

BCS Information Systems Specialist Group November 2005

Getting your head round your business processes

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Agenda

- ρ Axes
- ρ Kebabs
- ρ Pyramids
- ρ Monkeys
- ρ Rabbits
- ρ Spaghetti
- ρ Pizzas
- ρ Buckets

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Challenge

To be able to get our heads around

- ⌋ the dynamics
- ⌋ the collaboration

that characterise our complex and inter-related world

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Traditional process modelling has failed us on two counts ...

It has failed to give us reliable ways of

- ⌋ deciding what processes we have
- ⌋ talking about individual processes

that capture the dynamism and the collaboration

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Leave the axe at home



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Stay out of the kebab house



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Ignore those pyramids



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Two aspects of dynamism

- ρ The monkeys
- ρ The rabbit warren

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The monkeys

- ρ A customer places an order
- ρ Someone sends an email
- ρ A clinical trial is needed
- ρ We take on a new supplier
- ρ A new product is invented
- ρ A piece of plant fails

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The monkeys define the business

- ρ Being in a particular business means there are certain things we must deal with
- ρ ... let's call them Units of Work, eg
 - ∅ customer order
 - ∅ clinical trial
 - ∅ supplier
 - ∅ product
 - ∅ plant failure

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Monkeys make demands

- ρ Units of work generate demands:
 - ∅ demand to handle a customer order
 - ∅ demand to handle a clinical trial
 - ∅ demand to handle a supplier
 - ∅ demand to handle a product
 - ∅ demand to handle a plant failure

... until it is done

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Demands mean processes

- ρ A process to handle each unit of work
 - ∅ Handle a customer order
 - ∅ Handle a clinical trial
 - ∅ Handle a supplier
 - ∅ Handle a product
 - ∅ Handle a plant failure

- ρ The 'case process'

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The rabbit warren ... demands multiply

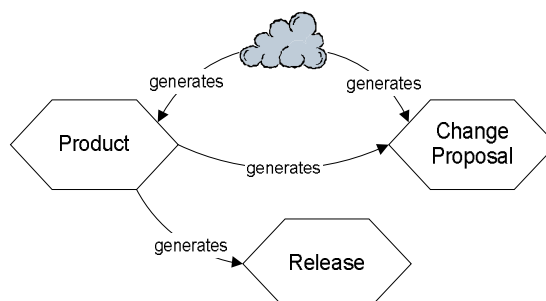
- ⌞ A procurement *generates* a contract with a supplier, perhaps a new supplier
- ⌞ A drug compound *generates* clinical trials
- ⌞ A clinical trial *generates* recruited patients
- ⌞ A customer order *generates* a picking, a despatch, an invoice
- ⌞ An email *generates* more emails

A case of one UOW generates cases of another

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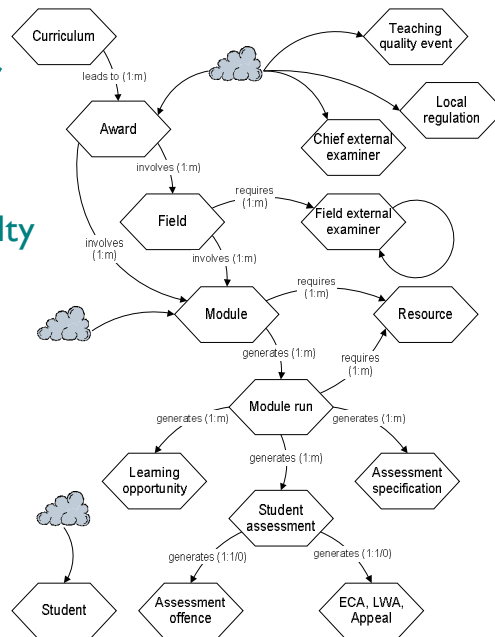
Let's draw a picture

The business of
developing and running
software products is a
dynamic affair



And another

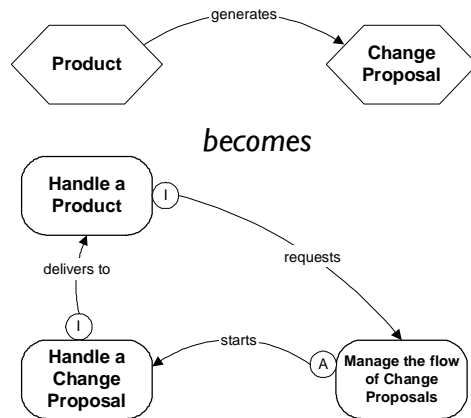
The business of administering a faculty is a dynamic affair



