

Process Design Patterns

Abstract

A process is an essential element of a [Capability](#). The process describes the [activities](#) and information used to carry out work within an organization. This document contains [process design patterns](#) that can be used as a starting point for the identification of processes used within a process model.

This document is used with the following other documents.

- Link to the [online version](#) of this document: Enterprise as a System of Systems
- [PDF: System Description: Process \(Human Activity\), Version 0.5, 27-November-2024](#)
- [PDF: System Description: Capability as a System, Version 0.17 27-November-2024](#)

Author and Version

Bruce McNaughton, Version 0.4, 25-May-2019

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Revision History

- V0.4 25-May-2019 Update process descriptions for CILC and CMSI to align with CDSL Management System.
- V0.3 20-Dec-2018 Updated with System Element Description as introduction.
- V0.2 20-Sep-2017: updated with revised System and Enterprise Conceptual Models

V0.1 16-Apr-2017: Updated EntSos Context Model Pictures.

V0.0 05-March-2017: Initial draft.

System: Process

View: System Name and Class

Name: Process

Based on: [Designed Abstract System](#)

A process¹ is a set of *interrelated or interacting activities that use inputs to deliver an intended result.* ISO 9000:2015.

Activities: descriptions of two or more activities to be carried out by people in the organisation. The activities also identify the Technology Interaction Points.

Inputs: The work products to be used or conditions necessary to carry out the activity

Interrelated or interacting: The activities within the process work together to produce the intended results required to achieve the objectives and goals of the process.

Intended Result: The intended result can be an output of a process, a product or service from the organisation. Other terms used are work product, outcome, etc.

A process is an essential element for the realization of a capability within an organization.

[PDF: System Description: Capability as a System, Version 0.17 27-November-2024](#)

Process is also called:

- Business Process
- Team Process
- Organizational Process.

[PDF: System Description: Process \(Human Activity\), Version 0.5, 27-November-2024](#)

View: System Purpose

Each process has a specific purpose and set of results or outcomes. A process is described in a process description.

The purpose of the Process as a system is:

- To identify the key activities to be performed by people to support a named Capability
- To create a process description in a consistent way to make it easy for people to use.
- To provide consistent guidance and information to support the Process
- To ensure that technology is aligned to the Process
- To ensure that training and examples are derivable from the process.

The following are key principles about process descriptions

- Activities, Decisions and Relationships are the core elements of business processes
- A person assigned to a role carries out activities (activity descriptions) that use and produce information or deliver an output / outcome.
- Critical activities are those that contribute to the achievement of objectives necessary to deliver the organisation's purpose.
- Processes are designed based upon knowing the skills, knowledge and experience (Competency) of a person carrying out an activity.
- Processes must be owned and managed throughout the life cycle of a capability to deliver the required performance.
- Each process must have a capability owner responsible for managing the process development, implementation, improvement and performance
- Capability Managers are responsible for the development, implementation and improvement of the process.
- Capability Managers are responsible for the business case for the investment for use and improvement

¹set of interrelated or interacting activities that use inputs to deliver an intended result. ISO 9000:2015.

- Activities within processes identify the Technology Interaction Point necessary for proper integration of technology into the work.
- Inputs and outputs of a process are work products. Work products may be documents, people, or assets.

Circular Principles

The three principles of the [circular economy](#) are:

- Design out waste and pollution
- Keep products and materials in use
- Regenerate natural systems

Within an Enterprise, the new product development process provides the way to understand the products and services being developed and delivered and look at the whole life cycle implications of the product or service to ensure that all biological and technological nutrients are recycled (e.g. turn into food for other processes).



The next picture is from the [Ellen Macarthur Foundation](#) and represents the three principles and the various flows.

Concurrent Engineering of the product or service will ensure that all stakeholders needs are represented including the Household, the Government (local and national), the financial institutions and ensures that waste is recycled into food for other consumers. Recycling applies to both the biological and technical nutrients produced as part of the product or service.

Note: The new product development process includes the full Product Management Life cycle including:

- Design and Development of the primary product (including prototypes)
- Design and development of the manufacturing process
- The alignment and assessment of the full supply chain
- The support / warranty services
- The Return Services
- The Recycle processes and services.

This product team would include representatives from all of the areas identified above.

OUTLINE OF A CIRCULAR ECONOMY

PRINCIPLE

1

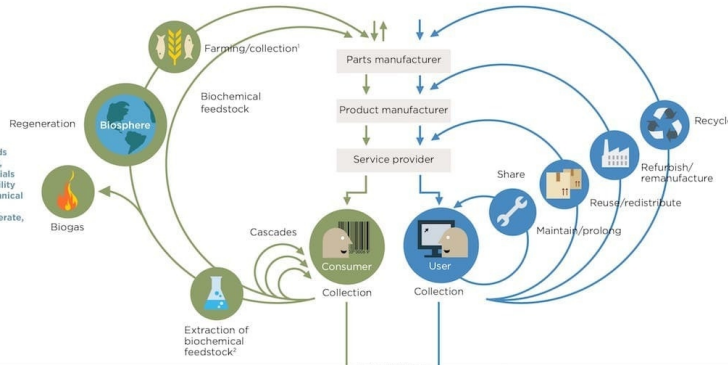
Preserve and enhance natural capital by controlling finite stocks and balancing renewable resource flows
ReSOLVE levers: regenerate, virtualise, exchange



PRINCIPLE

2

Optimise resource yields by circulating products, components and materials in use at the highest utility at all times in both technical and biological cycles
ReSOLVE levers: regenerate, share, optimise, loop



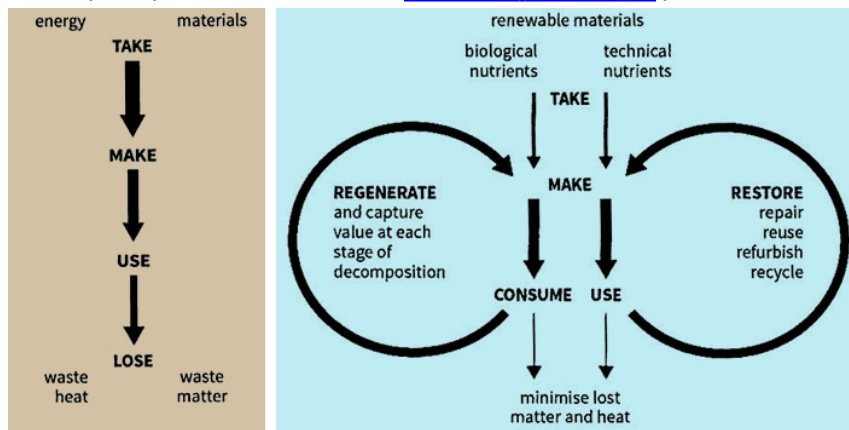
PRINCIPLE

3

Foster system effectiveness by revealing and designing out negative externalities
All ReSOLVE levers



These principles are shown in the [Doughnut Economics](#) pictures below:



Kate Raworth, 2017

[View: System Properties](#)

System Quantity Properties

- Number of Roles Defined or shared
- Number of Activities in the Process
- Number of completion criteria
- Number of improvements

Systemic Quality Properties

- Ease of use
- Consistency of outcome
- Planning accuracy

Systemic Capabilities or Functions

- Each process provides unique functions and capabilities when used in a capability.
 - These functions are described in the process outcomes.
 - functions for measurement and reporting (performance evaluation and status)
 - Functions for information management.(records management / configuration management)

System States

The various defined states that the capability as a system-of-interest can be in.

- Identified (as in an architecture)
- Planned (a team has been established)
- Designed.
- Developed.
- Piloted
- Rolled-out where used
- Maintained
- Improved
- Retired

View: System Stakeholders and Concerns

Capability Development Stakeholders in a [Capability Innovation Team](#) developing a capability and the core process.

