

# GOAL DIRECTED PROCESSES

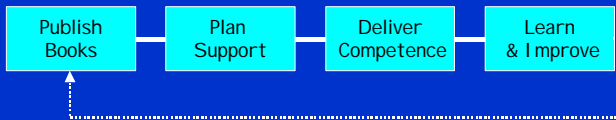
## GOAL DIRECTED PROCESSES

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. Tonight we look at goal directed processes – processes that deliver the organization's goals. Further information may be obtained from our web site [www.transition-support.com](http://www.transition-support.com) E-mail [mail@transition-support.com](mailto:mail@transition-support.com) or Tel 01594 546151

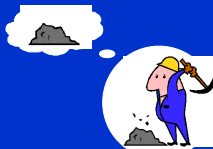
## Our Business Process

Profitable Business Improvement through Process Management



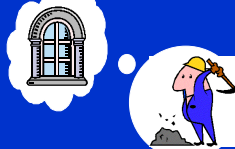
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Setting the scene



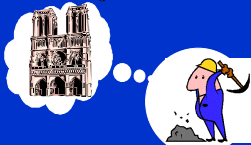
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Setting the scene



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Setting the scene



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Transition Support provides publications, consultancy and training on process management. This is our goal and the process we use to delivery it.

The message here is that we each may have different goals even though it looks like we are performing identical tasks. The first stone cutter has no vision of what he is doing beyond the task and will therefore be blind to its impact. The second stone cutter sees beyond the task to an output but not where this outputs fits in the great scheme of things. The third stone cutter sees himself as part of a process and has a vision of what he is trying to achieve that will influence what he does.

## GOAL DIRECTED PROCESSES

### If you have already adopted the process approach you will ...

1. Have clear & measurable business objectives
2. Have derived these objectives from Stakeholders' expectations
3. Have designed the processes to achieve these objectives
4. Have policies, values or principles that will guide the organization in achieving these objectives
5. Have connectivity between stakeholder needs, process objectives, activities, measures and the business results
6. Have determined the competences and capabilities required to achieve these objectives
7. Be reviewing and improving performance against these objectives
8. Be reviewing and improving the efficiency of the processes
9. Be reviewing the relevance of the objectives against stakeholder needs .

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First lets look at how well you have implemented ISO 9001:2000.

All these statements have been derived from the ISO 9000 family of standards. For Stakeholders read Interested Parties. You should have read ISO 9000 as this is dictionary of terms used in ISO 9001. Item 8 might be considered outside the scope of ISO 9001 but there is a requirement for continual improvement and if this does not improve efficiency, why do it?

The results of a survey among the audience shown a very patchy response once the meaning of the statements was clarified.

It is amazing how few people studied ISO 9000 – the concepts or ISO 9004. Had they done so these statements would not be unfamiliar.

The way we approached the 1994 version was to make ISO 9000 a goal, (rather than a measure of success) write procedures as a way of achieving it, produce records to show we do what we say and present these to auditors as evidence of conformity.

For many this resulted in the QMS residing outside the business rather than being the way the business was managed.

Regrettably, ISO 9000:2000 has been approached in the same way in many organizations. Some simply replaced the word procedure with the word process and turned their procedures into flow charts.

So ISO 9000:2000 is about processes. Lets take an example.

The audience came up with a random list of activities that was only to be expected. The technique we used was brainstorming – perhaps that's how many organizations also identified their processes.

Perhaps a more structured approach should be used as the first quality management principle is Customer Focus.

### Our approach to ISO 9000

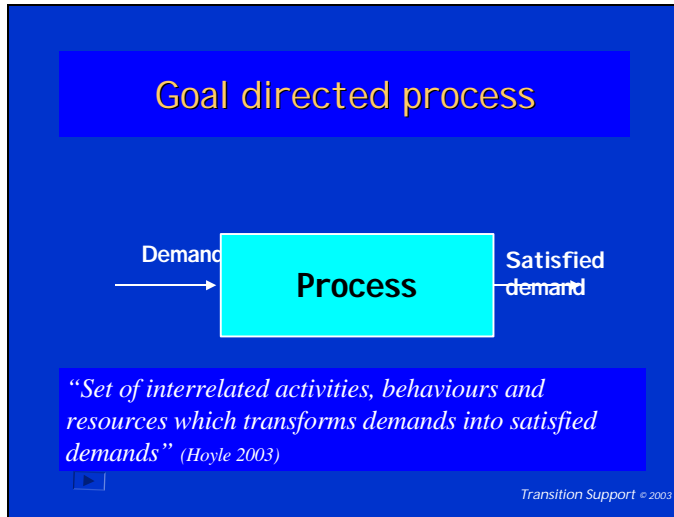


### Identifying processes

- ◆ I imagine you are running a fast food outlet somewhere in this area
- ◆ What are the typical processes that would be carried out?

