Cracking the Code for Improving the Productivity of Knowledge Workers

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Force multiplication!

- **Force multiplication** refers to a combination of attributes or advantages which makes a given force more effective than another force of comparable size.
- A **force multiplier** refers to a factor that dramatically increases (hence "multiplies") the effectiveness a group.
- Some common force
  - Morale
  - Technology
  - Geographical features
  - Weather
  - Recruitment through diplo
  - Training and experience
  - Fearsome reputation
  - Deception

*What are the "**force multipliers**" when talking about **improving the productivity** of **knowledge workers**?*

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The idea with this presentation

- The idea is to convey some of our ideas and thoughts about aspects are important related to the **technical infrastructure** supporting process modeling, authoring, tailoring, use, and improvement in **knowledge worker environments**

- Hopefully, you can use this as inspiration when building, improving or evaluating process infrastructures to make them true **force multipliers** for your organization

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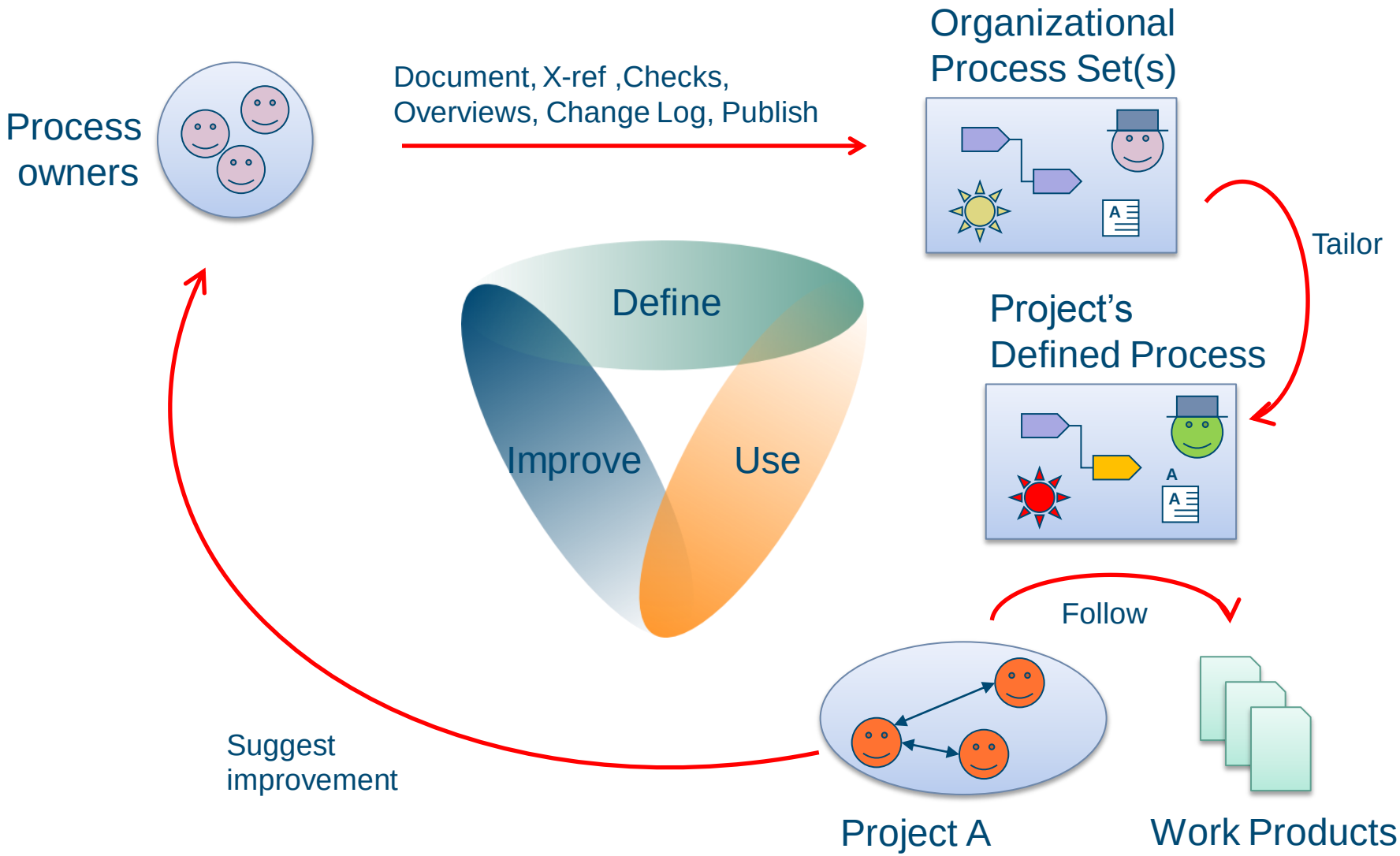
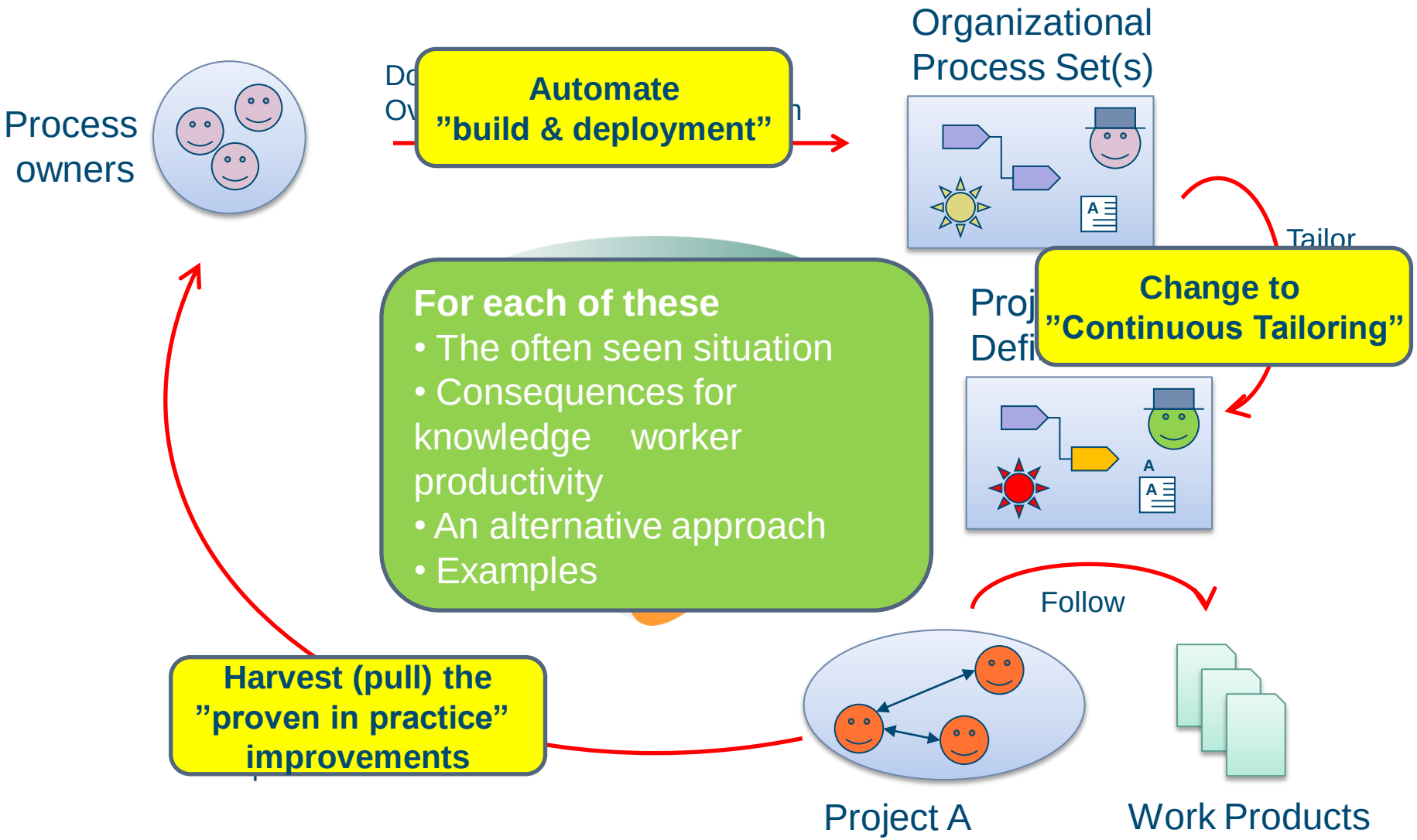
(Simplified) Concept of Operation

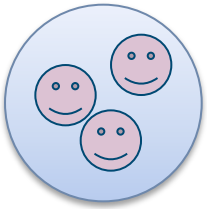


The Force Multipliers



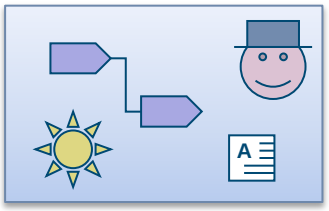
Automate ”build and deployment”

Process owners

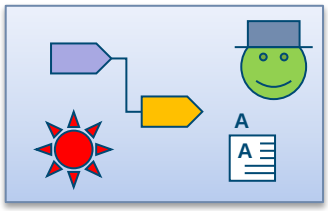


Organizational Process Set(s)

