

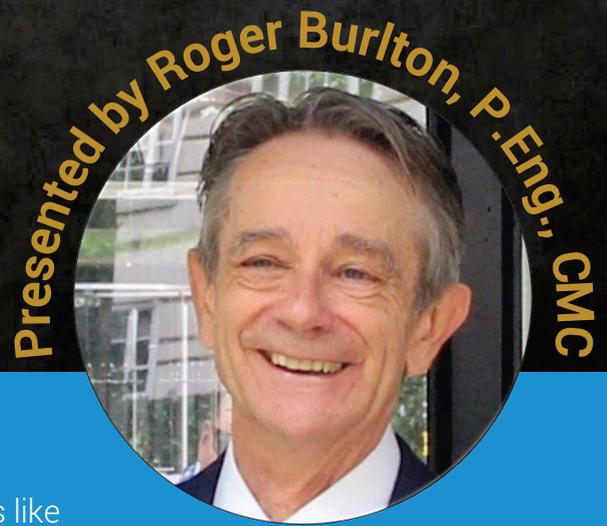
Business Process Management

Managing Business Processes: From Strategy, to Architecture and Business Change

16
PDU's



25 YEARS IN MAKING · MORE THAN 700 SESSIONS WORLDWIDE · OVER 35,000 PARTICIPANTS



Seminar Focus:

Understand what a useful Business Process Architecture looks like

Connect enterprise-wide process models to the component process models that support them and keep them traceable

Learn how to sell the Business Process Management value proposition and gain cross-organization acceptance

Develop a measurable process classification for planning, budgeting, organization design, compliance, human change management, and the introduction of breakthrough technologies

Accelerate process and capability change projects by using BP analysis and design best practices

Know when to use Lean and Six sigma techniques and when not to

Discover how to address cultural barriers during the process lifecycle

KTC International
Success through **Competitive Intelligence**

Business Process Management

Managing Business Processes: From Strategy, to Architecture and Business Change

Overview:

Those organizations that truly understand and anticipate their business needs and have a good knowledge of how to best leverage their scarce business resources have great advantage in the marketplace. Those that truly understand how the internal processes needed for a healthy business can be innovative, lean and changeable do better than others.

There is no doubt that a solid process foundation is needed to connect the dots; strategic intent, business relationships, business capabilities, enabling technology and human resources. This end-to-end process structure is essential to become more modern and ensure that all business resources are optimally aligned towards a common goal.

To do this, we need to architect and align our intellectual and physical assets and shared capabilities using Business Processes as the glue in tracing all work to enterprise objectives. A practical, shareable and implementable Business Process driven Change Portfolio will ensure we choose the right transformation initiatives and optimize them.

From this we can scope, analyze and design new ways of working using process innovation and improvement practices and models. These will help us to realize new business model intent and prescribe what's required technically as well organizationally and culturally. This highly participative workshop will delve into all aspects of Business Processes from the highest strategic level to the design of new process capabilities and everything in-between.

Special features of this course:

- Get ready for Disruptive Innovation
- Continuously manage processes as an asset of the enterprise through a governance framework and Centre of Excellence
- Align all programs of business change with IT and HR strategy
- Build a connected measurement framework based on value creation for stakeholders and outcomes not just for efficiency
- Get a set of capabilities that are truly traceable to strategic intent
- Be able to sell the concepts upward and reduce internal resistance to change
- Learn a method that scales for both small and large organizations
- Work with Roger Burlton; a pioneer and the most experienced pragmatist in this field

Who should attend this course?

This class will be of benefit to professionals and managers of all types involved with planning and designing new business models, organizational change and enabling business processes to adapt and innovate continuously.

- Business Process Architects
- Business Architects
- Process Improvement Analysts
- Business Analysts
- Business Designers
- Strategic Planners
- IT Architects
- Business Managers
- Project Managers
- Program Managers
- Portfolio Managers
- PMO Managers
- HR Executives
- IT Executives
- System Architects

Anyone else concerned with designing Business Change programs.

