



Positive Deviance in Evidence-driven Process Improvement: Or, how to find success in your own company.



Professor Dr Jan Recker
Woolworths Chair of Retail Innovation

Information Systems School, Queensland University of Technology

*“If the decision is going to be made by facts, then **everyone’s facts [...] are equal.***

*If the decision is going to be made on the basis of **people’s opinions,** then **mine** count for a lot more.”*



James Barksdale
former CEO Netscape

**What percentage of your
BPM decisions are
evidence-based?**

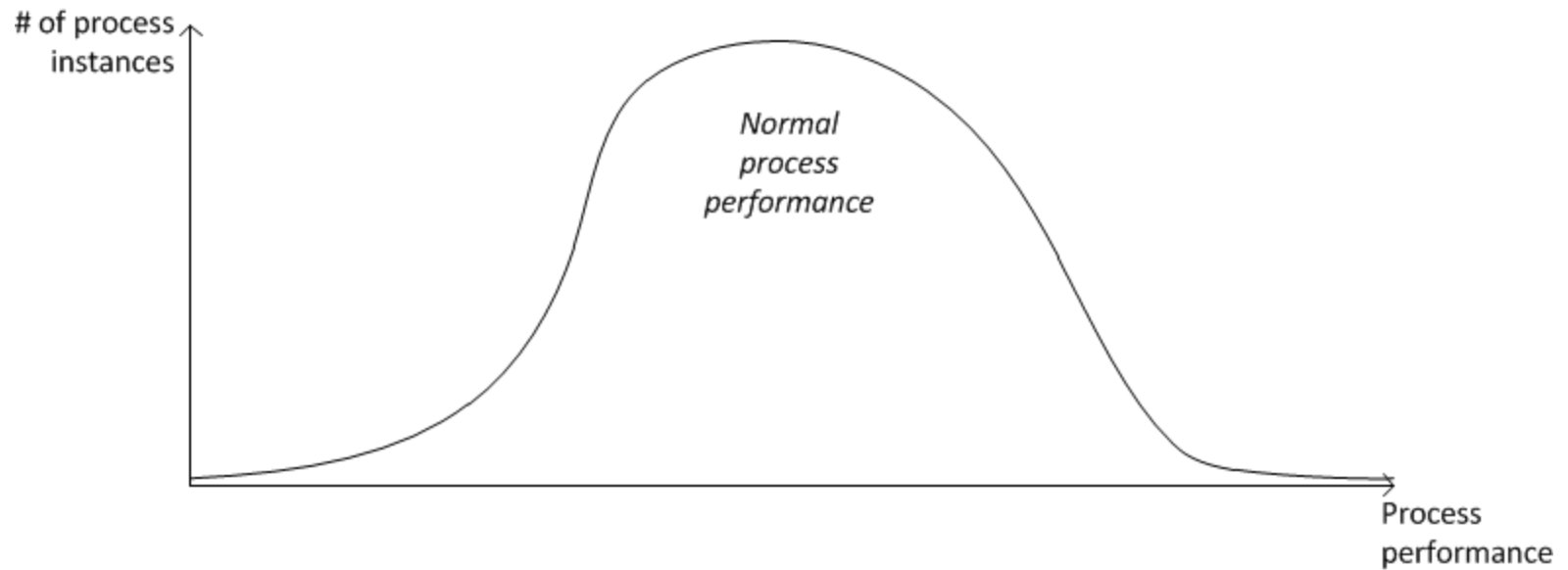


Evidence-driven BPM in action: *Positive Deviance in Bakeries*

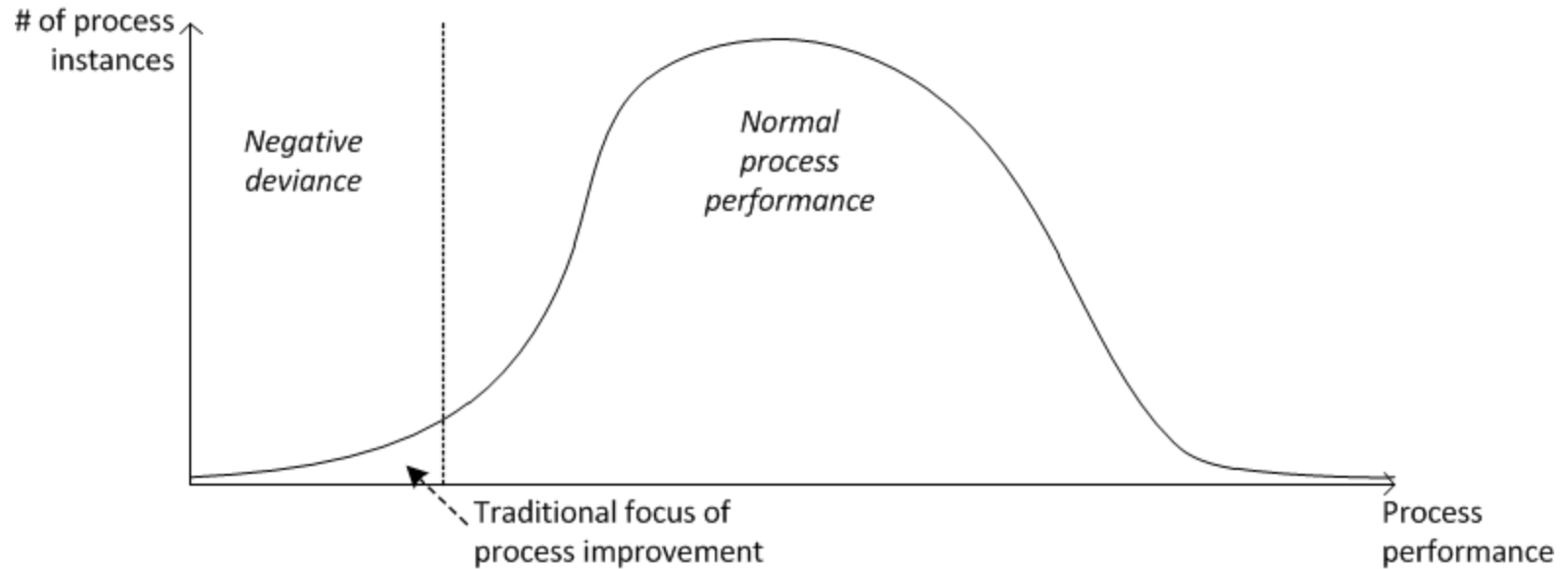


"Where in our company is innovation and success already happening?"

