

# Designing Work Business Processes are here to stay



**PROCESS  
RENEWAL  
GROUP**

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# Agenda



- 1 A Little History
- 2 Use cases for process management - Strategy and Architecture
- 3 Use cases for process management – Design
- 4 Use cases for process management - Operations and Improvement
- 5 Use cases for process management – Governance
- 6 Business Processes summary

# Business Processes have always been with us as long as we have been doing work



Industrial  
Revolution



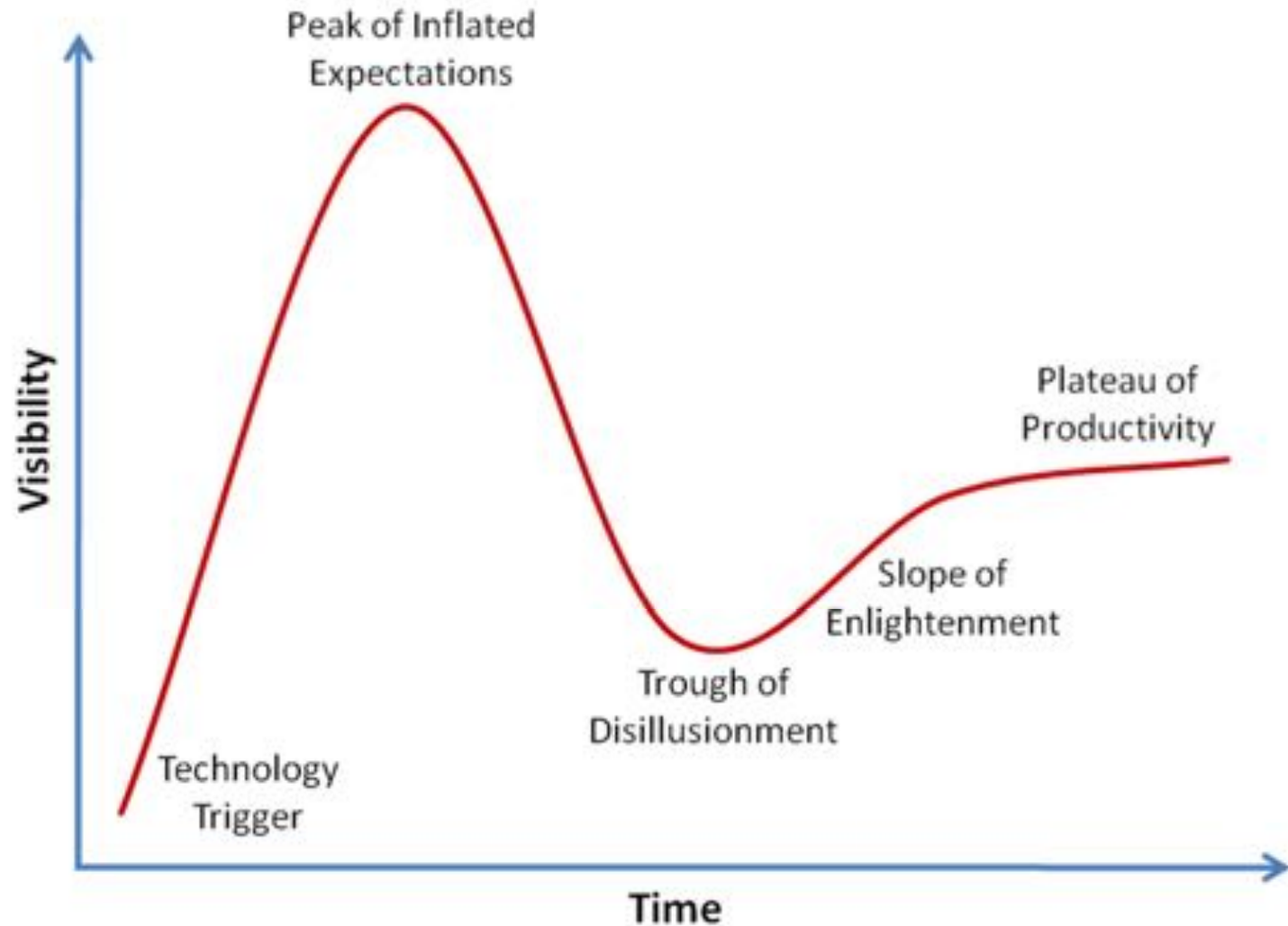
Knowledge  
Revolution



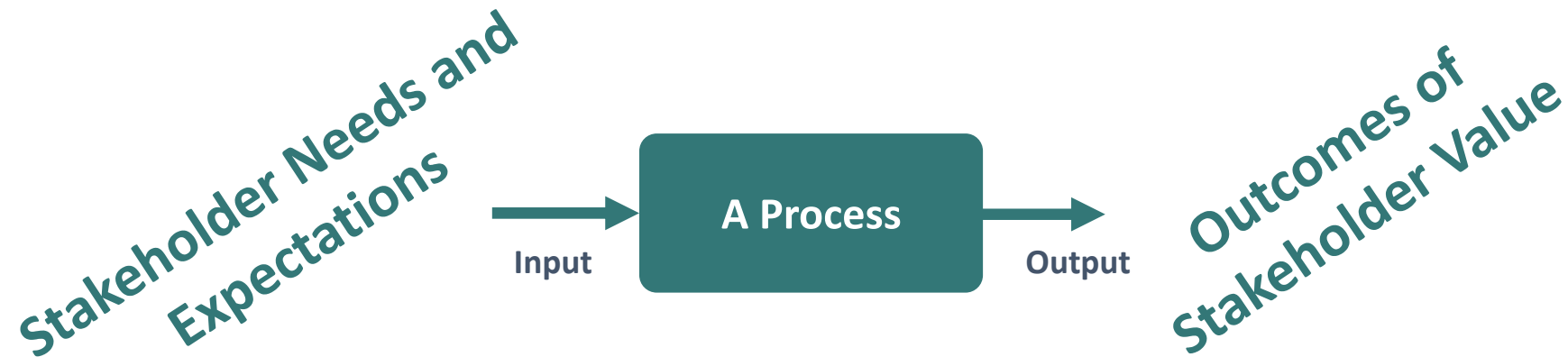


# A Little History

- Industrial Revolution
- Quality Management
- Lean – Six Sigma
- BPR – Hammer
- Y2K
- BPMS, SOA
- Digital



# A Business Process is work done for Stakeholders who care



*An organization's **Business Processes** clearly describe the work performed by all resources involved in creating outcomes of value for its customers and other stakeholders.*

