

Cross Functional Support Process Management

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Why Process Management?

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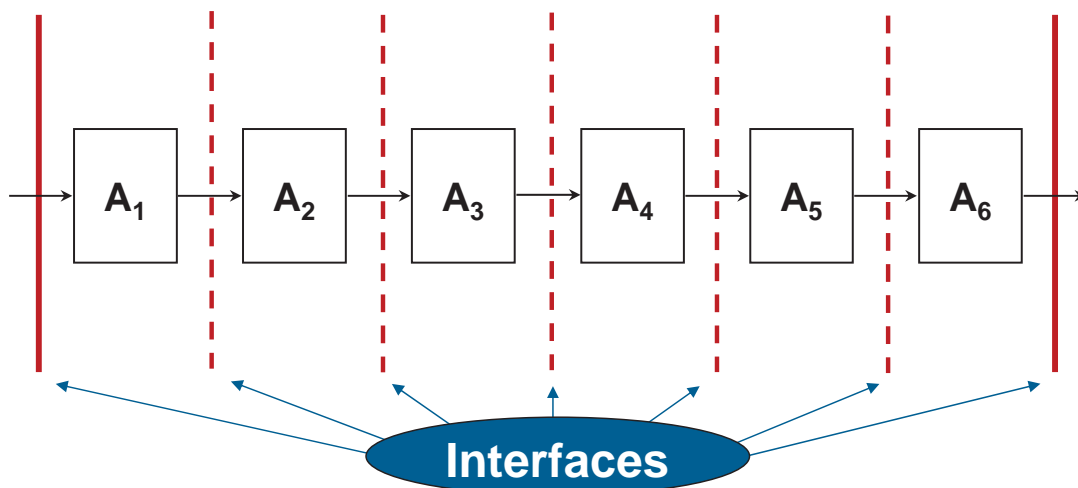
Because of other concepts like
ISO 9000, EFQM, TQM, Lean, Six Sigma etc?

Or maybe from a need?

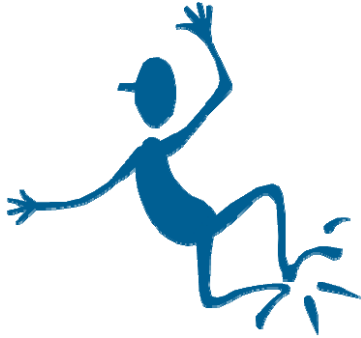


PROCESSES

A limited number of co-ordinated activities, which together have a definite purpose



Why Process Management?



