

EFFECTIVE BUSINESS PROCESS

CONCEPT

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Inhoudsopgave

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Chapter 1: Effective Business Processes

Introduction

- 1.1. I have been always fascinated about business processes because I am convinced they are very important in driving the success of business. Of course the product concept and the quality of the product are the most important factors but only in correspondence with an effective business process they can be really successful
- 1.2. Like the Japanese I think the Western World relies too much on Marketing and that already for decades long. Marketing is surely important but if the product isn't successful the best Marketing of the world won't make it successfully. Is a good product selling itself? Well of course not, that would be too simplistic but it essence yes a good product sells. To make it really successful there should be an effective business process behind the product.
- 1.3. So yes I surely believe that the key for success lies in having a good product and a good business process. All the other surely very important issues are dependent on those in my opinion two main factors. What makes a product a good product? A good product is a product which is really wanted or even better, desired by consumers and which is of a constant quality level (predictable). Of course I am aware of the 4p's in Marketing but I think these are the real drivers behind a good product (desired and a certain quality level). What makes a business process a good business process? A good business process is a process which guarantees that the outcome of the process is the desired product of a certain quality level at the most effective and efficient way.

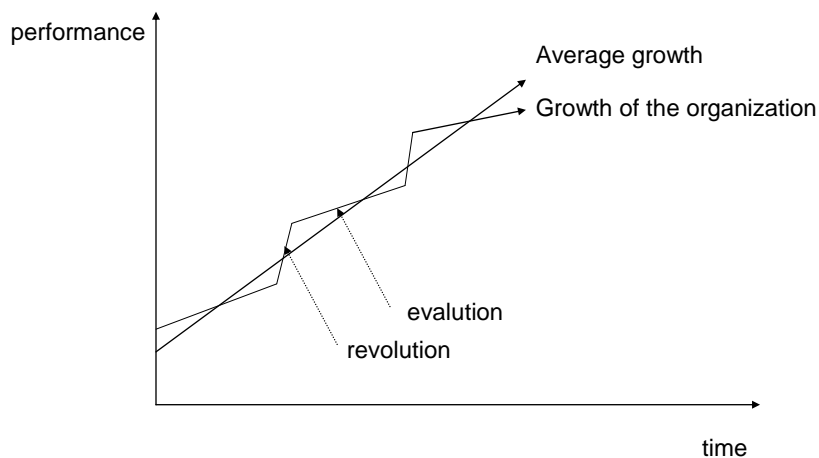
Difference efficient and effective

- 1.4. Because I think it's important to understand this book I like to spend some words on the difference between efficient and effective. It's amazing how easily sometimes these words are used without thinking of how powerful these words really are. Efficient I would define as doing the things you do better with less. Crucial when applying efficiency is that you don't change the basics of the process, you're optimizing the process but you are not really changing the course of the process. Effectiveness on the contrary tries to challenge the course of the process. The course of the process will be changed and therefore the process in itself will change. You don't focus on how to perform better with less but you're only focus on how to perform better different.
- 1.5. The difference between efficiency and effectiveness has also something to do with speed and timing. To do things more efficient you need some time but if you're questioning the course of the process you definitely need more time. If you're busy with efficiency you're changing the processes while working. It's only possible to focus on efficiency if you're aware of what you're doing in the very details. To do things more effective you better do a step outside the process to broaden your vision and your mind. You have to keep some distance to be able

to see the possibilities. It takes some time. Therefore you should do it creatively, a bit impulsive maybe and fast but in controlled way. Effectiveness you shouldn't think of too often because it's disturbing the work, working on efficiency on the contrary should be done constantly. I would say that effectiveness in the mean should be questioned every four years and will last for the maximum of one year maybe and in the meantime (the remaining three years) you're working on efficiency.

- 1.6. Sometimes I also use the words evolution and revolution to make clear what I mean with the difference between efficient and effective. To become more effective you need some kind of revolutionary thinking. It should go a bit different than you're used to. In case of efficiency you're not really busy in changing the goals and objectives but you try to do the things you do faster with less waste and in the end cheaper so the process evolves.
- 1.7. Why is this? Why do you need a revolution every four years? I think the world is normally growing faster than an organization can keep track on. You have to pick selectively your points of attention, you need time to adopt and in the meanwhile there are lot of things you let go simply because you are not able to follow each rippling of the water. So once in a while you have to make catchingup-manouvre to follow the growth the world is making. Of course successful organizations will grow faster than the average growth and the less successful ones slower. I hope you're one of the faster ones.

Difference between evolution and revolution



Differences between making processes better or newer and development

Better	New	development
How?	Why?	Where going to?
Think within the box	Think out of the box	Try to find ways to do it really different
Do the same and try to do the same with less	Do it different but still with the same objective	Try to do it really completely different
Focus on efficiency	Focus on effectivity	What do we really want to do and who are we really?
Change of processes	Change of Organization and culture	Change of indentity and changes of goals and objectives
Single-cycle learning (that means try to learn things within existing structures and procedures)	Double-cycle learning (try to learn behind the existing structures and procedures)	Triple-cycle learning (try to change the fundamentals of the structures and procedures)

Source: translated model (Swieringa en Wierdsma 1990), op weg naar een lerende organisatie, Wolters Noordhoff, Groningen, 1990

- 1.8. As I already said you shouldn't organized a revolution continuously. You need some time to absorb changes before you start a next revolution. If you have too many revolutions following each other you don't create the rest you need to evaluate. Evolutions need time and energy. As stated earlier revolution should be done once per four years and should last maximum 1 year and a typically evolutionary period would take 3 years.
- 1.9. So one of the questions is: what's the best moment to start a revolution? You can think of situations like following: -
- when you merger 2 companies for instance
 - if the profit or performance is lower than you would expect
 - if there a stable period for quite some time
- This isn't a limited list of course, there are more situations you can think of, but I just wanted to show you some examples, I am thinking of.
- 1.10. Where we looking for is the golden key in the theory of business process reengineering that's called a breakthrough. You can't say I go searching for the breakthrough. To find a breakthrough you have to create a setting or a solid fundament in which it is possible to find the glue. Because the breakthrough is essential in this whole process we will come back on this intensively in the analysis-phase.
- 1.11. It's important to use the external eyes. The external eyes can lead you through the process better than your own people because they have a certain objective distance. Of course external eyes are more experienced; they do these kinds of project far more often than you do. And last but not least the external eyes are certainly important in the more creative part when you look for the breakthroughs.

- 1.12. Certainly the cultural setting of the organization is very important. Mr. Schein has written a lot about this and I would recommend you to read his book ‘de bedrijfscultuur als ziel van de onderneming’

Link with other concepts

1.13. Of course what I tell isn't new. Gamma studies in general seldom present something really new. What you see is that certain issues become of a sudden a fashion or hype. That's the moment you should step in because that's the momentum you can really change organizations. If a certain subject is a hype you have more possibility to change, there are more people willing to adopt the change. People are always curious and are constantly looking for ways to create more growth and profit. These fashion subjects help a lot to create this needed growth and profit. In that way the moment you are launching certain projects is very crucial.

1.14. What I tell above is nothing new and parts of what I tell you can find in TQM (Total Quality Management), BPR (Business Process Reengineering) and nowadays lean manufacturing as well

1.15. It's always a matter of focus and what I do is focusing on Business Processes.

What's this book about?

1.16. Changing the organization is something which you should do in a structured way. Therefore it's important to define a project, be clear about timings and what should be reached finally. This will be done in chapter 2.

1.17. Before you are searching for the breakthrough's it's important to do a proper analysis. In chapter 3 we will go into detail how the analysis should be done.