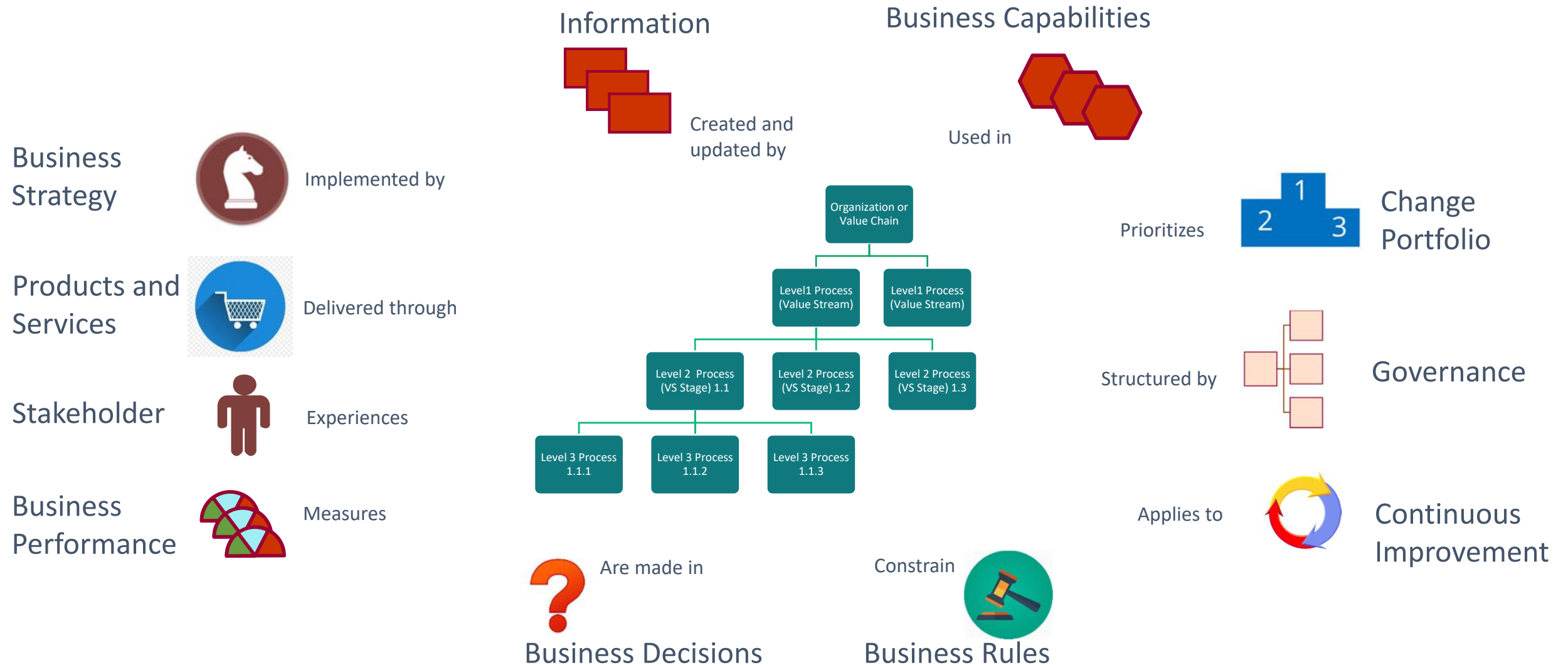






# Business Process connect the dots

Business Processes hold together other architectural domains





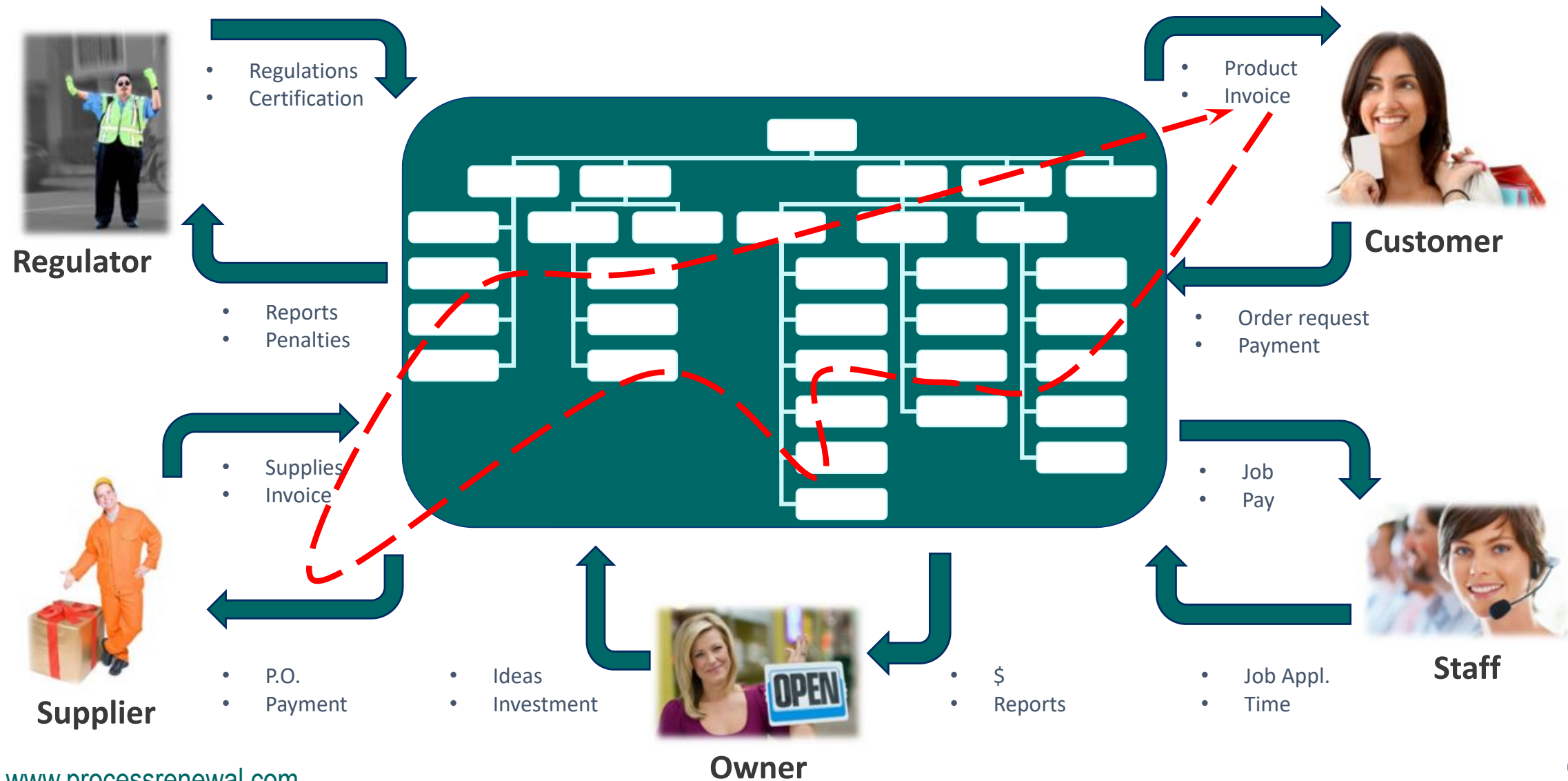
# Use cases for process management

## - Strategy and Architecture





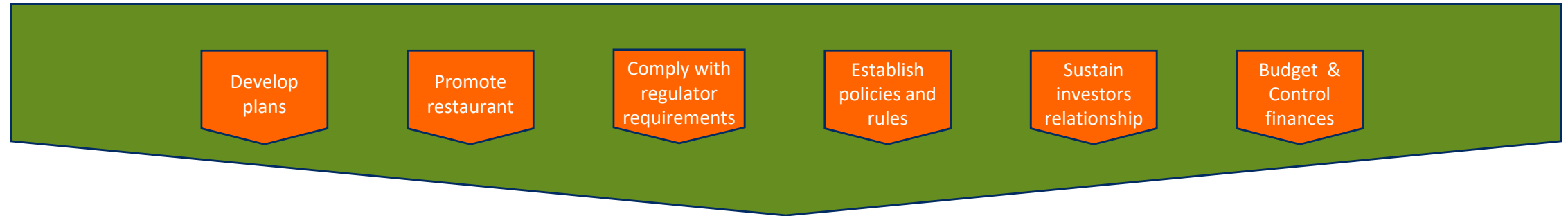
# The Context Diagram Connects Stakeholders, Products and Information to processes



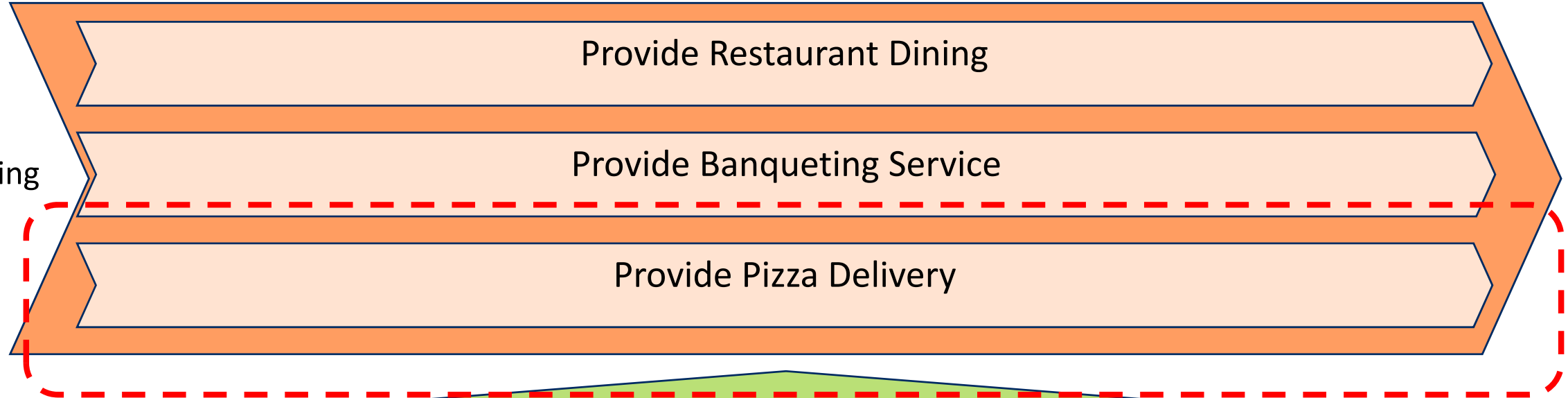
# Stakeholder Markets and Value Propositions are served by the Process Architecture



Create  
Guiding  
Value



Create  
Operating  
Value



Create  
Enabling  
Value

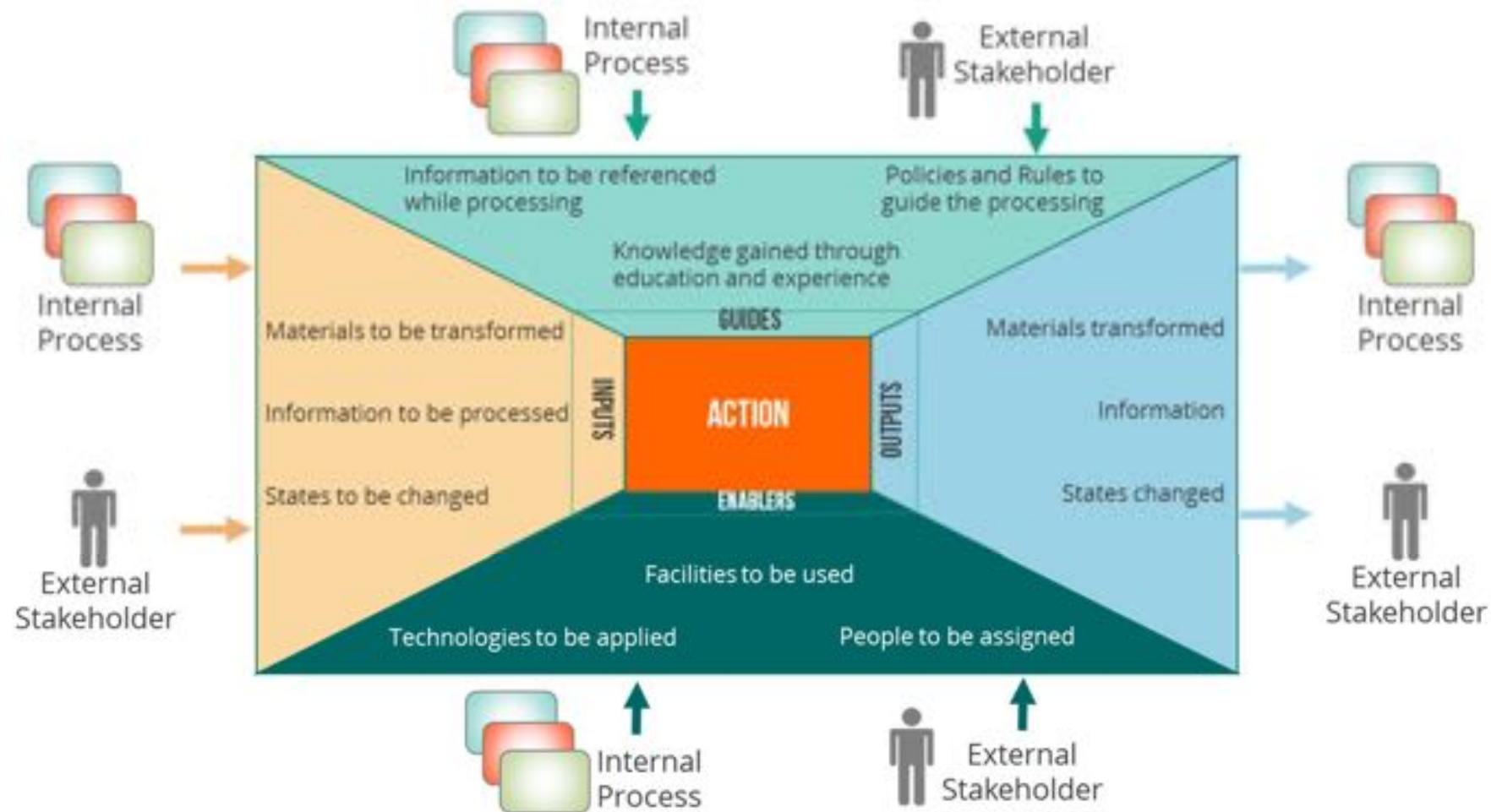


# Stakeholder Journeys are supported by Value Streams and Business Processes



	Residential Customer Process	Hotel Business Process	State
Establishment Stage			Customer Unaware
	Recognize Restaurant	Promote to Customer Market	Customer Aware
	Search for Food Options	Provide Menu Information	Customer Informed
	Sign up for Loyalty Program	Register Loyalty Membership	Customer Member of Loyalty Program
Operations Stage	Request Order	Accept Order	Order Accepted
		Prepare Food	Food Prepared
		Schedule Delivery	Food Package Ready for Delivery
	Search for Order Status	Provide Order Status	Order Status Available
	Accept Delivered Food	Deliver Food	Food Delivery Accepted
	Evaluate Restaurant Relationship	Evaluate Customer Relationship	Relationship Evaluated
Re-assessment Stage	Terminate Restaurant Relationship	Terminate Customer Relationship	Relationship Terminated

