

Witold Chmielarz, Marek Zborowski

University of Warsaw

e-mail: {witek; mzborrowski}@wz.uw.edu.pl

Aneta Biernikowicz

BOC Information Technologies Consulting

e-mail: {aneta.biernikowicz}@boc-pl.com

**IMPACT OF THE ORGANIZATIONAL STRUCTURE
AND CULTURE ON POSSIBILITIES OF APPLYING
BUSINESS PROCESS MANAGEMENT**

Abstract: This article mainly aims at analysing determinants of possibilities of improving processes in an organization. The early sections of the study are devoted to a theoretical analysis of the determinants of the process management and its connection with the project management. Then the assumptions of the survey on the impact of the organizational structure and culture on the possibilities of applying business process management are presented. The verification of theoretical deliberations and survey assumptions is included in the last part of the article presenting the initial results of the obtained survey and the resulting conclusions.

Keywords: business process management, organization structure, organization culture.

1. Introduction

The basic objective of the present article is an attempt to define the meaning of the organization structure and culture for the purposes of streamlining the business process management within it. Numerous Polish and foreign publications [*Zarządzanie. Tradycja...* 2013; Hensel 2008; *Podejście procesowe...* 2011; *Podejście procesowe...* 2009; Nosowski 2010; *Nowoczesne zarządzanie...* 2012; *Handbook on Business...* 2010] define process management in the wide and narrow scopes. The wide scope shows it as a discipline comprising activities identifying, evaluating and analysing the existing processes performed in an organization and their fit for the accomplishment of the strategic objectives of the organization. It is the base for the improvement, optimization, modification and the design of new processes (within projects). In the narrow scope – it is a formalized sequence of systematic, measurable steps concerning the management of individual business processes in an organization by means of: intuition, explicit and tacit knowledge, inborn and acquired skills, internal (e.g. employees) and external (e.g. customers) stakeholders;

theoretical – methodical solutions in the scope of management (change, quality, time, scope, budget management) and related social sciences (economy, sociology, psychology) etc., tools for analysis and tools for process improvement as well as implementation techniques together with process innovations and projects introducing change on the enterprise level; information technologies – supporting the processes, modelling and designing the organization and allowing design and implementation of IT systems using the process management solutions in the management practice of the organization set in a specific economic environment; oriented and changeably (dynamically) conditioned by: the organizational structure (bidirectional relation structure – processes – more efficiently implemented in a proper organizational structure allowing to monitor, analyse and improve the processes; a specific strategy of the organization (relation structure-processes – more efficiently implemented than through competition on a given market), where proper relations result from combining the results of the processes with Key Performance Indicators (KPI); the organizational structure – with the possibility of questioning the inviolability and optimum of the present state, which serves a basis for the possibility of improving the organization, including also transferring and distributing tacit knowledge through a social component of corporate portals and sharing it with other employees of the organization.

From a practical point of view, the relations between processes and projects are also essential. At present, determinism, explicitness and statics in defining features and results of projects move towards probability calculus, indeterminacy and dynamism. In theory the span between the two basic kinds of activities recognized in the contemporary organization – projects and processes – should increase. After all the projects were defined as unique, one-time undertakings requiring proper preparation, while the processes are repeatable and may be subject to automation or become routine activities. The main difference is the fact that the processes are performed permanently and by nature are repeatable, although they can proceed in an unpredictable and changeable way depending on impulses coming from their environment, and projects are performed when new needs occur, and each of them is totally different. But relations between process management and project management have a bilateral dimension. On the one hand, process management is treated just as a technique of streamlining project performance, but on the other hand – in a sense – projects are subsets of processes – they are all processes that we could define as non-routine (change-oriented), innovative, pragmatic, burdened with a big risk and unique. This results from peculiar similarities – both kinds of activity are performed by designated teams of people, determined by specific and limited in time resources, following the rule of planning, steering, supervising and controlling particular acts. This in turn makes the changes within process management have a direct impact on project management. Projects are performed in order to improve the existing processes, create totally new processes and solve specific problems connected with

the necessity to change processes (is this not a component of process management?). In each organization there are both process and project activities.

Contrary to its classic definition, projects basically do not end. Each end of one project is the beginning of another, in essence they sometimes create a never-ending cycle of projects, which cannot be even named as subprojects because we never know – if only due to uncertainty and high risk – in which direction the end users' requirements will develop. But the most symptomatic for project development is the fact that essentially methodologies of project management were in their classic version created, generalized, "toughened", standardized so as to the best possible extent to normalize the processes occurring in the project. So the paradox – as shown – consisted in the fact that they got closer and closer to the methodologies of process management as they strived for operating standard rules of solving non-standard problems, which tried to standardize them (that is to change into processes) through far-reaching formalization.

Due to the above reasons, the notion of project success at present is evolving towards an evaluation exceeding the classic, narrow triangle of balance between costs, time and scope [Chmielarz 2013]. The point of view of a user – project recipient and his/her way of seeing the project is taken, both in internal projects (in which both persons performing the project and its recipients are employees of the same organization, in which the final product of the project remains), and external projects (products performed for stakeholders from outside of the organization, e.g. customers and may be a source of income of the organization producing them). The extension of the "golden triangle" itself by the fourth parameter – requirements – characteristic for process management – causes also an extension of the possibilities of making decisions in the scope of its implementation (each decision is described by four selected parameters (time, scope, costs, requirements), not by three parameters as before). And the relations between those parameters are becoming – seemingly – non-equivalent – the recipients' requirements are superior to other parameters. If we additionally introduce a fifth parameter, which is quality (one of the components of the user requirements) – the number of allowable solutions will again narrow, which will affect the multidimensionality of a project and the close connection of a user's requirements with a specific quality level. Not all solutions acceptable within a project and conforming to the user's requirements may meet the assumed quality standards, and thus the process management Figure 1.

So changes of relation between project management and process management are affected by their surroundings (environment). The environment in which projects are implemented splits into [Stępień 2012]: economic (prices, customs duties, taxes, exchange rates, interest rates, economic policy, markets, economic development degree), legal (legal system, its adjustment to the conditions of implementation, licenses), technological (technological development, technological state in an organization, quality standards), organizational (organizational structures, management style, managerial staff and employees' skills and knowledge, functionality of the organization, project

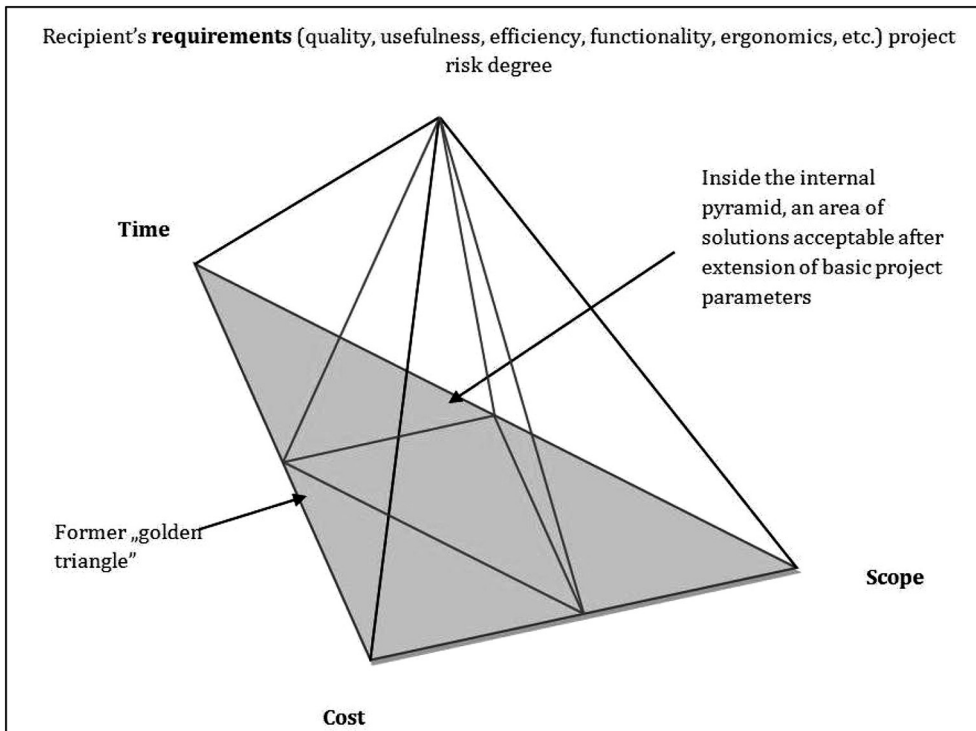


Figure 1. The area of acceptable combinations of basic project parameters and its extension

Source: own elaboration.

management method), psychological, (culture, opposition to changes, innovation degree, performance and execution safety) and political (geo-political factors, developmental tendencies, alliances, trends). And here another important issue emerges. The success of a project in the classic perspective and the success of a project in the contemporary perspective (and its management) resulting from practise, significantly differ. In the classic perspective (treated this way by many studies) the success is not to exceed costs (and the best thing – execution of the costs), full conformity of the schedule with performance dates and conformity of the performed scope of work with the one specified in the project. Adding the end user's (recipient, customer) point of view means adding to the success evaluation criteria the issue of customer satisfaction with the obtained product or service. Adding a dynamic environment – means a decrease of a risk of failure, efficiency, effectiveness, flexibility, adaptivity, functionality, etc. These are evaluations very close to an evaluation of a success of a proper process management in an organization, and very strongly influences them. In streamlining the processes, the fact that individual organizations may be at different levels of progress in the scope of process management should also be

taken into account. To evaluate this level, the CMM model (Capability Maturity Model) is most often applied, which recognizes five basic stages of maturity to process management: first (initial – where processes are not defined at all), second (repeatable – processes were identified in selected departments of an organization and are performed); third (defining) – processes are known in the whole organization and are performed, fourth (managed – conscious use of process management by managers, manifested by collection of data on efficiency of stages of the process and the process as a whole), fifth (optimization – managers and employees monitor on a continuous basis the efficiency of processes and introduce necessary modifications). An attempt to introduce process management to an organization, which has not been properly prepared – lacking suitable organizational resources and competence – may result in failure. Going through each of the organization process maturity levels in this model is an undertaking requiring both extensive knowledge in the scope of process management and using tools dedicated to this purpose and an established and strong internal support centre combining these two elements for the whole organization, which is e.g. the so-called Process Competence Centre.

