

## Common barriers to effective process management

Common barriers to effective process management and the key elements that effect how organizations conduct business.

Building awareness of these barriers enable you to identify when they might occur and develop plans to mitigate them

### Lack of governance

- When people think about process management, the first thing that comes to mind is process maps and how to diagram the flow of work. However, what's even more important than documentation is understanding:
  - what the process is,
  - who is accountable and responsible for the process,
  - who are the stakeholders or who is engaged in the
- Key elements
  - Poor understanding of alignment between process and business management
  - Clarity of roles (e.g. process owner, process accountability, functional owner...)
  - Process performance measures not aligned to business performance measures



### Knowledge is hard to access

- For many organizations, key process information (SMEs, process owners, process flow, templates, lessons learned, etc.) is scattered, not easily accessible, and often tacit in nature. In other words, organizations tend to create siloed repositories of information rather than putting content in the pathway of the user
- Key elements
  - Insufficient standards and methods
  - Lack of support and collaboration forums (Center of Excellence)
  - Little or no training on the methodology and skills to be successful

### Too much change

- Many organizations face resistance during process rollouts because they do not take people's capacity to change into account. A general rule of thumb is that employees can only handle three to five major changes in a year; employees need time to go through the change journey — from understanding to internalization.
- Key elements
  - Focus on a few important improvements and do them well
  - Provide visibility to all changes to avoid random acts of improvement

### Lack of right technology

- Technology is important as it ties all the processes together and provides a platform for standardization, measurement, and governance. Organizations need to develop technology and its features with guidelines for use and a structure that allows it to scale and expand so that it is easy for people to use.
- Key elements
  - Lack of tools to capture, analyze and document processes
  - Lack of tools that integrates both the business and IT perspective



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