

## Typology of Organization's Processes

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*Conducted literature review revealed the prevalent typology of organizational processes. The typology of organizational processes suggested by Garvin (1998) with the main types of work, behavioural, management and change processes, usefully integrates process models of different management schools and so far provides best conceptualization of prevalent understanding of organizational process' types although it must be the subject to further refinements. The authors suggest which categories of this typology do not pass critical evaluation against procedure of typologies' creation.*

*Later this typology was contrasted with ISO 9000 series of standards process based model, which suggests typology of organizational processes. It was concluded that ISO 9000 series of standards' typology of organizational processes is not adequate to prevalent understanding of typology of organization's processes. ISO 9000 series of standards' typology of organizational processes includes only work process type and ignores management and behavioural process types. The result is overemphasis on technical aspect and disregard of behavioural and managerial factors of organization. Disregard of behavioural and managerial processes of organization may obstruct organizations to express and improve their underlying behavioural patterns and existing managerial skills while shifting attention to work processes. Also it may create a paradoxical situation when endeavour to make bigger scale improvements of work processes end in failure because of ignored interaction of work processes with behavioural and managerial ones.*

Keywords: *process, process management, typology of processes.*

### Introduction

Among the main recent trends in management we think is the beginning of a shift from an entity-based to a process-based view of organization. Scott (2004) states that, this is happening, because of the changes in our conceptions of organization' boundaries, strategies, and controls. The boundaries become more open and more flexible. Organizations now pursue strategy of externalization, they dispose of internal units and contract out functions formerly performed in-house while earlier when confronted key challenges to their functioning, their likely responses were to absorb or to map them into their structure. The unitary hierarchies are replaced with more horizontal and decentralized systems because most of the important information needed to compete effectively is found at the boundaries of organizations rather than at the core. As the operational boundaries of firms and agencies extend outward to include temporary workers and contractors,

managers are obliged to learn to manage horizontally (without authority) as well as vertically.

These developments result in change of the thinking in different areas of scientific thought. In organizational sociology scholars have begun to embrace a relational or process conception of organizations. Emirbayer (1997) laid the foundation of the relational sociology and concluded that organizations are inseparable from the transactional contexts in which they are embedded. Mohr (1982) followed by Langley (1999), Pentland (1999) and Mackenzie (2000) developed the process theory concept and contrasted it with traditional variation theory, so introducing new methodological ways of capturing dynamic phenomenon.

In management the idea of process-based organization means accepting the assumption that organization consists of interrelated and interacting processes. There have been a number of process theories in the scientific literature, but they have been seldom reviewed systematically or in an integrated way. Process theories have appeared in organization theory, strategic management, group dynamics, and studies of managerial behaviour but all of them were devoted to explain some organizational phenomena in process theory way. So many efforts to tackle processes either have been tightly focused on theoretical or methodological statements or have focused primarily on a single type of process theory.

Total quality management and operations management go further and not only accept that organization consists of processes but promotes process management: the body of knowledge how to identify, improve and manage organizational processes. Process management spread as a core element of quality related initiatives, including excellence models (Malcolm Baldrige National Quality Award, European Quality Award), International Organization's for Standardization's Series 9000 standards (ISO 9000) and more recently, Six Sigma programs.

Most of the literature on process management is oriented to teach managers how to implement process management conception or focused on specific process improvement methods. Therefore the literature on process management is abundant, but very little of it is devoted to explain and understand process management conception.

The main process management premise that organizations are systems of interrelated and interacting processes suggest the first research question: which processes constitute organization? ISO 9000 series standards include process management model in which organizational processes are categorized into management responsibility, product realization, resource management and measurement, analysis and improvement types of processes and most of implemented qual-

ity management systems are grounded on this typology of organizational processes. Does this typology reflect the main types of processes which constitute the organization?

This situation determines the **research problem**: what are the main types of processes which constitute the organization and are these types adequate with the types promoted by ISO 9000 series standards process management model?

The paper is **aimed** at suggesting the typology of organizational processes and comparing it with ISO 9000 organizational processes typology.