The analysis of the results obtained by the Standish Group [10], indicates the very practical determinants of the success of project management, and thus of the related process management: customer's commitment to the project implementation, project's managerial staff (sponsor) support, the clear business objective of the project (specified requirements in the light of existing limits), optimized project scope (adjusted to performance capability), methodology of flexible planning (agile) instead of the traditional one, an experienced and competent project manager, the proper management of the project budget, educated human resources, formal methodology of running the project and standard programming tools and infrastructure.

Among the success factors, "soft" and procedural factors predominate. So it seems that the survey concerning the human and cultural factors as well as the organizational structure as possibly having the most essential impact on organizational improvements, in this situation may be to the fullest extent legitimate.

2. Survey assumptions

The survey is divided into three parts:

- defining the significance of business process management (BPM) in an organization,
- identifying the roles and significance of organizational units dedicated to BPM, for the needs of the survey called Process Competence Centre (PCC),
- defining the cultural aspects of process approach implementation.

In the first area attempts were made to define how business process management is perceived by an organization, how this notion is understood and what are the strengths and weaknesses of its implementation. Respondents referred to such specific issues as:

- the meaning and understanding of business process management (BPM) in an organization (important strategic initiatives promoted by managerial staff, essential support for many important projects on the scale of the whole company, support on the operating level for medium and small process projects, the necessity before implementation of an IT system, studying new possibilities),
- the objectives to be achieved by an organization thanks to BPM (create a foundation for development of the whole organization (allow comparison with competition, develop a new organizational structure, improve co-ordination of activities in the company, improve measures and KPI, control risk, increase business process effectiveness, ensure timely delivery of products and services, improve relations with contractors, lower process costs, standardize processes, implement new software, meet employees' requirements for information, try a new approach, introduce new knowledge),
- indication of key processes that require streamlining within a context of income growth (from the generic processes list),
- methodologies, techniques and approaches used by an organization: (strategic BPM, Rummel-Brache approach, BPTrends approach, Six Sigma method, Lean – Six Sigma method, Lean method, modelling in BPMN, methods required by ISO, organization's own methods, other),
- subjective perception of the organization's process maturity (according to the maturity model based on CMM),
- the extent of implementation of process governance, especially developing (or not) the enterprise process architecture,
- establishing (or not) an organisational unit supporting business process management.

The second area addressed the role and place of organizational structures responsible for the construction of the process management system and streamlining business processes, in the scope of the following characteristics: duration of its functioning and its place in the organization's structure; main tasks and services delivered by this organizational unit; resources assigned to an entity dealing with processes; employment of external staff who deal with the issue of business process management; BPM competence areas required by the organization.

The third area concerned social and psychological factors forming the culture of an organization, such as defining managerial staff's support for the entity dealing with processes; the impact of the entity dealing with processes on the organization's operation; weak points of the entity dealing with the processes; strong points of the organizational culture in a given situation.

In each of the defined survey areas, a choice was made through marking some proposals from among the ones initially defined by the research team. Moreover, the closed part of the questionnaire ended with open questions, such as: what features should characterize a leader of the team dealing with business processes in an organization?, what features should characterize an employee of the team dealing with business processes in an organization?, what are the obstacles in the operation

of the Process Competence Centre (PCC)?, what are the key support areas for the PCC operation?

The survey is at present being implemented by the collection of data from the questionnaires filled in via the website www.bpmwpolsce.pl and individual interviews. So far (May 2013) in total more than 50 responses have been collected but the survey is still pending and almost every day new completed questionnaires are received. The conclusions from selected partial results are presented in Chapter Three of this article. The data from the questionnaires were processed by means of IBM SPSS Statistics software. In cases of open questions, a context interpretation was performed and then the above-mentioned application was used. Some of the questions in the questionnaire were formulated in a way allowing to compare the responses with the results of studies conducted by BPTrends, an American publishing company, whose founders and columnists are experienced practitioners and opinion leaders in the area of business process management who regularly publish articles and studies presenting the best BPM practices [11]. References concern some of the questions defining the understanding and significance of the business process management concept and practices in organizations and questions connected with functioning in organizations of special structures dedicated to such activities.

3. Results of the conducted survey

The survey participants were employees in various organizations who were responsible for process management. The responses were given primarily by department directors (34.55%) or experts and specialists (41.82%). The structure of the respondents' functions is presented in Figure 2.

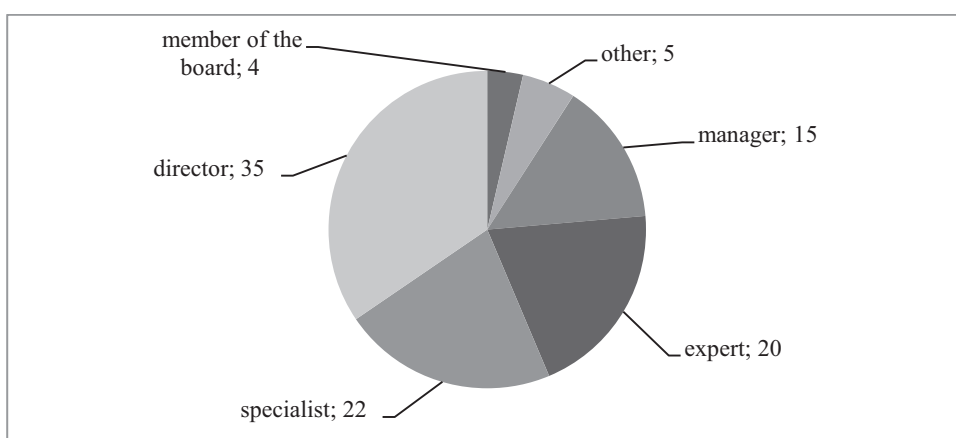


Figure 2. Position in the organizational structure? (in %)

Source: own elaboration.

Organizations where survey participants were employed were usually large i.e. between 3001 and 5000 employees represented (9.09%) or very large – more than 5000 employees (27.27%). Medium organizations employing between 501 and 3000 were represented by (34.55%) of respondents. The specific structure is presented in Figure 3.

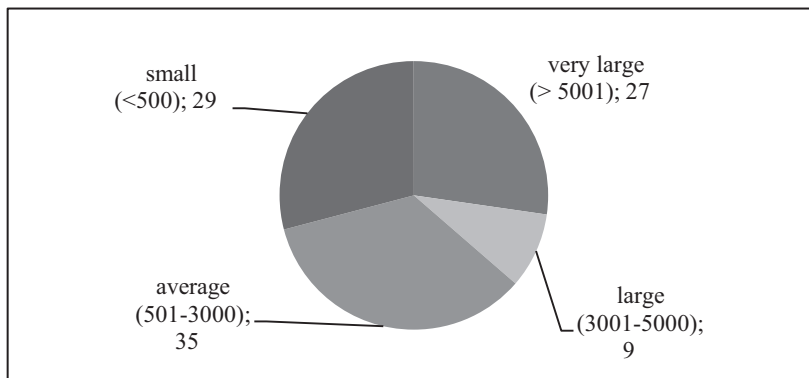


Figure 3. How many people are working in your organization? (in %)

Source: own elaboration.

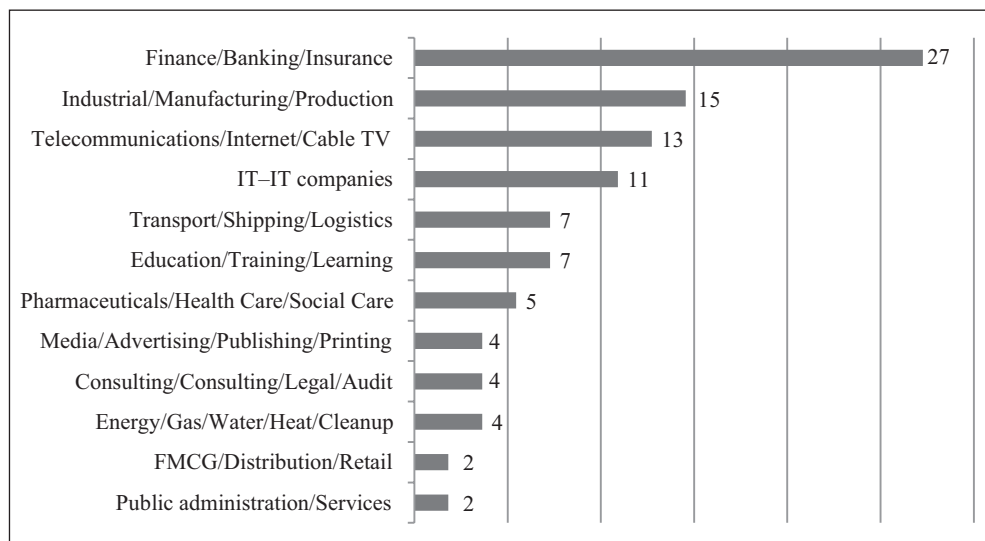


Figure 4. Trade of your company? (in %)

Source: own elaboration.

The survey respondents, to a large extent, represented the finance/banking/insurance sector (27.27%). The industry structure of respondents is presented in Figure 4.

More than half of the organizations represented in the survey were headquartered in the Mazowieckie Voivodship. The structure is shown in Figure 5.

