Association of BUSINESS PROCESS MANANGEMENT Professionals

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Tony Benedict, President, ABPMP International
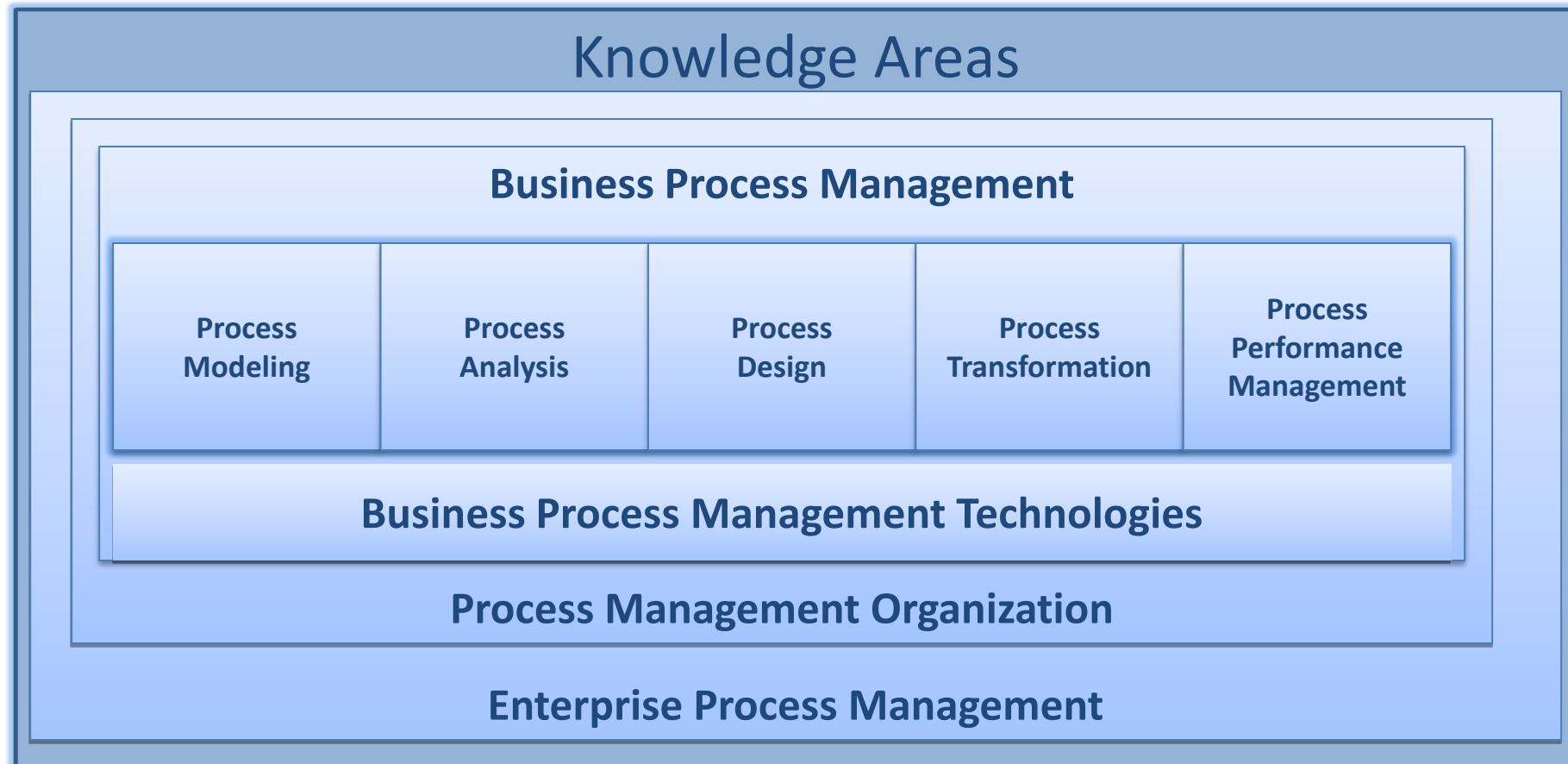
Introduction

Tony Benedict is a C-Level Operating executive who has led step-change results in manufacturing-based companies in industries ranging from pharmaceuticals, semiconductors to healthcare. Acknowledged for exceptional ability to apply strategic principles, and quickly grasp entirely new industries. Have guided Global Fortune 50 companies such as GlaxoSmithKline and Intel. Presently a Partner with Omicron Partners, LLC, Interim CxO management and a Strategy and Operations advisory firm. National Association of Corporate Directors (Governance Fellow).

Tony Benedict has served on the Board of Directors of ABPMP since 2003. He has held the following board positions over the last 17 years: VP, Relationships, VP, Marketing, VP, Operations, VP, Finance and served as President of ABPMP since 2009. He was part of the original Education team to develop the 9 knowledge areas and the BPM CBOK version 1.0. He has actively participated as a co-author on all subsequent versions of the BPM CBOK versions 2, 3 and 4. Benedict established an Affiliate licensing program to have the BPM CBOK and CBPA/CBPP exams translated into Portuguese, Spanish, French, German, Russian and Arabic to reach a broader audience of practicing BPM professionals.