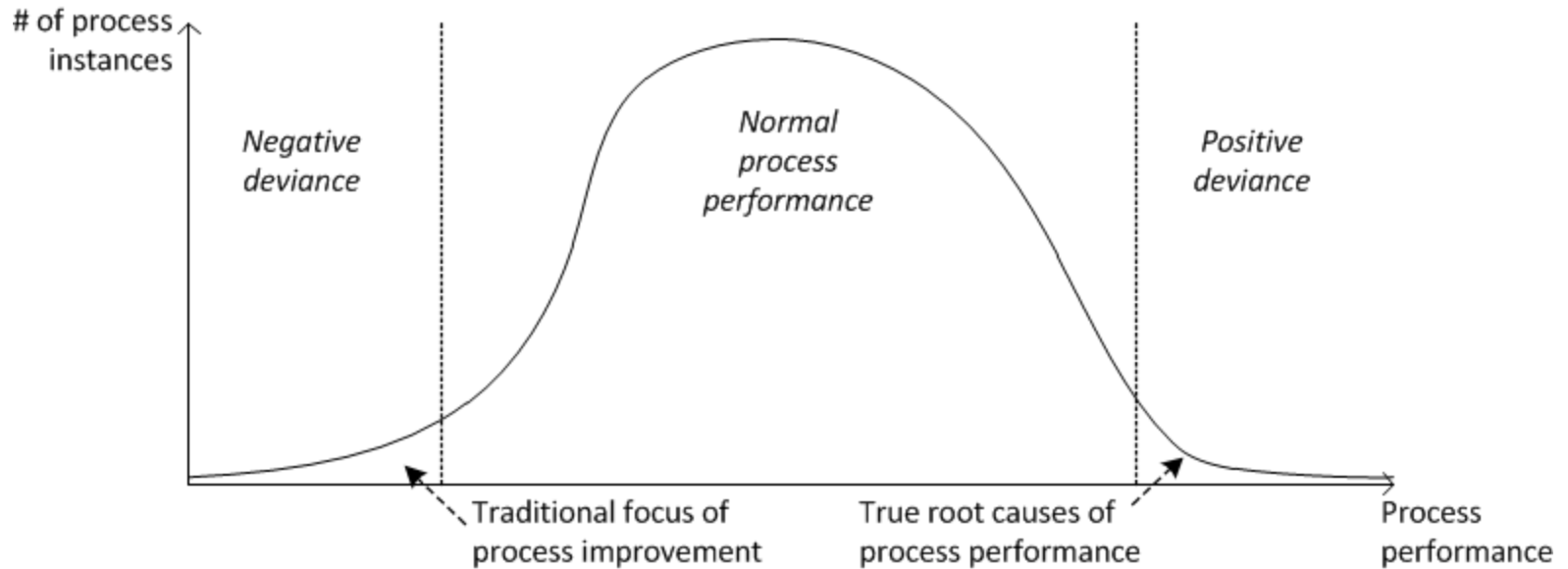
Novel Perspective: Positive Deviance



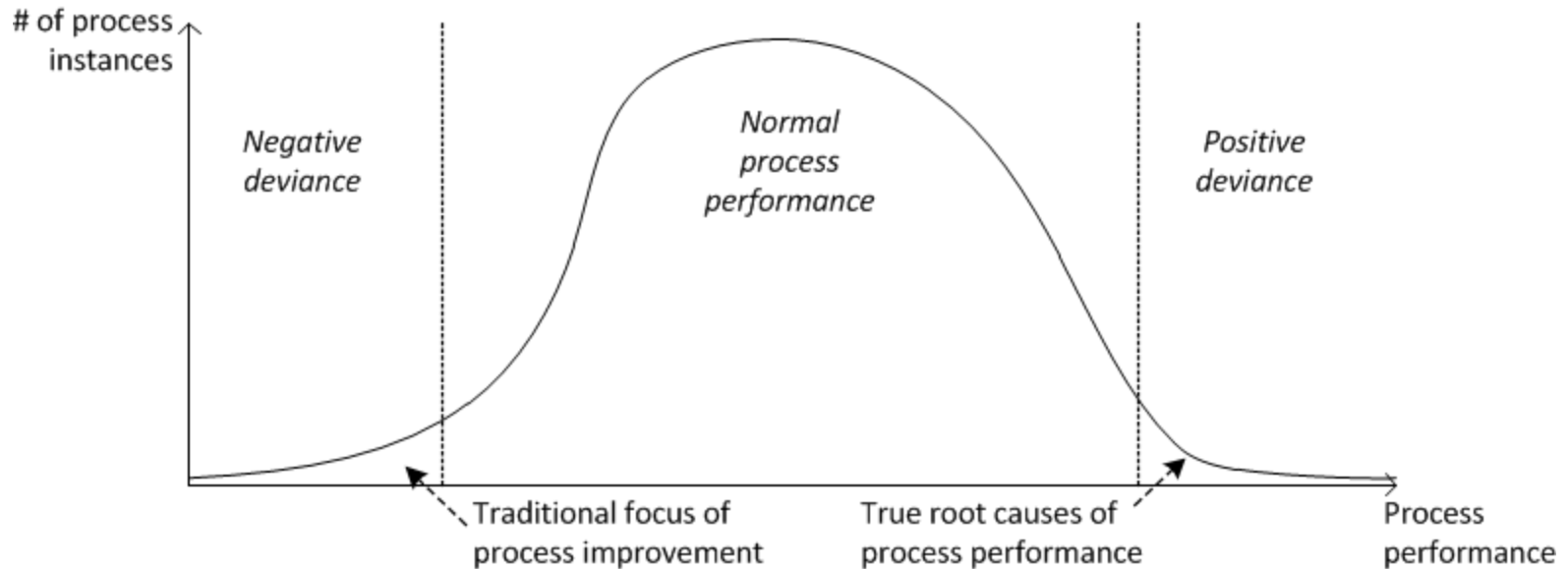
Novel Perspective: Positive Deviance



Novel Perspective: Positive Deviance



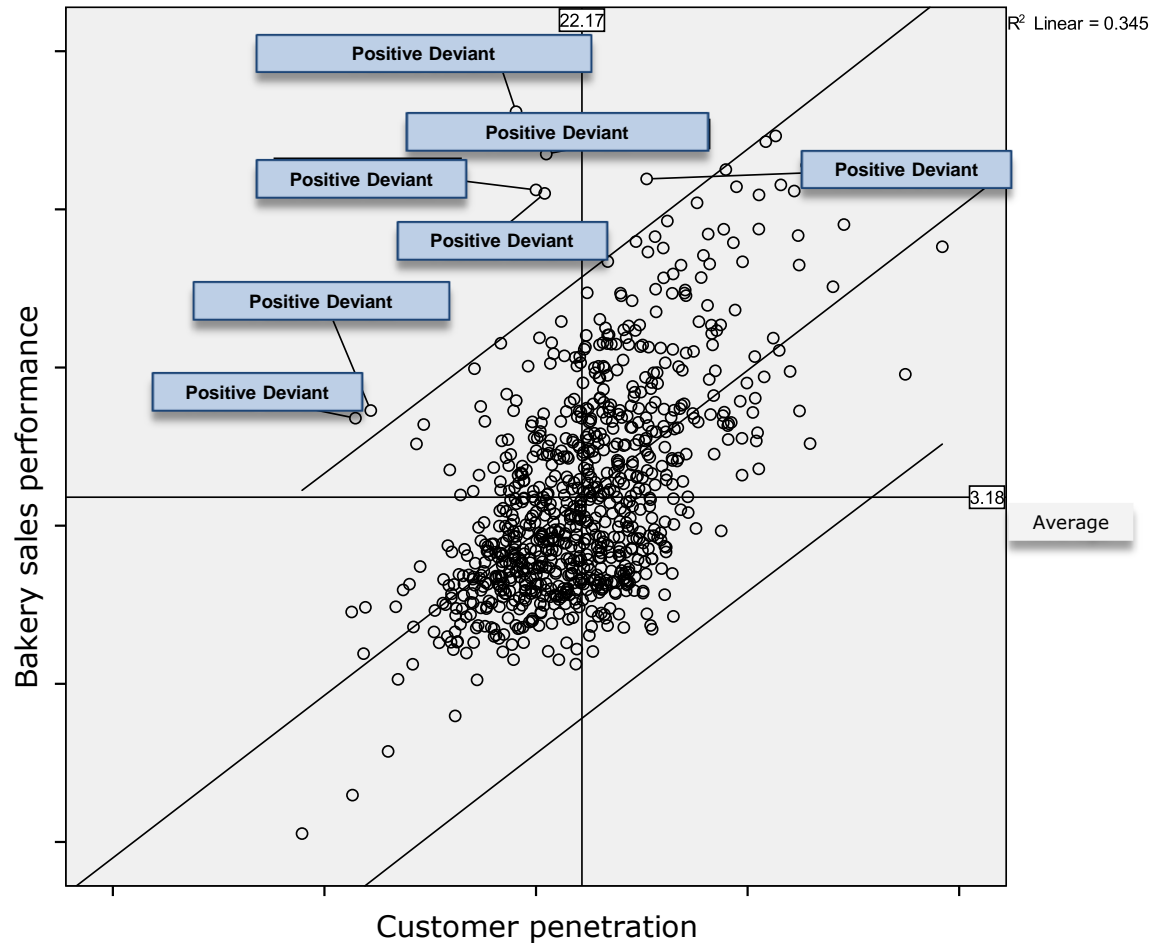
Novel Perspective: Positive Deviance



- ▶ a practice that stands out from a pool of comparable practices as it shows **better performance under the same environmental conditions**.
- ▶ A **shift in management thinking**, from “fixing errors” to “rewarding and learning from the best”

