

Table of Contents

1	Introduction: Process and Content	1
1.1	Introduction	1
1.2	The Process Approach to Change: a Preliminary Description	2
1.2.1	Agreements About the Rules that the Parties will use to Reach a Decision	3
1.2.2	The Process Manager and the Process Architect	4
1.3	Structure of this Book	5
	References	6

Part I Introduction to Process Design and Process Management

2	Positioning the Process Approach	9
2.1	Introduction: From Deal to Process	9
2.2	Positioning Process Management	11
2.3	Process Management Versus Substance	12
2.3.1	From Objective to Authoritative: Negotiated Knowledge	13
2.4	Process Management Versus Command and Control	14
2.5	Process Management Versus Project Management	15
2.5.1	Dynamics	17
2.5.2	Compensation of Losers, and Coupling	18
2.5.3	Solution Seeks Problem	18
2.5.4	Blocking Power Towards the End of the Decision-Making Process	18
2.5.5	Strategic Behaviour	19
2.6	Process Management Versus Structure	19
2.7	The Main Arguments for Process Management	20
2.7.1	Reducing Substantive Uncertainty	20
2.7.2	Enriching Problem Definitions and Solutions	21
2.7.3	Incorporating Dynamics	22
2.7.4	Transparency in Decision Making	22

2.7.5	De-politicizing Decision Making.	23
2.7.6	Support	23
2.8	The Result of a Process: Consensus, Commitment or Tolerance . .	23
2.9	The Risks of a Process Approach	24
2.10	Further Observations About Processes	26
2.10.1	Change	26
2.10.2	Negotiation and Change	28
2.10.3	Deciding and Implementing	29
2.10.4	Process and Procedure	31
2.11	Process Management and Related Approaches	32
2.11.1	Procedural Rationality	32
2.11.2	Consensus Building and Mediating	34
2.11.3	Interactive Decision Making	35
	References	36

Part II Process Architecture

3	Designing a Process	41
3.1	Introduction	41
3.2	The Four Core Elements of a Process Design	41
3.3	Design Principles Leading to Open Decision Making.	43
3.3.1	Party Involvement: all Relevant Parties should be Involved	43
3.3.2	Process Agreements as a Means to Make Substantive Choices	45
3.3.3	Transparency of Both Process Design and Process Management.	45
3.4	Design Principles that Protect Parties' Safety and Core Values . .	46
3.4.1	Protecting Parties' Core Values	46
3.4.2	Commitment to the Process Rather than to the Result . . .	46
3.4.3	Commitments to Subdecisions may be Postponed	47
3.4.4	There are Exit Rules	47
3.5	Design Principles that Guarantee Progress	48
3.5.1	Stimulate 'Early Participation'	48
3.5.2	The Prospect of Gain as an Incentive for Cooperative Behaviour	50
3.5.3	Creating 'Quick Wins'	50
3.5.4	Ensure that the Process is Heavily Staffed	50
3.5.5	Transferring Conflicts to the Periphery of the Process . . .	51
3.5.6	Tolerance Towards Ambiguity	51
3.5.7	Using Options for Command and Control Created by the Process	52
3.6	Design Principles that Guarantee the Substance of the Process . .	53
3.6.1	The Roles of Experts and Stakeholders are Both Bundled and Unbundled.	53

3.6.2	From Substantive Variety to Selection	54
3.6.3	The Role of Expertise in the Process	55
	References	57
4	The Process Architect in Action: Making a Process Design	59
4.1	Introduction	59
4.2	The Process Design as a Result of Negotiation	59
4.3	The Need for a Sense of Urgency	61
4.4	The Process Architect in Action: Designing a Process	63
4.4.1	Exploring the Problem Together with the Commissioning Party.	63
4.4.2	Actor Scan	65
4.4.3	Quick Scan Configurations.	68
4.4.4	Scan of the Substantive Couplings, and the Initial Agenda.	69
4.4.5	Substantive Dilemmas and Establishing the Agenda	71
4.4.6	Process Dilemmas and Establishment of the Rules of the Game	74
4.4.7	Testing the Process Design.	75
4.4.8	Participation	76
	References	77