**Satisfied
customers**



**Effective
processes**

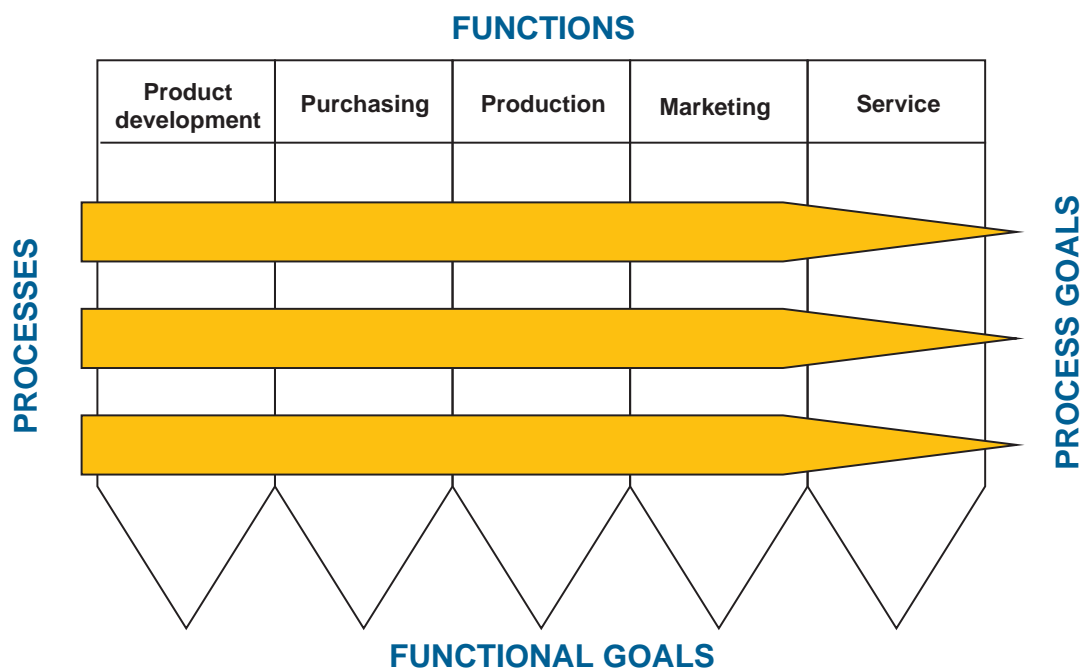
Process orientation

- + **General picture**
- + **Customer focus**
- + **Improvements**
- + **Change stability**
- + **Decrease complexity**
- + **Benchmarking**
- + **Develop individuals**
- **Hard work**
- **Many obstacles**
- **Competence and learning**
- **Require a lot from individuals**

Process types

- **Main processes**
- **Support processes**
- **Management processes**

Main Processes

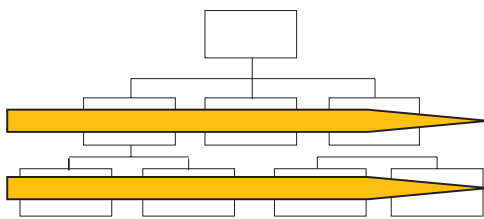


Support processes?

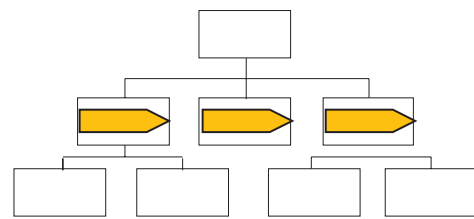
What is the typical situation today?

- Finance process
- HR process
- QC process
- IT process
- Environmental process
- Information process
- etc

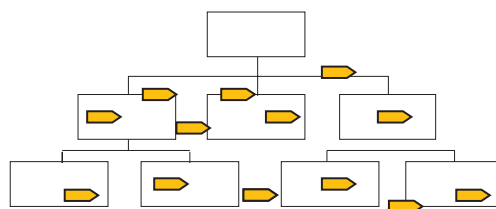
Defining process structures



Cross-functional processes



Functional processes



Work processes

Examples of work processes within a functional HR process

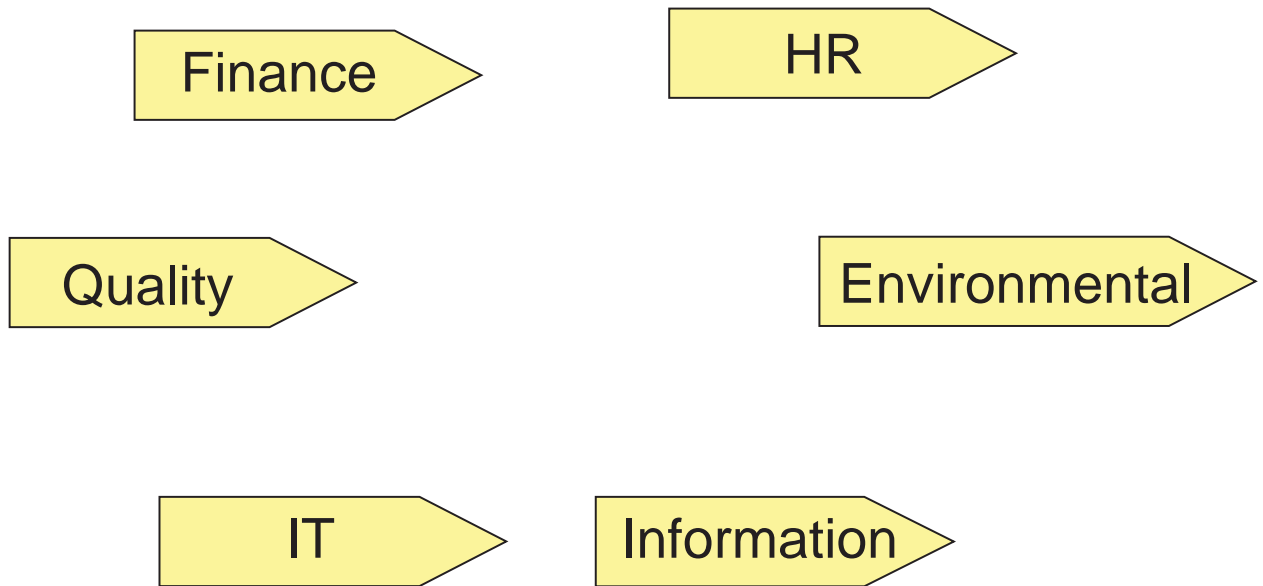
- Develop HR strategies
- Recruit and hire
- Develop and train employees
- Ensure employee satisfaction and good working environment
- Create participation and cooperation
- Provide recognition and motivation