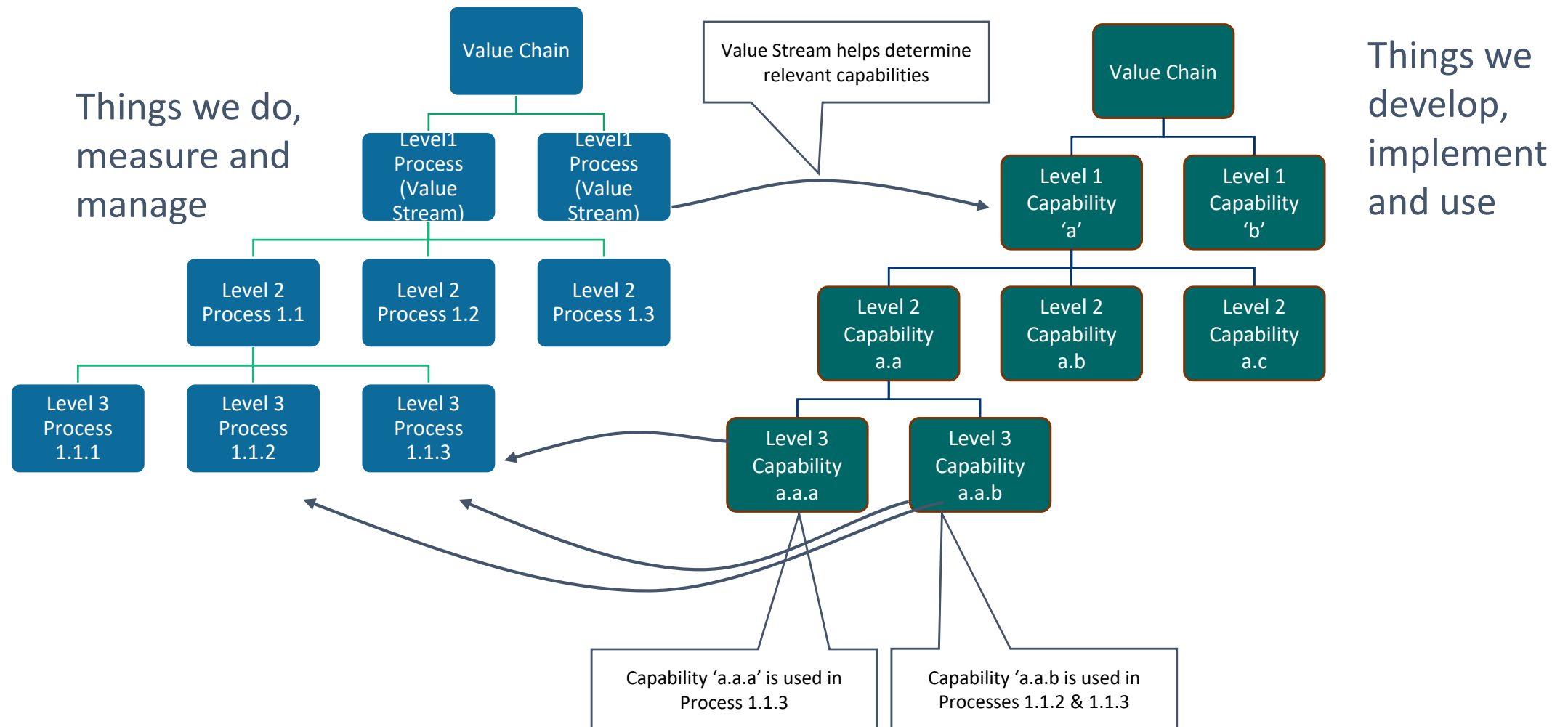
# Business Information is created, updated and is referenced by Business Processes



# Business Processes employ Business Capabilities



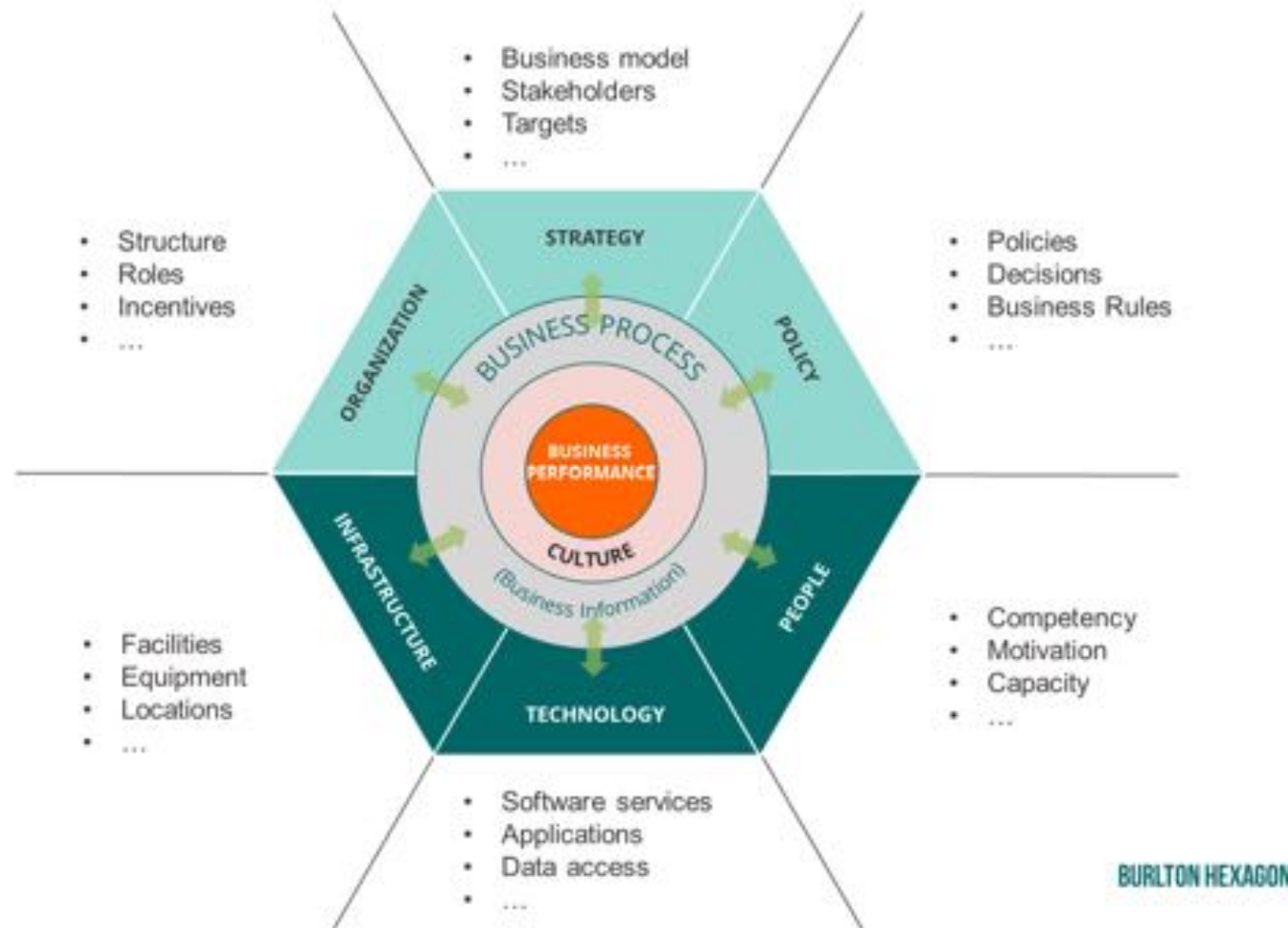
Business processes require shared capabilities delivered as shared services



