



## Improving Performance

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## Enterprise Process Performance Architecture

### Open

This quarterly column addresses the **Enterprise Process Performance Architecture** that I have been using in my **Enterprise Process Performance Improvement (EPPI)** and **PACT Processes for T&D/ Learning/ Knowledge Management** consulting gigs. It's my version of the Enterprise Process Architecture.

And I'll provide you with a template for the EPPA for Do-It-Yourself efforts so that you might put this to your own "acid test."

The questions to be answered include: Is this any way to map all of the processes of the Enterprise? Any Enterprise? Can we be functionally organized AND "process-centric?" Does this have utility for those pursuing BPM?

I've been using this to derive the specific performance requirements and enabling competencies and attributes for over 20 years for the **learner/performers** of an entire function and for specific management jobs.

Oh – and isn't it ironic that to do "systems thinking" one needs to be cognizant of ALL of the "piece parts" to begin to contemplate their relationships? That's what this model-set and template/tool are intended to do – help you see ALL of the processes of the Enterprise in that oh-so-familiar "functional organization scheme" that's still most prevalent in my client organizations.

### Where the Rubber Hits the Road

Conceptually, almost all Enterprise processes are housed at the Department level. But some may be found at the functional and higher levels as well. In any event, they will be "housed" in the core area of the model if they are unique to that entity. If they are owned by the entity but shared across the enterprise, they might be part of a Leadership or Support System/Process.

So when I do a WBS – Work-Breakdown-Structure – of an Enterprise, I am typically not worried about trying to capture them all near the top or the middle of the Enterprise... That comes later. I am usually trying to get to the department level and identify the processes there. And do all departments within a function so that I can "roll them up" to the functional level AND THEN discuss what's missing – what is done at the "functional level" by functional staff or cross-department teams that isn't captured by the department models?

Each department is unique in terms of its "core" processes, which my methods break down further into AoPs – Areas of Performance. What all departments share process-wise is what I term the "Leadership" and the "Support" processes. And I bundle like-processes into Systems to keep the "visual view" manageable.

