Models / indicative sequence, gates and accountable roles



GOVERNANCE / DECISIONS, OWNERS AND EVIDENCE

Decision	Accountable role	Evidence
Decision rights	Business sponsor	Accountability and delegation record
Service handoffs	Service owner	Accepted inputs, outputs and escalation
Role transition	Function + people owners	Adoption and capability plan
Performance review	Governance forum	Measures, decisions and follow-up actions

Timing and final roles follow the scope, dependencies and readiness. No delivery result is implied.