

A Roadmap to Help Your Organization Become Process-Based

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At their September 2007 conference, the Gartner research firm stated: “Suddenly, ‘process-centricity’ is hot. Red hot! Why? Because enterprises that put processes front-and-center consistently outperform those that don’t. They’re quicker to adapt to changing business conditions.

They’re more responsive to their customers. And they’re seizing opportunities that are lifting revenue and profitability to a whole new place.”

A focus on the process dimension of work and process-centered improvement approaches has been on most organizations’ radar screens since the 1993 release of *Reengineering the Corporation* by Michael Hammer and James Champy. Since then, we have seen a continued emphasis on many elements of Total Quality Management and the Baldrige Criteria, plus the emergence of process improvement methodologies

While most organizations know they need to manage and improve their processes, few do so in a disciplined way and on an ongoing basis. Unfortunately, managing the individual processes may not help much. Much greater and longer-lasting results come from managing an organization’s portfolio of processes in an integrated fashion. That is the purpose of becoming a process-based organization.

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such as Six Sigma, Lean, and Capability Maturity Model Integration (CMMI), among others.

Most organizations understand the need to improve and manage their processes. Few do so on a disciplined, ongoing basis. Quite often, projects are initiated to improve a process, and when “successfully” completed, they have suboptimized the performance of the larger system or organization. It is commendable to manage the performance of individual processes. However, the greater and longer-lasting impact comes through managing an organization’s portfolio of processes in an

integrated fashion: by becoming a process-based organization.

Leaders frequently get discouraged when implementing something requiring substantial change is not as easy as portrayed in the books and articles they have read. Indeed, it is a challenge to become process-based.

However, many benefits and genuine value will be realized by most customers, employees, shareholders, and other stakeholders of any organization striving to become process-based. The journey to becoming fully process-based does not occur quickly. It requires commitment, time, and a comprehensive plan (with the possible exception of a new enterprise). To improve the odds of success on this journey, the CAM-I Process Based Management (PBM) program has developed an Implementation Roadmap. This roadmap will guide organizations in their pursuit of becoming process-based