Organizations using a Capability

- People (Practitioners) that are part of the capability
- Managers who plan and realize the capability in their organization or team.

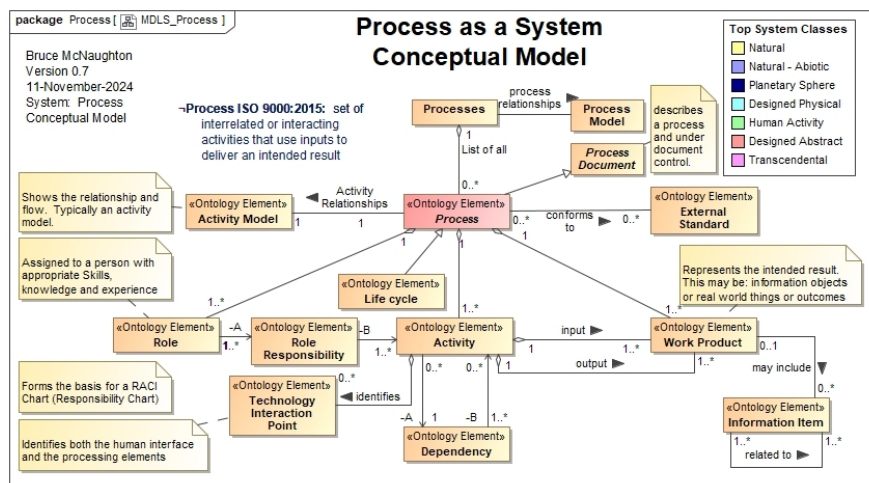
View: System Environment (Context)

The Capability that incorporates the process forms the environment of the process.

See the [Capability](#)

View: System Structure (Pattern of Organization)

System Element: Identification and Relationships



The process documentation is made from using the [Capability Innovation Life Cycle](#).

The following work product descriptions provide more details:

- [Process Documentation \(including Process Design Patterns\)](#)
 - Provides an overview of all process documentation
- [Activity Description](#)
- [Role Description](#)

View: System Behavior (Structural Changes)

Configuration / Scenario:

Describes any configuration / scenario attributes for a specific system-of-interest. This may not be appropriate for all system descriptions (e.g. patterns or abstract systems).

Cyclical (Repeating / Regular) Processes

The activities identified in the process form the regular and repeating processes when the process is used. **These are triggered by the events identified for each activity**

- **Trigger:** Entry point for an activity: **Process:** Actions to carry out the activity for the person with an identified role.

Changes are identified for a process based upon use. The normal Change Process is used.

- **Trigger:** Issue / improvement based upon use **Process:** Record the issue / improvement in the capability improvement log.

Development Life Cycle Processes

Development activities take the process through the life cycle of [Capability Innovation Life Cycle](#). Any improvements are coordinated by a [Capability Innovation Team](#). The capability innovation team uses the capability models, capability set models, and strategic plans to determine the changes to the life cycle of a process. (See [Capability](#)).

Management Process Design Patterns

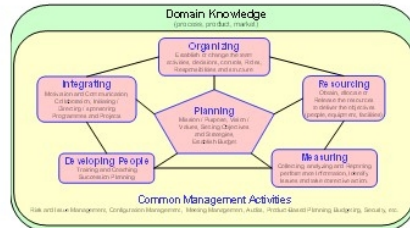
Team Performance Management

Process Design Pattern

Purpose

To establish, manage and / or release a team that contributes to the purpose of the organization.
 This process supports the implementation of the Team Performance Management Capability.

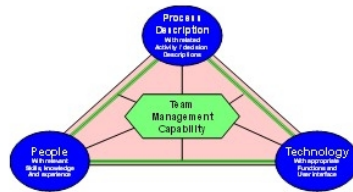
Team Performance Management Capability



Activities of a manager from Peter Drucker

People with SKEAB
 To take on the roles of:

- Team Manager
- Team Support
- ...



Technology such as:

- MS Excel
- Asset tools
- Performance Management
- Planning
- Budgeting

Purpose: To Establish and Manage a Team

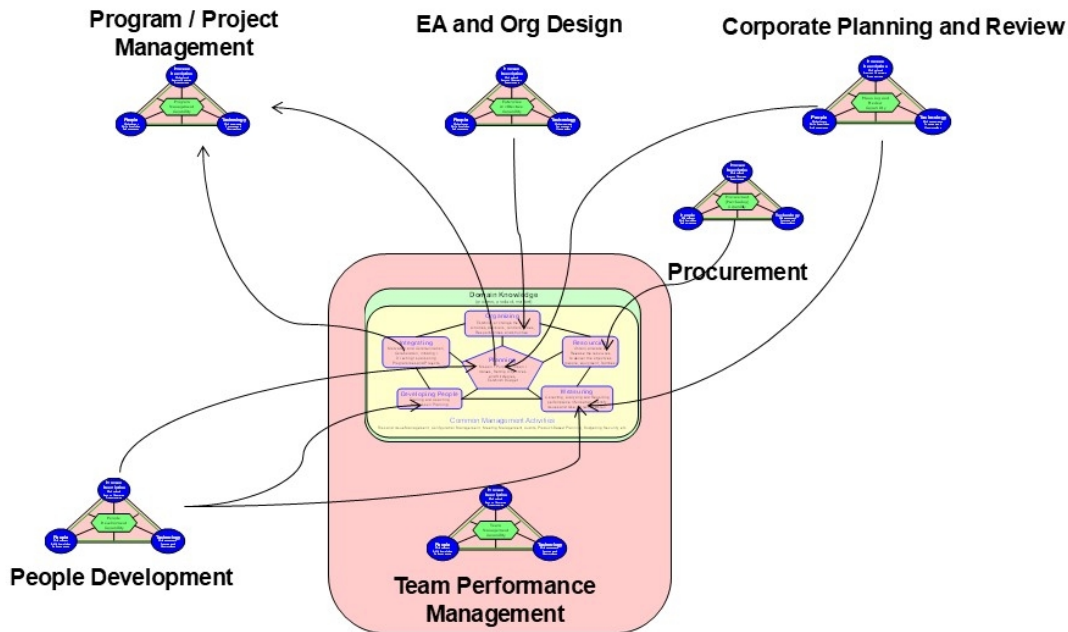


Enterprise as a System of Systems

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This process also uses a number of other processes / capabilities to develop the team.

Capabilities supporting Team Performance Management



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Outcomes

Activities

- [Activities of a Manager](#)
- [Common Management Activities](#)

Roles

- Manager
- or Unit Manager
- or Team Manager
- Related to: Programme Manager, Project Manager, Process Manager.

Entry Criteria

- Team need, purpose and contribution identified.