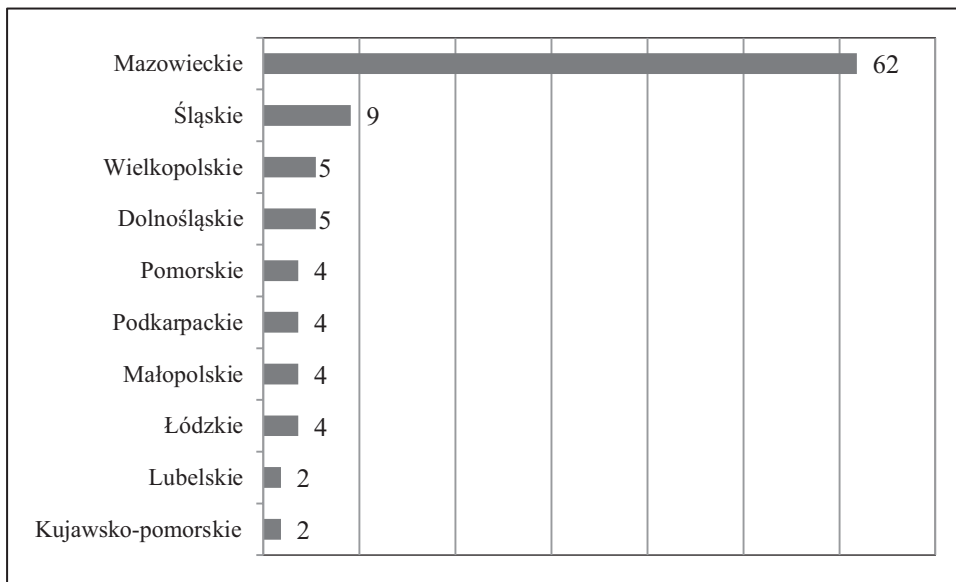


Figure 5. In which voivodship is your company? (in %)

Source: own elaboration.

The first part of the survey included questions which concerned the meaning and importance of business process management in an organization.

In answering the questions about the importance of BPM initiatives in the organization, one third of the respondents indicated that BPM is an important strategic initiative promoted by top management (32.73%). One fourth of the respondents indicated that business process management provides significant support for many enterprise-wide projects (25.45%). BPM as a support for medium and smaller process improvement projects or as a necessity before a new IT system is implemented or as only an experiment, were noticeably less important for the respondents. The structure of responses is presented in Figure 6.

From the above answers we can draw the conclusion that BPM is treated by management as an important approach to managing an organization and it will have a strong impact on the ways of thinking and activities at managerial level. The answers also show that the surveyed organizations are interested in BPM, but have not changed yet any managerial methods in the entire organization.

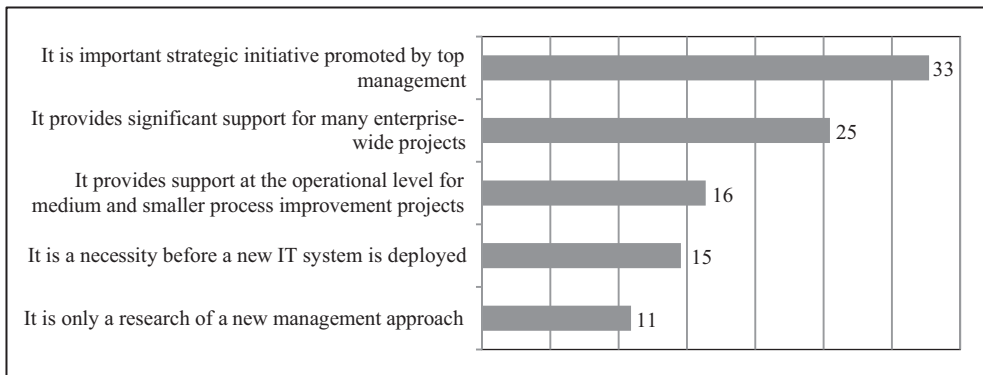


Figure 6. How important is Business Process Management in your organization? (in %)

Source: own elaboration.

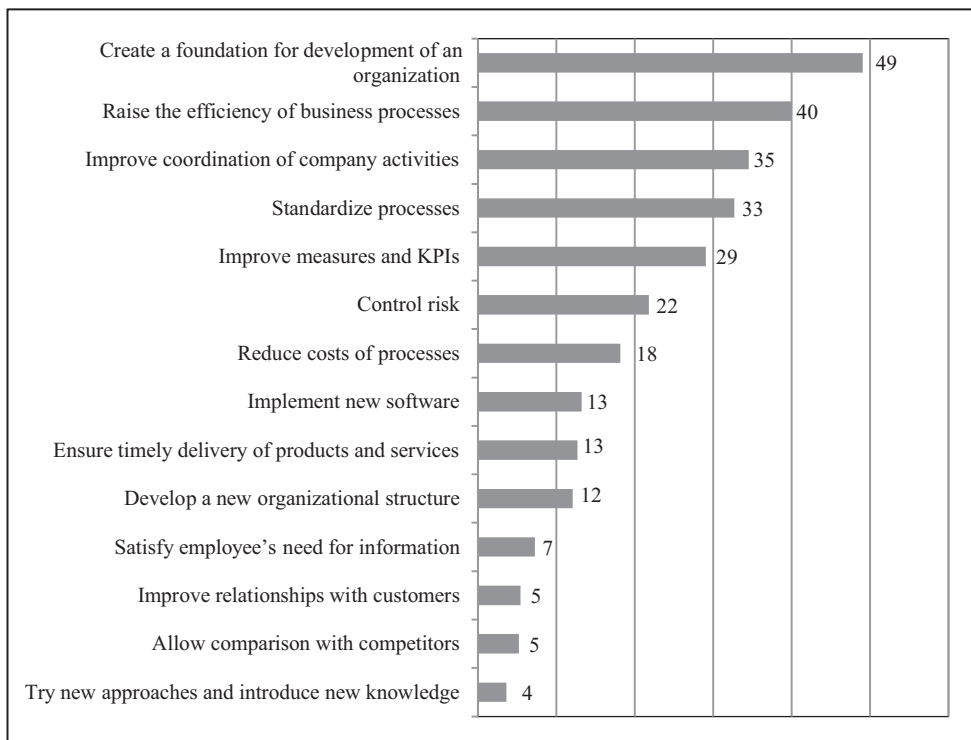


Figure 7. What goals does your organization want to achieve through the use of Business Process Management (BPM) methods? (Choose the three most important) (in %)

Source: own elaboration.

When we asked about the goals which a respondent's organization wants to achieve thanks to implementing a process approach, the major goal indicated was to create a foundation for the development of the entire organization (49.09%), not of slightly lesser importance was raising the efficiency of business processes (40.00%), improving the coordination of company activities (34.55%) and the standardization of processes (32.73%). The goal's structure is presented in Figure 7.

The answer which was chosen as the most important, shows that managers are aware of the significance of BPM implementation and the activities that go directly into rebuilding an organization and creating a process-centric organization. The remaining three most often chosen responses, show that BPM is used to improve the functioning of an organization. Management most often considers BPM to be a tool which allows an organization to improve efficiency by introducing quantified monitoring. Their answers show that managers know that business opportunities are brought about by implementing a process approach.

When we asked which processes should be improved to most increase revenue, over half of the respondents indicated product and services delivery (56.36%). The next largest group of respondents indicated improving methods of management and organizational development (38.18%), followed by the process of introducing new products to the market and new products and services development. The structure of the significance of specific processes for increasing company revenue is presented in Figure 8.

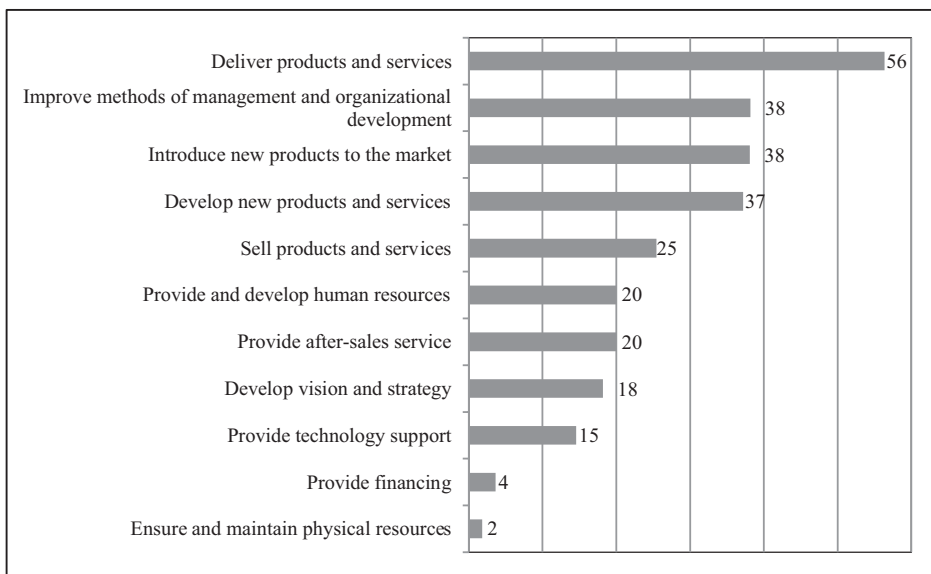


Figure 8. Which processes if improved in your organization, would contribute to increase revenue the most? (Choose the three most important) (in %)

Source: own elaboration.

The responses indicated that managers have high expectations connected with BPM as far as short-term organization development and improving the process of delivering new products and services to the market, and to a lesser, though still large extent, regarding improving an organization's management. These responses include a condition to re-examine what is Business Process Management for an organization. Please note that this is a systemic change in the orientation of the organization for bringing in long-term profits.

The responses to the question about the meaning of BPM for an organization indicated that it is perceived as a holistic approach (36.36%). Fewer companies indicated that BPM is an approach used to analyze and improve individual processes (29.09%). The meaning of BPM for organizations is presented in Figure 9.