The **object** of the paper is the classification systems of organizational processes. Used **research method** is literature review.

The need of organizational process typology is apparent. The typology is a shorthand device by which organizational processes may be compared and it provides a means for ordering and comparing organizational processes and clustering them into categorical types without losing sight of the underlying richness and diversity that exist within the type. By comparing the organizational typology with ISO 9000 promoted one helps to understand whether quality management systems created according to the requirements of ISO 9001 are built on prevalent understanding of management of organizations.

### The nature of typology

There is an active discussion in academic society what is classification scheme, taxonomy and typology. It seems that the discussion is still open and scholars do not come to the conclusion which satisfies most of scholars and researchers.

There exist three different opinions related with the difference between these concepts.

Burns (cited by Rich, 1992) asserts that there is no substantial difference between these concepts.

On the other hand Kelvey and Miller (cited by Rich, 1992) claim that typology is an invention of individual creativity, the taxonomy is an empirical tool for building complex filing systems that allow both the ordering and the retrieval of large amounts of data. So taxonomy refers only to numerically defined, hierarchical organizational classification schemes that are empirical in nature and typology is used to describe classification of data into types based on theoretically derived, and more or less intuitively categorized, qualities of observed phenomena (see table 1).

Table 1

**Procedures of Organizational Processes Classification**

Type of Procedure	Basis of procedure	Results of Procedure
Theoretical	A priori/ heuristic	Organizational processes classes are formed prior to the placement of organizational processes into these classes. Organizational processes are sorted into classes based on prior theory rather than empirical methods.
Empirical	A posteriori/ arithmetic	Organizational processes classes emerge from the empirical procedures used to sort organizational processes features on the basis of similarity or contrast.

From "The Organizational Taxonomy: Definition and Design", by Ph. Rich, 1994, Academy of Management Review, 4, p.760. Copyright 2004 by the Name of Copyright Holder. Adapted with permission.

Doty and Glick (1994) present the third attitude toward this discussion. According to them, classification scheme and taxonomy refer to classification systems that categorize phenomena into mutually exclusive and exhaustive sets with a series of discrete decision rules and typology identifies multiple ideal types, each of which represents unique combinational of organizational attributes that are believed to determine relevant outcome.

Within this article we adopt the attitude, expressed by Kelvey and Miller (cited by Rich, 1992), which is routine in social and natural sciences. We use classification system as general term to name classification scheme, taxonomy or typology.

### ISO 9000 typology of organizational processes

International Organization of Standardization's 9000 series of standards state requirements on creation, implementation and improvement of quality management systems. Although scholars do not show much interest in this phenomenon, this practice expands very fast and so far they count over of 561747 organizations by the end of 2002 in the world (ISO, 2004) from which 438 in Lithuania (LSD, 2004) which are using the ISO 9000 suggested way of running business – (quality) management system. Yet it lacks research on the basics of this pervasive practice, especially on process management conception as its core (Benner and Tushman, 2003).

ISO 9000 series standards are building on the basis of "process-based model of quality management system" (LST EN ISO, 2001, p.10). It presents the typology of the organizational processes for which the requirements are stated. The model of process-based quality management system classifies organizational processes into management responsibility processes, product realization processes, resource management processes and measurement, analysis and improvement processes (ISO, 2003).

### Overview of classification's of organizational processes

Organizational processes classification provides the basis for strong research by breaking the continuous world of organizational processes into discrete and collective categories well suited for detailed analysis. Classification permits parsimony without simplicity, the ability to recognize fundamental structure and relationship. Although in organizational study "macro-organizational research" was very scant comparing with other forms of organizational study and "over the past 20 years has been dominated by focus on structure and function" claims Sutcliffe, Sitkin and Browning (2000, p. 317).