Objects

- [Team](#),
- [Plans](#), or [Outline Plan],
- Succession Plan,
- Reports,
- Measurement Data,
- Team Requirement / Objectives
- Risk and issue Registers (Including business continuity risk response actions)

Process Owner

- Person from HR, a Manager, or from Organization Design

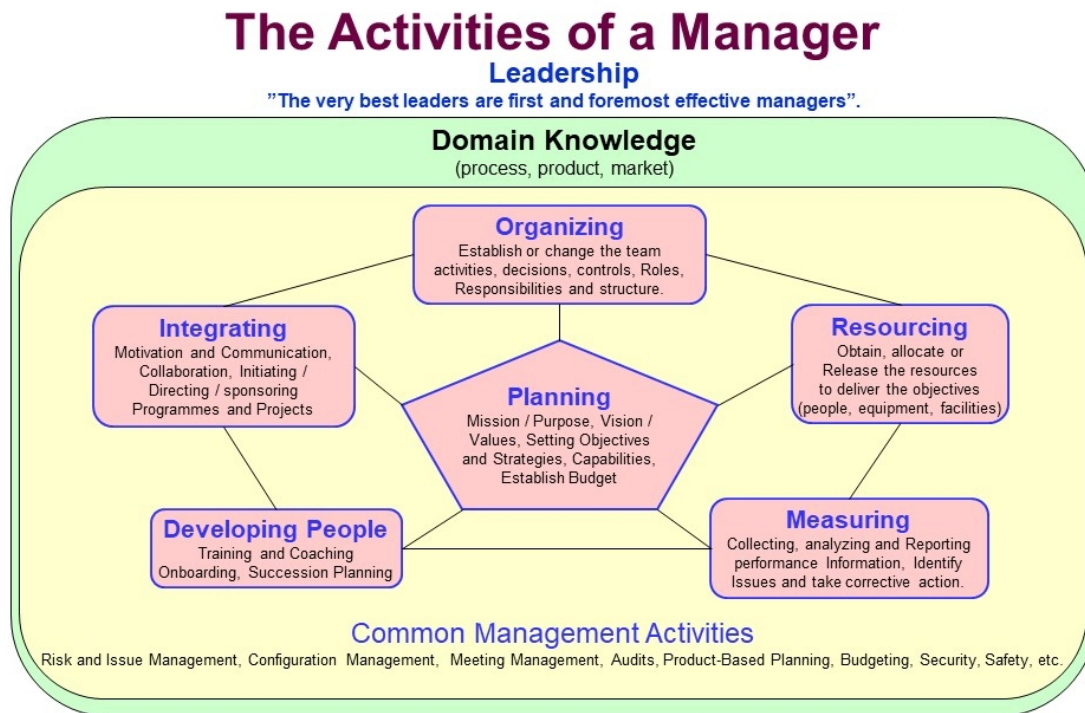
References

- This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Activities of a Manager

Every manager is the architect of their team. (at all levels)

The work of a manager of a [Team](#) is generally described using the following activities of a manager as shown in the picture below:



Adapted from: Peter Drucker, *Management: Tasks, Responsibilities, Practices, 1974, Abridged*



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Managing is a set of activities carried out by a manager of a team or a self managing team.

These activities for part of the [Management Capabilities](#) used by the manager to create the environment for the team to deliver their team's purpose.

The remaining capabilities used by the team are realized by the manager. The manager requires domain knowledge to establish these team specific capabilities. The domain knowledge relates directly to the contribution of the team within the organization.

These activities or similar have been identified by various authors such as [Peter Drucker](#), Henry Mintzberg and the origin of this list goes back to the 1920s.

There are a number of supporting [Common Management Activities](#) that are performed while doing the above. These are becoming much more important to ensure sustainable management practice.

Managers can also bring something extra to carrying out these activities. [Leadership](#) emerges based upon the way the activities are carried out. This is based upon their skills, knowledge, experience attitudes, behaviors and beliefs of the manager.

The activities of a manager are 'recursive' and are carried out at all levels within an organization.

[Leadership](#)

[Why?](#)

[Start with Why?](#)

[Planning](#)

The manager establishes a Management Plan for the team or set of organizations using the [Planning System](#).

The key process is: [Team Performance Management](#)

See [Plans](#) and the [Concepts for Planning](#)

[Organizing](#)

- Activity Analysis
- Decision Analysis
- Relationship Analysis
- Identify teams
- Identify, Jobs, Roles and Responsibilities within the Team
- Identify Business Process Requirements (If necessary)
- Identify Team Requirements [Outline Plan](if necessary)
- **Organization Design**: Organizing.

Resourcing

- Recruit and Select and Release People
- Allocate and Release resources (assets, facilities, etc)
- **Procurement**: Resourcing (things / contracts)
- **Develop People**: Recruit and Select, Release, Monitor accomplishments, Develop People.

Integrating

Integrating is an activity of 'Synthesis' to ensure that the team fits properly in the wider organisation and the contributes to the overall purpose of the organisation.

- Review artefacts
- Sponsor / Direct Projects.
- Collaborate with other teams
- Manage Processes (when necessary)
- Sponsor and Establish New Business Process(s)
- Sponsor and Establish New Team(s)
- **Programme Management Process Design Pattern**: All: Temporary Large Changes
- **Project Management**: All: Temporary work
- **Continual Management System Improvement**: Planning, Review (if responsible)

Measuring

- Collect measurement data
- Contribute to measurement repository
- Report on measurement results
- Initiate corrective action if necessary
- **Develop People**: Recruit and Select, Release, Monitor accomplishments, Develop People.

Developing People

- Establish individual Objectives
- Establish development plans
- Monitor accomplishments
- Establish Succession Plans
- **Develop People**: Recruit and Select, Release, Monitor accomplishments, Develop People.

Common Activities

See the Process: [Common Management Activities](#)

Examples are:

- Risk and Issue Management
- Configuration Management
- Meeting Management
- Communication
- Product-Based Planning
- Auditing
- Review and Specification QC
- Coaching
- Measurement

Domain Knowledge

Domain knowledge relates to the deep understanding of the specialist activities in a particular area. These areas could be any of the areas within the organization such as:

- Marketing
- Innovation

- Product or Service Delivery (Operations)
- Management

in addition, supplier and customer knowledge is useful.

Domain knowledge allows the manager to carry out the activities with much more understanding of the work of the team members and the rest of the organization.

- Understanding of the work of the team. and the organization as a whole.

Leadership

Leadership and Management tend to be two sides of the same coin. The best leaders are also effective managers.

The [leadership activities](#) are:

- Future
- Engage
- Deliver

Leadership attributes tend to be:

- Inspirational
- Visionary
- Integrating
- Focused
- Caring
- Teaching

Self Managing Teams

Self Managing Teams share the activities of a manager. In this way, the team takes responsibilities for all of the activities of a manager.

Typically, a team is formed by a manager and then the manager develops their staff to take responsibility for delegated activities of a manager.

This type of self managing teams is found in Scrum (Agile) Teams where individuals take responsibility for activities that they are trained to carry out.

Develop People

Process Design Pattern

Purpose

The Develop People process ensures that:

- People (permanent and temporary) have an identified individual (People Manager) to manage their employment contract, set objectives, evaluate and reward performance, and develop competence (skills, knowledge, and experience).
- People (permanent or temporary) are assigned to carry out team / process activities based upon their competence.

Entry Criteria

A team must be established with a manager and have approval to expand the team or have existing team members.

A need to add a new person to a team with appropriate skills, knowledge and development will trigger the recruiting and selection activity.

Objects

- Person with employment contract assigned to a team
- Job Description
- Employment Contract
- Individual Objectives
- Performance Review
- Assignments
- Time allocation

Process Owner

Person from HR.

Activities

- Recruit and Select People
- Agree objectives and development plan
- Assign individual to role
- Do assignment and report progress
- Manage assignments
- Close assignments
- Evaluate Individual Performance
- Release from this team

Roles

- Manager
- Employee
- Contractor
- HR Advisor

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Programme Management

Process Design Pattern

Purpose

To provide a management structure for a large complex change / transformation within the organization. These types of changes tend to have a longer time horizon than a single project. Translate architecture into delivery / operations. ([matrix](#)) This type of process may also be used with one or more life cycle processes, such as, [Capability Innovation Life Cycle](#) or This process supports the implementation of the programme management capability

Program Management Capability

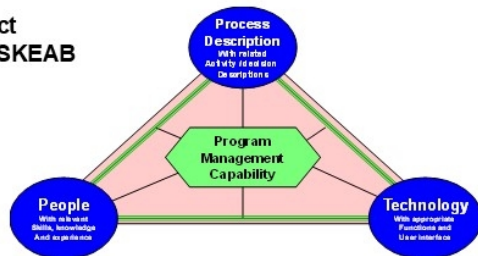
Tailored / integrated

- MSP
- PMI Prog Mgt
- Scaled DSDM
- Scaled Agile: SAFe

People with SKEAB on Project Management capability plus SKEAB

To take on the roles of:

- Program Executive
- SRO
- Program Manager
- Program Support
- PMO Manager
- Risk Manager
- Configuration Manager
- Quality Assurance
- ...



