

Workflow Management in the Light of Emerging Collaborative Applications

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Agenda

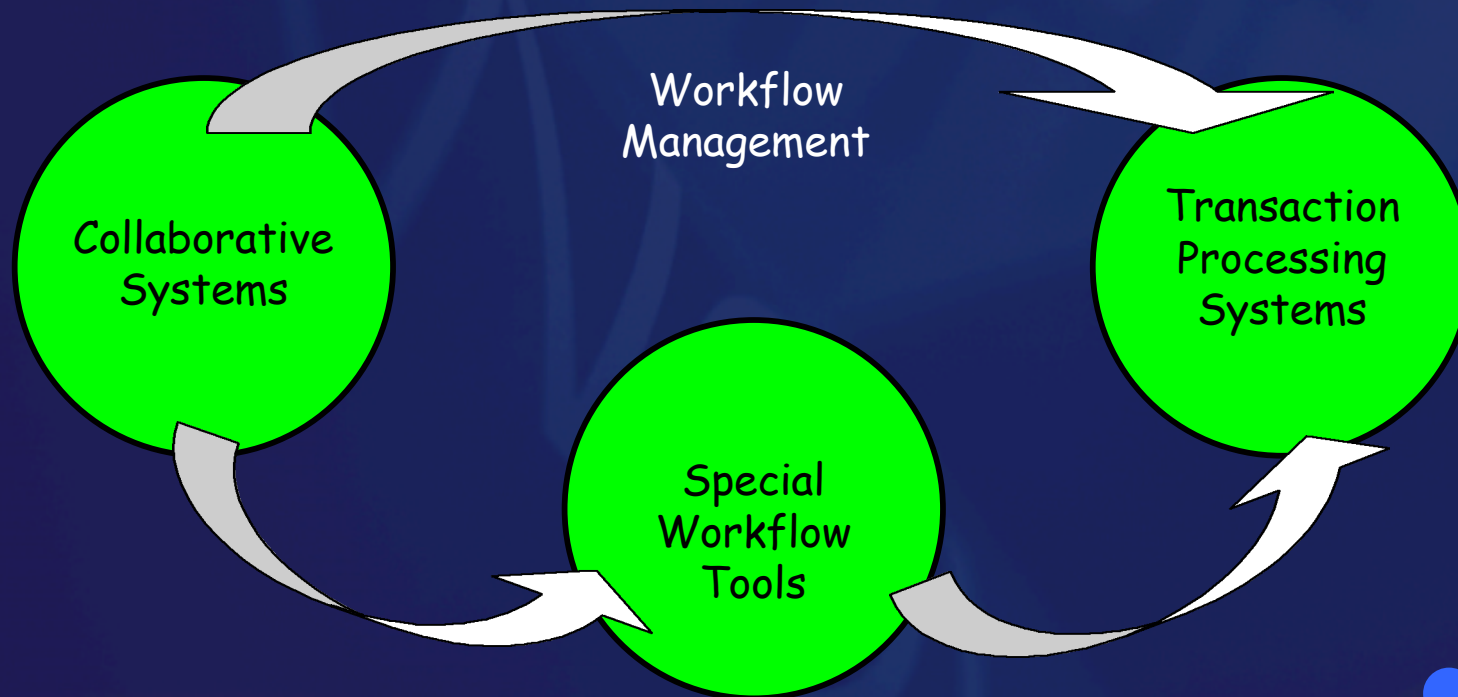
- 1 Workflow Management
- 2 Advanced Collaborative Applications
 - Knowledge Management
 - Shared Workspaces
 - Distance Learning
 - Synchronous Solutions
- 3 Workflow Functionality in Knowledge Management
- 4 Enhancing Workflows by Knowledge Management



