Business Process Management

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Introduction

Systems Integration.
Outsourcing.
Infrastructure.
Server Technology.
Consulting.
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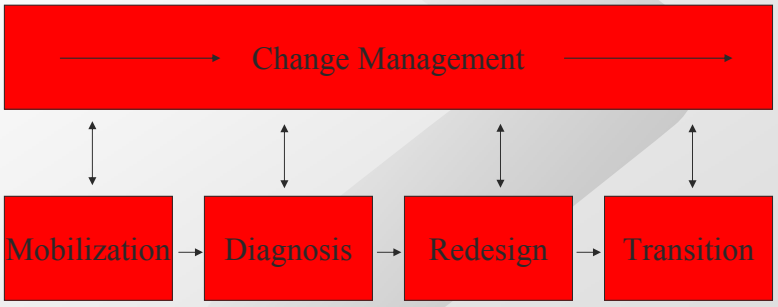
Introduction

Traditional Business (Process) Reengineering

- radical change
- drastic cuts in manpower
- neglected work practices
  - ⇒ Lack of quality
  - ⇒ Lack of acceptance

->many failing projects

Procedural Model for BPR by Hammer



Introduction

Flaw in Hammer/Champy Approach

(Source: Hammer - Wall Street Journal, 26 Nov. 1996)

„I wasn't smart about that ... I was reflecting my engineering background and was insufficiently appreciative of the human dimension. I have learned that's critical ... I'm encountering resistance.“

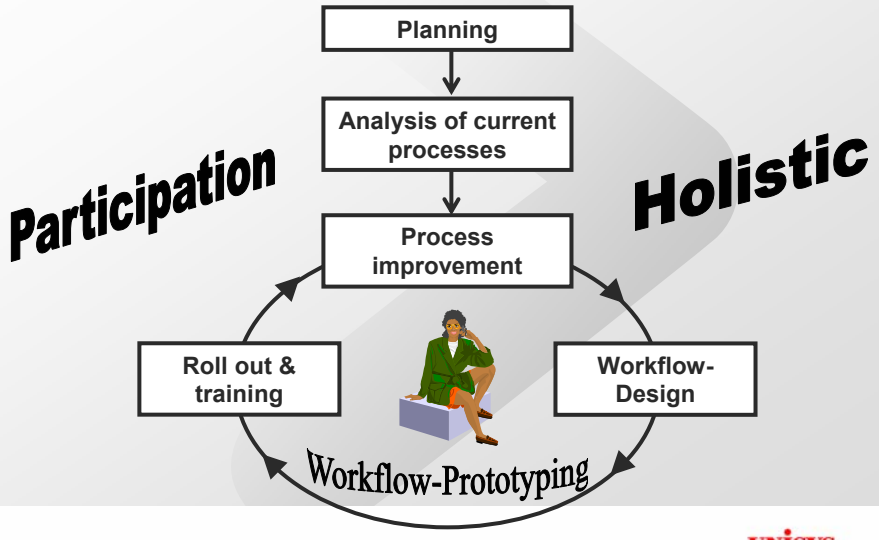
Introduction

Another View on "Hammer"

(Learning Organization - http://world.std.com/~lo/)

„It is easy to measure cuts, but just try to measure the customer you never had, or the creative ideas the employees you don’t have anymore never came up with.“

Our solution for these problems: BPM



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Definitions and keywords

Business Process

Business Processes are characterised - among others - by events, activities, hard facts and formal aspects as well as by behaviour, soft facts and informal aspects.

Process Management

„Process Management is the continuous monitoring of a business process and the initiation, as necessary and appropriate, of incremental process improvement or radical engineering, in order to ensure process objectives continue to be met.

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Holistic
Business Process Management

No:

- Main focus on technology
- Main focus on workforce cuts
- "Disregard" of the employees
- Radical change

Holistic
Business Process Management

Yes:

- Balanced human/org/tech-development
- *Participation (employees/customers)*
- Consider soft facts
- *Reflection: operational/strategic*
- Human speed of change

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The Participatory Process Prototyping method (PPP)

The PPP Methodology conforms

with these principles of Holistic Business Process Management

- Socio-technical, systemic change
- *Participation (employees/customers)*
- *Reflection (operational/strategic)*
- Long "change strides", but not too long ones! (Is radical change typically beneficial?)