That happened because processes are harder to perceive than structures such as departments, functions and tasks. Specifically, organizational processes have tended to be unnoticed and unnamed because attention has been focused on individual departments and their goals rather than on sets of interrelated activities, that cross formal boundaries and invoke a variety of organizational members. As we noted in every management school there were process theories, but most of them were concerned about single type of process theory and did not represent the classifica-

tion system of organizational processes. The known process theories in different schools of management are: garbage can model of decision making (Cohen, March and Olsen, 1972), explained development process (Van de Ven and Poole, 1995), study of organizational learning process (Levitt and March, 1988), work about decision making process (Mintzberg, Raisinghani and Theoret, 1976) and analysis of strategy process (Van de Ven, 1992). The rare examples of single type process models presented by Lithuanian scholars include Auruškevičienė (2000) study of strategic planning process and Stankevičiūtė and Jucevičius (2001) study of knowledge management process.

Anyway in 50 years of scholarship there were presented some classification systems of organizational processes which we briefly present (see table 2). We do not present classification systems which underlie the same logic. For example there are many typologies in quality

management and operational research literature similar to Harrington Esseling, and van Nimwegen (1997) and Porter (1985) typologies: processes used in production of products and other support processes. American Productivity and Quality Center (1991) prepared APQC's Process Classification Framework, which was originally developed as a collaborative effort across 80 organizations and envisioned as a taxonomy of business processes during the 1991 design of the American Productivity & Quality Center's International Benchmarking Clearinghouse.

Lilrank (2003) distinguishes standard, routine and non-routine organizational processes on the criteria of routine. Standard processes are set up to deal with a single variety using binary logic. Routine processes can distinguish a limited amount of variety using fuzzy logic. Non-routine processes are open systems in which unrestricted variety is interpreted and as signed meaning.

Table 2

Overview of organizational process classification systems

Source	Type of Procedure	Basis of procedure	Main categories of processes			
Harrington, Esseling, and van Nimwegen, 1997	Theoretical	A priori/heuristic	Administrative business; product business			
American Productivity and Quality Center, 2000	Empirical	A posteriori/arithmetic	Understand markets and customers; develop vision and strategy; design products and services; market and sell; produce and deliver for manufacturing; produce and deliver for service oriented organization, invoice and service customers; develop and manage human resources; manage information resources; manage financial and physical resources; execute environmental management program; manage external relationships manage improvement and change.			
Garvin, 1998	Theoretical	A priori/heuristic	<b>Work processes:</b> Operational; Administrative.	<b>Behavioural processes:</b> Individual; Interpersonal.	<b>Management processes:</b> Direction setting; Negotiation and selling; Monitoring and control.	<b>Change processes:</b> Autonomous; Induced; and Incremental; Revolutionary.
Porter, 1995	Theoretical	A priori/heuristic	<b>Primary activities:</b> Inbound Logistics; Operations; Outbound Logistics Marketing and Sales; Service.		<b>Secondary activities:</b> Procurement; Human Resource management; Technological Development; Infrastructure.	
Lilrank, 2003	Theoretical	A priori/heuristic	Standard; routine; non-routine			
Burns and Stalker, 1961	Theoretical	A priori/heuristic	Mechanistic; organic.			
Ouchi, 1979	Theoretical	A priori/heuristic	Input; behavioural; output control			

Porter (1985) in his value chain model identifies primary and secondary organizational processes, suggesting that particular processes might be the source of competitive advantage for organizations. Garvin (1998) integrates many different process models and categorizes organizational processes into work, behavioural, change and management processes with their major categories. Burns et. al. (1961) contrast mechanistic and organic organizational processes, depending on the nature of environment in which organization operates, Ouchi (1979) describes input behavioural and output control processes.

All presented classification systems are typologies, except the taxonomy presented by American Productivity and Quality Center (1991). It is ambiguous attempt to categorize organizational processes using empirical approach and

a posteriori basis of classification, "because the available database is inadequate" (Sutcliffe et al. p. 317). Lilrank (2003), Burns et al. (1961) and Ouchi (1979) presented the typologies of organizational processes which were used for some specific purposes. Lilrank (2003) analyzes the levels of routines which organizational processes express, Ouchi (1979) studies organizational control mechanisms, Burns et. al. (1961) identifies the contingency of organizations to environmental characteristics.

Harrington et.al. (1997) and Porter (1985) presented typologies of organizational processes, which are quite similar to one presented by ISO 9000 series of standards.