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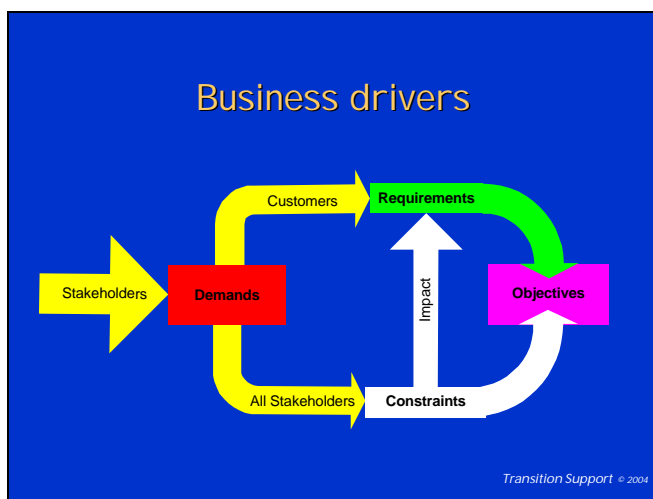
# GOAL DIRECTED PROCESSES



When we look at ISO 9000 we find a typical model of a process but it has its flaws. Neither the model nor the definition is helpful. If we consider the Digestive Process of the human body, the process can work very effectively transforming inputs into outputs but they may be not the outputs that we want. An Athlete does not just pour food in through the mouth – he manages the Digestive process by regulating the inputs to produce maximum energy from the outputs. Therefore processes need to be managed if we want particular results. If we don't care we will become obese. For INPUTS we should read DEMANDS and for OUTPUTS read SATISFIED DEMANDS. The same stakeholder is at both ends of the process



Imaging Jack and Jill setting up a new business they ask some key questions. The answers produce a series of concepts each of which is linked to form a continuous cycle. The MISSION is derived from the Stakeholder needs and drives the PROCESSES which produce the RESULTS which delight the STAKEHOLDERS. It is a continuous business cycle with connectivity around the cycle.



The business drivers comprise both requirements and constraints. ISO 9000 and other standards are constraints not goals but sometimes the constraints are beneficial to the organization and on occasions they add no value at all but have to be met.

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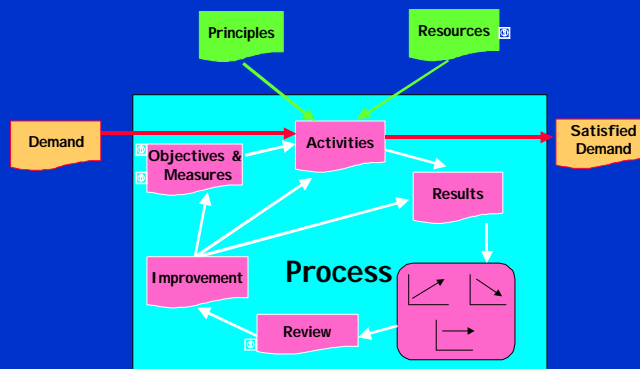
## Goal directed approach

- ◆ I imagine you are a customer of an office catering service in this area
  - What are steps taken by a customer in getting a meal?
  - What are the customer's expectations?
  - What outputs would the customer look for to determine if his expectations have been met?
  - What activities deliver these outputs?
  - What resources would be needed to execute these activities?
  - What measures would the supplier use to determine the effectiveness of the enabling activity?

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A way of identifying processes that is customer focused is to put yourself in the customers shoes.  
Answer these questions.

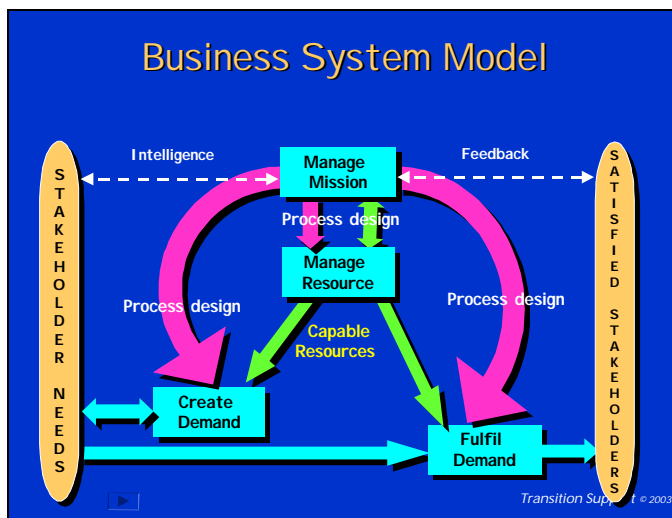
## Rational process model



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A better model of a process is that shown. Inside the blue box are the elements of a process that need to be managed for it to be effective.  
The objectives need to be process outcome based not task based  
The measured need to be outcome based not activity based  
The resources will be outputs from a Resource Management Process and the Reviews will be  
Reviews of performance  
Reviews of efficiency  
Reviews of effectiveness

## Business System Model



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At the highest level there are only 4 processes  
The customer demands are inputs into the Fulfil Demand process the output of which are Satisfied Demands  
In order to enable the Fulfil Demand process to continue indefinitely there needs to be a Demand Creation process. This interfaces with customers so that inputs are potential customers and outputs are customers intending to place orders.  
Feeding these is the Resource Management process delivering competent people and capable equipment to the other processes.  
Mission Management sets it all up to begin with – Business Planning, process Development and Business Strategy etc. The outputs will be Process Design.

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An alternative is this model from TRIASTER – They call it BOTTOM UP PROCESS MAPPING. They define a process map as a diagram that describes the way a task is performed. This is really flow charting not process mapping as what they map is a task not a process.

It's a good tool but not for developing a Business Management System. It's useful for Improvement – finding areas of inefficiency.

In the example the Interview is really task within Recruitment, which is a key stage of the Resource Management process.