Participatory Process Prototyping

PPP is based on the recognition that an improvement of business processes requires:

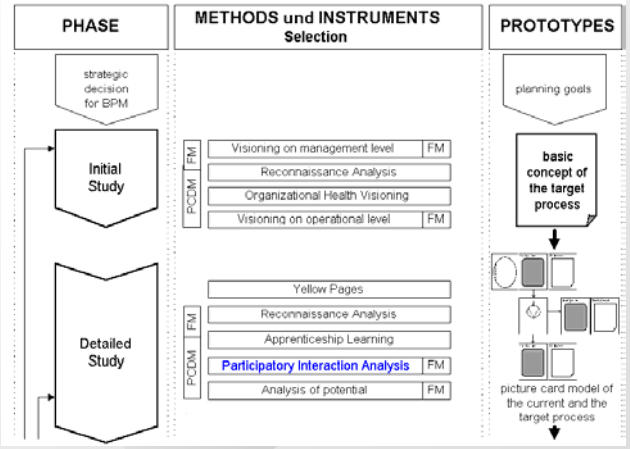
- Target-state orientation
- Complete involvement of all people with know-how affected by the BPM project: use of participation-enhancing methods

Participatory Process Prototyping

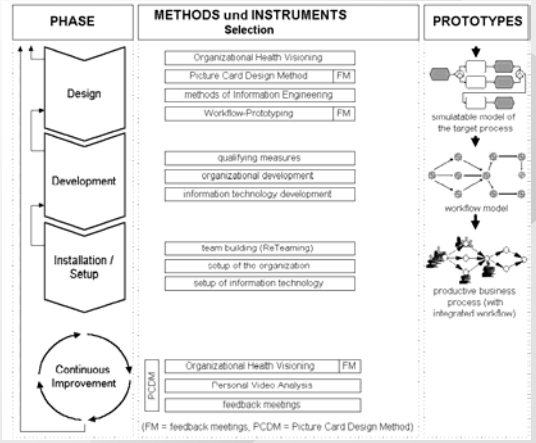
Phases of PPP

1. Process vision (initial study)
2. Investigation and analysis of the current state (detailed study)
3. Model of the business process to be improved (system draft-design)
4. Implementation of the process model (system development/installation/set-up)
5. Continuous improvement

Participatory Process Prototyping



Participatory Process Prototyping

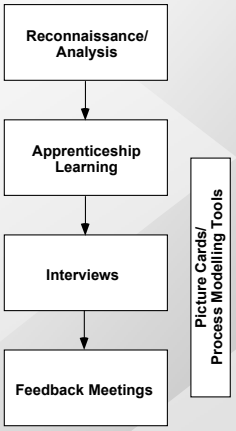


Purpose of PPP Methods

- *Reconnaissance/Analysis:* **Awareness** of current process
- *Yellow Pages:* **Awareness** of employee competence/knowledge
- *Apprenticeship Learning:* **Awareness** of details/implicit aspects
- ***Participatory*** *Interaction Analysis:* Interdisciplinary systems analysis
- *Picture Card Design Method:* **Participatory** process analysis/design
- Workflow Prototyping: **Participatory** workflow implementation
- *ReTeaming:* **Strengthening** of process teams, after BPM project
- *Personal Video Analysis:* Continuous **participatory** process improvement

Chapter 5: Methods used during Initial and Detailed Study

The light version



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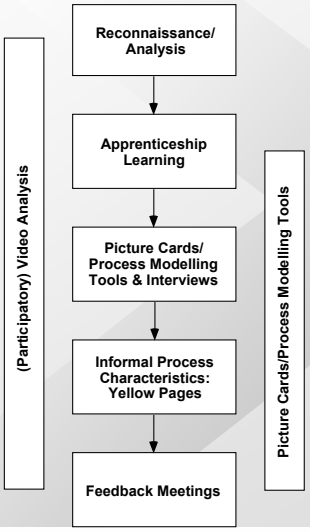
The full version



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Reconnaissance/Analysis

- Data gathering

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Reconnaissance/Analysis (R/A)

"Reconnaissance—in the sense of using scouts to examine unknown territory—provides a suitable metaphor" [Lunzer/1995] for this data collection and analysis method. It is a method that

- **has a dual and an iterative character consisting of (partly participant)** observation and analysis;
- **is usually combined with** document analysis;
- **enables process engineers to gain a** basic process understanding **through presence at relevant scenes of activity;**
- **means** following document, product and information flows, use of documents and tools **etc.;**
- **helps** build trust between workers and designers.

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Reconnaissance/Analysis Application

General steps of application

- Introduction **of process engineers: Start building trust!**
- **Next follows** observation**. During the observation the most important impressions are documented (in an unstructured form)**
- Requesting documents about/of process **is the third step. Documents which are used in the process (e.g. order sheet) provide important information about the rough structure of the process.**
- ***With the** analysis **of documents and observation results, the process engineer brings some structure to the information***
- ***After structuring the information, it is recommended to transform it into a** picture card model**, so that all available information is represented.***