1.18. Chapter 4 is on how are we searching for the breakthroughs. Finding breakthroughs isn't that easy, there isn't one recipe. But of course you can give the process some structure in order to make more easy to find the breakthrough's

1.19. Ones you have found the breakthroughs you have to implement them, that's something we want to stress in chapter 5.

1.20. To stay clear we will wrap up the main attention points in chapter 6.

1.21. All the chapters might be a bit theoretical, to avoid that I will give you some examples in chapter 7.

1.22. a total summary will be given finally in chapter 8.

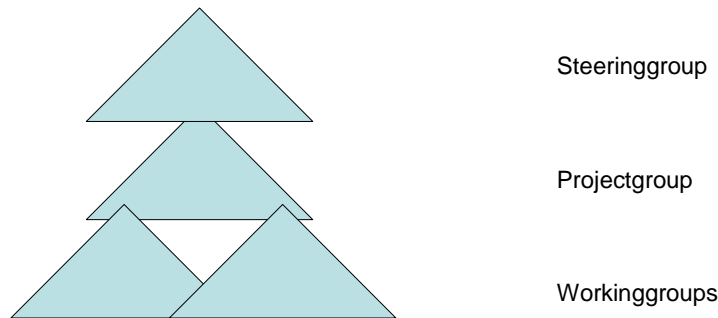
Chapter 2: Project

- 2.1. It's a bit of an 'open' door but these kinds of changes should be done in a project-format. This is not a book on Project management, therefore I want to focus in this chapter to the things I think really matters to make business processes more effective.
- 2.2. The main reasons I am recommending a project format are: -
 - These kind of projects will take some time and is mostly complex as well, you need therefore some overview to keep track on what when should be done. Changes like these take typically a 6-12 months period a bit depending on the subject and the size of the organization.
 - There are a lot of people involved, the project format gives the possibility to communicate to others what and when should be done, it also makes the project less dependent from the project manager
 - You need some structure because of the time reasons and the amount of people involved
- 2.3. The main topics we have to cover in a project are: -
 - Organization
 - Timing
 - KPI'sIn the next pages we will detail these subjects somewhat more.

Organization of the project

- 2.4. A typical projectorganisation consists of a: –
 - *Steering group*. In the Steering group it's important to have the main decisions makers and sponsors on board. They give you the possibility to do the project, they fund your project. Normally you should speak and meet each other in the startup phase of the project twice per month and later-on once per month
 - *Project group*. In the Project group the Project leader and his/her direct reports (normally the working group-leaders) should be present. These people should be committed more then 3 days working in and for the project group. The project group is the centre of the project so therefore it's important for the success of this group that the group is highly visible, successful etcetera.
 - *Working group*. In the working group a special subject is the central theme. The working group consists of people out of the organization itself. The project leader and the workinggroupleaders are the linking-pins to the teams above them.

Project-organisation



- 2.5. Team. The word team has become a bit of a buzz-word through the time. Still it is crucial when you want to do projects certainly when big changes are to be performed in the organization. It's mostly not the project leader who's leading the change but these team-members. They are the soldiers/ change agents you certainly need. It's not only the choice of the individuals which is important when you set up a team it's also the fit between the members which decides if you have a winning team or not. I always use the Belbin-scheme when I have to form a team. Sometimes I do this with the team together because it's helps to make the Team-bond stronger, sometimes I keep the scheme in my head

Timing

- 2.6. Like I said timing is important when you plan a project. You have to think of the activities you want to do and plan them accordingly. This helps you to form ideas when what should be done. It helps also others to understand where the project is staying/ waiting for. There are a lot of moments people will be curious when they hear something. You can show them your time plan and they will understand when things can be communicated.
- 2.7. A project like this will be between 6 months and 1 year. You shouldn't detail you plan not to much. I like planning which can be summarized at one A4 so a project like this should contain a maximum of 20 lines. I think you should set up the plan with time-buckets of one week that will do.

Key Performance Indicators

2.8. KPI's are always important to see for yourself if you're on track but also to your superiors to understand where you are. Typically KPI's in shaping business processes are: -

- Lead-time
- Realization date
- Earnings/profit
- Hours
- Budget /plan
- and many others

Of course it depends how large the project is. When it's small I find it always charming to put the total plan on just one A4, but that's not always possible. When it's simple I always use myself Excel to make a plan but when it becomes more complicated I like to use Microsoft Project to make the plan. It allows you to define more levels in the plan, changes can be easily maintained.

Be aware that you shouldn't change the plan too often. It's better to stick to the plan although it's somewhat old. Use it to report the actual situation compared to the planned one. People will recognize the planned one.

Chapter 3: Analysis

Start of the analysis

- 3.1 The analysis is crucial for success when you are optimizing business processes. The way the analysis is done determines the success of the whole project. Therefore you should pay a lot of attention on how you want to perform the analysis itself.
- 3.2 So what I can do in this phase is to advise you to remain as objective as possible and don't be too impatient. Pay a lot of attention to the way the analysis is performed. You should do it thoroughly and objectively. I guarantee you only then will discover the real possibilities
- 3.3 The most difficult point at this stage is that you don't know exactly where you're heading for, that makes the analysis so tremendous difficult. Of course you have some feeling what it could be, but this makes it also dangerous. The difficult point is that you should keep the ways open for creative new ideas. Often the breakthrough itself isn't that surprising but to come there you can't really predict. I am a fan of the books of Paulo Coelho and he wrote a magnificent book called 'the alchemist'. That book is about a guy who is looking for a treasure and after a long travel and many obstacles he finds his treasure near to the place where he started his travel, so near home. The morale of the story is that treasures are never far from you but to really see and understand them thoroughly you have to undergo pain and endurance. With breakthroughs it's something similar, what you will find isn't that surprising but you only find it if you walk the proper way and learn during the travel how you will find the treasure
- 3.4 Thoroughly yes! But don't exaggerate too much. What I often see is that people are analyzing everything. The real art is to analyze what's really needed. And also here it's difficult to say exactly what's needed. The only thing you can do is to talk about it in a small group and find out what analysis is needed and what suits the best to the company at this moment. Always try to be a bit more ambitious than the organization normally is. That's what is important for the morale to find the glue.

Preanalysis

- 3.5 Before you go into the analysis you need to perform a pre-analysis. The main goal of the pre-analysis is to determine the primary process and the main processes within the organization. If you're already working some time within the organization you should take some distance from the daily operation and to ask yourself what's the primary process and if this is really the primary process? What I mean with that is that sometimes people talk about the primary process of a company but if you really think about it the primary process is in reality changed, or is bigger than supposed etcetera. If you are not working for a longer period in the organization you should spend some interviews to understand how

the organization is working and what the primary process is. Also determine the main processes. Normally in organization I would say you can determine one primary process and roughly four main processes. Normally five-ten interviews should be enough. It's enough to get a feel for what really counts. You don't have to be that detailed at this moment

- 3.6 After the interviews I lock myself up and try to think of what the direction of the outcome could be and what kind of further analysis I need to support that direction. Always work out more possible directions than you would probably need because of the reason I already mentioned, at this stage you don't know exactly where you heading for and you don't want a self full filling prophecy.
- 3.7 You present the outcome of your thinking to a small group of people (for instance the people you've interviewed) and check what the people think of it and adjust where you think you should do that.
- 3.8 If you are setting up the analysis jumping to conclusions isn't bad at this stage. It helps you to make the analysis stronger
- 3.9 During the project the way the analyze has been done will develop, it will become more complicated but important is that the direction isn't changing too much anymore. If it's changing too much the analysis was probably wrong
- 3.10 If something goes wrong in life, normally you can change things but probably you won't get a new chance. You have to use the momentum, therefore the analysis is so important. If you aren't sure that the analysis will be good enough it is better to think it over again then just start. Like I already said you won't get a second chance. At the other hand you haven't all the time of the world of course
- 3.11 To do a proper analysis you should start with you own thoughts and discuss this thoughts within a small group of people. Why?
 - you are vulnerable at this stage
 - you haven't all the time of the world
 - the more people you speak the more thoughts you will have and the people who you speak want to see something in your analysis they told youTherefore keep the group small at this stage of the project and try to communicate with the people who are really important at this stage. Of course you have to be aware of the hierarchical structure of the organization but at this stage it's more important to speak to really creative persons. That aren't necessary the formal leaders
- 3.12 The outcome of the preanalysis should be that you know what: -
 - The primary process is and which are the main processes
 - How the analysis should be done

Analysis itself.

