HOW PROCESS FRAMEWORKS DRIVE ORGANIZATIONAL SUCCESS

Process and Performance Management Webinar

October 29, 2019 | 11:00 a.m. CDT
Speakers: Holly Lyke-Ho-Gland and Mellissa Creppel, APQC
A FEW THINGS TO NOTE

→ Audio is available through your computer speakers or through dial-in. All lines are muted.

→ You can submit questions/comments at any time. We will address all questions during the Q&A session at the end of today’s presentation.

→ Links to the slides/recording will be sent to all attendees via email.
SPEAKERS

Holly Lyke-Ho-Gland
Principal Research Lead, Process and Performance Management

Mellissa Creppel
Product Manager, APQC’s Process Classification Framework®
AGENDA

- What are the top applications of process frameworks?
- What are the common adoption challenges?
- How can we address the challenges?
- What factors drive BPM effectiveness?
HOW ARE PEOPLE USING FRAMEWORKS?
WHAT IS A PROCESS CLASSIFICATION FRAMEWORK?

The PCF is a list of universal business processes performed by every business, giving you a common language to communicate and define work processes across your organization.
POLL # 1

Which reason are you primarily using a process framework?

- Process discovery and standardization
- Performance improvements
- Technology implementation
- Content management
- Benchmarking
<table>
<thead>
<tr>
<th>Application</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process Discovery and Standardization</td>
<td>90.9%</td>
</tr>
<tr>
<td>Performance Improvement</td>
<td>50.9%</td>
</tr>
<tr>
<td>Technology Implementation</td>
<td>41.8%</td>
</tr>
<tr>
<td>Content Management</td>
<td>36.4%</td>
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<tr>
<td>Benchmarking</td>
<td>28.2%</td>
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</tbody>
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The vast majority use a framework for process discovery and standardization, as well as managing their performance improvement efforts.
Organizations use frameworks to help them with the fundamental components of process discovery—current state assessments and mapping their processes.

88.0%  
Building process maps or models

87.0%  
Identify current processes

76.0%  
Developing end-to-end processes

63.0%  
Creating process definitions

N = 100
Organizations use frameworks as the structure for managing their improvement efforts—including dashboards and their internal and external audits.

- Supporting or managing process improvement efforts: 91.1%
- Establishing a process performance dashboard: 62.5%
- Auditing: 46.4%

N = 56
ADOPTION CHALLENGES

And How to Address Them
IMPLEMENTATION CHALLENGES

- **76.2%**
  Buy-in and engagement

- **67.6%**
  Alignment and purpose

- **37.1%**
  Limitations of the framework

Organizations implementation challenges tend to fall under two interrelated categories—buy-in and alignment with organizations value drivers.
**Organizational Resistance**

Use engagement tactic to make process work something that happens with, rather than to employees.

71.3%

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**Change Management**

Process efforts directly affects how people work and we need to ensure that we take the people component into consideration.

55.0%

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**Executive-Level Buy-in**

Connect the purpose of your process work to organizational goals like digital efforts or transformation projects.

43.8%
**ALIGNMENT & PURPOSE**

**Misalignment**

Process efforts need to support organizational goals. This not only improves their focus but also help illustrate their value.

59.2%

**Pre-established Goals**

Organization’s need a goal for their process work. Otherwise their efforts are disjointed or ad hoc.

56.3%

**Knowledge Management**

Knowledge (the information around a process) ensure that process work is actionable and helps people in the flow of work.

53.5%
WHAT DRIVES BPM EFFECTIVENESS?
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BPM Effectiveness

Drivers of Effectiveness

- Framework Applications
- Implementation Steps
- Measures and Impact
- Process Improvement Culture

Very ineffective  Ineffective  Neither  Effective

Very effective

N = 107
IMPLEMENTATION STEPS IMPACT ON EFFECTIVENESS

Monitor Performance
- Integrate process measures into employee performance: 23%
- Conduct ongoing monitoring: 18%
- Establish enterprise-wide baselines: 20%
- Implement a tracking tool: 17%

Improve Processes
- Determine "to be state": 15%
- Benchmark processes externally: 14%
- Benchmark processes internally: 13%
- Prioritize improvement opportunities: 12%

Document & Standardize
- Collect process knowledge and templates: 13%
- Build knowledge maps: 9%
PROCESS IMPROVEMENT CULTURE’S IMPACT

Process Improvement Culture

Percent Improvement of BPM Effectiveness

- None: 3%
- Ad hoc: 9%
- Scheduled: 25%
- In the flow: 4.27

N = 105
Problem: To meet increased demand for process excellence and reestablish the organization’s process thinking culture.

Case-in-Point: UPS

1. Process Improvement Services
2. Process Center of Excellence
TAKE AWAYS

Process Frameworks are foundational to our success.

- They help us save time and execute our discovery and documentation activities effectively.
- We still struggle with people and alignment aspects of process work.
- We need to jump the gap and tie measures to processes.
- All of which help drive us to a process-focused culture.
NEXT STEPS

Check out additional information on this topic:

- Putting Process Frameworks into Action
- Improving Process Management Effectiveness
- How to Apply the PCF Collection
- Putting Knowledge in the Flow of Work Collection

Stay tuned for new case studies and how to guidance around process frameworks and BPM topics.

- You can stay up to date on our process and performance management research projects [here](#).
- Have a success story you want to share? Contact us at [hlykehogland@apqc.org](mailto:hlykehogland@apqc.org).
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