

Enabling value by process

In theory there's no difference between theory and practice
In Practice there is.

Yogi Berra

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What will we talk about?

- IT process management maturity
- Establishing process management across organisation
- Managing processes across units

Focus on

- Process as a tool or weapon
- Centralise to establish, distribute to optimise
- Managing change



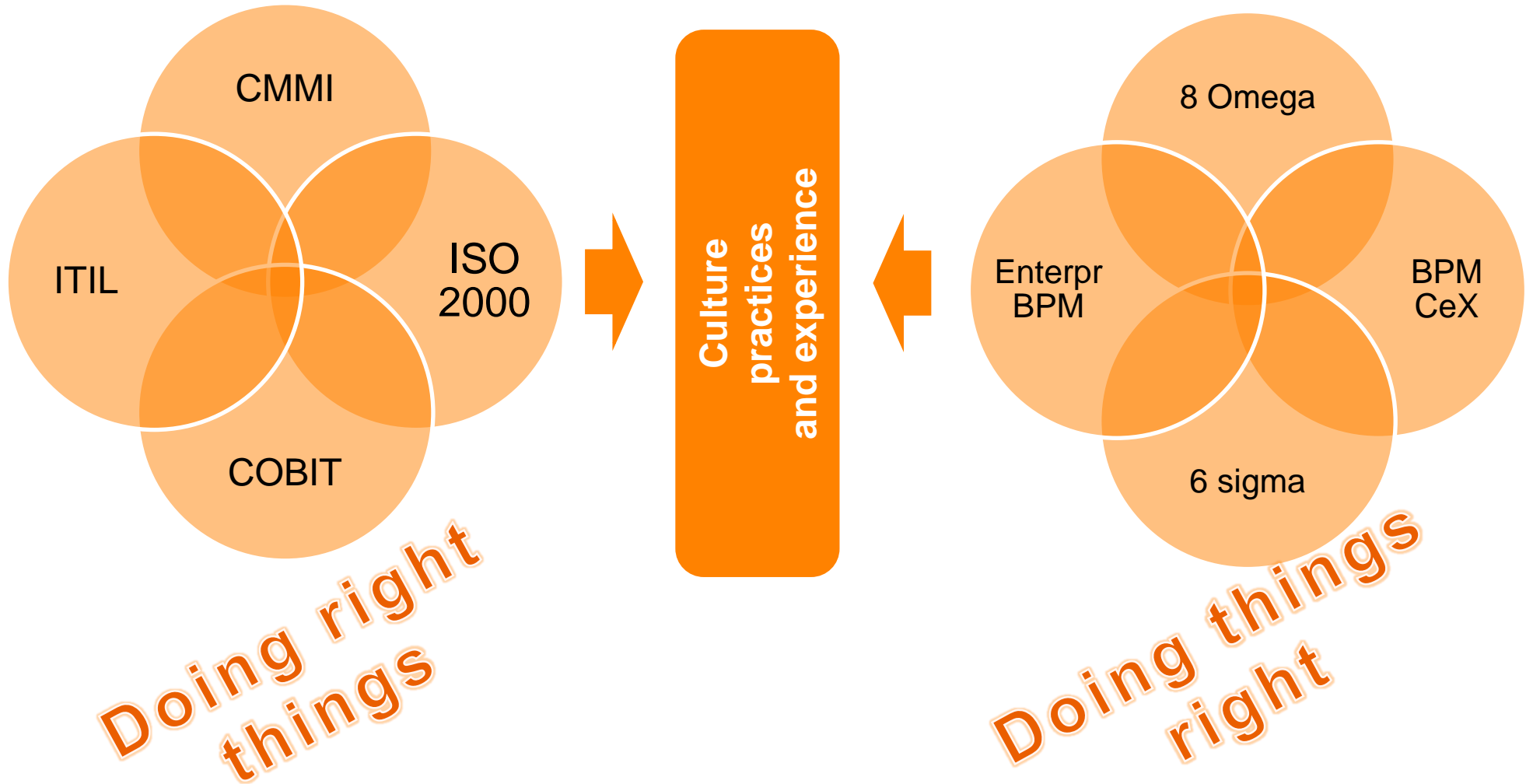
Reality

4 out of 5



**Because of poor process
design?**

Establishing process management – best practices



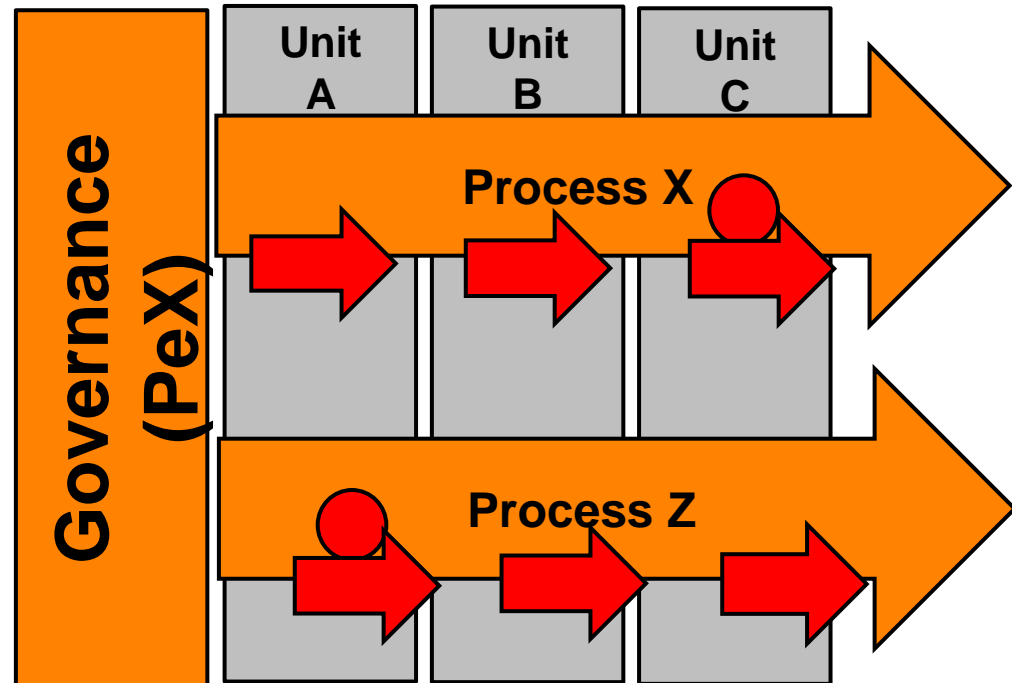
IT process maturity journey

- In the beginning(60-s to 90-s)
 - Process is a tool
- Beginning of the century
 - Process is a defense weapon
- Now
 - Processes is an armored tool



Process ownership – distributed or centralised?

1. Function-dominated
2. Process-dominated, centralized
3. Process-focused, distributed
4. Balanced matrix – future or dream?

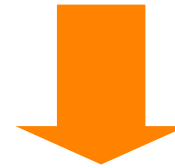


*There's nothing more difficult than to take lead in the introduction of the new order of things
Machiavelli, The Prince*

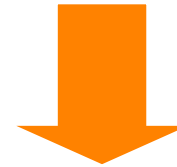
Process management setup

- **Set of rules and standards to design, implement and manage IT Processes**
 - Purpose and goals, relations
 - Clear responsibilities
 - Process Ownership
- **...to ensure efficiency and effectiveness of IT through:**
 - Avoiding redundancy;
 - Transparency and optimization
 - Better process acceptance

