

# What is a Process?

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## 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.

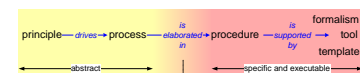
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**Purpose** What is to be achieved and why

**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

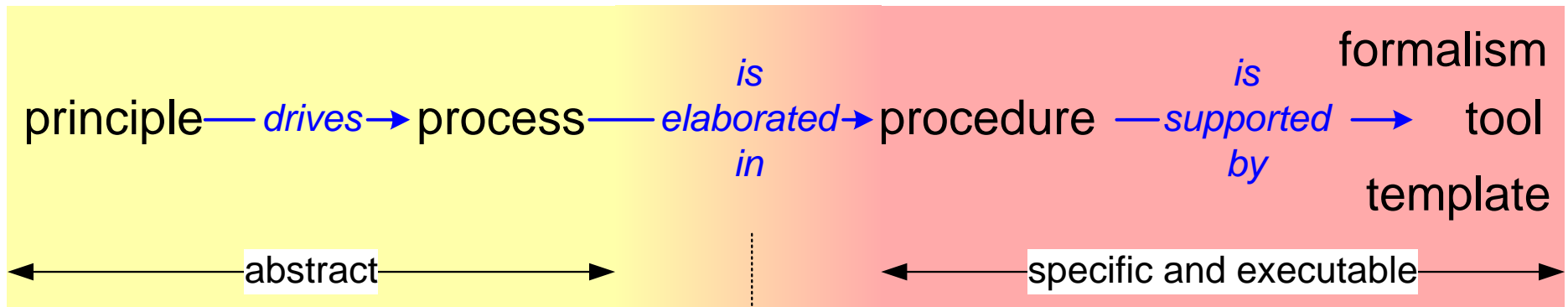
## *Definition of a Process*

"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 Kronlöff

# 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

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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

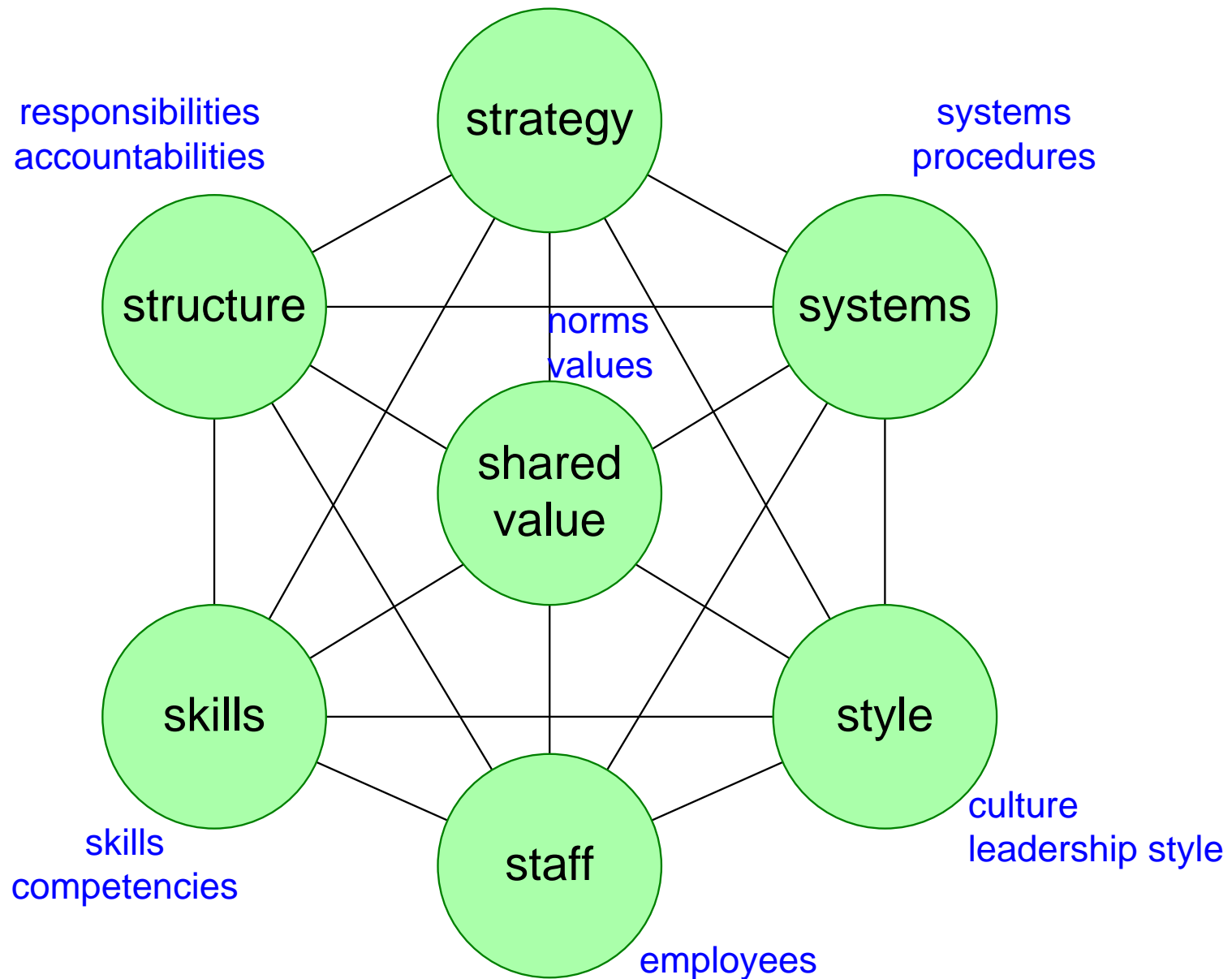
# From Introvert to Extrovert

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**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

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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

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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.