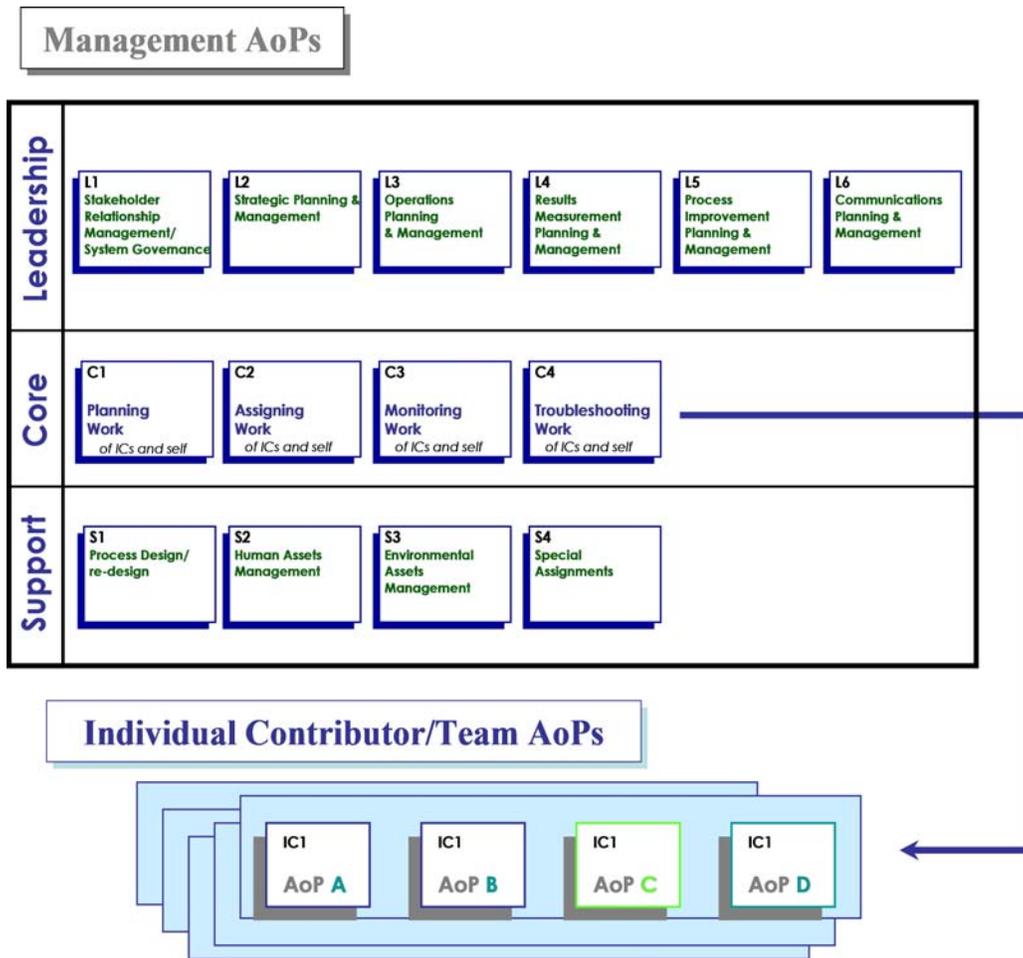


Figure 1. Areas of Performance Framework for a Management Job and Individual Contributor Jobs

The long blue boxes represent the unique processes that the department owns. If the department had its staff working on other departments’ processes – on loan so to speak – I’d make a long box of a different color to acknowledge that visibly. But I’d leave it to the “owner” department to claim the cross-department process so as to avoid redundancy.

**Bottoms-Up View from the Department Level**

Next is the “template/tool” for your full-destructive-test of this model and approach to capturing ALL of the processes. Of course, you can do this top down if that is your mandate. But typically in my consulting work I am brought in to look at one segment of the Enterprise. And it’s usually a functional orientation versus a process orientation. So I start with what’s given...the functional organization scheme...and attempt to get process-centric within that paradigm.

First, pick any function in your Enterprise (or a client’s) and name/number all of the departments. You’ll then need one template for each. If you are organized by process, pick all of the equivalent

organizational entities for modeling. If you are in a matrix management organization I think you'll still need to approach this from an "owner department/entity level" that probably is a mix of process-oriented departments and functional-oriented departments.

You'll need a template for the functional level, the next level up. And one for "every level upwards" after that, including the Enterprise level. And more, if you intend to map the entirety of the Enterprise.

Print-off enough paper copies – or create electronic templates (e.g., PowerPoint) to "fill out."  
Enterprise Entity View: \_\_\_\_\_

### Application Steps at the Department Level

Pick any department to start with. Review each of the **Leadership** and **Support** levels and determine whether or not this department "owns" a system/process in this area...or whether they merely participate in someone else's owned process in this domain. Mark those Yes or No appropriately.

Then list all of the distinct processes of the department in the Core level. Depending on your approach for doing this, this could be somewhat easy or very difficult. Due to the arbitrariness of it all...

Please note that process boundaries are quite arbitrary for the most part. Where does one begin and where does one end? Does it really matter IF we capture them all somehow? And as arbitrary decisions are the hardest to make – because the answer isn't crystal clear – plan on this part taking time. Getting everyone appropriate involved in this might lead to some "wrangling" in order to reach the finish line with a consensus model.

And then repeat for all of the other departments for your targeted Function.

### Application Steps at the Functional Level

Then take all of those **Departments** and place the names of each in some logical order in the "Core" area of the template for the Functional View.

Review all of the **Leadership** and **Support** levels and determine Yes or No as to whether these operate at the Functional level...or if the staff here merely play a role in some other Function's/Department's process regarding those types of processes/efforts.

Also, add any additional "**Core**" processes that are unique to the **Function**. Differentiate those from the Departments listed, using color and/or shape, for your reviewers' ease later.

### Application Steps at the Business Unit/Division/Enterprise Levels

Then take all of those **Functions** and place the names of each in some logical order in the "Core" area of the template for the next level up.

Review all of the **Leadership** and **Support** levels, and determine Yes or No as to whether these operate at this next level up...or if the staff at this level merely play a role in someone else's process regarding those types of processes/efforts.

Also, add any additional "**Core**" processes that are unique to **this level**. Differentiate those from the Departments listed, using color and/or shape for your reviewers later.

Then repeat for each level until you've completed the template for the Enterprise.