- 3.13 With the pre-analysis done you have a something more than a rough thought of what the analysis should be. You have defined the primary process and the main processes and you have some possible directions for the outcome (but these possible directions are not communicated yet). Now it's time to do the analysis itself. At this stage it's important that you know which stages you're going

through and what the depth of analysis will be. Changes at this stage are not longer possible and are killing for the progress of the project. So you have to know by now what and how you're continuing. You need to have a plan.

- 3.14 At this stage you're involving more people from the organization, maybe not all them but surely the decision-making people and somewhat more. It's not just in the boardroom anymore but it has become a more organization wide project. In that way you have to present your ideas clear and sound. You have to be clear what you want and what you expect from the people. You have the change to make clear what the possible outcomes of this project could be. You've have to make them enthusiastic. This is a beautiful part of the project, so make something of it.
- 3.15 What I normally do is that I make a companywide presentation to present what you're doing. Reasons to do so are: -
- you need the people to cooperate with you
 - you need creativity
 - it won't be easy and very often to large groups of people you have to tell a hard story. Sometimes it can mean that people are losing jobs and probably you're shifting the centre of power
 - you have to convince them
- 3.16 You present the project organisation. You're also telling who is attending the analysis group and with that you also tell certain people they are not part of the project team. You have to consider that for some people this might be a disappointment
- 3.17. You also are telling how you are doing the analysis. I make normally a difference between the ist and the soll

IST

- 3.18 'ist' is the German word for 'is'. What you're doing is that you make a kind of photo/picture of the current way of working. It's tempting to jump to the soll situation. Don't do that! Focus on the current way of working. This means that you should make a photo/picture of the current situation and analyze the important figures which belong to that. You should organize a workshop just to summarize the ist-situation. Sometimes you need a second one to finalize.
- 3.19 Before you start the time analysis you need to have a list of all processes (primary process + main processes) and sub processes. Everyone who should fill out the time analysis should pick their activities out of this list, this makes it possible to summarize afterwards. This is also the reason that you should have made the right choice of the primary process and main processes. You have to work with them in this phase and you cannot change them anymore.
- 3.20 Time analysis. In this phase I make always use time analysis. Reasons: -
- you get a very good impression how time is spend
 - it gives the people the feeling that they are involved
 - you're really involving them and you will learn several new things of organization. It gives you a good instrument to talk to the people
- 3.21 Explanation of the timesheet:-
- This timesheet should be an average time spend during one week. So avoid special projects or time spend on minor issues. Here you need also the

processes you defined. You have to ask the people to make use your definition of the processes. Why? Because if you want to summarize you need the same definition of the processes. Giving them a number makes you easier to sum-up. Always ask the people what they think the main key driver of the process is. It doesn't have even to exist but it helps the people to think over how productive they are. Give space to the people to suggest improvements. I must say this always works. You get your ideas certainly from this column.

Activity analysis (Ist)

Name:						
Function:						
Type of contract (amount of hours spend per week):						
Activiteit						
Nr	Process	Description	average	# hours	KPI	Remarks/ ideas for improvement
			=====			
			36			

woensdag 20
augustus 2008



Activiteitenanalyse (2)

Totale groep: sortering op # uren per proces

Proces	# uren	% totaal
Preventief	943	42%
Projecten/HRAVI	527	23%
Personeel	211	9%
Overleg	149	7%
Administratie	143	6%
Projecten	143	6%
Correctief	93	4%
Overig	27	1%
Planning	10	0%
Cursussen	3	0%
	2248	100%

Tijdsbesteding aantal uren per week

Totale groep: sortering op uren per activiteit (Top 10)

Proces	Activiteit	GRANDTOTAAL	
1 Preventief	PBS plaatjes doornemen	261	12%
2 Personeel	Slaapdag	131	6%
3 Projecten/HRAVI	niet verder gespecificeerd	124	6%
4 Preventief	wachtronde lopen in het ketelhuis blok 10/20	124	6%
5 Preventief	wachtronde lopen in de rookgasreiniging blok 10/20	124	6%
6 Preventief	paneel zitten blok 10	124	6%
7 Preventief	paneel zitten blok 20	124	6%
8 Preventief	Rondje fabriek algemeen (niet verder gespecificeerd)	71	3%
9 Projecten	RI & E team	70	3%
10 Administratie	Het uitvoeren van vaste dagelijkse wzh. (E-wachtbo	66	3%
		1219	54%

- Veel tijd wordt besteed aan projecten, specifiek aan HRAVI (totaal 29%)
- Aan HRAVI wordt ook door medewerkers die niet daarvoor specifiek zijn vrijgemaakt relatief veel tijd besteed (13%)
- Aan de werkelijke core business (preventief en correctief) wordt 46% besteed. Is dat niet weinig?
- NAVA's (Non Added VAlues) zijn: personeel, overleg, administratie (gezamenlijk 22%)

3.22 Ask people to say what the KPI's are or should be

3.23 Always leave some room for creativity also for the wider group. It helps you to make you case stronger and it gives the people involved the feeling somebody is really listening, and you are! Good listening is rare and very often a main course why things went wrong. So be a bit patient with that!

3.24 Always ask the people to fill the formular also for the soll-situation. This gives you an idea of what people think is possible to change. Don't expect to much from this. Most of the people don't fill it in, but there are always people who come up with surprising good ideas

3.25 Of course the timesheet is important in this phase certainly to summarize a bit. But apart from that you should ask the people to describe their work/processes in more detail. In working groups they have to present to other people what they doing and why they are doing it the way they are doing. Also here don't try to say how it should be done but try to understand why it is the way it is.

3.26 There are a lot of possibilities to describe the processes. There are even a lot of computer programs to help you to draw the process. I always ask to draw a process on an A4-scheme and explain in words as well. The scheme is a kind of summarization and the words tell in detail how it is working in reality. I know there are a lot of ways to draw a process. The problem is similar to PowerPoint presentations is that for the people who joined the process to draw understand how to read the scheme but give the scheme to a stranger and it becomes more difficult. Therefore I advise to write the process down and summarize in a scheme. I also advise to implement some standardization within the company. That makes it easier to read for everyone involved and it might also be handy if you want to use it to get some kind of qualification like ISO or so.

Process description

	Activities	O	P	M	F
1	Pick up the telephone	X			
2	Note the order	X			
3	Link the order to contract	X			
4	Agree upon the delivery time	X			
5	Make the production order		X		
6	Plan the production order		X		
7	Production			X	
8	Deliver to store			X	
9	Make the papers	X			
10	Transport				X

O = Orderentry
P = Planning
M = Manufacturing
F = Forwarding

3.27 To make clear why you do this I often use a game to make this clear. I advise you to create an environment in which people can tell everything they want. It should be environment in which people feel themselves comfortable and that they can as open as possible. No one will take advantage of the openness of this stage.

3.28 I can't stress enough focus on how it's done and why and not to jump into conclusions (soll situation). I know it's tempting but just don't do it. To underline this I often write down on a wall paper the difference between problems and solutions. In the ist-situation you want a clear view on what the problems are, you want to be sure that you have all the problems in perspective, not the solutions. The reason I stress this is because the faster you jump in solutions you have to risk that you don't see a major problem. I can't stress it enough the main course is often in a very minor detail and the only way to find that detail is focusing on the problems and not on the solutions.

