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MyInvenio ARIS Process Mining Kofax Insight Icaro Tech EverFlow Copyright © 2020 IDG Communications, Inc. As an IT management consultant, I look at many processes. They're everywhere. And so are the misconceptions about what makes them useful. Through the years I've been in IT, process has become the default solution to most technical management problems. Projects that fail? We need a new process. Problems prioritizing work? A new process will solve this. Bad relationship with users and customers? You guessed it: It's all in the process. I think that our attraction to processes is natural. They feel familiar, and a good process shares many of the virtues of good technical solutions. A good		
process, much like good code, solves seemingly complex problems with conceptually simple solutions. There is an element of deterministic teaching. A good process is not just a random collection of good ideas, but a step-by-step approach that provides actionable instructions. All the common issues and options are expected, and specific instructions are		

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available. And a good process looks like code, providing guidance on what needs to be done, by whom and when. But the similarities between code and process can also make us stray. Code is run by machines, which have no feelings about the tasks they perform. They have no aspirations, grudges, anger, pride or ambition. A 386 does not envy a quad core. Code branches on computable facts, while processes should account for subjective experience. No matter how complex the calculation, the decisions about what steps code executes are derived from data. It's true to some extent for processes, but more subjective measures related to the feelings of the people involved also come into play. At some point, facts aren't enough. Code doesn't care about stakeholders. Processes should account for the complexity of human politics and relationships. The completion of most processes requires building consensus among stakeholders, anticipating and overcoming resistance, and managing So when I'm asked to review a process to try to repair or replace it, there are some key questions I ask about it. They all come down to different aspects of the fact that processes are designed for humans and not machines. Obviously the first question is, will this lead to the desired outcome? No matter how does it balance on the fact that processes are designed for human sand not machines. Obviously the first question is, will this lead to the desired outcome? No matter how does it balance on the fact that processes bull does not not play in the processes of the fact that processes are designed for human sand not machine. Obviously the first question is, will this processes and eagure of the fact that processes are designed for human sand not machine. Obviously the first question is, will this processes be adapted for human sand not machine. Obviously the first question is, will this processes are designed for human sand not recommended for human sand not rec