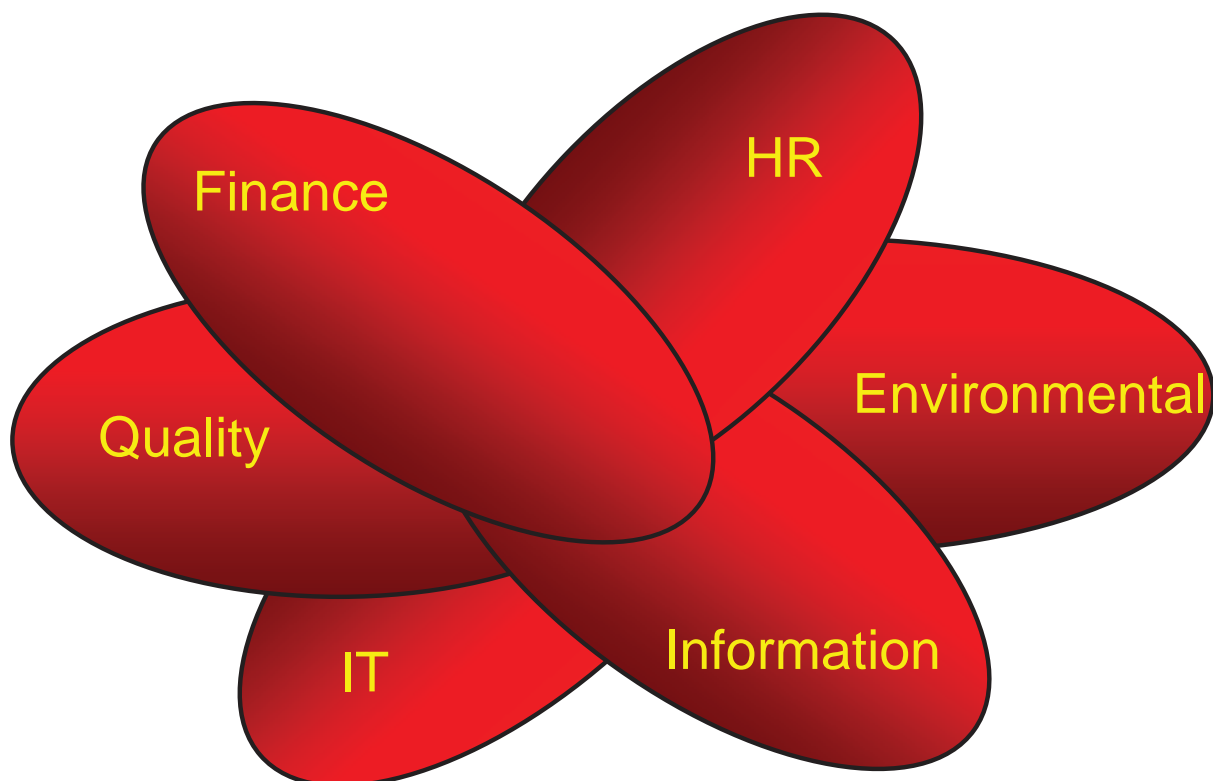
Support functions



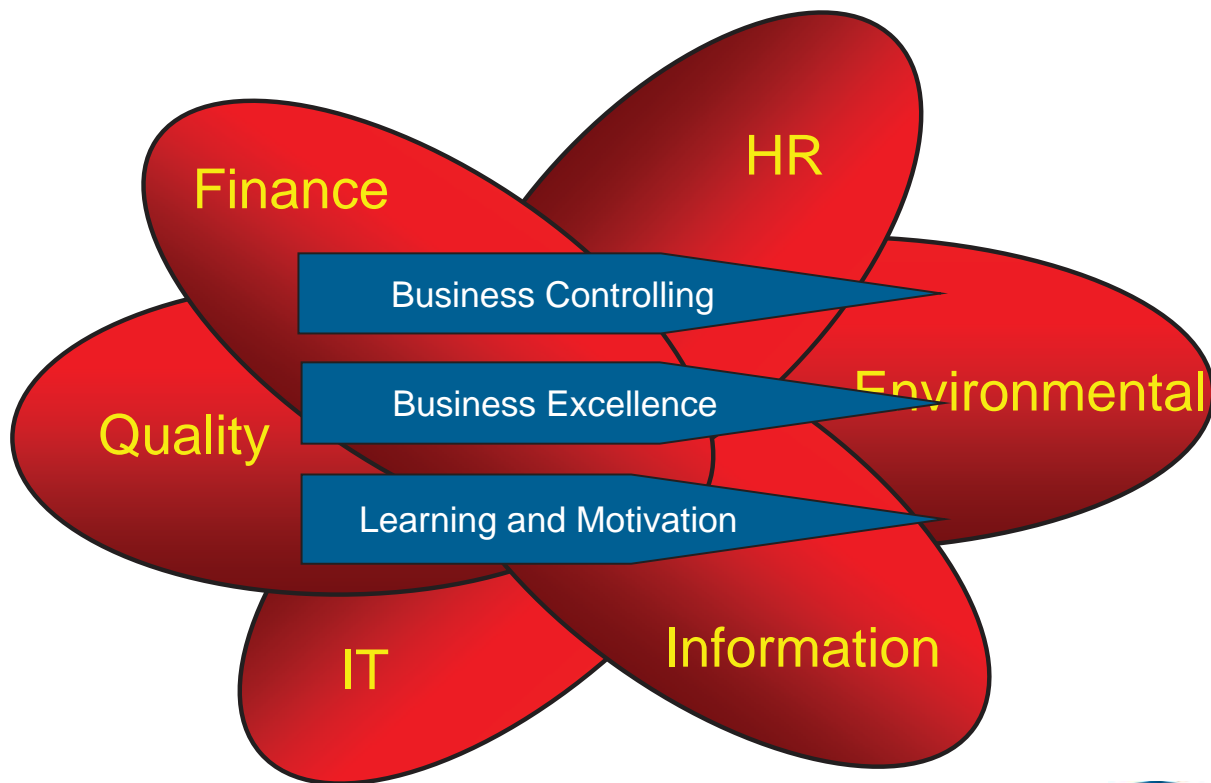
Support processes



Competence in support functions



Cross functional support processes



Creating cross functional support processes gives new possibilities

- Creates a strong platform for cooperation
- Prevents sub-optimization
- Align different support activities
- Focus on the real need of support in the core business
- Gives support work a stronger internal customer focus.

And....

**Focus on how future
management teams
should look!**



Traditional management

- Financial manager
- HR-manager
- Quality manager
- Environmental manager
- IT manager
- etc

**Management based on traditional
competence areas....**



Future management?

- Global business controller
- Business excellence manager
- Learning and motivation manager
- etc

Management based on processes and real needs in the business....



What should process work focus on?

