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BPM Best Practices

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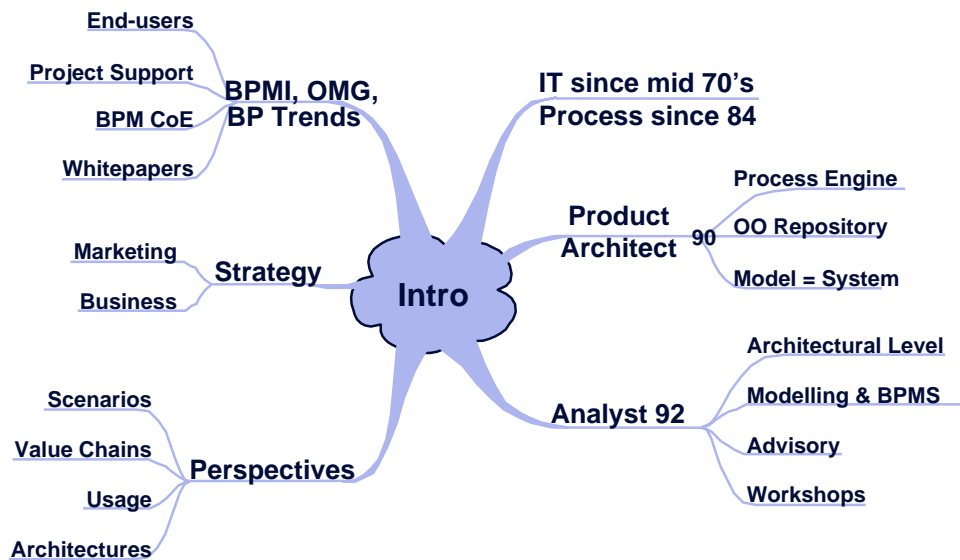
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A BPM Definition

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- Business Process Management is primarily a business philosophy
 - About *people*
 - The way they work *together* (their business processes)
 - The *performance* objectives that these processes underpin
- At the same time, it is about the *technology* used to make this vision a reality
 - Systems implementation is highly iterative (not waterfall)
- It is a way of running the business (a mind set) that continually drives performance improvement
- A Journey – Not A Destination !!



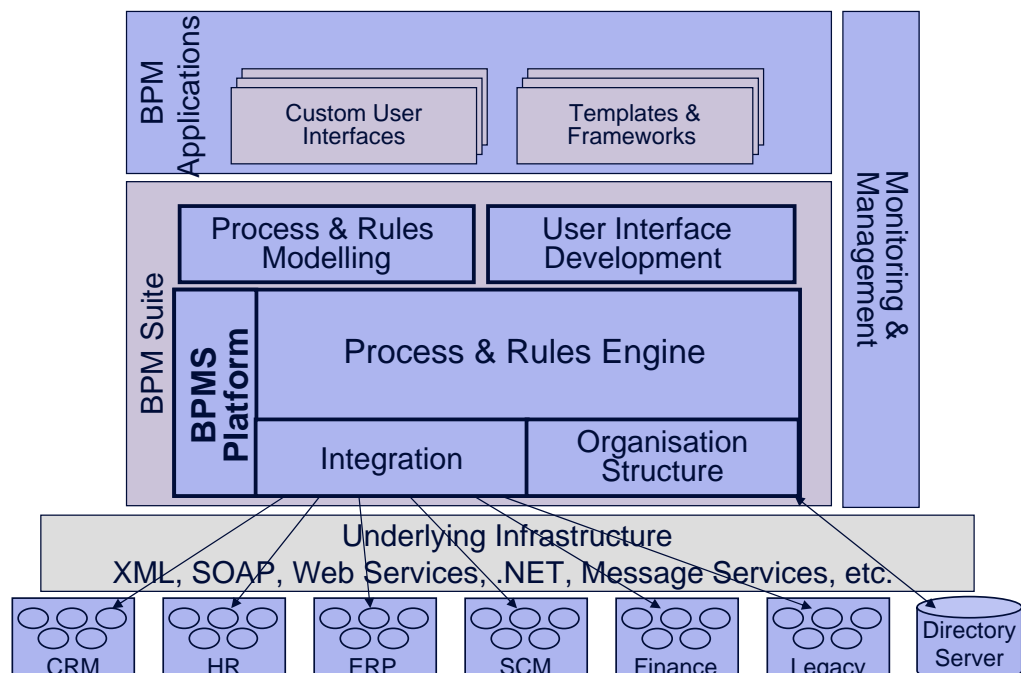
Suite Scope

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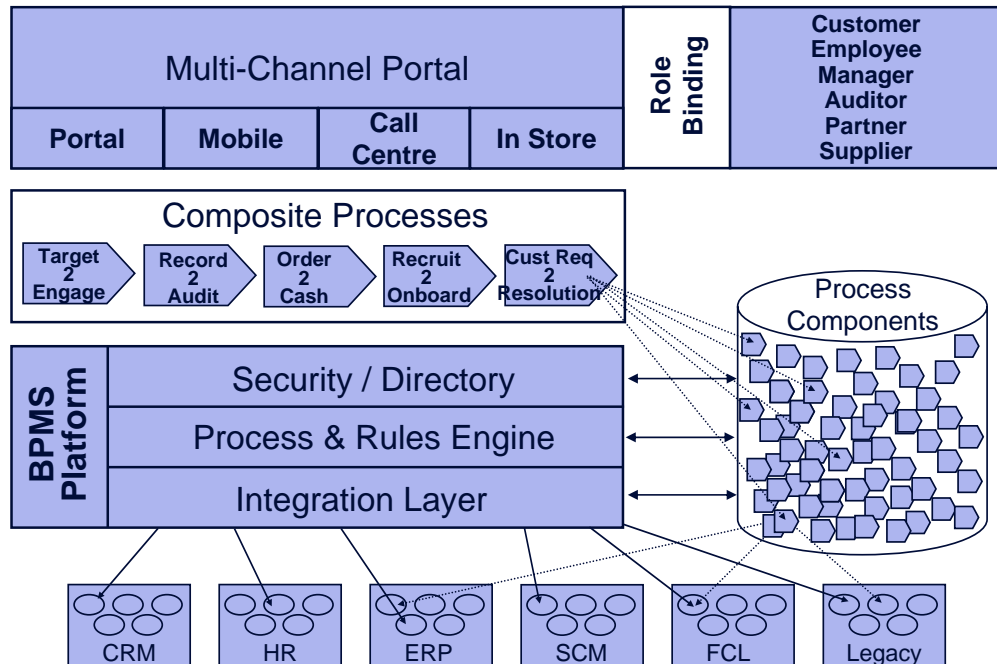
Role Of BPMS

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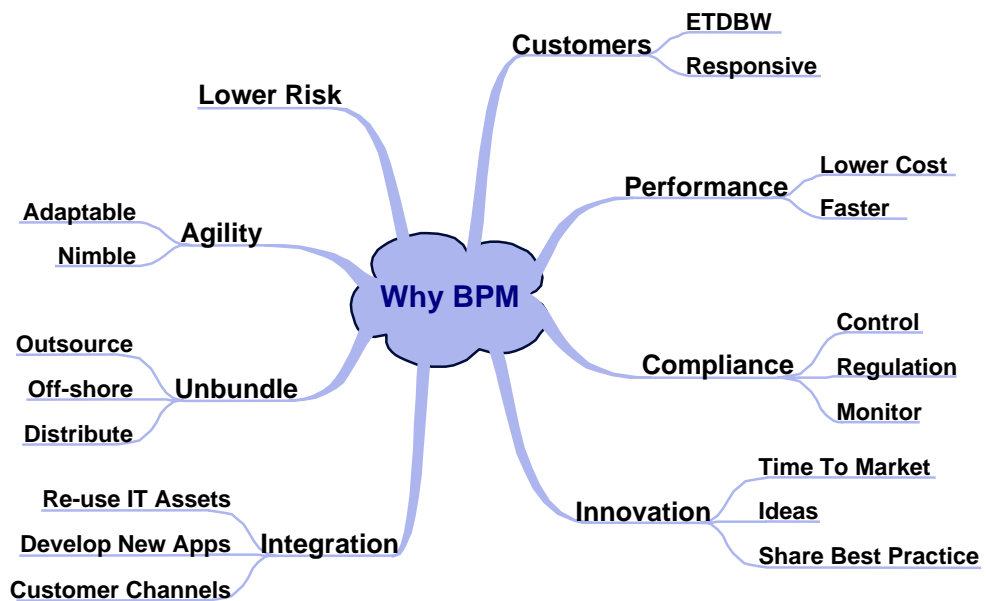
BPM Objectives