# Business Processes synchronize capability resources



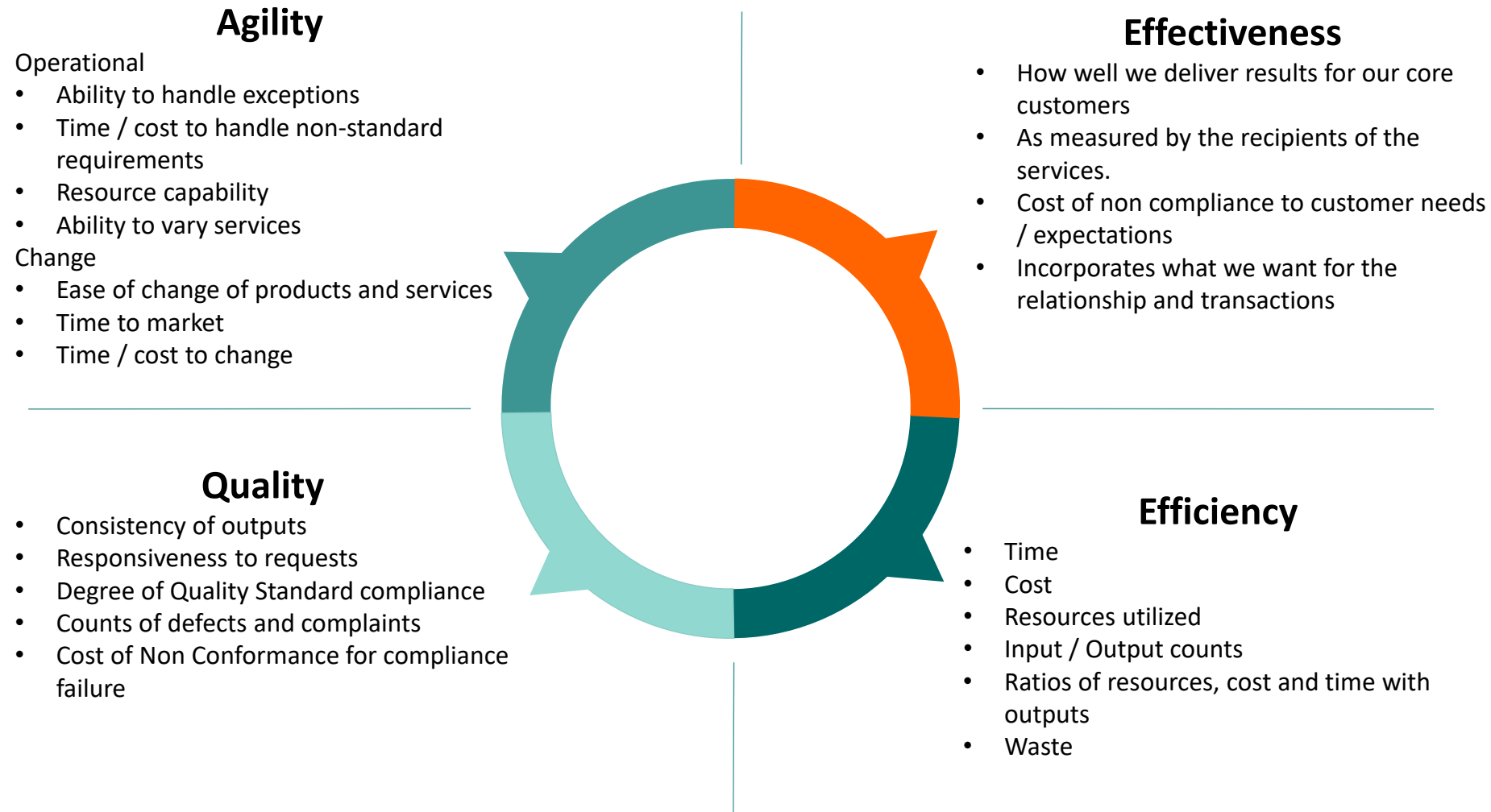
Digital transformation is holistic transformation



# Business Processes measure Business Performance



Measuring and improving business value means measuring and managing relationships and results of processes

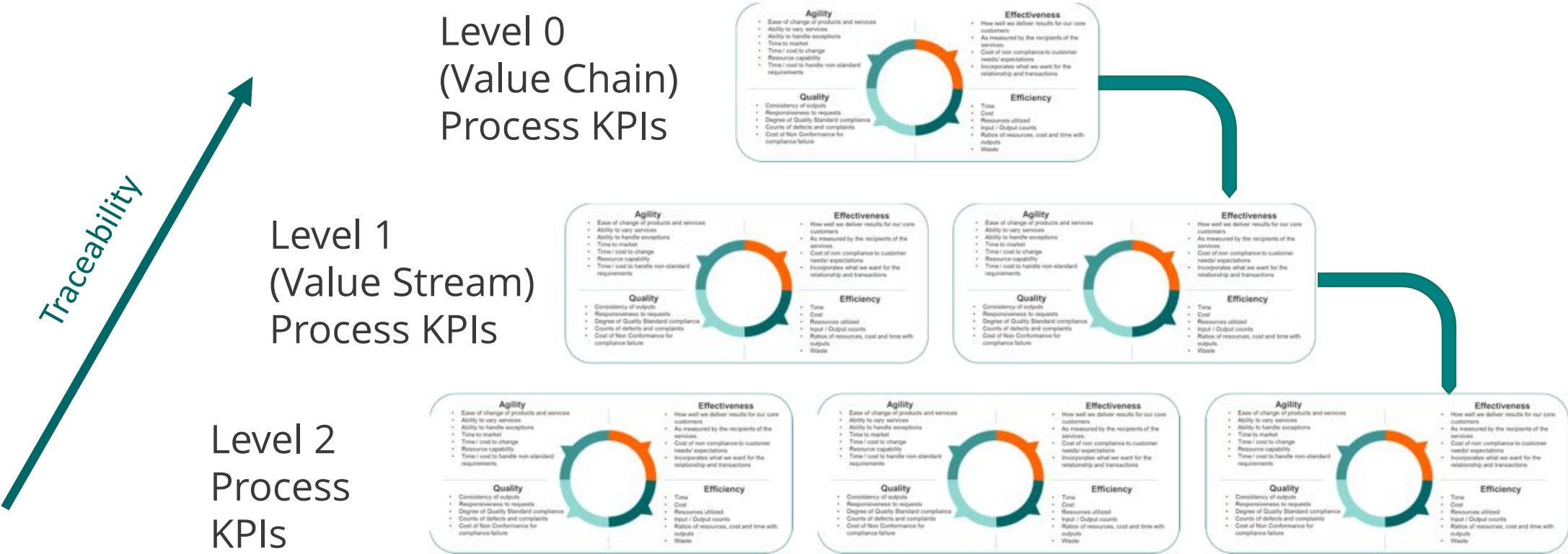




# Business Processes provide strategic traceability



Tracing business performance using the process hierarchy



Process performance must be directly traceable to strategic performance objectives

# Business Processes ensure strategic alignment for portfolio investments



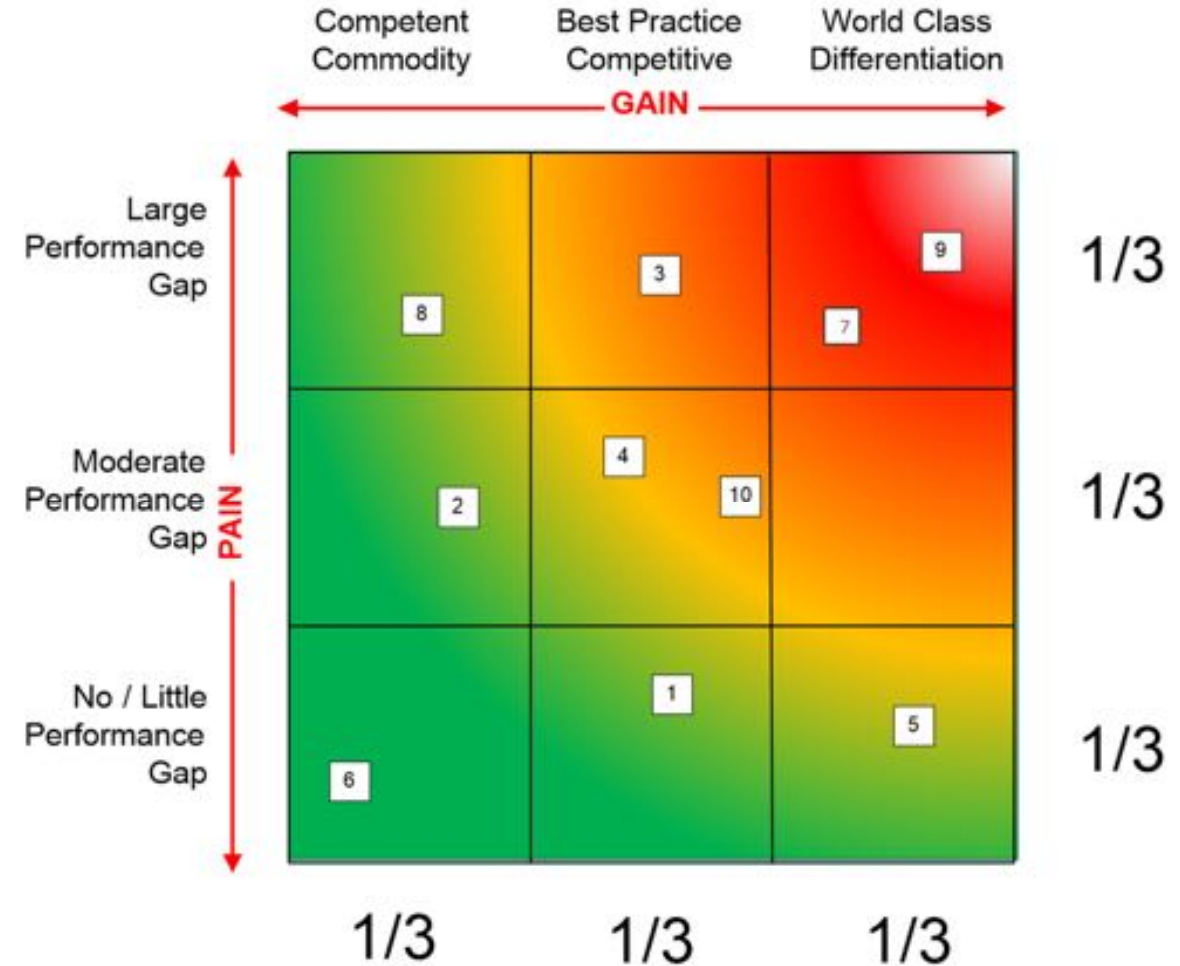
Invest in what's both strategic and potentially broken

## 1. Process Gain

- World Class will set us apart from others
- Best Practice provides no value in being better than others BUT is noticed if it is worse
- Competent means that getting by somehow and doing it the hard way is OK

