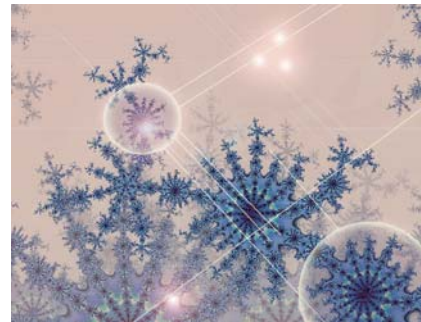# A new dynamic workflow model suits modern BPM!

When I started to work as a business process developer I always thought of why there were so very different languages around the industry where I worked. So I thought there must be some general issue that we constantly miss. This made me put together a dynamic fluid workflow model. This solved so many of my questions and made me able to find an intersection between soft and hard values, the human issues and the structural issues. I would like to present my ideas and get your help to grow in the business.

When I worked as a business process developer I always thought of why there were so very different languages around the industry where I worked. IT had its own language, managers had their and all the ordinary employees their: operators at the shop floor and the R&D, business engineering, financial, HR etc. So I thought there must be some general issue that we constantly miss. With a background in aerodynamics, I finally put together the dynamic fluid workflow model. This solved so many of my questions and made me able to find an intersection between soft and hard values, the human issues and the structural issues. As there are so many rejections to a new general process model, as it should be, and the field seems to be impossible to make research on, I would like to anyhow to present my ideas and hope that you who reads this, might find it interesting to learn and grow together with this new field. The theories I have presented thoroughly in my book "Vinnande Flöden", 2007 (277p) (which means winning flows). The book is still only available in Swedish, but I am slowly working on some English excerpts.

The dynamic fluid model consists of all details that are needed to picture the whole.

"What is really flowing in the workflows?" was my starting question. Finally, I got the theories to work when I put in the information as being the "media", the mass, as the total amount of information, carried into the activity as part of the workflow chain. This gives the information weight and heaviness in the market potential, as the analogy must do. Then people and systems using the information to create products or services form the business space together with the products. The analogy gives further that the distance here is the products generated, or services. Maybe difficult to grasp, but it is necessary for the theories to function fully.

Formulation of the more complex parameters gave that the energy analogy is a subjective value, possible to measure now and then in terms of money. And this is why we have so complex processes. The health, we can call it climate, at the activity, gives the inner energy and the culture is then the temperature given. Of course the entropy then is the level of satisfaction. So, even if this seems odd this works and gives benefits. The simple general gas law then becomes the human work condition. Telling that the demand (pressure) is balanced with resource intensity against the climate, which is a very human related variable. The dynamic fluid relationships then deal with mass conservation, movement forces and energy, and turns into information preservation, business dynamics and economics. Easy isn't it.

Also the difference in production speed towards the information speed gives sense. We may form a "choking number" where the production speed makes it impossible to improve while producing. This means that the process must be prepared minutely. This is not only valid for production processes within industry, but gives us a hint of why the SAP and other large system implementations are so troublesome. They have many fast workflows and runs errands with the speed of information as being the speed of production inside the system. This is like driving an aeroplane in just exactly Mach1. All energy is used to build up the pressure waves while passing the sound barrier and in this stat the driver cannot control the plane unless he increases the speed to above the sound barrier and all pressure waves have found their new form. For IT-systems this means that we

Make your business grow, create a winning flow!

always will use very much efforts to get everybody else understand our demands, and not being able to fasten the production speed more until all employees have been redirected, this means that the systems must be extremely well tested before go live, and that all roles and responsibilities regarding the new work flow and all its impact have been reconsidered.

Another interesting issue is the creativity, which nowcan get its completely natural framing. The Reynolds number and balance imply that the turbulence is the analogy to go for. This gives that the balance between mass forces and shear forces becomes the balance between the market requirements (broken down to business and product requirements, goals and targets) affecting the information transformation and the dependencies between people. Every human, as like the molecules in the fluid flow, must do his or her own evaluation of what is of most value to do, and use all in formation available to solve problems occurring. Some people have information enough to solve problems; other must rely on dependencies to people having this. For the creativity, the model shows also that the production speed is of great importance to the art and behaviour of the creativity, together with the form and shape of the problem experienced, as well as the individuals making these experiences.