Credentials and Certifications:

►MBA, Finance/Operations – University of Pittsburgh

►Bachelor of Science, Psycho-Biology – Albright College

►Certified in Planning and Inventory Management (CPIM) by the Association of Supply Chain Management (ASCM)

►Certified Business Process Leader (CBPL) by the Association of Business Process Management Professionals (ABPMP)

►Certified Business Process Professional (CBPP) by the Association of Business Process Management Professionals (ABPMP)
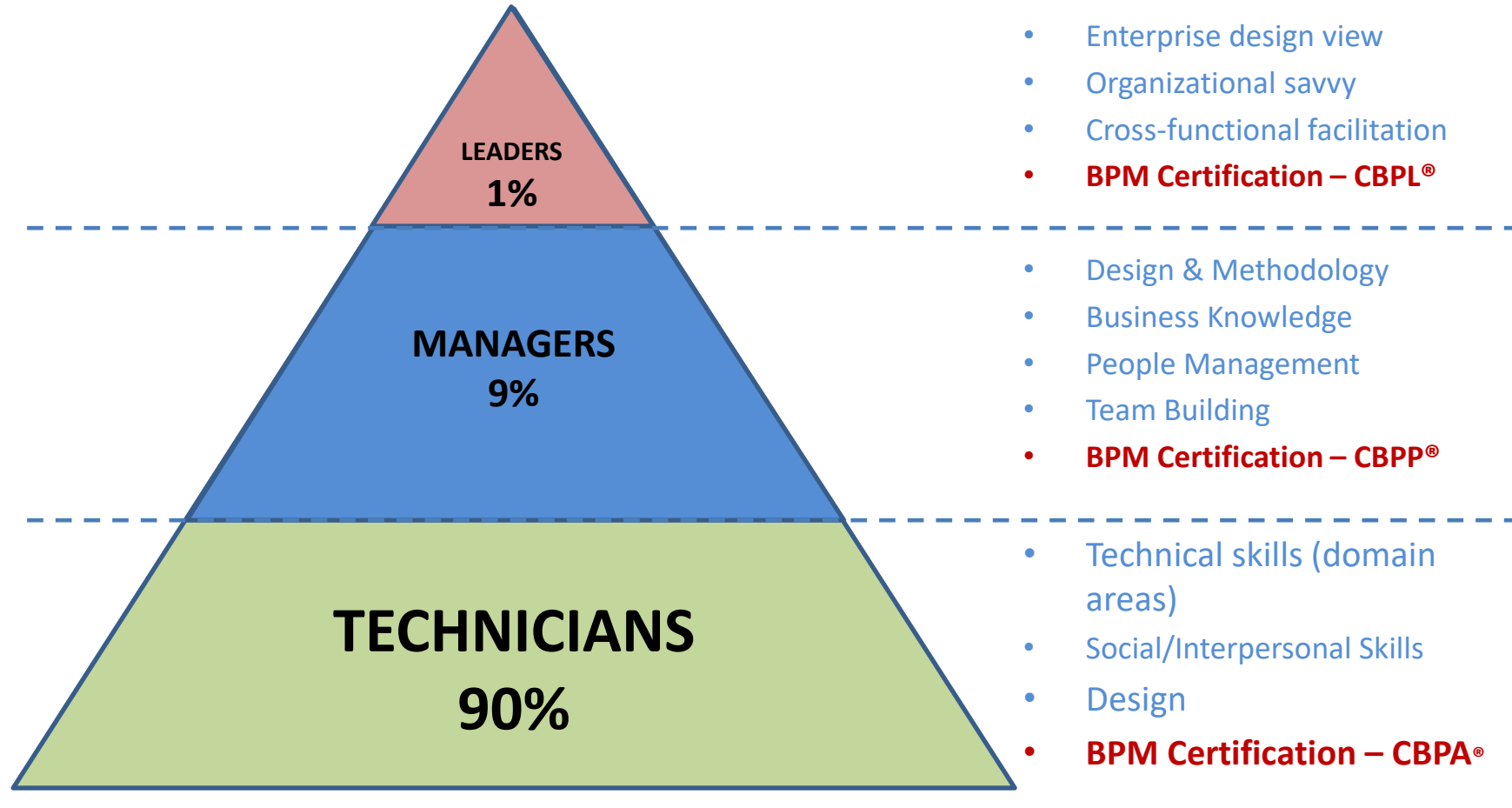
BPM CBOK®
The 9 Knowledge Areas

Knowledge Areas

Business Process Management

Process Modeling	Process Analysis	Process Design	Process Transformation	Process Performance Management