## 2. Process Pain

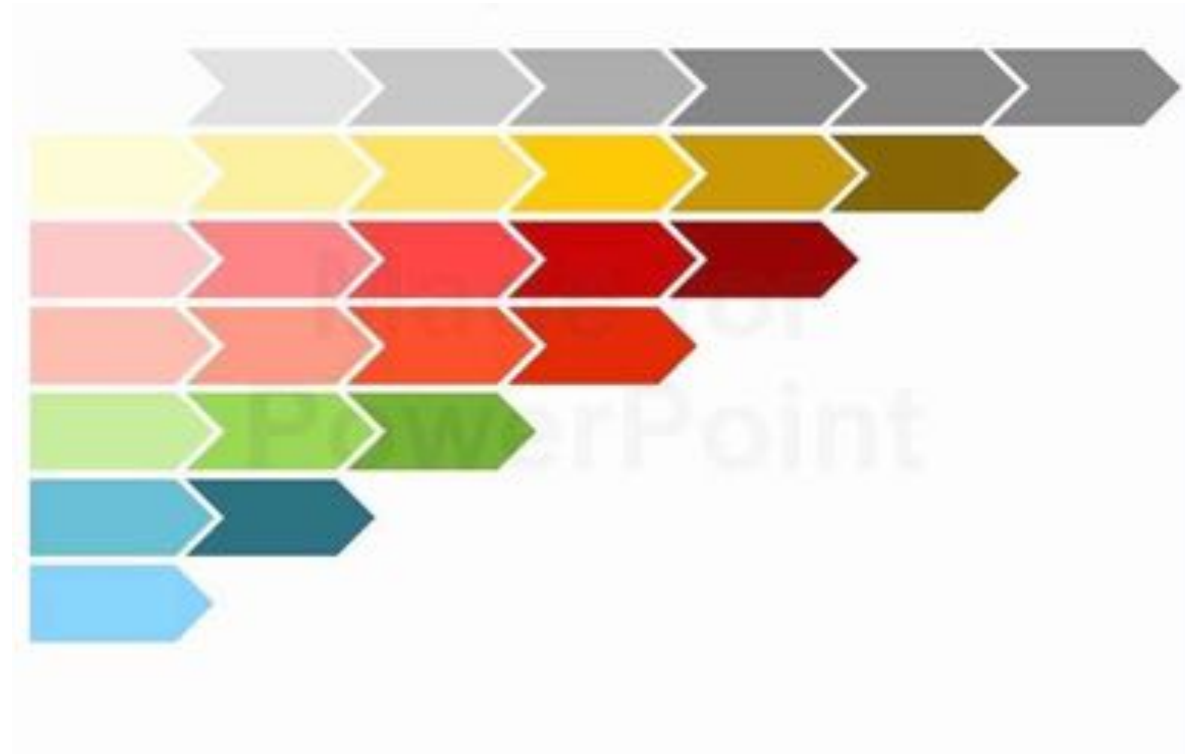
- Bottom third (smallest gap)?
- Middle?
- Top (largest gap)?





# Use cases for process management

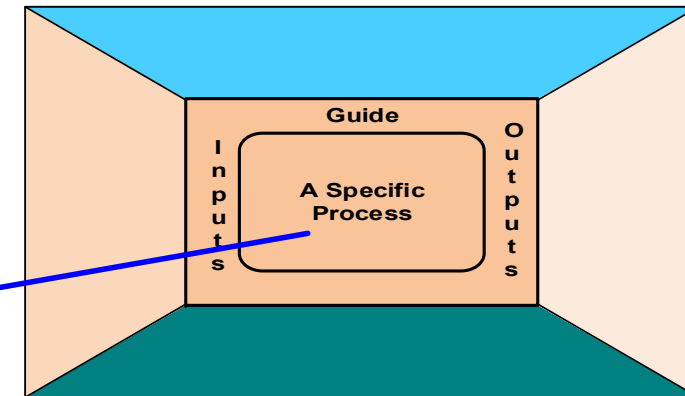
## - Design





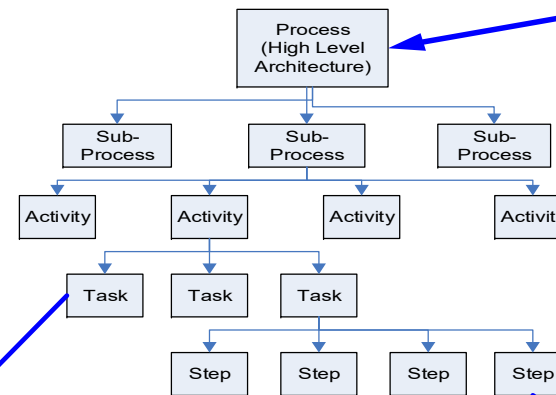
# Business Processes can be modeled several ways

In some cases we show an IGOE \* diagram that help us assess a specific process or activity

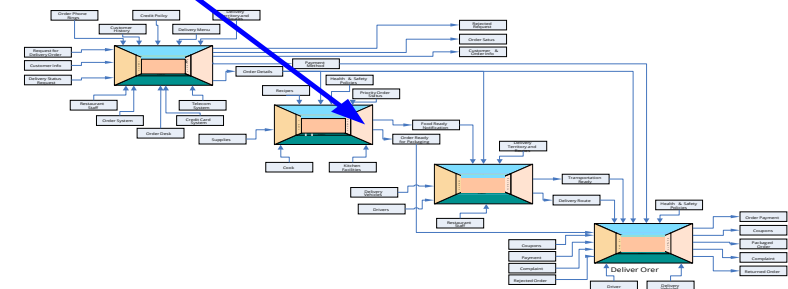
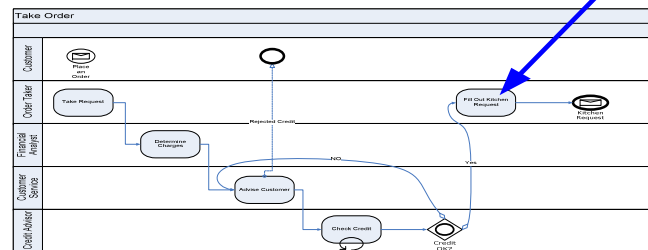


\* IGOE = Input, Output, Guide, Enabler

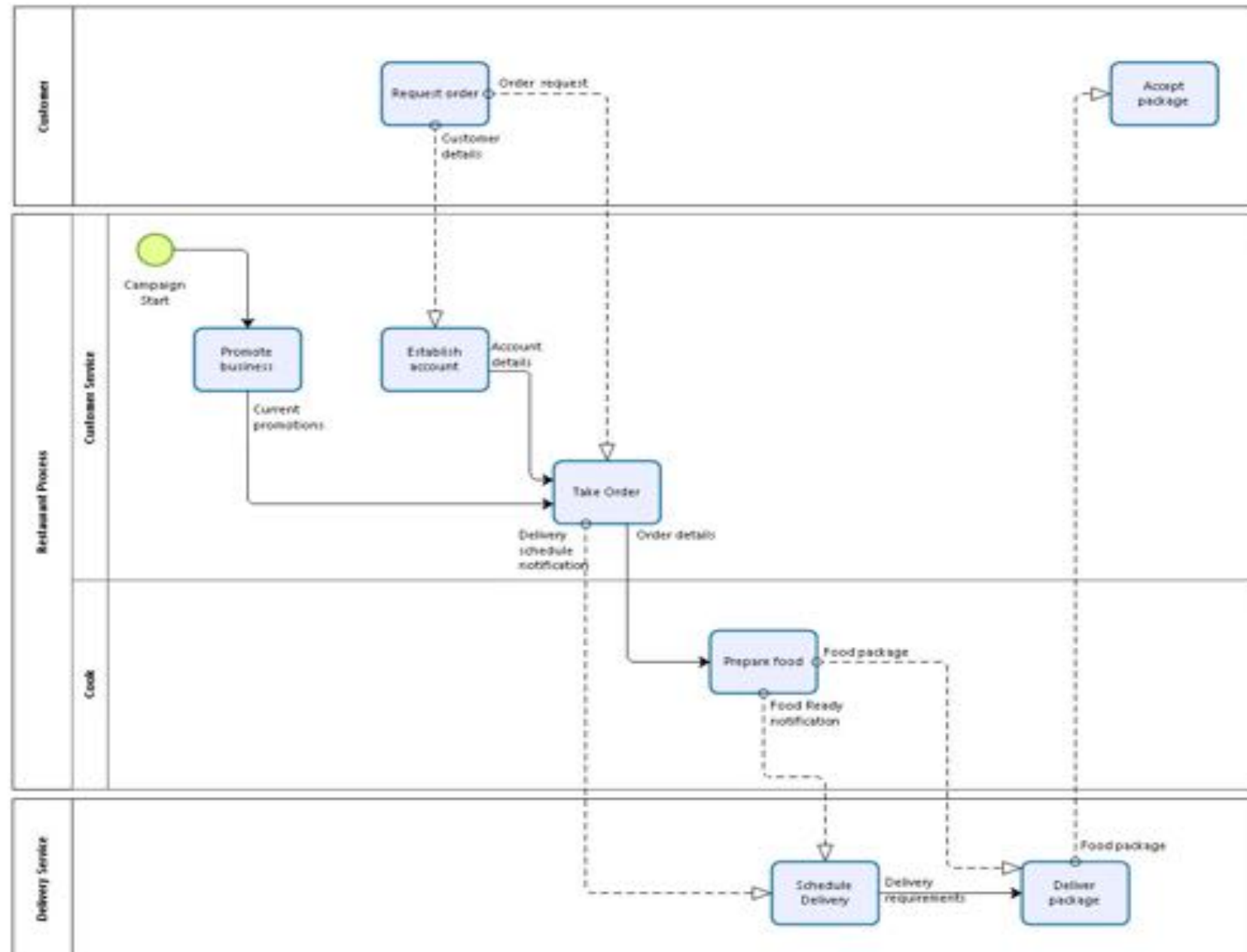
In some cases we show a simple depiction of the decomposition of a set of activities which form a process



