

# SENPHI's methodology outline

Operations and Business Processes component  
English version

## Introduction

In SenPhi, we use a framework inspired on the “Golden Ratio – Phi”.

The “Golden Ratio”, denoted by the Greek letter “Phi”, represents the basic aesthetical proportions and has been used in architecture, arts, geometry, and mathematics. The “Golden Ratio” is also present in nature, and the human body's proportions. Some people also argue that the “Golden Ratio” operates as an universal law of aesthetics and balance.

With this inspiration, we seek the most appropriate proportion for the correlation between the three fundamental pillars of your organisation's architecture: People, Technology, and Resources.

This framework allows us to evaluate your organisation's current processes with regards to their efficiency, integration, and alignment with your business' strategies.

Always looking to simplify and improve efficiency, this model will use the tools that better suit your needs. Many of these tools are widely accepted and used in methodologies like “Lean Processes”. The list of tools includes, but is not limited to:

- Business Process Modelling
- Cause-Effect Diagrams
- Key Performance Indicators (KPI)
- Priority Setting Models
- Design of Technology Implementation Programmes
- Root Cause Analysis
- Cost-Benefit Analysis
- Value Chain and Value Stream Mapping
- Critical Path Analysis
- Thought Process Mapping
- Scenario Building
- Systems Thinking

We see organisations as “living ecosystems” (i.e. Dynamic and always changing) that must be sustainable to ensure their continuous existence.

Organisations evolve from an idea/concept (Abstraction) to real and tangible Operations. The abstraction that gives life to organisations, regardless of its origin, is the very first idea/concept that warrants the formation of any organisation. Every organisation was conceived because of one single idea/concept; that is the reason of its existence.

Once an organisation has been formed, the ideas/concepts become tangible through the formulation and design of strategies at all levels, teams goals' definition and the actual tasks and objectives of the individuals that form the organisation.

The elements mentioned still have a high degree of abstraction. What makes them concrete is the introduction of the three fundamental Pillars of every organisation:

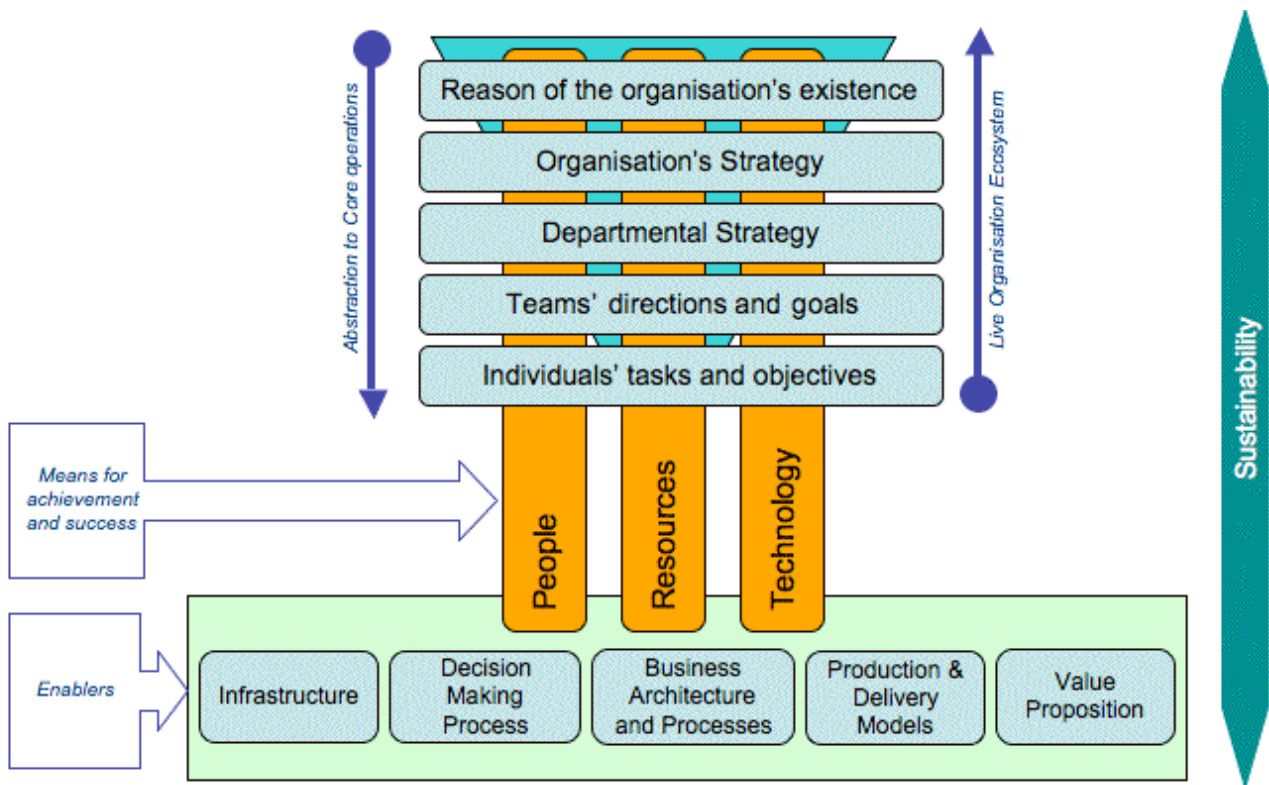
- People – What gives life to the organisation allowing it to grow
- Technology – The tools that allow people to do what they have to do to fulfil the organisation's own reason of existence
- Resources – Underpinning elements that determine what, how and when the organisation's abstraction becomes tangible in any way