Business Process Management Technologies

Process Management Organization

Enterprise Process Management

- The 9 Knowledge Areas are foundational to Business Architecture

BPM CBOK® V4.0
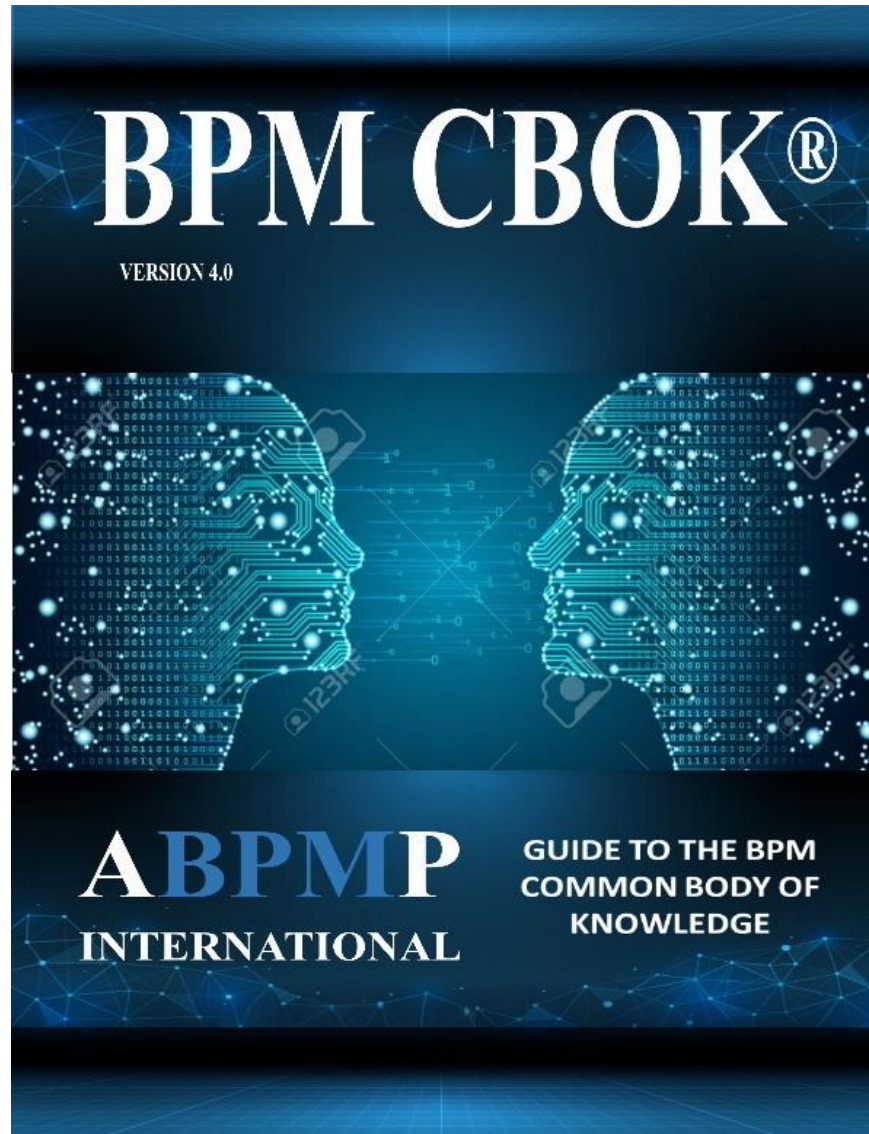
- The BPM Competency Model is aligned to the BPM CBOK Knowledge areas **AND** the knowledge areas are aligned to the BPM Life Cycle Framework
- From a Career Path Architecture perspective, the focus is on the skills and competencies for business and digital transformation at the _technician, manager and leadership levels_
- From a skill and competency development perspective, the focus is on areas that won't be _automated_
- Key skills:
  - Critical thinking, problem solving, communication as they relate to the following:
- Competencies:
  - The BPM CBOK knowledge areas
  - Strategic alignment and execution
  - Business process architecture
  - Leadership/People Mgmt
  - Org Design
  - Change Mgmt
  - Project Mgmt
  - Financial Mgmt
  - Risk Mgmt
  - Business Impact measurement
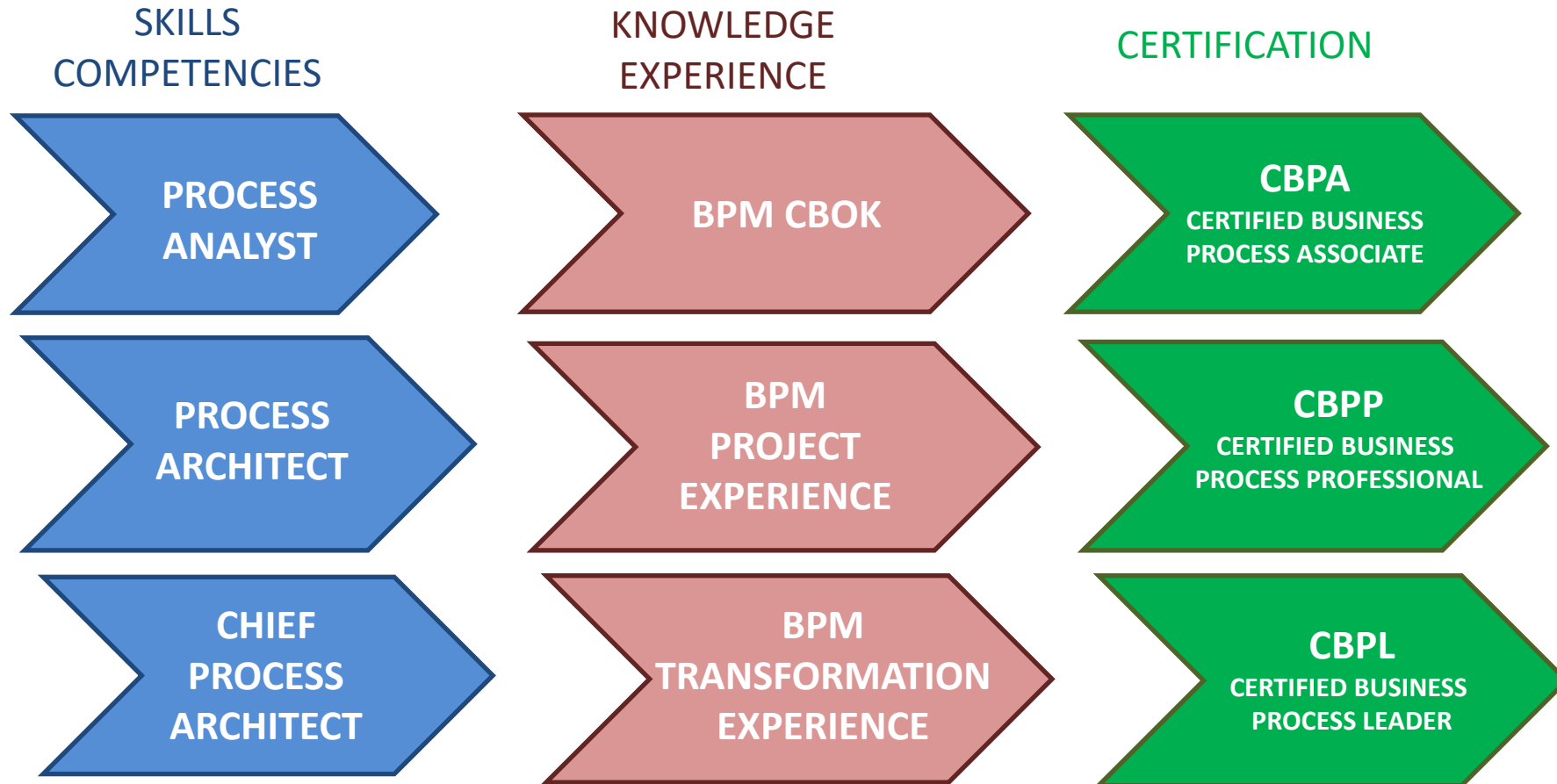 - Technology

