

Organisation roles and processes

And their impact on business value

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Introduction

Organisation roles and processes

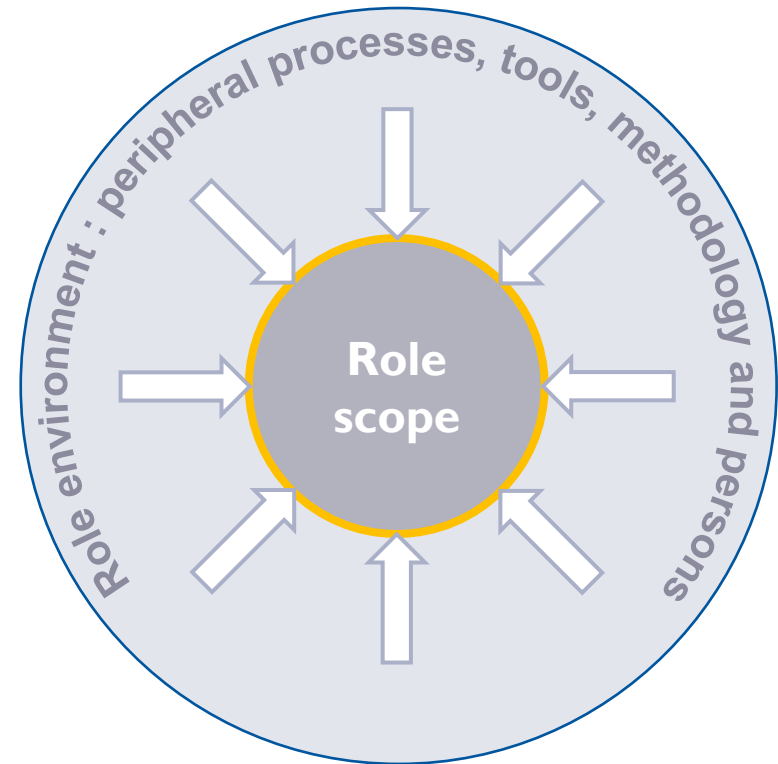
This presentation is a generic reflection on organisational roles and how they support **business processes**.

Throughout this presentation the focus is on the “organisation” processes, consequently when we mention business processes we refer to the **internal processes of the organisation** that deliver **business value** to the organisation’s **customers**.

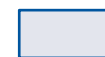
Roles scope and the Environment

In an ideally structured organisation

- ▶ The **Environment** (process, tools, methods, persons) **provides everything necessary** to perform roles efficiently
- ▶ **All roles** supporting the business (organisational) processes **are well defined**