SOLL

3.29 'Soll' is the German word for what is it going to be, say future. This is the nicest thing to do and can be mostly a bit frustrating as well. This is also the most important stage of the project since you're thinking of possible solutions. If this goes wrong the project won't have good result and success. I dare to say that a lot of project go wrong at this stage, this is the most difficult one. It's important that:

- you have the right people around the table
- that the people are able to think ahead, to come loose from their normal daily pattern.
- that they feel comfortable to say everything they would like

3.30 As input for the soll workshop you can make use of course what came out of the Ist-workshops. In the Soll workshop you are thinking of in a team what how the

future could be look like. You're looking for breakthroughs. Because these breakthroughs are so important I spend a whole chapter on it.

Planning timing of the analysis

3.31 A proper analysis doesn't guarantee a fast change and implementation but it certainly helps. I have seen a lot of projects fail because the analysis wasn't done properly or quick and dirty. The other side of the coin is of course you shouldn't analyze too long. Analysis should be short and effective. A typical analysis cycle shouldn't take more than one month.

3.32 Planning of the analysis-phase is crucial. Typical analysis phases are: -

- Preanalyses of maximum 2 weeks
- Analysis ca. 2-3 weeks
- 2 workshops at least and if needed more: one for the ist and one for the soll. Between the 2 workshops plan a time-lag of 2 weeks to be sure that the outcome of the ist has landed and fully discussed before you start the soll workshop
- after the soll-workshop you should be sure that before the implementation starts that the solutions/directions you have found are the right one to go for. Take at least 2 weeks again also because you have to prepare the implementation as well

3.33 For the ist and soll I always use workshops of sometimes a whole day but the minimum is a half day. Try not to set a real time-limit that makes it very difficult. It's important that you reach at least a certain stage before you break up. The best is of course therefore that you end the workshop when you're really finished. The use of workshops is unbelievable powerful certainly in these circumstances: -

- You need several different characters to find the solution (Belbin-scheme, we come back on that)
- It's quite objective, everyone can have an input
- You have all brains together, they have to find the solution

3.34 The alternative for workshops would be that you have discussions on a one-to-one base or in small groups. I wouldn't recommend that because it's difficult to coordinate objectively between those groups. It won't save you time anyway, so in total I would say not using workshop causes more trouble than it solves, so I would strongly advise to use them.

3.35 I have been grown-up with the so-called Mercedes-wheel. I always start my analysis by using this simple tool. Of course it too simplistic but it helps you really to set priorities in you analysis in the start.

Outcome of the analysis

3.36 The main outcome of the analysis is of course the solutions which came out of the Soll-workshops.

- 3.37 Take some time after the analysis phase to write the whole process down. If you don't do that at that moment it becomes very difficult afterwards to rephrase all. Is that important, yes it certainly important for a small group to evaluate how the solutions were found, it's also worthwhile for yourself to know who contributed to what extend.
- 3.38 So make a report at least for yourself of the analysis-phase, I assure you you won't regret it

Chapter 4: The Breakthrough.

- 4.1 Finding the Breakthrough is the real key in the whole process. Therefore we have to pay a lot of attention to this subject.
- 4.2 A breakthrough is the eye-opener which shortens and simplifies a process to an extent that this influences the performance in an unthinkable way.
- 4.3 Finding the Breakthrough is a bit of a creative process. So it's not really possible to plan to find a breakthrough. What you can do is creating the right atmosphere. Important things to consider are: -
 - People should feel that can be open, there shouldn't be a kind of threat
 - Timing is essential
 - You should have the right people together around the table (Belbin)
 - You can make use of some techniques to make it easier to come up with ideas



How you make people it comfortable to come up with ideas

- 4.4 The people member of the team are not necessary the most important ones or most interesting ones. Who should be member of the team is subject in the next paragraph. Here we are focusing on the 'environment' in which the team should work.
- 4.5 Make it important that people are proud to be chosen being a member of the 'team'. Be assured that the people are backed-up by their bosses. Make clear that the people are really selected for this process, they are the happy few.
- 4.6 Take at least one day of for this process, although you might think you don't need a whole day. It's important that you don't have a real time slot. If you can finish earlier (which normally isn't going to happen) just finish earlier.

- 4.7 Take an environment which is totally different from their own environment. This is important to make them loosen a bit. To be creative means that you should thrill the people a bit. What I normally try to do is to find a relaxing environment, for instance a nice restaurant in the wood for instance. It's important that it feels relaxing. If possible try to do it in an environment in which you don't have to many other groups doing something similar. This doesn't feel good. If possible don't take a conference centre for instance for these kind of meetings.
- 4.8 Be aware that people can not easily be reached. What I often do is that I give certain people my phone number or the phone number of the place where you are. People should really feel they have to do a difficult unusual thing to reach someone. They need some barrier. On the other hand when people are really needed this should be possible of course. Sometimes there are those situations. And also for the group it's important that they know they can be reached somehow. But ask them to shutdown their mobiles and ask them not to use it until the end of the day.

Timing is essential

- 4.9 The breakthrough-sessions are very essential in the whole process, but the time you take for the sessions itself is relatively very short. You need success in a very limited timeframe. You should stress that the ist en soll session (I will explain them in another chapter) are very important in the whole process and they are. So if those sessions fails you have a serious problem. So what I do for instance is keeping on saying during the analysis phase that we are heading for these workshop. On purpose I create normally a bit of mystery around it. Don't exaggerate though, the expectations shouldn't be that high of course.
- 4.10 So the sessions are very short after the analysis you have done. You need the outcome of the analysis to start-up the workshop-sessions. So also during the analysis-phase you should explain that you are heading for these workshops and that the outcome of the workshops will determine what the outcome of the whole project will be.
- 4.11 In summary there should be a positive tension for the need of some breakthroughs

The right people together

- 4.12 You need different views from different angles. People should be able to think further then their own backyard. So you need some open intelligent people without to many boundaries. You don't necessarily need the bosses but you need of course some people who have the credits of the rest of the organization. The ideas/break-troughs should be defended by the team-members and that only works of course when the team-members are regarded as serious representatives of the total group.
- 4.13 Of course it's important that you have a team of different people (which different angles of views) who can work together. I mostly always use the Belbin-test for this. I do that so that's also clear to the group why you picked them. This will

help the acceptance of why the group is as she is. It makes also clear which expectations you have of the different group-members.

Brainstorming is the most important techniques

- 4.14 Of course you can give the people some background theory. But don't exaggerate because the people want to be creative. It's like a flower which wants to go open. Don't do too many things to slow down this process. At the other hand you need some structure to come up with the right ideas.
- 4.15 I am fan of the brainstorming method. You should divide between problems and solutions. You give the people some time to write down the major problems and be clear you don't want solutions but only problems. You should list the problems with the group so that everyone is satisfied that the problems are complete. They should be complete before you go into solutions
- 4.16 Once you finished the problems you should do something similar with the solutions. Be aware that you use everyone's input. There are always people who want to hear themselves and others who try to fade away themselves. You as a group leader are responsible that you use everyone's input. Only if you use everyone's input you will see that you get the best solutions.
- 4.17 The end of the discussion should not be ended by leaving people. You need a moment to wrap-up/ summarize so therefore they should be no time limit..
- 4.18 Once this has been done I normally start with a short summary of the analysis so that people are on the same level of knowledge and you have a good starting point.
- 4.19 I then use most of the time brainstorming as the instrument to find the solutions. I work normally with the yellow 3M's. People can put their ideas on the paper (one idea one paper). You continue with the brainstorm until you have the idea that no new ideas are generated or that the energy for new ideas has been gone. You try to reorganize the ideas in groups and you hope that people pick that up to a next level of finding the solution.