From this point only Garvin presented the typology which encompasses different aspects of organizations and includes process models conceptualized in different

schools organizational research. Pettigrew, Woodman and Cameron (2001, p. 700) reviewed the studies of organizational change and development and noted “Garvin offered an integrating review of the literature that usefully drew together writing on work processes, behavioural processes and change processes”. The typology presented by Garvin became recognized by scholars and reflects the prevalent understanding of organization from process viewpoint.

### **Garvin’s typology of organizational processes**

Garvin’s (1998) typology consists of processes which are analyzed by different management schools and he only integrates research of many scholars into typology. Here we briefly present the description of major types of the processes of the typology with the view to reveal the underlying logic of the identified types of organizational processes.

The work process approach, which has roots in industrial engineering and work measurement, and continues through quality management and operation management focuses on accomplishing tasks. Davenport (1993, p. 5) states “a process is thus a specific ordering of work activities across time and place, with a beginning, an end, and clearly defined inputs and outputs: a structure for action”. Garvin categorizes work processes into two major categories: operational (processes that create, produce and deliver products and services that customers want) and administrative (processes that do not produce outputs that customers want, but still necessary for running the business). These processes are sequences of activities, which are designed to accomplish specific task by transforming inputs into outputs and deliver them to customers, internal (next process) or external (customer external to organization).

The behavioural process approach has its roots in organization theory and group dynamics. Garvin (p. 37) defines behavioural processes as “sequences of steps used for accomplishing the cognitive and interpersonal aspects of work.” So the main unit of the analysis is ingrained behavioural patterns. These patterns reflect an organization’s characteristic ways of acting and interacting. They are generalizations, distilled from observations of everyday work and have no independent existence from work processes in which they appear. Garvin notes that these patterns are very deeply embedded and recurrent that they are displayed by most organizational members. Weick (1972) observes that behavioural processes are able to withstand the turnover of the personnel as well as some variation in the actual behaviours of people contribution. Garvin identifies individual and interpersonal processes as the main categories of behavioural processes. The examples of behavioural processes may include decision making, organizational learning and communication.

The change of process approach having roots in strategic management, organization theory, social psychology, and business history focuses on sequences of events over time. These sequences called processes, describe how individuals, groups and organizations adapt, develop and grow. If work and behavioural processes are static, change processes are explicitly dynamic, longitudinal and intertemporal. Van de Ven (1992) suggest that with change processes always present a set of starting conditions, a functional end

point, and emergent process of change. Garvin identifies autonomous against induced and radical against incremental processes as major categories of change processes. The examples of these processes may be organizational life cycle, creation, growth transformation, decline.

Newman, Summer, and Warren (1972) describe the process of management in such way: “managing is a social process. It is a process because it comprises a series of actions that lead to the accomplishment of objectives. It is a social process because these actions are principally concerned with relations between people.” Garvin categorized management processes into three categories: direction setting, negotiation and selling, monitoring and control. He was relying on ongoing research of scholars who had reviewed the time commitments and activities of few managers, grouped them into categories according to the purposes and goals and then applied process perspective (Mintzberg, 1973; Sayles, 1964, Hayles, 1986 cited by Garvin, 1998; Isenberg, 1984).

Despite it is the best conceptualized typology of organizational processes it needs further refinements. Overall the identified categories in management processes’ types are actually not categories, but sequential stages or activities of the management processes type. The procedure of creating typology insists on theoretically derived, and more or less intuitively categorization. Over all, the administrative processes category of work processes type overlaps with management processes type. It is difficult to decide where to class strategic planning and development or work monitoring processes. The change process type categories incremental and induced are the pace of change processes therefore these categories hardly fit the typology.