Leadership Pipeline Pyramid

LEADERS
1%

MANAGERS
9%

TECHNICIANS
90%

- C-Level Strategy & Communication
- Enterprise design view
- Organizational savvy
- Cross-functional facilitation
- **BPM Certification – CBPL®**

- Design & Methodology
- Business Knowledge
- People Management
- Team Building
- **BPM Certification – CBPP®**

- Technical skills (domain areas)
- Social/Interpersonal Skills
- Design
- **BPM Certification – CBPA®**

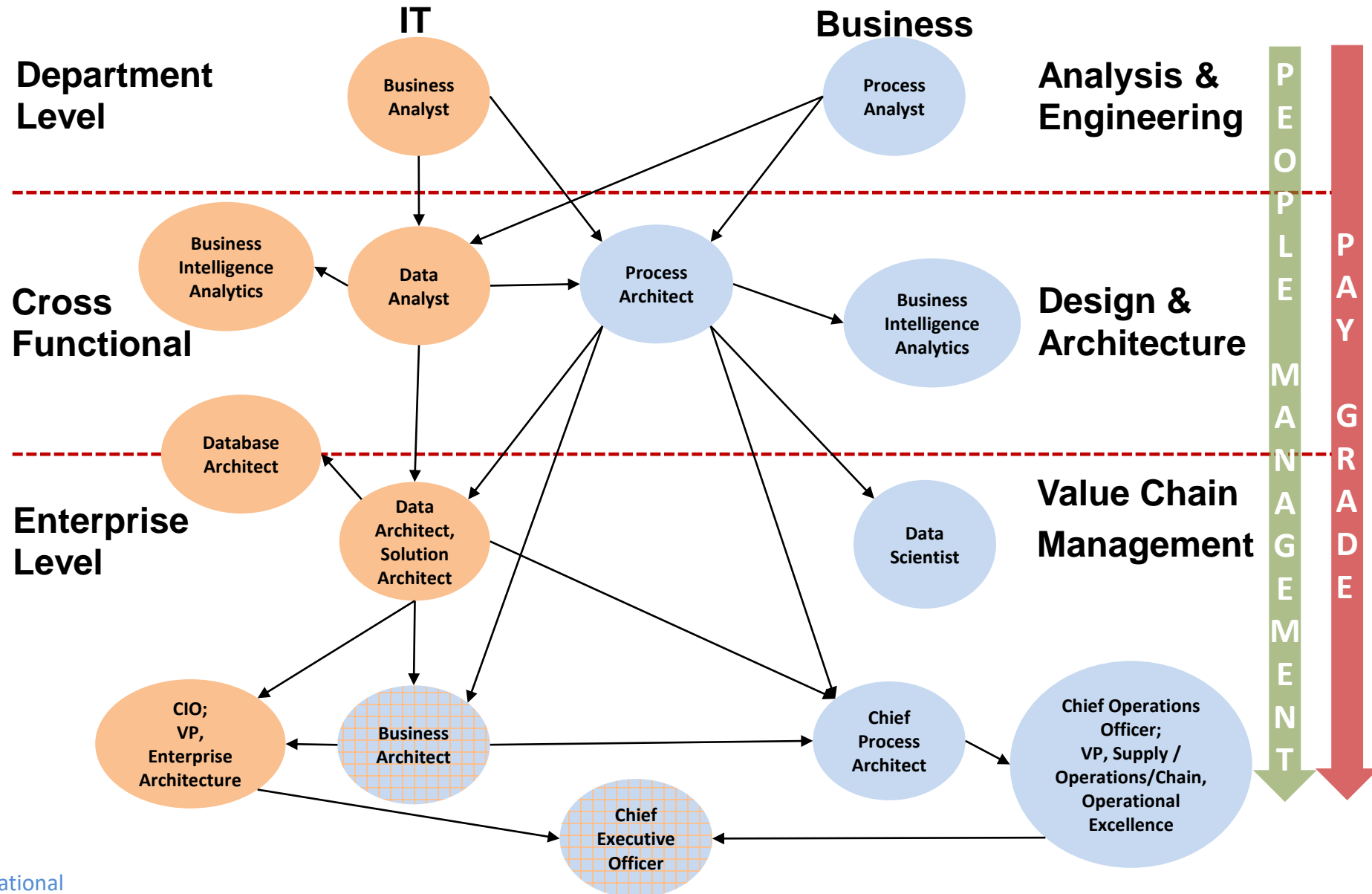| Equivalent Business Title	Process Analyst	Process Architect	Chief Process Architect
Primary Responsibilities	Entry Level	Middle Manager	Senior Leader
Background			
Education/ Certification	Bachelors/ CBPA®	Bachelors and/or Masters/ CBPP®	Masters/ CBPL™
Work Experience	<1 year	>4, <10 years	>10 years
Business Process Management Competencies			
Process Modeling, Analysis & Design (New Solution Design)	Beginner	Intermediate	Advanced
Process Methodology	<1 Methodology	2 or less Methodologies	>2 Methodologies
Process Measurement & Management (Performance Measurement)	Basic identification & Measurement	Benchmarking	Advanced Benchmarking and Integration into Corporate Strategy
Change Management & Facilitation	Beginner	Intermediate	Advanced
Technology	<1 Implementation, Any technology	<5 Implementations, Any Technology	>5 Implementations, Any Technology
General Business Competencies			
Individual and Leadership Behavior	Participates on Team	Participates and Leads Small to Medium Size Teams	Leads Large Teams
Solutions Delivery	Participates on Team	Participates and Leads Small to Medium Size Teams	Leads Large Teams
Business & Financial IQ	ROI	Benchmarking & ROI	Benchmarking, ROI, Corporate Scorecard

