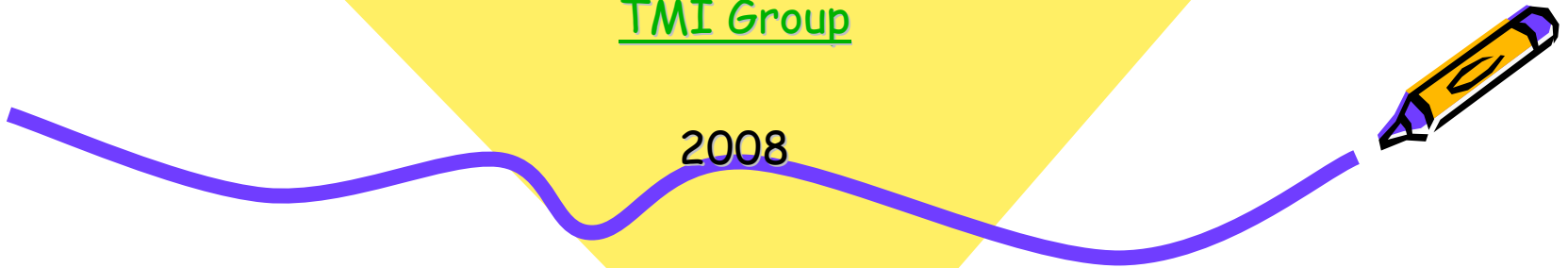




Definitions of "obviously" well-defined activities

Rajesh Kumar
TMI Group

2008



Process

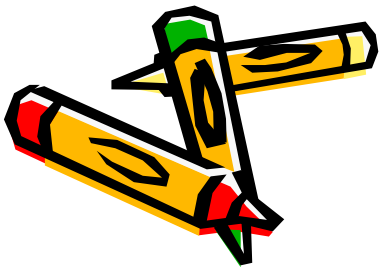
Process is the well-defined sequence of steps in the preparation of a dish called 'result'.

Process maximizes Reliability

Maximizes efficiency

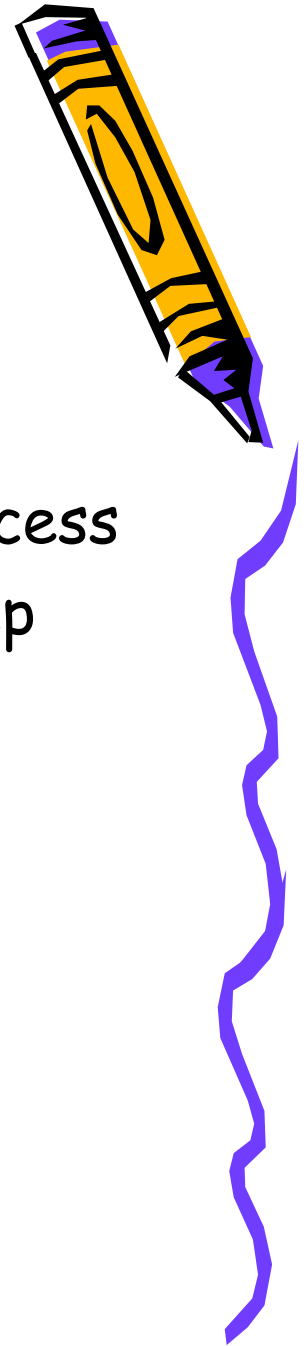
Checks human desire to experiment on the neighbors guinea pig rather than once own!

Delivers a delicious dish



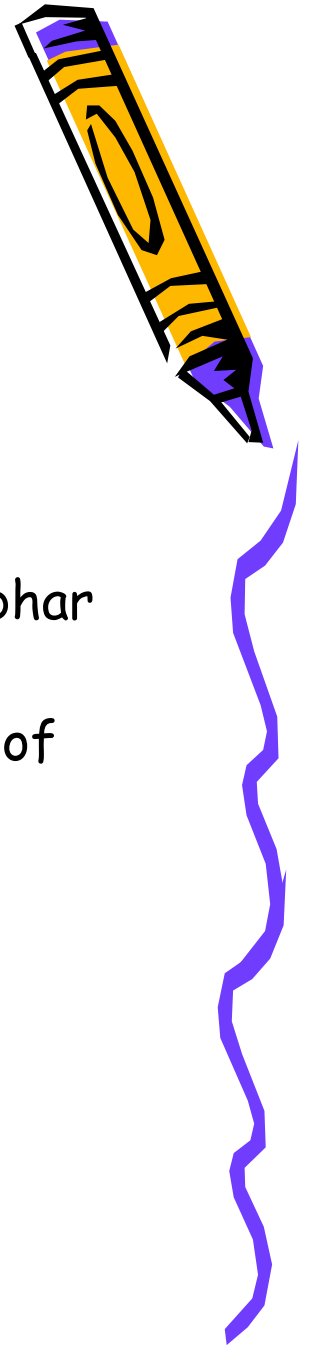
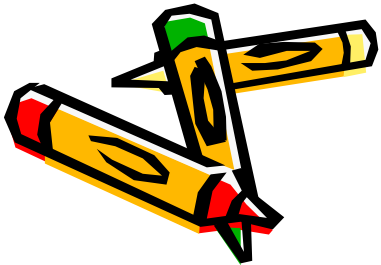
Process = Cooking a Dish

- List of ingredients = Steps of a process
- Time of Mixing = Sequencing of steps in a process
- Cooking Time = Cycle time involved in each step
- All ingredients are measurable
- Since measurable, outcome is predictable`



Process: Is it flexible?

