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*"The course was excellent. It has  
greatly broadened my knowledge of  
Business Process Architecture."*  
Dr Colin Hand, Information Architect

*"Excellent course. Roger really is an  
expert in this field and the course  
provided the right balance of theory  
and practical examples. There was  
lots of interaction to help you practice  
the techniques and some real quick  
wins you can take and use straight  
away."*

Wendy Gell, Principal Business Analyst,  
Skandia

*"Excellent overview of business  
process management. (Speaker was)  
very knowledgeable with lots of  
examples based on experience."*  
Corrine Thomas, Global Business  
Analyst, Vodafone Group

*"Provided extremely relevant and  
pragmatic advice. Roger Burlton  
has an excellent combination of  
knowledge and experience."*  
Tim T aylor, Process Model Manager,  
Ministry of Defence

### Presenter



**Roger T Burlton**  
is the co-founder of  
BPTrends Associates,  
founder of Process  
Renewal Group and

the author of 'Business Process  
Management: Profiting from  
Process'. He is considered an  
industry leader in the introduction  
of innovative approaches for  
organizational change. To date, he  
has conducted over seven hundred  
seminars and has presented to  
over fifty thousand professionals.  
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for diverse audiences around the  
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# Building and Using a Business Process Architecture

Roger Burlton

## Overview

This seminar provides a comprehensive examination of Enterprise-level Business Process Architectures and their Alignment with other enterprise capabilities. It will deal with all the complexities of Business Process Management (BPM) at the strategic level of organizations. It emphasises the management of business processes as assets of the enterprise. It focuses on the critical role that processes play in connecting the strategic objectives of the organization with its resources and with what people do every day. In addition it also will cover how to use the architecture in process centric transformation projects. The facilitated workshop sessions throughout are highly interactive and ensure experience-sharing with other delegates.

## Learning Objectives

- Understand what's new in strategic level BPM practices
- Be able to apply enterprise-wide architecture and process-level techniques that are aligned
- Be able to set up an internal pragmatic BPM Centre of Expertise that supports the models produced
- Learn how to sell the enterprise process value proposition and gain cross-organization acceptance
- Be able to develop a process architecture that is the foundation for planning, budgeting, organization design, compliance, change management, SOA and the introduction of breakthrough BPMS technologies
- Be able to use the architecture to accelerate process change projects and model development
- See how to institute day-today process asset management and governance frameworks for continued progress

## Seminar & Workshop Outline

### The Foundation of Enterprise Process Thinking

- Business performance pressures: Time, Cost and Agility
- Integrity, Alignment and Traceability through a Process Architecture
- Strategy, Stakeholders and Process Maps
- BPM technologies
- An enterprise process methodology framework
- The fit of Six Sigma, Lean and other process techniques

### Enterprise Strategic Intent and Stakeholder Analysis: The Architectural Beginnings

- Business Strategic Intent to define and align processes
- Stakeholder Analysis (Who Cares?)
- Vision, Goals, KPIs and Strategic Objectives (The Enterprise Criteria)
- Alignment and Change Criteria

### Workshop: What are the strategic and stakeholder criteria for your process architecture?

### Process Architecture Models: The Foundation for Enterprise Governance and Process Management

- An asset lifecycle approach for developing your process architecture
- Using Frameworks and industry reference models
- Building a bespoke process architecture model
- Process scoping and enterprise process mapping
- Process / stakeholder alignment

### Workshop: What is your processes architecture map?

### Process Organization, Measurement Systems and Governance

- A Process Governance Framework
- Ongoing Process Management up and down the organization chart
- The Matrix revisited: optimising process and functional structures
- Responsibilities and incentives for stewardship/ownership/management
- Process-Managed Scorecards, Alignment and Traceability

### Dealing with Information, Knowledge and Business Rules

- Cross-referencing Information to the Process Architecture Map
- Combining knowledge learning and process feedback
- Separating Business Rules from Processes for Agility

### Aligning Enterprise Capabilities (Technological, Human and Facility)

- Process-Driven Enterprise Architecture and the Zachman Framework
- The Process Architecture as the foundation for Service Oriented Architecture (SOA)

## Audience

- Business and IT Architects
- Senior Business Analysts
- Business and IT Strategists
- CIOs, Management and IT Consultants
- Change Management Team Members
- Business Process Management Teams
- Line of Business Managers and Executives
- Project and Programme Managers
- Quality Programme Professionals

### Business Process Management Systems (BPMS)

- Business Activity Monitoring (BAM)
- Technology Standards
- Human competency alignment
- Facility requirements

### Prioritizing Changes and Establishing a Transformation Portfolio

- Value and performance-driven process change prioritization
- Rationalizing existing initiatives
- Re-aligning budgets and resources
- Tools for Managing Process and Programme Knowledge

### Workshop: What are your priority processes for renewal?

### Leveraging Process Architecture into a Process Improvement Project

- Determining Process Vision, Goals and Objectives
- Scoping the Process Project
- Ensuring Traceability with the Architecture
- Understanding process modeling standards, documentation and notations
- Gathering Information and Modeling the Current Process
- Analyzing the Current Process
- Redesigning the process: Innovation
- Modeling the 'To-Be' state
- Validating the design

### Workshop: Develop an aligned Process Scoping model and project charter

### Human Change Management: Perceptions and Politics

- Understanding concerns and fears of Executives and Staff
- A method and tools for navigating fear
- Incentives and evaluation systems
- A Communications strategy

### Workshop: What are your Stakeholders' Concerns and how will you communicate to mitigate them?

### Building a Business Process Centre of Expertise

- PCoE Support Services Catalog
- PCoE support roles and required competencies?
- Gaining credibility and trust
- PCoE versus governance

### Summary

- Comparing your status to a Multidimensional Maturity Model
- Critical Factors revisited

## Registration Information

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### Seminar Timetables

08.30 – 09.00 Registration (first day only) 09.00 – 12.30 Event  
12.30 – 13.30 Lunch 13.30 – 17.00 Event

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