Technology such as:

- MS Excel
- MS Project
- Primavera
- Clarity
- Hydra
- Or a combination.

Purpose: Plan and manage a multi-project Transformation.



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Outcomes

Activities

(from MSP - Managing Successful Programmes)

MSP 2019

1. Identify the programme
2. Design the outcomes
3. Plan progressive delivery
4. Deliver the capabilities
5. Embed the outcomes
6. Evaluate new information.
7. Close the Program

MSP 2011 or Earlier

1. Identifying a Programme
2. Defining a Programme
3. Managing the Tranches

4. Delivering the Capability
5. Realizing the Benefits
6. Closing a Programme

Both versions are supported by the following activities

- [Common Management Activities](#)
- Interface to [Project Management Process](#)

Roles

(from MSP - Managing Successful Programmes)

- Programme Manager
- Programme Sponsor
- Project Manager
- (Optional) Programme Office Manager

Entry Criteria

Program Change and outcomes identified ... (may be fuzzy)

Objects

Programme,
Programme Plan,
Programme Team
Portfolio of Projects
Blueprint (MSP 2011 or earlier)
Target Operating Model (TOM)
Various other supporting documents.

Process Owner

Person who is Managing Programme Managers with support from HR, Finance, Quality. (Or Staff Manager or PMO).

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Project Management

Process Design Pattern

Purpose

When an objective requires a concentrated set of work with specialist skills to make a change or provide for on-going improvements, a Project may be formed to achieve this objective.

A project is a Temporary team that is established and managed for the purpose of achieving the objective and producing the required results.

The project management process may also work with a number of life cycle processes to structure both management and technical stages of development. A typical life cycle would be [Product / Service Innovation Process Design Pattern](#) or a [Capability Innovation Life Cycle](#).

This process supports the implementation of the project management capability.

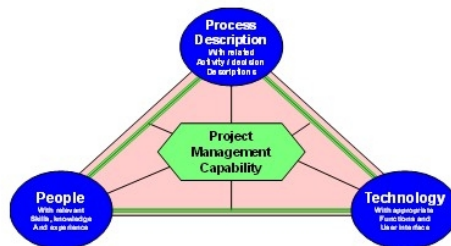
Project Management Capability

Tailored / integrated

- PRINCE2 or
- PMI PMBOK or
- APM or
- EVO or
- Or a combination

People with SKEAB
To take on the roles of:

- Project Executive
- SRO
- Project Manager
- Project Support
- PMO Manager
- Risk Manager
- Configuration Manager
- Quality Assurance
- ...



Purpose: Plan and manage a project.

Technology such as:

- MS Excel
- MS Project
- Primavera
- Clarity
- Hydra
- Or a combination.

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System of Systems**

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Outcomes

Objectives and goals for the project have been achieved

Activities

PRINCE2 as an example).

- Starting up a Project
- Directing a Project.
- Initiating a Project.
- Controlling a Stage
- Managing Product Delivery.
- Managing a Stage Boundary
- Closing a Project.
- Product Based Planning.
- [Common Management Activities](#)

Roles

(PRINCE2 as an example)

- Project Manager
- Project Executive

- Team Manager

Entry Criteria

Initial Project need, objectives and outcomes identified (may be fuzzy).

Objects

Project,
Project Plan,
Project Team.
Associated Life Cycle Processes.

Process Owner

Person who is managing Project Managers with support from HR, Finance, Quality. (Or Staff Manager or PMO)

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Common Management Activities

Process Design Pattern
Purpose
To define a set of common management activities that can be shared at a detail level across a number of processes.
Outcomes
Activities
Issue Management Risk Management Configuration Management (including document control) Change Control Communication Management Problem Solving (similar to Issue Management) Systems Thinking (related to Problem Solving) Decision Analysis (Like Impact Estimation). Audit / Appraisal Security Meeting Management Quality Reviews (Formal Technical Reviews) Log and Handle Customer Complaint Business Continuity Planning
Roles
Various Roles and Processes; however, these may be used in conjunction with managing a team as good management practice.
Entry Criteria
Any need to carry out any of the sub-processes identified in this Process. (NOTE: some of these sub-processes may turn into individual processes at some point).
Objects
Risk Register Issue Register Decision Log and Rationale Configuration Items (including assets / documents) Communication Plans Business Continuity Planning Audit Programme
Process Owner
Owner of the Process Management Process.
References
This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Business Management

Process Design Pattern
Purpose To establish and implement an organizational capability to deliver a set of Products and / or Services.
Outcomes
Activities <ul style="list-style-type: none"> ▪ Establish customer / market needs <ul style="list-style-type: none"> ▪ Invokes Marketing ▪ Create an initial Business Plan to satisfy this need ▪ Identify a program or project team to innovate, develop and launch the products and services <ul style="list-style-type: none"> ▪ Invokes Programme Management or Project Management ▪ Uses Product Development Lifecycle ▪ Monitor performance of the products and services ▪ Retire Product and / or Service ▪ Establish a Business Continuity Plan
Roles <ul style="list-style-type: none"> ▪ Business Manager ▪ Product Manager ▪ Cross-Functional Team Managers ▪ Operation Managers.
Entry Criteria A team has been established with a need to establish an organization to plan, manage and deliver a one or more products and services.
Objects <ul style="list-style-type: none"> ▪ Product / Service Business Unit, ▪ Business Unit Plan, ▪ Product and / or Service Catalog Entries, ▪ Service Level Agreements, Operational Level Agreements. ▪ Business Continuity Plan
Process Owner Person from Planning Office with Support from Finance or working as a Business Unit Manager.
References This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Service Management

Process Design Pattern
Purpose To provide a capability to manage the provision of a service to a number of customers.
Outcomes
Activities <ul style="list-style-type: none"> ▪ Identifying a Service ▪ Defining a Service ▪ Managing the Delivery of the Service ▪ Closing a Service ▪ Common Management Activities ▪ Interface to Project Management Process

Roles

- Service Manager
- Project Manager
- Service Specialist
- Service Administrator

Entry Criteria

Need for a service has been identified.

Objects

Service Description,
Service Level Agreement
Service Catalog
Service Capacity Plan
Capability Description (service being delivered).

Process Owner

Person who is Managing a set of services or a service catalog.