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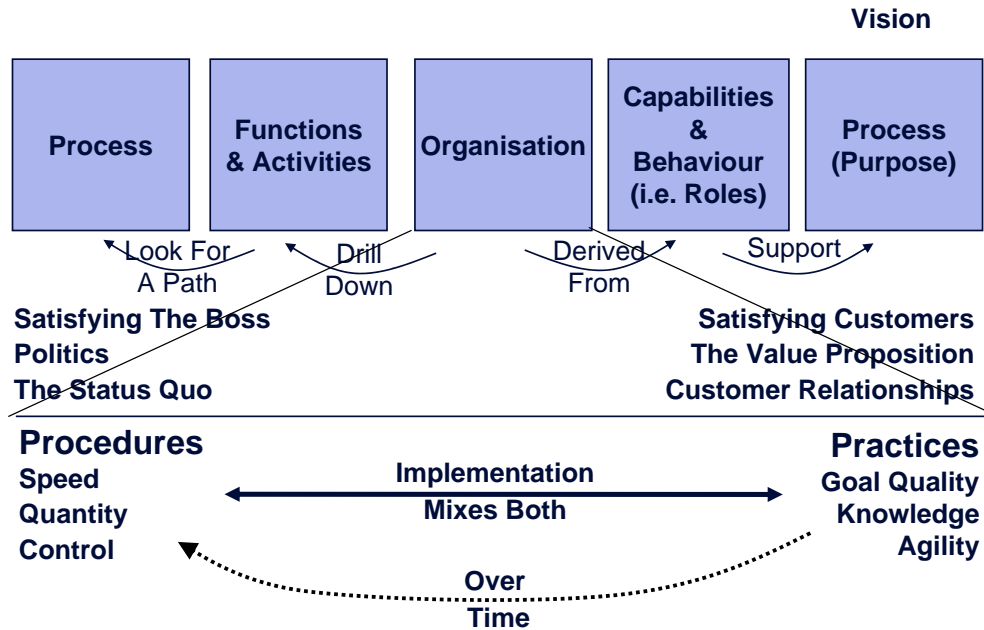
Differing Interpretations

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Two Ends Of The Spectrum

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- | | |
|--|--|
| <ul style="list-style-type: none"> ➤ Procedures ➤ Predictability ➤ Process automation ➤ Standardisation ➤ Quantity ➤ Speed ➤ Controlling ➤ Imposed ➤ Inside-Out ➤ Denominator focus | <ul style="list-style-type: none"> ➤ Practices ➤ Knowledge ➤ Process awareness ➤ Flexibility, Creativity ➤ Quality ➤ Goal ➤ Guiding ➤ Evolving ➤ Outside-In ➤ Numerator focus |
|--|--|

$$\text{Productivity} = \text{Value} / \text{Resources}$$



The Core of BPM

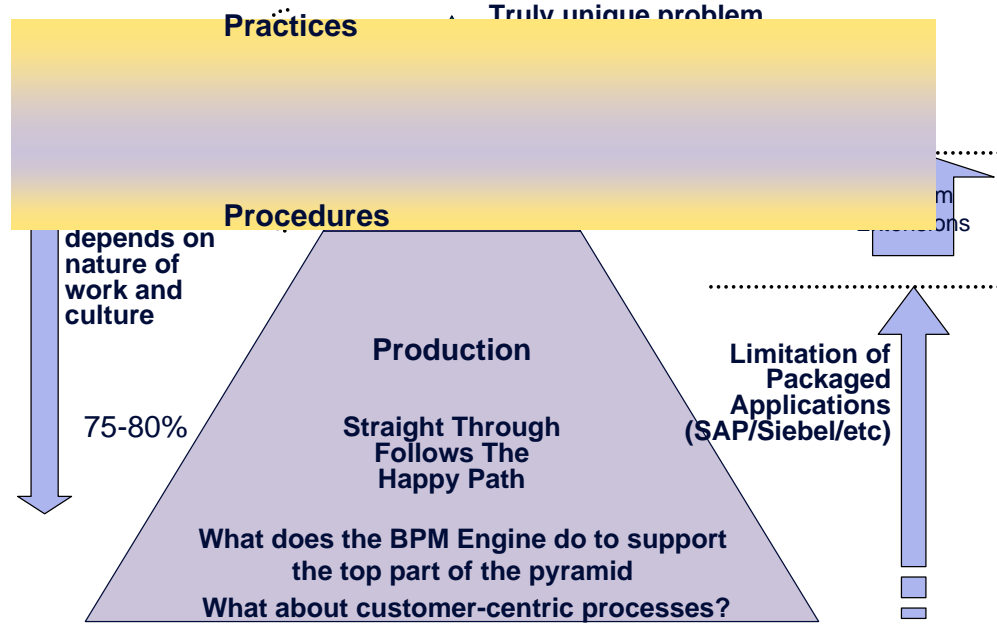
In a process driven production environment, the large majority of real work goes into handling exceptions

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What are the implications for continuous process improvement and change?

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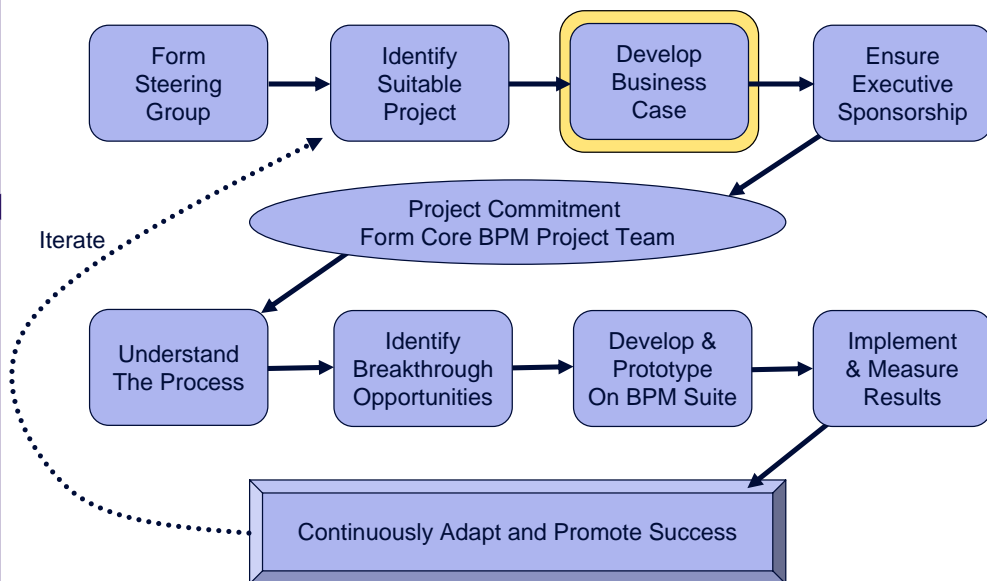
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Fundamentally Different Methods

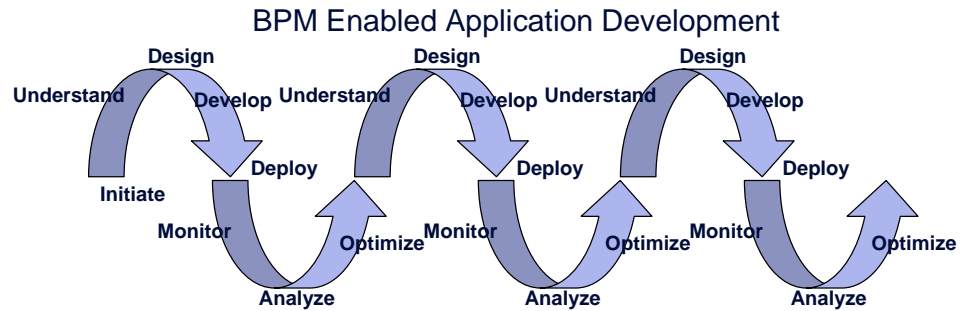
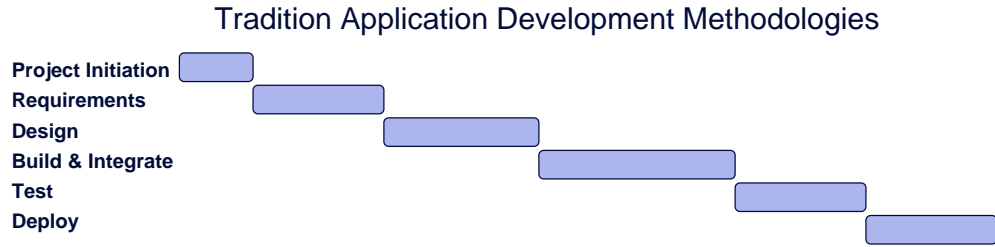
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Think Big, Start Small - Iterate