This course is in line with the **PMI Talent Triangle** and all PMI certified professionals are eligible to claim 6 PDU points for *Strategic and Business Management* category, 4 PDU points for *Leadership* category and 6 PDU points for *Technical Project Management* category.

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This seminar has been specifically designed to show you how to:

- Use an evolving yet proven and repeatable process management framework supported by straightforward yet innovative techniques
- Assess stakeholders' requirements and relationships on a continual basis
- Design processes and align them to business services and capabilities, technology enablers, human competencies, and governance programs
- Incorporate learning, feedback and knowledge-sharing
- Manage understanding, politics and commitments relentlessly to mitigate resistance
- Establish clear-cut mechanisms and responsibilities at all levels for an aligned and measured process performance scorecard that is balanced and traceable to strategic intent
- Exploit the potential of new technology and technical architectures

What you will learn:

This session is intended to provide a comprehensive view of business process, process automation, and human change. You will learn about:

- What's new in BPM practices and how they can work best for you
- Strategic, tactical and operational considerations in a comprehensive BPM framework and method
- How to sell the BPM value proposition and gain cross-organization acceptance
- How the process architecture is the foundation for SOA and the introduction of breakthrough BPMS technologies
- How to institute day-to-day process management and governance for continued progress and control
- The essentials of a model-driven, process-centric approach

Benefits to your organization:

- Anticipate and respond to changing needs more quickly
- Deliver better performance faster
- Align all programs of business change and governance along with IT and HR strategy
- Continuously manage processes as assets of the enterprise
- Balance the competing requirements of functional and process stakeholders
- Make process technology work for your organization
- Define and manage an aligned program of change successfully
- Get all people to change with less hassle

What makes this seminar unique:

This seminar provides a comprehensive, up-to-the-minute examination of the state of the art and latest trends in the rapidly evolving practice of Business Process Management (BPM). It addresses innovations in day-to-day ways of managing the lifecycle of processes as assets of the enterprise.

It focuses on the critical role that processes play in the alignment of the strategic objectives of the organization with what people do every day. It provides you with a set of reusable and scalable methods, models and techniques that apply to whole enterprises – as well as to specific processes within them.

This seminar is geared both to those with process experience who want to know what's new, as well as to those seeking to learn a set of pragmatic best practices packaged into a reusable BPM framework and management structure. The brief facilitated workshop sessions are highly interactive and ensure peer-to-peer learning with other attendees.

The seminar is continuously updated with the newest knowledge and consistently attracts experienced professionals and managers from a variety of industries providing significant opportunity for interaction and knowledge-sharing.

It is logical. It is practical. It is comprehensive. It makes sense. It makes you think. It works!

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Seminar agenda:

Why Business Processes?

- Response to disruption and need for Innovation
- Requirement for business adaptability / Speed of change
- Need for end-to-end effectiveness
- Digitization and virtualization

Business Process Management and Related Disciplines

- BPTrends Associates BPM Methodology
- The fit of Six Sigma and Lean
- BPM Maturity
- **Workshop: What is your BPM maturity?**

Value Chain Identification and Process Architecture Scoping

- Whole company vs internal group scope?
- Cross company value chains

External Environment Assessment and Stakeholder Analysis

- Stakeholder classification
- Stakeholder context diagram and health assessment
- Stakeholder needs, expectations, outcomes and experiences
- Measuring stakeholder relationships: goals, KPIs and objectives
- **Workshop: Who are your stakeholders and what must we be able to deliver for them?**

Business Semantics: The Basis for Process and Information Clarity

- Business vocabulary
- Concept model

Business Process Architecture

- Stakeholder and asset process cycles
- **Workshop: What are the Process Cycles for your Value Chain and what are the End-to-end Processes of your Business?**
- Building the externally focused process architecture
- Business process frameworks
- Examples of architectures from varying industries
- Modeling standards (IGOE, BPMN, CMMN, DMN)