Governance



Ownership

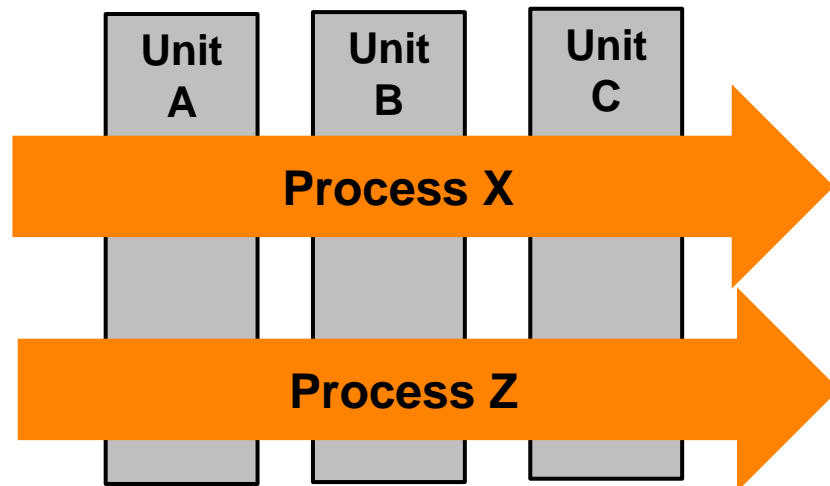


Management



Main principles

- There is a Process Owner and a Process Manager for every Process
- Processes is way of working across units to deliver value (IT service) throughout IT Service Lifecycle

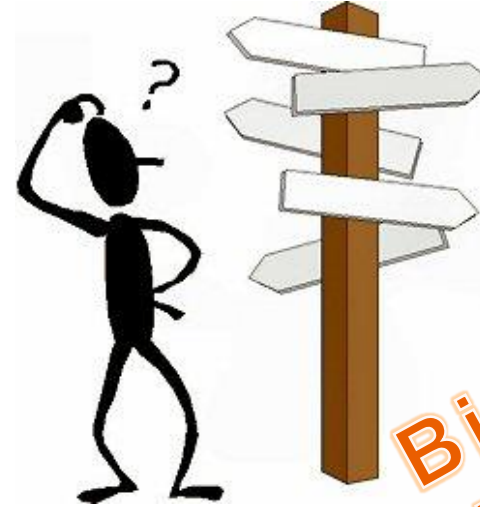
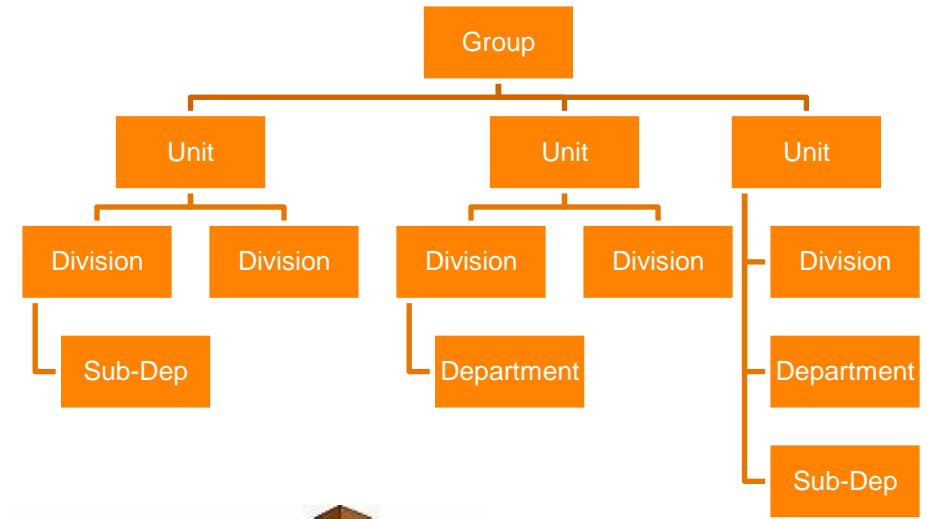


The most important thing going forward is to break boundaries between people so we can operate as a single intelligence