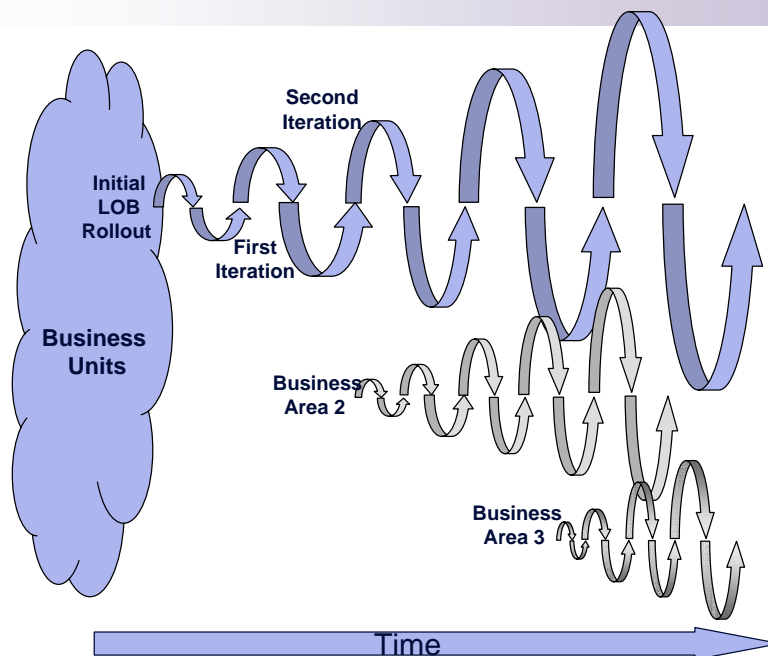
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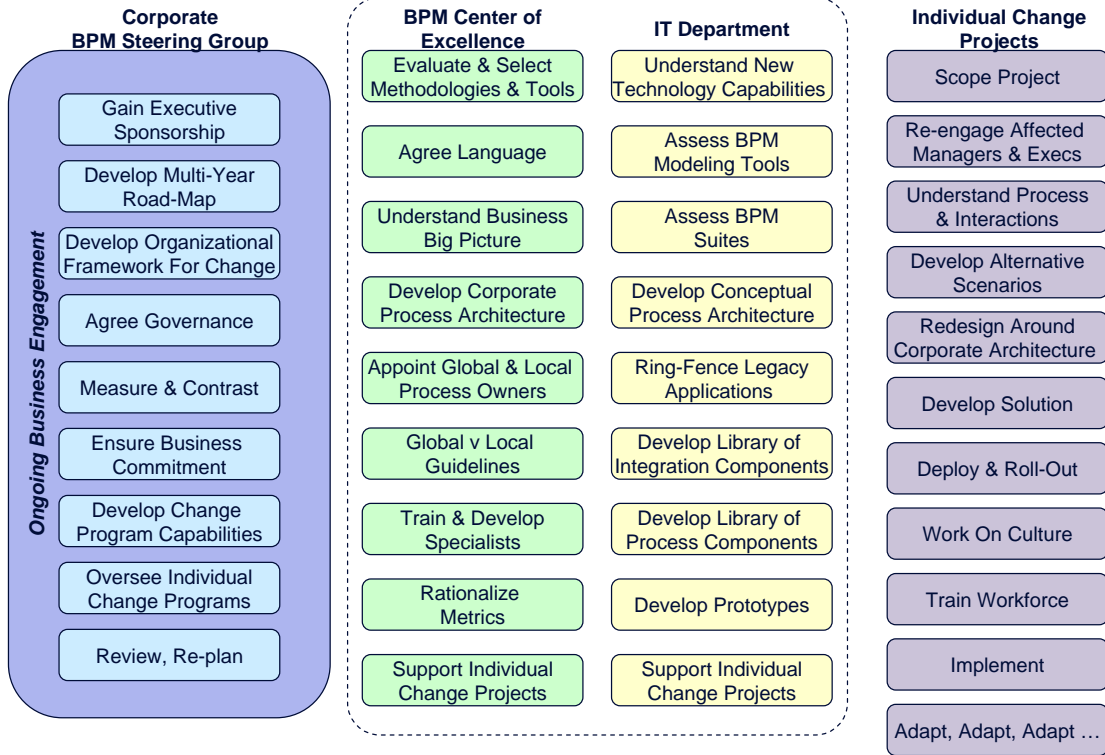
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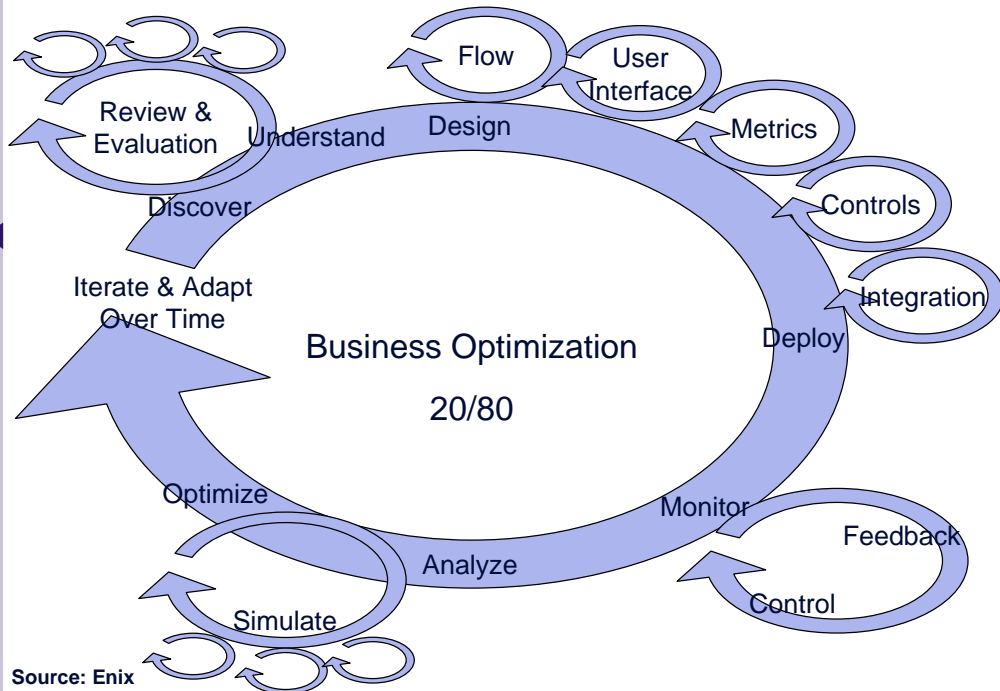


A Broad Range Of Tasks



Development Methodology

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Ensuring A Proper Foundation

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Summary

- Ensure the initiative will get the backing and support of the business itself
 - Executive sponsorship is essential
 - Ownership of the long-term change program and the solutions that come of it
- Steering Group or BPM Center of Excellence
 - Or both
 - Other Options include Process Management Office, CPO, Process Czar
- Start with a Steering Group
 - Oversee the creation of a BPM framework and the individual projects
 - Respected, business-centric body
 - Provides an objective view, setting priorities appropriately
 - Creates a clear organizational context for change
 - Primarily concerned with ensuring that the change program underpins and aligns with the Key Business Objectives (KBOs) of the firm.



Steering Group Members

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- Executive head of the affected business area involved
 - This individual will provide the sponsorship of the initial project
 - Able to overcome political obstacles and to push through the associated organizational change
- CIO or lead IT Executive
 - To provide continuity into other technology programs
 - To represent the IT interests
 - To ensure IT support for the high-level strategy of the firm
- BPM Program Manager (or head of BPM CoE)
 - Responsible for day-to-day management of initial BPM project
 - Responsible for implementing the decisions of the SG
- Senior Line Of Business (LOB) Managers
 - From the functions directly affected
 - Any conflicting priorities are quickly resolved



Core Deliverables from Steering Group workshop

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- Formal commitment from the business
 - Involves a stated promise to dedicate suitable resources
- Agreement on how program directly supports the strategy of the firm
 - Assists in achieving Key Business Objectives (KBOs)
 - Based on a **shared understanding** of the problems and methodology
- Formal agreement on how process governance will complement existing power structures
- Agreement on project selection for Tactical Pilot
 - Wider roadmap for overall business change program
 - Consensus on scope
 - Realistic project roadmap and delivery timeframe



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- ✓ *To succeed in the long term, those charged with the initial project need to build momentum, commitment and motivation to ensure that employees will engage on the BPM journey ahead.*
- ✓ **Ensuring that the first project is successful is the most critical ingredient for ongoing business buy-in.** *Otherwise the initiative can quickly suffer from a lack of enthusiasm and disillusionment amongst users.*
- ✓ *Ensure that business users take ownership of the BPM program. Do not build a dependency on a system integrator or BPM vendor to run the program. Certainly, vendors and consultants can help, but the **business has to own the change program.***
- ✓ *Establishing effective governance policies requires a significant investment in developing appropriate operational policies, which must be communicated and compliance measured.*
- ✓ *The key thing is to make sure that there is agreement around how the roles and responsibilities are divided. Decide who is accountable for what, and then make sure that all members of the management team are consistent in the application.*