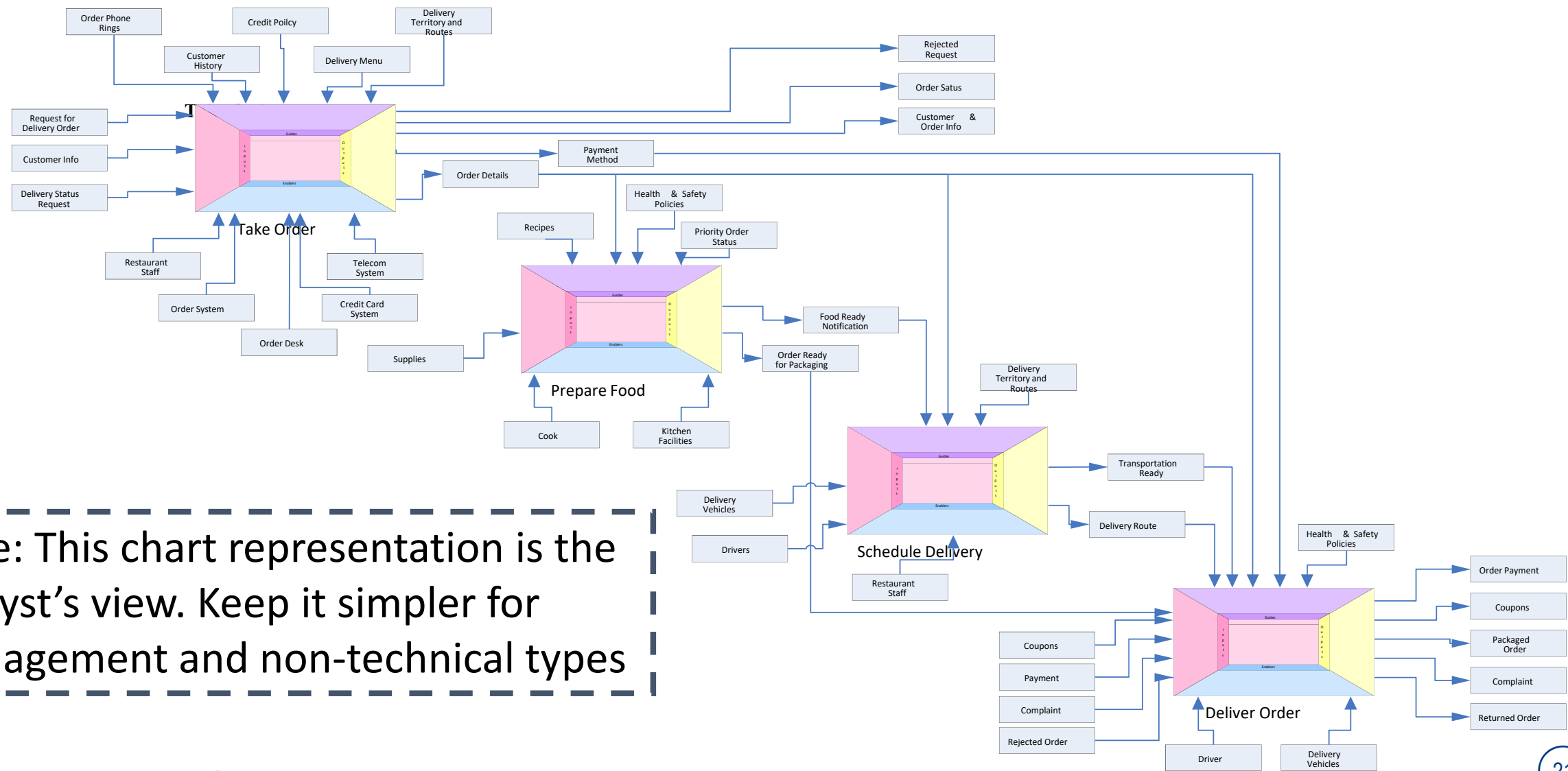
In other cases we move to a Swim Lane, BPMN or IGOE flow diagram to focus on Activity, Flows & Roles



# Business Process define operational workflow and organizational role requirements



# Business Processes define the data flow



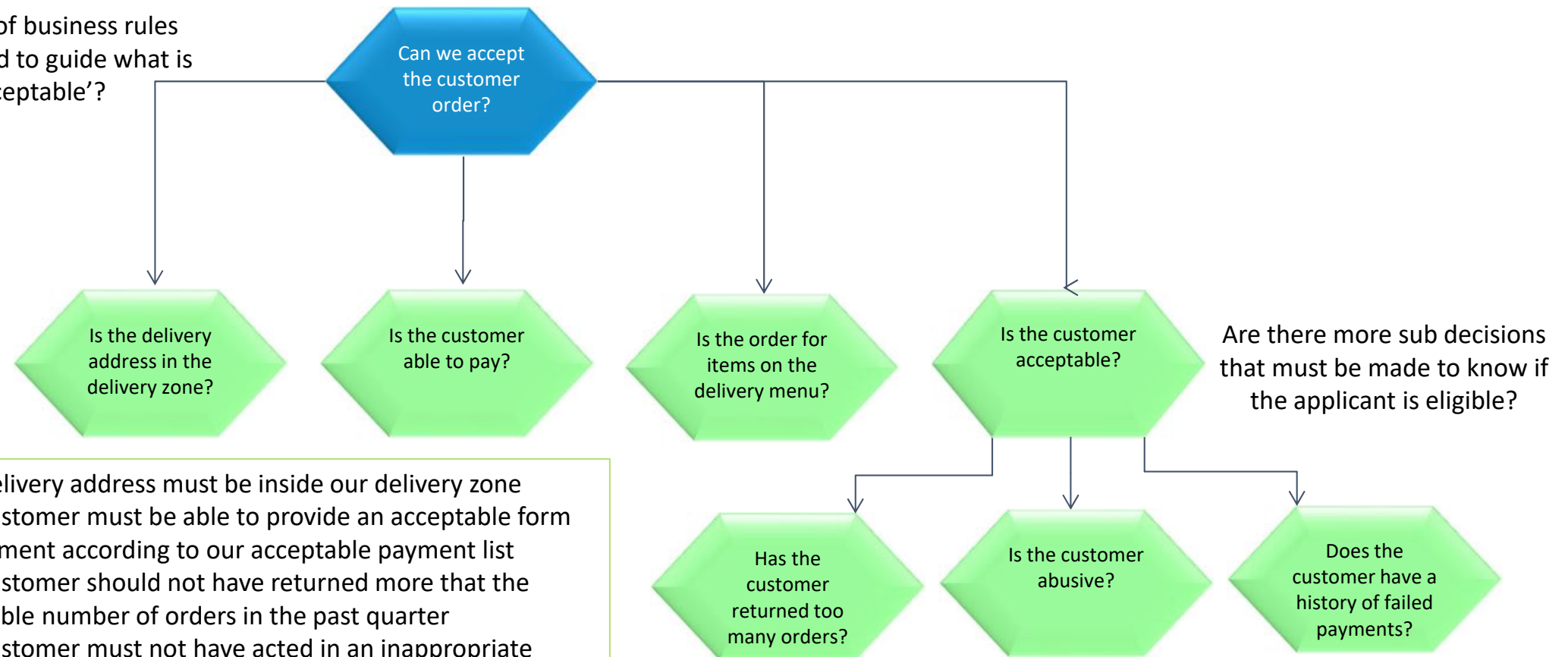
Note: This chart representation is the analyst's view. Keep it simpler for management and non-technical types

# Business Processes structure decisions and connect the business rules



## Intersection of Decisions with Processes and Business Rules

What set of business rules are required to guide what is 'acceptable'?

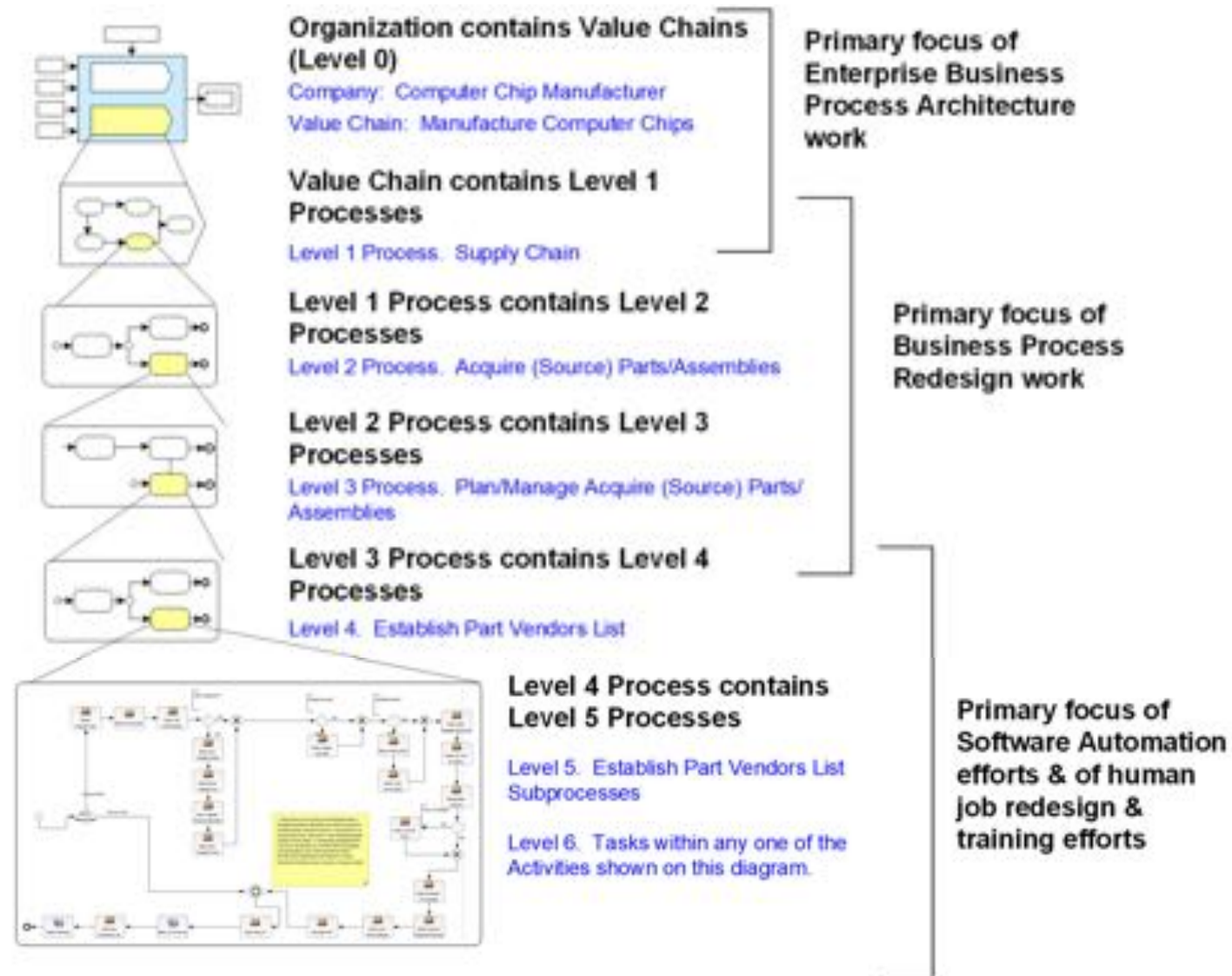


Some business rules to guide the decision in the process

- The delivery address must be inside our delivery zone
- The customer must be able to provide an acceptable form of payment according to our acceptable payment list
- The customer should not have returned more that the allowable number of orders in the past quarter
- The customer must not have acted in an inappropriate manner to any of our staff or contacted providers.
- Customers paying cash must not have had a failed payment with us that was not resolved.