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Procurement (Purchasing)

Process Design Pattern
Purpose
To acquire products or services required within the business and to ensure that the company achieves the stated benefits for the requisition in accordance with our Purchasing Policy
Outcomes
Activities
<ul style="list-style-type: none"> ▪ Identify Requirements and Business Case ▪ Prepare Strategy and Plan ▪ Request Proposals (Non-standard item) ▪ Evaluate Proposals (Non-standard item) ▪ Negotiate Contract ▪ Monitor delivery ▪ Accept the products and services ▪ Close the Requisition (added to asset log) <p>NOTE: Supplier Management following the completion of the contract or acquisition of the product is the responsibility of the requisitioner or possibly a supplier management team where there are strategic relationships with a supplier.</p>
Roles
<ul style="list-style-type: none"> ▪ Buyer ▪ Requisitioner ▪ Supplier ▪ Contracts Specialist
Entry Criteria
Need and Initial Requirements for a thing to purchase identified (may be fuzzy)
Objects
<ul style="list-style-type: none"> ▪ Thing, ▪ Contract ▪ Approved Supplier List ▪ Asset Log
Process Owner
Person from Finance, or Procurement or Purchasing.
References
This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Continual Management System Improvement

Process Design Pattern
Purpose
<p>To establish the ownership, requirements, team for management system improvement and plan for the implementation and management of the changes within the organization.</p> <p>The set of capabilities to be realized for the management system are identified and capability models are created.</p> <p>The performance of the management system is evaluated (measured) and gaps are analyzed.</p> <p>Requirements are identified and prioritised. Support is provided for the people using the process and for the development of tools to automate the process.</p> <p>A roadmap and associated investment is identified and planned.</p> <p>The processes also include any associated governance activities and associated teams if required.</p>

Outcomes

Activities

- Engage Stakeholders
- Establish Management System Vision and Scope
- Establish Future State Enterprise Architecture Description
- Identify [Capability models for the capability sets](#) needed in the organization.
- Identify Gaps and Requirements
- Establish Roadmap and Transitions
- Establish priorities and manage investments
- Monitor Investment projects
- Provide On-going support
- Evaluate Management System Performance
- Establish and Implement Audit Programme (internal / external)
- Establish Benchmark Programme (optional).
- Control Documents

Roles

See the [Improvement Team](#) description for more information.

- Management System Owner
- Management System Architect
- Capability Owner
- Capability Manager
- Process Practitioner
- Process Designer
- Process Support and Training (by practitioners)
- Training Design
- Tool Designer
- Tool and Training Support

Entry Criteria

A project or organizational unit must be established. The project or organizational unit has a need to establish a continual management system improvement approach.

Objects

For a specific process as identified in the Process Model and identified with a Process High Level Design:

- Capability Models for Sets of Capabilities to be realized.
- Process Description for each process
- Supporting Process Documentation
- Management System Improvement Team.
- Investment Management Plan (total, allocated, actual)
- Audit Programme Plan.
- Enterprise Architecture: Current state and Future State (possibly intermediate states).
- Gap Analysis and Requirements.
- Portfolio of Investment Projects.

Process Owner

Improvement Manager, Business Architect, Quality Manager (ISO 9001) or HR (OD) with support from Finance.

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Organization Planning and Review

Process Design Pattern
Purpose
To establish an annual and long range plan and ensure that the plan is achieving the expected results.
Outcomes
Activities
<ul style="list-style-type: none"> ■ Establish a Strategic Plan for the Enterprise ■ Prepare the Annual Operating Plan <ul style="list-style-type: none"> ■ Establish a planning calendar ■ Understand and sense the environment ■ Understand and sense the customer needs ■ Prepare planning guidance (including business continuity) ■ Cascade for each team (from the top using context information) <ul style="list-style-type: none"> ■ Understand Today's challenges (Formulate the mess) ■ Identify the idealized future design ■ Identify gaps and requirements ■ Identify realistic targets and objectives / strategies ■ Capture risk assessments ■ Establish Initial Budget ■ Prepare planning guidance for teams below (including continuity planning) ■ Cascade to teams below. ■ Consolidate from below ■ Cross check and finalise ■ Prepare summary of plan (and plans below) ■ Consolidate plans from Team Performance Management <ul style="list-style-type: none"> ■ Prepare a management plan (one year focus) ■ Prepare a long range plan (longer term to achieve ideal (8qtr min). ■ Prepare a consolidated business continuity plan. ■ Ensure risks and continuity invocation triggers identified ■ Review the plans monthly / quarterly depending upon the plan review requirements (including risks, capacity / skills profile for team) ■ Conduct Audits / Assessments ■ Identify and track opportunities / corrective actions to closure.
Roles
Planning Manager Planning team members. HR Capacity planning. Quality Manager Business Continuity Manager
Entry Criteria
An initial Planning Calendar has been agreed Process Team has been established to manage the process.
Objects
<ul style="list-style-type: none"> ■ Strategic Plan (Long Range Plan). ■ Organization Plan, ■ Objectives and strategies, ■ Budgets, ■ Planning Calendar, ■ Review Results and Review Actions, ■ Planning Guide (including HR) ■ Resource Capacity (by skills) ■ Risk Register

- Business Continuity Plan
- Audit or Assessment Calendar
- Audit or Assessment Results

Process Owner

Person from

- Planning Office (Office of CEO, or Office of the President),
- Finance,
- CEO.

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

This process is a blend of the following references:

Commitment Management: [Adaptive Enterprise](#)

Interactive Planning: [Re-Creating the Corporation](#)

Wikipedia: [Hoshin Kanri](#) (Policy Deployment)

Wikipedia: [Management by Objectives](#) ([Management: Tasks, Responsibilities, Practices](#))

Wikipedia: [Strategic Planning](#)

[Strategy Safari](#)

NOTE: Planning guide includes HR planning guidance for a team. Capacity, Planning Guide (People), Assessment.

Organization Design

Process Design Pattern

Purpose

Organization Design establishes and maintains the elements of the design of the [operating model](#) for an organization.

Outcomes

Activities

There are a number of approaches to organization design:

- Enterprise Architecture Description Frameworks
- Change Program Approaches (which may use the same approaches) [Program Management](#)
- [Implementing an Integrated Management System](#)

See [PDF: System Description: Integrated Management System, Version 0.18, 16-April-2025](#)

Roles

- Business Architect.
- Organization Designer
- Information Systems Architect.
- Enterprise Architect
- Also links to:
 - Process Owner / Manager
 - Auditors

Entry Criteria

A manager of a team has identified a need to change the current organizational design / structure to achieve one or more objectives.

Objects

- Current Operating Model (from past organizational changes).
- [Target Operating Model](#)

Process Owner

Person from: HR (OD), or EA(BA), or CEO.

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

The team model provides the basic elements for organization design and describing the operating model.

A Team

A manager and team members contributing a needed result according to a plan.