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- ✓ *It is important to make sure that the battles are fought at the right levels, taking into account the firm's overall strategy and objectives.*
- ✓ *Watch out for unrecognized, incompatible tacit assumptions amongst the stakeholders. Build shared understanding.*
- ✓ *Alongside the governance structure the firm needs a set of guiding principles that encapsulate the philosophy and value disciplines of the firm. All process owners need to ensure that processes actively align with these principles.*
- ✓ *Ignore the hype – ensure that, in the early days at least, expectations are not raised unnecessarily. While the long term benefit will deliver massive returns, this is usually only achieved after several iterations as the processes and service frameworks evolve to more closely fit the needs of the business.*
- ✓ *Recognize that process improvement scenarios are never seldom and well defined. Problem understanding and solution formulation are not distinct phases, they must be woven together from the beginning in a recursive pattern.*



Why Conduct A Tactical Experiment

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- The intention is to learn
 - Do not attempt to boil the ocean at the outset
 - Develop skills and expertise
 - Grow organizational competency
 - Prove to the business that projects are achievable
 - Demonstrate the power and benefits of the rapid iteration and short delivery time scales
 - As such, vitally important that this project is tightly scoped, of limited complexity and yet capable of delivering a visible impact
 - End-user adoption a primary goal
 - Helps drive long term commitment to the BPM initiative



A Tactical Experiment

Characteristics and Attributes of an appropriate Proof of Concept

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- Where a key benefit (to frontline staff) can be demonstrated and realized very quickly
 - Less than 3 months
- Supports a business process (i.e. not an application)
- Can support localization (i.e. different variations for different local contexts)
- Allow for transparency and visibility of process cases
- Supports the collection of performance data on the live execution of the process
 - Against the types of cases
- Allows process models to be changed to handle new levels of understanding
 - Process modified shortly after its initial launch
- Easily implemented (post understanding) by a small team of experts in a few weeks
- Demonstrate how legacy applications are leveraged
- Can be taken forward with a business services oriented approach
- Not too complex (organizational implementation and politics directly affect the chance of a successful deployment within the business itself)
- Where the cycle time of the process is relatively short
 - To demonstrate iteration
- Helps to demonstrate the vendors capabilities



Selecting The Initial Project

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- Relatively low level of maturity – look for those processes where the tasks are poorly defined, or the flow of work is highly variable. It is much easier to improve a poorly understood process than one that is already carefully managed and measured.
- High Impact – look at the KBOs of the firm and assess whether an effective solution will produce a high return. This is a question of orientation. Processes that touch customers or suppliers are usually good candidates as they are often full of workarounds and inefficiency. Other clues are lack of management visibility or traceability of the work, where small errors can dramatically affect sales or profitability.
- Low complexity – identify situations where the complexity can be managed and bounded easily. Avoid sophisticated “end-to-end” processes. While a multi-faceted, inter-departmental scenario might create a bigger impact, these types of projects do not allow for quick iteration, extension, and ongoing improvement. These types of processes normally involve too many touch points and provide opportunities for political infighting, delays, and increased project risk. As a result, it is best to develop skills, expertise, and other BPM capabilities before focusing on the “big-bang” projects.



Validating Project Selection

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- Very often the initial target project is already identified
 - Selection exercise provides an opportunity to engage business decision makers
- A neutral mechanism that does not necessarily favor one area over another
- Allows key protagonists to discuss the issues and arrive at agreement
 - Establish and agree to priorities – which processes will be dealt with first and which parts of the business will be impacted
 - Helps managers look past the initial project
 - Prioritize a roadmap for the journey ahead
 - Helps avoid scope creep
 - The *discussion* is valuable - forces managers to sit down and consider the real state of their respective organizations
 - Provides a method of ensuring the actions of the project team are aligned with business strategy
 - Allows them to understand how their work will impact the CSFs/KBOs of the firm



Develop The Business Case

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- Always do the business case
 - Even when project authorization is already given
- Focus on how project will support the firms KBOs
 - Expose the reality of the current business situation
 - Measurements and benchmarks that underpin those objectives
 - Comparisons, costs, value proposition
- Identify improvement opportunities
 - For each, demonstrate how the change is achievable
 - Identify associated risk factors and mitigating steps
- Expand hard and soft benefits
 - Productivity = Value / Resources
 - Linked back to KBO-KPIs



Reviewing Metrics

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- How many change programs inside your firm?
 - Plethora of metrics (rationalize with an audit)
 - Too many introduces project risk
 - Explore Goal-Question-Metric methodology
- For each measure
 - What purpose will the measure serve? Who uses the measure? Does it tie back to the Key Business Objectives (KBOs)?
 - How will data be gathered and used? How costly are the measures? What other measures should be eliminated or modified?
 - Reward systems and behavior – does it reinforce the right behaviors? How much feedback goes to the employee?
- Capture the reality of what is happening
 - Where possible, compare and contrast with the competitors
 - Establish realistic stretch targets for each of those metrics based on the reality of the current situation



Gaining Executive Sponsorship

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- Why? All the usual reasons ...
- What are the problems?
- Strategies for success
 - A day in the life of ...
 - Town hall meetings
 - Walk the job ...
 - Process 101 ... highlighting causal relationships
 - KBOs and money
 - Secret sauce to help them achieve their goals



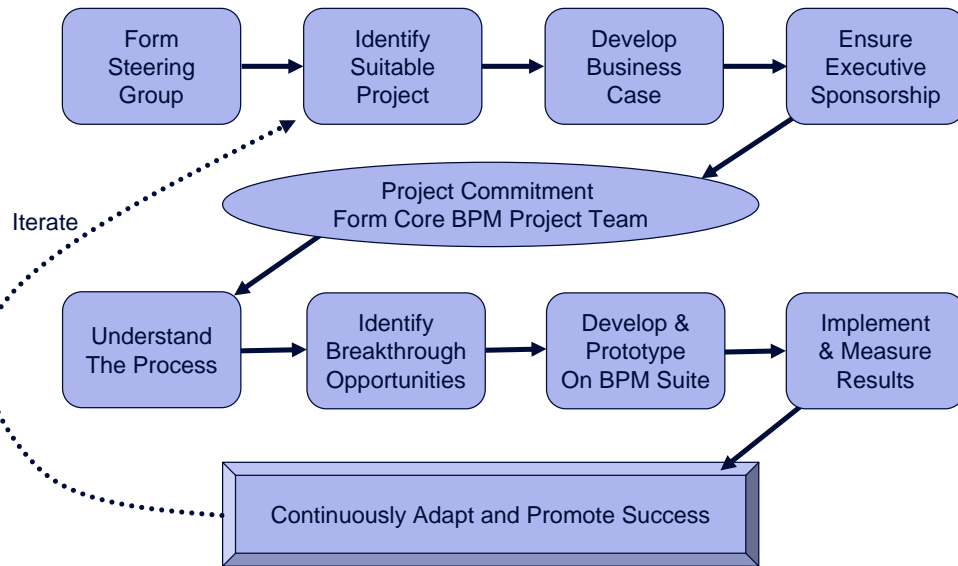
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BPM Team Formation

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- Not too large (the smaller the better)
- The BPM Project Manager
- A Senior User (the “Process Owner”)
- One or more Subject Matter Experts (SME) from LOB
 - A consummate knowledge of the operational mechanics
 - Deep appreciation of the macro-level business objectives
 - One for each of the major business areas affected
- Lead Business Analyst (or Process Architect)
 - Additional business analysts/process consultants .
- IT specialists
 - At least one or two are needed to advise on opportunities to leverage and re-use existing IT assets



Picking The Team Members

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- Make sure roles go to appropriately qualified people
 - Business Analysts
 - Business savvy, yet fluent in the capabilities of technology
 - Understand the power of process & how change occurs
 - Experience of several major projects with process at their core
 - BPR, Six Sigma, TQM, Kaizen, Lean ...
 - Consummate diplomats - bridge between IT and the Business
 - Not a traditional IT systems analyst
- Snake Oil Salesman or Consultant
 - Experience in industry; experience in implementation; an understanding of best practices in change management and process improvement methodologies
 - Distinguish between the salesman and the consultant
 - Check CVs and References