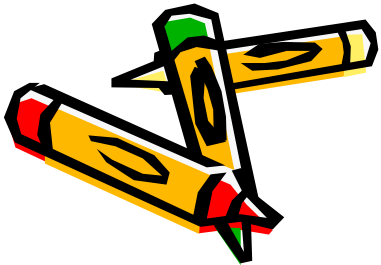
- Highly so. One process subset or the entire process can be replaced with another in the following conditions:
 - Change in process will not lead to an output of Sambhar where Rasam is required!
 - Enhances resource comfort by reducing duplication of work
 - Reduces margin of error and leads to stakeholders delight



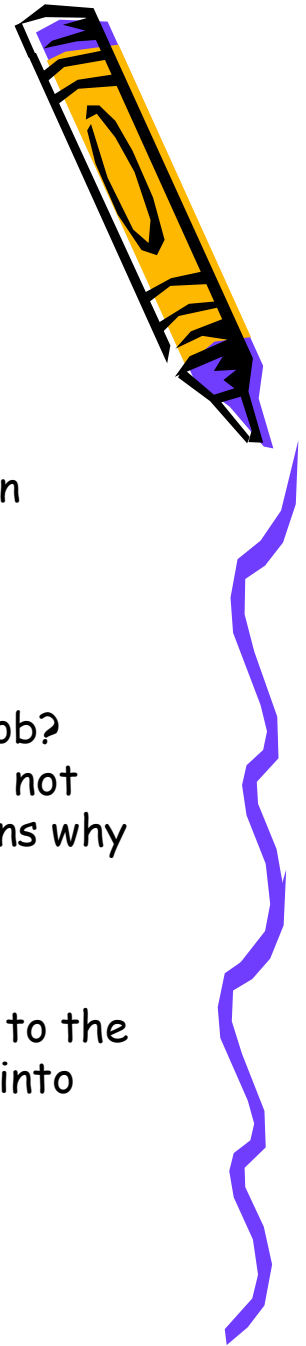
Who Can Change A Process?



- Client- to a very limited degree. Eg: Written Test should follow Group Discussion, not the other way round.
- Process Owner: When a new idea comes his way, the process owner tests the same in real life over a period of time. If successful, he can replace or add the new process steps to the existing process.
- Project Manager/TL: Under extenuating circumstances, under advice from PO, or otherwise.



Why Process Fail



When the Process itself not Robust:

- The inability of the process to satisfy the final objectives
- This cause of failure has very little to do with the people involved in implementing the process. Eg. Not having a defined way of solving expected bottlenecks.

Attitude

- Attitude simply boils down to:- does the employee want to do his job? Many times the best training, best companies and best coaches can not overcome a person that simply has issues and will always find reasons why they do not want to perform.

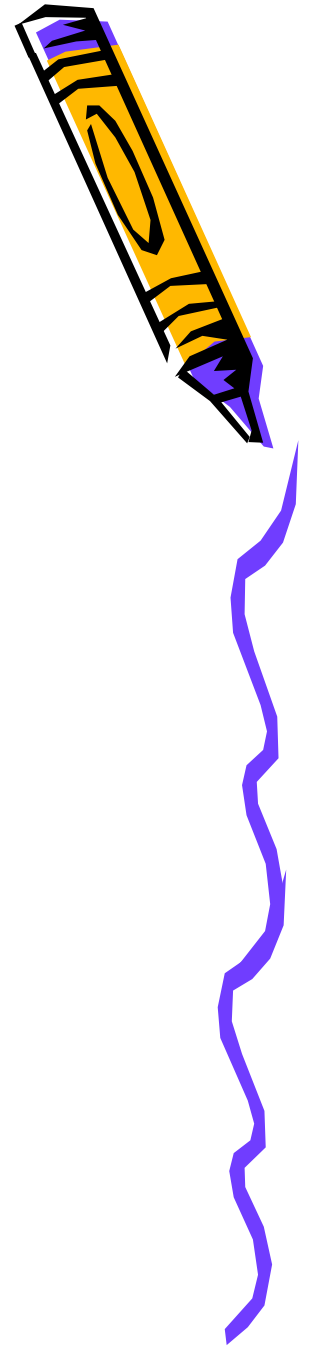
Lack of Skill

- Skill does not mean that a person can or cannot perform. It refers to the persons lack of training to deliver on the job. Eg. Freshers getting into jobs without actual training.