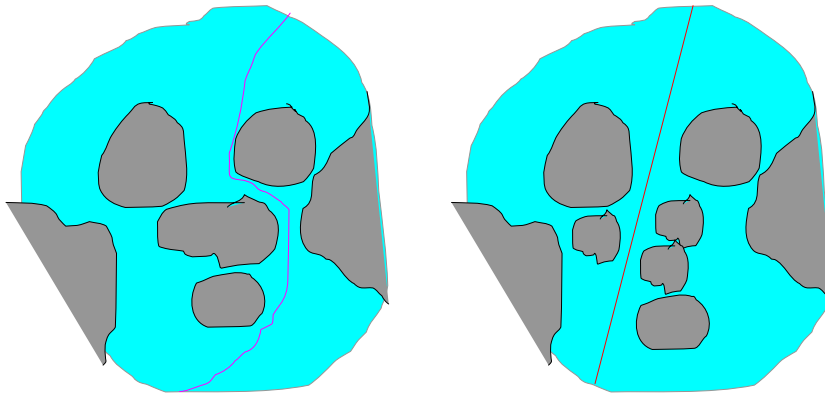
Sometimes you need some other techniques

- 4.20 Sometimes brainstorming is just not enough. Then you need some impulses and as a group leader you should provide them. Some other techniques you can use is telling *little stories* which seem something completely different. This is to shock a bit, to show them a complete other side of the chamber in the hope that this will start the creative process again somehow.
- 4.21 Sometimes I use *a game* to loosen the situation a bit and to change the mind setting a bit. This game I use is a kind of simulation of a production environment. This is useful in my case because a lot of my assignments are in a production environment. It's a kind of management game in which a lot of concepts are explained and also this is a mindset to the members. It's a kind of management game and I know there are a lot of similar games.
- 4.22 I have also used a lot of times the *Greenfield focus approach*. The Greenfield approach means that you ask the people how they would organize things when there would be a complete new situation and there are no barriers at all. After

finding the solution you bring up some barriers and try to find an acceptable solution. The big advantage of the Greenfield approach is that you help people by removing blocks. People are often not able to see the solution because they see a lot of blocks. Very often in reality these blocks are really existing but just in the mind of people.

- 4.23 The story of the Japanese lag is underlining that blocks are in reality very often not blocks. Japanese apparently think completely different in the way to approach a problem than Europeans. Europeans are champions in finding bypasses to reach their goal. Sometimes it's better to think why we are blocked and that we should get rid of the block.

Japanese Lag



When there is a rock blocking you to follow a straight line just blow the rock away

- 4.24 When you have the feeling that you have reached your breakthrough, don't try to work them out on the same day as you found them. This doesn't work. Somehow you need some other moment to do this. Sometimes it helps to do completely other things and speak each other on this subject again after one week. This helps to see if the breakthrough was really a breakthrough or just a nice idea. After one week you can reflect yourself better and judge if this was really a breakthrough or not.
- 4.25 You gathered some new energy to work out the breakthrough after one week. What you do is to look at the breakthrough from different angles: was this really a good idea, can this work or why can't this work etcetera
- 4.26 You have to work out the breakthrough somewhat more in a form that you can present it to the other members of the organization. In this stage you can start to involve other people, to see if this ideas make really sense.

Chapter 5: Implementation/ change

- 5.1 I am fan to use models. It helps you giving you some structure in what you're doing. For these kind of projects I am fan of using the unfreeze-change-freeze model which was originally from Mr. Taylor but after that used by many others in different shapes but mostly keeping that very simple form. The key thought is that you try to unfreeze the current situation, followed by the change itself and once the change has taken place you should freeze the new situation again. Of course this 3-step approach can be continued for ever so you always keep developing
- 5.2 What we did in the analyzing phase is typically what you would call unfreezing the current situation. You let people see what is possible, you show them various alternatives. The change itself is mostly very short and directly followed with an implementation phase which probably mostly takes the most time of the whole project
- 5.3 Of course in all projects and also in these kinds of project the most important point is: communication, communication and communication. The biggest pitfall in the implementation phase is that you change the main outcome of the analytical phase to compromise. The most difficult part in the implementation phase is to judge in what extend you let go the change. To a certain extend it is impossible to control everything. If you are too reluctant the change is not clear enough and you are with you feet of the ground. If you stick too much to your plan the risk is that people become resistant to your plans and you don't succeed
- 5.4 The use of workshops. Also in this phase again (like in the analysis-stage) we make use of workshops as the main communication tool, but these workshops are more crucial then in the analysis stage
- 5.5 In those workshops we follow a certain plan we agreed upon at the start and we are talking how to detail certain parts and of course the most of the time we are talking about problems which might show up or problems which already have arisen and how to tackle them
- 5.6 In this phase it's important that one of the future leaders is leading the workshop. Of course the leader can be supported by others (also external people) but it's important to choose the right leader
- 5.7 Implementation looks the most easy part. Here also counts that a good start of the whole project is a prerequisite. Matters that went wrong earlier will break-up in this phase. So don't start the implementation if you aren't confident you will be successful, most important: make a plan and stick to it
- 5.8 Of course it difficult to judge if you're confident enough. Of course matters went wrong up to this change and the main question how important is that for a good implementation.

Why project fail?

- 5.9 Before you start the implementation you should ask yourself several times if all the prerequisites are in place. Don't start before you have yourself assured of

this. Once started it's difficult to change your plans, that's not good for the acceptance. To postpone a moment of start (of the implementation phase) you shouldn't do too often but it's always better than to start and change during the implementation phase itself.

5.10 If during the project something goes wrong, stop the project. Stopping the project is always better than trying to repair while the project still continues. Of course you have to accept that you have a delay. Too much stops of a project isn't good as well of course.

5.11 Problem is what are you going to do if you're in the middle of a project and you can already see that this won't end up successful. Of course this depends much on the situation where you're in. But admitting and abruptly stopping the project seldom happens. Sometimes I think you could better say that but that means that somebody or likely more people have to admit they were absolutely wrong.

5.12 Real wrong is difficult to say in the middle of the project. You will try to turn the project the good way and sometimes you will succeed but in your heart you know that it isn't going to happen. You will try to minimize your goals you will be satisfied at a less ambitious point. You will tell yourself that the project isn't that successful but that unless all you reached some goals, that kind of things. That's the reason that projects seldom fail. Mostly you see years after completion of projects that people admit that the project failed and most of the time that know also what went wrong

5.13 Before we go to the prerequisites of a successful project we will ask ourselves first what the failures are, because of the failures you can learn:-

- Not a real good start, not a good breakthrough. In the heart the project isn't really successful
- Don't stick to the plan, try to do too much in a too narrow time-frame
- goal isn't clear enough as well as the KPI/CSF's (KPI is Key Performance Indicator, CSF is Critical Success Factor)
- Go ahead although you know you didn't really finish a part successful
- Loose commitment, other priorities
- Lack of real cooperation and motivation of the stakeholders
- The project manager wasn't the good and right one. A project manager has to be an organizer a manager. The big dilemma is always: Don't go into too much detail with the risk losing sight on the bigger picture, at the other hand the pain is mostly in the detail