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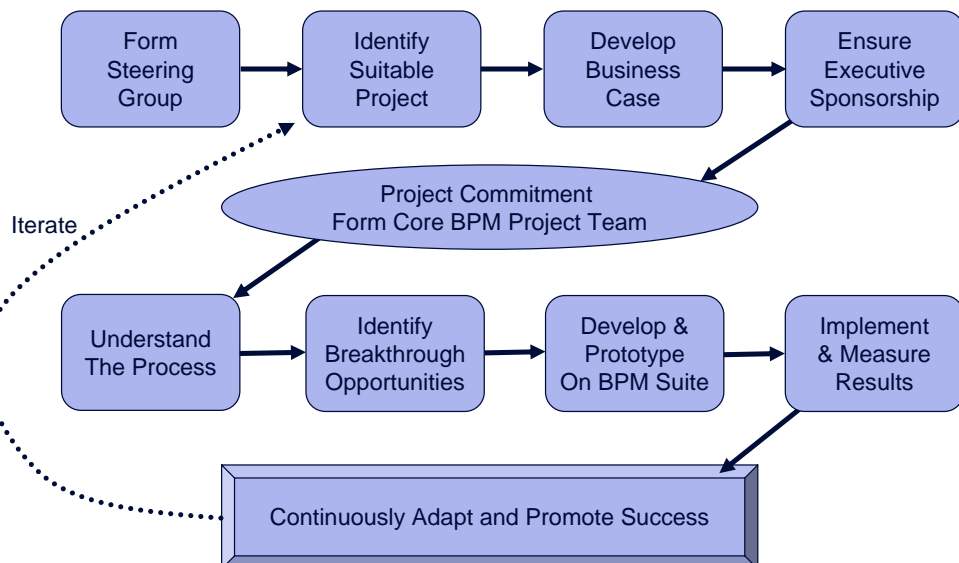
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Understand The Process

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Summary

- Identify the core 20% that delivers the majority of the value
- Step outside of it and see it for what it is
 - Temptation is to model to a high degree of detail
- Detailed minutiae of the process is almost certainly a waste of time
 - Getting stuck in “analysis paralysis”
 - Man-years of effort and lost opportunity space
- Best practice **Model at a high level with using complementary techniques that provide contrasting perspectives**
 - BPMN, RADs, OSTN, Capabilities (Services)
 - You need more than one modeling technique
 - Time box understanding phase (to a few weeks - < 1 month)
- Outside-In, not Inside-Out
- Model presents a framework for measurement
- Data & Documents as the implementation details
 - Ford & Mazda, ANO Auto Manufacturer and Toyota



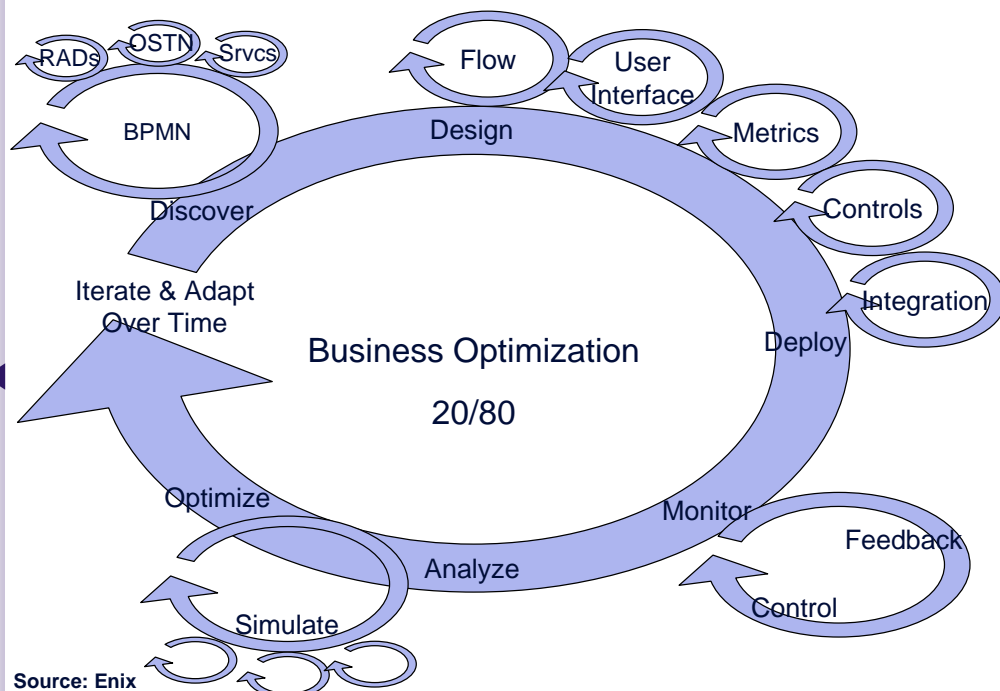
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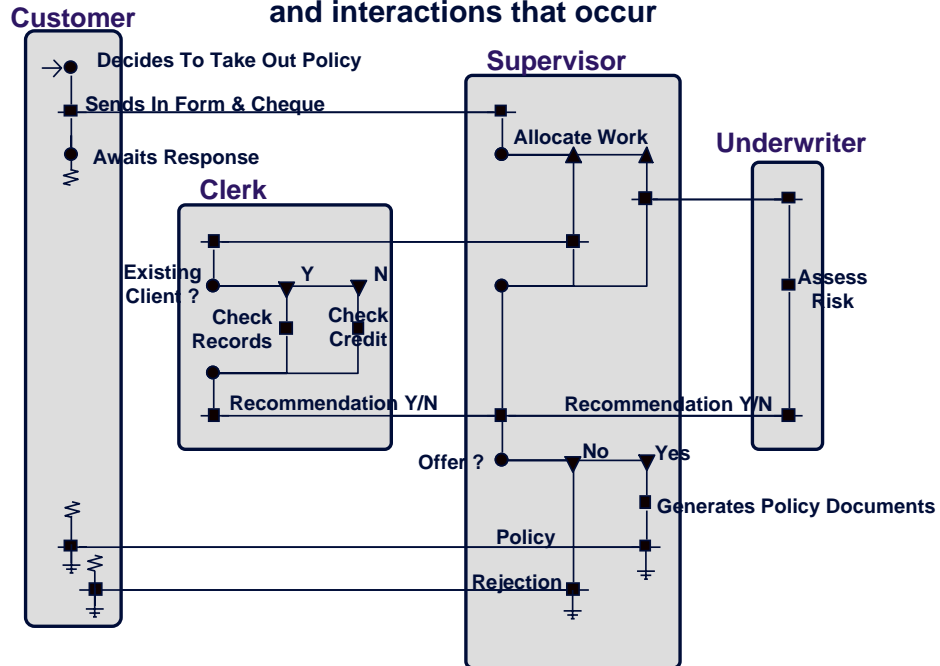
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Role Activity Diagram Example

Modelling how a Role changes state as a result of the actions and interactions that occur



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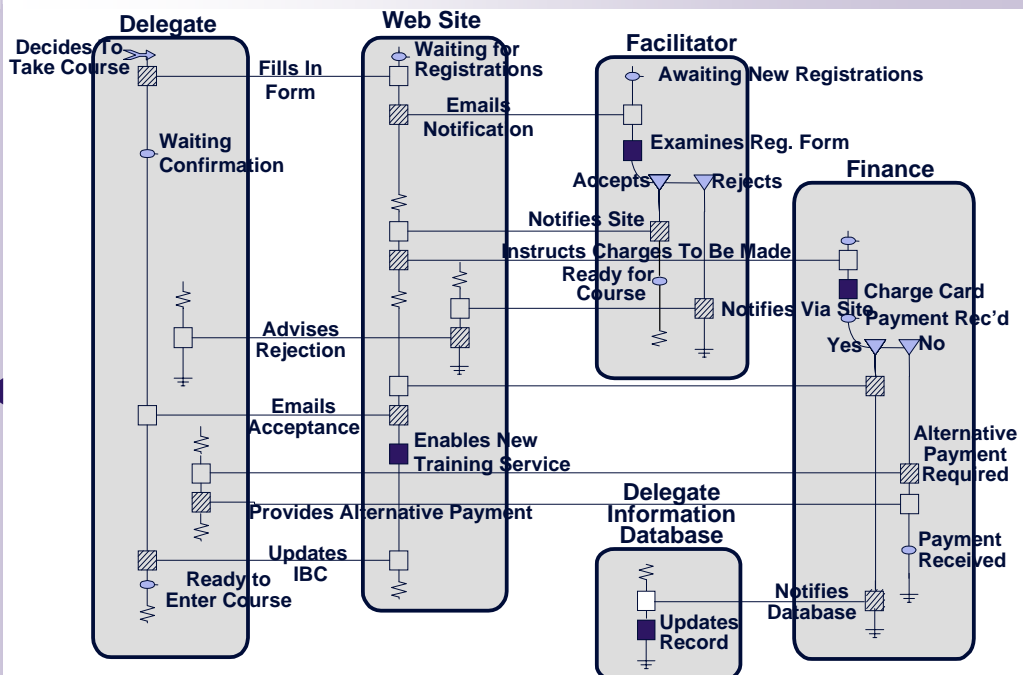
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Online Registration