Process Performance Models

- Characteristics of good performance indicators
- Lagging and leading indicators
- Enterprise, stakeholder, value chain, value stream and process measurement traceability
- Balanced process scorecards
- Measurement traceability
- Associating processes and measures
- Organization structure and accountability

Business Capabilities

- What is a capability?
- Business processes and capability connections
- The Burlington process capability hexagon

Process Alignment to Decisions, Knowledge, Policies and Rules

- Decision management
- Policies and business rules

Process Alignment with IT Architecture and Enablement

- Information models
- SOA
- BPMS
- BRMS

Alignment with Human Capabilities and Enablement

- Competencies
- Managing motivation, behavior and culture

Portfolio Management

- The north star (operational goals and objectives) to establish ideal value
- Using process performance data to evaluate performance gaps
- Pain- gain analysis for process prioritization
- Priorities: grids and heat maps
- **Workshop: What are your Change Priorities (Pain-Gain)?**

Understand the Process Innovation / Improvement Project

- Establish process and project vision, stakeholder goals and performance targets
- Scoping a process change project
- Selecting from available modeling techniques and notations
- **Workshop: Scoping the Process Project**

Analyze the Business Process

- Gather information
- Model existing process
- Measure process performance
- Analyze the process for causes
- Using Lean and Six Sigma
- Rapidly iterate the models
- Implement quick wins

Redesign the Business Process

- Formulate alternative solutions
- Conduct design workshops
- Model potential solutions
- Validate recommended solution and model
- Update the transformation strategy and business case

Human Change Management: Perceptions, Politics and Commitment

- Understanding concerns and fears of executives and staff
- A method and tools for navigating fear
- **Workshop: What are your stakeholders' concerns and how will you communicate to mitigate them?**

Sustaining BPM through Governance

- Governance maturity & framework options
- Illustrations of what others have done
- CoE support for sustainment

Summary

- A maturity based rollout strategy
- Lessons learned

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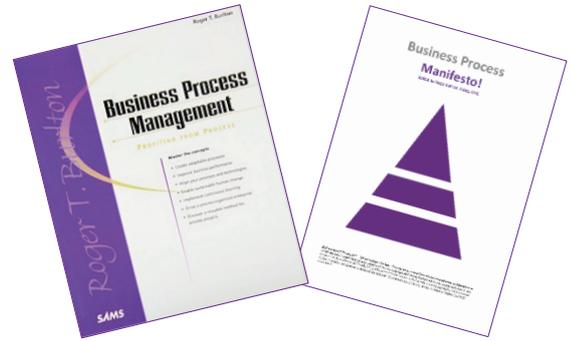
About the Seminar leader:



Roger Burlton, P.Eng., CMC

President and Managing Partner
Process Renewal Group Inc.

Co-Founder
BPTrends Associates



Roger is the President of Process Renewal Group and co-founder of BPTrends Associates. He is the author of the pioneering book **Business Process Management: Profiting from Process** and the standard **Business Process Manifesto**, now available in 14 languages. His Business Architecture column in BPTrends.com is available to over 20,000 readers. He developed and delivered the first Business Process and Business Process Architecture management classes in the world in 1991, certified today by universities in North America, Europe, Australia and South America and registered with IIBA® as an official training source. **Roger is recognized as a world leader in transforming companies from traditional hierarchical organizations to process managed ones based on a Business Architecture model.**

He has led numerous initiatives to implement new business models, governance frameworks and process management capabilities for global corporations and government agencies. He continues to chair the most prominent business process conferences around the world which he has done on over 40 occasions. **He is regarded globally as a thought leader and dynamic practitioner who brings reason, clarity, and practicality to complex business architecture and business change.**

A respected pioneer in the introduction of innovative approaches for Business Management, Roger not only presents these advanced BPM concepts to managers and professionals around the world but works with leading organizations to implement them.

To date, Roger Burlton has conducted over **700 sessions** and has presented to over **35,000 professionals globally**. His seminars are the longest continuous **BPM series in the world** running since 1991.