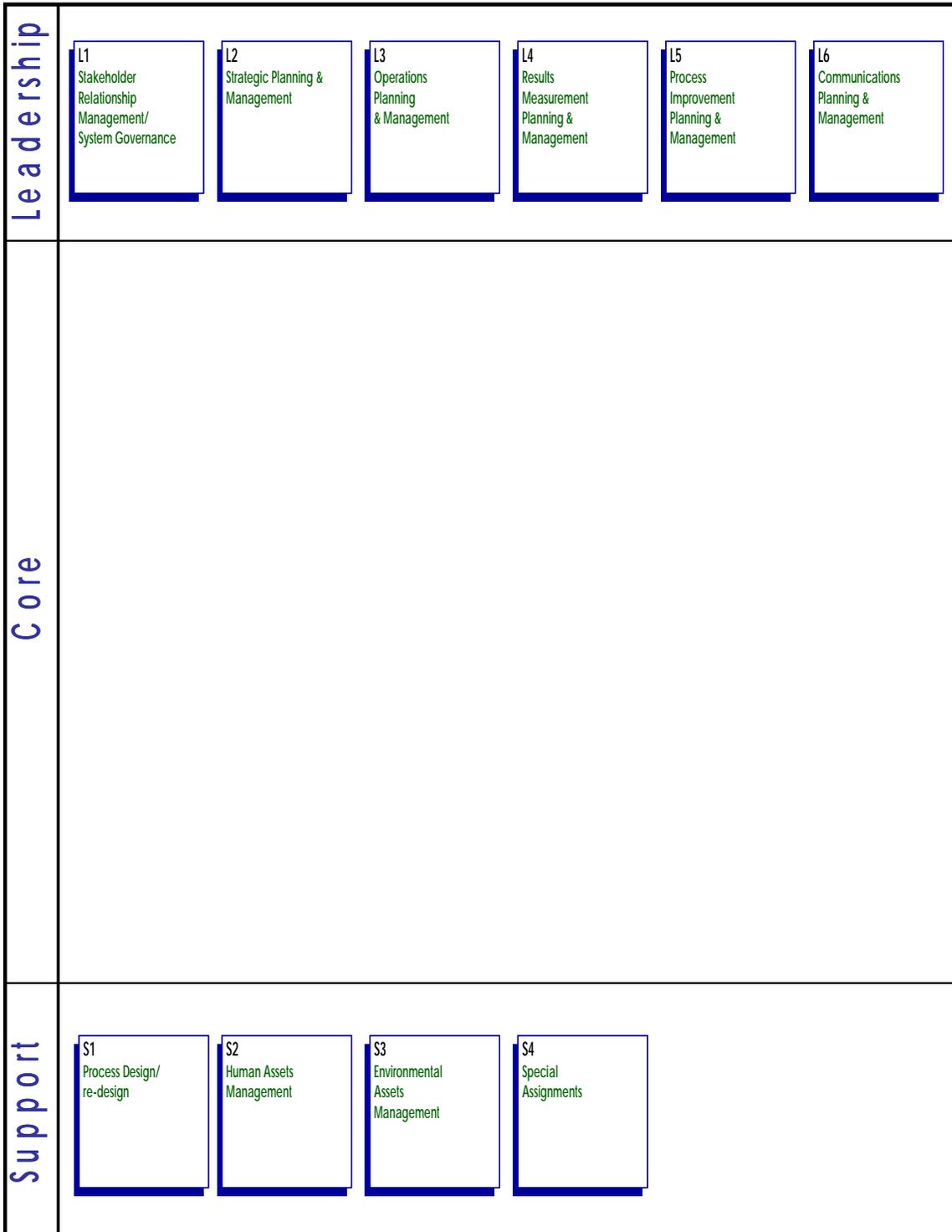


Figure 2. Template for a Systems/ Processes/ Areas of Performance View

### A Few Acid Test Items for Your Consideration

- ▶ Does it make sense as an approach to *parse* the Enterprise this way? Could you?
- ▶ Did you capture your core value chain components in one or more departments? Can you? Could you string them together to see it end-to-end? Are there gaps?
- ▶ Is there difficulty in determining ownership of complex processes? Could this be used to clarify?
- ▶ Could you organize and cascade goals, objectives, resources, and metric systems in this manner?

### Future Columns

In the next column I intend to cover how I would use this Enterprise Process Performance Architecture to create an Enterprise **learner/Performer** Architecture and have them both inform the design of the Enterprise Content Architecture...which I could label as an “Enterprise Instructional Content Architecture” – but that might suggest that I believe that any/all content within the Enterprise isn’t intended to instruct/inform/guide all **learners/Performers** in Enterprise Process Performance. And I don’t believe that.

And I’ll paint my hopes for the future intersection of BPM and the clear definition of ALL of the processes of an Enterprise with my world of ISD and HPT...Instructional Systems Design and Human Performance Technology...along with the many other “enabling” disciplines necessarily brought together to achieve and sustain Peak Performance.

We’re all after the same thing – to first protect and then improve the Enterprise.

Until the next quarterly column in September 2007 ...*cheers!*

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