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Change Request

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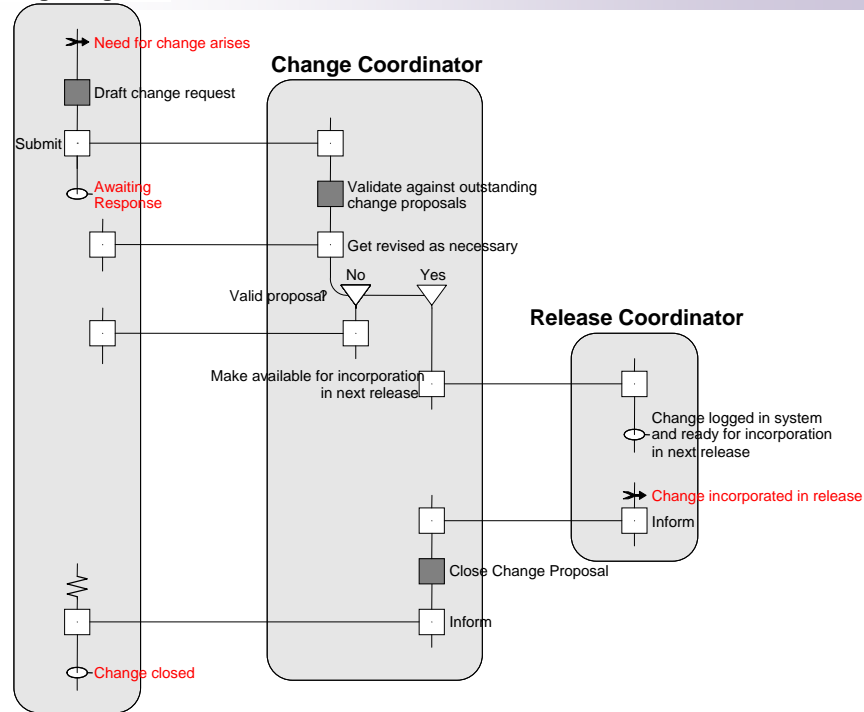
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Change Originator



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Business Service Components

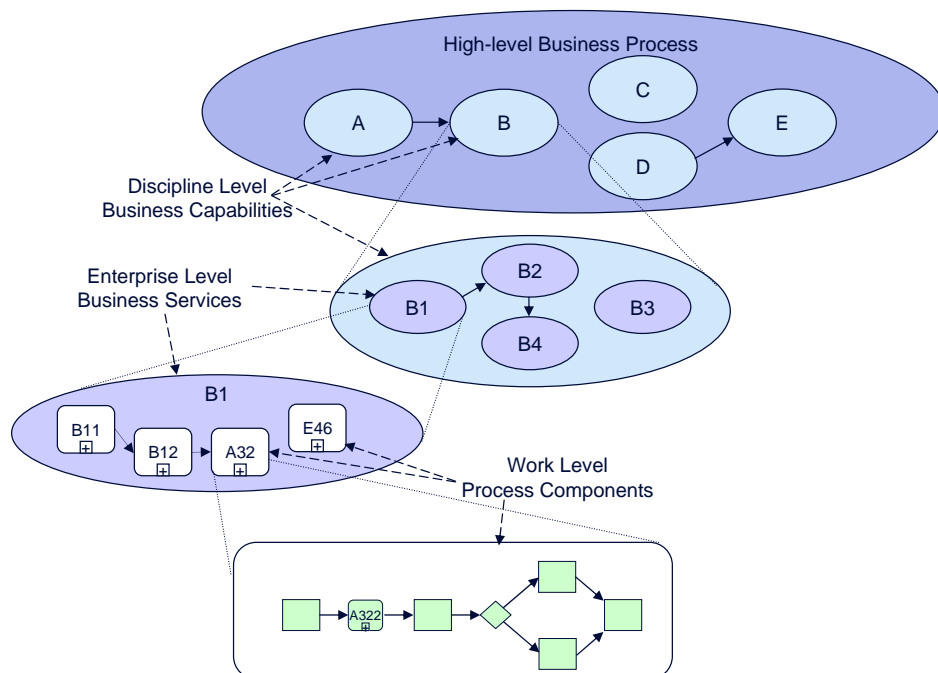
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Breakthrough Opportunities

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- Resource Efficiency & Cycle Time reduction
 - Automate back-room repetitive steps, integrate front office steps, leading to better customer service, more time for higher value adding activities
 - Wells Fargo – efficiency up by 40%, costs reduced by 15%
 - Allianz - achieved an 80% increase in efficiency, with the average time to process a claim reduced from weeks to days
 - DVLA increased case management productivity by more than 50%
 - KPN reduced the average time for order processing by 90% and cost savings of between €150,000 and €200,000 per month; estimate that the solution enabled a 95% reduction in errors, 80% straight through order automation, 50% productivity improvement
 - Woori Bank – 70% increase in time to customer front end; Loan processing time cut in half, saved \$21m, grew top line by \$115m



Breakthrough Opportunities 2

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- Enhance Customer Service
 - Automation frees up the resources
- Channel integration
 - Consistent processes, integrated across digital and physical channels
- Work items handled multiple times
 - Miami-Dade County Clerk of Courts
 - a typical citation was handled a minimum of 37 times
 - half of all tasks consisted of moving paper from one desk to another
 - Achieved a 30 percent increase in the caseload with 15 percent fewer staff members, leading to an annual saving of \$1 million
- Role Rationalization
 - Combine overlapping roles, Reduce hand-offs
 - Risks of things falling through the cracks
- Better Manage Exceptions
 - Initially stick to the Happy Path, route exceptions to Process Owner
 - Use iteration to incrementally handle exceptions
- Integrate Data & Documents



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- ✓ Identify subject matter experts for each area of the business affected by the process. Often there are assumptions made by those in related roles that prove to be incorrect.
- ✓ Remember that the emphasis is on understanding. Use complementary techniques to help the stakeholders to step outside of the box and see things differently.
- ✓ The BPM team should undertake an exercise to try different modeling approaches and assess for themselves the ones that work best for their company and culture. Look at approaches that help challenge the status quo.
- ✓ Make sure that the end users realize that this is not a “once and done” system delivery. Ensure that they understand that the team is coming back for future iterations on the development so that they do not try to cram every detail into the initial release. It may be necessary to produce a functionality roadmap with future phases of activity linked to areas of functionality not yet implemented. This will help the BPM Team and the end users focus on the delivery from this phase of development.
- ✓ On complex processes, to ensure that the scope is at the right level, try asking “why?” (five times). When clear answers are no longer forthcoming, that suggests the appropriate level of scope. This sort of analysis will help identify the root cause – ensuring that the scope is neither too wide, nor so narrow that the business benefit is minimal.
- ✓ Use Dialog Mapping to help create a shared understanding and better project memory (to capture why the decisions were made). See www.compendiuminstitute.org

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- ✓ Ensure that the team is able to succinctly and specifically state the practical problems associated with the business domain. If that is not possible then it suggests more work is necessary to identify the real priorities.
- ✓ It is a good idea to ensure that the team carries out a fundamental re-assessment of metrics as part of the BPM implementation. Explore how to integrate the business relevant data (such as customer, or product information) with information on cycle-time, resource utilization, etc. When assessing KPIs, make sure that they support the underlying business objectives (the firms KBOs). Further, take care to ensure that the measures will reinforce the behavior that the initiative is trying to encourage.
- ✓ Build a roadmap of the short, medium and long-term vision for the application. Identify chunks of functionality for delivery in successive iterations. Re-scope the roadmap on the completion of each cycle.
- ✗ Problems can occur in this phase of activity if people decide to set out and capture all potential paths through a process, all exceptions or all potential activities. This is the root cause of “analysis paralysis.” IT-centric analysts wrongly assume that the path to success begins by populating a multi-dimensional modeling repository. In the short term, it can kill a BPM project as it distracts from the critical requirement of proving the efficacy of the BPM approach to the business.
- ✗ Creating the “definitive” Requirements Specification is a waste of time. Documents by themselves are flat. Indeed, the whole notion of a definitive requirements specification becomes irrelevant in a BPM project