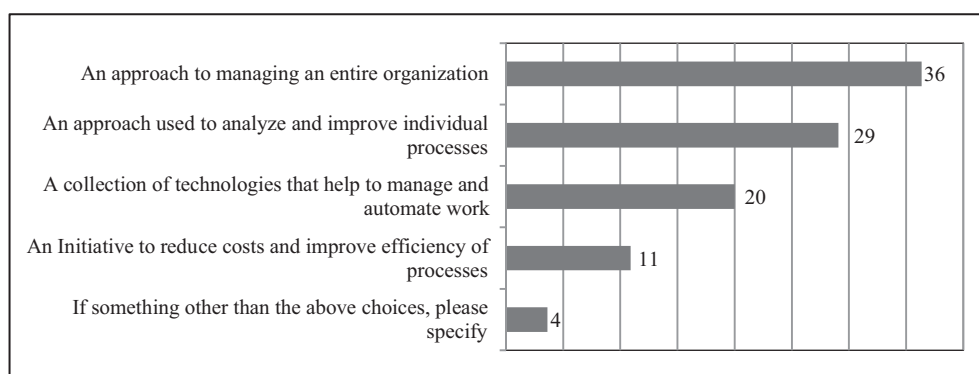


Figure 9. How does your organization understand Business Process Management? (in %)

Source: own elaboration.

From the responses we can conclude that only one third of the organizations surveyed have a deeper knowledge of Business Process Management and that BPM is often understood as a local approach which can be used only in some parts of the organization.

In the area of the methodologies, techniques and approaches used, in the surveyed organizations the most commonly used method was BPMN (50.91%). Slightly fewer respondents (47.27%) indicated that their organizations used proprietary methods in the area of process management. Worthy of note is the fact that the strategic approach to BPM and the groups of methods required by the ISO standard in both cases were indicated by 35% of respondents. The structure of the methods and techniques used in the organization is shown in Figure 10.

These answers suggest that there is a high awareness of the most popular tools for process management in organizations. A high percentage of the use of internally developed methods in organizations may indicate that it may be important to acquire

more knowledge about the established techniques and methods in the field of process management.

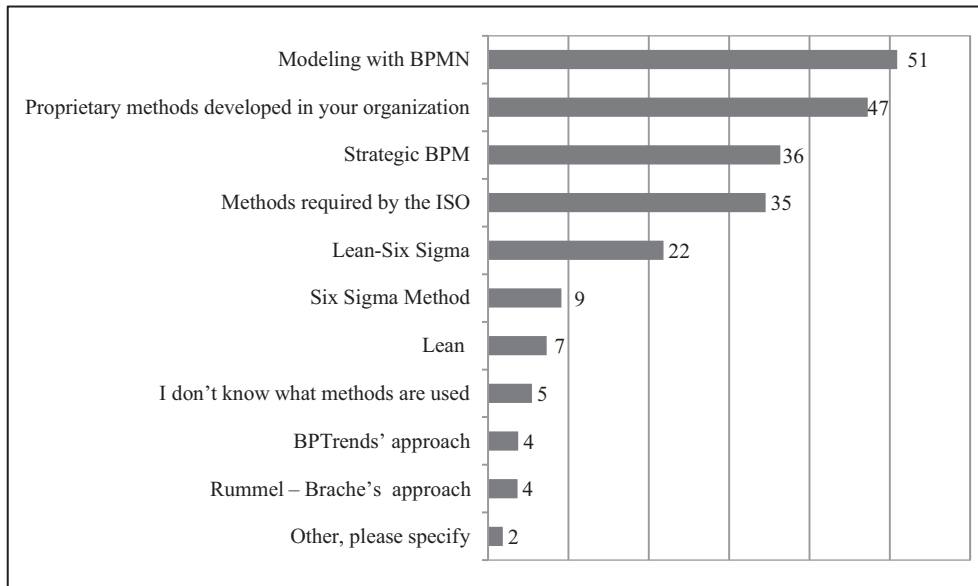


Figure 10. What process methodologies, techniques and approaches are used in your organization? (Tick more than one) (in %)

Source: own elaboration.

As far as the subjective assessment of process maturity of an organization is concerned, most of the respondents (34.55%) indicated that the processes are functioning thanks to the efforts and creativity of employees and that problems are solved ad hoc. Slightly fewer respondents (29.09%), indicated that the majority of the core and supporting processes are modeled, published and improved at the level of the entire organization. The structure of the responses on the subjective perception of the process maturity is shown in Figure 11.

Although from the replies presented in Figure 11 a picture emerges that most organizations are at the beginning of the process journey, this is slowly changing.

With regard to questions concerning the completion of the project implementation approach, the responses of the organization correspond to the given process maturity of the organization. Less than half of the respondents (49.09%) indicated that the process of change has not been completed, 41.82% of respondents indicated that the process is over.

The second part of the study is devoted to the role and place of the organizational structures responsible for process governance and business process improvement.

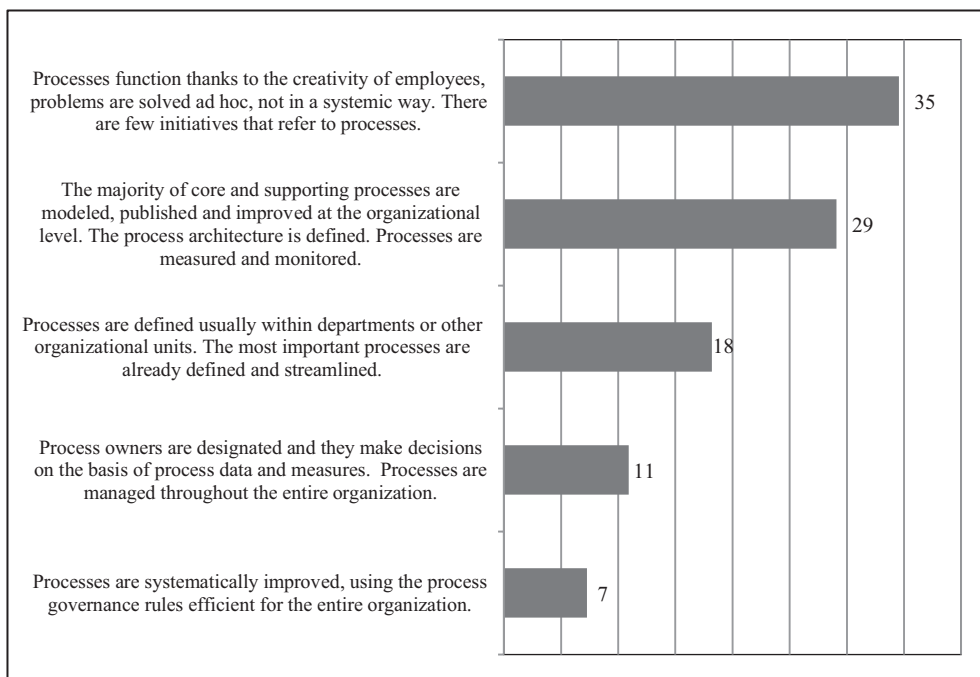


Figure 11. How would you subjectively assess the process maturity of your organization, based on the following five-level scale? (in %)

Source: own elaboration.

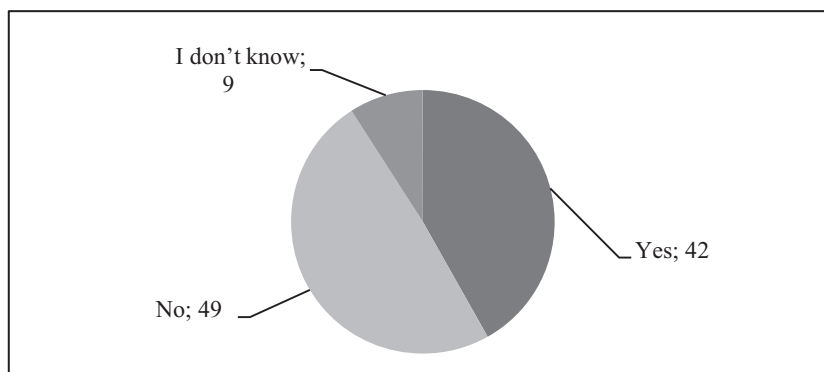


Figure 12. Is Process architecture defined in your organization? (in %)

Source: own elaboration.

The lifespan of this organizational unit was declared as more than five years by a noticeable part of the respondents (36.36%). Fewer respondents (27.27%),

indicated that this organizational unit has been in place for less than one year. A detailed breakdown of the lifetime of competence centers in organizations is presented in Figure 13.

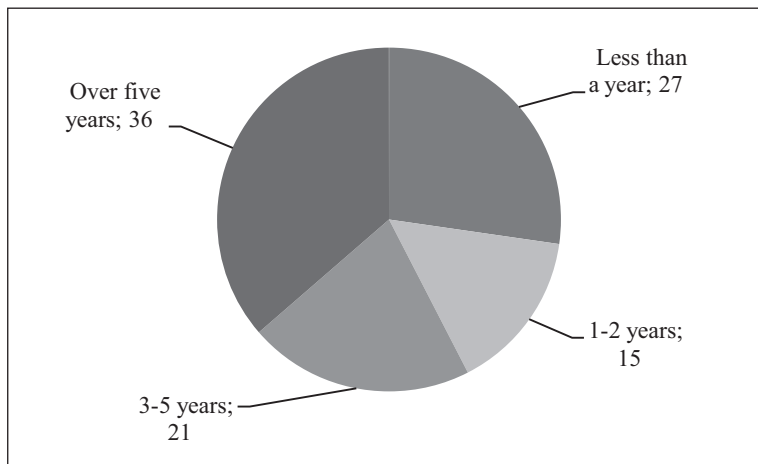


Figure 13. How long has a Process Competence Center been operating in your organization? (in %)

Source: own elaboration.

From the information presented in Figure 13, it can be concluded that the studied organizations are divided into two groups. First, companies where managers recognized the importance of re-orientation towards process management a few years ago, and secondly, those that have just started their work on this project. This condition correlates with the structure of responses on the subjective assessment of organizational process maturity where a significant number of companies have already had processes modeled, and the second largest groups have only started to recognize the value of a process approach.