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1 Workflow management

- Experimental Field → Productivity Tool



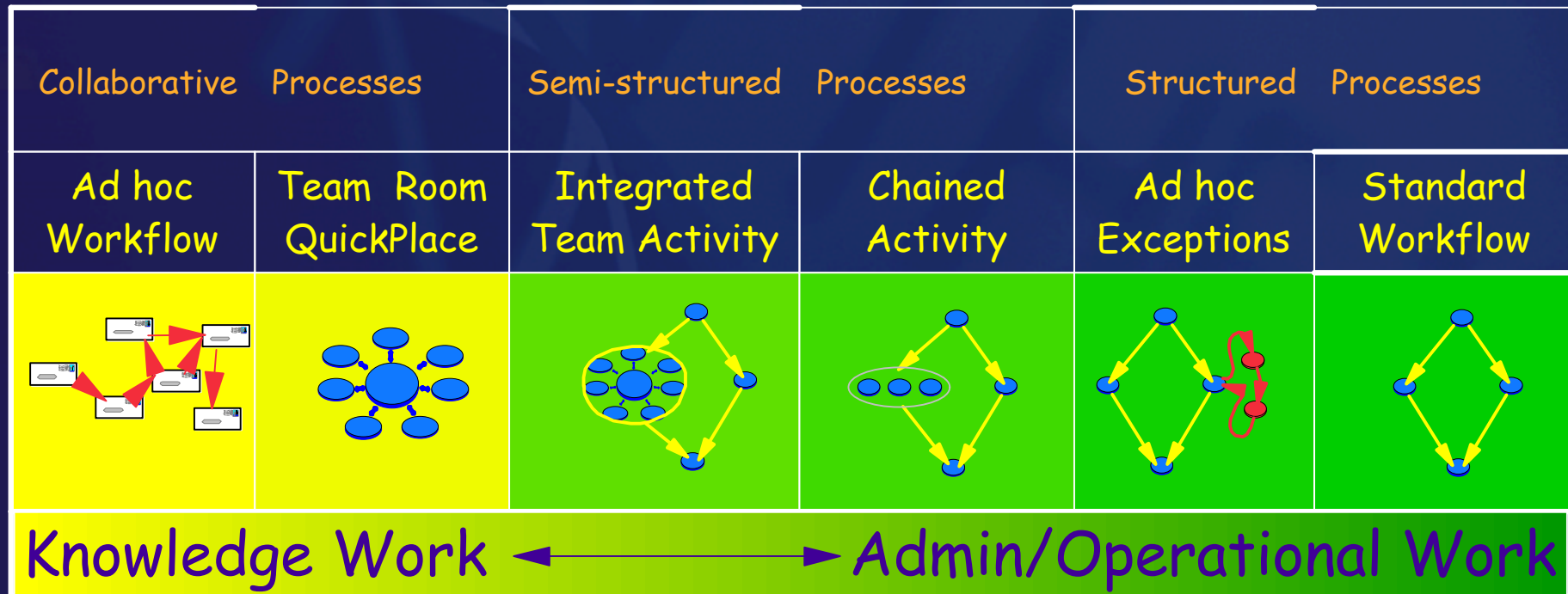
Evolution and state of the art

- Use computer networks for business processes involving multiple persons
- Traditionally:
 - Logic of collaboration in application code
 - Used only for processes executed very often
- State of the art:
 - Workflow management system as middleware or
 - as part of ERP-System



