

Organizational Agility Demands Tools

Process Enactment is Essential for Large Scale
Adoption of Methods



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Perspective on Process Enactment

- **Process and Tools Empower Individuals and Interactions**

- ▣ Enactment aids process scalability

- **Process Definition is Symbiotic with Process Enactment**

- ▣ Neither should be developed in isolation
- ▣ Neither should be deployed in isolation

- **Achieving Organizational Agility**

- ▣ Organizations must be agile to be competitive
- ▣ Real-time intelligence from process enactment is essential

“Individuals and Interactions over Process and Tools”

- In 2001, the Agile Alliance pushed back on the tool and process-ware vendors causing a swing away from process enactment.

A painting of a group of people in a meeting, with text overlaid on it. The painting shows several people in a room, some standing and some sitting, engaged in a discussion. The text is centered over the painting.

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

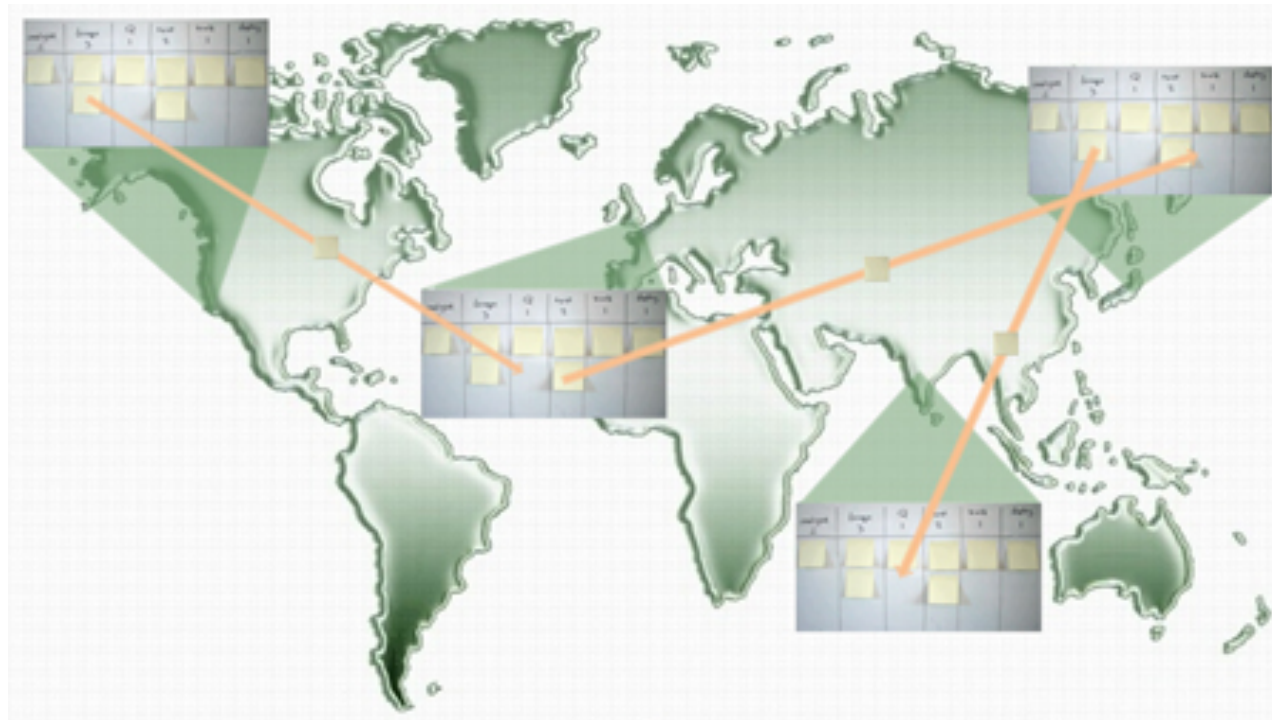
Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck	James Grenning	Robert C. Martin
Mike Beedle	Jim Highsmith	Steve Mellor
Arie van Bennekum	Andrew Hunt	Ken Schwaber
Alistair Cockburn	Ron Jeffries	Jeff Sutherland
Ward Cunningham	Jon Kern	Dave Thomas
Martin Fowler	Brian Marick	