### **Comparison of Garvin’s and ISO 9000 series standards typologies of organizational processes and implications from the differences**

We propose that the ISO 9000 process typology is adequate to work processes’ type of Garvin’s typology, although Garvin classifies work processes in two major categories, while ISO 9000 in four. By the underlying logic of Garvin’s typology management responsibility processes, resource management processes and measurement, analysis and improvement processes from ISO 9000 model Garvin calls administrative processes and product realization from ISO 9000 model – operational processes. This statement can be supported by the definition of process in ISO 9000 standard: “set of interrelated or interacting activities which transforms inputs into outputs” (ISO, 2003). Hence, ISO 9000 emphasizes the transformational aspect of the processes which is inherent characteristic of work processes. It would be confusing to claim that the ISO 9000 model does not include the change processes’ type, because all ISO 9000 series standards underlie the notion of continuous improvement – incremental pacing induced change process. What it is really missing, these are the behavioural and management processes types, as they were conceptualized in Garvin’s typology.

The ISO 9000 suggested typology limits understanding of organizational processes only to work processes and the management system created according the of ISO 9000 process typology therefore incorporates only work processes.

So what we claim is that ISO 9000 process typology is not adequate to prevalent understanding of organizational processes and their types.

It is possible to object to this conclusion and claim, that behavioural processes are organizational culture and management processes equal to management responsibility type of processes from ISO 9000 series standards. However, management processes form Garvin's (1998) typology are supposed to be processes which managers exhibit using the existing formal system of work processes. Management responsibility (one should hardly call them processes but only management commitment to quality management system) processes are just administrative processes category form Garvin (1998) typology. The comparison of organizational culture and behavioural process type is very ambiguous task, at first because, "there is as yet no single widely agreed upon conception of organizational culture" (Detert, Schroeder and Mauriel, 2000, p. 851). Garvin (1998, p. 37) claims, that „they are different from organizational culture because they reflect more than values and beliefs“. But we agree that if one looks at organizational culture in the widest sense, these concepts will partly overlap. Or maybe organizational culture is a force which is behind behavioural process and has the main influence on their characteristics.

In this article we only state that ISO 9000 series standards' typology of processes there is no such a type of processes nor there are some requirements "or recommendations, that organization must implement some kind of planned organizational culture change, before implementing ISO 9000 series standards or during the process of implementation" (Abramavičius, 2002, p.66).

Now we will discuss some missed opportunities by organizations implementing quality management systems according to the requirements of ISO 9000 series of standards and consequences to which this may lead.

- Because ISO 9000 typology is limited only to work processes, technical aspect of organization, consequences the management system can be dramatic. The significance of the behavioural processes may be demonstrated by the example, that work processes may have exactly the same steps in different organizations but because of different behaviour patterns used to accomplish work, they may be performed in very different way. And often these underlying patterns determine the success or failure of work processes.
- In order to improve processes, one should understand them, but you can not understand work processes unless you understand the inherent behavioural patterns not only the structure of them.
- As administrative and operational processes must be supportive, they must be supported by behavioural and management processes in order to create maximum added value.
- If organization holds on idea that organization management system is limited to work processes it misses the opportunity to gain benefits from the improvement of behavioural and management processes types.
- The biggest problem is about the improvement of

work processes. All the types of organizational processes are interrelated and interacting. In case of bigger scale improvement of work processes behavioural and management processes should be informed, although the model implies that they must change automatically. This can explain why most of reengineering projects fail.

## Conclusions

- The suggested by Garvin typology of organizational processes, with the main types of work, behavioural, management and change processes, usefully integrates process models of different management schools and so far provides best conceptualization of prevalent understanding of organizational process types although it must be the subject to further refinements. It was suggested to modify Garvin's (1998) typology by eliminating management process' type categories, because they are not theoretically derived. Also suggested to eliminate one category (radical and incremental) because these categories are the pace of induced change process.
- ISO 9000 series of standards' model of process-based quality management system with typology of organizational processes is not adequate to prevalent understanding of organizational process typology presented by Garvin (1998) and includes only work process type but ignores management and behavioural process types. The result – overemphasis on technical aspect and disregard of behavioural and managerial factors of organization.
- Disregard of behavioural and managerial processes of organization may obstruct organizations to express and improve their underlying behavioural patterns and existing managerial skills while shifting attention to work processes. Also it may create a paradoxical situation when endeavour to make bigger scale improvements of work processes end in failure because of ignored interaction of work processes with behavioural and managerial ones.
- As for implications for managers, they must be careful implementing quality management system according requirements of ISO 9000 series of standards and do not restrict their understanding within requirements and guidelines stated there. In this article we didn't want to say, that work processes' type is not important, we have just proposed that all types of processes are important for organization.

