University of Pisa
MSc in Computer Engineering

Systems for Strategic Management and Support

LECTURE 19

http://www.iet.unipi.it/m.cimino/pdis/

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Assess the process against enablers

A **process enabler** is a factor that can be adjusted to impact process performance

The two enablers that are studied in the Course are **workflow design** and **Information Systems**

A process is supported by 6 enablers in the complete framework:

[1] Workflow design

[2] Information Systems

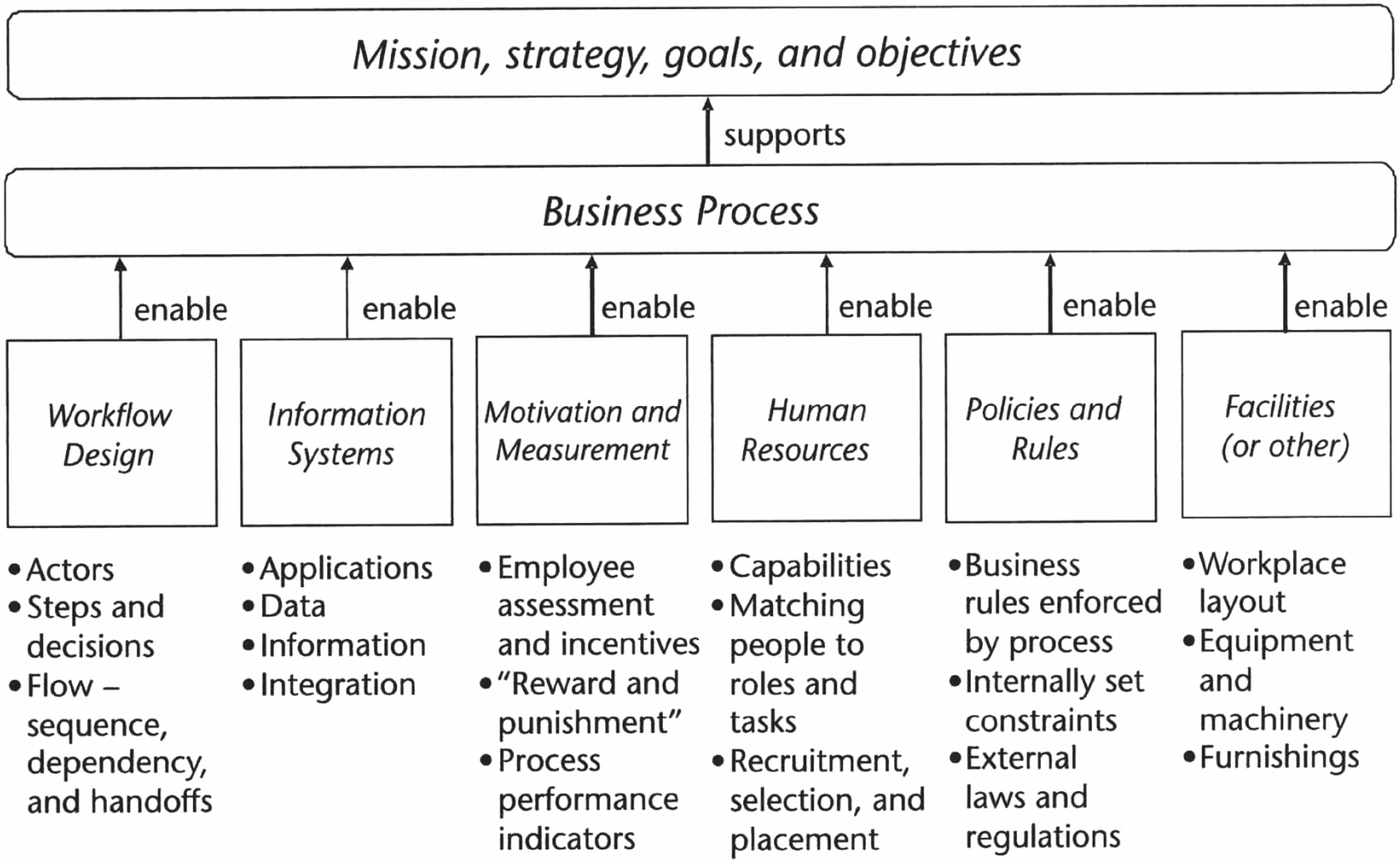
[3] Motivation and measurement

[4] Human resources

[5] Policies and rules

[6] Facilities design (or other)

- A process does not work optimally if one or more enabler is not fine, e.g., [1]+[2] have little impact with untrained personnel [4]
- The course focuses on [1] and [2]



A process is supported by six enablers.

