Process Leadership
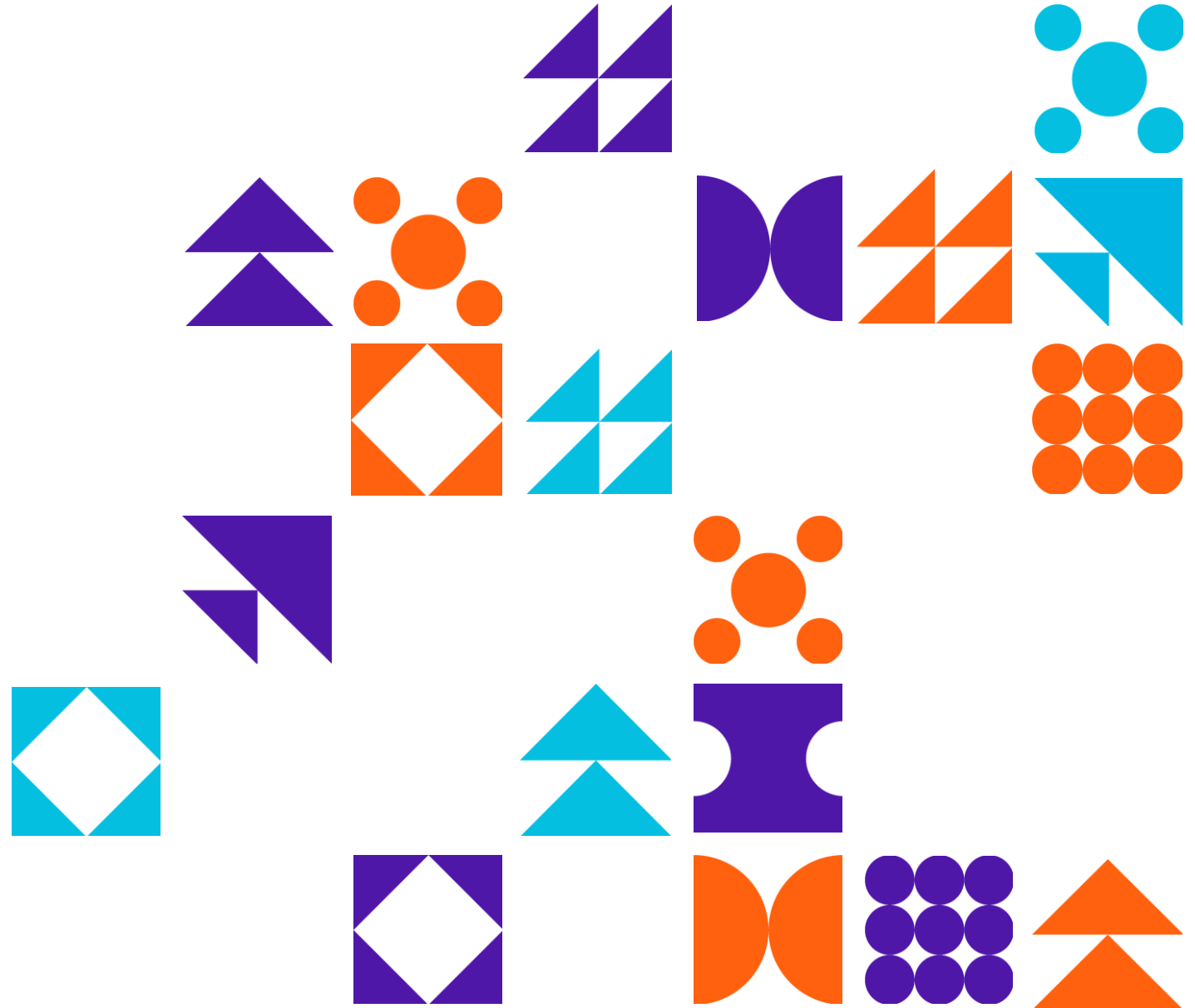
Maximizing Employee Efficiency
through Process Science

