SqEME Process Management

SqEME® Edition 2008

A Pocket Guide

empowered by SqEME®

Constitution:
What are the essential characteristics of the enterprise?

Chemistry:
What makes it tick? How does the energy flow?

Correspondence:
How have we performed in carrying out our business??

Construction:
How have we facilitated the work in the organization?
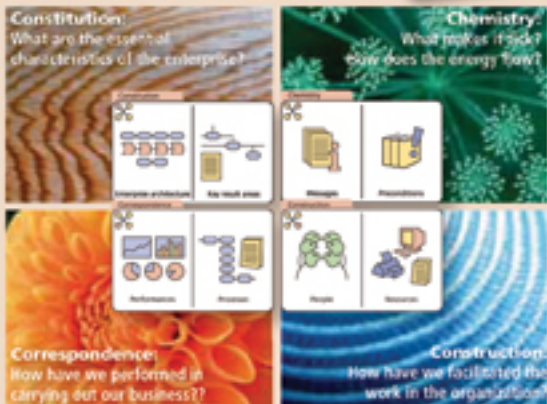
VAN HAREN PUBLISHING

PROCESS MANAGEMENT BASED ON SQEME®, EDITION 2008 – A POCKET GUIDE

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Process Management based on SqEME®

edition 2008

A Pocket Guide

Van Haren
PUBLISHING

Colophon

Preface

A pocket guide. This is what we have called it. A pocket edition and guide in one: a practical book and more or less compulsory reading material for anyone who intends using SqEME® process management. An 'instruction book' with directives and tips showing an efficient approach for structuring, mastering and improving processes; complemented by examples from the same practice.

It is therefore a guide, whilst at the same time being a reference book to browse, retrace and read through. This is the reason for the pocket form, which allows you to carry it with you all the time. A 'must have' for everyone confronted with questions and/or issues during the mapping of the organization.

These questions were addressed when structuring this pocket guide. It has been drafted based on practical experiences and is a continuation of the theory described in the book 'Process Management based on SqEME®'.

The essentials of SqEME® process management are, for this reason, limited to what is discussed in this pocket guide. The guide is broken down into four windows. The language and drawing conventions are the key issues. You are ready to get to work.

Furthermore, the pocket guide will be an invaluable aid to you at all times.

Success is guaranteed!

Contents

Chapter 1
Introduction

People are how an organization distinguishes itself from a technical system. People are the binding link between processes and because of their skills they are able to adapt their behavior to the uniqueness of the moment and to learn from their experiences. For this reason it is important to emphasize that an enterprise is a social system. Trying to understand such a system, to control or change it, is trying to understand, control or change human behavior, knowing that you are a part of the system itself.

1.1 Four SqEME® windows

The strength of the SqEME® method is that it incorporates different ways of looking at the processes within an enterprise. These four different perspectives on processes are defined by means of four windows. These windows are called Constitution, Chemistry, Correspondence and Construction.

Using those four viewpoints as a mental model, understanding and improving the processes becomes easier. SqEME® process management gives everybody who is working on the quality of the 'enterprise' the specific insight into its architecture that is needed to interact with colleagues in a consistent manner. It teaches you to understand the different meaning of processes for different positions within the organization.

By examining your organization using the four windows, you have a technique at hand to identify and prioritize questions.
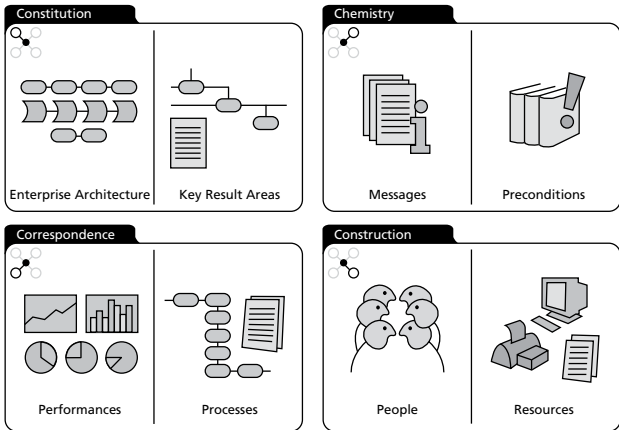
Figure 1.1 The set of symbols of the SqEME® method