A. Einstein

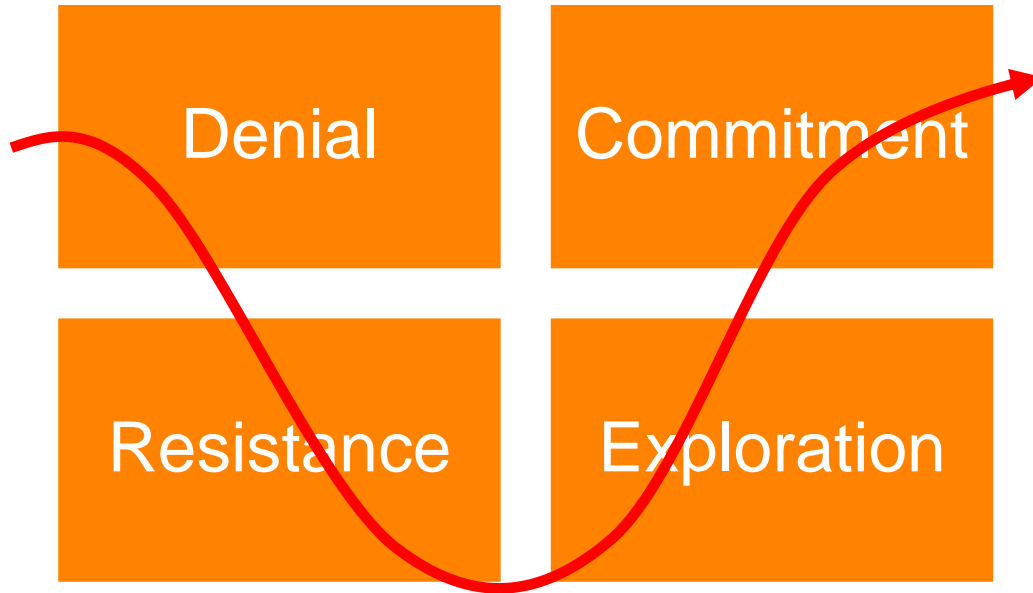
Linking processes to service delivery

~ 70 departments
 ~ 30 processes to manage



**Big change =
 Big resistance**

Manage change: involvement and teams



Manage resistance

No **understanding** x
 No **benefit** x
 No **trust** x
 Wrong **values**

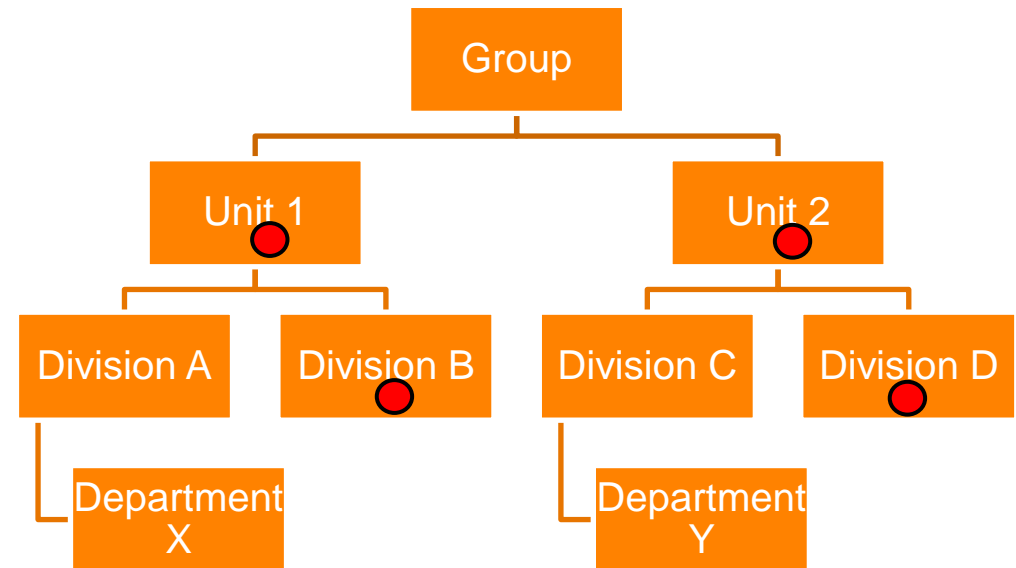
Increase Effort

Resource x
Commitment

Manage change: involvement and teams

Process
Teams

Person A – 0,2 FTE
Person B – 0,1 FTE
Department C – 3
persons



Responsible for managing
process in a unit,
Measured by Process KPI

Conclusion - Process is an armoured tool!

- Processes - handle with care
- Centralize to establish, distribute to optimize
- Win people to manage change

More questions?

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