With regard to the location of the Process Competence Center in the organizational structure, there is a noticeable distinction between organizations in which the PCC directly reports to the management board (51.52%), and the slightly lower number where the head of the PCC reports to the Division director (42.42%). A detailed distribution of the locations of Process Competence Centers in the organizational structure is presented in Figure 14.

As far as the PCC's location in functional areas is concerned, the respondents indicated that the most common location for this unit is in the area of management board support (34.55%). In a noticeably smaller number of cases (14.5%) the PCC was located in the area of operations. A detailed distribution of the functional locations of competence centers is presented in Figure 15.

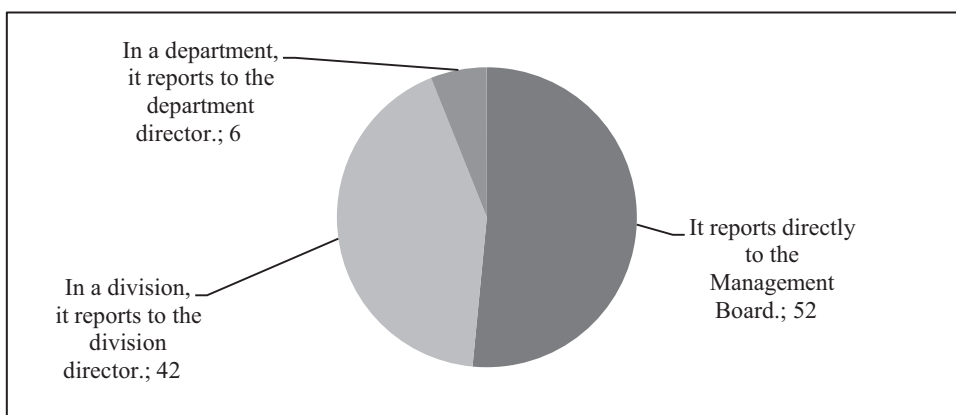


Figure 14. At which level of the organizational hierarchy is the PCC located and to whom does it report? (in %)

Source: own elaboration.

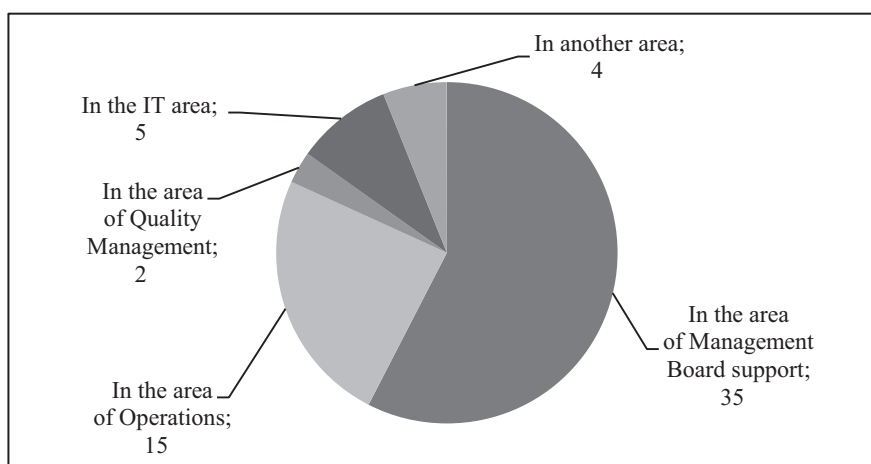


Figure 15. In which functional area is the PCC located? (in %)

Source: own elaboration.

From the responses presented in Figure 15 it can be concluded that organizations have a good understanding of the environment which is needed for this unit to act with maximum effectiveness.

With regard to the tasks which were assigned to the Process Competence Centers, the major task is modeling and describing processes in order to prepare employee procedures processes as the main identified task (60.61%). Slightly less important is process measurement and monitoring (51.52%), followed by delivering

process improvement methods (48.48%) and participation in process improvement projects (45.45 %). The distribution of tasks assigned to process competence centers is presented in Figure 16.

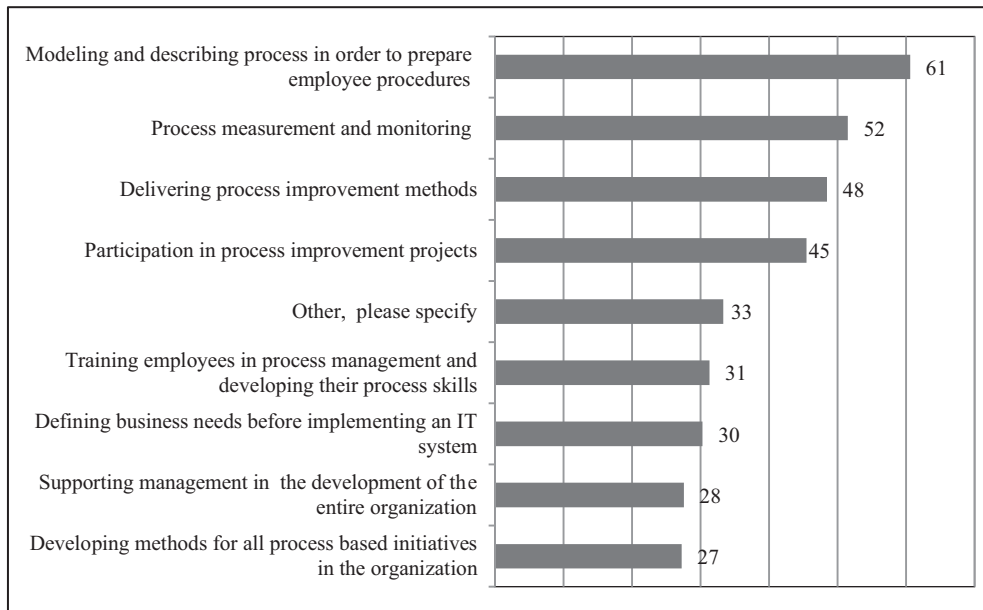


Figure 16. What are the main tasks of the Process Competence Center today? (Select three main tasks)? (in %)

Source: own elaboration.

From the responses received and presented in Figure 16 it can be concluded that the process competence centers are faced with two major tasks; namely mapping processes of organizations and/or their process improvement as well as the propagation of the knowledge of process management in the organization.

In the area of services provided by a process competence center to the organization, the responses correspond with the tasks that are assigned to them. The main services include the development of the process governance model (72.73%) and training in business processes (69.70%). Slightly less important were process optimization and the design of new processes (63.64%). The distribution of services provided by the process competence centers is presented in Figure 17.

The observed situation shows that Process Competence Centers deliver services related to the design and optimization of business processes and training for employees who create process maps.

Regarding the question about the size of the units dedicated to Business Processes Management, more than half of the respondents (54.55%) indicated that it is fewer

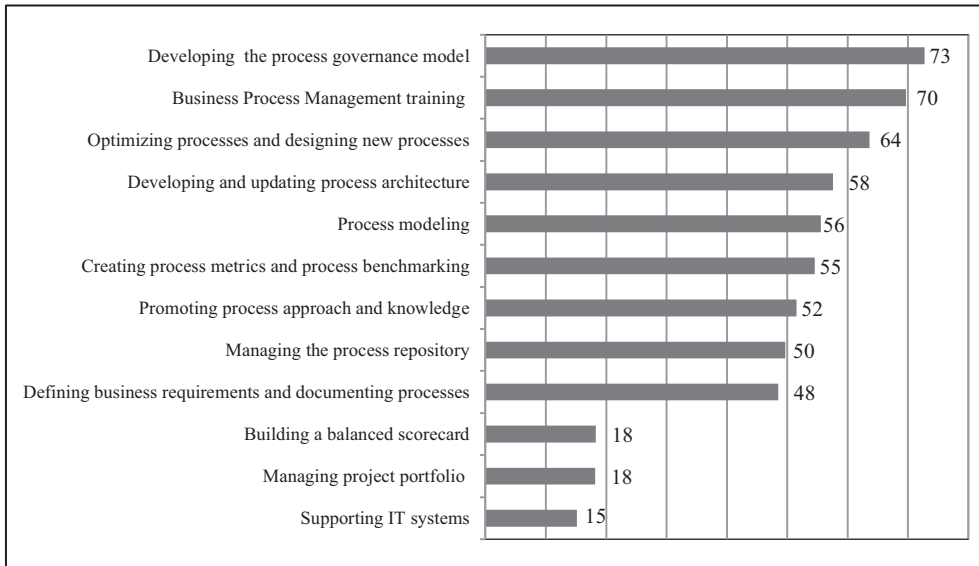


Figure 17. What services are delivered to an organization by the Process Competence Center? (Tick more than one) (in %)

Source: own elaboration.

than five people. The number of responses decreases with the number of people working in the unit. Comparing it with the characteristic feature of the respondents group where 36.36 % of the companies are large and very large organizations (over 3000 employees) (Figure 3), one can say that the size of the Process Competence Center does not grow in line with the size of the organization. The distribution of the number of people employed in the PCC is presented in Figure 18.

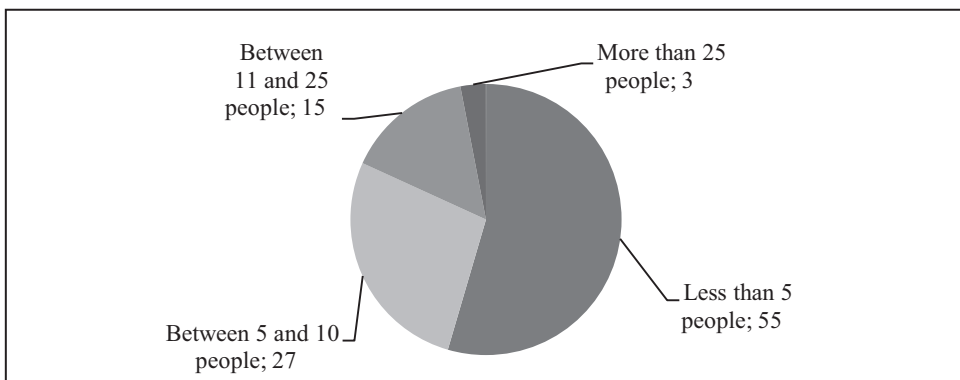


Figure 18. How large is your company's Process Competence Center? (in %)

Source: own elaboration.

