***Building Human Resource Management***

An effective manager must develop communication skills, create a motivating workplace, deal with conflict and with difficult people, and handle employee discipline. The various steps involved in achievement of this milestone will be discussed in the following chapter.

**Work Flow Analysis**

Workflow analysis refers to the process by which you can take a close look at your company and determine where its strengths and weaknesses lie. It is important to conduct this type of analysis on a regular basis because it can ensure that you will be able to pick up on inconsistencies and inefficiencies throughout the organization right away and make the appropriate changes as soon as possible. This will help you get your business back on track towards success, both in terms of its reputation and popularity as well as in its finances. Neglecting to conduct a workflow analysis, on the other hand, can result in problems that become chronic and are difficult to resolve, potentially causing your organization to fall behind the competition and become obsolete or lose too much money to turn itself around.

Any company and any businessperson can benefit from a workflow that ensures the highest level of efficiency so that the least amount of time and the fewest resources are used to accomplish a task. This, in turn, enhances productivity, resulting in more products and services getting out the door to consumers to keep them coming back. Whether you are an artist, an entrepreneur, or a manager, learning how to analyze the various processes within a business, from marketing to production and customer service, will definitely help you improve performance throughout all departments within the company.

**What is a Workflow?**

If you do not understand what a workflow is, you certainly cannot begin to conduct a workflow analysis or comprehend how important this type of analysis is.

Put simply, a workflow is the process that a company uses to get things done. Different departments within an organization will have different workflows. For example, the accounting department will have its own processes by which it keeps track of bills that need to be paid, invoices that need to be sent, and payments that have been received. The manufacturing department, on the other hand, will be concerned with acquiring raw materials and transforming them into final products that can be sold for profit. Therefore, a workflow analysis can be used to determine inefficiencies within a specific department of a company or across the entire business. When these analyses are put up against a company’s business plan and its goals, it becomes easier to see what needs to be done to accomplish those goals.

**Workflow Analysis to Evolve Your Business**

In order to succeed long into the future, a business needs to be flexible and it needs to evolve by keeping up with the changes occurring outside of itself in its respective industry and any industry it wants to enter as well. When you analyze the processes within an organization, you may realize that they have become obsolete. Perhaps these processes were fine at the beginning, when the company first started out, but now there are better processes that can be implemented. A more effective and workable workflow is thereby necessary to ensure that your business stays ahead of the competition.

**The Many Steps in a Workflow Analysis**

Every workflow analysis will involve the same basic steps, which are listed below. However, keep in mind that different business analysts may choose to utilize different tools and methods to get the job done. To learn more about what a business analyst does to help businesses, read this blog post.

It is important to note that hiring outside business analysts is usually the best idea because they will have no loyalty towards any particular processes within the company and will, therefore, be able to take a truly objective look at how the organization operates.

**1. Interviewing and Getting to Know Upper Level Management**

The HR Specialist will usually begin the process by interviewing the upper level managers within an organization to see how they feel about the company and what they have already determined works and what needs improvement. Then they ask these managers what their ultimate goal or vision is for the company and what they hope to gain from having the company analyzed in the first place. This gives the analyst a good starting point to work from.

**2. Interviewing Employees within All Departments**

Next, the analyst will interview managers across other levels of the organization, as well as the employees that they lead. This gives them an even clearer look at how business is run day to day. Everything from human resources and manufacturing to finance and marketing is looked at closely, right down to how every important file is processed.

This analysis takes time because it really looks at each individual employee’s role within the organization, as well as the tasks that are accomplished and the actual steps involved with accomplishing each and every task.

**3. Documenting Time, Resources, and Effort Spent on Everyday Tasks**

By documenting how much time and effort is spent on each task, as well as how much it costs a business to accomplish these tasks, the HR Manager will be able to see what truly works and what processes are actually doing more harm than good or have become obsolete and could be improved.

**4. Making Recommendations for Improving the Business**

After spending the necessary time getting to really know a company and its many employees, from the lowest level to the highest level within an organization, a business analyst will finally be able to put together a comprehensive plan that will recommend the best steps the company’s owner(s) should take to improve efficiency and productivity. However, the analyst will begin by putting together a list of ideas to show lower level managers first. After all, these are the individuals actually performing the everyday tasks that keep the company moving forward, so they should know about any ideas the analyst has and be open about whether they feel something is a good idea or completely impossible. The feedback received from these employees is critical because the analyst can use it to improve the suggestions being made so that they are realistic and doable.

The ultimate goal of a business analyst is to find ways to streamline and/or automate the various processes within a company. But after working with lower level management, it is time to show the recommendations to upper level managers, who will ultimately determine if they will follow through with the course of action suggested by the analyst.

A workflow analysis can be a valuable asset to any company of any size. It will help you hone in on any problems within your organization so that you can improve the way your company operates and begin to generate even more profits or get yourself out of debt if you are struggling to keep the company alive. An education in business impact analysis, in particular, is a must-have tool that will help you target processes in your business that are no longer serving the organization on a whole and should, therefore, be removed or altered. It can also help you find your strengths so that you can focus upon those areas of your company and enhance them further to continue improving.

**Organizational Structure**

**What is organizational structure?**

By structure, we mean the framework around which the organization is organized, the underpinnings which keep the coalition functioning. It's the operating manual that tells members how the organization is put together and how it works. More specifically, structure describes how members are accepted, how leadership is chosen, and how decisions are made.

**Why should you develop a structure for your organization?**

* Structure gives members clear guidelines for how to proceed. A clearly-established structure gives the group a means to maintain order and resolve disagreements.
* Structure binds members together. It gives meaning and identity to the people who join the group, as well as to the group itself.
* Structure in any organization is inevitable -- an organization, by definition, implies a structure. Your group is going to have some structure whether it chooses to or not. It might as well be the structure which best matches up with what kind of organization you have, what kind of people are in it, and what you see yourself doing.

**When should you develop a structure for your organization?**

It is important to deal with structure early in the organization's development. Structural development can occur in proportion to other work the organization is doing, so that it does not crowd out that work. And it can occur in parallel with, at the same time as, your organization's growing accomplishments, so they take place in tandem, side by side. This means that you should think about structure from the beginning of your organization's life. As your group grows and changes, so should your thinking on the group's structure.

**Elements of structure**

While the need for structure is clear, the best structure for a particular coalition is harder to determine. The best structure for any organization will depend upon who its members are, what the setting is, and how far the organization has come in its development.

Regardless of what type of structure your organization decides upon, three elements will always be there. They are inherent in the very idea of an organizational structure.

They are:

**1. Governance**

The first element of structure is governance - some person or group has to make the decisions within the organization.

**2. Rules by which the organization operates**

Another important part of structure is having rules by which the organization operates. Many of these rules may be explicitly stated, while others may be implicit and unstated, though not necessarily any less powerful.

**3. Distribution of work**

Inherent in any organizational structure also is a distribution of work. The distribution can be formal or informal, temporary or enduring, but every organization will have some type of division of labor.

There are four tasks that are key to any group:

* **Envisioning desired changes**. The group needs someone who looks at the world in a slightly different way and believes he or she can make others look at things from the same point of view.
* **Transforming the community**. The group needs people who will go out and do the work that has been envisioned.
* **Planning for integration**. Someone needs to take the vision and figure out how to accomplish it by breaking it up into strategies and goals.
* **Supporting the efforts of those working to promote change**. The group needs support from the community to raise money for the organization, champion the initiative in the state legislature, and ensure that they continue working towards their vision.