Rigorous scientific principles

- ▶ **Who is truly successful?**
- ▶ **Why are they truly successful?**
- ▶ **Which true root causes can we insert elsewhere to improve all processes?**



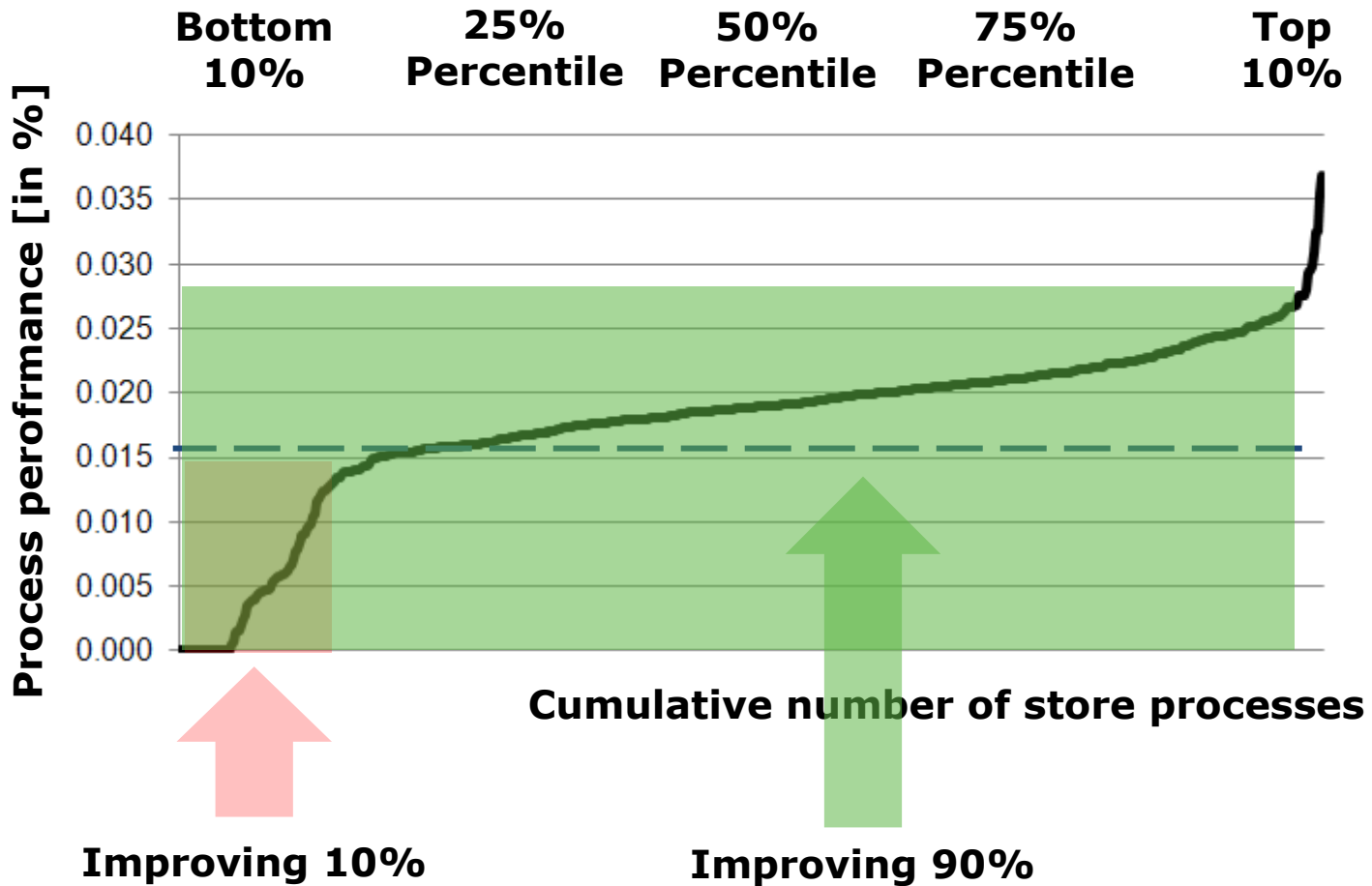
Unbiased observation



Quality Empirical Evidence

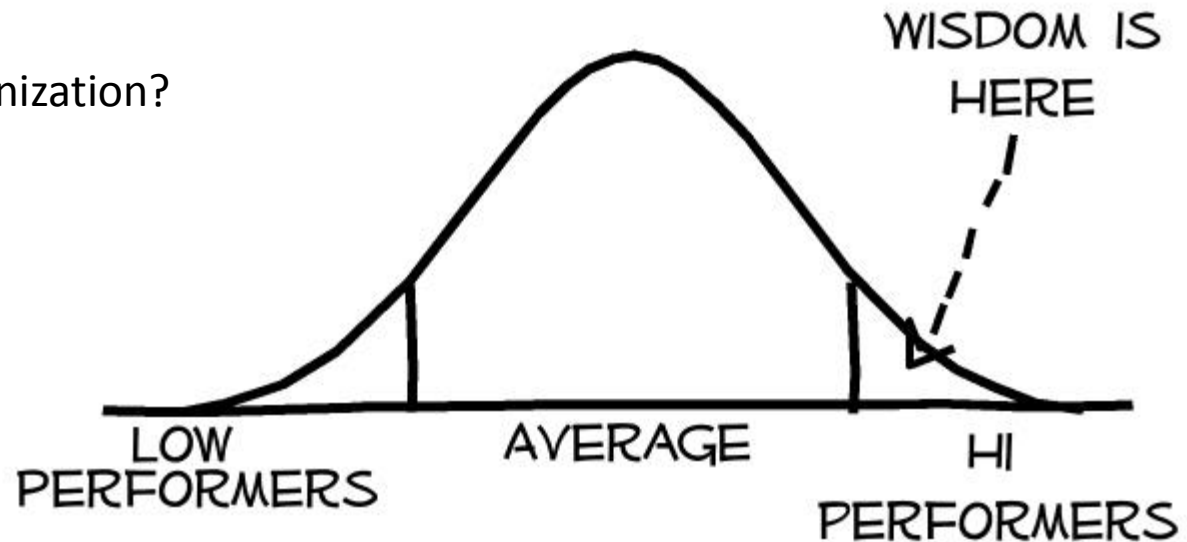
- ▶ “It’s not necessarily the process.”
 - ▶ **everyone follows the same process model**
- ▶ “It’s not the competition.”
 - ▶ **process performance independent from local context**
- ▶ Clever use of mark-downs, baking scheduling
 - ▶ **Individual motivation an the willingness to ‘do something extra’**
- ▶ Bakery teams discussing ideas with Produce, Meat, Seafood etc.
 - ▶ **Culture: collaboration and communication between departments**
- ▶ Teams finding their own solutions for products, display and service;
 - ▶ **Creativity and Intention to deviate from standardized process where “not required”**

The Difference?



The Question: Who is your Positive Deviant?

- Managers of stores
- Teachers at high schools
- Academics at universities
- Red cross blood donors
- Franchisees at Pizza Capers, Subway and McDonalds
- ...
- And in your organization?



Recap: Takeaways

- Process Innovation requires evidence-based decisions
 - *Do you use it?*
- Research-as-a-Service assists BPM
 - *Do you have access to it?*
- Positive Deviance can innovate from within
 - *Do you find it?*



Prof. Jan Recker, PhD

Woolworths Chair of Retail Innovation
Information Systems School
Science and Engineering Faculty
Queensland University of Technology

email j.recker@qut.edu.au
web www.janrecker.com
twitter [janrecker](https://twitter.com/janrecker)