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BPM COMPETENCY MODEL

SKILLS COMPETENCIES	KNOWLEDGE EXPERIENCE	CERTIFICATION
PROCESS ANALYST	**BPM CBOK**	**CBPA** CERTIFIED BUSINESS PROCESS ASSOCIATE
PROCESS ARCHITECT	**BPM PROJECT EXPERIENCE**	**CBPP** CERTIFIED BUSINESS PROCESS PROFESSIONAL
CHIEF PROCESS ARCHITECT	**BPM TRANSFORMATION EXPERIENCE**	**CBPL** CERTIFIED BUSINESS PROCESS LEADER

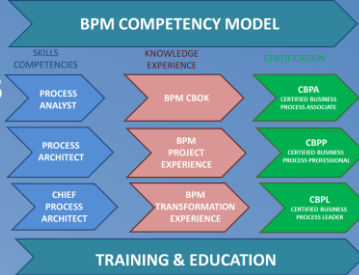## TRAINING & EDUCATION

7

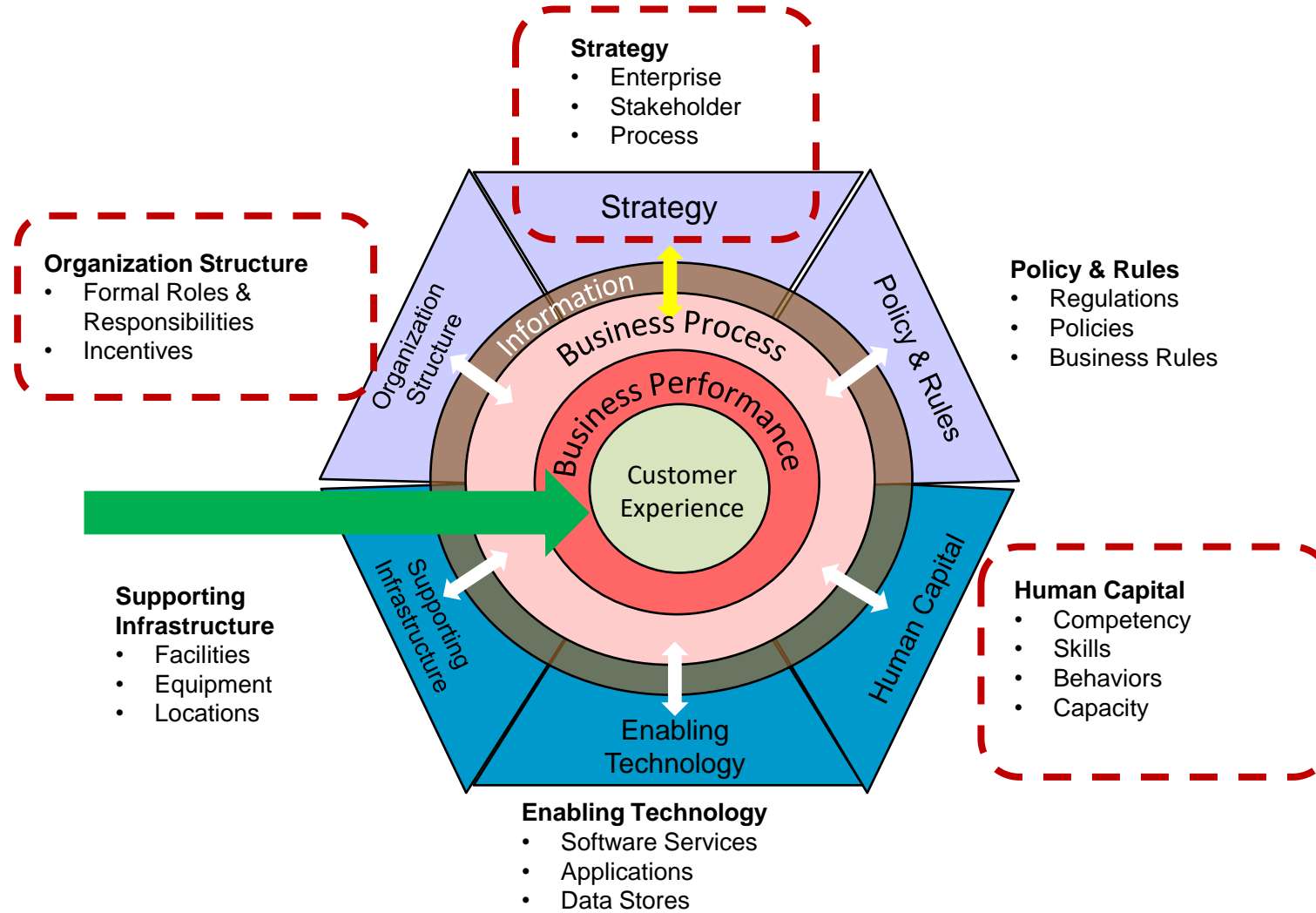# Multi-Disciplinary Leadership Development

