

DEVELOPING A STRUCTURED APPROACH FOR BPM

With so many questions and alternative directions, it is imperative that organizations ensure their BPM initiatives are successful. But they need to keep one thing in mind. Despite all the wonderful technology out there, the people involved still need help - on where to start, and training on the subtler techniques and best practices.

- Where do we start?
- How do I start?
- How do we ensure projects are successful - set up right, from the beginning?
- How can I get the business to take ownership?
- How can we convince Executive Management that BPM will help them achieve their goals?
- How can the organization grow its capabilities and skills to become more self-sufficient?
- What skills and capabilities do we really need in house?
- How do we keep abreast of the latest developments?
- How will we roll this out to the wider Enterprise?

There are few places where you can go for authoritative resources and assistance. We created The Center for BPM at BPM Focus to provide just such a framework of resources.



Developing A Structured Approach For BPM Project Success helps organizations drive long-term BPM success, ensuring that they start off on the right foot, with the correct organizational context and support. Based on a robust framework, this course includes a set of engagement tools and a methodology within which to apply them, complemented by a range of best practices to observe and pitfalls to avoid. It is focused on the needs of **BPM Project Managers, Project Team Leaders, Senior Analysts** and those involved in the creation of a **BPM Center of Excellence/Services Operation**. This course is complemented by a range of specialist learning components are focused on the needs of Business Analysts, Process Architects and other BPM change agents (see the BPM Focus web site for more details).

Many organizations have now embarked on a broad program of change centered around the use of BPM techniques and technologies. As such, it is vitally important that the entire enterprise adopt (and adapt) a structured approach to managing related projects. Over time, this will allow the organization to raise its general maturity around business process and enhance its ability to execute projects, driving the ongoing adaptation of business operations. The course sets out with the following learning goals:

- Developing an appropriate foundation for, and ensuring sustainability of process improvement projects.
- How to complete successful process improvement projects.
- Developing the business case and realizing value for individual projects.
- Understanding and innovating business processes.
- Understanding the role of technology as an enabler (rather than a driver).

MAKING THE LEARNING REAL

During the course, delegates get a chance to make the learning more concrete and usable, putting the framework to use in their own context:

- From the outset, we seek to understand delegates' needs, tailoring the course accordingly.
- Delegates are expected to "bring along" a current project to provide the basis for an assignment. This provides an environment for them to "virtually execute" their project, applying the framework, tools and techniques that are covered. The assignment is most useful to a project team, helping them develop a deeper "shared understanding."
- At the end of the course, each project team then presents a Post Project Review describing how they completed their project - i.e. they are encouraged to assume the project was successful and then to describe how that was achieved and why. This is then reviewed by peers along with expert feedback.

By the end of the course, participants should be in a position to present to the CEO or Organizational Steering Committee, outlining the special challenges they are facing in their project, along with a set of strategies and risk mitigation approaches to overcome them. They are then well prepared to conduct these organizational change projects, ensuring success in both the short and long term.

A STRUCTURED APPROACH FOR BPM PROJECT SUCCESS - COURSE OUTLINE

Day 1

BPM Overview

Drivers and Challenges for BPM Projects
BPM Maturity
Procedures and Practices
Benefits and Challenges

7FE Project Framework Overview

Why a Structured Approach
Applying the Framework
Selecting the Correct Project Approach

The Launch Pad Phase

Establishing a Launch Pad for BPM
Stakeholder Engagement
Establishing a Project Team Structure
Business Case Development

Organizational Strategy & Alignment

Strategy and the BPM Project Approach
Designing the Customer Experience
Deriving Appropriate Business Services

Process Architecture

Benefits of a Process Architecture
Process Architecture Techniques
Implications for the Project Approach

Day 2

Understand Phase

Current Process Baseline & Metrics
Root Cause Analysis
People Capability Matrix
Establishing Priorities

Innovation Phase

Conducting Innovation Workshops
Different Approaches to Modeling:
BPMN, RADs & Other Techniques
Creative Tools and Techniques

People – Defining Activities, Roles and Performance Measures

Defining Appropriate Roles
Integrated Performance Measurement
Profiling Training Requirements

BPMS Development

BPMS Components and Benefits
Iterative Development Approaches
Minimizing Project Risk
Growing Organizational Competence
Development Best Practices

Day 3

Implementation

Implementation Options and Scenarios
Business Implementation Decisions
Monitoring Progress

Realize Value

Relationships with Other Phases
A Benefits Management Framework
Benefits Register and Tracking Delivery

BPM Project Management

Project Management and BPM
BPM Project Risks

People Change Management and Leadership

People and Change
Leadership in a BPM Project Context
Developing a Change Plan

Embedding BPM in the Organization

Governance Structures
Process Measures & Management
Using Processes to Manage

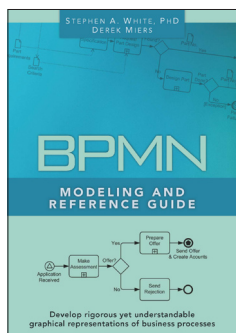
This course is designed for those involved in, and/or responsible for, achieving successful business process improvement projects and programs, including:

- BPM Project Managers
- Consultants and Trainers
- Process Analysts
- Business Analysts
- General Managers
- Business Managers
- Senior Process Architects
- IT Managers

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COURSE LEADER

Derek Miers is CEO of BPM Focus, and one of the world's leading experts on BPM. As Co-Chairman of BPMI.org, he helped merge the organization with the OMG. He has been operating as an independent Industry Analyst in the business process arena since 1992. Over the years, he has carried out a wide range of consulting roles including running hundreds of training courses, undertaking detailed technology selection assessments and project-risk assessment studies. Other engagements have involved the provision of strategic consulting advice – from facilitating board level conversations around BPM initiatives, through to establishing effective BPM Project and Expertise Centers, to helping clients develop new business models that leverage business process strategies. Clients have included many of the world's largest and well-known financial services companies (banks, building societies and insurers), pharmaceutical companies, telecoms providers, commercial businesses, product vendors and governmental organizations.



He co-authored the *BPMN Modeling and Reference Guide*. This book provides both an accessible introduction to the Business Process Modeling Notation as well as a detailed reference guide. Launched in September 2008, the book is receiving widespread critical acclaim.

His other book, *Achieving Business Transformation Through Business Process Management* is due for release shortly. It explores the central issues affecting BPM programs, providing detailed and practical advice, clearly setting out the challenges and best practices to ensure success on the journey.