Tailor



Project’s Defined Process



Often seen practice

- Lots of manual work and schedule required to from change to release
- Resistance to change in process group
- Bi-yearly releases of process sets

Consequences for Know. Workers

- Non-optimal presentation of process sets (process group starts to think of ”ease of maintaining” insted of ”ease of use”)
- Not updated to “real practice”
- Lower quality of documentation
- Slows down the “learning loop”

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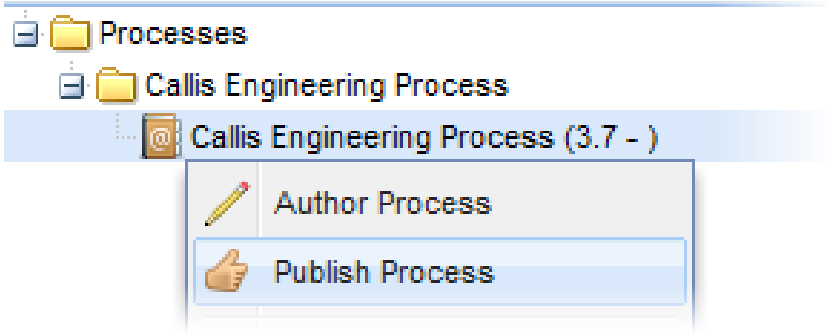
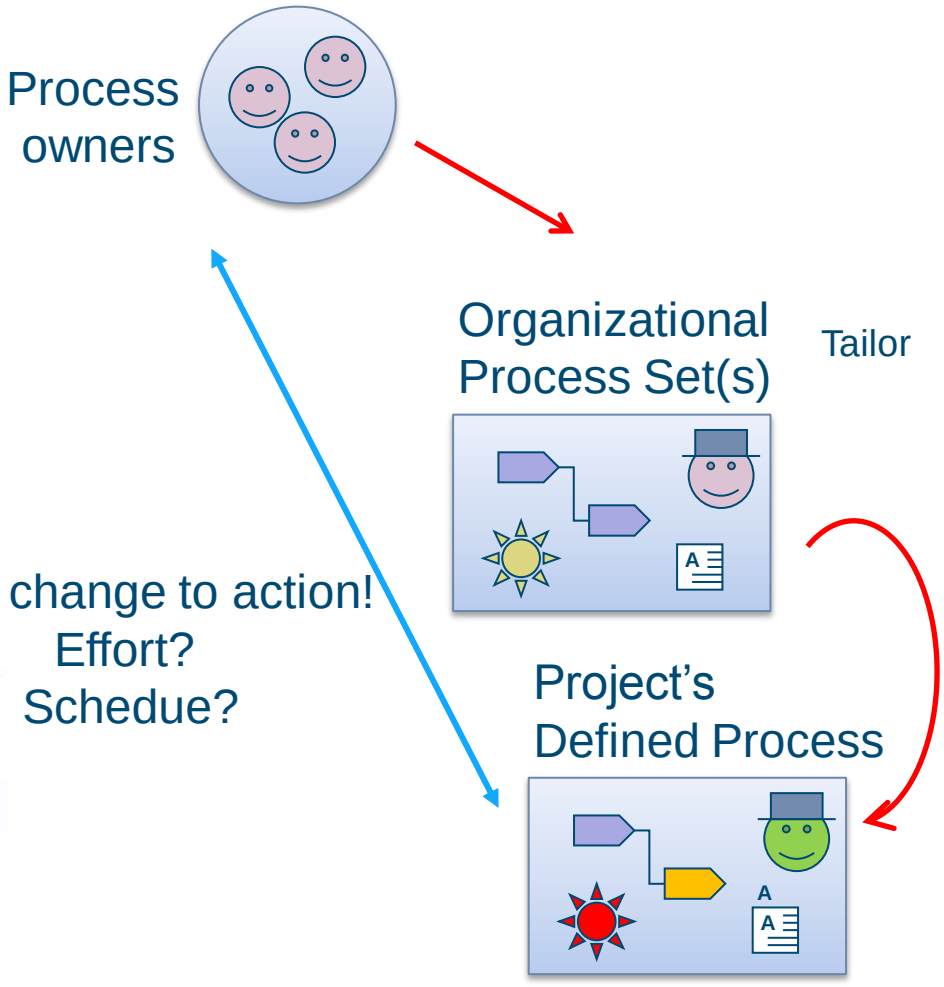
Automate ”build and deployment”

An alternative apprach

- Strive towards ”Continuous build & deployment” setup
- ”Do things which are hard often”
- Drive down the effort and schedule required to build & publish

Example





...in less than 5 min...