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### Organizacijos procesų tipologijos

Santrauka

Vadyboje procesais pagrįstos organizacijos idėja reiškia priėmimą prielaidos, kad organizaciją sudaro tarpusavyje susiję ir sąveikaujantys procesai. Mokslinėje literatūroje esama nemažai procesų teorijų, tačiau jos retai buvo analizuojamos sistemškai ir integruotai. Procesų teorijos atsirado organizacijų teorijoje, strateginėje vadyboje, grupių dinamikos srityje ir vadybos elgsenos tyrimuose, tačiau visos jos buvo skirtos paaiškinti tam tikriems organizacijos reiškiniams procesų teorijos požiūriu. Taigi didžioji dalis mokslinių pastangų, susijusių su procesais, buvo griežtai orientuotos į teorinius ar metodologinius teiginius arba orientuotos į vieną procesų teorijos tipą. Tuo tarpu kokybės vadybos ir gamybos (operacijų) vadybos srityse formavosi procesų valdymo koncepcija – žinių sritis, kaip identifikuoti, tobulinti procesus ir valdyti organizaciją, kaip tarpusavyje susijusių ir sąveikaujančių procesų sistemą. Procesų valdymo koncepcija pasklido kaip pagrindinis su kokybės vadyba sietinų iniciatyvų, tarp jų visuotinės kokybės vadybos, tobulumo modelių (Malcolm Baldrige Nacionalinis kokybės prizas, Europos kokybės prizas), Tarptautinės standartizacijos organizacijos 9000 šeimos (ISO 9000) standartų, Šešių Sigma, elementas. Tačiau didesnė dalis literatūros apie procesų valdymą yra orientuota į vadovų mokymą, kaip įgyvendinti procesų vadybos koncepciją arba į konkrečius procesų gerinimo metodus. Nors literatūros apie procesų valdymą yra pakankamai, tačiau tik labai maža jos dalis skirta paaiškinti ir suprasti pačią procesų valdymo koncepcijai.

Remiantis pagrindine procesų valdymo prielaida, kad organizacijos yra tarpusavyje susijusių ir sąveikaujančių procesų sistemos, kyla klausimas, kokie procesai, jų tipai sudaro organizaciją? ISO 9000 šeimos standartai remiasi procesais pagrįstu kokybės vadybos sistemos modeliu. Šis modelis suskirsto organizacijos procesus į keturis tipus: vadovybės atsakomybė, produkto realizavimas, išteklių vadyba ir matavimas, analizė ir gerinimas. Diegiamos kokybės vadybos sistemos kaip tik ir yra pagrįstos šia organizacijos procesų tipologija. tačiau ar ši tipologija iš tiesų atspindi pagrindinius procesų, sudarančių organizaciją, tipus?

Ši situacija lemia šio straipsnio **mokslinę problemą**: kokie yra organizaciją sudarantys procesų tipai ir ar šie tipai yra adekvatūs procesų tipams, kuriais pagrįsti ISO 9000 serijos standartai?

Straipsnio **tikslas** – pasiūlyti organizacijos procesų tipologiją bei palyginti ją su organizacijos procesų tipologija, kuria remiasi ISO 9000 serijos standartai.

Straipsnio **objektas** – organizacijos procesų klasifikacijos sistemos, o pasirinktas **tyrimo metodas** – mokslinės literatūros analizė.

Organizacijos procesų tipologijos poreikis akivaizdus. Tipologija yra priemonė, kuri įgalina palyginti organizacijos procesus bei suskirstyti juos į kategorijas, neprarandant esminės gausos ir to tipo apimamos įvairovės. Organizacijos procesų tipologijos ir ISO 9000 siūlomos tipologijos palyginimas padeda suprasti, ar ši Tarptautinės standartizacijos organizacijos siūloma vadybos praktika yra suderinta su esamu mokslininkų suvokimu apie organizaciją sudarančius procesų tipus.

