Process Centric Enterprise
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Being process-centric means it is easier to consistently make the *right things* happen, at the *right time*, to create the *right result*, for the *right people*.
The Process-Centric Enterprise

Example

Management

Department A
Department B
Department C
Department D
Department E

Provide New Service

Research & Create New Service
new service design

Design & Deliver New Service
new service design

Promote & Sell New Service

Customer / User

Supplier

Based on an original diagram by Paul Harmon, BPTrends Associates
Agenda

a business process ecosystem
Belief
As a process practitioner, how do you spend your working time?

Explaining for the millionth time why BPM is important to this organisation!!
The Process-Centric Enterprise
### The challenges of contemporary management...

<table>
<thead>
<tr>
<th>Management imperatives...</th>
<th>The challenges of contemporary management...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding</td>
<td><em>Do we really know how work actually gets done?</em></td>
</tr>
<tr>
<td>Documentation</td>
<td><em>Is the IP embedded in our processes secure?</em></td>
</tr>
<tr>
<td>Innovation</td>
<td><em>Are we continuously improving our performance?</em></td>
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<tr>
<td>Control</td>
<td><em>Do we have control over the things that really matter?</em></td>
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<tr>
<td>Transparency</td>
<td><em>Are our operations suitably transparent &amp; auditable?</em></td>
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<tr>
<td>Compliance</td>
<td><em>Are we meeting all of our obligations?</em></td>
</tr>
<tr>
<td>Productivity</td>
<td><em>Are we making the most of time, money &amp; opportunities?</em></td>
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<tr>
<td>Agility</td>
<td><em>Are we able to respond to demands &amp; opportunities?</em></td>
</tr>
<tr>
<td>Satisfaction</td>
<td><em>Are our customers happy enough?</em></td>
</tr>
<tr>
<td>Management imperatives...</td>
<td>Process-centric solutions...</td>
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<tr>
<td>--------------------------</td>
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<tr>
<td>Understanding</td>
<td>Model business processes</td>
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<tr>
<td>Documentation</td>
<td>Manage business processes</td>
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3 Reflections on Belief

1. *Target* the stakeholders

2. Need broad agreement on the compelling reason(s) for process-based management

3. Document & communicate
Agenda

- Belief
- Ethos
- System
Ethos
**Process Ethos** features are the intangible, but critically important, aspects that enable process-centric capabilities to be applied effectively

- BPM Maturity
- BPM Skills Development
- BPM Community Development
- Process-Aware Culture
BPM Maturity

Measure maturity

- establish the starting point
- plot a course
- catalyst for discussion & learning
- formal… ←→…informal
BPM Skills Development

*Develop BPM capability*

- consistent, reusable approaches
- wide-ranging curriculum
- must have inhouse capability
- everybody is a process analyst
BPM Community Development

*Cultivate BPM community*

- capture the interest – positive & negative
- provide opportunities to share
- create a tribe
- build a sales force for the idea of BPM
Process-Aware Culture

*Nurture process culture*

- measurement-friendly
- community-focused
- quality-motivated
- change-welcoming
- challenge-addicted
- action-oriented
3 Reflections on *Ethos Features*

1. You can’t outsource management of your processes
2. It’s not about you; it’s about all of you
3. 90% mindset (Belief + Ethos) & 10% toolset (System)
Agenda

- Belief
- Ethos
- System
The Process-Centric Enterprise

System
Process System features are those physical artefacts and arrangements that give material structure to process discovery, analysis, management and improvement activities.

- Business Process Architecture
- Process Improvement Methodology
- Process Performance Governance
- Office of BPM
Business Process Architecture

**Architect the enterprise**
- keystone artefact
- value pathway
- prioritisation
- control
- project
- coordination
- visualisation

**LEAD THE ENTERPRISE**
- Define strategy
- Govern enterprise
- Improve performance
- Build strategic relationships
- Ensure project effectiveness

**DELIVER CUSTOMER SERVICE**
- Define Products/Services
  - Research target markets
  - Define market gaps
  - Design products/services
- Market Products/Services
  - Plan Sales Strategy
  - Target prospect
  - Qualify prospect
- Deliver Solution
  - Deliver service
  - Build & launch service
  - Acquire service customer
  - Retain service customer
  - Enhance service customer experience
- Deliver project
  - Acquire project customer
  - Implement project
  - Provide post-implementation support
  - Enhance project customer experience

**SUPPORT THE ENTERPRISE**
- Support staff lifecycle
- Apply organization knowledge
- Maintain ICT systems & services
- Generate innovative ideas
- Maintain working environment
- Assure legal & policy compliance
- Control financial resources
- Ensure data privacy & security
Process Improvement Methodology

*Improve processes*

- consistent
- well understood
- supported
- PIP Manual
- continuously improved
- As Is / 2B / 2Do / As Is
Process Performance Governance

Control process performance

- process owners are NOT responsible for process performance
- measures and measurement methods

Lead the Organisation
- Develop Vision
- Determine market strategy
- Manage risk & compliance
- Manage capital

Value Chain 1
- Process 1.1
- Process 1.2
- Process 1.3

Value Chain 2
- Process 2.1
- Process 2.2
- Process 2.3

Support the Organisation
- Deliver HR services
- Deliver IT services
- Manage finances
- Maintain physical facilities

- EPA
- Measures
- MMs
- Reports
- Response

Roger Tregear, September 2012
Office of BPM

Establish the Office of BPM

- key role: develop capability
- catalyst for change
- maintain & mentor
3 Reflections on System Features

1. You don’t need anyone’s approval to start
2. Deliver, monitor, track, record
3. Document & communicate successes
Belief
- Compelling reasons
- Targeted selling
- Practical benefits
- Repeat

Ethos
- Embedded thinking, capability and action
- Community of interest
- Focus on value pathways

System
- Enterprise-wide capabilities
- Coordinated initiatives
- Measure, monitor, track
- Support the ecosystem
## The Rule of 3s

<table>
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<tr>
<th>Duration</th>
<th>Description</th>
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<tr>
<td>3 Months</td>
<td>to promote the ideas of BPM and get executive commitment to process-based management</td>
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<tr>
<td>3 Months</td>
<td>to establish and agree the analysis framework, modelling conventions, and process architecture</td>
</tr>
<tr>
<td>3 Months</td>
<td>to get appropriate tools, techniques and support structures and systems in use and delivering results</td>
</tr>
<tr>
<td>3 Years</td>
<td>to fully achieve true enterprise-wide process-based management orientation</td>
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