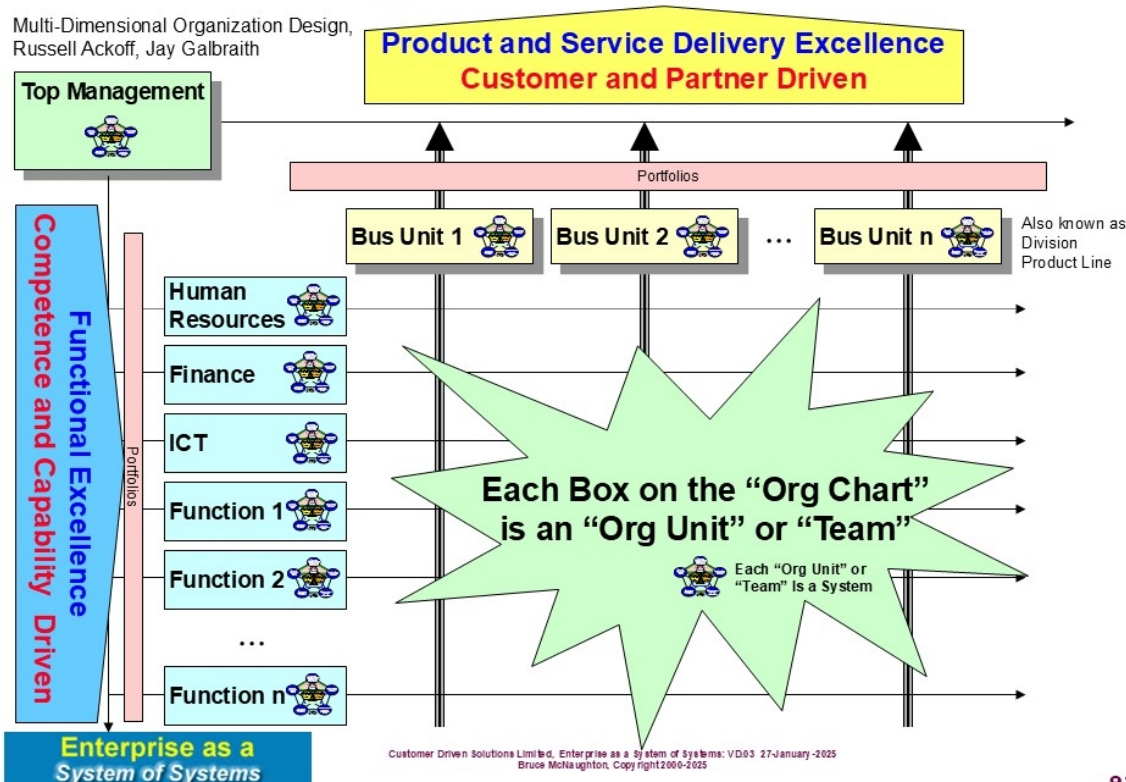
Enterprise as a System of Systems

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The Organizational Structure is represented on an Organization Chart. A two dimensional organization chart is shown below. Each box on the Organisation Chart is a Team. The organization chart provides the context and relationships of any team in the organization.

Organization Structure

Multi-Dimensional Organization Design,
Russell Ackoff, Jay Galbraith



IT Architecture

Process Design Pattern

Purpose

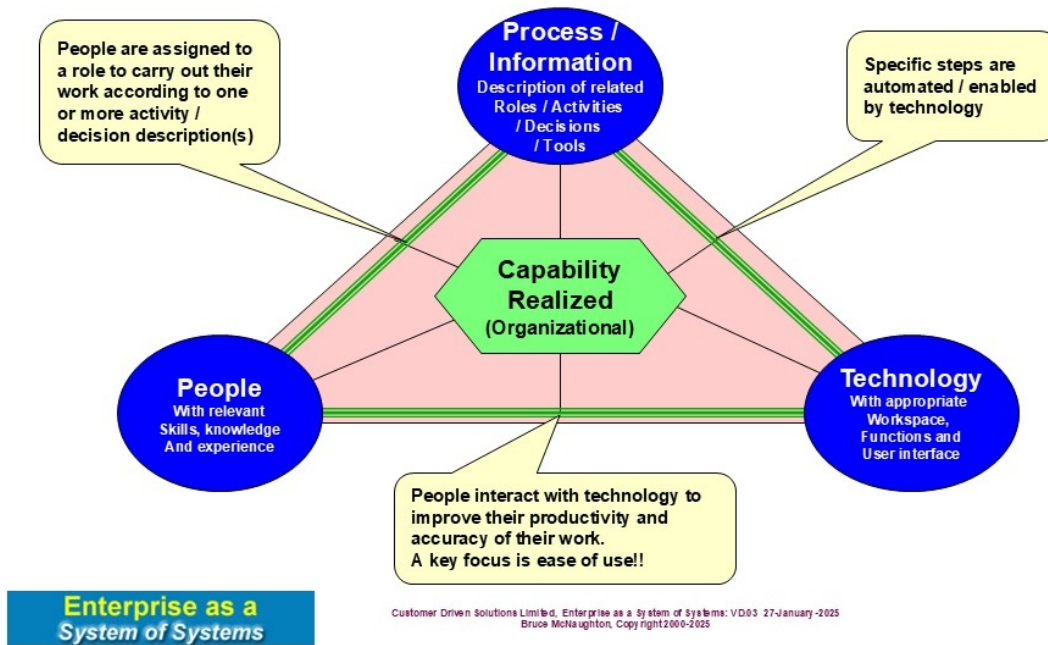
The IT Architecture process establishes and maintains an IT Architecture Description for the organization based upon an Information Technology Architecture Description Framework.

This IT Architecture establishes the current state and the future state of the IT Systems necessary to improve productivity and reduce costs to deliver products and services.

The IT Architecture is an enterprise wide architecture description that supports all of the IT requirements within the Information Technology System of Systems (SoS)

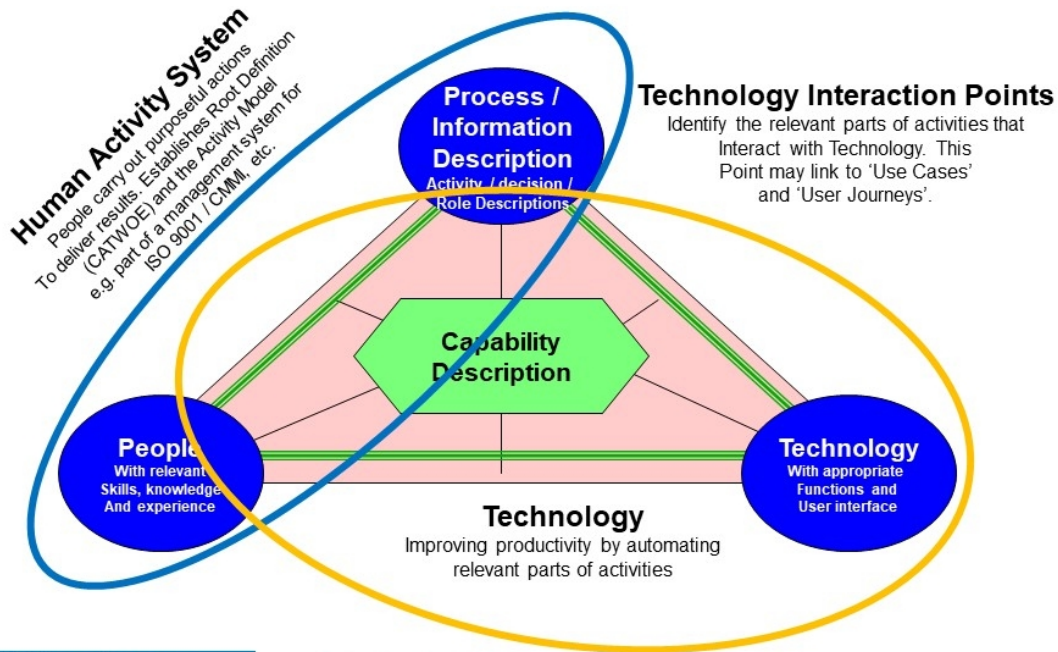
The information systems provide the automation of the business processes that are part of an organizational capability.

A Capability is Realized through appropriate interaction of People, Process / Information and Technology



The processes are established and implemented first to then stabilize the ability of an information system to deliver its full benefits within a sociotechnical systems context.

SocioTechnical Capability = HAS + Technology



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Outcomes

Activities

- Establish and maintain the Information Technology architecture description
- Identify and appoint application owners to support business capabilities

Roles

- Business Architect.
- Information Systems Architect and team.
- Also links to:
 - Process Owner / Manager
 - Auditors

Entry Criteria

The organization design process has identified a need for a process within an identified capability and the capability team has identified that they are ready to identify information systems that support and enable the performance of the organization.

Objects

- Information System Architecture Description,
- Platform Models
- IT Applications and Systems models
- Networking Models.

Process Owner

Person from IT or an EA organization.

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Facilities and Workspace Management

Process Design Pattern

Purpose

To plan and manage the space required for operating the organization.

This includes space for all requirements for the business, such as, storage of stock, individual workspaces, etc.

Entry Criteria

A process team has been established to manage this process (See Project Management Process).

A set of facilities have been identified that need to be managed on behalf of managers within the organization.

Objects

- Facility,
- WorkSpace
- Register of Facilities and Workspaces.