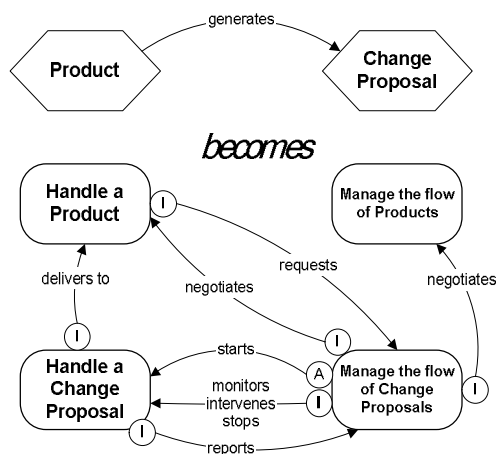
The rabbit warren needs management

- ⌋ How do we manage the scheduling, resourcing, and prioritising of competing cases of a unit of work?
- ⌋ With a 'case management process'
- ⌋ Examples
 - Manage the flow of products (pipeline)
 - Manage the flow of orders
 - Manage the flow of deliveries
 - Manage the flow of production batches

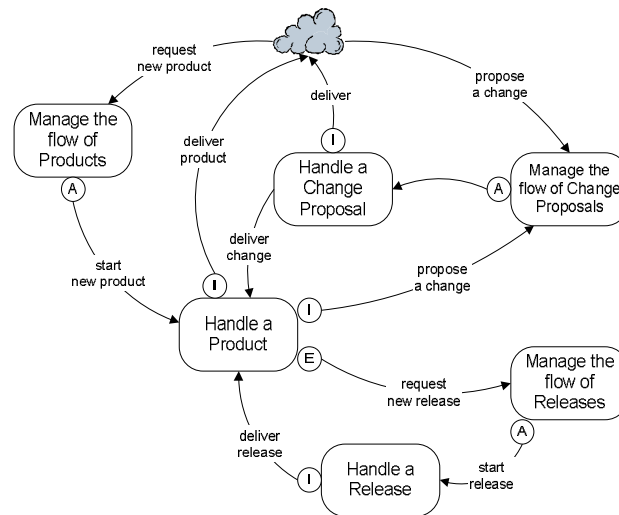
From UOWs to processes



From UOWs to processes



Deducing the process architecture



Think living spaghetti

- ⌘ Chunk the organisational activity according to the subject matter of your business
- ⌘ Your organisation is a network of processes
- ⌘ As it runs, there is a flux of case processes under the control of a set of case management processes



- ⌘ Those are the true dynamics
- ⌘ Every process is by definition an end-to-end process

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Let's open up a process

- ⌘ We see people acting and interacting
- ⌘ Again, a lot of concurrency
- ⌘ Now with added collaboration

- ⌘ We need a language that allows us to talk about
 - the dynamics
 - the collaboration that makes it work

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Enter the world of pizza sharing

- ⌘ When we share out the responsibility for a case, we create the need to interact



- ⌘ And we can all be working at the same time

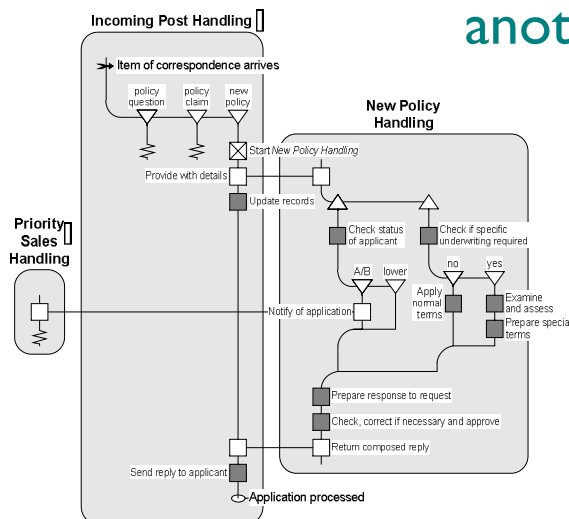
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Forget static bucket chains

- ⌘ Dealing with a case is distributed across collaborating roles, each taking its responsibility
- ⌘ Responsibilities are created dynamically, carried out, and disappear
- ⌘ Roles operate concurrently
- ⌘ Within roles, there can be concurrent threads of activity

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Let's draw another picture



This Riva
Role Activity
Diagram captures
the true dynamics,
not just a glib
sequence

To capture the dynamics and collaboration of the real world

- ⌘ We must view our business as a network of interacting and activating processes
 - the spaghetti
- ⌘ We must view each process as a network of interacting and activating roles
 - the mozzarella that binds us

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Exercise for the train home

- ⌘ Take your favourite process modelling notation
- ⌘ Model the process of 'email conversation':
 - Conversations start spontaneously
 - They generate threads spontaneously
 - Threads are made up of emails to people chosen dynamically
 - People get involved or leave
 - There is a dynamic address book
- ⌘ If you can't do it, you couldn't manage it in a BPMS – you need *Riva*

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For the full story of *Riva*, read

Business Process Management A Rigorous Approach

by Martyn Ould
published by the British Computer Society
and Meghan-Kiffer (North America)

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