Sam Drauschak

PDD 2024 | PMI-OC

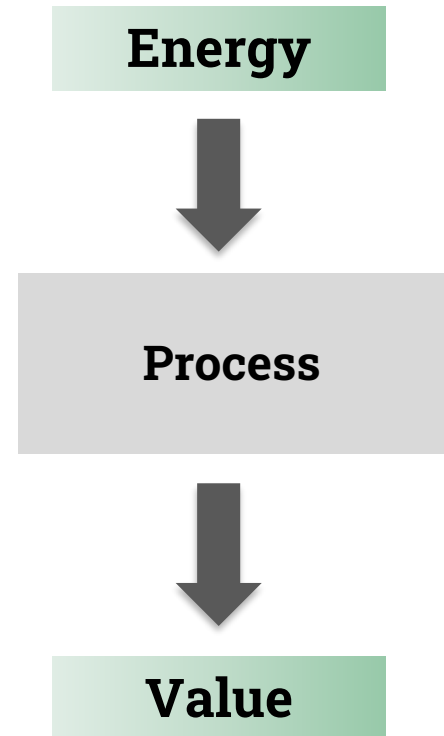02 24 2024

Agenda

Defining Process

Process is the mechanism that **transforms energy** into value

Energy

Process

Value

Everything is PROCESS

➢ If something is moving, that means that there was an energy or event that started its motion. That energy will eventually transform or dissipate into something else (ending the movement)

➢ Enabled processes can be large and take many hours or days, or simple and take fractions of seconds

EVERYTHING in motion is defined by process

Defining Leadership

Leadership is responsible for setting the direction, inspiring and motivating the team, and setting an example.

Leadership creates a new way to do it.

The leader...

- ☑ innovates
- ☑ develops
- ☑ focuses on people
- ☑ inspires trust
- ☑ has a long range perspective
- ☑ asks what and why
- ☑ eye is always on what is to come
- ☑ originates

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Process Leadership

Leadership is responsible for setting the process direction, inspiring and motivating the team, and setting an example.

Leadership creates a new process to do it.

The leader...

- ☑ innovates processes
- ☑ develops processes
- ☑ focuses on people processes
- ☑ inspires trust by sharing process knowledge
- ☑ has a long range process perspective
- ☑ asks what and why about current processes
- ☑ eye is always on what process changes are to come
- ☑ originates processes

Activating Employees

Addressing a Lack of Autonomy

Staff that don't have process knowledge must be micro-managed. Management is the antithesis of autonomy, which reduces productivity and negatively impacts business outcomes.

Addressing a Lack of Authority

Without process knowledge, good decisions can't be made, and permission must be granted. Permission is preceded by review and bureaucracy, which amounts to significant waste, inaction, and employee frustration

Good leadership equates to simply understanding and providing process knowledge to employees!

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Perspective: Projects Aim to Activate Employees

Activated Employee = Efficient Employee = Lower Cost, Higher Yield, Higher Quality

➢ All projects involve some aspect of these objectives and the majority involve employees

➢ All projects need to address these activation factors or they miss the point!

➢ These factors are primarily process driven

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Creativity & Adaptability

These two additional employee dimensions are the foundation for a thriving employee culture and are a natural result of having autonomy and authority.

Autonomy and authority are provided by **strong leadership and strong processes**, not strong management. Having well defined processes and freely sharing process knowledge is required to empower employees.

Putting Process First

Process Leadership in Action

The foundations of a strong company and an activated employee culture rely on:

✓ Clear Strategy

✓ Operational Excellence

✓ Transparency

Achieving Results

➢ **Clear Strategy**
   Enabled by value chain analysis and strong alignment between operations and customer demand

➢ **Operational Excellence**
   Enabled by strong process management, including conscious measures, controls, governance, and continuous improvement projects

➢ **Transparency**
   Enabled by mature process knowledge, open sharing, and on demand communication channels available for all employees

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Strategy

CUSTOMER CENTRICITY

Company Benefits Produced →

← Customer Benefits Demanded

Company Benefits Produced →

← Customer Benefits Demanded

All projects should include a direct line to an articulated strategy and customer benefit

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Operational Excellence

Reducing variation reduces cost and increases consistency in operations. Strong process management equates to operational excellence

Success is neither magical nor mysterious. Success is the natural consequence of consistently applying basic fundamentals.

