

T ABLE OF CONTENTS

Process Based Management: A Foundation for Business Excellence

Preface

Executive Summary

Foreword

Table of Contents

Table of Figures and Exhibits

Chapter 1 – INTRODUCTION TO THIS BOOK

- 1.1 Background
- 1.2 Insights
- 1.3 Models for Process Based Management
- 1.4 Structure of the Book

Section 1: Process Based Management

Chapter 2 – WHAT IS PROCESS BASED MANAGEMENT

- 2.1 Managing Independent Processes
- 2.2 Managing Multiple Processes
- 2.3 Facets of the Process Based Management Approach
 - 2.3.1 Understanding and meeting customer expectations
 - 2.3.2 Developing a process-based culture
 - 2.3.3 Managing end-to-end business processes
 - 2.3.4 Integrating diverse initiatives into a process-oriented approach
 - 2.3.5 Linking incentives and compensation to process performance

Chapter 3 – THE BENEFITS OF PROCESS BASED MANAGEMENT

- 3.1 Situations Encountered in Case Studies
- 3.2 Current Challenges
- 3.3 Limitations of a Functional Focus
- 3.4 The Power of Alignment and Integration
- 3.5 Benefits from Process Based Management
 - 3.5.1 Customer Benefits
 - 3.5.2 Benefits in Operations
 - 3.5.3 Benefits to the Organization
 - 3.5.4 Benefits to Individual Employees
 - 3.5.5 Bottom Line Benefit: Results
- 3.6 Summary: Why Process Based Management?

Section 2: The Process Based Management Loop

Chapter 4 – DISCIPLINE MODEL

- 4.1 Management Methodologies and Tools
- 4.2 Philosophy
- 4.3 Business Model
- 4.4 Methods
- 4.5 Tools
- 4.6 Why is the Discipline Model Important?
- 4.7 Applying the Discipline model

Chapter 5 – ASSESSMENT FRAMEWORK AND CASE STUDY FINDINGS

- 5.1 Assessment Background
- 5.2 Case Study Approach
- 5.3 The Process Based Management Assessment Framework
- 5.4 How is this Assessment different?
- 5.5 Case study findings
 - 5.5.1 Mindset shift
 - 5.5.1.1 Strategy
 - 5.5.1.2 Process Clarity
 - 5.5.1.3 Process Awareness
 - 5.5.1.4 Process Ownership
 - 5.5.2 Process-Based Performance measures
 - 5.5.3 Migration
 - 5.5.4 Continuous Process management
- 5.6 What the Research Revealed

Chapter 6 – THE PROCESS CONTINUUM MODEL

- 6.1 The Process Continuum Model
 - 6.1.1 Level 1: Ad Hoc
 - 6.1.2 Level 2: Defined
 - 6.1.3 Level 3: Repeatable
 - 6.1.4 Level 4: Sustained
- 6.2 Applying the Process Continuum Model-An Implementation Action Plan

Section 3: Key Learning's and Fitting it all Together

Chapter 7 – KEY LEARNING'S FROM THE CASE STUDIES

- 7.1 Benefits to the case study organizations from the Assessment
- 7.2 Identified Key Learning's
 - 7.2.1 Executive engagement and commitment is critical
 - 7.2.2 A mindset shift is required
 - 7.2.3 Process owners are required at a high level
 - 7.2.4 Embedded in the strategy
 - 7.2.5 Process for process based management
 - 7.2.6 Integration of initiatives is critical
 - 7.2.7 There are multiple entry points to Process Based Management
 - 7.2.8 Size of the organization does not matter

- 7.2.9 The Process Based Management shift requires a long-term perspective
- 7.2.10 Process performance measures are critical
- 7.2.11 Process maturity and metric maturity need to be in sync

Chapter 8 – FITTING IT ALL TOGETHER

- 8.1 Example
- 8.2 Getting started- The Discipline Model
- 8.3 Process Based Management Assessment Framework
- 8.4 Process Continuum Model

Appendices

A. Glossary

B. Case Study Summaries

- 1.1 Bell Canada Network Operations
- 1.2 United States Marine Corp Business Enterprise
- 1.3 StatOil
- 1.4 USAF/Boeing Supply Chain Process Management
- 1.5 Santee Cooper

C. Bibliography

Index