With regard to the question concerning the number of people who are involved in BPM and who are not directly employed in the Process Competence Centers, in 72.72% of cases it is up to 50 people scattered throughout the organization, while more than 100 persons are involved in 6.06% of cases. The distribution of the number of people involved in BPM but are outside the competence centers, is presented in Figure 19.

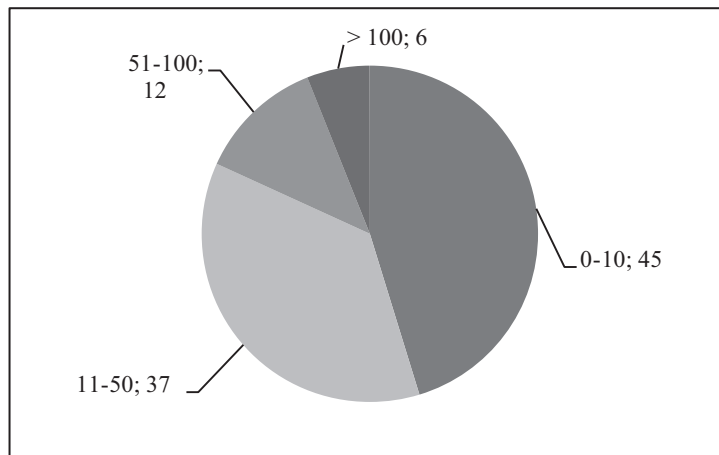


Figure 19. How many people outside of the Process Competence Center (scattered throughout your organization) are actively involved in Business Process Management? (in %)

Source: own elaboration.

The results indicate that, regardless of the size of the organization, in most cases, BPM knowledge and its practical applications are just beginning to go beyond the borders of PCCs and to be practiced by other departments within these organizations.

For the question about additional BPM knowledge and skills that are needed in an organization, a significant number of answers indicated the need for learning how to manage process based projects (69.70%). Noticeably fewer answers indicated the need for knowledge of defining process roles (such as Process Owners) or defining process measurements and KPIs (both at 57.58%). Another important choice was the knowledge of how to develop enterprise – wide process architecture (51.52%). The distribution of the chosen competencies which should be developed in an organization is presented in Figure 20.

The structure of responses indicates that respondents identified the need for the acquisition of the ability to apply the knowledge of process based project management, as well as the implementation know-how, which would enable transition from the traditional management model to a process based management model. These results show the knowledge gaps that management have in the area of process management, however it should be noted that the gaps occur in technical areas rather than

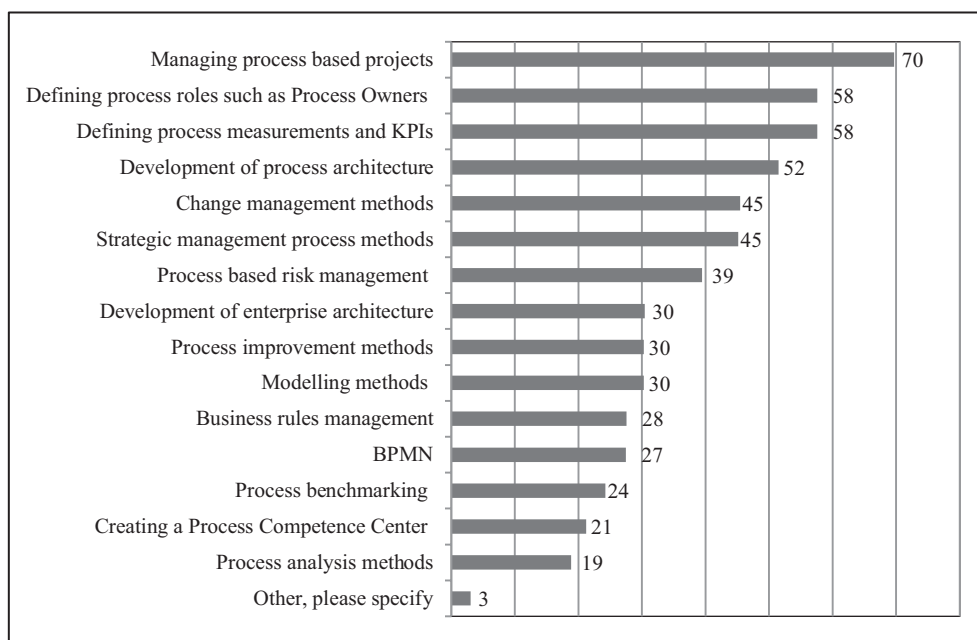


Figure 20. What additional knowledge and skills in the area of Business Process Management are needed in your organization? (in %)

Source: own elaboration.

theoretical. One can therefore conclude that the respondents, individuals that are dedicated to BPM, do not question the significance of the transition to a process centric approach because they are already convinced, but they also show a lack of practical knowledge.

In the third part of the survey, we looked into the cultural aspects of implementing a process approach in the organization.

In response to the question about the level of management support for the Process Competence Center, almost half of the responses (48.48%) indicated that management strongly supports this unit. Slightly fewer of the respondents (39.39%) indicated that management declares its support, but actually does not provide it. The distribution of the level of management support for Process Competence Centers is presented in Figure 21.

Such a structure of responses may indicate that within the surveyed organizations, actual managerial support for the PCC is actually too small.

When asked about the impact of the Process Competency Center within the organization, more than half of the respondents (57.85%) indicated that the PCC has a large impact on the processes of the organization or is just starting to have an impact. However, one in five respondents indicated that Process Competence

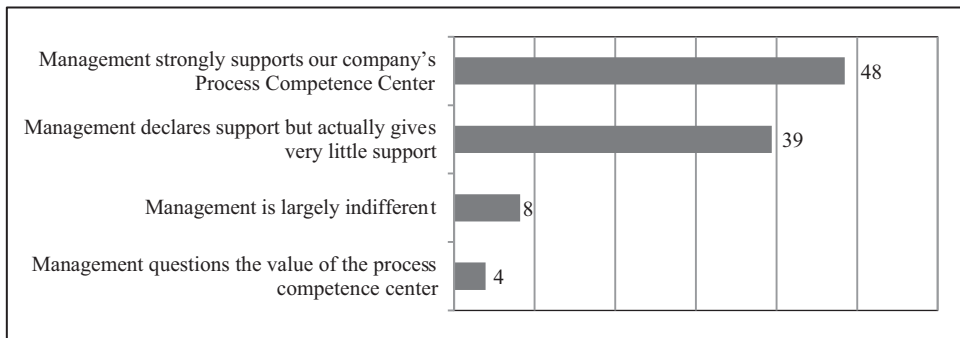


Figure 21. What is extent of managerial support to your company's Process Competence Center? (in %)

Source: own elaboration.

Centers have little impact on their organizations. The distribution of answers about the impact of PCCs on an organization is presented in Figure 22.

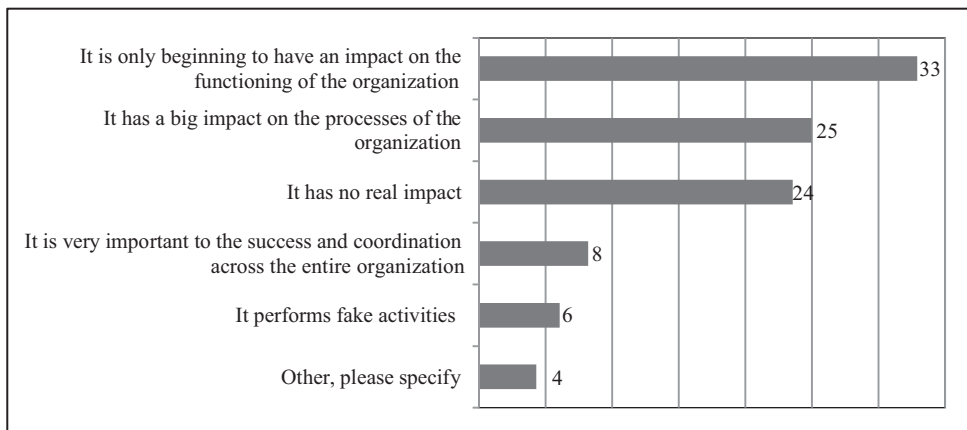


Figure 22. What is the impact of the Process Competence Center on your organization? (in %)

Source: own elaboration.

Based on these results it can be concluded that in the studied organizations the legitimacy and/or empowerment of such units is insufficient. This condition is dangerous if we consider the ultimate goal of the process initiative, which is to change the company's orientation towards process centrality.

When asked about the weaknesses of the PCCs, the following weaknesses were identified: lack of vision and strategy (36.48%) and the lack of support from top

management (33.69%). The distribution of answers about the weaknesses of the process competence centers is presented in Figure 23.