The ABPMP BPM Certification Roadmap
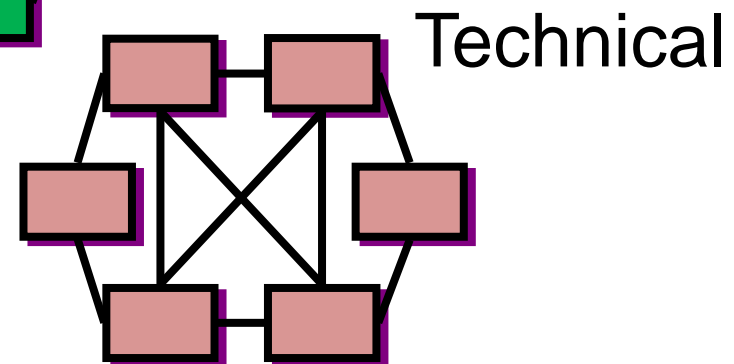
Choose which BPM Certification is right for YOU.

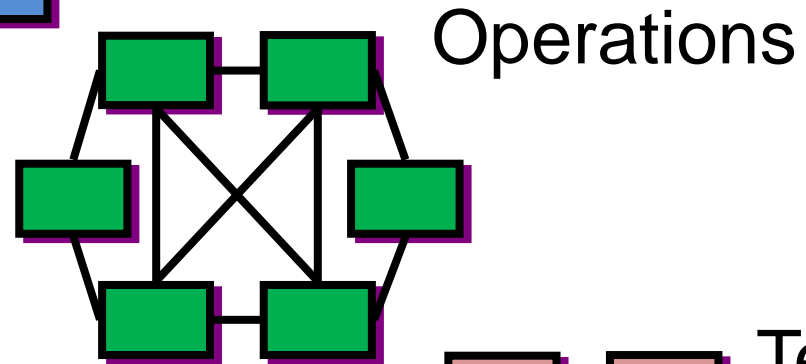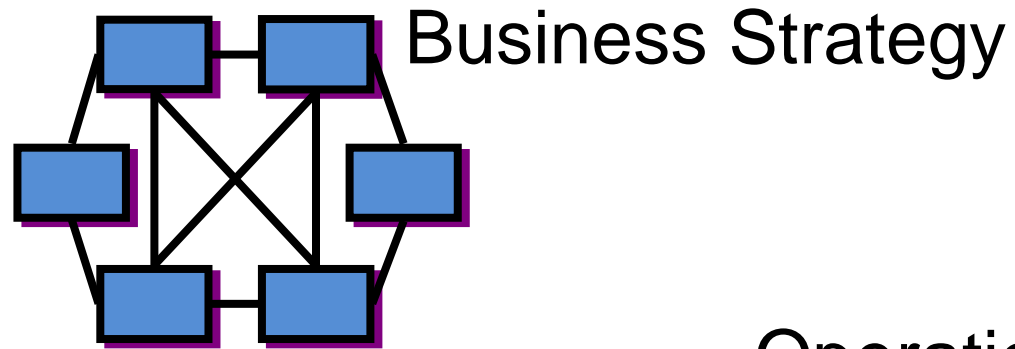1. **BPM Competency Model**
   - **Assess Your Skills and Competencies**
