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.
Process Attributes

**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
"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."
A process within an abstraction hierarchy

principle → drives → process → elaborated in → procedure → supported by → tool

abstract → is → specific and executable → formalism → template

version: 1.0
September 6, 2020
SAPAbstractionHierarchy
Organization Attributes

What **functions** are needed?

Who is **responsible** for this function?

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

What **meeting structure** is required?
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
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

- Strategy
- Structure
- Systems
- Shared value
- Skills
- Style
- Staff

- Responsibilities
- Accountabilities
- Procedures
- Norms
- Values
- Competencies
- Employees
- Culture
- Leadership style
Improvement of business efficiency:
Huge opportunities with large process component.

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