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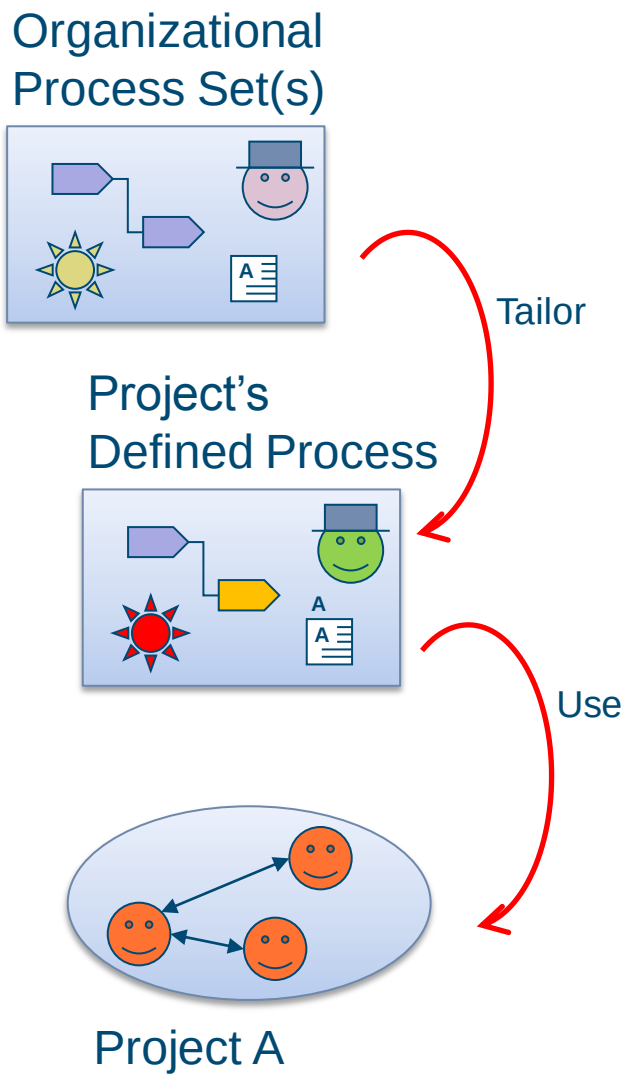
Change to ”Continuous Tailoring”

Often seen practice

- Tailoring by copy-paste process descriptions
- Tailoring in a file separate from process set
- Tools where tailoring is practically impossible
  - Yes, we can do that, but it requires an army of consultants and a phd in process modelling

Consequences for Know. Workers

- Doesn’t capture the real process
- Tailoring turns into a “formal thing”
- Limited ”connection” between documented process and real process – the WIKIs take over...
- Improvements are not based on existing processes

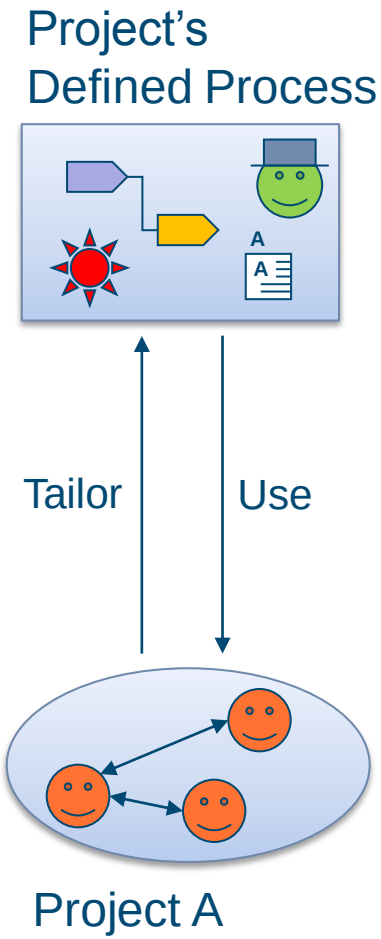


Change to ”Continuous Tailoring”

An alternative apprach

- Combine structured processes with wiki approach – ”continious tailoring”
- Make it easy to add operational comments directly into the process set

Example



Change to ”Continuous Tailoring”

2	Requirements Manager	**Document needs and expectations** The needs and expectations should be documented in the Requirements Management Plan.
3	Requirements Manager	**Decide which Requirements Management System to use** If no special technical or customer related needs mandates the use of a special Requirements Management System, the organizational standard system must be used.
4	Requirements Manager	**Prepare specification of project specific setup of Requirements Management System**

Document needs and expectations

The needs and expectations should be documented i
Management Plan.

Decide which Requirements Management System t

If no special technical or customer related needs mar
Requirements Management System, the organizatio
used.