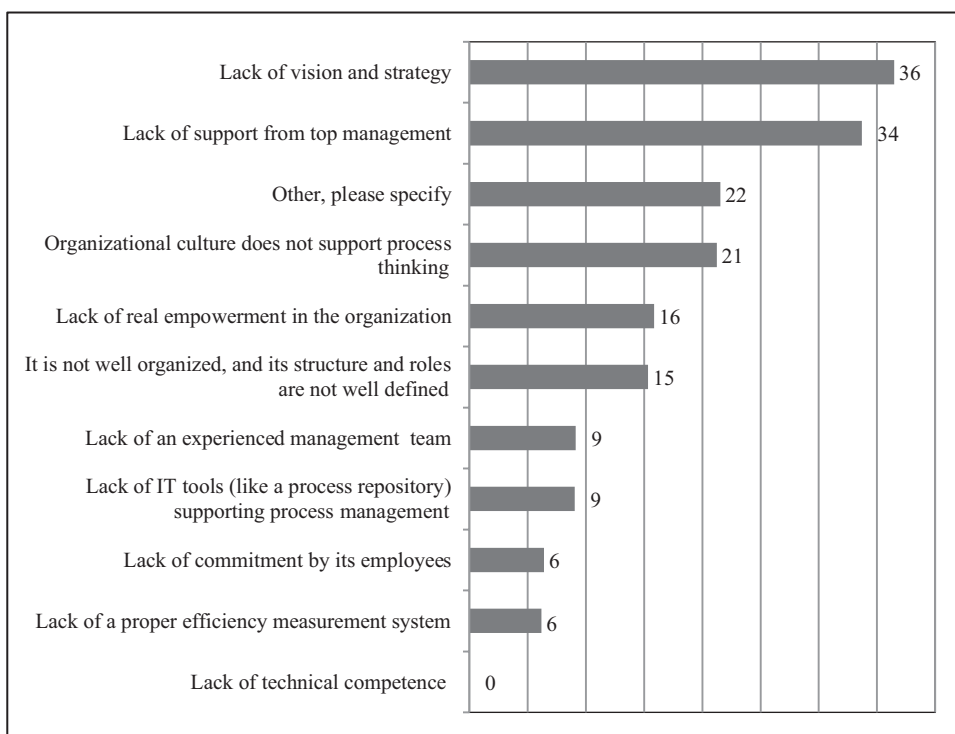


Figure 23. What are the weaknesses of the Process Competence Center? (in %)

Source: own elaboration.

The results correlate with the problem of the insufficient level of top management support for the PCCs. The reason for the lack of vision and strategy can be seen in the attitude of top management, who do not sufficiently support this initiative.

When asked about the features of the process culture which are the strengths of corporate culture, most frequently the organizations indicated that the ability to adopt the perspective of external and internal customers is their strongest characteristic (26.58%). Slightly fewer respondents indicated their teamwork skills (20.95%). The results obtained in the study indicate that organizations are ready in some areas to behave like a process-centric organization. However, due to low scores in such dimensions as openness to change (18.93%) and the ability to focus on improvements (14.42%), we suggest that there are shortages of the features that would enable the smooth transition of new management concepts. The distribution of the features of process culture present in organizations is presented in Figure 24.

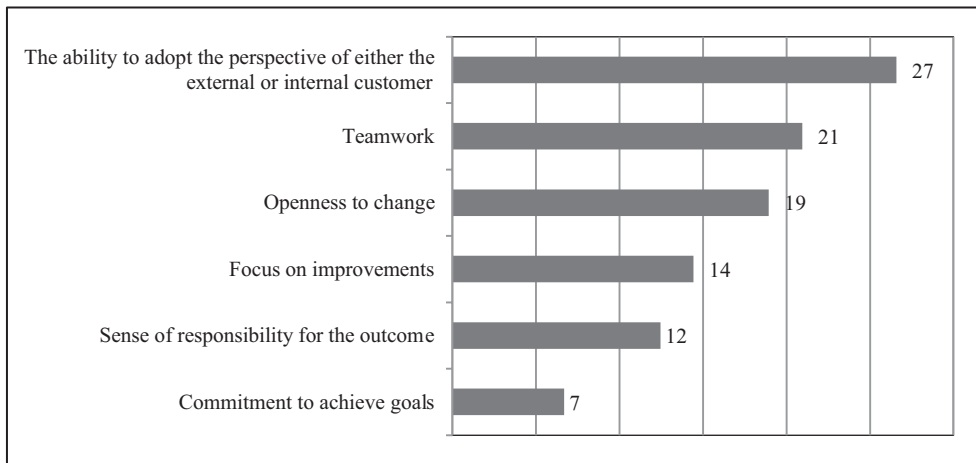


Figure 24. Which of the following features of a process culture is the most powerful feature of your organization? (Select one) (in %)

Source: own elaboration.

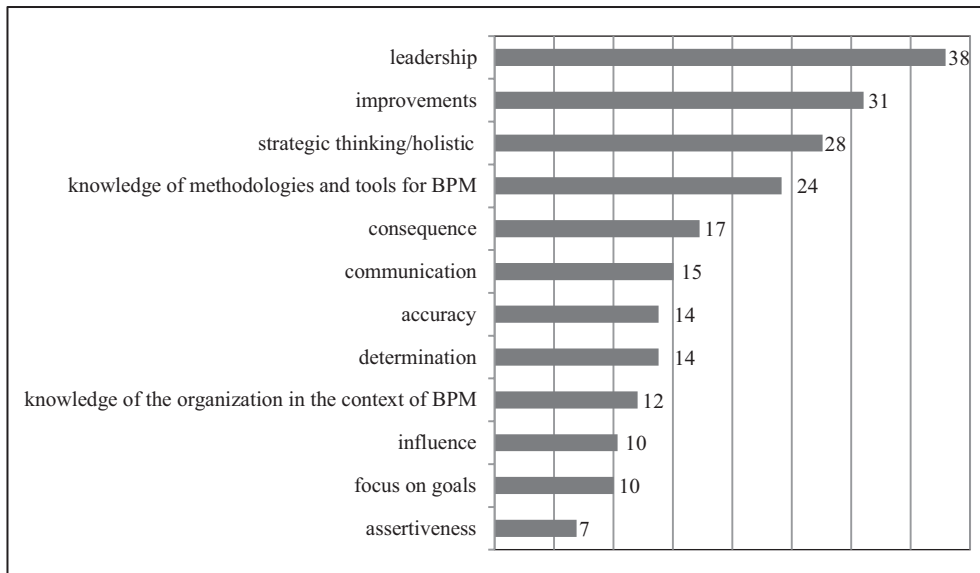


Figure 25. What should be the characteristics of the leader of a Process Competence Center? (in %)

Source: own elaboration.

For the open-ended question about the desired personal characteristics of the head of the PCC, respondents indicated that he/she should have strong leadership qualities

(37.93%), be committed to introduce changes (31,03%) and have a strong strategic thinking and holistic approach (27.59%). Additionally having knowledge of BPM methodologies and tools, were identified as important (24.14%). The distribution of the desired characteristics of the head of the PCC is presented in Figure 25.

From the obtained results it can be inferred that the head of the PCC should not only be a good leader and change agent, but also have an extensive knowledge of BPM tools.

With regard to the characteristics of an employee of a PCC, the responses to the open question indicate that an essential feature of a PCC employee is openness to new ideas and openness to change (44.83%), focus on goal achievement (34.48%) and an ability to work in teams (24.14%). The distribution of the desired personal characteristics of an employee of a PCC is presented in Figure 26.

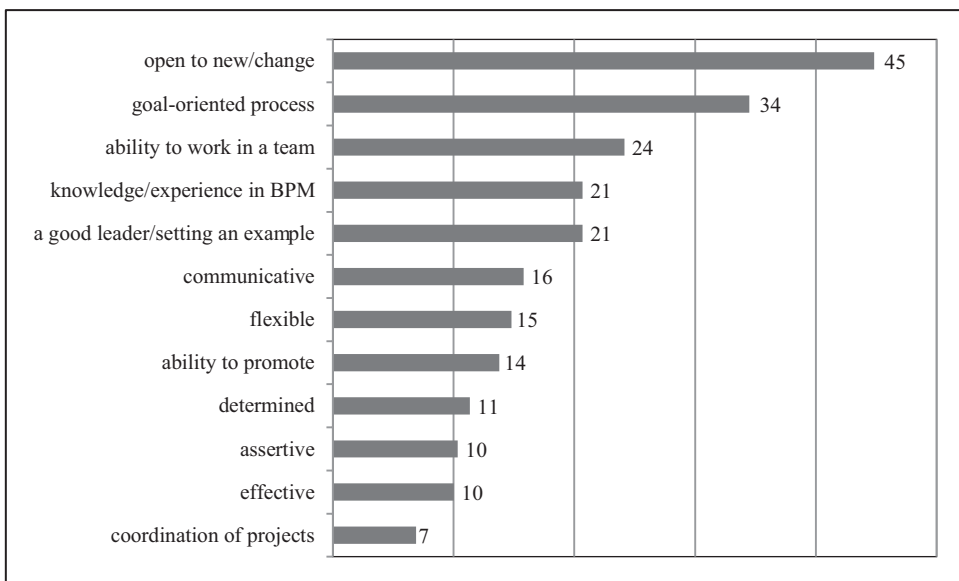


Figure 26. What should be the characteristics of an employee of a Process Competence Center? (in %)

Source: own elaboration.

The answers can be interpreted that the employee of a PCC must be ready and open for change and should be determined to achieve goals. In addition, as a Process Competence Center aims to promote a BPM approach, an employee of this department must be a good team worker in order to share their knowledge with other employees of the organization.

The main obstacles in the operation of a Process Competence Center were: lack of legitimacy/empowerment and support from top management (41.38%), lack of human resources and missing BPM competencies (34.48%) as well as a resistance to change in the organization (31.03%). The major obstacles in the activities of PCCs is presented in Figure 27.