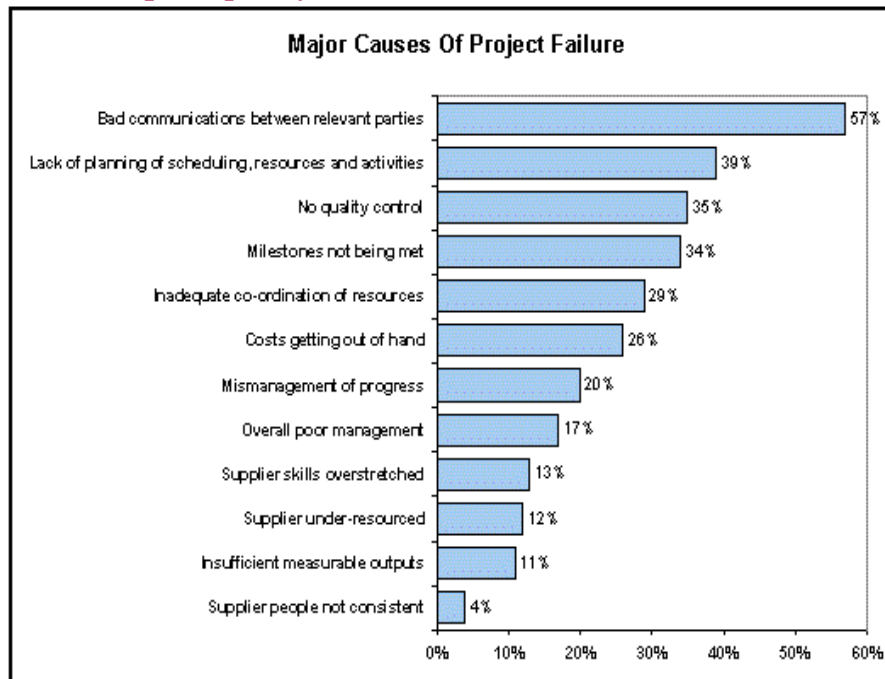
5.14 On the internet I found a nice survey which was done by Bull in 1998 based on 203 telephone calls. Out of the study came that the main IT project failures identified by IT and project managers were: -

- missed deadlines (75%)
- exceeded budget (55%)
- poor communications (40%)
- inability to meet project requirements (37%)

Main success criteria identified were: -

- Meeting milestones (51%)
- Maintaining the required quality levels (32%)
- Meeting the budget (31%)

5.15 The survey reveals that the major causes of project failure during the lifecycle of the project are a **breakdown in communications** (57%), a **lack of planning** (39%) and **poor quality control** (35%).



5.16

Prerequisites for success

5.17 So there are a lot of reasons why projects can fail and the most important for you is to think of which will make my project really successful. What is really the discriminating factor? Of course there are a lot of prerequisites that you have to arrange properly to enlarge the change for success:-

1.17.1. good preparation

1.17.2. good and realistic planning

1.17.3. good teams

5.18 Preparation. What I already said is that you better don't start if you're not confident that this becomes a success. Better be sure that you will succeed. You will meet a lot of resistance also when you're convinced you're right. But if you aren't yourself confident enough and you're hesitating you're are sure you will fail

5.19 Phasing. Because implementation normally will last a long period try to divide the project in smaller pieces. Normally I use the distinction between: organization, procedures, information and KPI's (Mercedes wheel) as a helping tool but of course there are many others similar ways to split up the different phases.

5.20 Don't make it too complex. A good project in this area shouldn't be more that one page. Sometimes I see very difficult schemes which are hardly to understand. I don't believe that works in these kinds of projects. If you're doing a technical project this will be probably different but organizational project should be easy

understood. It should be logical, you should be able to explain it quite easy to others

5.21 Of course it's important to do the implementation with a good team. With a good team I don't only mean to say that you need to have a good bond between each other but also that the team members need entrance and the trust to the rest of the organization. The organization members should think this is a difficult project but I trust this team will succeed because he or she is on board. I think that very important.

Resistance

5.22 Always when you implement you will have to cope with resistance. I believe when people say they implement something without resistance this is a lie. That's impossible to my opinion. Resistance doesn't mean always that your ideas are bad. You need some resistance as well to make your point more clear. It's helping you to strengthen your arguments. So a certain resistance is okay. When resistance remains and becomes stronger and stronger it's becoming a problem of course

5.23 On the internet I have seen a nice list of forms of resistance. Source is unknown unfortunately. The forms are: -

- *Self-Interest*. Where someone has achieved status, privilege or self-esteem through effective use of an old system, they will often see your plan as a threat. Where the plan threatens paid overtime, people will naturally fear the impact on their bank balance!
- *Fear of the Unknown*. People may be uncertain of their abilities to learn new skills, their attitude with new systems, or their ability to take on new roles.
- *Conscientious Objection or Differing Perceptions*. People may sincerely believe that you are wrong. They may view the situation from a different viewpoint, or may have aspirations for themselves or the organization that are fundamentally opposed to yours. It is worth trying to understand their position, however once you have done so and formed an opinion, do what *you* think is right. Remember that different people in different jobs will have different perceptions of a situation: a sales manager will almost inevitably have a different view of the right level of commission payments to salesmen from the view of a finance director!
- *Suspicion*. People may not trust you.
- *Conservatism*. Organizations or people may simply be opposed to change. This can result from a feeling that everything is OK, from loss of touch with customers, from lack of exposure to better ways of doing things, or from slowness of decision making, etc.

5.24 Prosci (2003) did a survey under 288 organizations in 51 countries and comes up with the following list of forms of resistance (employee resistance): -

- **Lack of understanding around the vision and need for change.**
Participants indicated that the primary reason for employee resistance was that

employees did not understand the vision of this particular change project. Employees did not clearly understand why the change was happening, nor did they have adequate knowledge regarding the change itself. Employees did not have the answer to the question, “what’s in it for me?” – or WIIFM. This could include, “Will I have a job?,” “How will it impact my daily work?,” “How will I benefit from the change?”

- **Comfort with the status quo and fear of the unknown.**
Participants indicated that employees tended to be complacent, or that the current way of doing business had been in place for a long time. The current processes and systems seemed fine to the employees, and they were opposed to the change since it forced them out of their comfort zone. Uncertainty and fear of the new system compounded the desire of employees to continue with the “old way” to which they had grown accustomed.
- **Corporate history and culture.**
The organization’s past performance with change projects impacted the employees’ support of the current change project. Employees were desensitized to change initiatives, as many had been introduced and failed. The project was seen merely as the “flavor of the month,” and employees expected it go away like those in the past.
- **Opposition to the new technologies, requirements and processes introduced by the change.**
Many participants felt that some employees resisted the change because of opposition to the actual change itself. Employees were opposed to changes that increased the performance and process measurement of their work. The change was seen as adding unwanted work, responsibility and accountability. Lastly, some employees opposed the new processes, systems or technologies because they felt the change would not solve the problems.
- **Fear of job loss.**
Employees perceived the business change as a threat to their own job security. Some employees felt that the change would eliminate the need for their job, while others were unsure of their own abilities and skills in the new environment.

5.25 Prosci not only distinguishes employee resistance but also manager resistance. The top-six reasons for manager resistance to change were:

- **Loss of power and control.**
The leading reason for manager resistance to change was a fear of losing power. Changes often eliminated something the manager had control of or introduced something that the manager would not have control over. Managers perceived the changes as infringements on their autonomy, and some participants indicated that the change was even perceived as a personal

attack on the managers. Managers reacted to the change initiative as a "battle for turf."

- **Overload of current tasks, pressures of daily activities and limited resources.**

Managers felt that the change was an additional burden. Limited resources compounded the problem. The change initiative seemed like extra work and resource strain at a time when the pressures of daily activities were already high. In many projects, managers were expected to continue all of their current duties in addition to the duties of implementing the change.

- **Lack of skills and experience needed to manage the change effectively.**

Managers were fearful of the new demands that would be placed on them by the business change. Several skill areas were identified as areas of concern. First, managers were uncomfortable with their role in managing the change. Some feared recrimination while others did not have the experience or tools to effectively manage their employees' resistance. Managers also were concerned about the demands and responsibilities placed on them by the new business processes, systems or technologies.