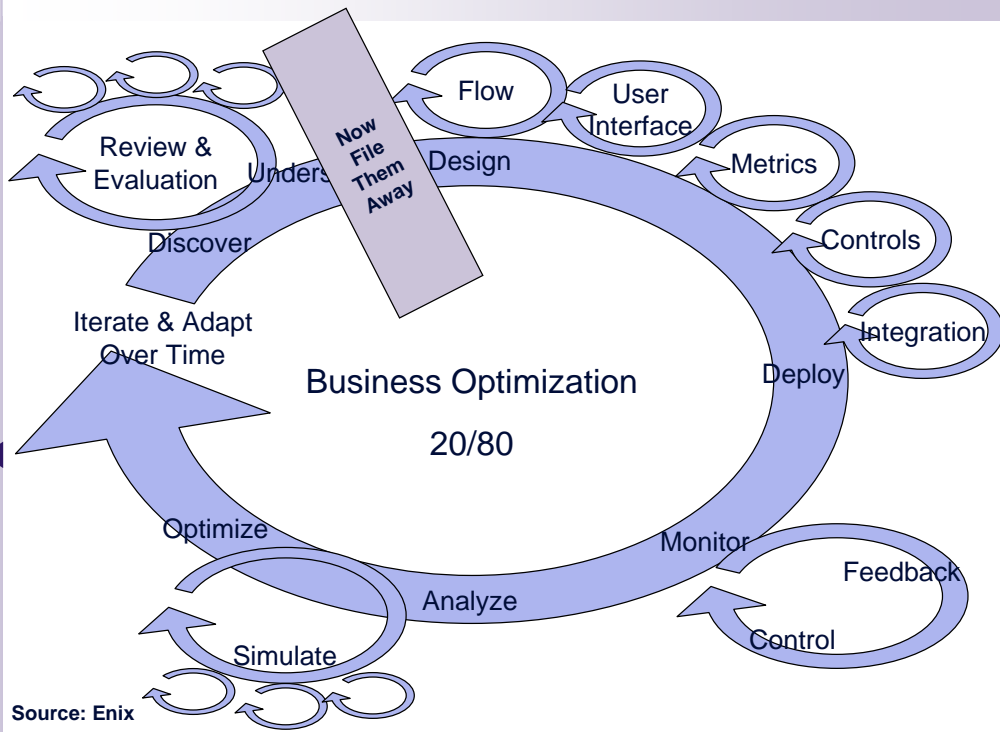
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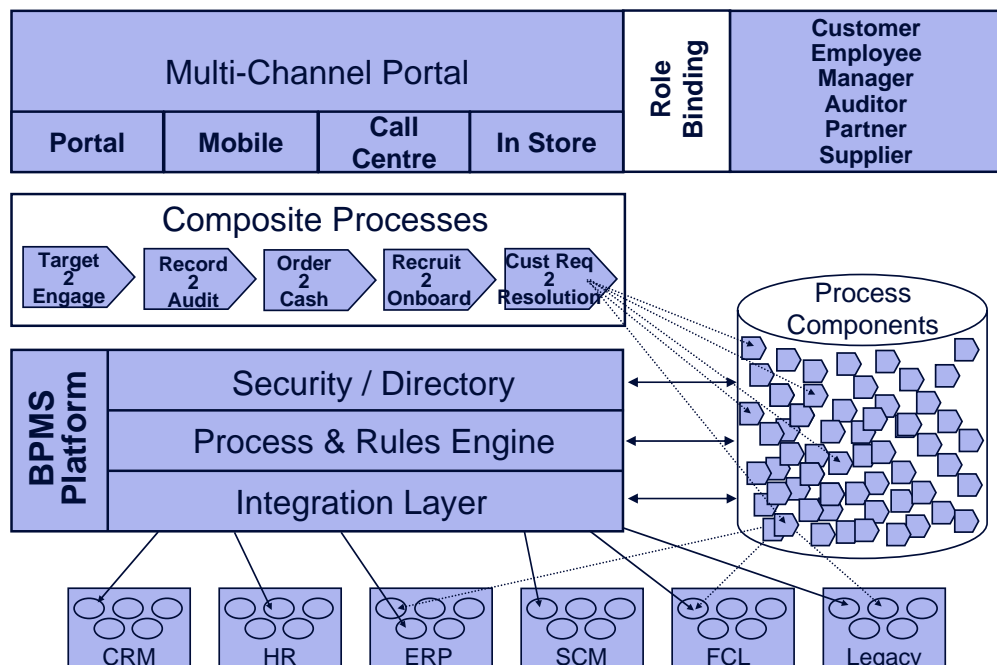
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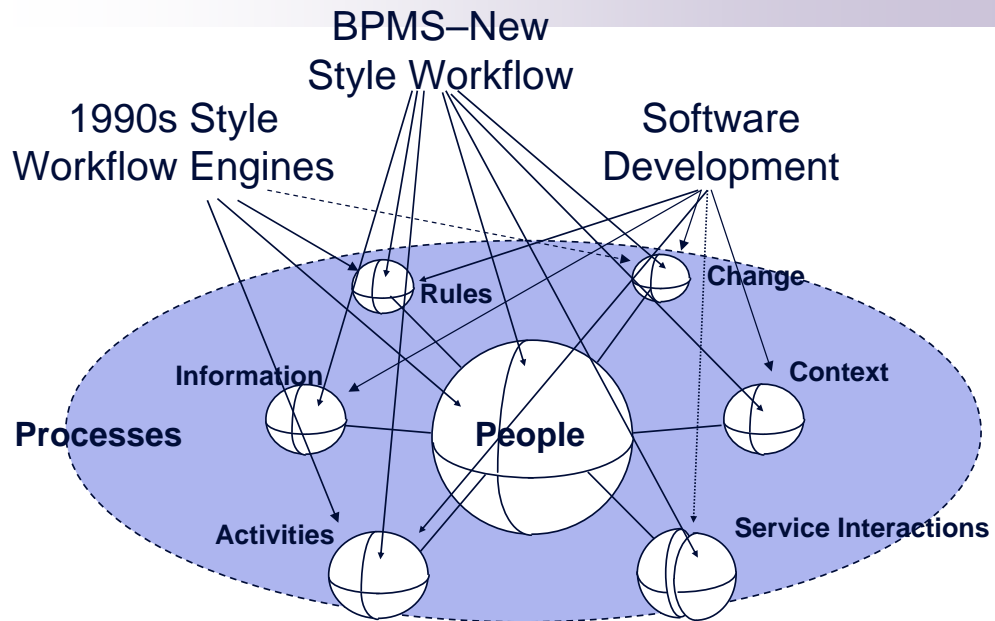
Evolution of the BPMS

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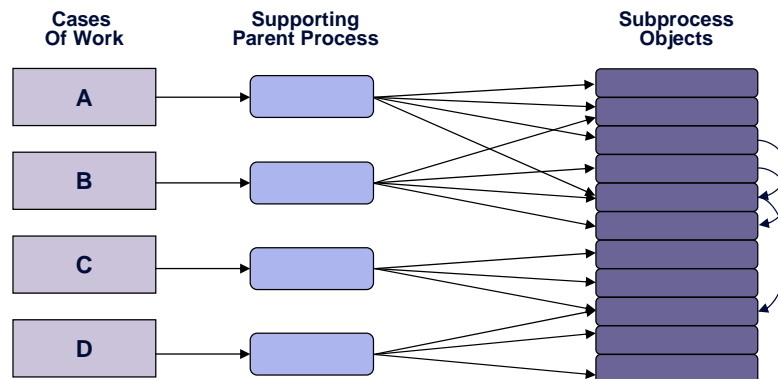
Case Handling

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- A Case is supported by a number of Process Fragments from a library that have all been designed to work together
- Usually the Case is supported by one 'Supervisory' Process Description that carries with it instance relevant data
- Users add appropriate fragments to the Case as needed
- Primacy is with the Case rather than the Process Fragment
- May be a hierarchy of Cases

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- ✓ *Ensure comprehensive facilities support continuous and ongoing collaboration between the business leadership and the BPM team.*
- ✓ *Rather than attempting to “transform” the “As Is” model developed in the initial phase (Process Discovery and Understanding), build a new set of models inside the BPM Suite. This helps to focus on the desired functionality for this phase. It removes the temptation to bend the rules in the Discovery and Understanding phase (by attempting to put too much detail into models). It will also help ensure that the application leverages the features and facilities of the BPM Suite.*
- ✓ *Locking down the “To Be” process definition in the first iteration can be challenging. Even when users know that further iterations are planned they will still push for functionality that is less important. Zeroing in on what the business really cares about is often difficult. Separate the identification of the happy path of the process from the handling of exceptions. In the initial iteration of the process flow loop, it may be good enough to capture and support the happy path. Subsequent iterations could then capture the major exceptions, leaving the more complex exceptions to another release of the application.*



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- ✓ *Catalog and weight exceptions to help identify those that are most important. Look at each one in terms of its impact (to the business when it occurs), its frequency, and whether it is detectable today. A severe exception may only occur twice a year. Or conversely, an exception that happens frequently may have little or no impact to the business.*
- ✓ *Separate the management of the flow of instances (all cases in the system) from the management of a single case.*
- ✓ *When presenting finished functionality for any particular facet, ensure that the workshop includes a wider group rather than just the managers and subject matter experts already involved. This helps to remove errors, identify additional functionality for the next iteration, and encourages broad acceptance of the application when released into production.*



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- ✓ Consider data and documents implementation details of the process. They are normally the mechanisms invented to keep the process coordinated, rather than the essence of the process. Look for ways of achieving the real goals of the process without that mechanism of coordination. Removing them will probably drive a massive jump in productivity and/or cost reduction.
- ✓ When integrating third party applications, take the time to wrap them first in Web Services to insulate the process model from any changes in back-end systems (and vice versa).
- ✓ Remember that both the use and understanding of data also evolves iteratively, which can have fundamental implications on the design of the process and integration mechanisms.
- ✓ Ensure that a subject matter expert is available from each major role affected by the system, which is particularly important in the process flow and user interface area. Share specialist resources across projects.



