Business Process Management Introduction

**Description:** An introduction to this discipline provides the participant with the challenge of the 21st Century toward process-centric management. Whether the organization is for-profit, non-profit, community services, government, or industries on the world stage, process management is the differentiator. This course will introduce individuals to this vital management shift, a shift that began with new fervor over the last decade and thrust as a clear set of results oriented disciplines for the 21st Century. The course will layout the historical underpinnings, the many sub-disciplines which are included as well as the theme or paradigm of Business Process Management. This is frequently referred to as “The Next Big Thing”. The course covers the spectrum of management shifts, enterprise and systems impacts. This course actively engages participants.

**Disclaimer:** this course is not a technology nor a methodology or modeling training course, though both will be examined in a very limited fashion.

**Duration:** 1 – 2 Day Course

**Covered for Immediate Use:**
- Understand BPM Terms
- Learn what the major analytical and design method considerations are
- Learn what a BPM project and resources are needed for success
- Learn what a BPM management and process-centric organization is and how it works
- Understand the metrics and measurements critical to managing processes
- Learn how to identify critical processes
- Learn about the alignment imperative: Strategic Goals, Processes, People, Systems

**BPM Introduction Outline**

- **Terms and Concepts**
  - Historical Perspective
  - Process Evolution – Four Waves
    - Measurement – Time-Management - Taylor
    - Total Quality Assurance (TQM) - Deming
    - Process Re-Engineering – Hammer/Champy
      - Six Sigma (Motorola/GE)
      - Lean Thinking (Toyota)
    - Enterprise Business Process Management
  - Process Centric Management Benefit
    - The Value Proposition
    - Management through Measurement
Vertical VS Horizontal Perspectives
  - Functional Silos
  - Process Value Streams

Strategic Alignment
  - Customer Outcome Based Goals
  - People Alignment
  - Process Alignment
  - Systems Alignment

Core Processes
  - Types of Processes
    - Support

Process Centric Mental Models
  - Shift from Vertical to Horizontal Management Models
  - Process Assets Management
  - Roles, Responsibilities, Cultural/Political Shifts
  - BPM Transformation Projects
  - Process Maturity Model

Process Tools
  - Process Mapping
    - As-Is Maps – Analysis
    - To-Be Maps – Design
  - Business Process Management Software suites
    - Types and purposes
    - Modeling Tools
    - Integration
    - Service Oriented-Architecture
    - Suite Stacks
    - Example Vendors

Putting It Together
  - BPM Project(s) – Beginning ➔ Middle ➔ End
    - Strategy
    - Identifying Core Processes
    - Analysis and Requirements
    - Roles and Responsibilities
    - Alignment Planning
    - Design
    - Implement and Control
    - Measurements and Transition
Business Process Management

- Process Oversight – Process Owner, Manager, Analyst, Designer
- Scorecards, Service Level Agreements, Dashboards
- Monitoring and Process Improvement projects
- Use of Six Sigma and Lean Thinking

- BPM Community
  - Academia
  - Advisory Services
  - Conferences
  - Consulting Services
  - Professional Societies
  - Publications
  - Software Vendors
  - Standards Organizations

- Wrap Up

**Exercises**

1) Process Identification Exercise
2) Develop Core Process Model and Complete Process Overview using PO tool
3) Process Maturity Exercise
4) Process Flow Team Exercise

**Recommended References/Readings**


**Instructor:**

Art Costa is president of OceanView Associates, LLC a management consulting firm in the business process management domain. With over 30 years as a practitioner and executive responsible for e-business enterprise services in Fortune 400 and 50 companies, Mr. Costa has built and sustained enterprise end to end processes to support all incoming business transactions, crossing organizational functional areas and providing customer focused solutions with bottom line cost advantage to these organizations.

Founder and President of the Connecticut Chapter of Association of Business Process Management Professional organization, Art is committed to BPM education, consulting and network development in helping to provide guidance to area industries and organizations in this vital set of disciplines. Guidance includes supporting management...
shift essential to success in a global ecosystem of high demand competition and customer choice.

Mr. Costa has developed training for Connecticut Colleges and Institutions in the IT, Computer Science departments. He is an active member of the Project Management Institute (PMI), Business Process Management Group (BPMG, an international BPM professional network), and Association for Business Process Management for Professionals (ABPMP). He has a varied industry experience including aerospace, to distribution and publication, and health care insurance. From these he has gleaned the processes which are the bedrock and life-blood of all industries. As an enterprise service owner he has been able to ply the BPM disciplines to great advantage.

Target Audience/Who Should Attend:
➢ Those who are new to BPM or have only limited exposure
➢ Those who have experience with process improvement responsibilities but little exposure to the breadth and depth of BPM disciplines

One Day AGENDA (Example)

<table>
<thead>
<tr>
<th>Introduction</th>
<th>9:00 – 9:15</th>
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</thead>
<tbody>
<tr>
<td>Overview</td>
<td>9:15 – 9:30</td>
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<tr>
<td>Understanding Process</td>
<td>9:30 – 10:30</td>
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<tr>
<td>Break</td>
<td>10:30 – 10:45</td>
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<tr>
<td>Process Modeling</td>
<td>10:45 – 12:00</td>
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<tr>
<td>Lunch</td>
<td>12:00 – 1:00</td>
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<tr>
<td>Process Management</td>
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<tr>
<td>Break</td>
<td>2:30 – 2:45</td>
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<tr>
<td>Business Process Management Systems</td>
<td>2:45 – 3:45</td>
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<tr>
<td>The BPM Community</td>
<td>3:45 – 4:30</td>
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<tr>
<td>Wrap Up</td>
<td>4:30 – 5:00</td>
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