Business Process Management

ADVANCED Course

Key Mapping Analysis and Modeling

- Build an clear understanding of key expectation form process management based on the newer approaches to analysis.
- Prepare strategy maps that connect strategies, initiatives and projects to process that are critical to Key Performance and Key Results Indicators.
- Explain what tools and tool types are best used with the different process types.
- Analyze the difference and similarity between process models and impact matrices.
- Define and specify methods to analyze a suite of processes and suggest an improvement approach.

New types of processes and BPM approaches are emerging constantly, creating a daunting task for most process projects. Whether the projects are for basic improvements or a complete enterprise transformation, understanding the newer approaches such as case management, value stream analysis and agile BPM are key to process success.

During a project you can encounter process types you are not familiar with such as hidden, analytic and integration flows. Further, you may deal with reference process models from packages, industry and professional groups and need analytics to compare them to existing or new process structures.

This seminar provides working knowledge of the more recent types of process flows, the technology emerging to implement those flows and the techniques of integration and assessment needed for enterprise scale projects. New techniques of process management have emerged over the last 20 years that have practical and established implementation approaches.

Examples of E-Flow, Integration, process mining and analytic modeling tools are provided through demonstration.

Expected Outcomes

- Develop a basic strategy map connecting strategies to processes that impact the strategies.
- Explain why changes key processes may or may not impact a strategy
- Recognize what kind of process you are working with and how that process might be improved
- Differentiate between case, workflow, art type and scientific processes and the means to measure and analyze each.
- Describe the different approaches to BPM that have been successful and explain their key parts.
- Demonstrate Working through alternative for process improvement and simplification.

The Strategic View and Advanced Techniques (Day 1)

The Strategic View of BPM

- What is a business architecture today?
- Advanced techniques
- BPM methodologies for transformation and improvement
- Assessing where you are today

Exercise – Selecting an Approach

Business Architecture and Processes

- Enterprise architecture versus IT or Enterprise Architecture
- Business excellence models
- Strategy based models - The

Five Forces

- Performance models – Balanced Scorecard
- Enterprise Analysis - Analyzing the business with descriptions

Exercise – Developing a One Page Architecture.

Strategy Mapping - Aligning processes and the business

- The alignment issue - *The complex adaptive nature of the enterprise*
- Types of alignment - *Product, process, enabler architecture relationship*
- Identifying process opportunities on the enterprise level
- Impact assessment techniques
- Developing a strategy map

Demonstration – Strategy Mapping Tool

Different Types of Flows Today (Day 2)

Analytic, Integration and E-Flows

- Analytic flows and business intelligence
- Determining requirements and defining the flow
- Integration flows
- E – Commerce and flows
- Designing new e-flows – the services concept

Exercise – Building an analytic flow

Workflows

- The workflow concept
- Workflow technologies
- Workflow standards
- Building a workflow today
- Measuring the workflow

Exercise – Developing a Workflow

Process to BPMN to Workflow

- The process model
- Converting to BPMN
- Assessing workflow attributes: forms, approvals, messages etc.
- Setting up the measures
- Converting to the workflow engine

Demonstrations – Designing an E-Flow and A Legacy Integration Product

Process Analytics and Performance (Day 3)

Process Analysis and Improvement Strategies

- Identifying process improvement opportunities
- The stages of improvement (process, enablers and architecture)
- Business process analysis
- Process improvement strategies
- Processes and content /knowledge positioning

Exercise – Determining an Improvement Strategy

Organizational performance and processes

- Architecture relationships
- Product architectures
- Process architectures
- Impact analysis
- Skills analysis

Exercise – Product/Process Impact Analysis

This course includes extensive exercises that the participant can use as reference for advanced techniques.

The attendee should have some basic working knowledge of process mapping.