# Business Processes structure IT Requirements





# Use cases for process management

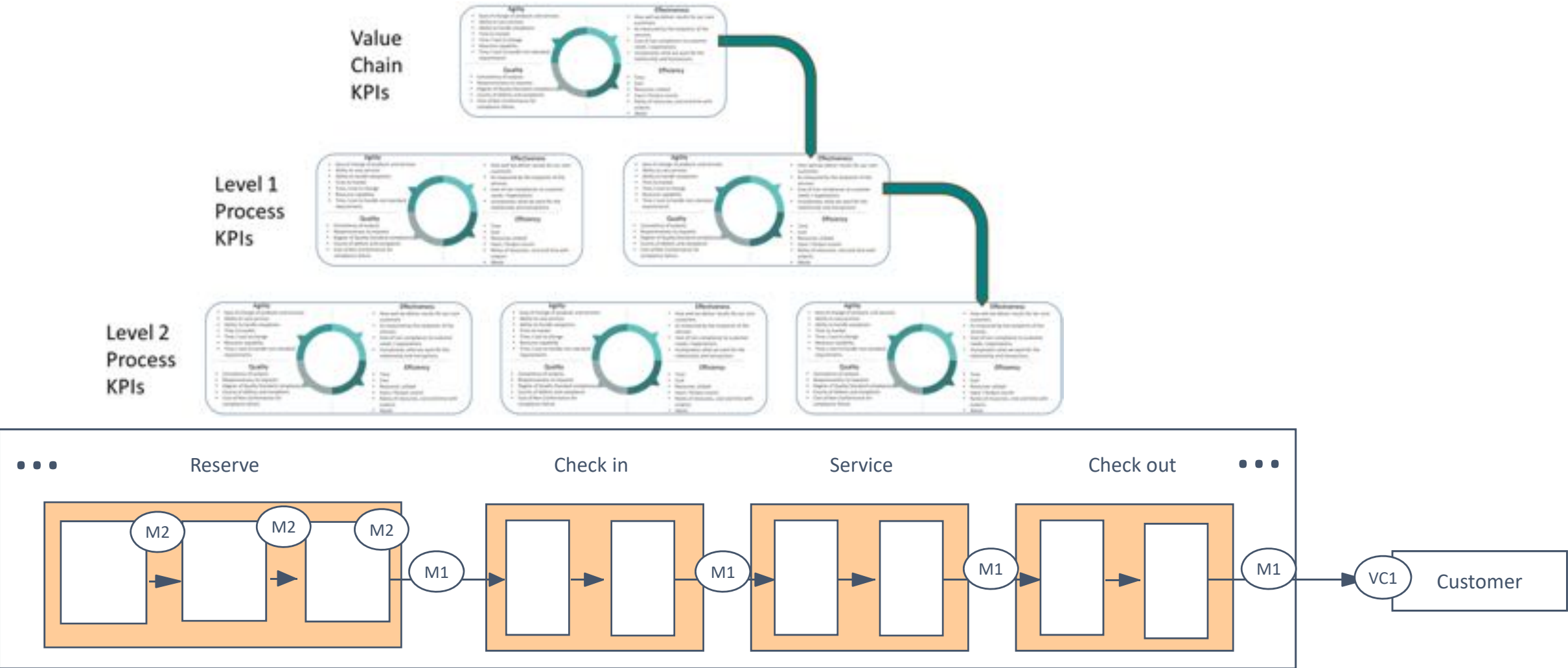
- Operations and Improvement



# Business Processes provide measurement feedback for management action

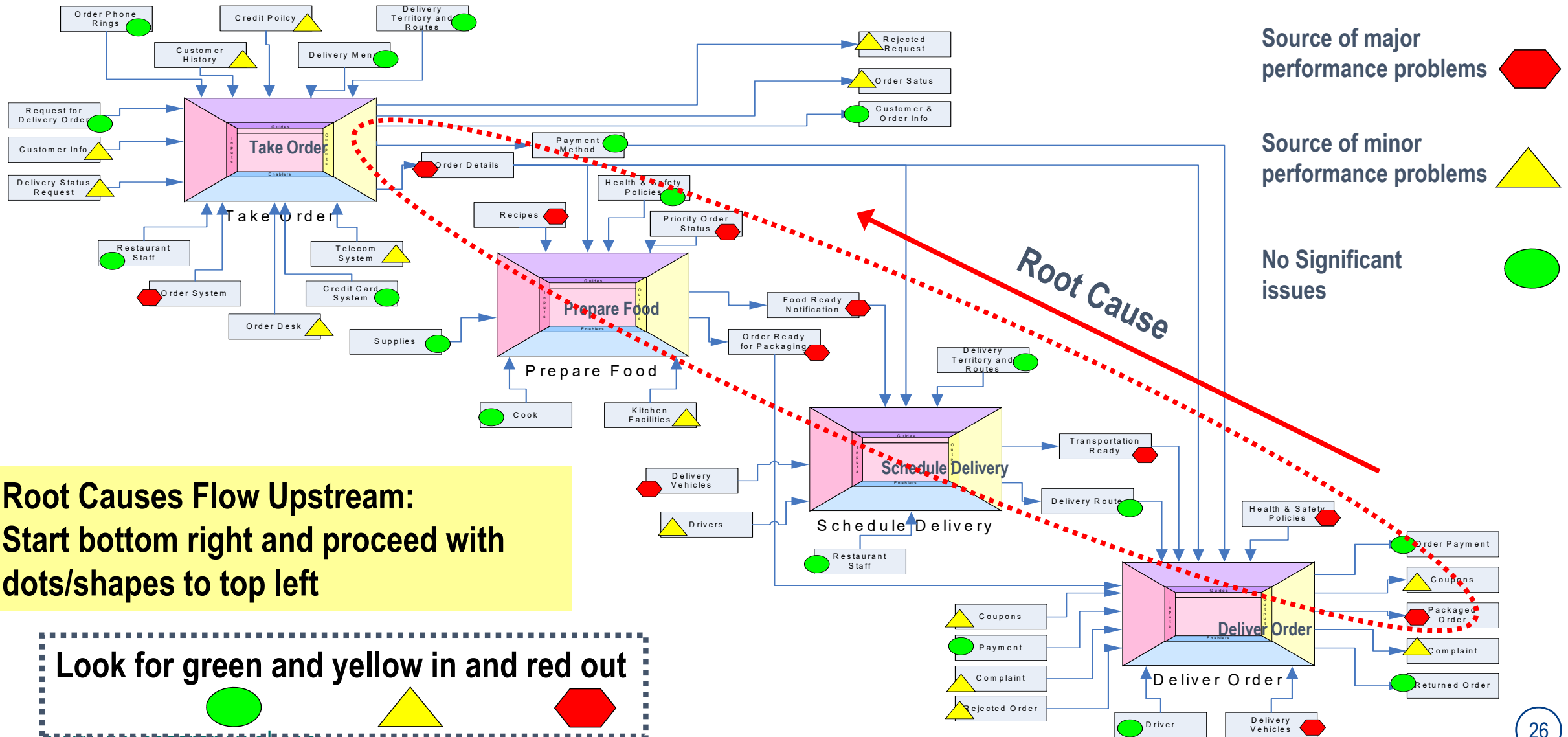


Build the measurement capture and reporting into the solution





# Business Performance problems can be traced to Business Process causes



- Root Causes Flow Upstream:
- Start bottom right and proceed with dots/shapes to top left

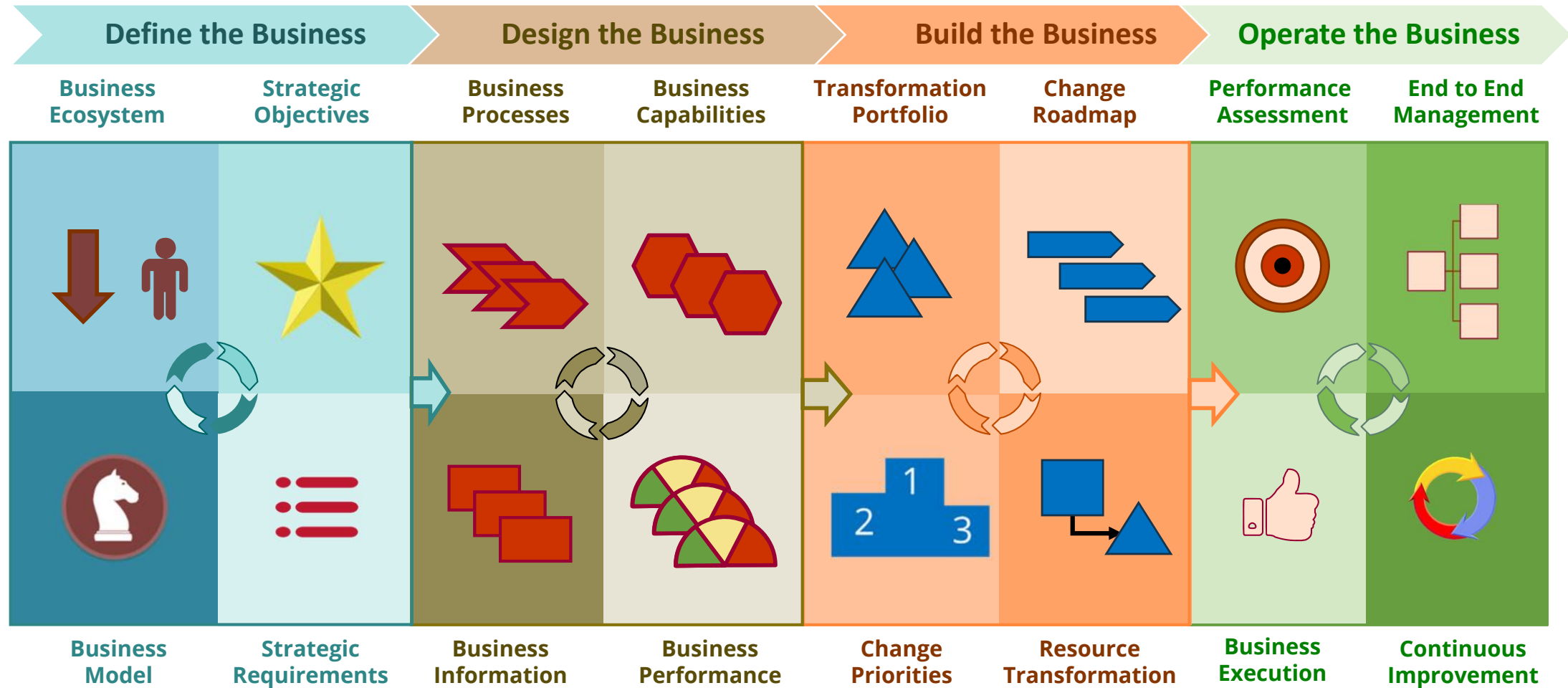
Look for green and yellow in and red out