2. **Choose your BPM Certification Level**
3. **Take BPM Exam Prep Course**
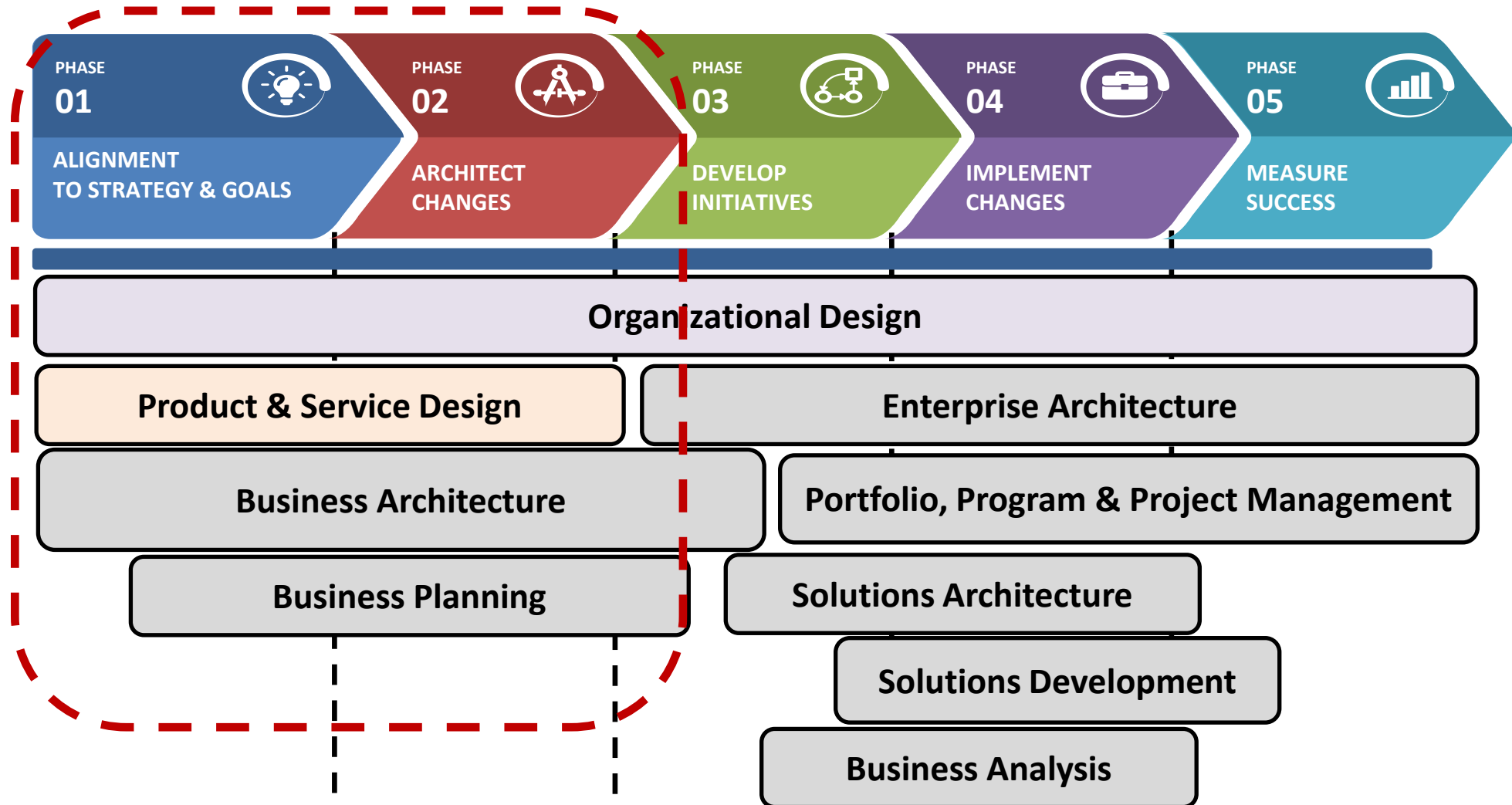4. **Pass Exam**
5. **Maintain Your BPM Credential**
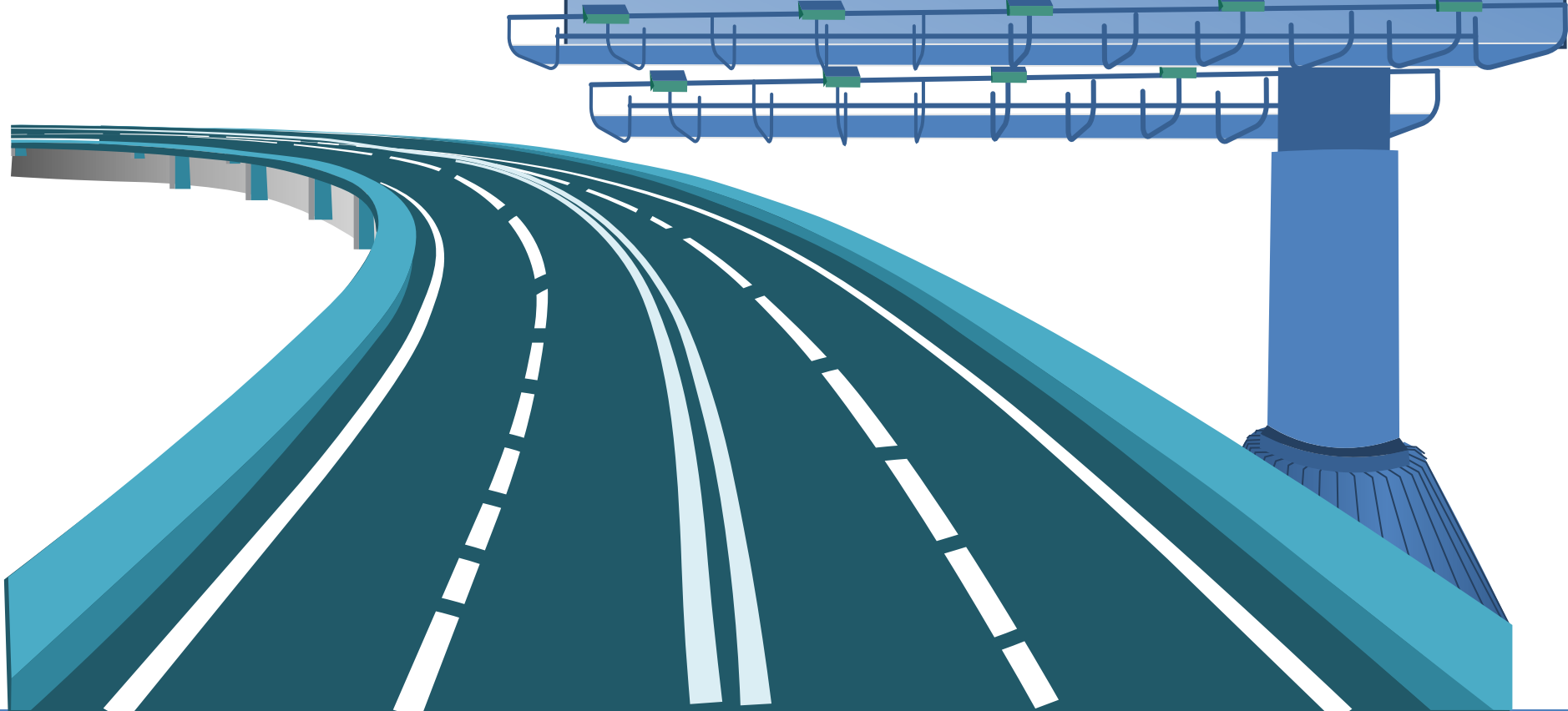
Integrating the Enterprise