Attitude Check!

- Lack of ownership
- Dumb Resources (over smart!!!)
- Missing out on the bigger picture
- Under Panic
- Misplaced priorities
- Resources take shortcuts to minimize personal inconveniences
- Misplaced sympathies
- Lack of feedback, analysis.
- Lack of timely escalation



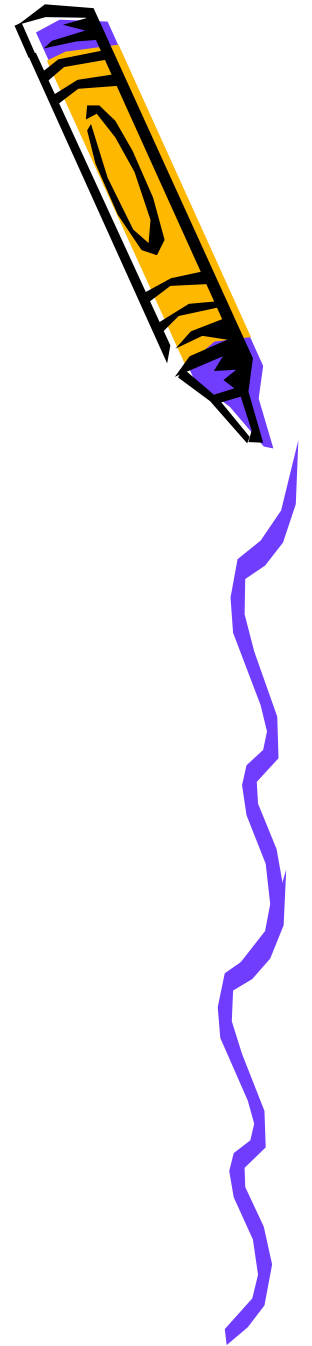
Process Failure-Cost thereof

- Huge Backend Team adds to project cost. Example: KSRTC which has a ratio of 22 staff per Bus!
- Radically increases Turn around time
- Result is unpredictable: Recruitment thrives on thumb-rules. Every activity, when done on a routine basis repeatedly generates data, the analysis of which generates thumb rules. Process failure leads to living with and repeating mistakes.
- Loss of trade and customer trust!
- Diminishes organizations ability to predict and manage outcomes.
- Is an impediment to knowledge development.



Examples of Process Failure

- The Current Meltdown:
 - Incident
 - Sub Prime Loans
 - Worst Case Scenario
 - Atlas Shrugged!!



Key Insights, Discussion Points

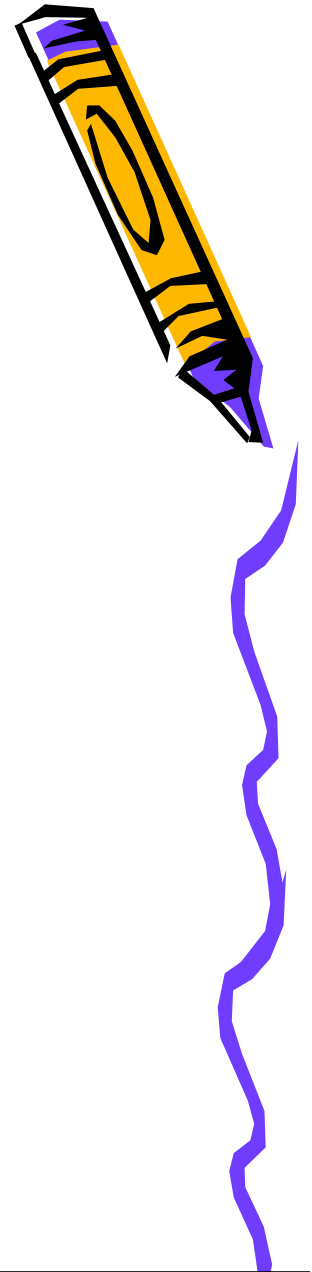
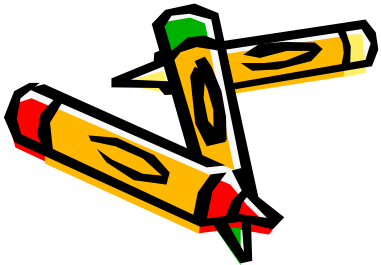


- My phones are not answered:
 - Call them during evening hours.
- I was too busy to follow up
 - Delegate, Escalate, Quit
- Recruitment Blues
 - 1000 people walked-in. We could not collect documents for all of them!
- “ Offer letter de diya sir, photo kal de dega bola!!!”
 - GD score nahin malum, 8 laga do!
 - Answer sheet gayab ho gaya! Naya bana de yaar!
 - Offer de do, Offer de do, boss ko number chahiye!



Conclusions

- Choose the way you live life
- Choose the way you work
- Escalate when you feel that there is dilution of process' for ulterior reasons.
- If your boss is dumb, act even dumber!, or, escalate.
- Always ask for feedback in writing!



Thank You