



BPT GROUP
"Making Change the Culture"

Business Process Transformation - BPM Practitioner Course (BCP02)

Purpose:

The objective of this comprehensive and highly interactive 4-day professional program is to develop and equip business professionals with the skills necessary to address the strategic, tactical, and operational (practical) issues of business process transformation/management. The key issues of strategy, people, process, and technology are embedded in the BPM 8 Omega Framework. 8 Omega provides individual organizations with a systematic means of blending new and existing methodologies, tools, and techniques into a unique structure designed to deliver their specific process change requirements.

Target Audience

- Process analysts, process designers, process engineers; all process professionals
- Management staff, change managers, process sponsors seeking to understand both incremental and radical process change and the potential impacts on their organizations
- Information Technology staff seeking to engage with the design of lean, end-to-end business processes
- Organizations needing to show the professional compliance of their operations and processes with corporate governance standards, and other statutory and audit requirements such as SOX, BASEL II, Bill 198, etc.

Delegates on this program will be empowered to:

- Establish, through an organizational maturity audit, the gaps between current and aspiration business vision/strategy, appropriate technology, processes, people and their skills, as the basis for developing and applying a Business Process Framework.
- Use the 8-Omega Framework to structure an organizational approach to process-centric change.
- Identify and define business and process needs from the customer's perspective.
- Link the strategic issues of change to end-to-end process design through the requirements definition process.
- Tailor the Process Transformation Methodology to fit the needs of their organization, making best use of existing expertise plus various course-acquired skills which together will deliver cross-functional, end-to-end, value-adding processes.
- Construct an affinity map (process map) highlighting breakpoints, moments of truth and business rules.
- Apply an impact severity matrix to assist in the design of the TO-BE process.
- Construct an action plan in which business rules are clearly defined, breakpoints eliminated, and moments of truth optimized thus providing the business perspective that the IT and technology people can model, simulate, and use.
- Capture performance measures - Process KPIs and Activity Measures - related to strategic business objectives.
- Develop a performance measurement, implementation, monitoring, and ongoing improvement program to ensure that the benefits of effective change can be demonstrably achieved and perpetuated as the business environment evolves.

Course Delivery:

- We employ a structured workshop format in which delegates work in teams through the case study.
- The project-based generic methodology shadows and builds on each phase of the 8 Omega framework.
- The teams work towards a mapped view of an effective process that delivers product and service quality to the customer and business efficiency and effectiveness to the organization.
- For Teams to construct the resultant action plan the business rules are clearly defined, breakpoints eliminated and moments of truth optimized to provide a value-adding experience for the client.

Course Program:

Day One

- What is Business Process Management and how it differs from Business Process Reengineering
- The Reality of Process-Driven Change
- BPM Self Assessment
- The 8 Essential Principles of EBPM
- Changing to a Strategy-Driven Integrated approach
- Overturning Traditional Mindsets and Structures
- The Keys to Successful BPM End-To-End Process Thinking
- BPM Benefits and Opportunities
- BPM: Driving the Concept of Added Value
- 8 Omega Framework and Generic Methodology
- Obstacles and Issues in the Implementation of BPM
- Integrating Strategic, Tactical, and Operational Dimensions
- Frameworks To Deliver BPM Strategy
- What Will Help You To Succeed
- Taking The Steps To Process Excellence

Day Two

- Base lining The Organization-“The Maturity Audit Processes”.
- Enterprise BPM Maturity
- 8 Omega Maturity Levels
- BPM BPX Maturity Matrix
- Process Management Framework
- Process Analysis & Design
- Process Ownership
- Setting Process Project Objectives
- Defining and Managing Scope: the 1st Point of Consensus
- Data Gathering and Fact Finding
- Key Process Data Gathering Techniques
- Role of the Workshop in Process Analysis and Design
- Interviews and Surveys
- Process mapping – Why map, How to map, What to map, and How to use models
- The Process of Process Mapping
- As Is & To Be “ Design Principles
- Charting, Mapping and Modeling Tools/Techniques
- Affinity Mapping - A Process Charting Structured Approach

Day Three

- Techniques of Process Examination and Analysis
- Examining and Analyzing Process Information
- Problem Analysis: Cause and Effect, Enablers and Dependencies
- Creative Problem Solving Techniques
- Moments of Truth, Breakpoints and Business Rules
- Making the Transition: Moving from Discovery and Analysis to Design and Validation
- Process Requirements Definition and Requirements Management - the 2nd Point of Consensus
- Managing Power and Politics
- People and Politics in the Transformation of Process
- Visible and Tangible Commitment From the Top
- Process Owners, Sponsors, Stakeholders and the Process Change Professional
- Process Governance Structure
- Process Redesign and Related Issues
- Process Design and the Value Chain
- Process Design and Development Options
 - The Role of the Process Designer
 - Impact-Severity Matrix
 - The Role of Quick Hits "Positive Impact or a Waste of Effort?"
 - Process Redesign
 - Processes - Their Type and Definition
 - Processes to Support the Strategy: the 3rd Point of Consensus
 - Organization for Process Integrity
 - Requirements of the Organization Structure
- Leadership and Operating Styles in BPM
- Empowerment and the Issues of Authority, Responsibility and Accountability
- Designing and Measuring "Business Process Service Quality - The Service Quality Revolution"

Day Four

- Own Your Key Processes in BPO
- Implementation of Process Change
- The Change Adoption Process
- Change Culture Markers
- Accepting Ownership of Change and Change Process Structure
- Presentation and Communication "Selling Process Change"
- Communications on the BPM Journey
- Effective Performance Measures -Metrics, Measures, Indicators
- Business Performance Reporting
- Effective Performance Measurement Systems
- Key Performance Indicators
- Managing Performance Process Cycle
- Performance and Process Measurement Exercise
- Monitor, Maintain and Continuously Improve
- Delivering Strategic Change: The Role of the Change Professional
- The Skills of Making Change Happen
- From Control Through to Improvement: Work on Action Plan, Team Presentations, Course Wrap Up