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Workflow Continuum



Workflow functionality for new collaborative applications



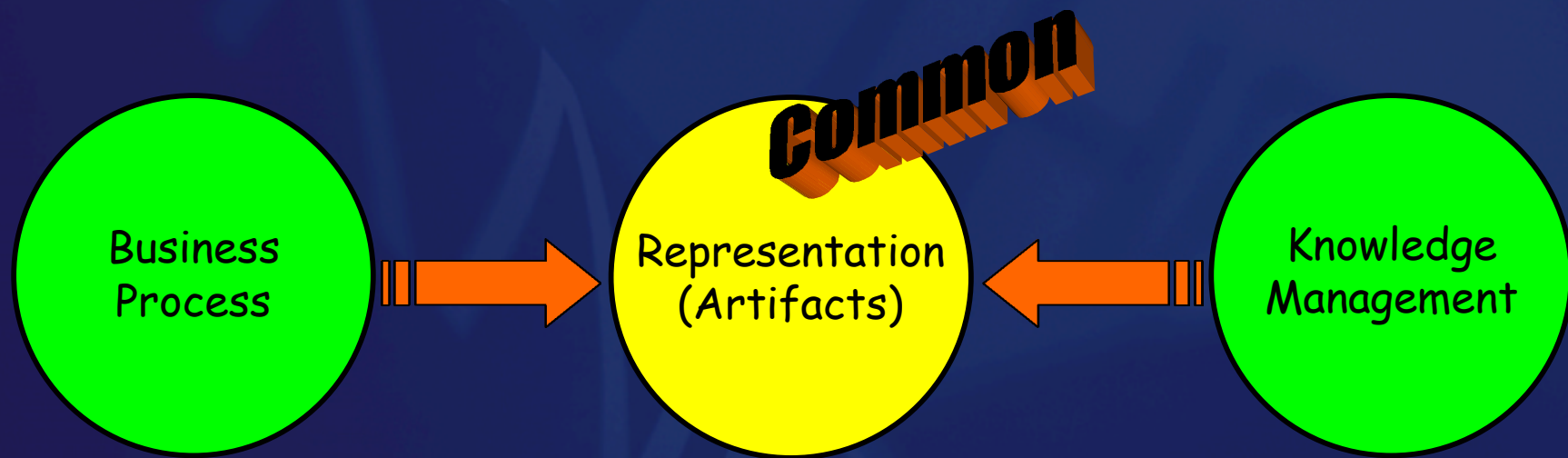
2 Workflow management and other collaborative applications

- Workflow functionality for new collaborative applications
- Here: focus on **knowledge management**
- For other applications like shared workspaces, distance learning and synchronous solutions see the paper



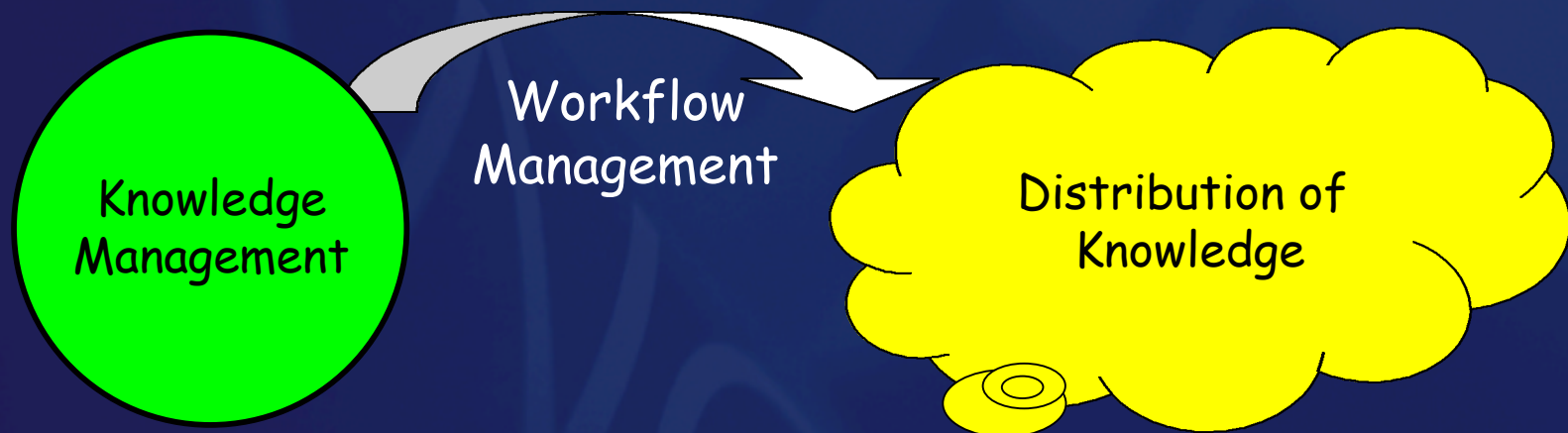
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3 Workflow functionality in knowledge management

