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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Process Attributes
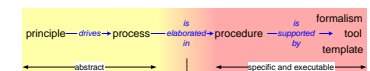
Purpose What is to be achieved and why

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

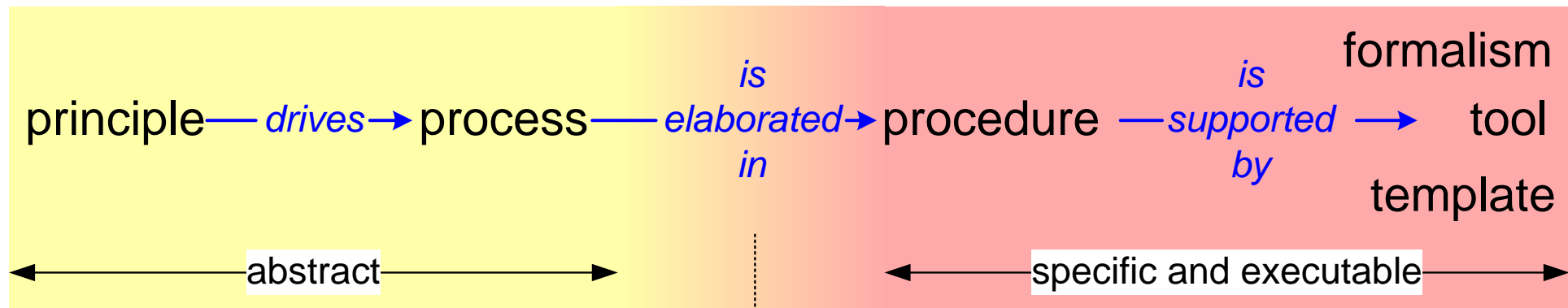USN ESI

Definition by Klaus Kronlöf

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 Kronlöf

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A process within an abstraction hierarchy

principle —— *drives* → process —— *is elaborated in* → procedure —— *is supported by* → formalism / tool / template

←——— abstract ———→   ←——— specific and executable ———→

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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

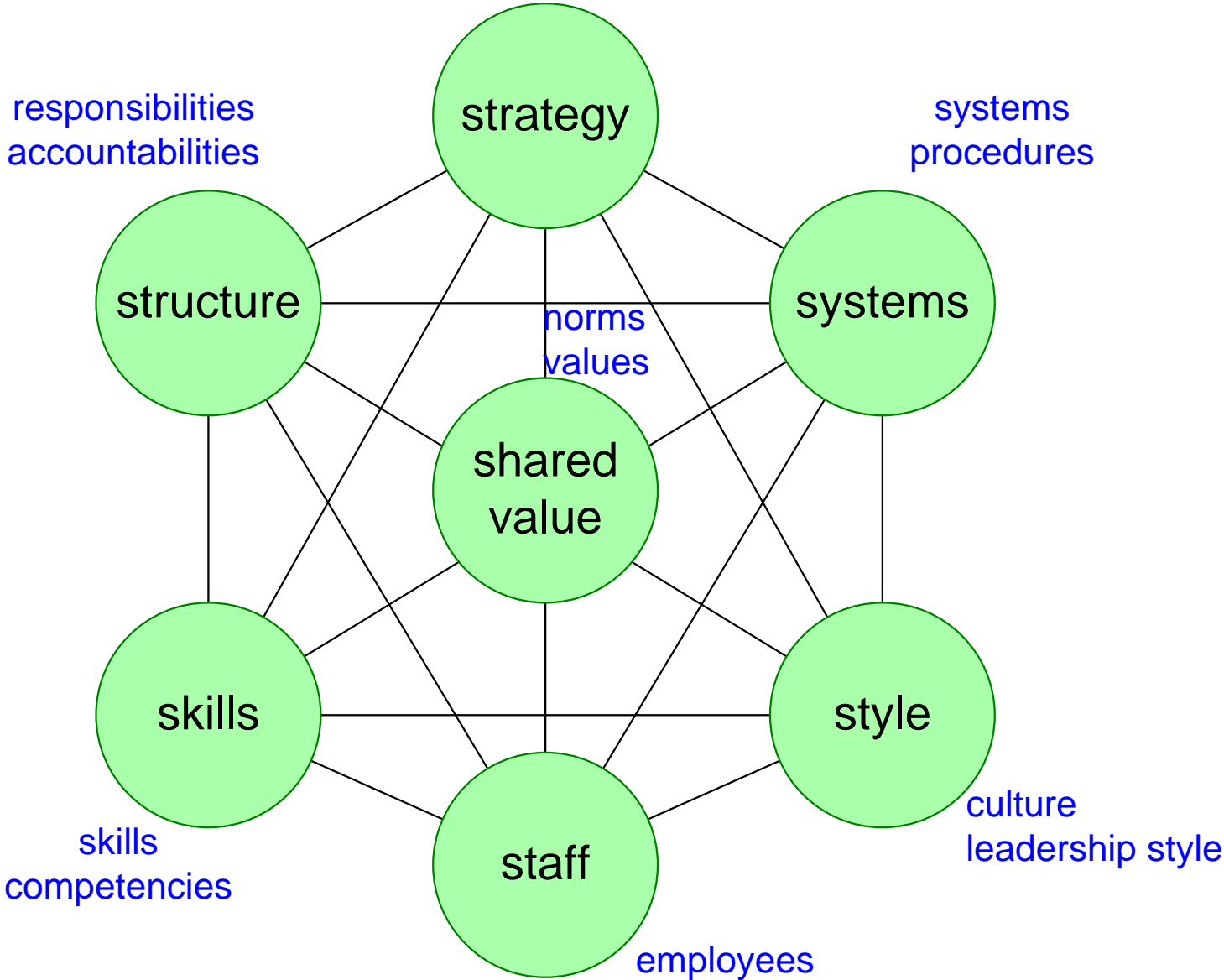Functions are a combination of tasks, where, in most cases, no human exists with the required skills

Meeting structures are insufficient and inefficient to get things done

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

responsibilities
accountabilities

systems
procedures

strategy

structure

systems

norms
values

shared
value

skills

style

staff

skills
competencies

culture
leadership style

employees

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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.

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