Establishing and Managing the Office of Business Process Management

Marco Fargnoli, Leonardo Consulting
BBC SYD 2012
• The Office of BPM is an important mechanism that has been widely adopted to coordinate BPM initiatives and perpetuate resulting benefits throughout the organisation.

• In a process-centric organisation, the focus is on understanding how to best deliver value to customers and other stakeholders via the conduits of process.

• A fully functional Office of BPM provides powerful, measurable, sustainable benefits to the management of any organisation.

• It puts the emphasis on performance.

• The operational and performance insights facilitated by the Office of BPM foster a culture of reflection, enquiry and innovation.

Drawing on the experience of a number of projects, this presentation identifies the key issues, and presents a reference model for the successful creation and operation of an Office of BPM.
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The Office of BPM
BPM is ...

- a management philosophy
- about exchange of value
- a strategic issue
- core business
- about managing the whole context of the business process

BPM is not ...

- software
- technology
- modelling
The Office of BPM

It began with a dream. A dream of the perfectly-realized American company. A company that would create dissatisfied customers in the process of exploiting demoralized employees while selling overpriced and ineffective products to remediate the problems caused by the very process itself.

And now the dream has come true. As nightmares so often do.

http://www.despair.com

And now the dream has come true. As nightmares so often do.
What am I...

• There is no other way to deliver value to your customers except through me
• I transform information or material matter
• I am the only way to execute the strategic intent of the organisation
• Only through me can you provide the agility and performance the organisation needs
• Your competitive advantage is solely dependant on me
• I am the way things get done, efficiently or not
• I impact PEOPLE & SYSTEMS

...I am your Business Process!

Manage me well!
How will you know one year from now if you have succeeded with BPM?

“Have an enterprise process architecture”
“Modelled our key processes”
“Increased our BPM maturity”
“We now measure process performance”
“Appointed Process Owners”
when BPM fails

- focused on modelling
- delivered no business value
- failed to achieve critical mass
- no shared understanding
- loss of control / too much control
- perceived threat
- half-hearted commitment
The Office of BPM

MEDIOCRITY

It takes a lot less time
And most people won’t notice the difference
Until it’s too late
Now it’s never easy, however...

- experience has shown that companies that invest in this Governance realise the benefits of improvement and change initiatives.
The Office of BPM

a catalyst for BPM success
Establishing the OFFICE OF BUSINESS PROCESS MANAGEMENT

Bassam AlKharashi
Leandro Jesus
André Macieira
Roger Tregear

A breakthrough program to design, build, operate and transfer the knowledge, tools and infrastructure required to enable and support a process-centric organization

Locating  Building  Planning
Managing  Integrating  Preparing
Changing  Scoping  Communicating
Resourcing  Funding

www.leonardo.com.au
No Linchpin

http://www.youtube.com/watch?v=sDyCDV3RRHE&list=UUMeaEAlvPIr5sEgOBiewIZw&index=1&feature=plcp
Scoping
The Office of BPM
Scoping
The Office of BPM

Business Unit Involvement

Office of BPM Involvement

Increasing BPM Maturity
Scoping
The Office of BPM

Directing  Coaching  Serving

intervention  influence
Cases:

Question:
- *Where is the Natural place for this Office of BPM Role?*
- *What can I do to mitigate this in future?*
Locating & Integrating
The Office of BPM
No natural home leads to limited...

SYNERGY
A Code Word Lazy People Use When They Want You to Do All the Work.
Strategy, Processes & Projects’ white paper; Roger Tregear and Bassam AlKharashi.
Question:

- What is the correct structure required and what roles are needed?
- How’s the best way to fund this office?
ACHIEVEMENT
You can do anything you set your mind to when you have vision, determination, and
Note: this diagram shows roles, not positions
Funding
The Office of BPM

- Office Management
- Process Management
- Office Support
- Process Improvement
Question:

- What are the practical steps to implement a CoE that adds value to the business?
TRADITION
JUST BECAUSE YOU’VE ALWAYS DONE IT THAT WAY
DOESN’T MEAN IT’S NOT INCREDIBLY STUPID.
Building & Managing
The Office of BPM

- Prepare & Plan
- Communicate Change
- Implement Capability stages
- Select the appropriate Processes & Services
- Train people
- Measure and Track
- …and don’t try to reinvent the wheel… use Accelerators
Prepare & Plan

The Office of BPM

Office of BPM Reference Model
- MS01-05
- SP01-02
- MP04-05
- MS06-09
- CS01
- CS03-08
- SP03-04
- MP01-03
- MP06
- CS02
- CS09-10
- SP-05