Process Analytics and Performance (contd)

Employee productivity

- Barriers to productivity
- Productivity enablers
- Work measurement
- Workload assessment
- Determining workload needs
- Workload impact analysis

Exercise – Analyzing Workload Distribution

Advanced Approached to Process Management (Day 4)

Case management

- What is a case? - Characteristics of a case
- Types of case situations
- Defining and modeling a 'case'
- Fragmented processes
- Types of tools used for case management

Exercise – Identifying Opportunities for Improvement

Agile, Lean and Essential BPM

- The Agile approach – Story points,
- Agile techniques and BPM
- Complex event processing
- Lean BPM, optimize and reduce waste
- Essential BPM
- Capability Maturity Model and BPM

Exercise – Essential Process Requirements

The Rummler – Brache Approach to BPM

- The 3 levels of performance
- Improving Performance
- The enterprise view
- The process view
- The employee, worker and organization view
- Linking performance and strategy
- Measuring performance

Exercise – Processes and Deliverables

Supporting Techniques for Process Management (Day 5)

Value Stream Analysis

- Value streams and customers
- Choosing a value stream to map
- Value steam mapping
- Using PCE with value streams
- Information and the value stream

Exercise – Value Stream Analysis Paper

The Process Center of Excellence

- Defining the center of excellence
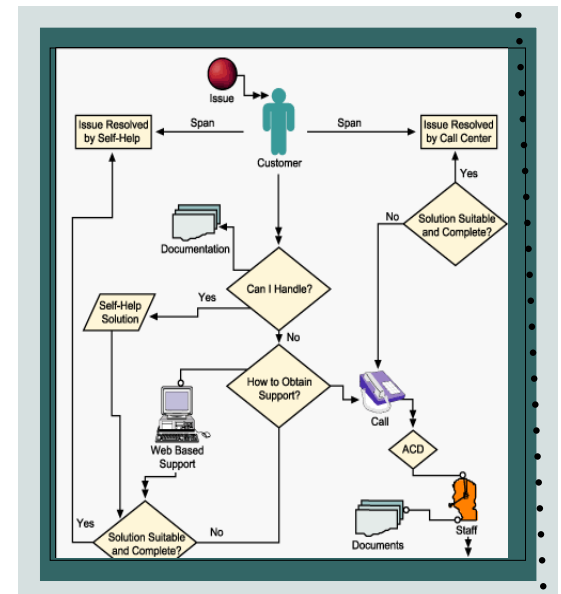- Methodologies

- Process improvement
- Process governance
- Business transition
- Process change management

Exercise – Defining Process Governance

Process Mining

- Sources of data
- Types of mining tools
- Setting up the mining operation
- Types of results
- Interpretation

Demonstration – Mining Digital Record Logs

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Meet the Expert—Frank Kowalkowski

Frank Kowalkowski is President and CEO of Knowledge Consultants Inc., a professional services firm founded in 1984 with practice areas in knowledge management, business intelligence, and performance, business and system architectures, application design and development and supply chain Management.

With more than three decades of management consulting and industry experience under his belt, Frank's spectrum of expertise mainly lies in manufacturing, distribution, insurance, financial services and the public sector. He has also played key roles in a wide range of projects, including e-Commerce, Application Integration, ERP and Supply Chain Management Knowledge Management, Artificial Intelligence, Benchmarking, Business Performance Measurement, Business and Competitive Intelligence, Data Warehousing, Technology Deployment, and Process Improvement.

Prior to his presidential post at Knowledge Consultants, Inc., Frank was the Director of Consulting for the Spectrum Group, responsible for reengineering consulting, process improvement and operational systems consulting. His engagements also included senior management presentations, audits, assessments, organizational studies, methodology development and implementation.

In addition to being a keynote speaker at international conferences as well as a conference chair, he has written numerous papers and spoken at conferences on a variety of subjects such as technology forecasting, process analytics and management, business analysis, management disciplines, and enterprise performance management.

Frank is also the author of a 1996 book on Enterprise Analysis and over 70 papers. He is currently working on a BPM book for managers and a new edition of the enterprise analysis book.

Frank focuses on training and consulting efforts internationally in regions such as North America, Europe, Southeast Asia and the Middle East. He has an outstanding list of current and past clients including many of the Fortune's 100 companies.