Straipsnyje buvo apžvelgtos įvairių autorių ir organizacijų pateikiamos organizaciją sudarančių procesų tipologijos. Amerikos produktyvumo ir kokybės centras (1991) parengė APQC's procesų taksonomiją bendromis 80 organizacijų pastangomis. Lilrank (2003) skiria standartinius, rutiniškus ir nerutiniškus organizacijos procesus, skirstydamas juos pagal būdingą jiems rutiniškumo kriterijų. Porter

(1985) vertės grandinės modelyje siūlo procesus skirstyti į pagrindinius ir pagalbinius, siekiant identifikuoti procesus, suteikiančius organizacijai konkurencinį pranašumą. Lilrank (2003), Burns ir kt. (1961) bei Ouchi (1979) pateikė organizacijos procesų tipologijas, kurios buvo taikomos tam tikrais konkrečiais tikslais. Lilrank (2003) analizuoja rutiniškumo, kuriuo pasižymi organizacijos procesai, lygius. Ouchi (1979) studijuoja organizacijos valdymo mechanizmus, Burn ir kt. (1961) – organizacijos savybes, priklausančias nuo aplinkos charakteristikų. Harrington ir kt. (1997) ir Porter (1985) pateiktos organizacijos procesų tipologijos pagal būdingą logiką adekvačios ISO 9000 šeimos standartų tipologijai.

Straipsnyje buvo padaryta išvada, kad Garvin (1998) pasiūlyta organizacijos procesų tipologija, kurią sudaro darbo, elgsenos, vadybos ir pokyčių procesai, yra geriausiai integruojanti įvairiose srityse sukurtus procesų modelius į vieną bendrą organizacijos procesų tipologiją.

Atliktas tyrimas parodė, kad ISO 9000 procesų tipologija atitinka Garvin (1998) darbo procesų tipologiją, nors autorius skirsto darbo procesus į dvi pagrindines kategorijas, tuo tarpu ISO 9000 – į keturias. Pagal pagrindinę Garvin (1998) tipologijos logiką vadovybės atsakomybės procesus, išteklių vadybos procesus ir matavimo, analizės bei gerinimo procesus iš ISO 9000 modelio Garvin (1998) vadina administravimo procesais, o produkto realizavimą iš ISO 9000 modelio – operaciniais procesais. Šį teiginį galima paremti proceso apibrėžimu ISO 9000 standarte: „Tarpusavyje susijusių ar sąveikaujančių veiklų visuma, kuri transformuoja gavinius į gaminius“ (ISO, 2000). Vadinasi, ISO 9000 pabrėžia procesų transformacinį aspektą, kuris yra būdinga darbo procesų charakteristika. Teiginys, kad ISO 9000 modelis neapima pokyčių proceso tipo, bus klaidinantis, nes visi ISO 9000 šeimos standartai remiasi nuolatinio gerinimo koncepcija – pastoviu ir visuotiniu visų organizacijos procesu tobulinimu. Ko iš tikrųjų trūksta – tai elgsenio ir vadybos procesų tipų, kaip jie yra apibrėžti Garvin (1998) tipologijoje.

Taigi straipsnyje teigiama, kad ISO 9000 siūloma tipologija apriboja organizaciją sudarančių procesų supratimą iki darbo ir pokyčių procesų ir tuomet vadybos sistema, sukurta pagal ISO 9000 proceso tipologiją apims tik šiuos procesus. Todėl straipsnyje konstatuojama, kad ISO 9000 procesų tipologija neadekvačiai vyraujančiam organizacijos procesų ir jų tipų supratimui.

Straipsnyje taip pat aptariamos kai kurios neišnaudojamos galimybės organizacijoms diegiant kokybės vadybos sistemas, remiantis ISO 9000 šeimos standartų procesų tipologija ir ignoruojant elgsenos ir vadybos procesų tipus. Kadangi ISO 9000 tipologija apsiriboja tik darbo procesais ir jų tobulinimu, techniniu organizacijos aspektu, vadybos sistemos pasekmės gali būti dramatiškos. Elgsenos procesų svarba gali būti pademonstruota pavyzdžiu, kad darbo procesai sudaryti iš identiškų veiklų skirtingose organizacijose, dėl skirtingų elgsenio modelių (elgsenos procesų) vyksta labai skirtingai, ir dažnai būtent išsiskiriantis elgsenos modeliai lemia darbo procesų sėkmę ar nesėkmę.