- ➔ Process control and standardized work
- ➔ Process improvement and innovation



Process controll

- ✓ Identify and define processes
- ✓ Process mapping
- ✓ Standardize work and working procedures
- ✓ Develop follow-up and measures
- ✓ Process ownership
- ✓ Integrate process orientation in the QMS

Define processes

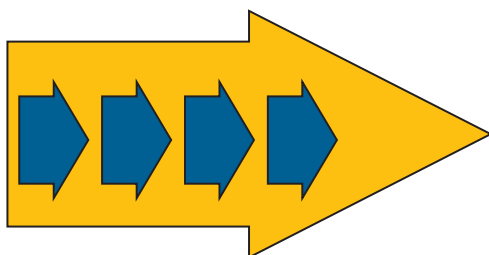
- Degree of cross-functionality
- Strategic or operative level
- Kind of flow
- Customer or production perspective
- Based on actual situation or vision
- Project or ordinary organisation?

Basic flows

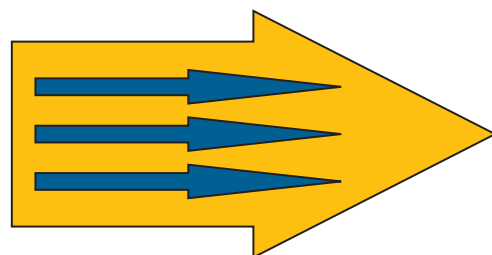
- Physical flows
- Customer flows
- Information flows
- Geographical flows
- Commercial flows