- **Fear of job loss.**

Managers felt that the business change would ultimately impact their own job security. Middle management is often the victim of large-scale business change. One participant reaffirmed this fear:

"They were eliminated in the change, so no resistance was recorded."

- **Disagreement with the new way.**

Some managers disagreed specifically with the change. They did not feel that the solution was the best approach to fixing the problem. Managers who did not play a role or provide input in the design and planning phases tended to resist the solution. Some participants felt that the resistance was due to the solution not being the idea of the manager ("not invented here").

- **Skepticism about the need for change.**

Managers were not convinced of the need for change. They did not see the business issues driving the change, or they did not identify the same problems as the design team.

5.26 John Kotter wrote in his books *Leading Change* (1995) and *The Heart Of Change* (2002) on cultural change. He also presents an eight step change model: -

- **Increase urgency** - inspire people to move, make objectives real and relevant.
- **Build the guiding team** - get the right people in place with the right emotional commitment, and the right mix of skills and levels.

- **Get the vision right** - get the team to establish a simple vision and strategy, focus on emotional and creative aspects necessary to drive service and efficiency.
- **Communicate for buy-in** - Involve as many people as possible, communicate the essentials, simply, and to appeal and respond to people's needs. De-clutter communications - make technology work for you rather than against.
- **Empower action** - Remove obstacles, enable constructive feedback and lots of support from leaders - reward and recognize progress and achievements.
- **Create short-term wins** - Set aims that are easy to achieve - in bite-size chunks. Manageable numbers of initiatives. Finish current stages before starting new ones.
- **Don't let up** - Foster and encourage determination and persistence - ongoing change - encourage ongoing progress reporting - highlight achieved and future milestones.
- **Make change stick** - Reinforce the value of successful change via recruitment, promotion, and new change leaders. Weave change into culture.

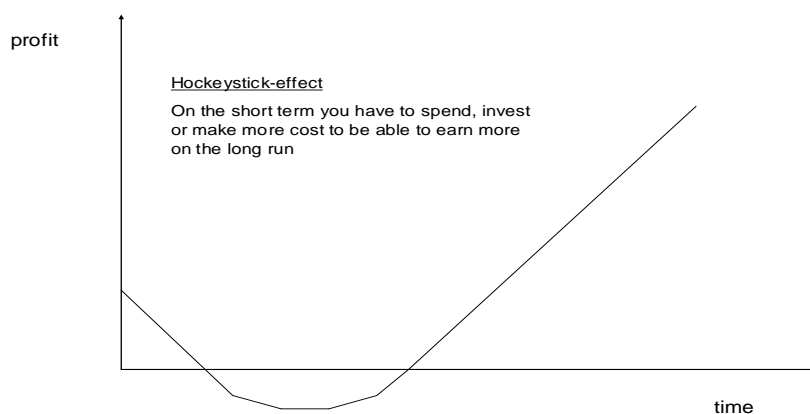
5.27 In my daily practice I use similar things to turn resistance: -

- Create a burning platform. The world is changing so stay sitting doing nothing is no real option, there has to be done something
- Be clear about the final picture. Mostly this is quite easy to draw, therefore use it when people get disturbed, to get them on the right track again
- Create the hockey stick effect. You have to suffer before life goes upwards again.

Plaatje hockey stick effect

- Go for quick wins. If you create some success at short term motivation to get success at the longer term is more easier to realize.

Hockeystick



5.28 Ahaus (2005) talks about interesting theory of Nathans (1995) how to act in case of resistance. The following scheme summaries this theory: -

Phases in change	How to deal with resistance	How to (re-) act?
Start	Information on goal; tell very good why change is necessary	React and go with the flow
Denial	Listen, showing real interest and then focus on the reality	Go with the flow but react people who are lacking behind
Loss	Listen carefully, show interest, try to understanding, don't give advise what people should do	Go with the flow, don't react
Let it free	Positive energy, focus on the future, celebrate	Go with the flow
Change	Change, evaluate and praise	Go with the flow
Integrate	Conclude that change took place	Go with the flow

Chapter 6: attention points

- 6.1 When you start with changing the processes this is only necessary if you are in a revolution period (like explained in chapter 1). If you are in an evolution process attempts to change the processes will fail
- 6.2 Define a project once you are convinced you have to change the processes
- 6.3 Before you start the analysis do a pre-analysis to determine the processes in you firm. Make a distinction between main-processes and sub-processes.
- 6.4 If you perform the analysis make a distinction between Ist and Soll
- 6.5 To find the breakthrough create the right atmosphere and bring the right people together
- 6.6 During the implementation you should be aware of the resistance of people and all the other roadblocks you will confront in projects like these. Only then you will succeed.

Chapter 7: Examples

7.1 In this chapter I want to show some examples I experienced myself and with is demonstrating what have said in the chapters before.

7.2 Door manufacturer

Situation

Organization produces doors. You can think of doors in large building projects but also doors can be ordered by individual consumers. So the customer database was diverse and and very big. The organization made standard doors and also specific doors. Certainly on the standard doors, competition was very high and very marginal in earnings. Outcome of the analysis was to focus more on specific doors and less on the standard ones. The organization should be more organized to handle the specific doors

Order intake was very complicated in the way that many departments were involved. The order started within the order intake-department, followed by an engineering department which detailed the order so that it could be produced. So simply said 2 departments were involved but the reality was even more difficult. Also forwarding was difficult and often neglected.

Breakthrough/solution

Breakthrough was to think of a system in which the order could be detailed without having detailed technical/engineering knowledge, so the possible combinations could be made during the order intake. Once the order was detailed production could be easily done without further questions. Even the forwarding planning was done by the orderintakedepartment at the moment the customer placed the order.

7.3 Sweet producer

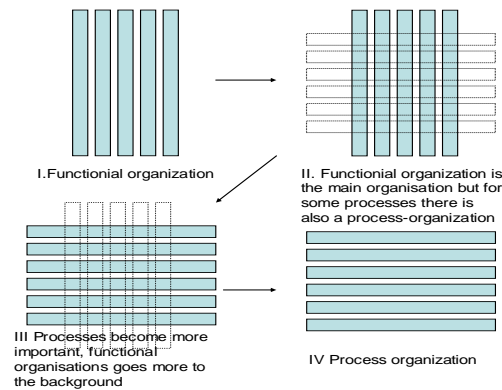
Situation

The company was part of a large multinational with 4 factories in the Benelux. Every factory was almost self dependent, they had there own HR-department, technical department etcetera. There was also a HQ but this was merely marketing and financial. The company made serious losses.

Breakthrough/solution

One of the things which had to be done was to centralize more functions like HR, marketing, technical department, act, purchasing etcetera. But the real Breakthrough was found in organizing more in processes then in traditional functional organization. Therefore it was possible to have less coordination, throughput time was revolutionary shorter. Processes which were organized were: -

- Value creation (focus > 1 year, combination of marketing and research and development)
- Operations (focus < 1 year, combination of manufacturing, logistics, finance)
- Information (information technology is key for supporting processes)
- Personnel



7.4 Bakery

Situation

A bakery organization had outsourced their warehousing and transport. On site there was a large organization from the forwarding company. Main reason was that they had to repair a lot which went wrong in the departments before.