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- ✓ When selecting a BPM Suite, identify a holistic environment that provides semantic consistency across different views as participants share the same set of models and configuration data. This minimizes any opportunity for miscommunication and lowers the cost of development.
- ✗ Remember that processes will inevitably change during design and development as the details are uncovered. These discoveries can happen at any point during the development. Assess each against the agreed scope of the project. If the proposed change has a dramatic impact, then identify it for a later iteration in development. Too much emphasis on trying to define process nirvana is of low value.
- ✗ While designing and deploying the process the temptation is to focus on the orchestration of the process. Ensure that equal attention is given to the points of process failure. Evaluate each failure for its severity, occurrence, and the current controls to detect.



Implement and Align Organizational Change

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- Significant process change drives changes to the organizational structure and associated roles
 - Natural resistance
 - Carefully planned and managed
 - Engage specialist Organizational Development professionals
- Ensuring business buy-in is critical early on
 - Dialog Mapping can help expose the commonality of purpose
 - Look for conflicting perspectives and tacit assumptions
- Establish regular monitoring and review practices
 - Assessing performance against established benchmarks
 - Identify issues before they become problems
 - Experiment with the underlying process models to adapt to changing business needs



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- ✓ *The BPM Suite should provide mechanisms to slice and dice the information on performance, linking historical process performance data with the Line of Business (LOB) data of the application domain. The BPM Suite itself should include optimization features that spot trends and suggest potential improvement options, identifying changes to business rules and process logic. Look for the ability to view this optimization data in the same diagram as the process modeling environment.*
- ✗ *With every report requested, assess whether the information is actionable—can the BPM Suite take action directly. Think of it as the difference between reading the news, and MAKING the news. Otherwise, it is easy to end up with a lot of “so what” type data points and miss the big opportunities.*
- ✗ *Simulation is not an end in itself. It is one of many diagnostic tools. Do not rely on any one piece of information or one tool as being 100% accurate in its conclusion. Processes are multi-dimensional and so is the “truth.”. Use a variety of analysis techniques to isolate the most critical factors that affect the ability of the process in support of its Key Process Indicators (KPIs) and, as a result underpin the Key Business Objectives (KBOs) of the firm.*
- ✗ *Avoid simulation models that are deterministic in nature; designed to prove to management a positive return on some proposed change. Such models often reflect the agenda of the modeler rather than the reality. They usually bury assumptions rather than surface them.*



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- ✓ Working with LOB managers, explore how they would react to specific peaks and troughs in demand. Work out whether it is possible to provide them with mechanisms to influence resource deployment and throughput under these circumstances.
- ✓ Ensure that appropriate dashboards are created for every level of the organization - from executives (whose dashboards might subsume multiple processes) to workers, who will want to 'keep score' of their own productivity.
- ✓ It is particularly important to provide a focus on the needs of teams and the management of the people within them. Concentrate on identifying how much work is coming down the pipe, and what the team has to get out the door today, tomorrow, this week, or by the end of the month. In turn, this can drive a better understanding of what their collective efforts can achieve and where they are struggling.
- ✓ In the BPMS environment, all process-related information should be accessible via the graphical representation. Ensure that the product allows direct access to all events, rules, user interface screens, flows, and analysis – from the same tool, in the same context. Best practice is to have one holistic environment, this gets everyone on the same page when communicating, thereby avoiding the telephone game.
- ✓ Along with analyzing activity durations and resource utilizations, it is also a good idea to look at paths. Identifying the percentage of work that follows the happy path of the process, versus the number spent on exceptions, or complex approvals.



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- ✓ Benchmarking—As a first step, it is a good idea to conduct benchmarking exercises with other organizations. Rather than learning only from those of a similar size and culture, the group should also compare approaches with firms that have a fundamentally different view of how to organize BPM initiatives.
- ✓ Grow the process acumen of the team by assessing different approaches – Take time to weigh different approaches (especially for process and business modeling). Rather than looking for a single approach for all situations, assess which techniques best support different types of scenarios. By necessity, this type of activity involves bringing in outside experts to educate and facilitate discussions
- ✓ Adopt an iterative development methodology, supported by appropriate technology. The old linear application development methodologies just will not scale to handle the number of engagements. Neither will they provide the agility needed for survival in a rapidly evolving business environment.
- ✓ At first, do not bite off more than you can chew. Given the fundamentally different approach to development and implementation, it is vitally important to prove the effectiveness and validity of the approach. So look for a short, tightly scoped project that allows the team to build skills and experience. The project should have relatively low complexity and a clear business benefit.



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- ✓ *Share the high-level vision with the business users along the way. Help them to understand the iterative approach, with multiple releases in quick succession. Otherwise, they will assume that the time between releases is infinity and will push for too much functionality in the first release, making it unnecessarily complex. Share the iterative builds with business users to make them more comfortable with the overall approach.*
- ✓ *The relationship between Process Owners, Business Owners, the Center of Excellence and an individual BPM project team requires careful consideration. Address governance issues comprehensively and early. Identify process owners to sustain/support applications once in production. Agree on change procedures, expectations on resource availability, etc.*
- ✓ *“Before Action Review” and “After Action Review” – This is the most important mechanism to grow the BPM capabilities of the firm over time. For each project, focus on short cycles of plan, prepare, execute, and review. For each project, phase and sub-phase, plan the engagement with the user community. Set objectives for each deliverable and brief the team to ensure that they fully understand the rationale. Conduct formal BARs and AARs for the entire project, for each phase and sub-phase. By necessity, the BAR-AAR cycle for sub-phases will be relatively brief affairs. Encourage all team members to take notes and participate in these meetings.*



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- Process is an abstract notion
 - Coordinating behavior
 - Problems with dialect
- BPM success relies on an iterative approach
 - Tightly scoped tactical experiment
 - Choice of initial project is critical
 - Build skills, understanding and business commitment
 - Understand the process, then move directly to BPMS
 - Compare and contrast using RADs, OSTN, Capability Models
 - Rapid iterations on Process, User Interface Metrics, Controls, Integration, etc.
 - Manage the deployment issues, human change
- A broad range of tasks
 - Steering Group, BPM CoE & IT Collaboration
 - Avoid business process repositories till a clear benefit emerges



Recent White Papers

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➤ Issues and Best Practices for the BPM and SOA Journey

- how the two approaches complement each other, explores a couple of modeling techniques to help coordinate the bottom-up approach of SOA, with the top-down methodology of BPM.

➤ The Keys To BPM Project Success

- Detailed BPM Project Guidelines

➤ Getting Past The First BPM Project (Developing A Repeatable BPM Capability)

- Discussion of the iterative approach to BPM

➤ Rules are from Mars & Processes from Venus

- Assessment of alternative approaches to rules and processes, contrasting what is possible with each

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➤ **Other Recent Transformation Oriented Papers**

- Learning in the Thick of It Marilyn Darling, Charles Parry and Joseph Moore - HBR July-August 2005
- Deep Change – How Operational Innovation Can Transform Your Company Michael Hammer - HBR April 2004
- Fixing Health Care from the Inside, Today Steven J. Spear – HBR Sept 05
- Leading a Supply Chain Turnaround Reuben E Sloan – HBR October 2004 (good example of major change projects affecting the whole company although more oriented toward supply chain initiatives).
- Designing IT for Business Laartz, Monnoyer & Schergin - McKinsey Quarterly #3, 2003

➤ **Other Books**

- Although not strictly BPM related, this set cover innovation and strategy which have a fundamental impact on processes and the way they are implemented. All come with a 5 star recommendation.
- The Innovator's Solution: Creating and Sustaining Successful Growth, Clayton Christensen, (2004)
- After Thought: The Computer Challenge to Human Intelligence ... , James Bailey, 0-465-00782-1
- Customer Intimacy, Wiersema, 0-00-638839-6
- Competing on the Edge: Strategy as Structured Chaos, Brown & Eisenhard, 0-97584-754-4

➤ **Role Activity Diagrams**

- I made several references to Role Activity Diagrams during my session. The key reference is Martyn Ould's latest book - Business Process Management: A Rigorous Approach

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