

What is a Process?

by *Gerrit Muller* Buskerud University College

e-mail: gaudisite@gmail.com

www.gaudisite.nl

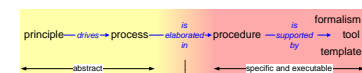
Abstract

This article is defining the concept of a "process" for the context of the Gaudí project, since this word is heavily overloaded and heavily used in the Gaudí articles. It also discusses the relationship of processes with organizations and the drive for process improvement.

Distribution

This article or presentation is written as part of the Gaudí project. The Gaudí project philosophy is to improve by obtaining frequent feedback. Frequent feedback is pursued by an open creation process. This document is published as intermediate or nearly mature version to get feedback. Further distribution is allowed as long as the document remains complete and unchanged.

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Purpose What is to be achieved and why

Structure How will the goal be achieved

Rationale What is the reasoning behind this process

Roles What roles are present, what responsibilities are associated, what incentives are present, what are the criteria for these roles

Ordering What phasing or sequence is applied

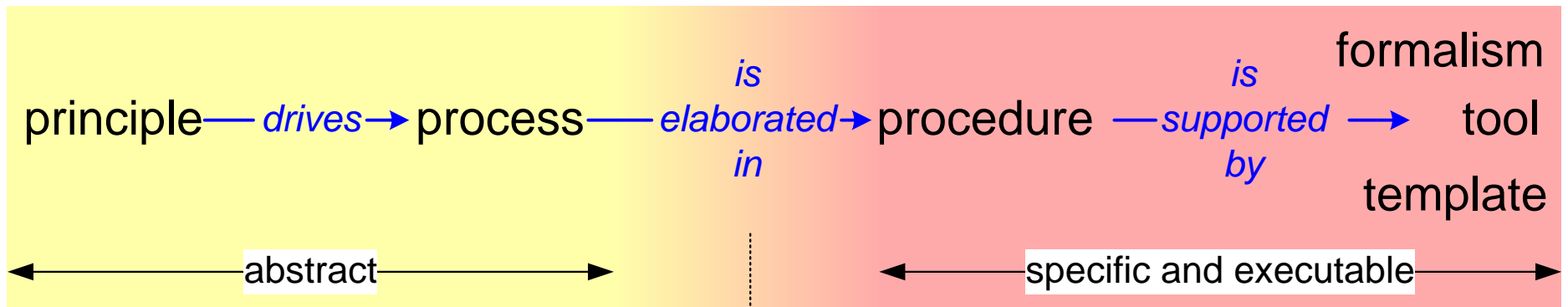
Definition of a Process

"A process is an activity which takes place over time and which has a precise aim regarding the result to be achieved.

The concept of a process is hierarchical which means that a process may consist of a partially ordered set of subprocesses."

"Method Integration; Concepts and Case Studies" by Klaus Kronl f

A process within an abstraction hierarchy



What **functions** are needed?

Who is **responsible** for this function?

What is the **hierarchical relation** between the functions?

What **meeting structure** is required?

Weak Spots of Organization View

Many activities cut arbitrarily through the 1-dimensional hierarchy, causing

lack of ownership, unclear responsibilities

high impedance transitions at organizational boundaries

Functions are a combination of tasks, where, in most cases, no human exists with the required skills

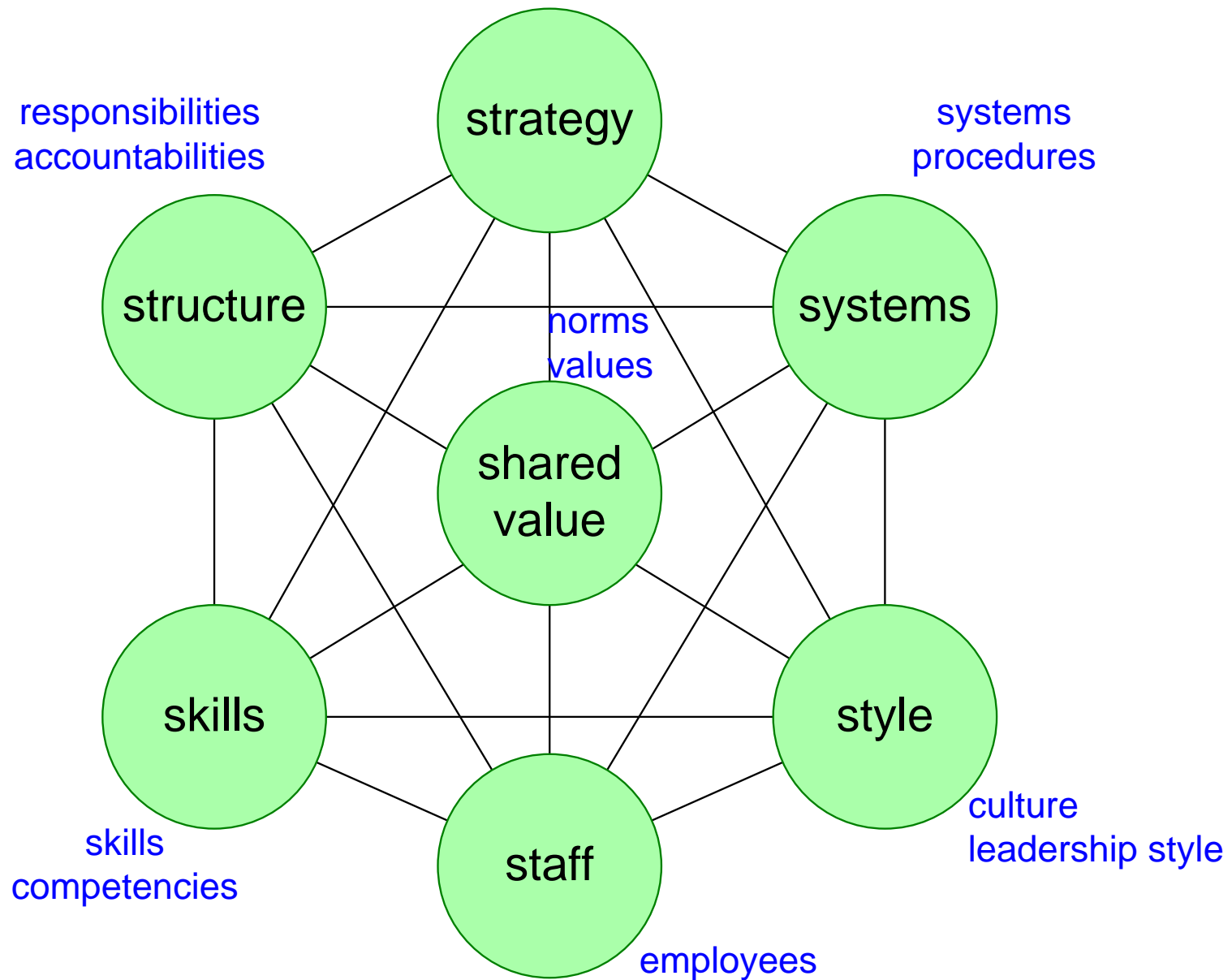
Meeting structures are insufficient and inefficient to get things done

From Introvert to Extrovert

Centurion operation in Philips by Jan Timmer in early nineties:

- Change from *Introvert* organization point of view into
- *Extrovert* result oriented process point of view

McKinsey 7S model



Process Improvement

Improvement of business efficiency:

Huge opportunities with large process component.

Process Improvement Programs tend to be contraproductive, because process improvement is tackled in isolation.

Recommendation

Process improvements should originate from the directly involved people, for instance project leaders, engineers, architects et cetera. Invite participation by this group, in such a way that they feel the ownership.