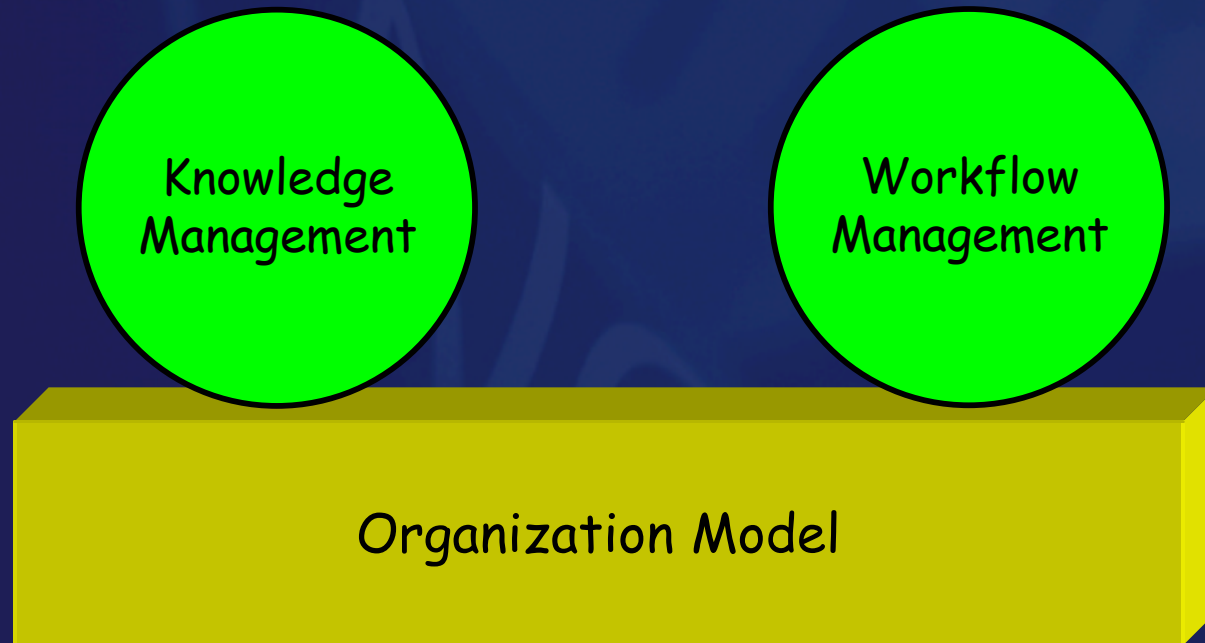


Workflow software is the how of knowledge management (Koulopoulos)

Workflow functionality in knowledge management



Workflow functionality in knowledge management



Knowledge work vs. Process automation

- Variety and uncertainty in inputs & outputs
 - Unstructured and individualized work rules and routines
 - Lack of separation among process, inputs & outputs
 - Lack of measures
 - Worker autonomy
 - Variability in performance across individuals and time
- Predetermined inputs & outputs
 - Well-structured and common work rules and routines
 - Distinction between process, inputs & outputs
 - Measures available
 - Predetermined work assignment
 - Convergence of performance across individuals and time



4 Enhancing Workflows by Knowledge Management

Collaborative Processes		Semi-structured Processes		Structured Processes	
Ad hoc Workflow	Team Room QuickPlace	Integrated Team Activity	Chained Activity	Ad hoc Exceptions	Standard Workflow
Knowledge Work			Admin/Operational Work		

Enhancing Workflows by Knowledge Management

Knowledge Management

- Quality management process to ameliorate knowledge augmentation
- Initiators, participants, recipients of workflow
- Organization structure
- Relative to expertise profiles
- Capture business procedures & best practices



Workflow
Management



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Conclusion: Building Organizational Effectiveness

Organizational Complexity

Beyond the Enterprise

Across the Enterprise

Within a Work Group

Communicate with outside stakeholders	Knowledge exchange among external groups	Integrate external stakeholders with your processes
Encourage enterprise-wide communication	Knowledge exchange among internal groups	Enterprise process innovation
Efficient work group communication	Knowledge exchange within work groups	Work group process efficiencies

Information Flows
(Inform and Inquire)

Knowledge Flows
(Discover and Decide)

Work Flows
(Conduct and Control)

Work Complexity



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My Apologies

Im sorry, there was no time for the other collaborative applications:

- Shared workspaces
- Distance learning
- Synchronous solutions



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