The actual role scope



The processes, tools, methods and people supporting the role

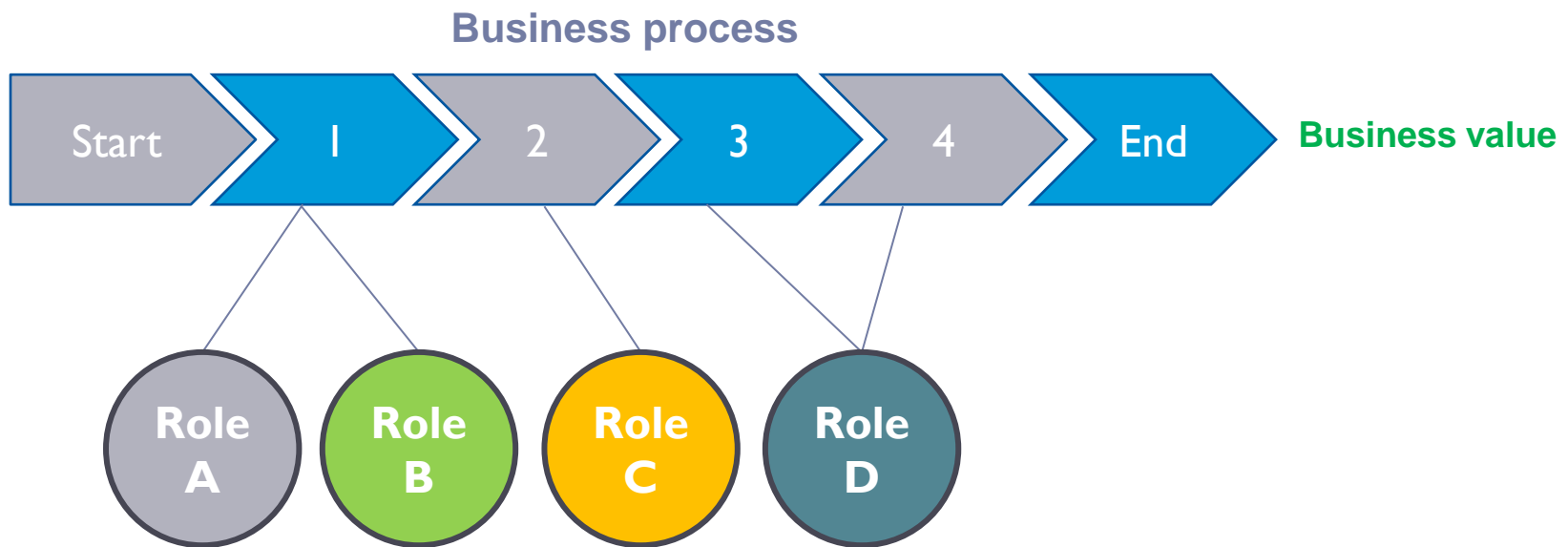


Environmental support to the role

Roles and business processes

Supporting business processes effectively

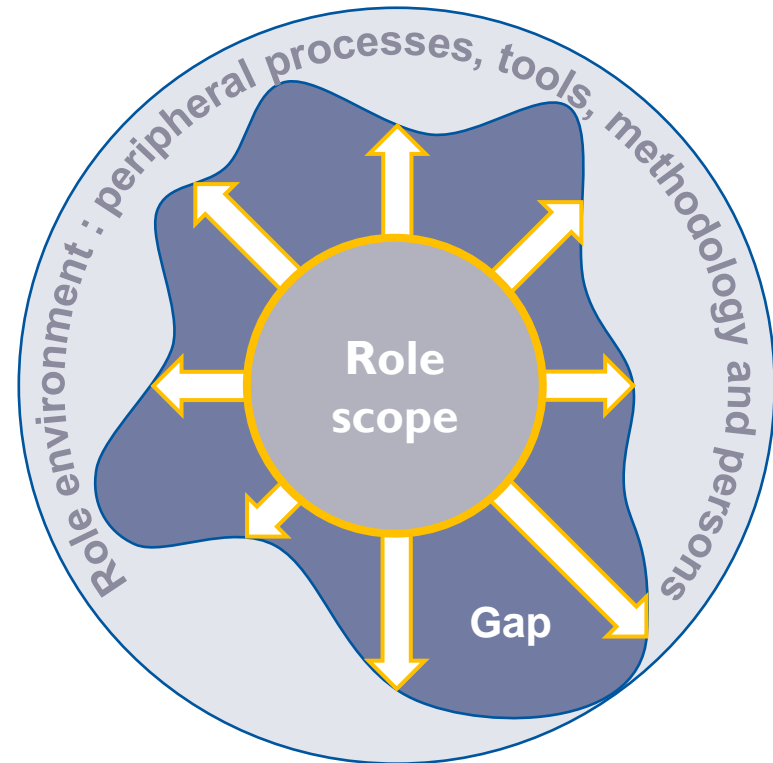
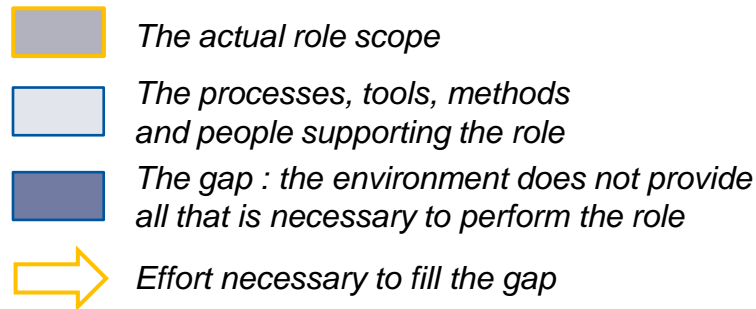
- ▶ Ideally, well defined **process steps** are addressed by **one or more well defined roles** (some being potentially automated).
- ▶ **Business value** is provided to the customer as expected (effectiveness)



Environmental gap

Inadequate role support

- ▶ **Practically**, and especially during a “transformation” period, **the environment does not always support efficiently the defined roles**
- ▶ **Consequently, additional (hidden) effort is necessary to compensate for that “gap”**



Impact of the gap on the organisation

- ▶ Business processes are not well supported
- ▶ Business value is not properly rendered to the customers
- ▶ Customer needs are not well addressed
- ▶ Unclear resolution paths (heuristic approaches)
- ▶ Redundancies and waste of resources
- ▶ Organisation's employees lower satisfaction and confidence
- ▶ ...

