

Part V

Organizations

“One cannot start with the end.” (Frédéric Chopin)

For us, processes and data do not exist without context—they were implemented and generated with a certain task or idea in mind. We love to structure them, depict them in models, discuss them, and—in the best case—improve them or get meaning from them. Although we love doing that, we must not forget the context in which they appear—organizations. Without understanding them first, there can be no meaning in the processes or the data.