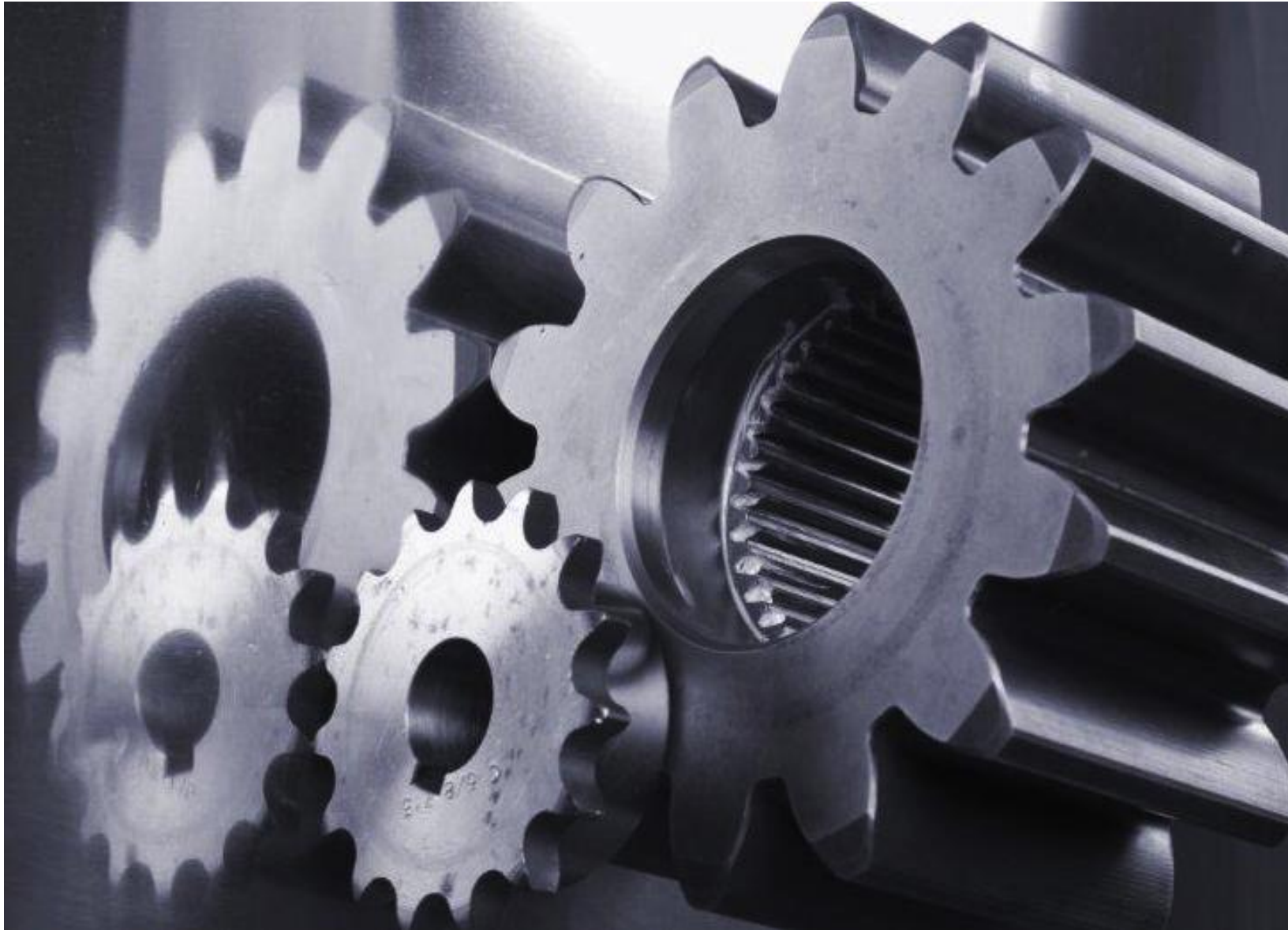


Aligning Applications Development with the Process Organization



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Overview

In a continuous search for improved performance/profitability, more and more businesses are moving to what has been called the Process Mindset, with many organizations now striving to become “process centric.” Key business support organizations like Information Technology are being impacted by this process movement. As business organizations, the “customers of IT,” start thinking about their work differently, IT organizations will need to re-align their core competencies with that way of thinking. In many cases this alignment will require IT organizations to radically change the way they do business, “including starting at the end.”

In short, most IT organizations will need to make at least four adjustments to the way they do business in order to serve process-oriented business organizations:

1. **Alter IT organization structure and way of thinking about IT** to align with changes in business organization (i.e., IT roles mirror business processes roles)
2. **Add to the work processes within IT** to be able to work with “end-to-end business processes” and drive off “how the users will do work” details
3. **Add an IT tool set that enables business process management**
4. **Move to a leadership role** in enabling the business organization to become process centric

The purpose of this paper is to describe the trend toward processes on the business side and the changes that will be needed to keep IT aligned. For started, what is the “process movement” as seen in many business organizations?

The Move to the Process Mindset for Improved Business Performance

The growing “Process Management Movement” pioneered by Michael Hammer of reengineering fame contains several headline messages. One, a company's work processes are major corporate assets to be valued and leveraged. Work processes must be developed, protected and exploited just as managers and leaders within the company would manage any other valuable asset. Secondly, some work processes are more valuable than others. Each work process is only as good as its contribution to the company's strategic direction.

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Three, the company's performance will literally be limited by how well its work processes are designed and executed. In the daily real world, here's what well-designed and executed means:

- Working more effectively
- Higher efficiency with
- Lower cycle times and

About Endeavor

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Endeavor Management, is an international management consulting firm that collaboratively works with their clients to achieve greater value from their transformational business initiatives. Endeavor serves as a catalyst by providing pragmatic methodologies and industry expertise in Transformational Strategies, Operational Excellence, Organizational Effectiveness, and Transformational Leadership.

Our clients include those responsible for:

- Business Strategy
- Marketing and Brand Strategy
- Operations
- Technology Deployment
- Strategic Human Capital
- Corporate Finance

The firm's 40 year heritage has produced a substantial portfolio of proven methodologies, deep operational insight and broad industry experience. This experience enables our team to quickly understand the dynamics of client companies and markets. Endeavor's clients span the globe and are typically leaders in their industry.

Gelb Consulting Group, a wholly owned subsidiary, monitors organizational performance and designs winning marketing strategies. Gelb helps organizations focus their marketing initiatives by fully understanding customer needs through proven strategic frameworks to guide marketing strategies, build trusted brands, deliver exceptional experiences and launch new products.

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