Examples of such questions are:

- Why, in fact, is this process needed?
- Why is the information supply for this process set up this way?
- Why is this process carried out by this employee?
- What are the necessary skills of this employee?
- Why is the implementation of this process controlled in this way?
- Why have these performance indicators been stipulated for the monitoring of this process?

By using coherence as a basis for process management, the SqEME® method ensures consistency and recognition from the outset. In addition, you have a readily available means to master and improve the architecture of your enterprise.

1.2 SqEME® language

Process management based on SqEME focuses on 'how the organization works'. It is an approach, a way of life and a framework for those who spend time with others investing in the quality of the organization. The more unambiguous their language, the fewer errors are made during communication and things become more efficient. This sounds logical and it is. For this reason the SqEME® method utilises standard terms and description techniques. These are explained in this pocket guide. The most important eight terms are described below and shown in the four windows model.

Constitution:
- **Enterprise architecture**: shows a coherent set of key result areas. Through such a picture the management of the enterprise can express their views on the key business functions that provide an essential contribution to the creation and execution of their mission, vision and strategy.
- **Key result areas**: provides a more detailed insight into the key business functions, their constituent activities and the interconnecting messages.

Chemistry:
- **Messages**: specifies, through the use of message specifications, the overall information supply, together with which information is important in terms of carrying out specific activities.
- **Preconditions**: all the requirements that must be complied with, in order to acquire the 'license to operate'.

Construction:
- **People**: all the 'human actors' in the organization to whom tasks and powers have been assigned in order to achieve results.

- **Resources**: all of the means by which the management are meant to control and facilitate the execution of work.

Correspondence:
- **Processes**: provides an insight into the course taken by a process through the use of a range of sequentially executed activities and the inward and outward-bound messages. The coherence with other processes and parties is shown via these messages.
- **Performances**: the dashboard through which one can determine if the quality of the management itself fits within the boundaries of acceptability.

Using the SqEME® method also means using the SqEME® language. However, it is sometimes useful to continue using your own terms and modeling conventions whilst implementing the essence of the SqEME® method. You can do this, provided that clear guidelines and agreements exist within your organization. Therefore we have included a SqEME® glossary at the back of this guide. You can use this to determine which terms are used within your own organization. Good communication means a consistent use of terms, which are widely used throughout the organization.

1.3   Principles

For a successful implementation of the SqEME® process management it is essential to be informed of the basic principles. Briefly these are as follows:

Process-driven approach to management
An organization must know, master and improve its processes in order to be able to realize its objectives, irrespective of what these may be. Managing the operations means managing a coherent set of processes.

Result-oriented management

To manage the enterprise effectively it is necessary to know and balance the effects of executing the processes for all the stakeholders.

Professional maturity

Commit and respect the people in the organization as professionals to the most suitable level of maturity.

Horizontal organizing

Activities can only be well managed and carried out if the exchange of information between all of these activities is well organized. Professionals must be aware of the dependencies and the meaning of the messaging between their activities and those of their colleagues.

Inclusive thinking

To know that 'my success is dependent on the success of the people in my environment' is the basis for collaboration. This way of thinking is the driver for improving processes that bind departments or even organizations.

Logic bubbles

For every participant in the enterprise, the organization and the processes within it have their own meaning. What makes sense in the enterprise differs depending upon the way you look at the business. This is the basic argument for defining four windows so that you can understand the enterprise from different points of view.