Process Owner

Person from Finance, Facilities Management, or HR.

Activities

- Evaluate capability and capacity of the facilities
- Acquire facilities and workspace
- Plan and manage the overall space allocation
- Perform repairs and maintenance for the facilities
- Identify alterations required
- Release facilities and workspaces.

Roles

- Facilities manager
- Office space manager (and office move manager).

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Innovation and Improvement Process Design Patterns

Product / Service Marketing and Strategy

Process Design Pattern
Purpose
To understand customer needs and the strategies to delight the customers.
Outcomes
Activities
<ul style="list-style-type: none">▪ Understand customer needs▪ Anticipate customer needs▪ Identify supplier innovation potential▪ Identify product / service innovation potential▪ Propose new products and services or other ways to increase market share▪ Assess customer satisfaction with the current product set▪ Capture any new or revised product / service requirements.
Roles
Marketing Manager
Entry Criteria
A team has a need to understand customer needs and identify new product / service requirements. In addition, the team will need to evaluate the performance of current products and services.
Objects
<ul style="list-style-type: none">▪ Product / Service Strategy,▪ Product / Service Portfolio,▪ Product / Service Catalogue.
Process Owner
<ul style="list-style-type: none">▪ Business Unit Manager,▪ Business Improvement Manager,▪ Strategic Marketing Manager,▪ etc
References
This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Product / Service Innovation Life Cycle

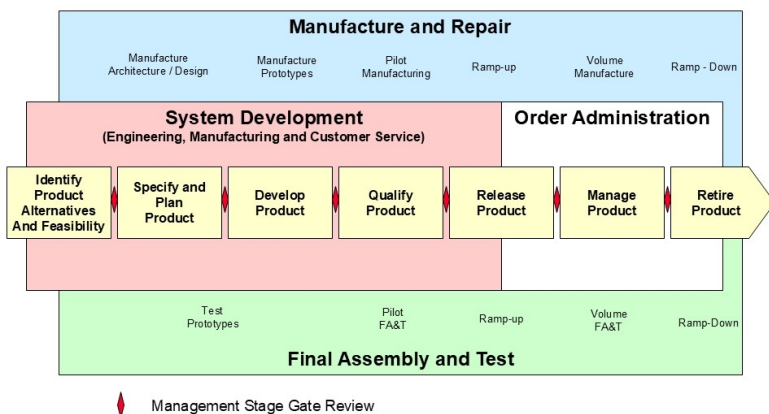
Process Design Pattern
Purpose
<p>To Identify and translate specific product and or service requirements into a delivered product and / or service and manage the product / service to retirement.</p> <p>This process is typically the description of the activities along the life cycle of a process and is used with either a Project Management or a Programme Management Process Design Pattern depending on the needs of the product / service being developed.</p>
Outcomes

- | Activities |
|---|
| <ul style="list-style-type: none"> ■ Identify Product / Service Requirements and Feasibility ■ Plan and Specify the Product / Service ■ Develop Product / Service ■ Qualify Product / Service ■ Release Product / Service (Launch) ■ Manage Product / Service ■ Retire Product / Service |

NOTE: Engineering, Manufacturing and Customer Service may have more detailed life cycles during development dependent upon the product or service.

The Product Management Life Cycle is shown below:

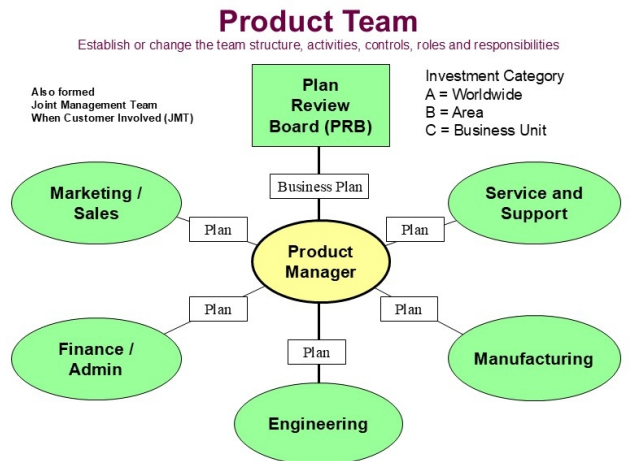
Product Management Life cycle



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- | Roles |
|--|
| <ul style="list-style-type: none"> ■ Product / Service Manager ■ Engineering Project Manager ■ Manufacturing Project Manager ■ Customer Service Project Manager ■ Sales Project Manager ■ Marketing Project Manager <p>Service roles may have slightly different names:</p> <ul style="list-style-type: none"> ■ Service Manager ■ Service Specialist ■ Service Administrator |

The Product Team is the way the roles / jobs / teams are integrated together using a concurrent engineering approach.



A single individual takes on a functional role to represent the function on the product team. The individual is responsible for planning, resource assignment, and technical aspects of the role. Each role aligns their response to Product Manager goals. Example of Concurrent Engineering.



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NOTE: Any swim lane work product owners will also be part of this integrated process management team.

Entry Criteria

A Product / Service Manager and market / product opportunity has been identified to create, revise or retire a product and / or service. A team has been identified to manage the life cycle.

Objects

- Product / Service System,
- Product / Service Components,
- Product Team

For Services, there may be other names for the objects:

- Service Description,
- Service Level Agreement
- Service Catalog
- Service Capacity Plan

NOTE: A service can be created as a capability and use a Capability Description (service being delivered) for the specification.

Process Owner

- Planning Manager (Investment Gateway Reviews);
- Business Unit Manager;
- Manager of Product Managers,
- etc.

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Capability Innovation Life cycle

Process Design Pattern

Purpose

The Capability Innovation Life Cycle is a set of activities that translates a set of requirements into an operational capability within an organization. When necessary, the life cycle also covers the retirement of a capability. This is not a standalone process but requires a project management process or equivalent to Initiate this life cycle.

See the [Project Management](#).

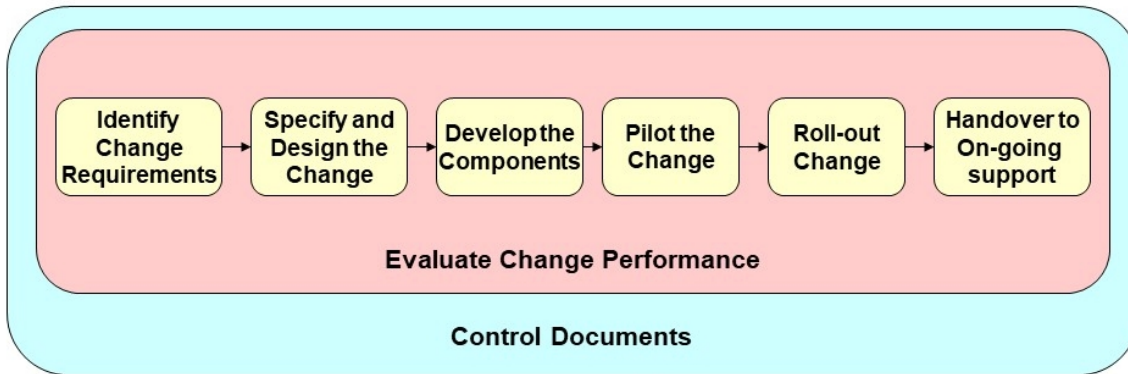
See the following for additional information.

[PDF: System Description: Capability as a System, Version 0.17 27-November-2024](#)
[PDF: System Description: Process \(Human Activity\), Version 0.5, 27-November-2024](#)
[Capability Viewpoint](#)

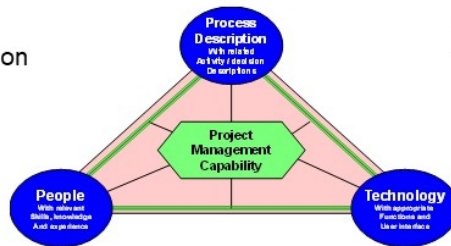
Outcomes

Activities

Capability Innovation Lifecycle



The Capability Innovation Lifecycle is used with A project management Capability.