-E. James Rohn
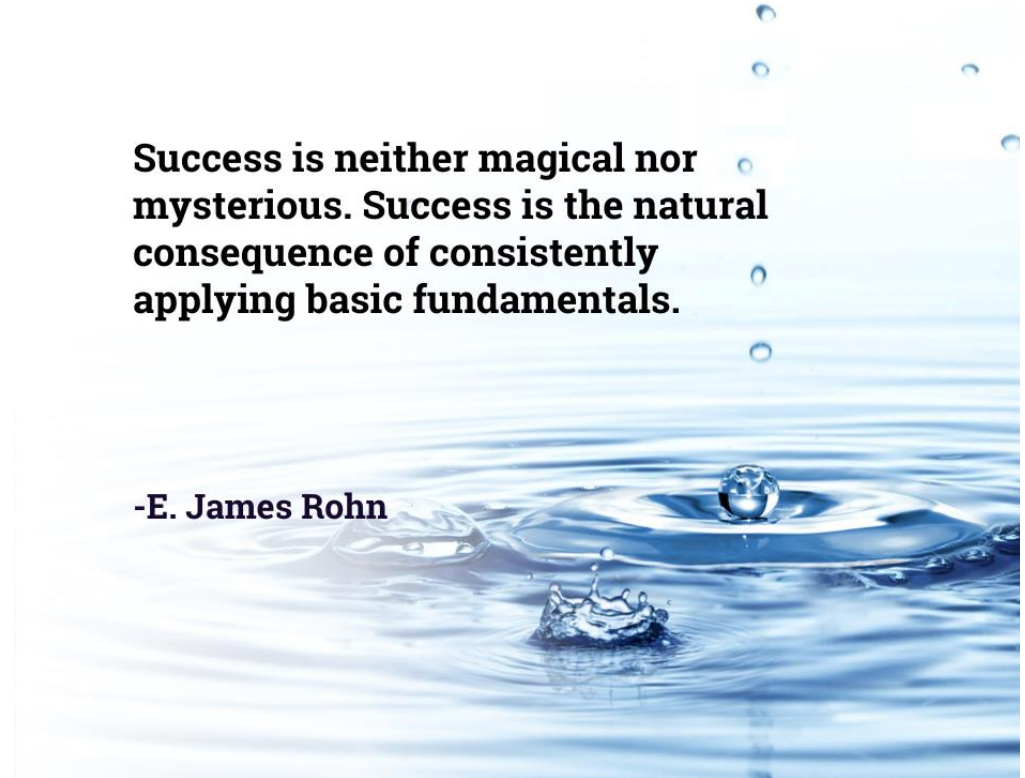
Operational Excellence

- ➢ Removing waste from processes and increasing employee efficiency, creativity, and adaptability

- ➢ Having mechanisms to control quality for finished products

- ➢ Having SOPs and auditing against them to reduce variation over time

- ➢ Establishing and monitoring KPIs and correcting processes as data indicates control limits are being violated

Projects outcomes should always be integrating back into an operating process and promoting operational excellence

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Process Transparency

Process transparency measures the degree to which information that describes a process and its value objective is complete and available for everyone who is involved in the process.

When process transparency is **high** in an organization, it allows the flow of business energy (labor and capital) to route itself to the right processes **without administration or ambiguity (allows for pull)**.

When process transparency is **low** in an organization, it blocks the flow of business energy and allows for waste accumulation over time.

This concept is especially important in highly digitized service organizations!

Process Transparency
Adaptability

Without the ability for staff to easily move all data through and to each other, the ability to enact a cohesive business change is very poor.

Being transparent with process data leads to better operational outcomes, but is also critical for project success

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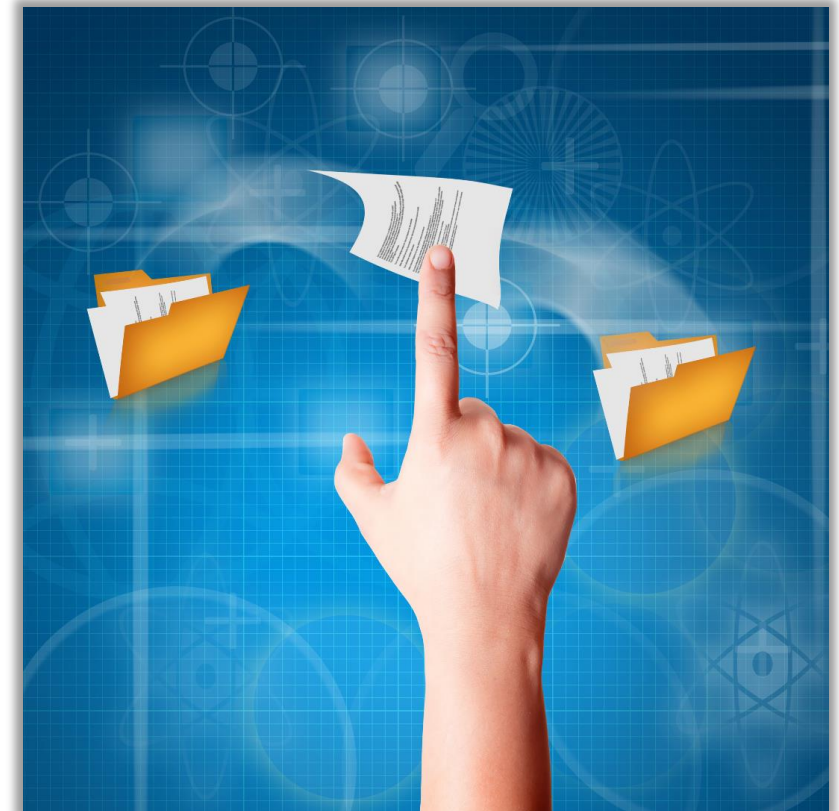
Process Transparency
Human Resource Cost

