



# Process Excellence with Business Rules & Decisions

Ronald G Ross presented information regarding process excellence. Ross's work centers around getting better results from processes. He presented several case studies that provided participants a chance to reflect upon their own processes and rules. Ross directed participants to his website [www.rulespeak.com](http://www.rulespeak.com). This website provides information to help team members write better procedures and business rules.

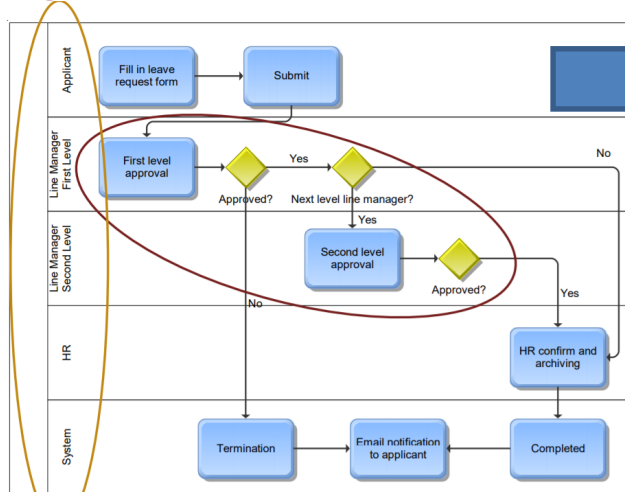
## What are business rules?

Criterion used in business operations to guide behavior and make decisions. A business rule shapes your behavior - it is a do or don't. Process has to be smart and fast - customer has to be able to get a decision quickly. Click [here](#) to view his presentation.

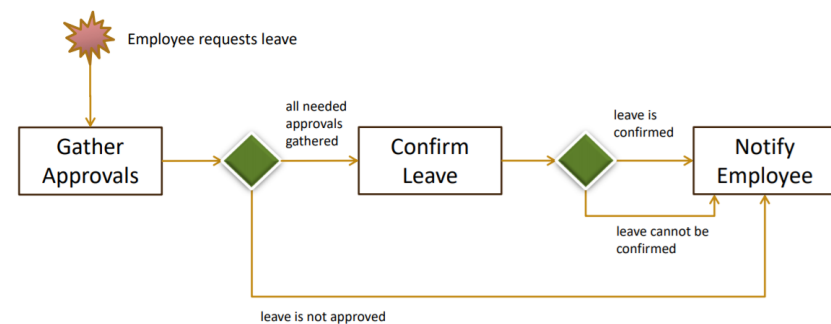
What are the problems with your business processes from a *customer* perspective?

- Poor service quality
- Takes too long to get to an end-result
- Not smart about end-results that should have been relatively obvious early-on
- Disjointed/unpredictable steps or interactions
- Information requests not well-integrated or clear about immediate purpose
- No clear sense of steady progression
- Inconsistent answers to questions
- Interim or end-results cannot be definitively explained or justified

## Case Study: Original Version



## Case Study: Revised Version



## Business Rule:

A leave request must be approved by all the following:

- A line manager.
- An HR administrator if approved by a line manager.