

## PROJECT SCOPE

### *Bridging the Gap: Putting Performance into Your Process Management*

Identifying improvements is a natural extension of foundational process-related work. Once the organization has established a common framework and mapped out its processes, it can then use the information it gathered during the current state assessments, process discovery, and mapping activities to identify improvement areas.

However, most organizations stall after they standardize and map their processes. They simply do not connect measures to their processes which is problematic for a couple of reasons:

1. Process design alone is busy work. Without deployment and ongoing monitoring, process maps and models become an investment in standardization that sits on the shelf and gathers dust.
2. Making improvement decisions without performance measures results in either ad hoc improvements or the potential to negatively affect one process while improving another. This also results in one-off benefits; once the process in question is optimized, the organization goes back to business as usual. The optimized process in question then either gets put on a shelf or doesn't align with organizational performance measures and scorecards, ultimately resulting in a lot of wasted effort and investment.

In other words, organizations lack the foundation for making process work actionable, providing organizational value through performance management, and making objective decisions about improvement opportunities.

### WHO IS THE AUDIENCE?

Process management, operational excellence, and continuous improvement professionals.

### RESEARCH QUESTIONS

- ◆ Why do organizations get stuck and do not assign measures to their processes?
- ◆ How do teams create buy-in with leadership on process-based measurement?
- ◆ How do organizations pick the best fit measures that balance leading vs lagging and productivity vs value?
- ◆ What tools or practices do organizations use to drive decision making, based on process measures?
  - What practices do they use to support process-measure, based improvement selection and prioritization?
- ◆ What practices help ensure effective implementation of these practices?

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## RESEARCH METHODS

The project will use qualitative methods, comprise a series of case studies and interviews with practitioners to understand how they shifted their organization to a process-managed culture—which includes: getting buy-in for managing organizational performance through process measures, identifying the best fit measures, and the practices they use to make the process measures a part of business decision making.

## RESEARCH APPROACH AND DELIVERABLES

### Plan

- ◆ Frame the research questions and approach
- ◆ Conduct background research to refine the research questions, understand the pain points, identify potential case study candidates

### Collect

- ◆ Conduct interviews with case study participants and SMEs in topic area
- ◆ Collect secondary research on sub-topics

### Analyze

- ◆ Look for patterns, insights, and trends
- ◆ Identify themes and best practices across interview participants

### Report

- ◆ White paper(s) on trends in execution and best practices
- ◆ Case studies and interview articles
- ◆ Infographics
- ◆ Articles discussing subtopics
- ◆ Webinar
- ◆ Blog posts and PR articles

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