Prepare specifi
System

Comment

HTML B I U ABC

We need to use RM-Pro in our project - this is a part of the contract with the custo

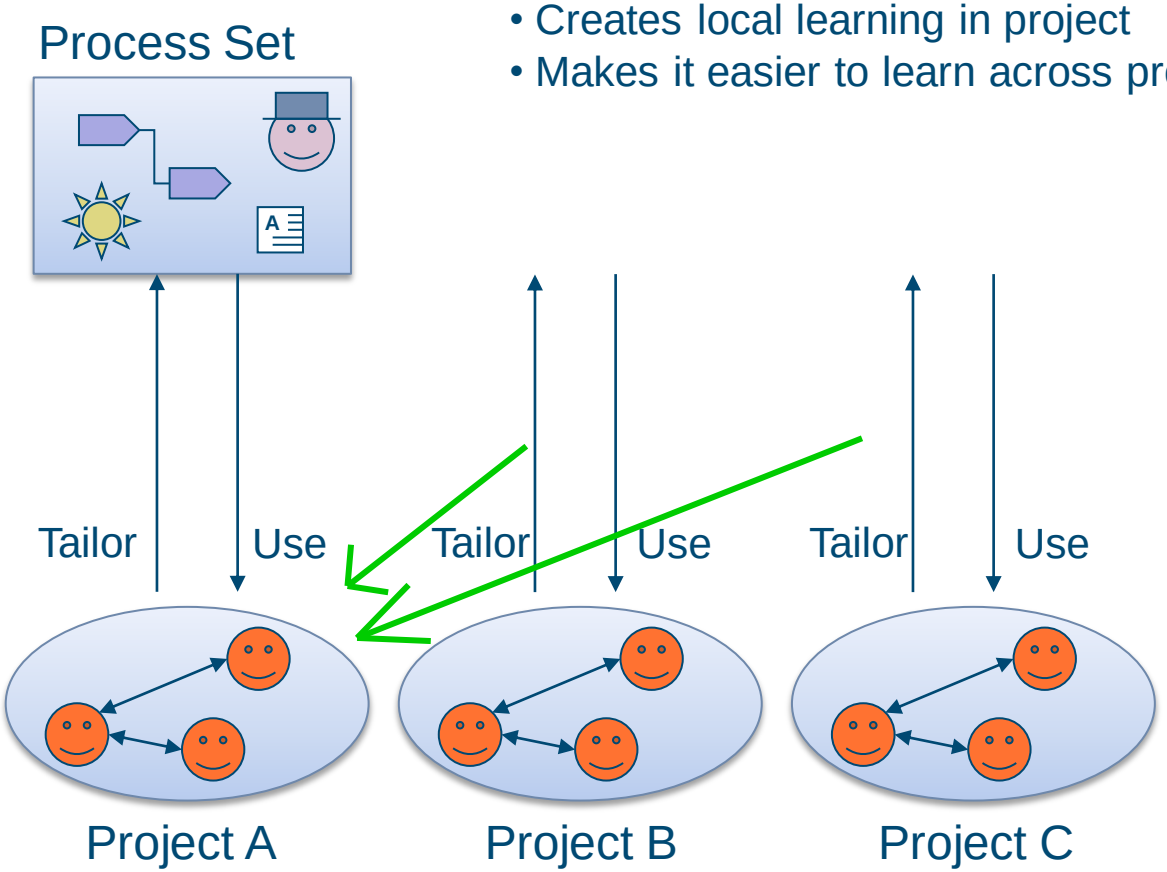
2	Requirements Manager	**Document r** The needs a Managemen
3	Requirements Manager	**Decide whi** If no special Requirement used. We need to use RM-Pro in our project - this is a part of the contract with the customer Project E | 2009.11.03 13:28 by pvp
4	Requirements Manager	**Prepare specification of project specific setup of Requirements Management System**

Low ceremony
Empowers people
Practical project learning

Learning Across Projects

Short circuit knowledge generation

- Creates local learning in project
- Makes it easier to learn across projects



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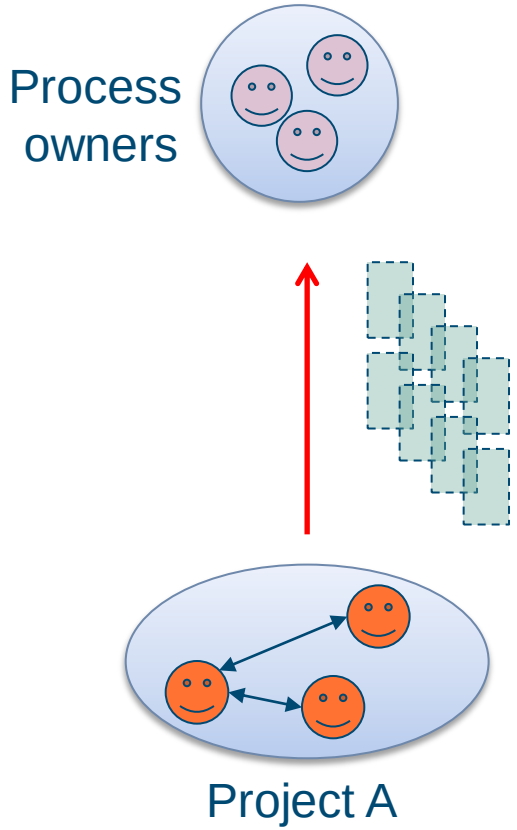
Harvest (pull) the ”proven-in-practive” improvements

