Process Perspectives Newsletter

January 2011

Pat,

Welcome to the January 2011 issue of the Process Perspectives Newsletter! The goal of this monthly newsletter is to provide you with specific insights so you can help your organization progress on the road to Process Based Management (PBM).

In this issue, we highlight the value of classifying processes. Our feature article explores the evolution from a list of processes to a more strategic framework which enables you to categorize and prioritize your processes. Our Quick Assessment results section shows the results of the question, "How do you classify your processes?"

Let us know if you have a specific topic you would like to see covered. Good luck with your process efforts, and stay the course!

Pat Dowdle and Jerry Stevens
Process Strategy Group

The Value of Classifying Processes

Every organization has an organization chart which shows all the functions in the organization, and who each function reports to in the organization structure. Every organization also needs a process view of the organization to show how all the processes tie together. With this, the organization now has a view of the organization that is different than the organization chart.

How do you develop this process view of the organization? You get that view from developing a classification framework. The development of this framework takes time and input from many people in the organization. If this is the beginning of an organization's process efforts, have management develop the framework as part of
Has your organization classified it's processes?

Take our **FREE PBM Quick Assessment** to quickly determine where you are on the journey.

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**E-Learning Courses**

Our e-learning courses are based on years of conducting successful seminars and workshops along with 10+ years of research. We have designed each of our e-learning courses to be short, 2 hour online sessions that can be taken from your desktop.

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**PBM Quick Assessment Results**

This month we tabulated the responses from all participants who have completed the free Quick Assessment on this question: How do you classify your processes?

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The start of this process view is usually a list of processes. As more processes are identified and defined, the list needs to evolve into a picture or map of the high level processes of the organization, and how they all tie together (a Process Relationship map). Development of this view is an iterative process, but is critical to engaging the management team in the process approach. The next step involves the more strategic effort of classifying and prioritizing the processes of the organization, captured in a classification framework.

Process needs a common language for discussion in an organization, and that is provided by the classification framework. This framework:

- Identifies the end-to-end processes
- Identifies the boundaries of each end-to-end process: where they start and where they end
- Creates a standard for naming processes and clarifying boundaries
- Classifies and prioritizes the processes through the linkage to strategy
- Provides the basis for discussion of processes in the organization

Once an organization has classified and prioritized its processes, these processes continue to be managed individually, but also as part of a portfolio of processes. The interrelationships between processes must be explicitly understood, and the organization's processes managed as a system. Process Based Management provides the mechanism to manage an organization's process portfolio.

Read more about the Value of Classifying Processes
Has your organization classified it's processes? 

The results show that 40% have a list of processes, 24% have gone beyond a list to some type of classification and 16% have a process classification framework. On the other hand, 20% have not classified their processes.

Where would your process classification efforts fit into this chart below?

How do you classify your processes?

- **40%**: We have not classified our processes
- **24%**: We have a list of processes
- **16%**: Our list of processes is segregated by core/non core, customer facing, or some other defined classification
- **20%**: We have a process classification framework, which identifies each process, the start/end, and other descriptive data

The data shows that this is an area of opportunity for organizations to improve their process efforts. The organizations that have not classified their processes need to develop a list of processes and work on moving that list to a process framework. Those that have a list, take it to the next level and develop that strategic process classification framework. To get the organization speaking the language of process, and be able to prioritize where to focus, a process classification framework is critical.

How do I learn more about developing a Process Classification Framework?

In the feature article we emphasize the value of classifying your processes. You can see by the results of the Quick Assessment question how other organizations are classifying their processes. When we discuss Process Based Management (PBM) as a
management model, one of the pieces of the PBM puzzle is end-to-end processes, with the process classification framework as a key component.

In the End to End Processes section of our E-Learning course, Introduction to Process Based Management, we cover the development of a list of processes. We then move that list to a process classification framework that provides the strategic insight to classify and prioritize processes.

To learn more about external frameworks, see the APQC website for their recently updated process classification framework, or the SCOR website for the Supply Chain Councils' model.

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