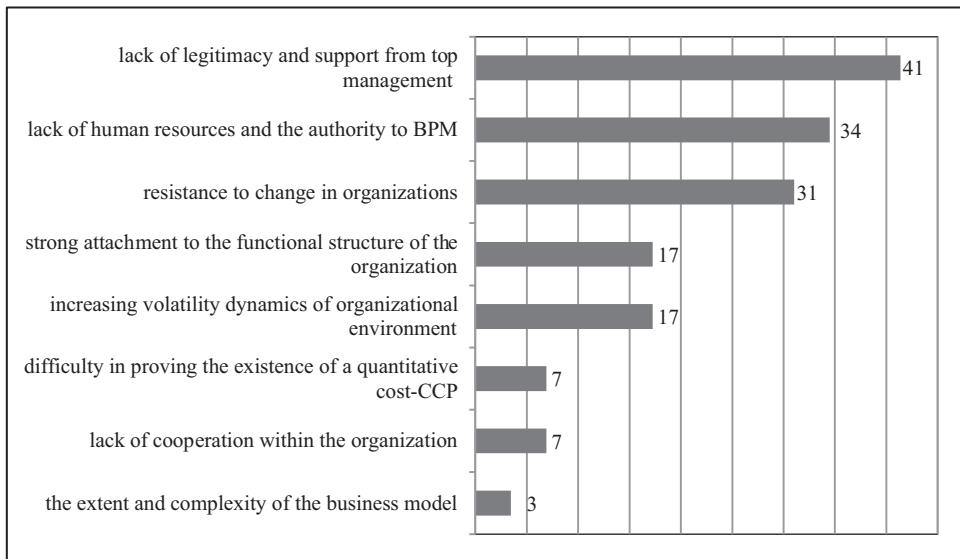


Figure 27. What is the biggest obstacle for the efficient operation of a Process Competency Center in your organization? (in %)

Source: own elaboration.

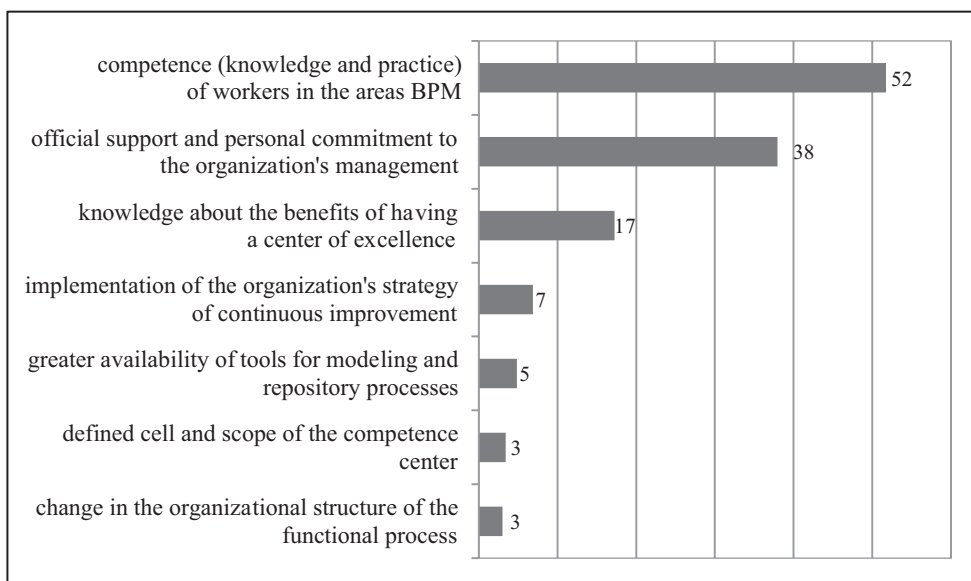


Figure 28. What would help the Process Competence Center in your organization the most in carrying out its active? (in %)

Source: own elaboration.

These results, together with the answers to the previous questions, confirm that Process Competence Centers suffer from not enough support from top management. The perceived lack of human resources is consistent with the fact that the number of PCC employees does not correlate to, and does not grow with, the size of the organization. The resistance to change is characteristic of a majority of organizations where change is implemented without prior preparation.

While answering an open question about the factors that would help the PCC the most in carrying out its activities, the respondents indicated more BPM knowledge and skills (51.72%), and official support and commitment of the management (37.93%) as the most helpful. The distribution of helpful factors and circumstances is presented in Figure 28.

These results correlate with the responses to the earlier questions. The lack of adequate BPM competences in an organization may result from insufficient human resources assigned to Process Competence Centers. Lack of top management support for the change process orientation coincides with the lack of legitimacy/empowerment of Process Competence Centers.

4. Final conclusions

From the first part of the study, investigating the understanding of Business Process Management and its role in an organization, the following picture emerges.

At management level, organizations tend to consider the change towards process-centric approach as an important initiative and the foundation for the development of the organization. By changing the management approach, organizations want to above all, increase operational efficiency by coordinating operations. The key areas in which the success of a BPM initiative would bring the biggest return are new product development, product and service delivery, as well as improving methods of management organization.

As far as understanding the concept of Business Process Management is concerned, it is noticeable that it is mostly – although not by everybody – understood as a holistic approach to managing an organization. However, among the techniques for the implementation of the process approach, BPMN is the most known which obviously does not satisfy the above mentioned understanding of the concept. Knowledge of concepts, tools, techniques and methods is connected with the process maturity level of the organization. Too often process problems are solved ad hoc thanks to the efforts and the creativity of employees and not thanks to management's awareness of processes, which shows that the majority of the surveyed organizations are not too advanced on their road to process centrality.

Referring to the analysis of responses to questions concerning the role and structure of Process Competence Centers (the second part of the study) we can say that organizational units dedicated to BPM have either operated for over five years, or are only in their first year of operation. It can be assumed that the managers

of these organizations understand the need for these types of competence centers and they see that it is the right way to conduct the journey. More than half of the Process Competence Centers report to the Management Board and are located in the functional organizational structure as a Management Board support unit. Their tasks are mainly process modeling and improvement as well as knowledge sharing in the area of BPM. Services provided by the PCC overlap with the tasks entrusted to them. This demonstrates the accuracy of the understanding of the role of such a unit.

In terms of the number of people employed in Process Competence Centers, one can say that they belong to the smallest organizational unit (considering the total number of employees). The fact that the number of people employed in a PCC does not exceed 10, may indicate that changes towards process centric model are at an initial stage. In addition, the fact that the respondents pointed at the need for gaining more practical BPM knowledge indicates that organizations are undergoing change, and that the Process Competence Center is essential for the success of this change.

The picture that emerges from the answers to the questions on the cultural aspects of the implementation of the process approach (part three of the survey) can be summarized as follows: there is a noticeable lack of support for a Process Competence Center. As for their impact on the organization, we can say that PCCs have an impact on company operations or it is at least noticeable. The weaknesses of Process Competence Centers result directly from the lack of support from top management and hence there are problems with the lack of vision and strategy and lack of environment that would support its further growth.

The strengths of the culture of an organization which is in line with process culture include first of all the ability to adopt the perspective of customers, both internal and external. The personal characteristics that the head of a PCC should be equipped with are strong leadership and a commitment to goal achievement. These features seem to be important not only from a leadership perspective, but also from the perspective of project success, which is transformed into a process centric organization.

An employee of a process competence center should be, above all, open to change. This feature is critical for the success of a BPM implementation project. The main obstacle to the functioning of a PCC is the lack of strong and active support from top management. Without strong support and strong confidence in the necessity of transformation in the process centric organization, a project will not meet deadlines, the costs will exceed the estimated budget, the scope and focus will be lost, and the requirements of the client – in this case, the internal client – will not be satisfied. A remedy that can promote or boost the adoption of a process centric management in the organization, according to the respondents, will be an increase in the BPM competence level of all employees (both practical and theoretical) and the strong empowerment and personal involvement of top management in the BPM system implementation.

References

- BPTrends Surveys, *Business Process Centers of Excellence* – 2012a, www.bptrends.com.
- BPTrends Surveys, *The State of Business Process Management* – 2012b, www.bptrends.com.
- Chmielarz W., *Zarządzanie projektami @ rozwój systemów informatycznych zarządzania*, Wydawnictwo Naukowe Wydziału Zarządzania UW, Warsaw 2013 (in print).
- Handbook on Business Process Management. Introduction, Methods, and Information Systems*, ed. J. vom Brocke, M. Rosemann, Springer-Verlag, Heidelberg 2010.
- Hensel P., *Transfer wzorców zarządzania. Studium organizacji sektora publicznego*, Dom Wydawniczy Elipsa, Warsaw 2008.
- Nosowski A., *Zarządzanie procesami w instytucjach finansowych*, Wydawnictwo C.H. Beck, Warsaw 2010.
- Nowoczesne zarządzanie projektami*, red. M. Trocki, PWE, Warsaw 2012.
- Podejście procesowe w organizacjach*, red. S. Nowosielski, Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu nr 169, Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław 2011.
- Podejście procesowe w organizacjach*, red. S. Nowosielski, Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu nr 52, Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław 2009.
- Stępień P., *Wprowadzenie do zarządzania projektami*, part I, <http://www.skutecznyproject.pl/artukul.htm?AID=65>, February 2012.
- The Standish Group, *Chaos Summary*, West Yarmouth, Massachusetts 2009, p. 1, The Standish Group International, Incorporated, CHAOS Report 2009, <http://blog.standishgroup.com/news>, <http://www.controlchaos.com/storage/S3D%20First%20Chapter.pdf>, November 2012.
- Zarządzanie. Tradycja i nowoczesność*, red. J. Bogdanienko, W. Piotrowski, PWE, Warsaw 2013.

WPLYW STRUKTURY I KULTURY ORGANIZACYJNEJ NA ZMIANĘ ZARZĄDZANIA ZORIENTOWANĄ PROCESOWO

Streszczenie: Głównym celem opracowania jest analiza uwarunkowań możliwości usprawnienia procesów w organizacji. Początkowe fragmenty pracy poświęcono analizie teoretycznej uwarunkowań zarządzania procesami i jego powiązania z zarządzaniem projektami. Następnie przedstawiono założenia badania wpływu struktury i kultury organizacyjnej na możliwości zastosowań zarządzania procesami biznesowymi. Weryfikacja rozważań teoretycznych oraz założeń badawczych zawarta jest w ostatniej części artykułu, przedstawiającej wyniki wstępne uzyskanych badań oraz wynikające z nich wnioski.

Słowa kluczowe: zarządzanie procesami biznesowymi, struktura organizacji, kultura organizacji.