Sub processes

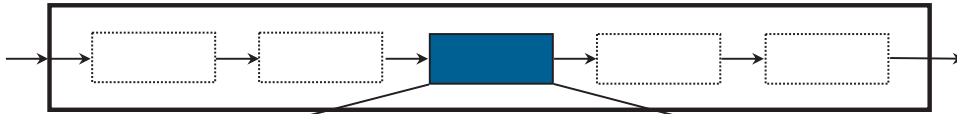
The Vertical Approach



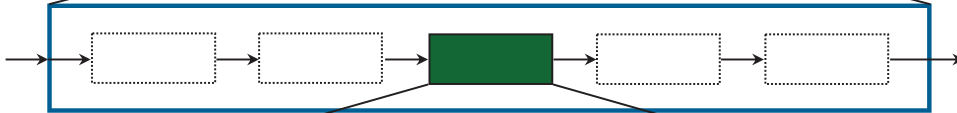
The Horizontal Approach



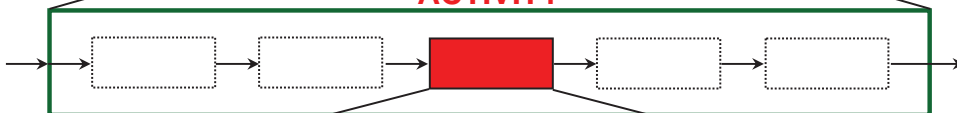
PROCESS



SUB-PROCESS



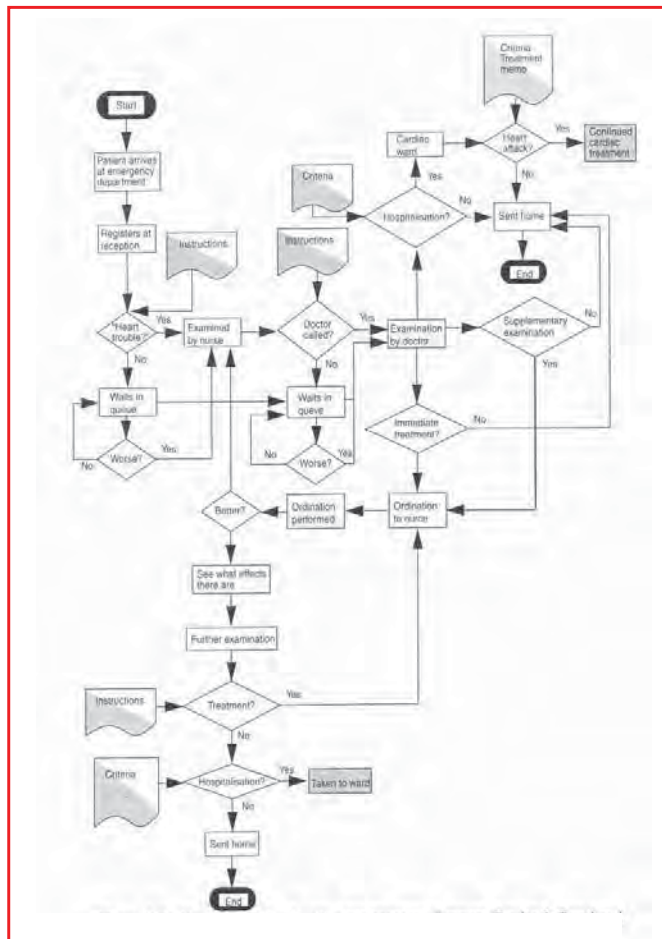
ACTIVITY



STEP



Process mapping

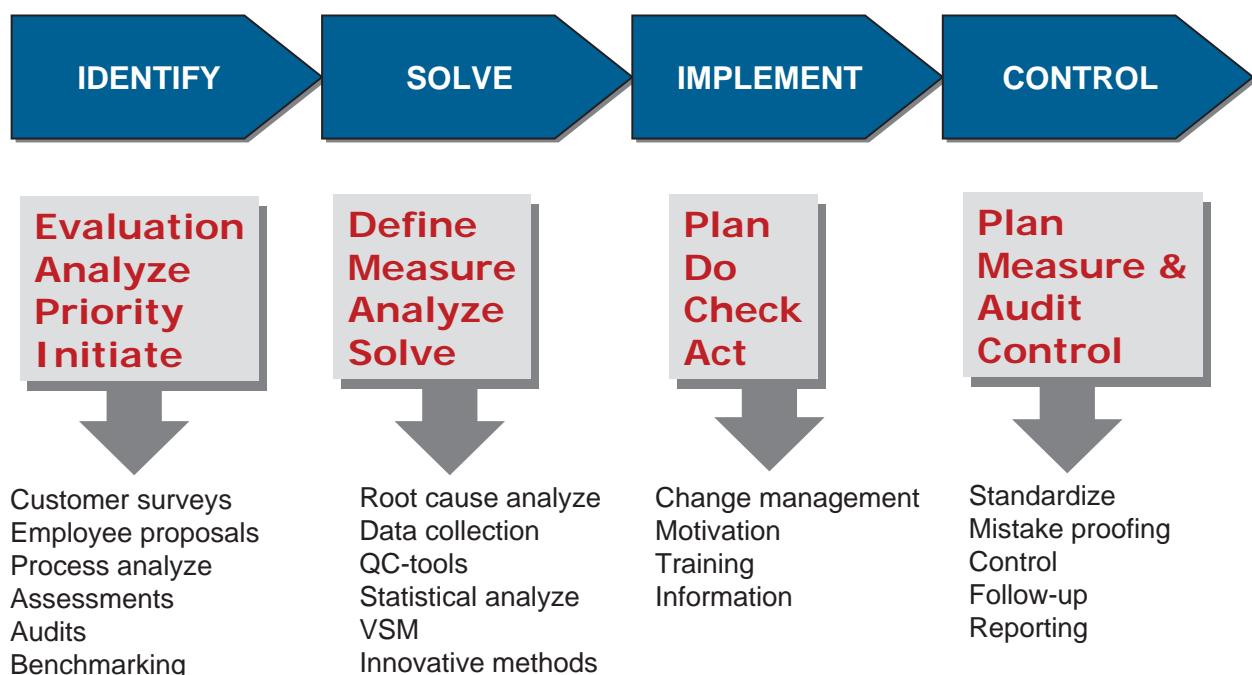


Process improvements

- ✓ Identify the future state of the process
- ✓ Analyzing processes and identifying improvement possibilities
- ✓ Solving problems
- ✓ Innovation
- ✓ Develop people
- ✓ Learning from Lean and Six Sigma



Improvement process



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