

# A survey on 'Process Ways of Working' in large Nordic companies, shows opportunities and ambitions to become more process oriented

**About the survey:** We have interviewed a number of large Nordic companies about their work with processes. We have mainly interviewed managing roles in process excellence within the subjects of the Process WoW framework as well as overall process work.

## What is on the process **AGENDA** for large Nordic organisations?

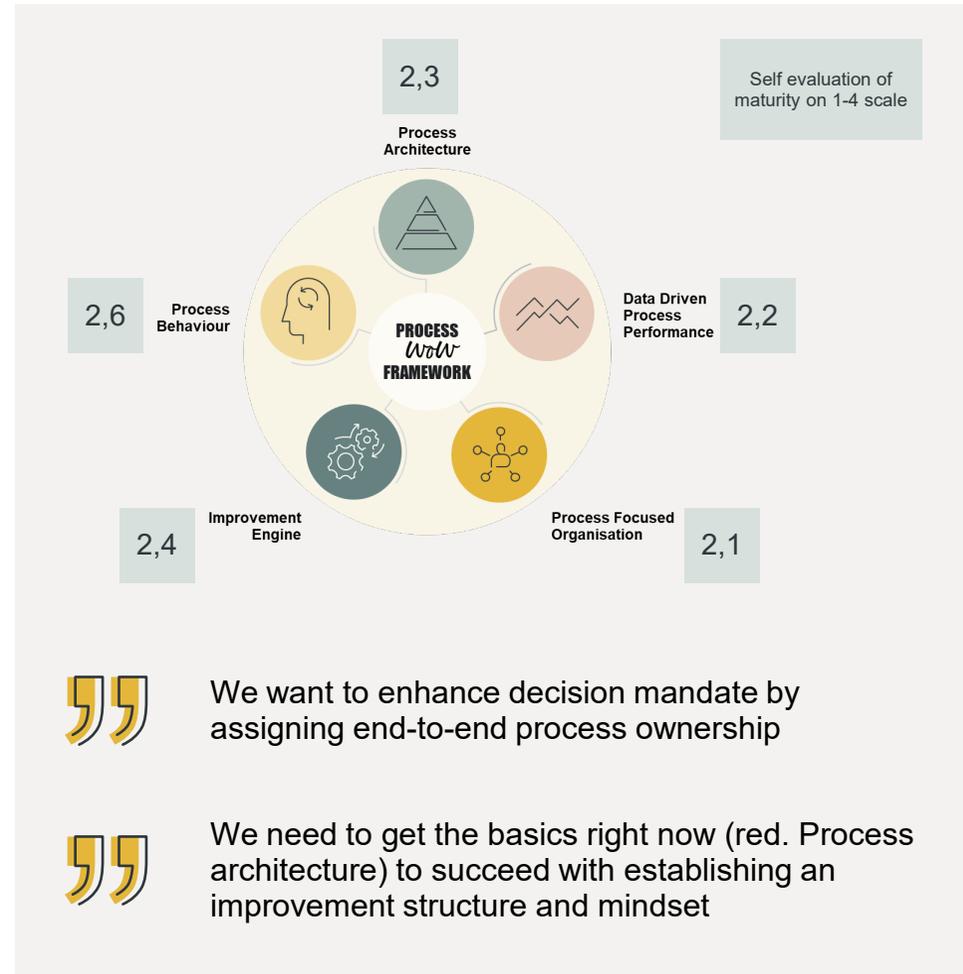
- 1 Create coherence and synergy across silos and work with processes end-to-end
- 2 Manifest the value of process work across the organisation to establish a pull for process improvements
- 3 Improve focus on behavioural change doing process changes as well as support for lasting change after implementation



Structural changes are challenging to formalise in business cases and are therefore not prioritised



We are divided in siloes which challenges assigning process ownership and setting common targets



We want to enhance decision mandate by assigning end-to-end process ownership



We need to get the basics right now (red. Process architecture) to succeed with establishing an improvement structure and mindset

# Organisations find it challenging to work with end-to-end processes in silos

– Process Way of Working should be higher on the corporate agenda




**PROCESS ARCHITECTURE**

Examples of pain points stated in the survey

- Great variation in documentation maturity across silos
- Limited end-to-end process documentation and improvement work
- The existing process documentation is not connected to systems and other relevant information, why documentation is “dead” and is often not used



**DATA DRIVEN PROCESS PERFORMANCE**

- Measurements are, to a large extent, determined by reporting requirements and are not improvement focused
- Process performance are primarily measured in manufacturing environments
- It requires a cultural shift to incorporate process data in improvement work
- Process data is rarely used continuously (outside manufacturing) but rather used in focused project efforts



**PROCESS FOCUSED ORGANISATION**

- Lack of end-to-end process overview is challenging assigning ownership
- Where ownership is defined, it is challenging to make the ownership active and accountable
- Many organisations are not geared to work across silos, why end-to-end process ownership is not established



**IMPROVEMENT ENGINE**

- Manufacturing environments are more structured in their improvement work
- The lack of end-to-end ownership results in a lack of decision mandate for larger changes, why focus is on incremental improvements
- To overcome challenges with lacking engagement and resource allocation, some organisations start to focus their process work in ongoing projects



**PROCESS BEHAVIOUR**

- Behavioural impact/change is often the last element to be incorporated in changes
- Desire to build communities to share knowledge, but the silo based structure has blocked this progress in most organisations
- The silos are struggling to “speak the same language” and understand each other’s challenges