

Beyond Process Maturity to Competence

You've probably noted an increasing interest in so called 'Process Maturity' models. There's no shortage of such models. **But there's a problem.** While well intentioned, many of these models are mechanistic and often fail to recognize that the sole compelling reason for a firm to develop business process management practices is to improve the performance of the organization in delivering value to customers and shareholders.

Accordingly, many of these 'Process Maturity' models do not explicitly take into account the following three fundamental realities:

- Organizations are both complex business and complex social systems
- Exemplary business process management performance demands that leaders work collaboratively and cross-functionally
- Process improvement must produce measurable performance improvement

If it is performance that really counts, then we need to go beyond maturity to look at how an organization develops **business process competence** as the table below emphasizes.

5	The entire set of enterprise business processes are being managed for improved performance with measurable results.
4	The full set of customer-touching processes is being managed for continuous improvement with measurable results.
3	Significant success with process redesign projects realized, and a few key end-to-end business processes managed for continuous improvement.
2	Limited success with process redesign projects with measureable results, but not much sustainable process management.
1	Broad awareness of the need to improve and manage business processes exists, but little action so far.
0	Not much awareness of the need to improve and manage business processes exists.

Results are what really matter in business, as in sports.

Andrew Spanyi's work on process management is internationally recognized. Andrew is the author of several books emphasizing the importance of cross-functional collaboration and a customer-oriented, process based focus: *More for Less: The Power of Process Management*, *Business Process Management Is a Team Sport: Play It to Win!* and *Operational Leadership*. Contact Andrew at www.spanyi.com or [andrew\(at\)spanyi.com](mailto:andrew(at)spanyi.com).