Often seen practice

- Employee ”push” improvement suggestions to a queue
- Hard to see the ”quality” of the improvement suggestion
  - Theory or ”proven in practice”
- Improvement suggestions queue up, action slows down
- Learning loop does not work

Consequences for Know. Workers

- “The EPG / process owners don’t do anything”
- Outdated process descriptions
- Slow/limited build-up of intellectual capital

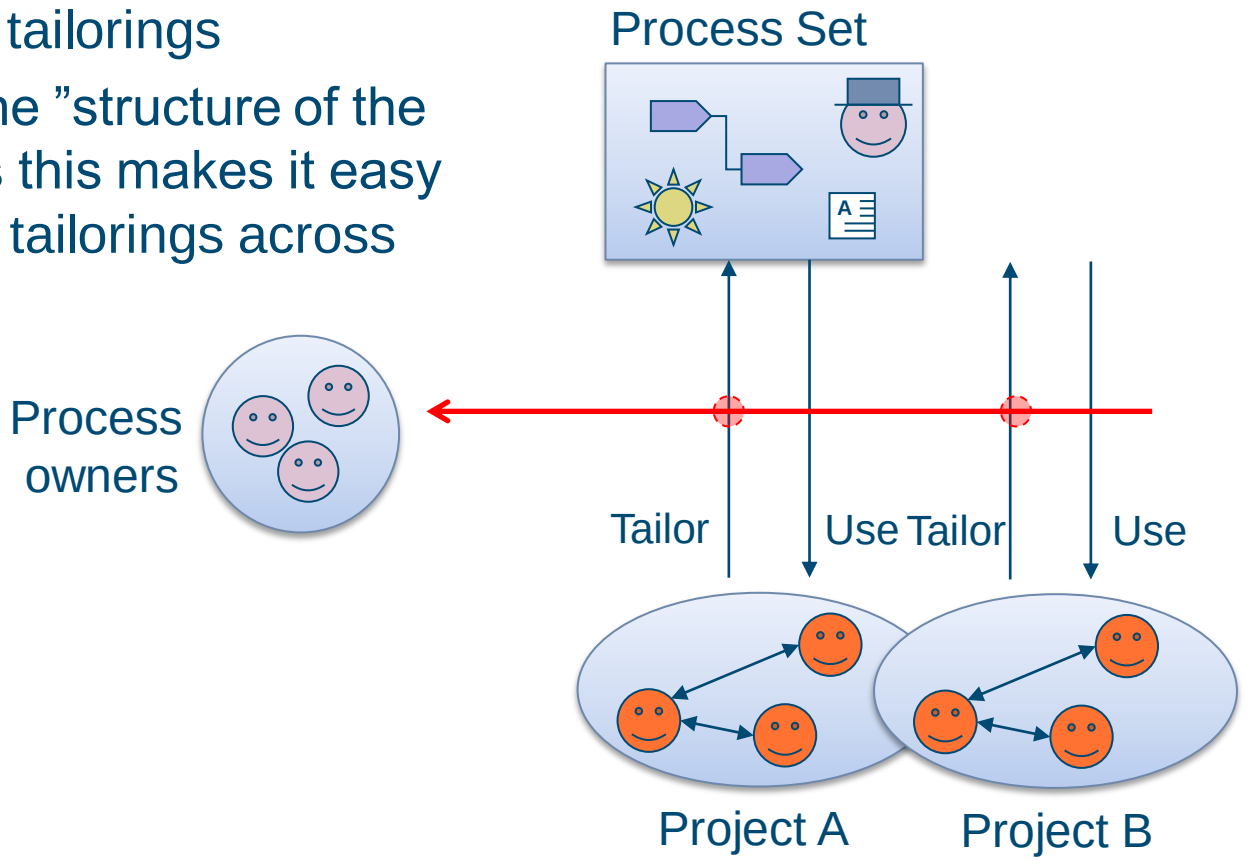


Harvest (pull) the ”proven-in-practive” improvements

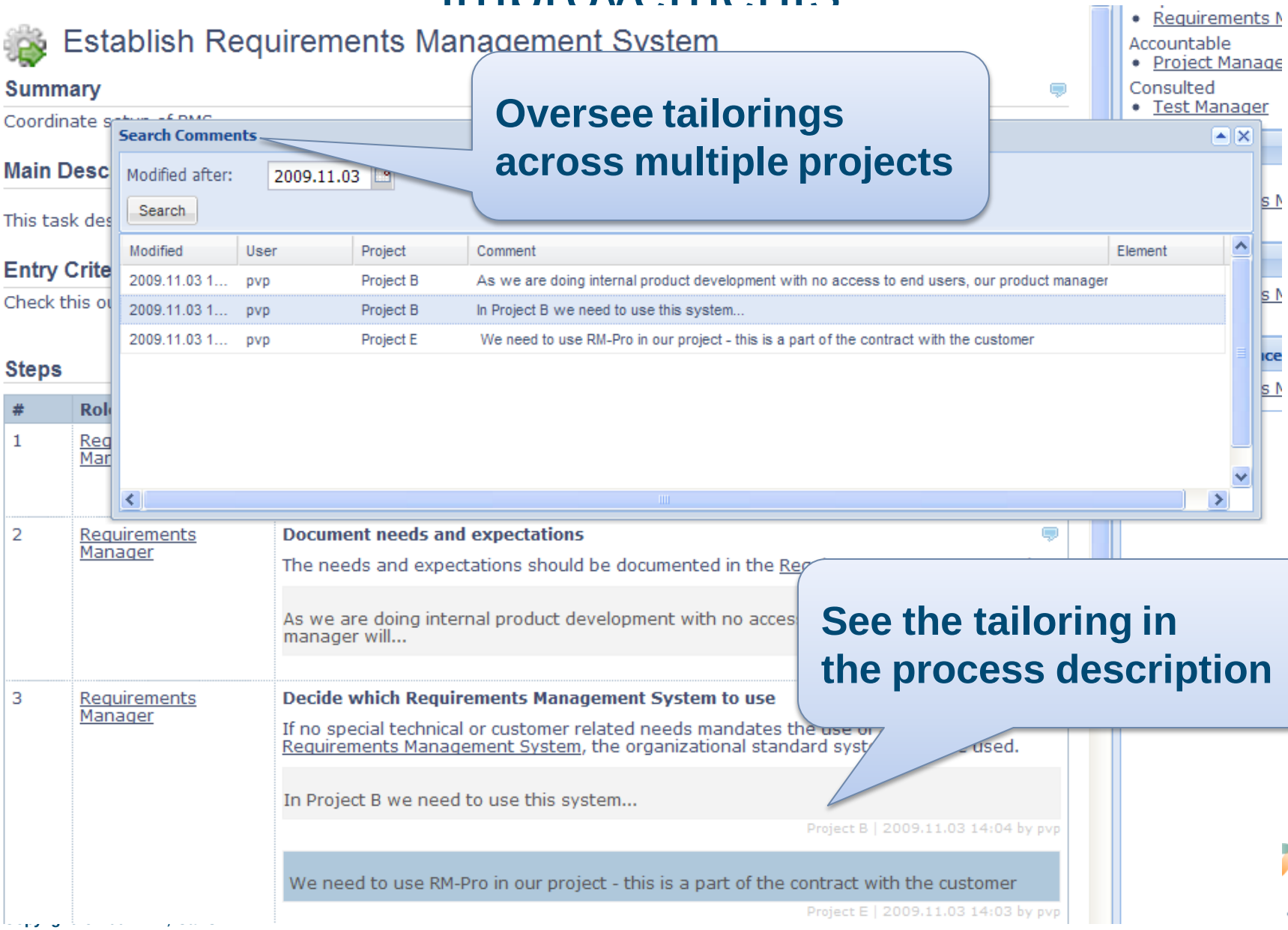
An alternative apprach

- ”Pull” the ”proven-in-practice” operational tailorings
- Do this in the ”structure of the process” as this makes it easy to compare tailorings across projects