Addressing the gap durably

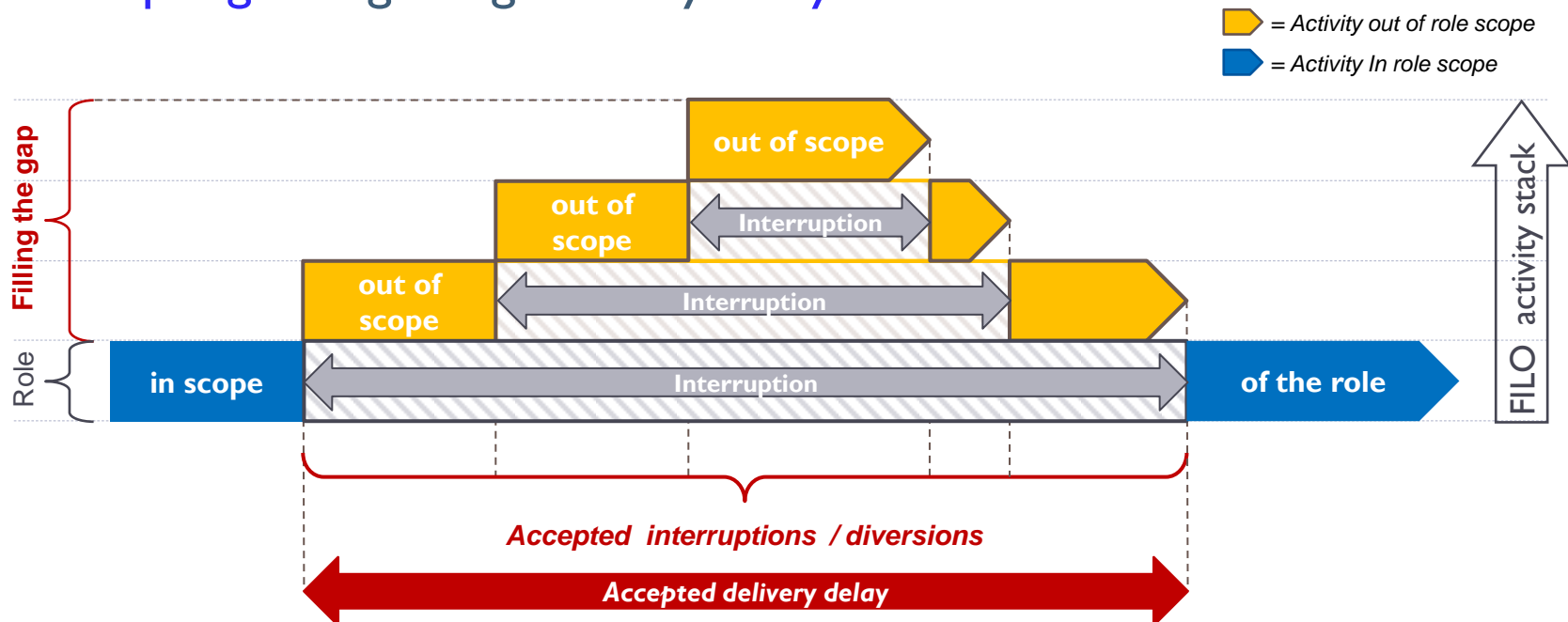
Key success factors

- ▶ The recognition of the existence and identification of gaps by the organisation
- ▶ A proper definition of business (organisational) processes
- ▶ The will of persons performing a role to take responsibility to address the gaps temporarily (accept interruptions/diversions and out-of-scope activities during transition)
- ▶ The ability of persons (knowledge, experience, ...) to fill the gaps
- ▶ A proper reporting/documentation of every diversion (from scope role)
- ▶ A redefinition of roles (adapt, add, remove)
- ▶ Environmental improvements (processes, tools, methodology and people) to support efficiently the adapted roles

Supporting the gap during transition

Acceptation to exceed role boundaries

- ▶ Addressing the gap means **accepting** (during transition)
 - ▶ Interruptions
 - ▶ Diversions
 - ▶ Piling up of out-of-role-scope activities (first in last out stack scheme : FILO).
- ▶ **Accepting/recognising delivery delays**