Scaling for Adoption

- **Visible work is a beneficial practice, but physical manifestations don't scale to the large enterprise.**



- **Integrating a spectrum of enterprise stakeholders is a challenge for a project or a process. This is easier to achieve with process enactment.**

Process Definition and Enactment

- **Process definition and process enactment share a symbiotic relationship**
- **Enactment is the realization of process definition**
 - ⌘ Just as we produce working software we need to produce working process
- **Enactment is a key component of enablement that:**
 - ⌘ Increases ease of adoption
 - ⌘ Prevents users reverting back to old practices / bad habits
- **Through enactment process can be:**
 - ⌘ Measured and improved
 - ⌘ Auditable and facilitate regulatory compliance (if required)

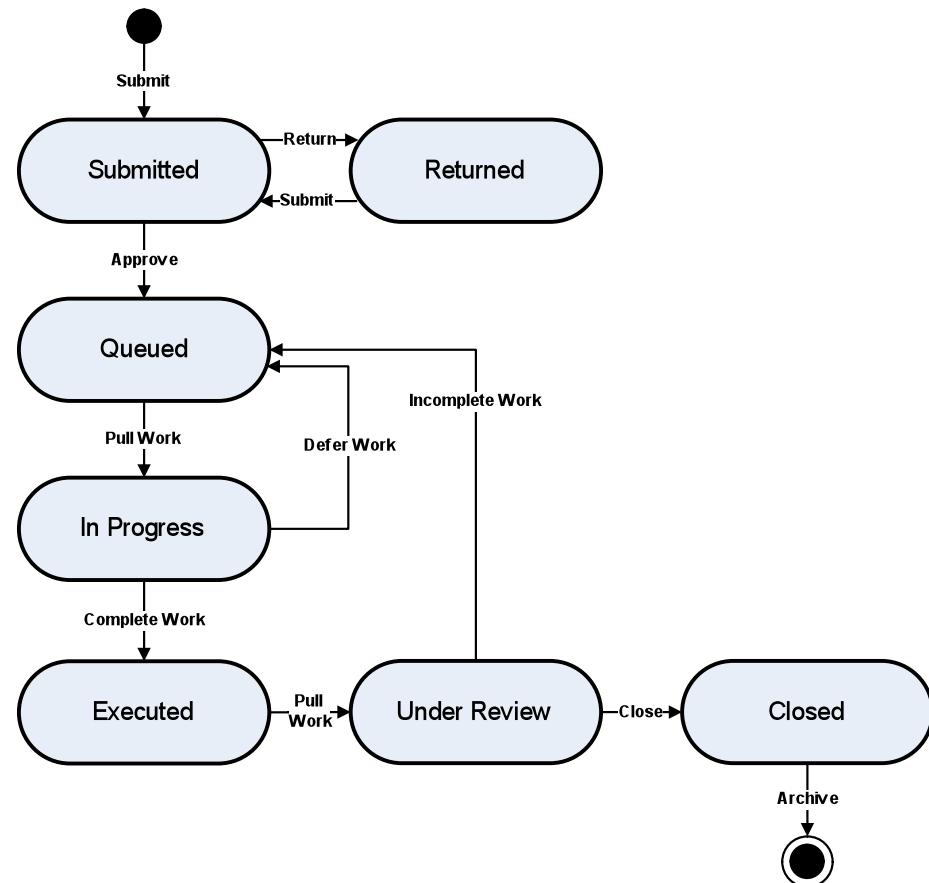
Process Enactment Blueprints

- SPEM 2.0 gave us a great starting point for process enactment

- Process definition needs to be complemented by additional views.

- ▣ RACI / Workflow

- ▣ State Transition Diagrams



Achieving Organizational Agility

- **The speed at which an organization can innovate and respond to marketplace dynamics is a key measure of their agility.**
 - One primary concern to enhance this agility is to optimize the value stream and reduce waste.
 - Another primary concern is to make decisions based on the most accurate and up-to-date information.
- **Process enactment is fundamental in achieving these concerns.**