BPM Capability Development Program
- BPM principles
- As Is analysis
- To Be redesign
- data gathering
- facilitation
- idea generation
- measurement
- SOA
- complex analysis
- BPM maturity
- automation
- leadership
- change agent
- adapt case mgt
- BSC

BPM Awareness
- Business Value
- Core Services
- Initial Projects
- Architecture
- Infrastructure

Governance
- Measurement
- Ref Models
- Acceptance
- BPM Maturity

Process Culture
- Full Services
- Conformance
- Reporting
- Evolving

Alignment
- Process Culture
- Full Services
- Conformance
- Reporting
- Evolving

Automation
- Leadership
- Change Agent
- Adapt Case Mgt
- BSC

Communications Management
- PoC / Initial Projects

Change Management

Communications Management
- PoC / Initial Projects
Practical Steps

1. Conduct BPM Maturity Assessment
2. Define Roles and Responsibilities
3. Define BPM Services and Processes
4. Develop Methods, Tools and Templates
5. Size and Define Profiles
6. Plan Implementation

2. Locate the Office into the organisation. Define the Office Mission Statement. Define its main responsibilities compared with other governance mechanisms (Process Owners, Committees, Steering Groups etc).

3. Define services to be offered by the Office. Describe the ‘process management processes’, focusing on the Office activities and how it interacts with Process Owners and other management areas.

4. Define Standards and Templates for the execution of the ‘process management processes’.

5. Determine the number of Human and IT Resources. Define the core competencies for the BPM Team.

6. Elaborate on an implementation plan that includes communication workshops for the organisation and coaching of the BPM team.

Ref: elo group
www.elogroup.com.br
Templates

- Strategy Deployment Matrix
  Matriz de Desdobramento da Estratégia

- BPM Project Plan
  Portfólio de Projeto de Processo

- BPM Portfolio Prioritisation
  Mapa de Produtos

- Process Future Vision
  Visão de Futuro do Processos

- Improvement Agenda
  Agenda de Melhorias

- Risk Analysis Template
  Analise de Riscos

- Gains Memory
  Memoria de Mudanças

- Process Implementation Plan
  Plano de Implementação de Processos

- KPIs Monitoring Plan
  Painel de indicadores
Communications & Change Management

**Staged Implementation**

**Capability Level 1**
- BPM awareness
- Business value
- Core services
- Initial projects
- Architecture
- Infrastructure

**Capability Level 2**
- Convergence
- Governance
- Measurement
- Reference models
- Acceptance
- BPM maturity

**Capability Level 3**
- Alignment
- Process culture
- Full services
- Compliance
- Reporting
- Evolving

**PoC / Initial Projects**
- Data gathering
- Facilitation
- Architecture
- Project mgt
- Modeling

**Communications Management**
- Complex analysis
- BPM maturity
- Change mgt
- Team performance
- Adapt case mgt
- BSC

**Change Management**
PERSPECTIVE
Less is More. Unless you're standing next to the one with more. Then less just looks pathetic.
OBPM Reference Model Rollout

Office of BPM Reference Model

Prepare & Plan

Staged Implementation

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- governance
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- acceptance
- BPM maturity

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- alignment
- process culture
- full services
- conformance
- reporting
- evolving

BPM Capability Development Program

- BPM principles
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- To Be redesign
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- idea generation
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The Office of BPM
Accelerator 2: Staged Implementation

Communications Management

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Prepare & Plan

Review & Plan
Accelerator 3: Capability Development

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**PoC / Initial Projects**

**Change Management**
Review & Plan

The Office of BPM

Office of BPM Reference Model

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The Office of BPM

Building & Managing
The Office of BPM

Communications Management

Staged Implementation

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Office of BPM Reference Model

Prepare & Plan

BPM Capability Development Program

PoC / Initial Projects

Change Management
OBPM Success

Improved organisational performance:
- increased effectiveness & efficiency
- in-house capability or ongoing improvement
- innovative process improvement
- better alignment of strategy and processes
- improved IT and e-service strategies

Effective OBPM operations:
- consistent, repeatable, reliable services
- demand for services
Office of BPM
The Business Process Creed

We believe in ...

• unimpeded flow of measurable value between our organisation and its customers and other stakeholders

• uncovering and eliminating wasteful activities

• a workplace that enables our staff to deliver value

• eliminating frustration caused by broken processes

• having more certain control over things that really matter

• technology supporting business processes, not the reverse

• continuous improvement and discontinuous innovation

This is Business Process Management
Happy to discuss, anytime...

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