These pillars have several commonalities. Here, "Time" (that also means money) is the biggest constraint and "Knowledge" the most important asset.

The balanced proportion of these three pillars ensures the organisation's success, growth and survival.

To maintain that balance, organisations use different ranges of Enablers that allow the organisation to operate.

## Graphical representation of SenPhi's framework



The five horizontal boxes on the top of the graph represent how an organisation evolves from an Idea/Concept (its “Abstraction”) to a tangible well-structured organisation. The “Abstraction to Core operations” arrow represents this.

The feedback loop created (“Live Organisation's Ecosystem” arrow) indicates that EVERY organisation is made up of people that have tasks and objectives assigned to them in order to achieve what the organisation wants. It is a live environment based on infinite interactions whether these are driven by the leader(s) ideas, the staff drive or resistance, or the middle-management ability to transform ideas/concepts into tangible core operations.

“People”, “Resources” and “Technology” are the pillars of every organisation. How these components interact and their presence will vary from one organisation to another. However, no organisation exists without them or, put it differently, without these the organisation wouldn't exist at all.

From these pillars, “People” is what gives life to an organisation’s ecosystem. This ecosystem has limitless relationships and interactions. This offers an invaluable opportunity

to work on the Business Architecture that will help to transform the idea/concept to tangible business operations.

Business Architecture is what translates the idea/concept and managers' thoughts into organisational elements that people can act upon.

Business Architecture usually operates at the strategic level keeping a wider view of the industry, environment, the organisation's operations. It a part of the wider Enterprise Architecture. Therefore, Business Architecture also operates at operational levels liaising with IT Architects and other groups that are fundamental for the organisation's operations.

When organisations use Business Architecture, they create enablers in order to achieve its goals. The Enablers are the key elements for this purpose.

The following table describes briefly these key enablers. The list comprises most of all the other enablers currently in place in organisations.

<b>Infrastructure</b>	<b>Decision Making Process</b>	<b>Business Architecture and Processes</b>	<b>Production &amp; Delivery models</b>	<b>Reciprocity Proposition</b>
All the overheads, platforms, policies, etc that determines or regulate the functioning of the organisation	Systematic approach for making decision. Includes Depth and Span of control	How the organisation will structure and organise People, Technology and Resources to achieve its goals	How the product or service will be designed, developed and delivered to the customers	How the framework goes beyond the Value Proposition. and identifies how every party, including the organisation, receives something of value.