Part III Managing the Process

5	An Open Process	81
5.1	Introduction	81
5.2	Involving Parties in the Decision Making	82
5.2.1	Controlling a Process.	82
5.2.2	The Unrecognizability of Actors, Interests and Resources	85
5.2.3	Parties' Refusal to Participate.	87
5.3	The Transformation from Substance to Process	88
5.3.1	Conditions for a Transformation from Substance to Process	88
5.3.2	Ambiguity	90
5.3.3	Frameworks and Crystallization Points	91
5.4	Process and Process Management are Characterized by Transparency and Openness	93
5.4.1	The Roles of the Process Manager: Dependent and Independent	94
5.4.2	The Progress of the Process has an Independent Value	98
	References	100
6	A Safe Process: Protecting Core Values	103
6.1	Introduction	103
6.2	Protecting Core Values.	104
6.3	Commitment to the Process and to the Result	106

6.3.1	Commitment to the Process Rather than to the Result . . .	106
6.3.2	Offering Room to the Parties	107
6.3.3	Example: Process Management and the Core Value of Political Accountability	109
6.3.4	The Position of the Initiator	110
6.3.5	Incompatibility and Opportunistic Use of Core Values . .	112
6.4	Postponing Commitments During the Process...	114
6.4.1	... Reduces the Decision-making Costs	115
6.4.2	... Offers Possibilities for Dealing with the Decision-Making Dynamics	116
6.4.3	... Offers Possibilities for Building Mutual Trust	117
6.4.4	... Stimulates Learning Processes	117
6.4.5	... Takes the Pressure off the Decision Making	118
6.5	The Exit Rules of the Process	119
6.5.1	The Participation Paradox: An Exit Option may be Appealing	119
6.5.2	Threatening to Leave: Double Binds for the Process Manager.	120
	References	121
7	A Process with Sufficient Speed: Incentives for Progress	123
7.1	Introduction	123
7.2	Incentives for Cooperative Behaviour	125
7.2.1	Architecture of the Agenda: A Balance Between Productive and Obstructive Power.	126
7.2.2	Planning of Activities	126
7.2.3	Repeated Opportunities to Realize One's Own Interests. .	130
7.3	The Process is Heavily Staffed	131
7.3.1	Heavy Staffing Creates Opportunities for Gain and Incentives for Cooperative Behaviour	131
7.4	Quick Wins	132
7.4.1	The Threat of a Low Product/Time Ratio	132
7.5	Conflicts are Transferred to the Periphery of the Process	134
7.6	Command and Control: Both a Driver and a Result of the Process	136
7.6.1	Power	137
7.6.2	Competition	137
7.6.3	Cooperation	138
	References	142
8	The Process Manager and the Substance of Decision Making	145
8.1	Introduction	145
8.2	Bundling and Unbundling of Experts and Stakeholders	145
8.2.1	Four Roles for Experts in the Process	147
8.2.2	Embedding Experts in the Process	149

8.2.3	Unbundling of Roles, ...	150
8.2.4	... Followed by a Bundling of Activities..	150
8.2.5	Improving the Quality of the Decision Making.	152
8.2.6	Improving the Quality of the Submitted Knowledge	153
8.2.7	Research and Decision Making: Parallel Connection and Proper Bundling..	153
8.3	Intermezzo: Strategic Behaviour, or Fair and Substantive Behaviour?	156
8.3.1	Substance Depends on Interest; the Realization of Interests Depends on Strategic Behaviour	157
8.3.2	The Distinction Between Substance and Strategic Behaviour is Debatable	158
8.4	Moving from Substantive Variety to Selection	159
8.4.1	The Transition from Variety to Selection.	161
8.4.2	The Substantive Expertise of the Process Manager	162
	References	163
9	A Concluding Remark	165
	Index	169

Process Management

Why Project Management Fails in Complex Decision

Making Processes

de Bruijn, H.; ten Heuvelhof, E.; in 't Veld, R.

2010, IX, 171 p., Hardcover

ISBN: 978-3-642-13940-6