

Process Analysis and Collective Behavior in Organizations. A Practitioner Experience.

Paola Mauri Star srl Italy
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Experience and Scenario

- Development of Management systems
 - Quality, Health and Safety and Environment
 - Process approach
- Management and business strategies
 - Organizational processes
 - Behavioral approach

Assumptions

- Business (Process) Analysis
 - Methods for heterogeneous and complex scenarios
 - Workflow and non-workflow processes
 - Social Behavior as key asset
- Impact of the Analysis
 - Understanding Social Behavior
 - Defining or re-defining a collective company identity

Analysis Method

- A new Management System as response to company commitments and requirements
- Gradual formalization to find out heterogeneity and diversity
 - Orienteering
 - Modeling
 - Mapping
- Result as short term response to commitment
- Return as identification and changes in Social Behavior

Orienteering

- Perfecting project objectives and getting people together to explore “new countries”
- Understanding the heterogeneity and finding processes, resources, information, habits, vision, energies
- Result is a first taxonomy of company assets
- Return is sharing expertise and points of view

Modeling

- Defining company models finalized to project objectives
- Identifying coordinates to describe the “space”
 - Stakeholders and points of view
 - Tangible and intangible input/output
 - Boundaries and granularity
 - Time
- Result is the “Model of the New System”
- Return is awareness of the interaction of these coordinates

Mapping

- Describing the new system and transferring the project results from the team
- Importance of a useful notation
- Result is the set of maps
- Return is orienting managers and employees by identifying their role within the system

Experience report

- Scenario and the project objectives
- Project phases
- Lesson learned

Scenario and project objectives

- Italian Energy Company
- Objectives
 - The improvement on Health and Safety performance
 - The improvement in process efficiency
 - Broadening of H&S culture beyond conformity to legal requirements.
- Application on investment processes in wind turbine ground farm

Orienteering

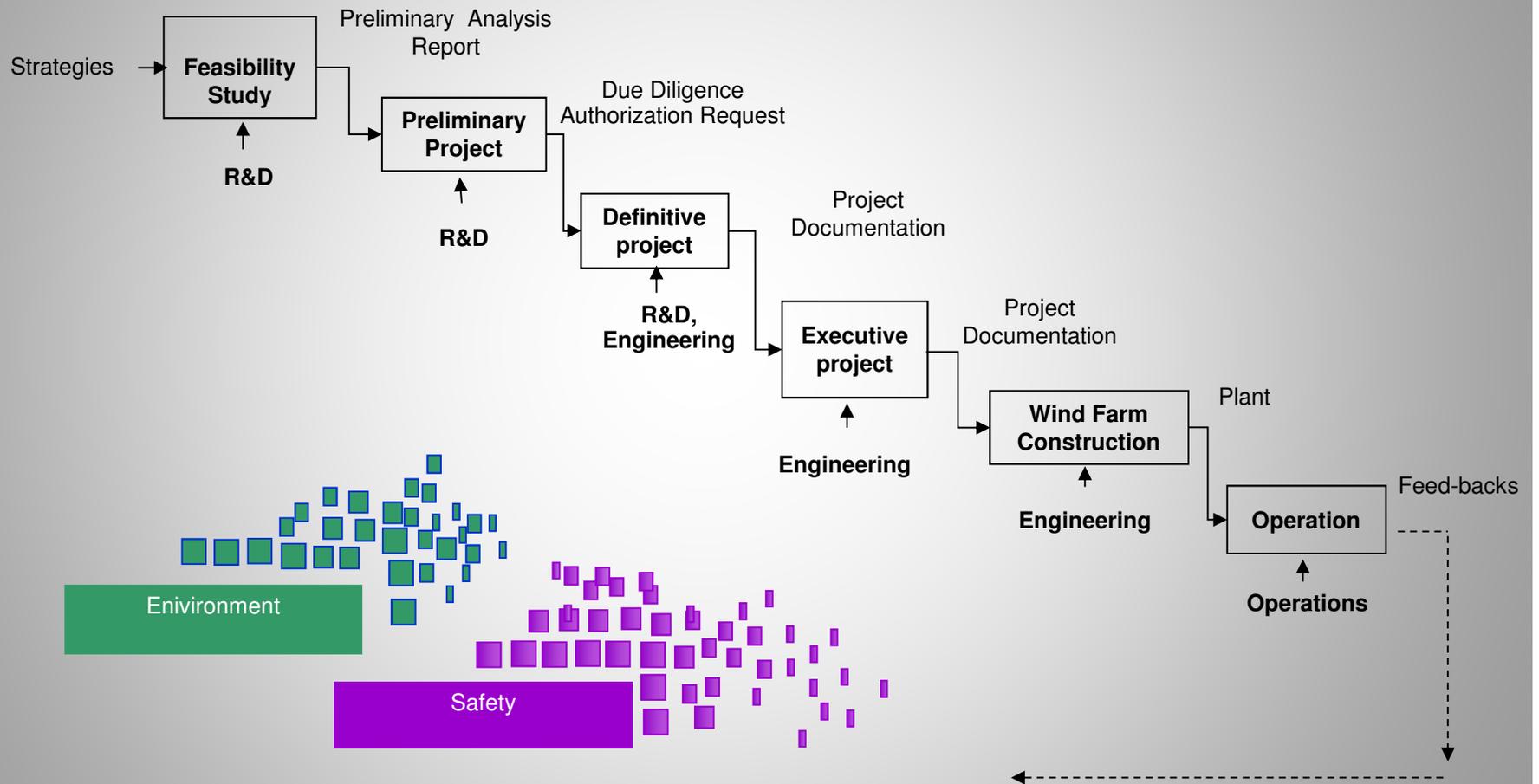
- To understand the heterogeneity several functional areas were progressively involved
- A first set of meaningful assets such as existing processes and procedures, safety criticalities, safety risk analysis
- Involved functions shared the awareness of merging Health and Safety requirements in their activities

Modeling

- Coordinates
 - Stakeholders were shareholders, employees and workers
 - Tangible and concrete points such as emergency stairs and safety devices and intangible such as feasibility reports and risk analysis
 - Boundaries of the model were extremely large
- Re-definition of processes with attention to H&S points
- Shared awareness on safety and skill of “thinking by process”

Mapping

- During the project the IDEF 0 notation was exploited
- Existing process flows were integrated with safety and environment requirements
- Sharing safety and environmental values and transferring new awareness in everyday practice



Lesson Learned

- Risk was that returns and results were confined within the team
- Maps could be an effective way to communicate and transfer results and returns
- Lack of (models) and notation for non-workflow assets reduced the effectiveness of this communication

Conclusions

- Business Process Analysis useful to capture and modify social and collective behaviour of the companies.
- Analysis Method to model and describe assets
- Bridge among different competences that acts on the same environment

Thank you