Lastly, "Sustainability" indicates the fact that there is no possibility to create/maintain a successful organisation if you don't have any kind of sustainable plan. Within the definition of sustainability the framework includes the efficient use and re-use of energy, materials, technology, and all the other things that an organisation utilises and produces. It also includes the sustainable use of the people that is part of the organisation.

## Our approach

Using SenPhi's framework, the tools and methodologies we use will identify opportunities of improvement and enhancement within a client's business.

Below, is an overview of the steps typically followed as part of the process



The table below provides more detail of each step;

<b>Scope, Priorities and goals</b> – Determines what the project wants to achieve, the expected results, what is included and what is not. It also outlines urgencies and important components of the project.
<b>Information gathering and process mapping</b> – Represents the initial phase of analysis. In this phase we will review all current processes and the need for designing new ones.
<b>Analysis</b> – Based on the two points above, we will assess them using SenPhi's framework. The assessment will showcase variances between current and desired processes and outcomes. It will also display the level of efficiency reached with the current processes and where these processes can be enhanced.
<b>Recommendations</b> – Keeping in mind the organisations Abstraction, the recommendations will focus on finding the most efficient and effective solutions for the client.
<b>Priority Setting</b> – To maintain the balance between the Pillars of the organisation, priority will be given to the implementation of the recommended strategies and solutions.
<b>Implementation</b> – This phase is the actual implementation of the enhanced processes, and the recommended strategies and solutions. This phase requires a Transformation Plan in itself as there will be a “before” and “after” in the organisation.

## Business Process Integration Analysis

The Business Process Integration is used to determining what business process should be prioritised for enhancement and includes the analysis of their value to the organisation.

When analysing the business processes for an organisation, the level of integration between the Abstract, the Pillars, and the Enablers will indicate the required level of transformation.

To represent the different levels of existence of processes that add value to the organisation, we utilise a 3-Marks Rating:

### 1<sup>st</sup> Level – Process Rating

0	<b>Non-existent</b>	No process is in place or no initiatives are planned
1	<b>Initial</b>	Some ideas have been explored and there has been some testing
2	<b>Intuitive</b>	Some previous experience. Practices and people do “their best” to do it
3	<b>Defined</b>	Clearly defined and followed “by the book”. People frequently ask for guidance
4	<b>Managed</b>	In place, results are measured and it is frequently reviewed. People need minimal guidance
5	<b>Optimised</b>	Best practice at the time that it has been assessed. Frequently reviewed and enhanced. Results are on or above target

### 2<sup>nd</sup> Level – Business Processes Integration

D	<b>Atomised</b>	Processes do not integrate / interact / consider with other processes or the links between them are poorly established
C	<b>Grid</b>	Linkages are identified and co-ordination tools or systems are in place to minimise risks and deliver the expected outcomes (“No 8 wire” integration)
B	<b>Structured</b>	Processes are well organised and integration is possible. Results are measured to allow reviews of business processes interactions
A	<b>Web-integrated</b>	All process interactions are identified. They are the most efficient, effective, and integrated processes at the time of assessment. It Allows flexibility for real-time adjustments and ongoing reviews. Results are above target

### 3<sup>rd</sup> Level - Alignment

$\alpha$	<b>Not fully aligned</b>	There is little or no alignment between processes, enablers, pillars, sustainability, and abstraction within the organisations architecture. An indication would be, for example, that enablers are not in place in any shape or form.
$\beta$	<b>Mostly Aligned</b>	The organisation’s architecture portrays an alignment between its core and its Pillars or Enablers. One or the other, however, is not fully aligned with the results that are expected from them. For example, the enablers are in place but not being utilised
$\Phi$	<b>Phi-level</b>	The organisation displays an architecture where Pillars, Enablers, and

	alignment	processes are fully aligned with the organisation's Abstraction. It is a sustainable organisation that has the appropriate balance of Pillars
--	-----------	---

Based on these separate assessments above, when an organisation reaches the optimum level of efficiency and effectiveness at the time of assessment, the rating given would be:

**5AΦ**

Conversely, an organisation that requires a large transformation process would receive the following rating: **1Dα**