The Value Pipe model for business process engineering

The value pipe then frames the business, where we identify the actual workflow (from the larges business to my own doings). The chosen volume is the organization with all its internal production. All relationships are scalable and possible to use, as well as using statistical analyses on the populations within or surrounding this. The value pipe starts its operations on demand, culture, organization and starting orders.
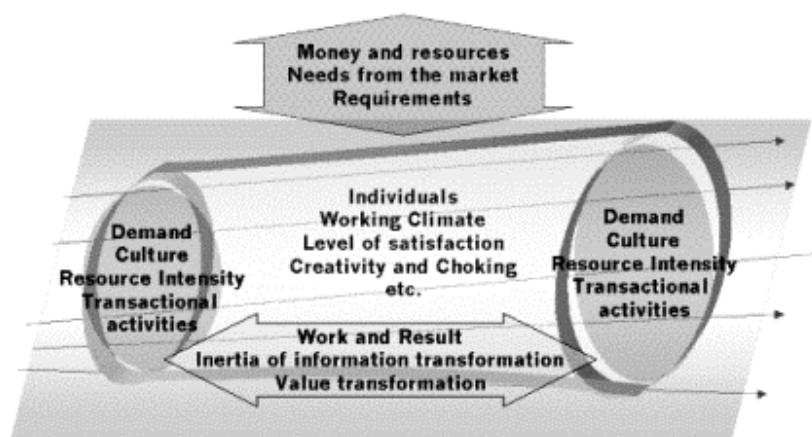
The practical ideas of today make sense.

Neither the transactional model nor the object models of workflow processes, which both are theoretical and used as basic input to the BPM-.area, are good enough to capture a decent view of complexities of the dynamic fluid flow. On the other hand, the LEAN philosophy and the balanced scorecard, as well as the Rumler & Brache and similar models, to mention some of the famous ones, are in the line with the dynamics, why it is easy to understand why these gives a positive result when using. These practical methods have found some useful clues to how to solve the dynamic complexity, and are popular on good grounds. The problem is that without the full perspective on the dynamics there are things that are still missed. All the practical theories have emerged in a specific culture and gone strong there. This means that adopting these must be combined with studying of the people and behaviour at the intended site and, according to the Value Pipe, try to complete the models with issues that will become problems before they do.

The dynamic workflow model gives a new model that can be used for framing and solving complex issues, research and letting people grow with their learning, although it seems a little complex itself from the beginning. Business people do not accept the process theories fully, in their theoretical form, and here lies the reason. The Value Pipe is the only model that provides a clear model of business. The transactional model from need to fulfilled need is a poor model since it does not trigger the flow; only explain some areas of it. It tells about a possible value of a flow, the why part. The object model tells about the systems and materials needed and is another simplification that lacks the people and the why part. Better out is then Rumler & Brache in their functional diagram, which gives a better view on the dynamics over all. There the trigger starting activity is important as well as people. Some combine this with the needs and this becomes much better over all.

The connection between value created and the individual's performance are clear in my model, why the efforts of HR must never be neglected. Also the creativity always must be present when increasing production speed, in order to solve problems coming. This means that goal conflicts are devastating. Also personal dependencies between people must be monitored and a matter of constant revising. As soon as dependencies grow too strong in other directions than with the business goals within the actual value pipe, or when participating teams starts boasting and singing, then there must be taken action.

This makes also much of the social science important as an area of business process management, and should be part of the schedule for each manager to study. The system theory and the flow dynamics should also be brought up on the agenda, as this also makes full sense, in order to solve complex issues in real life.

The future of business managers could improve

My perception is that it is time to let other disciplines than economics to be included in the management areas and make this a full program at universities. The role of being a manager more and more goes together with having process ownership, on one level or another, and the occupation needs refreshment. The schools today, but also all the managers that is promoted without getting any decent training, should reconsider. The complex issues arising when introducing IT as well as raising the production speed to faster than the information speed will create many victims if not, both among managers, but mainly among employees, as the human work condition states.

To start this new movement and improve the businesses!

Many of the ideas that I have put together, using the fluid analogy to make a dynamic fluid workflow model, have shown to withstand objections. But there are more to do, so please come along. Give me a hint, feedback or sponsorship if you can or do your own experiences. I would very much like to here stories about this and thoughts that come up while doing so. My wish is that the ideas will grow in the future, and will have many exploring and writing about what help these theories might give in ordinary BPM-work, to let it just not be my own perception, but to participate it with other practitioners. I have now a consultant company opened up for this, working with making these ideas useful and create business trainings and development support formed by the Winning Flow and the consistent practical models (Bellwox Bureau, 6 STEPs and the Value Pipe). Please look at the website **www.bellwox.se** and help me to grow.

Erika Bellander, Bellwox AB.
MSc. Managemen consultant, teacher and author of "Vinnande Flöden"