

PROCESS DYNAMISM: NO.1 BEST SELLER

Quality Process implementation, which forms the foundation for workflow in any organization, has twin facets to it. The one face encompasses the activities of defining, establishing and implementing the basic processes. The other facet lies in maintaining and improving the processes laid down.

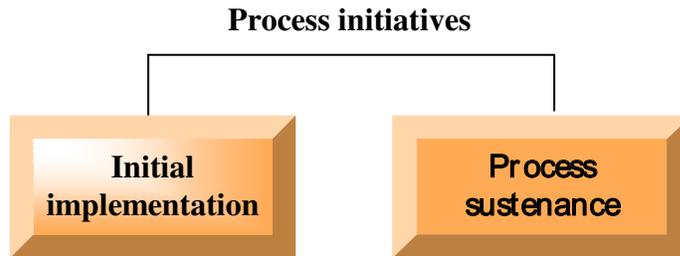


Fig 1. Twin facets

Many organizations cross the first hurdle quite comfortably, with number of factors supporting its cause.

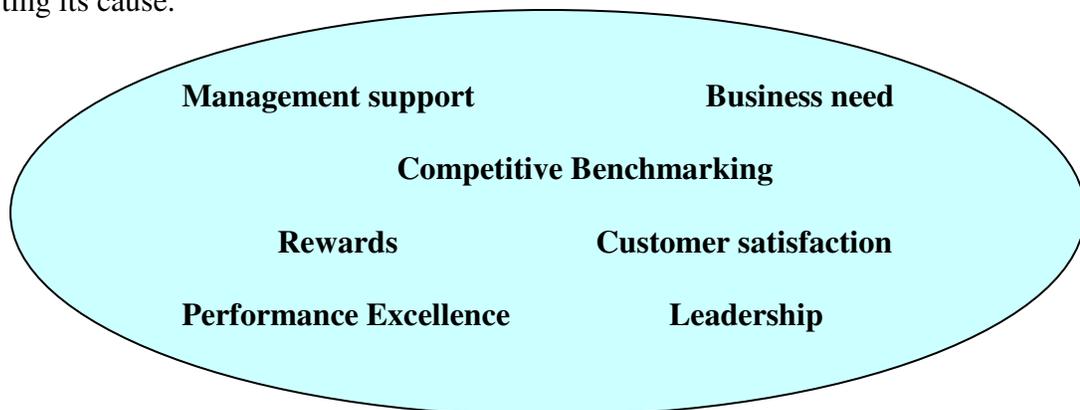


Fig 2. Initial success contributors

One of the prime factors behind the growth of many globally renowned organizations, have been their success in maintaining and improving the processes effectively and efficiently. However for few others having made a head start the greatest challenge lies in sustaining the momentum that was built up initially.

A deeper introspection as to why organizations couldn't live up in sustaining the quality management system, could throw up a plethora of factors. These factors could be summed up and categorized under two P's: People and Process.

People issue:

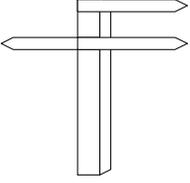
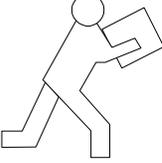
Any process initiative calls for having a total buy in from the practioners. To draw an analogy to sales being made to a customer, processes needs to be sold to the internal customers (practioners) by the management and implementation team.

A change management strategy backed up effective training, innovative HR practices boosted with high voltage top management support would go a long way in aiding not only implementation but also sustenance of the established processes in long run.

Process view:

The other factor which is overlooked *per se* is the process.

The reasons directly attributable, ‘for whining off shine’ from established processes are:

Voice of Practioner	<i>Once ‘Process ‘ was....</i>	<i>Now ‘Process ‘ is...</i>
	<p>Effective to manage and control work execution</p> <p>Yields better performance</p> <p>Records and documents are useful</p>	<p>Not in sync with existing workflow. Inflexible</p> <p>No great yields</p> <p>Too much documentation</p>
	<p>Recognition and reward during initial implementation</p>	<p>No recognition for process compliance</p> <p>Financial measures precedes process measures</p>
	<p>Inline with Business objectives</p>	<p>Non alignment between process measures and Business objectives</p>
	<p>Easy to handle</p>	<p>Not user friendly</p>
	<p>Happy customers</p>	<p>Happy customers</p>

A holistic picture would reveal that many a times, after few years the process established initially is not in tune with the present organizational business objectives .As a result it fails to draw the attention of practioners and slowly turns out to be a liability in their eyes. More so ,when the effect of value addition the process reaps in is not evident.