➢ Lack of autonomy & data/information, new hires often feel confused and frustrated. Sense of purpose is lost, and motivation to change or improve goes down.

➢ This state of being for staff results in tremendous costs over time.

Process Leadership Activity

Process Leadership is generally creating "pull"

➢ Facilitate free information distribution
➢ Support employees in choosing objective-based assignments
➢ Review work when appropriate to mentor/coach
➢ Remove bottlenecks and obstacles for staff
➢ Train, teach, and motivate employees actively and when requested
➢ Trust people inherently

Process Vision

A Strong Leader Must Understand Process

✓ Because everything is process, a good leader should see everything in process terms – develop a sort of "process vision"

✓ When everything is in process terms, everything can be structured, analyzed, and improved

✓ Structuring reality as process data is the most effective way to share that data and maximize employee activation

✓ **How do we do it?**

Start with Process Mapping

➤ Map out the process in a tangible way; don't just think about it, make it real.

➤ Document internal process and the end-to-end customer journey
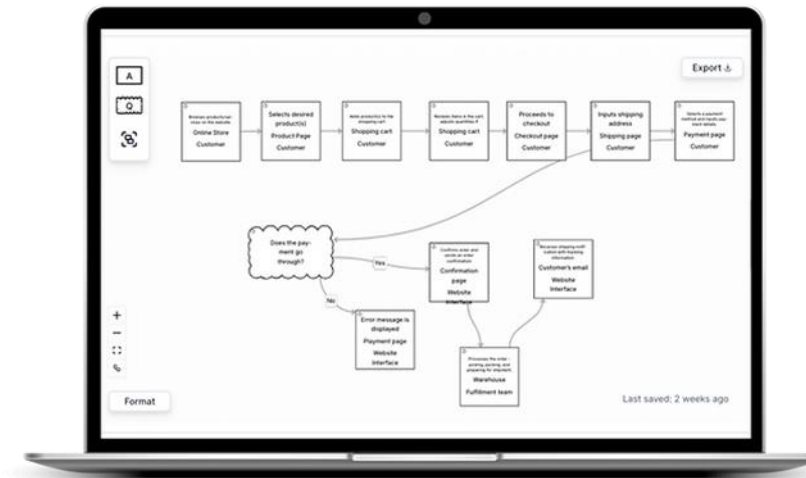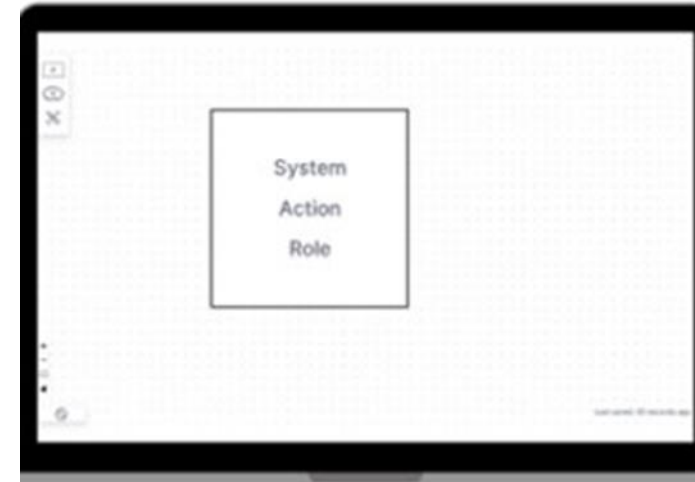
Many Benefits to Process Mapping

✓ Identifies opportunities to reduce waste

✓ Stops people from going off in different directions based on myopic views of the process or assumptions about the process

✓ Simplifies training and mitigates loss of knowledge with employee turnover

✓ Provides an end-to-end understanding of activities required to produce value

✓ Acts as condensed, accessible, and easily understood artifacts for the enterprise

✓ Acts as a foundation for documentation development

✓ Provides a foundation for effective process ownership, governance, and management

✓ Acts as an accessible reference for audit, business leaders, and project teams that encourage collaboration and consistent understanding.