Breakthrough

The breakthrough was to specify the order in quite detail with the customer, the stock availability was checked at the moment the order intake took place, so the agreement on the delivery at the customer was made at the moment that the order was placed. By doing this repair wasn't really necessary anymore within the forwarding company. This meant only very limited extra manpower at the order intake-department

7.5 Energy producing company

Situation

Company made energy out of garbage. This company is a 24hours company, people worked in shifts. Every shift started with a handover from the shift before. The handover meant that people told what went wrong, which had been repaired or which should be done later. But essential was that every shift a plan was made what should be done within the shift

Breakthrough/solution

Breakthrough was that planning should be done over the shifts. There should be a trust that during the shifts certain things shouldn't be done again because this had been already done by the former shifts. Trust was the code-word here. Rely on what you colleague had been done in the former shifts

7.6 Bakery

Situation

This bakery was a small privately owned bakery which had a huge market share in Holland in producing premixes for the larger bakery manufacturer's which focused on just producing bread. This company had to be sold and since the company was privately owned in the past few years there wasn't much focus on

showing profits. The goal was to make profit visible. In the manufacturing area there were a lot of improvements to be made.

Breakthrough/solution

Breakthrough was to make people aware that waste in food industry isn't always garbage. By reducing waste you can save a lot of money, because it isn't only the cost of getting rid of waste, less waste means also more good sellable products. Once that insight is clear it's astonishing how creative people can be. We invented a lot of other working-methods but made also physical adaptations like shortening pipes for instance.

7.7 Producer of working-tops

Situation

Company makes out of wood or stone working-tops for offices (on project basis) or kitchens. It's a real producing company, most of the people are working in the manufacturing area. Main costs are man-hour costs.

For a part the same solution was implemented for the order entry like the door manufacturer described above. In the manufacturing area there were a lot of generic roles and the impression was that people were losing time with getting the right orders and materials to produce. Apart from that the system looked too complicated to be understood by everyone.

Breakthrough/solution

One of the breakthroughs was to divide roles like: one is just producing, the other is just moving materials and one is just doing quality checks. Overall there are some managers to keep control on the situation. Breakthrough was that people should stick to their own roles/contributions and accept that for certain tasks there's a specialist who will do that for you. With doing so a lot of waste time could be saved. Nice thing which is showed here is that the trend is not to be too specialistic and that you can see that in this situation making work more specialistic is just the solution. So this shows that every situation asks for it's own solution. And a solution which might fit in this case isn't necessary fitting in another one automatically.

The other breakthrough was to make a more simplistic system. So the ERP-system was simplified and at the other hand some rules were implemented in the manufacturing area to keep control on the situation. In that case you can think of introducing kanban's like how many working top's may physical waiting before there are handled on a certain station for example.

7.8 Conclusions. What I want to show you is that breakthroughs are often not very complex and mostly quite straight forwarding. Very often you think why couldn't I think of it earlier but somehow it isn't easy like that. Important lessons for me were: -

- You need to understand the processes but at the other hand you need to keep enough distance to have an overview and to simplify the situation
- Very often the solution lies in the making the impossible possible. This has become my life-sentence. Probably you are aware of these situations. Something isn't done because of a logical reason and if you question that reason you find the solution.

Chapter 8: Summary

- 7.9 In this book I want to stress how important Business Processes are in daily business. If organized effectively it can determine you're better and more profitable than your competition. Organizing business processes effectively therefore are very important in business.
- 7.10 The most important chapters of this book are chapter 3 Analysis and chapter 4 the breakthrough. Finally the key to organize processes effectively is finding the right key 'breakthrough'. Analysis is very important and a structural way of finding the key.
- 7.11 Of course you need an organizational setting to do the analysis and find the breakthrough, therefore you need a project (chapter 2). Also the implementation is of course important (chapter 5).
- 7.12 In chapter 5 I give some examples from my own experience

Appendix I: Belbin team roles

Like I said in chapter 2 it's important if you select a team that you try to balance the different roles. Belbin has worked this out: -

The 9 Belbin Team Roles are:

Action	Social	Thinking
Completer Finisher	Co-coordinator	Monitor Evaluator
		
Implementer	Resource Investigator	Plant
		
Shaper	Team worker	Specialist
		

Copied from: www.belbin.com

Action Oriented Roles:

Shapers (SH)

Shapers are people who challenge the team to improve. They are dynamic and usually extroverted people who enjoy stimulating others, questioning norms, and finding the best approaches to problems. The Shaper is the one who shakes things up to make sure that all possibilities are considered and that the team does not become complacent.

Shapers often see obstacles as exciting challenges and they tend to have the courage to push on when others feel like quitting.

Their potential weaknesses may be that they're argumentative, and that they may offend people's feelings.

Implementer (IMP)

Implementers are the people who get things done. They turn the team's ideas and concepts into practical actions and plans. They are typically conservative, disciplined people who work systematically and efficiently and are very well organized. These are the people who you can count on to get the job done.

On the downside, Implementers may be inflexible and somewhat resistant to change.

Completer – Finisher (CF)

Completer–Finishers are the people who see that projects are completed thoroughly. They ensure there have been no errors or omissions and they pay attention to the smallest of details. They are very concerned with deadlines and will push the team to make sure the job is completed on time. They are described as perfectionists who are orderly, conscientious, and anxious.

However, a Completer-Finisher may worry unnecessarily and find it hard to delegate.

People Oriented Roles:

Coordinator (CO)

Coordinators are the ones who take on the traditional team-leader role and have also been referred to as the chairmen. They guide the team to what they perceive are the objectives. They are often excellent listeners and they are naturally able to recognize the value that each team member brings to the table. They are calm and good-natured and delegate tasks very effectively.

Their potential weaknesses are that they may delegate away too much personal responsibility, and may tend to be manipulative.

Team Worker (TW)

Team Workers are the people who provide support and make sure the team is working together. These people fill the role of negotiators within the team and they are flexible, diplomatic, and perceptive. These tend to be popular people who are very capable in their own right but who prioritize team cohesion and helping people getting along.

Their weaknesses may be a tendency to be indecisive, and maintain uncommitted positions during discussions and decision-making.

Resource Investigator (RI)

Resource Investigators are innovative and curious. They explore available options, develop contacts, and negotiate for resources on behalf of the team. They are enthusiastic team members, who identify and work with external stakeholders to help the team accomplish its objective. They are outgoing and are often extroverted, meaning that others are often receptive to them and their ideas.

On the downside, they may lose enthusiasm quickly, and are often overly optimistic.

Thought Oriented Roles:

Plant (PL)

The Plant is the creative innovator who comes up with new ideas and approaches. They thrive on praise but criticism is especially hard for them to deal with. Plants are often introverted and prefer to work apart from the team. Because their ideas are so novel, they can be impractical at times. They may also be poor communicators and can tend to ignore given parameters and constraints.

Monitor – Evaluator (ME)

Monitor-Evaluators are best at analyzing and evaluating ideas that other people (often Plants) come up with. These people are shrewd and objective and they carefully weigh the pros and cons of all the options before coming to a decision.

Monitor-Evaluators are critical thinkers and very strategic in their approach. They are often perceived as detached or unemotional. Sometimes they are poor motivators who react to events rather than instigating them

Specialist (SP)

Specialists are people who have specialized knowledge that is needed to get the job done. They pride themselves on their skills and abilities, and they work to maintain their professional status. Their job within the team is to be an expert in the area, and they commit themselves fully to their

field of expertise. This may limit their contribution, and lead to a preoccupation with technicalities at the expense of the bigger picture.

Figure 1: Belbin's Team Roles

Action Oriented Roles	Shaper	Challenges the team to improve.
	Implementer	Puts ideas into action.
	Completer Finisher	Ensures thorough, timely completion.
People Oriented Roles	Coordinator	Acts as a chairperson.
	Team Worker	Encourages cooperation.
	Resource Investigator	Explores outside opportunities.
Thought Oriented Roles	Plant	Presents new ideas and approaches.
	Monitor-Evaluator	Analyzes the options.
	Specialist	Provides specialized skills.

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2. Attention points