Process Dynamism

An interpretive eye could lead us to a root cause of ‘Process dynamism’. In other words failure of process not getting tuned with reference to changing market environment, new business model , customer expectations , employee preferences, technological up gradations etc..

So what could be done to sustain the momentum and make the process exciting?

It’s highly imperative that the process established should be dynamic with all ingredients necessary to make it a best seller. Though the varied factors that influence the dynamism of process themselves are vibrant, process architecture established needs to be robust irrespective of the quality model or framework adopted.

The ‘Process dynamism model lists down the prime factors to be considered in order to define and maintain a dynamic process.

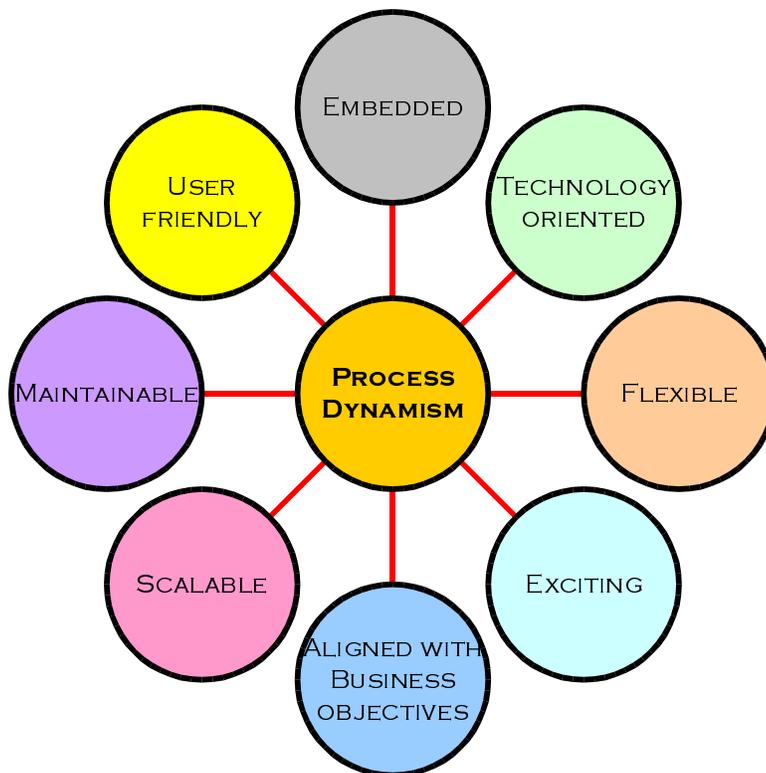


Fig 3. Process Dynamism model

Eight point approach towards ‘Process dynamism’:

1. Aligned with Business Objectives

Processes upgraded to be inline with the business objectives of the organization. Defining and monitoring metrics that correlates directly to business goals

- 2. Scalable**
Adaptive to scale up process to meet the organizational growth levels
- 3. Maintainable**
Stress free to modify and constantly weed out defunct practices and imbibe new practices
- 4. User friendly**
Just – in – time framework, to aid the practioner at the right time for the right purpose
- 5. Embedded**
Completely synchronized with workflow. No workarounds to perform activity without process compliance
- 6. Technology oriented**
In line with modern technology. Usage of tools and modern techniques for effective process management
- 7. Flexible**
Inherit a tinge of flexibility to adapt to varied operational situations without compromising the intent of the process established
- 8. Exciting**
Keep the practioners enthralled and motivated to use the process, reap benefits and aid their personal growth

In order to maintain dynamism in process it calls for continuous measurement of its effectiveness from the internal practioner's perspective and the contribution of process to maintain customer satisfaction. Periodic process effectiveness surveys, Quality circles, Kaizen are simple methods to gauge the process maturity. This definitely helps to reformulate and reenergize the falling momentum of process compliance.

“Process dynamism’ holds the key to make the process the No: 1 best seller in a ever changing global environment.

With change being the permanent thing in any business, its high time all organizations take a proactive approach to develop and maintain a ‘Dynamic process’ that spurs their growth.

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