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?

ABOUT APQC

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