

Management by Process



How to ensure BPM sustainability and achieve High Performance Management

Duration: 2 days course

Purpose

There is a need for organisations today to become more adaptive, agile, innovative and focused. This course is designed to meet that need.

In the course, the Management by Process framework – which is a roadmap to sustainable business process management – describes the vision for a truly process-focused and balanced organisation, and the steps that will be required to get there.

It is important for any business to know where its destination is, even though it may not reach it for some time. This course introduces the dimensions that are essential to achieve this visionary state.

Who should attend?

This course is aimed at executives and managers who are responsible for the day-to-day operations of a business, and for the successful completion of business process improvement programs. They include:

- General managers
- Business managers
- BPM program directors
- IT managers
- Consultants

Course approach

The course is designed to be interactive. Attendees will create a detailed plan for the implementation of a sustainable high performance management environment within their organisation. They will have the opportunity of discussing their challenges with expert facilitators and other attendees.

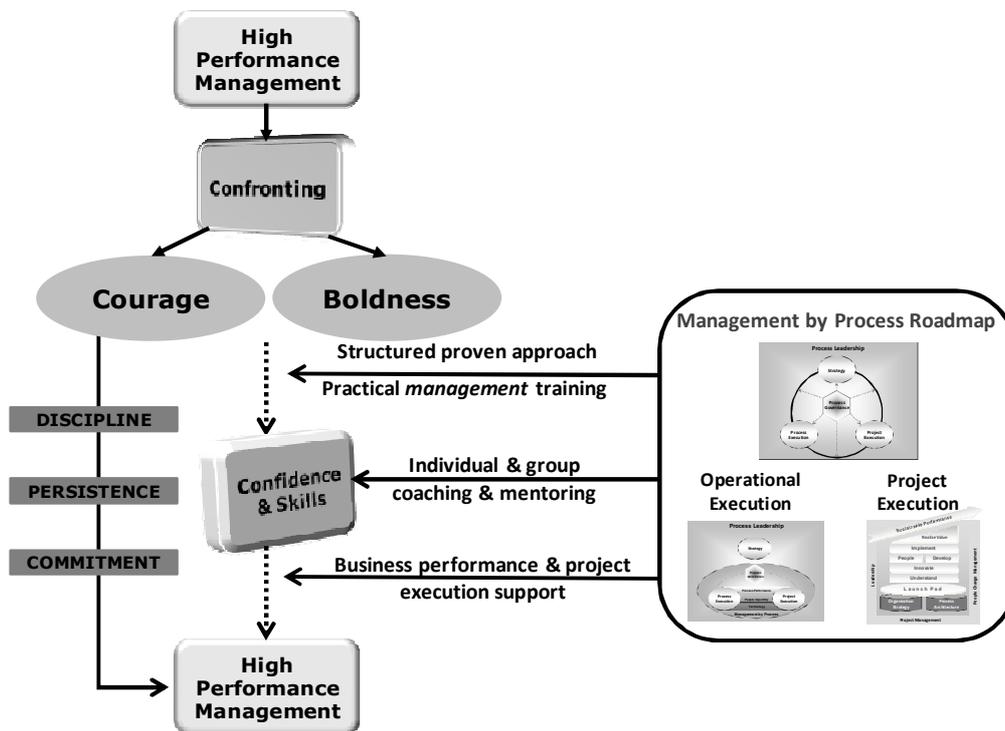
The course, developed by BPM experts, is based on the Management by Process 7 Dimensional Model, outlined in *Management by Process: A Roadmap to Sustainable Business Process Management*, by John Jeston and Johan Nelis (Elsevier, London, 2008), and on the work of Derek Miers, of BPM Focus.

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Course Outcomes

By the conclusion of the course, attendees will have developed a detailed plan for commencing the implementation of a High Performance Management environment within their own organisation.



Course structure

The course is divided into three sections.

Part I provides a brief overview of the importance of business processes within an organisation. It provides an overview of BPM and the high performance organisation; strategy versus execution; a perspective of organizations from both a functional and process viewpoint; and the Management by Process Sustainability Framework. Part I lays the foundations for Part II.

Part II focuses on the Management by Process framework that enables an organisation to become process-focused and attain a high performance management environment.

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Discussion of the 7 Dimensional Management by Process framework covers:

- **Process Leadership**
 - Process focused organisation
 - Leadership verses management
 - Creating an execution culture
 - Business process awareness
 - Process innovation and how to accomplish it
 - Promoting the right managers
- **Strategic Alignment**
 - The process of strategic alignment, and how it is achieved and maintained
 - Strategic approaches/choices and their impact on business processes and management
 - Consequences of strategic choices for the organisation
 - Process architecture and how to initially approach it
 - Relationship of Process Leadership
- **Process Governance**
 - Management versus process governance

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- Sample structures (roles and responsibilities)
- How and who (role selection)
- Process management controls
- Process governance research study
- The role of the business case
- Process Performance
 - People and process
 - Performance determinants and what management can do
 - Rewards – why they are important; how to structure them and maximise their benefits
 - Understanding process responsibilities
 - Process measures
 - Monitoring performance
 - Managing business processes
 - Ensuring continuous process improvement
- People Capability
 - Building internal capability
 - Centre of business innovation – how to create and maintain
 - Engagement of the centre of business innovation with the business
- Project Execution
 - Research shows that one project in five fails outright; 80% are late; 65% either fail or are significantly challenged. Why is this the case?
 - What you can do to ensure that your project does not become one of these statistics
 - How to select the right projects
 - How to set your projects for success
 - How to control and manage projects
 - Why some project management frameworks are ineffective

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- Technology
 - Think ahead, start small, stay focused
 - BPMS components
 - Role of technology - where does it fit

Part III looks at several case studies of businesses that have taken, or are taking, the process journey, and describes their successes and lessons learned. It is also the finalisation of your implementation plan for your business. While the plan will be created and developed during the course, Part III provides you with an opportunity to present it to the group for peer review and expert feedback.

Five reasons to enrol in this course

1. The course is interactive. It will discuss the specific issues and challenges faced by your organisation.
2. The course includes case studies from a variety of industries, and provides examples of what has worked well and what could have worked better in other businesses.
3. You will receive knowledge that you may apply immediately.
4. The training is based on a proven, consistent yet flexible framework which is easily adjusted to your specific requirements and situation.
5. You will take home a customised plan of how to commence the journey to a sustainable process-focus within your organization.

"Most organizations were designed for the industrial age of the past century, when capital was the scarce resource, interaction costs were high and hierarchical authority and vertical integration structures were the key to efficient operation. Today superior performance flows from the ability to fit these structures into the present century's very different sources of wealth creation." (The McKinsey Quarterly, 2007, Number 2, Better strategy through organizational design, by Lowell L. Bryan and Claudia I. Joyce).

"If you really want to become process-focused, you are changing the way corporations have been evolving, which has been around functions, around business. Now what we are saying is that there is a new dimension called 'process', a whole new way of thinking about the way we add value." George Diehl, Director, Process Management Center of Excellence, Air Products and Chemicals Inc., Lessons Learned in Business Process Improvement, American Productivity and Quality Center Workshop, June 2005.