Overall methodology

- Basic questions:
  - what is wrong with the way this process currently behaves (as-is) ?
  - what will be better about it when we are done (*to-be*) ?
- (i) **problems perception**: the case begins with a raw perception of the process issues or problems felt by each stakeholder.
- (ii) ***as-is* process assessment:** all parties help to understand the improvement goals for the process and to identify specific issues, determining causes and impacts.
- (iii) ***to-be* process goals** are determined for the future state, largely based on eliminating the problems identified in the *as-is* assessment.
- (iv) the **process differentiator** is determined, i.e., what aspect of the process differentiates it from alternatives (e.g. efficiency, flexibility)

- (v) the **enablers** of the process (workflow, IT, motivation and measurement,…) some general measures (“**the numbers**”), and some **most important factors** (missions, culture, core competencies) are considered.

***Conduct initial AS-IS* Process Assessment**

- Step I) stakeholder assessment: collect problems, issues, unmet requirements cited by *each* (one at time) external (suppliers, regulators,…) and internal (process performers, supervisors, managers,…) stakeholders. Do it without getting into details.

- Step II) context: what changes in the environment, since the current process was implemented, have caused the above problems? E.g., a low-cost entrant changing market balance, a new technology changing business models in the field, the regulatory environment undergoing a shift, a multinational manufacturing company has become a publicly trade company, a media company multiplied by ten his business. For all this cases, people involved can say “it is not our fault”.

- Step III) Consequences of inaction: what will happen if no action is taken on the process. E.g., customer satisfaction will increase and company will fail. You need a credible and powerful motivator.

The *to-be* process goals

- The purpose of the *to-be* process goals is to provide incentive and direction early on and provide a base that can be refined as the project progresses.
- Where possible state an objective or quantitative side that defines how you will measure success. Use the "topic, target, timeframe" format.
- Example: "We will have the most responsive supplier onboarding process":

  - Topic: time from "decision to engage" to "ready to supply";
  - Target: 48 hours;
  - Timeframe: within 15 days of process launch

- A list of stakeholder (people/gropus impacted by the process): customers (internal/external recipients), performers (empoloyees, contractors), owners, suppliers, government and regulatory agencies, industry bodies and trade associations, the general public or the community, the environment (physical world), others.
- Some good conversation starters for the customers:

  - Is it clear how to get started in the process?
  - Once underway, are there too many interactions?
  - Do the rules and requirements seem reasonable?
  - Do customer-contact personnel appear to suit your needs?
  - Is information about your activity efficiently located in the process?

- Some good conversation starters for the performers/employees:
  - Does this process help you meet your goals or does it hamper you?
  - What are your major sources of frustration?
  - Are there steps regularly causing problems/serving wrong purpose?
  - Are problems for you caused in out-of-control areas (upstream)?
  - Does your workload vary wildly?
  - Do you have sufficient authority to deal with issues that arise?
  - Is a resource identified to assist you when cannot deal with issue?
  - Have you been provided with appropriate tools and training?
  - Are your performance measures appropriate?
  - Is there a documented process?

- Some good conversation starters for the owners/managers:
  - Does the process consume resources that can be better allocated?
  - Does the process generate issue, for management, distracting from the important goals of the organizations?
  - Is this process contributing to your personal/ department/ enterprise goals?
  - Is it a net contributor or a source of problems?
  - Do issues within the process make it difficult to staff?
  - Does the process constrain growth or innovation?
  - Does the process provide information for managing it?
  - Does anyone understand the whole process?
  - Is the process manageable? Do you know how it is performing in aggregate and when specific instances are having difficulty?

- Some good conversation starters for the suppliers:
  - How easy is it to do business with us w.r.t. your other customers?
  - What errors or actions on our part cause difficulties for you?