The Changes can relate to The new or changed process Description, Competency Frameworks, Training, Other Process Documents, Or any related technology

Enterprise as a System of Systems

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Roles

- Capability Owner (or Process Owner)
- Capability Manager (or Process Manager)
- Practitioner (member of the capability community of practice)
- Process Designer
- Process Developer
- Training Design
- Training Development
- Documentation Manager / Specialist (Knowledge Management).
- Technology Designer
- Technology Developer
- Technology and Training Support
- Capability Assessor / Auditor

Entry Criteria

A need for a new or revised capability has been identified within a capability model and no existing capability team or existing process can be adapted to meet this need. A team has been identified to manage this life cycle.

Objects

- New or updated Process Documentation
- Associated process materials (training, technology, etc.).
- Community of Practice using the capability.
- Capability (roll-out / maintain) Plan
- Process Description (Abstract System).
- Technology information (procurement, development, improvement).

- Capability Team

Process Owner

- Business Architect,
- Quality Manager (ISO 9001)
- or HR (OD)
- with support from Finance.
- Capability Practitioner

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Information Systems Innovation Life Cycle

Process Design Pattern

Purpose

To innovate, improve, transfer to live use, or retire an information system.

Outcomes

Activities

- Requirements
- Architecture.
- Design
- Build
- Integrate.
- System Test
- Acceptance
- Handover

These activities can be used with any agile approach.

Roles

- Programme / Project Manager
- Service Manager
- Product Manager
- Designer (Engineer)
- Developer (Engineer)
- Tester
- Writers

Entry Criteria

A team has been established with a need to create or revise an IT system capability.

Objects

- Application,
- Data,
- Networks,
- Systems (servers, phones, laptops, desktops, etc with operating systems)

NOTE: New Information Systems model (eventually).

Process Owner

- IT Planning Manager,
- IT Development Managers,
- CIO.

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Product / Service Delivery Process Patterns

Sales

Process Design Pattern
Purpose
To identify customers and create a need To help qualify customers so they make an informed choice. To promote the various products in ways to attract the most potential customers
Outcomes
Activities
<ul style="list-style-type: none">Identify Target Customer base for specific productsProvide advertising for the product to customersQualify the customers and help support their selectionUsing the Order Management Process: Deliver the orderForecast Sales based upon understanding the customers and the market.
Roles
<ul style="list-style-type: none">Sales ManagerSalespersonOrder AdministrationAdvertisingPromotion
Entry Criteria
A team contributes to the sales of current products and services.
Objects
<ul style="list-style-type: none">Promotion,Qualified Customer ListAdvertisingPricing
Process Owner
Sales Manager
References
This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

NOTE: The sales process varies with the type of business. This is just a prototype example only.

Contract Management

Process Design Pattern
Purpose
To establish, deliver and close a contract.
Outcomes
The following outcomes are expected (decisions): <ul style="list-style-type: none">▪ Opportunity is qualified against business criteria (two pass decision).<ul style="list-style-type: none">▪ Rough Plan prepared to support Proposal▪ Plan for delivery prepared<ul style="list-style-type: none">▪ Solution identified and proposed
Activities
Identify and qualify opportunity Plan for Delivery (Initiate Programme / Project Management) Propose Solution Negotiate and Accept the Order Deliver agreed Product and / or Service Manage Contract Complete Contract
Roles
Sales, Bid Manager, Project Manager
Entry Criteria
Potential Opportunity arises which will require a commitment from the organization that is bigger than normal pre-sales work.
Objects
Contract Bid Evaluation Risk Assessment
Process Owner
Sales, New Business Development, Product Management
References
This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

NOTE: This process is generally used when a customer requests Bespoke or Custom work. (not generally in the product / service catalogue).

Order Management

Process Design Pattern

Purpose

- To deliver value to the customer!!
- To ensure that the process is smooth and repeatable.

Outcomes

Activities

- Log the order
- Validate the order (price / quantity / product / service)
- Schedule the delivery
- Accept the order
- Create / obtain / deliver the product or service: Use [Production](#) / [Distribution](#) Processes
- Obtain Payment
- Close the order

Today, much of this can be self service ... however, the process must be understood and implemented.

Roles

- Account Manager
- Customer.
- Order Specialist
- Producer
- Finance person (Invoice)

Entry Criteria

A team contributes order management activities for current products and services.

Objects

- Order, Contract
- Invoice, Receipt
- Product or Service

Process Owner

- Operations Manager,
- Product Manager,
- or Sales Manager.

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

NOTE: This process will vary due to the type of products and services that are delivered. This is the top level view of the customer experience. Specific products or services will be delivered according to a description of the product or service..

Production

Process Design Pattern

Purpose

To produce or deliver the products or services that are required for an order.

Outcomes

Activities

- Plan for production
- Schedule the materials, resources
- Produce or deliver the product / service
- Distribute the product or service: Use the [Distribution Process](#)

Roles

- Production Manager
- Delivery Specialist
- Production Team Member.

Entry Criteria

A team contributes to the production of current products and services.

Objects

Product: [Inventory], [Resource]

Process Owner

- Manufacturing Manager
- or Production Manager.

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Distribution

Process Design Pattern

Purpose

To deliver products / services to a distribution point or an end customer.

Outcomes

Activities

- Plan the pickup and delivery
- Assign the work (if necessary)
- Pickup the item
- Transport the item
- Deliver the item
- Close the distribution item

Roles

- Distributor
- Production Team
- Customer.

Entry Criteria

A team contributes to the distribution of products or services to the customers (possibly through intermediate contracts and service providers).

Objects

Product: [Delivered]

Process Owner

Operations Manager, Production Manager or Distribution Manager

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Support

Process Design Pattern

Purpose

Provide support on the products and services provided to customers.

Outcomes

Activities

- Log a support request
- Classify the support request (Special handling if customer complaint)
- Assign the support request Log
- Handle the support request
- Close the support request

Roles

- Call handler
- Support Specialist
- Customer

Entry Criteria

A team is contributing to the support of the existing product and services.

Objects

- Incident Log,
- Support Information

Process Owner

Support Manager.

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Warranty

Process Design Pattern

Purpose

To identify the problem, correct the problem and return a product back to the customer.

Outcomes

Activities

- Log as potential warranty problem
- Check product is in warranty period
- Identify the root cause of the problem
- Arrange for solution
- Provide the solution
- Close the warranty

Roles

- Assigned Investigator
- Authorizer
- Customer

Entry Criteria

A team needs to provide product / service warranty support internally or externally.

Objects

- Root Cause,
- Product: [Replaced] or [Repaired]

Process Owner

Support Manager

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Information Systems Operations

Process Design Pattern

Purpose

To deliver the Information Services and provide support.

Outcomes

Activities

- Handle Request for Service
- Handle Incident
- Resolve Problems
- Deliver Standard Services
- Deliver Custom (Bespoke) Services
- Perform Backup Activities
- Perform Maintenance Activities
- Add new services

Roles

- Incident / Problem Manager
- Request Handler
- Operations Specialist

Entry Criteria

A team contributes to the operation of current Information System Services or a team supports the launch of new or revised Information System products and / or services.

Objects

- Service Delivery (according to SLA)
- Incidents
- Problems Resolved
- Backup Sets
- Maintained Systems
- Updated Software
- Updated Configuration Items

Process Owner

- Operations Manager
- Managers within IT organizations

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

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