Example



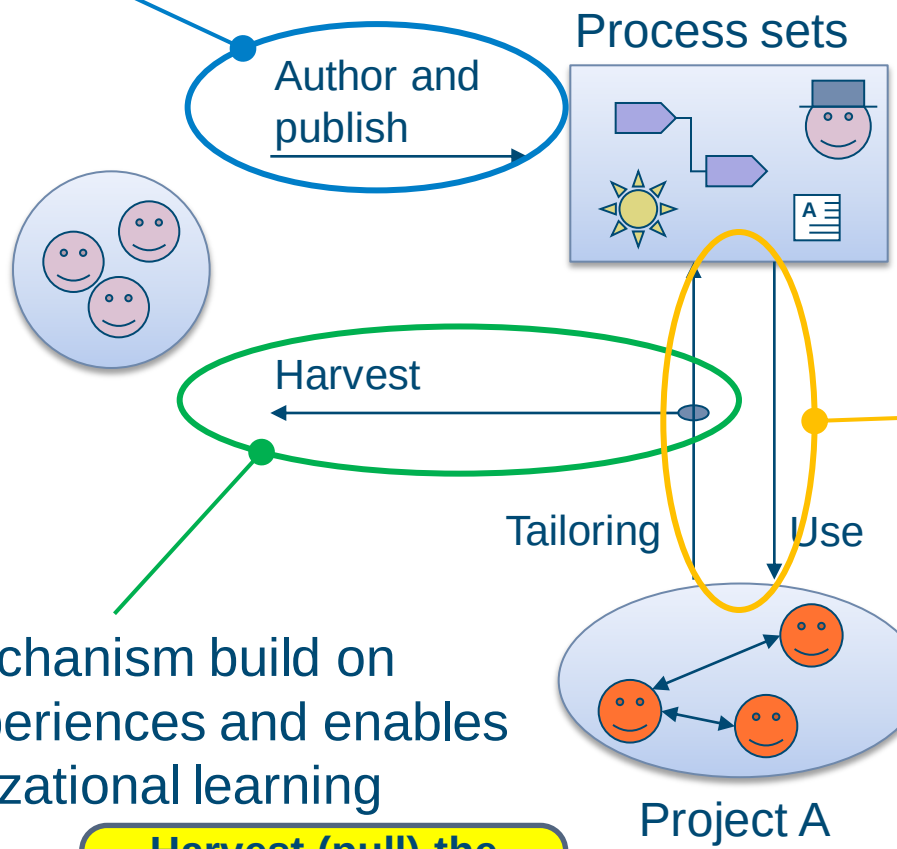
Harvest (pull) the ”proven-in-practive” improvements



The new ”Concept of Operation”

Automated ”model, author, build, and publish” mechanism

Automate ”build & deployment”



Change to ”Continuous Tailoring”

Low ceremony, tailoring mechanism, empowers people and enables local learning and improvement

Pull mechanism build on practical experiences and enables organizational learning

Harvest (pull) the ”proven in practice” improvements

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Thank you!

- **Please contact pvp@callis.dk for demos and trials**
  - Or just to discuss the concepts ☺

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Backup slides from here

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Stuff you need to address...

- Well defined process architecture supporting re-useable process content / method libraries
- Automated consistency checking
- Generate and/or integrate graphics (MS Visio AddIn)
- Multi-model compliance mapping / cross referencing
- Multiple views, multiple variants, multiple output formats
- Activation – e.g. instantiating roles and best practices (MS Sharepoint integration)
- Lightweight tailoring / operationalization
- Understand tailoring across projects
- Profiling use of processes
- Automated compare (diff) process definitions / change list

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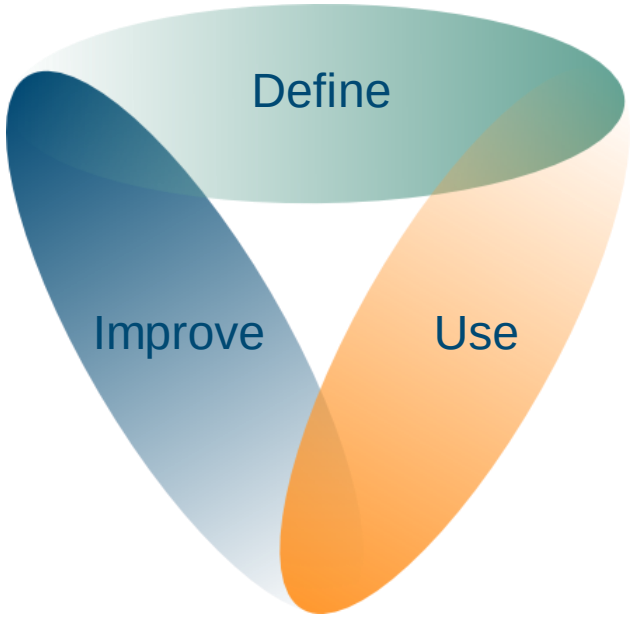
Supporting knowledge workers is supporting the lifecycle of processes!

Organize, structure, and author process sets

Manage compliance to standards and requirements

Consistency and uniformity (in text and graphics)

Automated publishing of multiple versions



Effective access to process sets and assets

Compare process sets

Lightweight and practical tailoring

Understand tailoring across projects

Integrate best practices

Profile use of process sets

Activate the process, e.g. artifact and role instantiation

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From Process Modelling to Process Execution