Chapter 2
Constitution

This window of the SqEME® method is concerned with questions of a 'constitutional nature':

- What are the key result areas of the enterprise?
- What are the activities that can be distinguished within the key result areas?
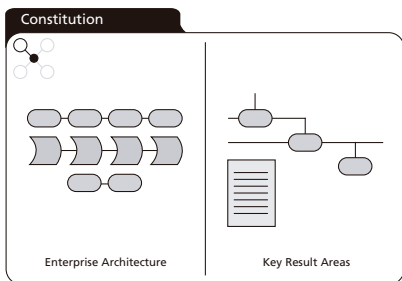- What interaction patterns connect the constituent activities?

Figure 2.1 The Constitution window

By answering these questions, the essential building blocks of an organization can be captured in a consistent set of activity interaction diagrams. Those pictures touch the very being of the enterprise and provide the professionals with a perception of the context in which their own added-value contributes to the business as a whole. The constitution window reduces the enterprise to a collection of interconnected business functions, which are experienced by the people within that particular

organization. These business functions act as a synopsis of the essential building blocks of the process architecture.

These diagrams include:

- In principal, one picture which clearly illustrates all the key result areas of management and provides an outline of 'the enterprise architecture';
- More detailed diagrams showing the individual workings of the defined 'key result areas'.

The descriptions of the key result areas have a predefined format based on IDEF-0. However, the enterprise architecture has no closely defined convention.

2.1   Enterprise architecture

The management model provides a coherent view of the key result areas of the enterprise. This model shows which result areas are vital for realizing its targets. The enterprise architecture forms the basic framework by which strategy and policy are transformed into the design and control of processes.
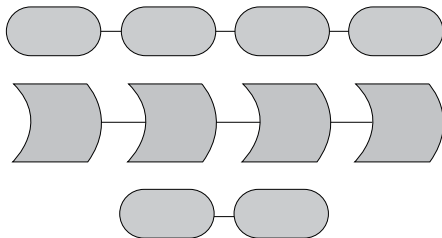

Figure 2.2 Enterprise Architecture

Language and drawing conventions

The enterprise architecture can be captured in many ways. It is important
that it shows a clear picture of the most important business functions. The
picture must be easily recognizable by people within the organization. It
can be complemented by statements defining how the associated activities
are designed and executed. Consistency is important. A key result area
description is assumed for every business function in the enterprise
architecture.

Examples

The images in this paragraph provide examples of enterprise architecture.
The sources of these models are from participants in the SqEME® network:
The Dutch Vaccine Institute (NVI), Essent Network, and Stichting
Kruiswerk West-Veluwe. We wish to thank these organizations very much
for their contributions to the production of this pocket guide.

Step by step

Drawing the enterprise architecture can be the starting point and/or the
final piece of a discussion concerning the essential business functions
within the enterprise.

- The starting point can be initiated through an inventory of critical
  points within management. By grouping these and assigning critical
  performance indicators to 'process agents', a picture automatically
  develops in which management can be subdivided into separate key
  result areas.
- The enterprise architecture can also be used as a kind of front page, a
  table of contents, or an overview of the publication of several key result
  area descriptions. In these cases the enterprise architecture is established
  afterwards for overview, positioning and definition of the important
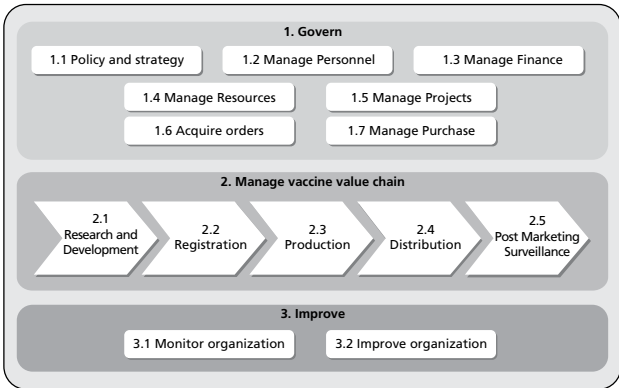 focus points for management.