But the mapping must be done effectively!

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Focused Process Analysis

Having an accurate and comprehensive process map is the foundation to:

- ➢ Analyze process value creation and customer-centric strategic drivers

- ➢ Analyze variation and quality of execution

- ➢ Analyze which data could accurately represent critical process information internally and to customers
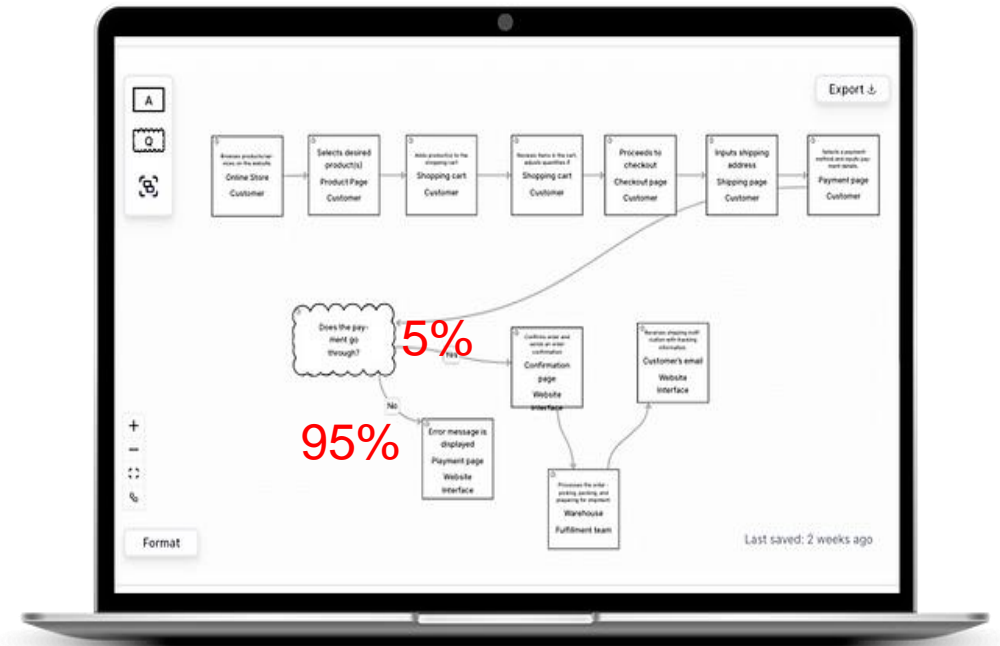
Summary

➢ **Employee Productivity** can always be improved by focusing on **increasing their autonomy and authority**

➢ Leaders that understand and lead with process have a consistent path to increasing authority and autonomy and cultivate all the associated benefits

➢ Three focus areas to deploy good process management is to inform c**ompany strategy, increase operational consistency, and cultivate more transparency**. These combined factors are a universal path to optimizing employee efficiency

➢ **Process mapping** is the foundation to better understanding processes– the critical first step to maximizing employee productivity
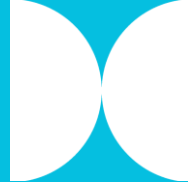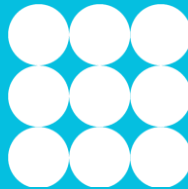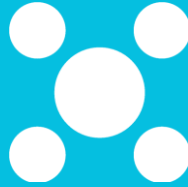
Questions?

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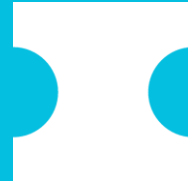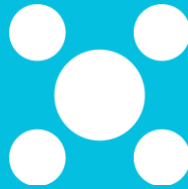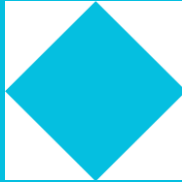
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