# Use cases for process management - Governance

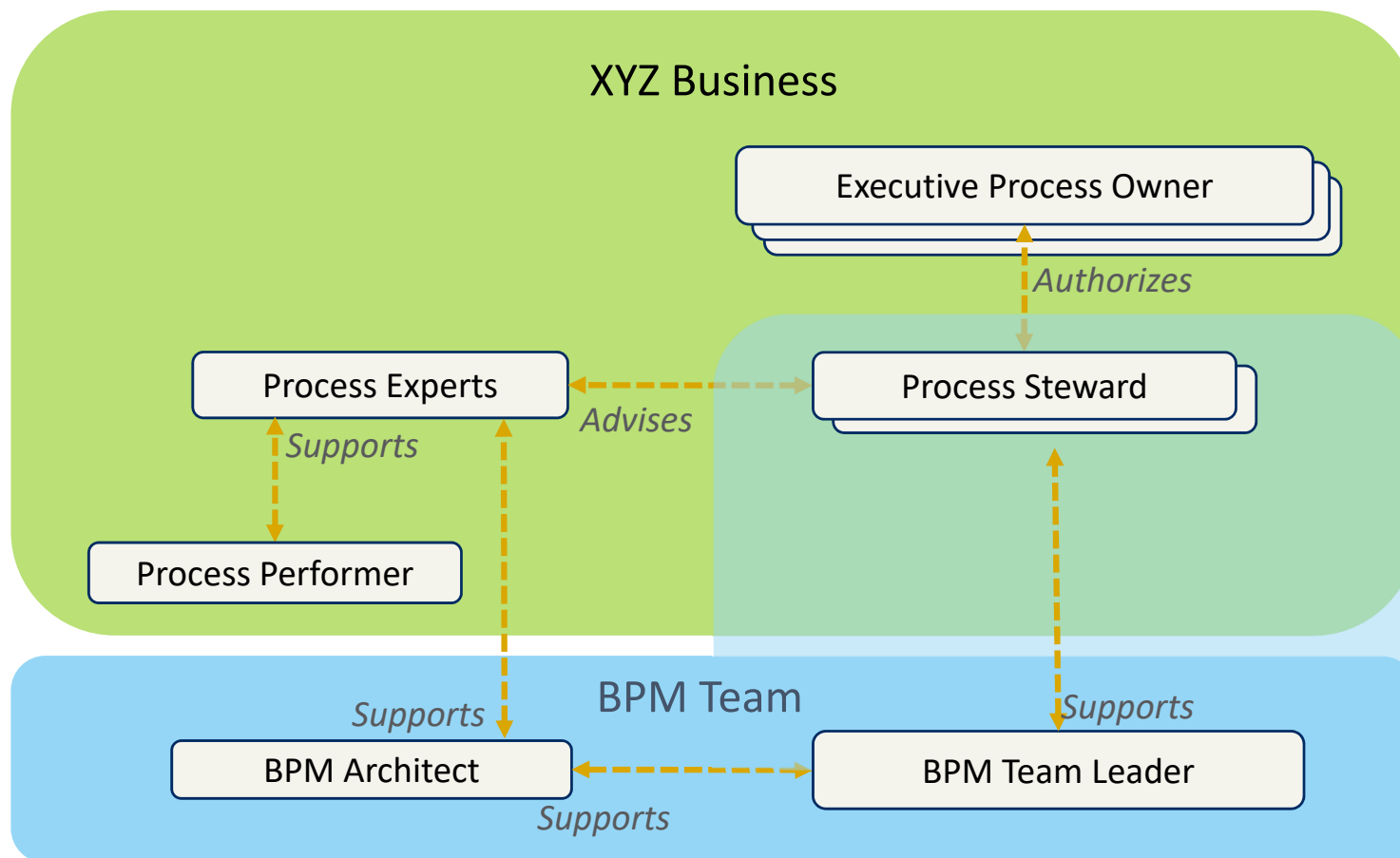


# Processes align the Business Architecture components





# Business Processes are the subject of operational and end to end governance



- Each **Executive Process Owner** = takes ETE process responsibility for logical groups of processes
- Each **Process Steward** = takes process management responsibility for coordinating the design and documentation of specific processes
- Each **Process Expert** = represent the Process Performers, coordinate their knowledge and support the performers from a subject manner point of view
- The **BPM Team Leader** = acts as process management advisor to the APG Process Steward and Owner
- The **Process Architect** = provides process modeling, analysis help and certification
- Each **Process Performer** = conducts the day to day work of the activities in the process



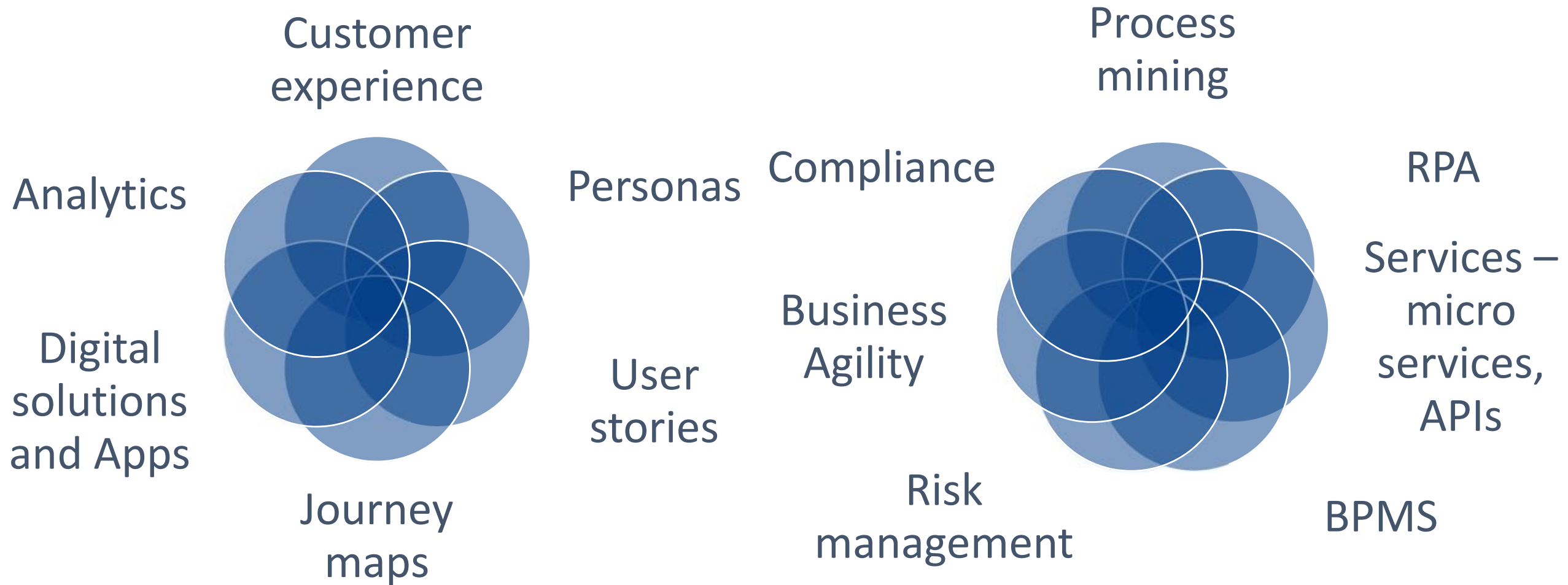


Business Processes

**SO MUCH  
MORE**

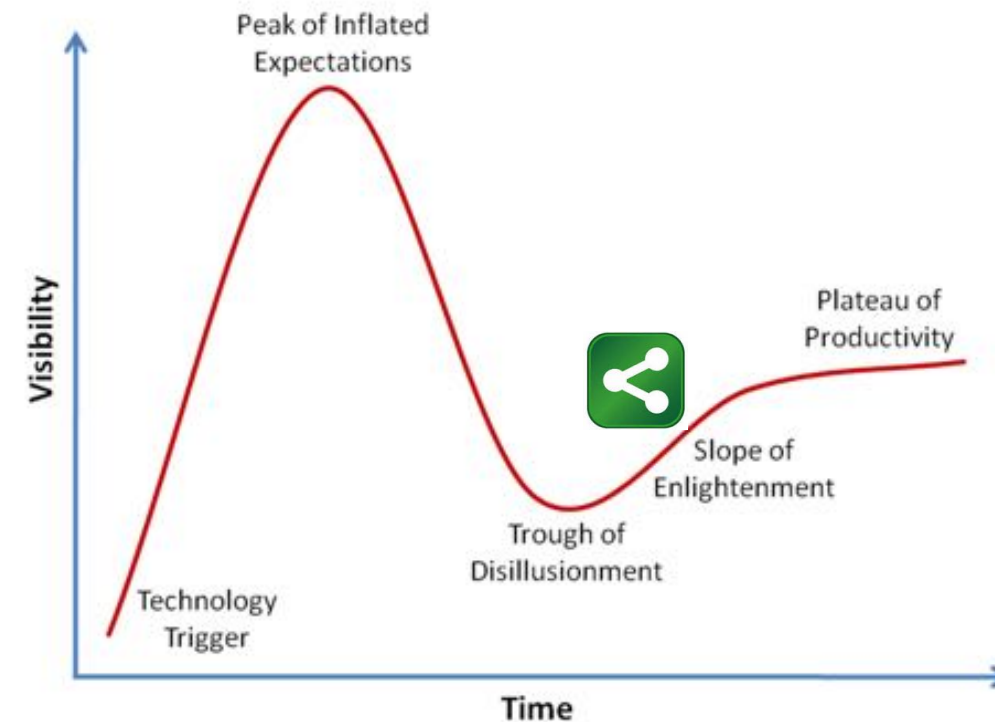


# Oh by the way





# Business Processes summary – You are here!





# Freedom within a Framework: Business Processes give you your Framework

“True freedom is not the absence of structure — letting the employees go off and do whatever they want  
— but rather a clear structure that enables people to work within established boundaries in an autonomous and creative way.”

Erich Fromm (1900—1980)  
German-born American psychoanalyst and  
social philosopher