Straipsnyje taip pat akcentuojama, kad:

- Siekiant pagerinti procesus, reikia juos suprasti, tačiau negalima suprasti darbo procesų, nesuprantant juose vyraujan-

čių elgsenio modelių.

- Kaip administravimo ir operaciniai procesai turi būti vienas kitą papildantys, taip pat juos turi papildyti elgsenio ir vadybos procesai siekiant sukurti didžiausią pridėtinę vertę organizacijoje. Be to, ir patys elgsenos procesai turi būti vienas kitą papildantys – tik tuomet organizacija gali teigti, kad ji suvokia ir vysto savo gebėjimus tam tikruose procesų klasteriuose.
- Jei organizacija laikosi idėjos, kad organizacijos vadybos sistema apsiriboja darbo procesais, ji neišnaudoja galimybių sistemiskai tobulinti vadybos ir elgsenos procesus.
- Didžiausia problema yra darbo procesų tobulinimas. Visi organizacijos procesų tipai yra tarpusavyje susiję ir sąveikauja. Vykdamas didesnio masto darbo procesų tobulinimą, elgsenos ir vadybos procesai turi būti atitinkamai keičiami, nors vyrauja įsitikinimas, kad jie kinta automatiškai. Tačiau elgsenos procesai yra labai pastovūs ir giliai išsiskiriantys organizacijoje. Tai gali paaiškinti, kodėl dauguma radikalių tobulinimo projektų žlunga.

Straipsnyje pateikiamos išvados, teigiančios, kad:

- Dabartinio visuomenės vystymosi rezultatas – perėjimas nuo objektams prie procesams grįstos organizacijos koncepcijos, kas pastebima įvairiuose socialiniuose moksluose.
- Garvin (1998) pasiūlyta organizacijos procesų tipologija su pagrindiniais darbo, elgsenos, vadybos ir pokyčių procesų tipais efektyviai integruoja skirtingų vadybos mokyklų procesų modelius ir todėl geriausiai perteikia vyraujančią organizaciją sudarančių procesų tipų suvokimą, nors ir reikalauja tolimesnio tobulinimo.
- ISO 9000 šeimos standartų procesais pagrįstame kokybės sistemos modelyje pateikta organizacijos procesų tipologija adekvačiai Garvin (1998) tipologijos darbo procesų tipui. Šis modelis taip pat iš dalies apima pokyčių procesų tipą, tačiau neapima elgsenos ir vadybos procesų tipų. Rezultatas – pernelyg pabrėžiama techninė organizacijos pusė ir visiškai neatsižvelgiama į elgsenos ir vadybos procesų charakteristikas organizacijoje.
- Organizacijos elgsenos ir vadybos procesų nepaisymas gali sutrukdyti organizacijoms išreikšti ir pagerinti jų elgsenio modelius ir turimus vadybos įgūdžius, nes visas dėmesys nukreipiamas į darbo procesus. Taip pat tai gali sukurti paradoksalią situaciją, kai pastangos pagerinti darbo procesus didesniu mastu gali žlugti dėl ignoruojamos darbo procesų sąveikos su elgsenio ir vadybos procesais.
- Remiantis galimomis pasekmėmis bei prarandamomis galimybėmis galima teigti, kad vadovai turėtų atsargiai diegti kokybės vadybos sistemas pagal ISO 9000 šeimos standartų reikalavimus ir neapsiriboti čia pateikiamais reikalavimais ir rekomendacijomis. Šiame straipsnyje nenorėta pasakyti, kad darbo procesų tipas nėra svarbus, tik pabrėžta visų procesų tipų svarba organizacijai ir jos vystymui.

Raktažodžiai: *procesai, procesų valdymas, organizacijos procesų tipologijos.*

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