

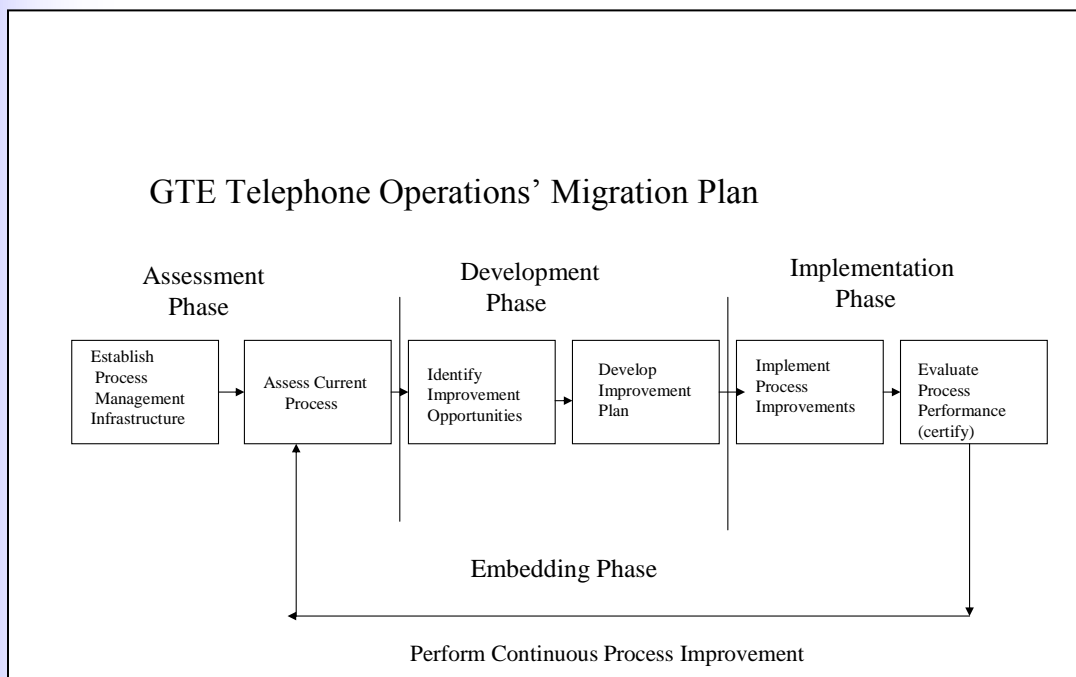
# ▶▶▶ Process Perspectives ◀◀◀

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## Process for Process Based Management

There is a need for a “process” for Process Based Management (PBM). As an organization moves along the road to becoming process-based, a migration plan is required to guide the way. This plan is the process for Process Based Management. Without it, the organization will not know how to react when problems are encountered, in order to sustain the effort. Many problems and challenges will be encountered.

So what is this process? It details how an organization will move along this road. At GTE Telephone Operations, they had a simple one-page process map, which is summarized below (from our book, Process Based Management-A Foundation for Business Excellence)



The implications of not having a clearly defined Process Based Management Process became readily apparent in many of the case study companies which formed the basis of the research presented in our book, “Process Based Management-A Foundation for Business Excellence”. During the site visits, key players in the case companies saw that part of their challenge in moving forward (or not moving forward) was agreeing on, and implementing, this Process. This Process provides a migration path for an organization to follow.

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This insight from both case study companies as well as discussion with many other companies led to the development of both the PBM Assessment and the PBM Implementation Roadmap. The Roadmap defines the steps, and the detailed tasks, required to move an organization along the journey to becoming process based. The Assessment will provide insight into where the organization is on the journey, and point to what needs to be addressed in the Roadmap to get you to your targeted destination.

The Roadmap includes the steps that all organizations will need to address as they move along the journey to becoming process based. Some of the critical questions that will need to be answered include:

- When, and how, do we put in place the teams and governance required to manage the process efforts?
- What support do we need to provide to our process teams?
- As we improve our processes, what methods and tools should be included in our common toolset which all teams should follow?
- What are our processes, and how do we prioritize them?
- How do we manage and measure our processes after we have performed our initial improvement efforts?
- How do we communicate what we are doing, and our accomplishments, to all our stakeholders?
- We know we need to put in place a process mindset, but how do we do that, and how do we sustain it?

For more information, see the Resources page for a list of current books, articles and presentations on Process Based Management.

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