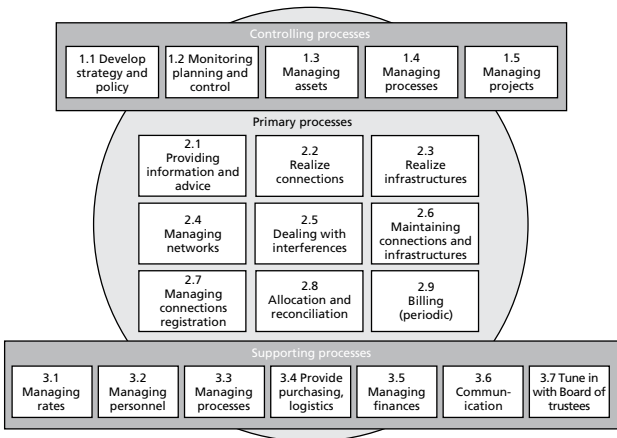Figure 2.3 Enterprise Architecture NVI

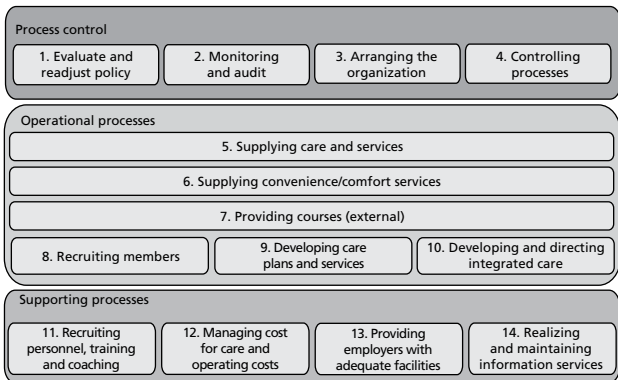Figure 2.4 Enterprise Architecture Essent Netwerk

Figure 2.5 Enterprise Architecture Kruiswerk West Veluwe

A management model cannot, by definition be good or bad. It simply reflects how the management looks at the enterprise and which business functions it wants to manage.

Hints & tips
- In the enterprise architecture one can also choose to reflect important external parties. This can help to give a better perception of the context of the enterprise.
- By agreeing that key result areas, just like processes and activities, are always indicated by a verb, any potential confusion between the enterprise architecture and the organization chart is minimized.
- The demarcation of an enterprise architecture can correspond with the demarcation of an organization. However, this is not necessary. An enterprise architecture can address one aspect of an organization, for example 'Facility Management' or 'Planning & Control'. It can also be helpful in addressing a collection of organizations.

- Activities can be arranged in many ways in key result areas. For a complete overview, it is recommended that you make a distinction between governing processes, planning processes, primary processes and improvement processes.
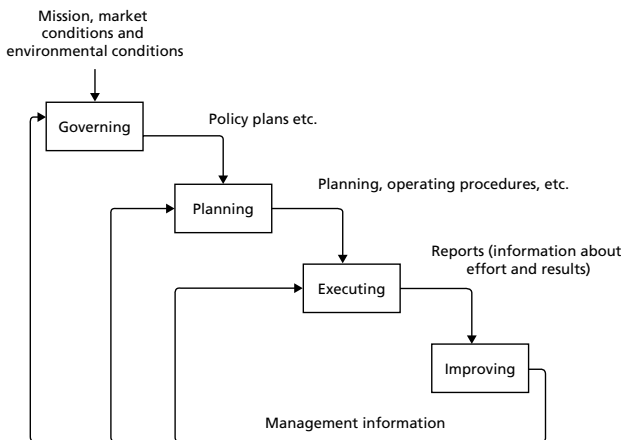

Figure 2.6 Basic model for arranging activities

The primary processes ensure that the customer's order is processed and the products or services delivered to the customer".

Planning processes provide a contribution to the primary processes so that the products or services can be provided quickly and efficiently. For example, this could be a purchase process or a design process supporting the primary processes.

The governing processes ensure direction is given to the primary and planning processes. An example is the policy-making process of an organization. The governing processes ensure that process execution continually meets planned targets and preconditions.