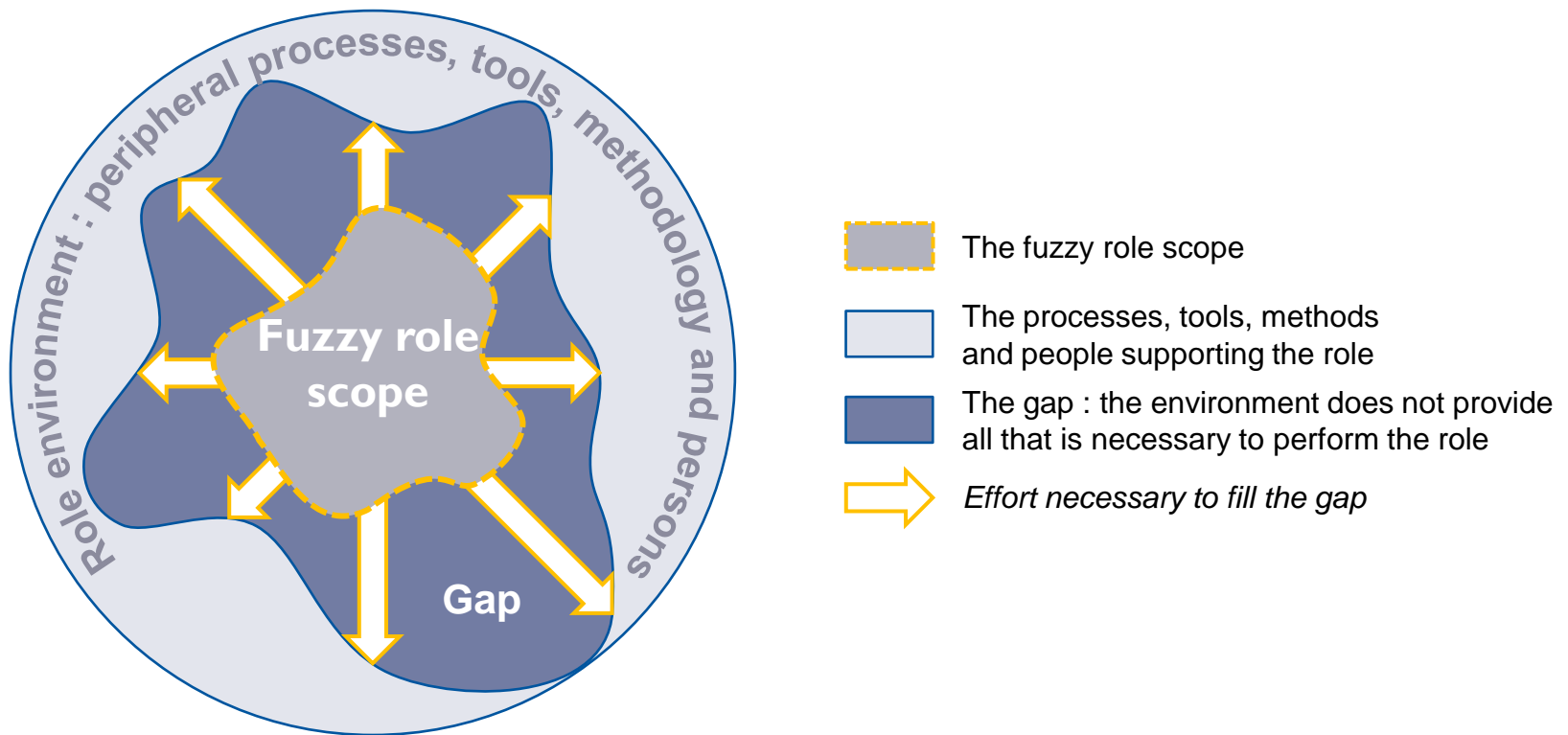
Transitional gap coverage risks

- ▶ Since gap coverage is based on **free will** (no structure by nature), several persons can exceed their role scope and overlap (**responsibility overlap**)
- ▶ For the same reasons, some gap area may remain uncovered (**responsibility gap**)
- ▶ **Business processes** remain **inadequately supported**
- ▶ ...

When role scope itself is unclear

Or not well understood

- ▶ It is even more difficult to address gaps when **roles** are **not properly defined** or **freely re-interpreted** by the individuals performing them:



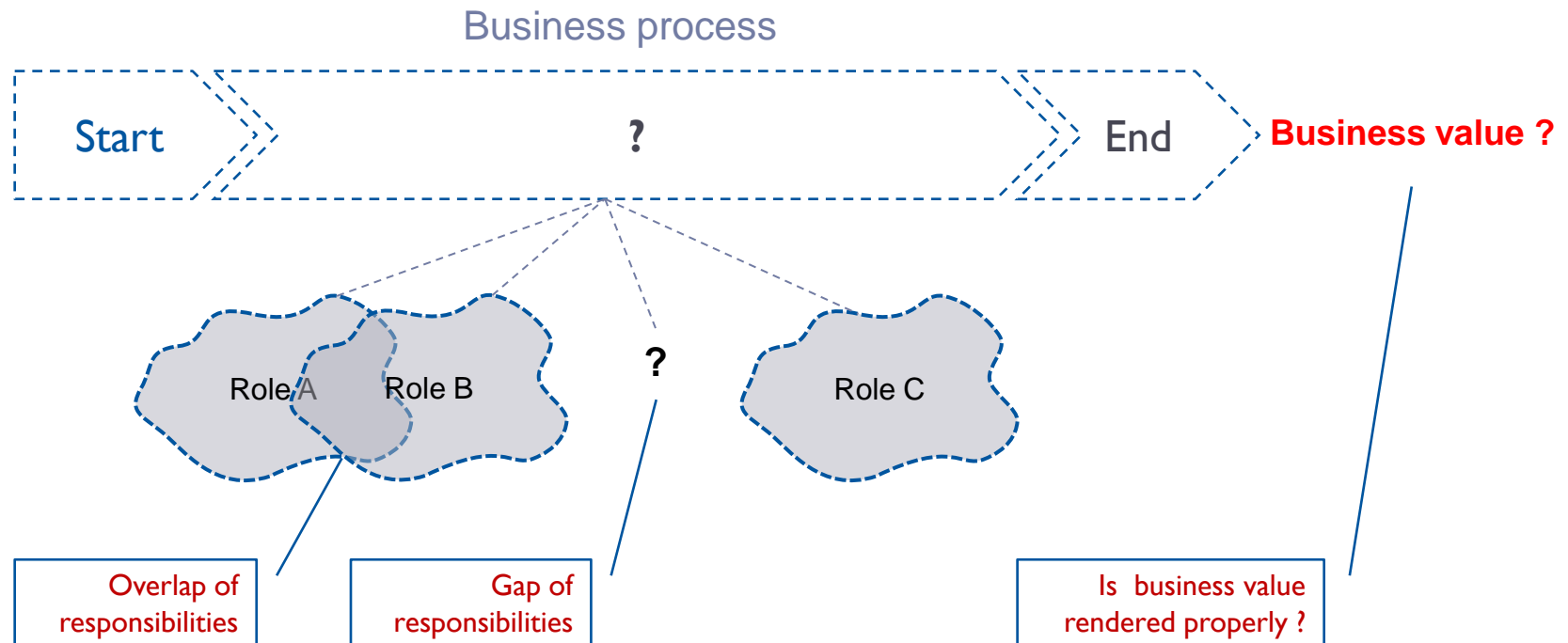
Role fuzziness implications

- ▶ Emphasized **responsibilities gap** risks
- ▶ Emphasized **responsibilities overlap** risks
- ▶ Emphasized risks of **inadequate coverage** of business processes
- ▶ Which **hampers** even more **proper business value delivery** to customers
- ▶ Various organisational issues causing **waste of resources** (time, money, people, etc.)
- ▶ ...

Worst case scenario

Poor processes and poor roles definition

- ▶ Business processes insufficiently or not defined
- ▶ Combined with fuzzy or no roles definition



Business processes definition strategy

And roles clarification

1. **Who is interacting** with the organisation ? (identification of external actors)
2. **What does the organisation do** to address these external actors interactions and what output is provided to them (business value) ? (identification of **business processes** and their **starting and ending points**)
3. **What is happening within the organisation** to support these interactions with external actors ? (process specification):
 - ▶ In terms of **activities**
 - ▶ In terms of **organisation actors involved** (persons and systems)
 - ▶ In terms of **procedures**
4. **(Re)define the roles** so:
 - ▶ The **identified processes** are **fully covered**
 - ▶ The **role scope fuzziness** is **clarified**

Adoption strategy

Involve users of a solution in its design

Designing a solution is only half the job. Having it implemented, integrated in the Environment and operated properly is equally resources consuming.

Involving the organisation actors (employees) actually animating the business processes in their analysis and re-design is a key success factor. Some advantages being:

- ▶ The solution is close from “reality” and effectively actionable
- ▶ A smooth go-live of the reworked processes (no surprises since users are involved from the beginning)
- ▶ Actors can connect their day-to-day activity to the business and the value rendered to the customer
- ▶ Improved employee (self) consideration and satisfaction
- ▶ Improved maintenance of the process trough time after transition
- ▶ ...

End of presentation

Questions