Strategy
- Enterprise
- Stakeholder
- Process

Organization Structure
- Formal Roles & Responsibilities
- Incentives

Policy & Rules
- Regulations
- Policies
- Business Rules

Supporting Infrastructure
- Facilities
- Equipment
- Locations

Human Capital
- Competency
- Skills
- Behaviors
- Capacity

Enabling Technology
- Software Services
- Applications
- Data Stores

Strategy
Organization Structure
Policy & Rules
Information
Business Process
Business Performance
Customer Experience
Supporting Infrastructure
Human Capital
Enabling Technology

Source: Adapted from Roger Burlton Hexagon

Aligning Enterprise Levels

Business Strategy

Operations

Technical

Design: From Strategy to Execution – BPM Life Cycle Framework

Integrated Life Cycle Model for Business / Digital Transformation

| PHASE 01 ALIGNMENT TO STRATEGY & GOALS | PHASE 02 ARCHITECT CHANGES | PHASE 03 DEVELOP INITIATIVES | PHASE 04 IMPLEMENT CHANGES | PHASE 05 MEASURE SUCCESS |

Organizational Design

Product & Service Design

Enterprise Architecture

Business Architecture

Portfolio, Program & Project Management

Business Planning

Solutions Architecture

Solutions Development

Business Analysis

Orders of Change

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3rd Order Change

- Tasks & Nature of Work
- Attitudes, Values & Skills
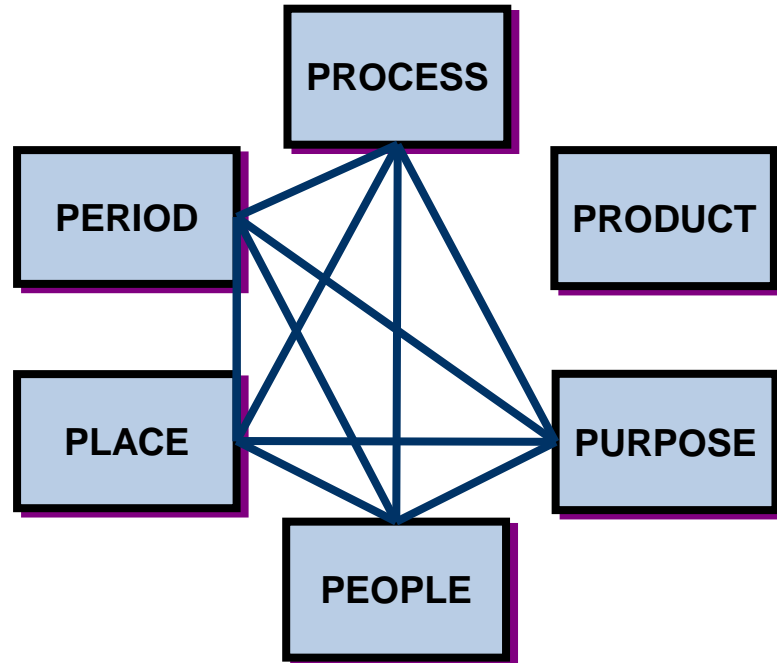- Motivation & Relationships
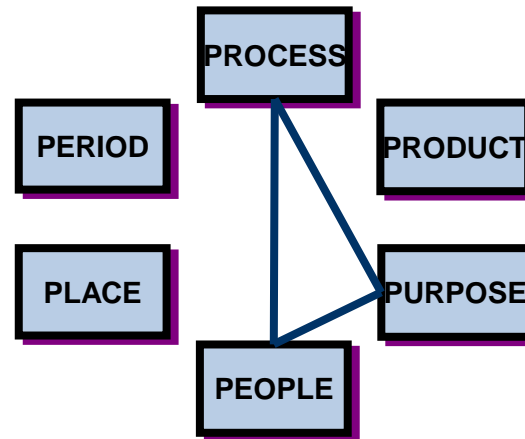
2nd Order Change
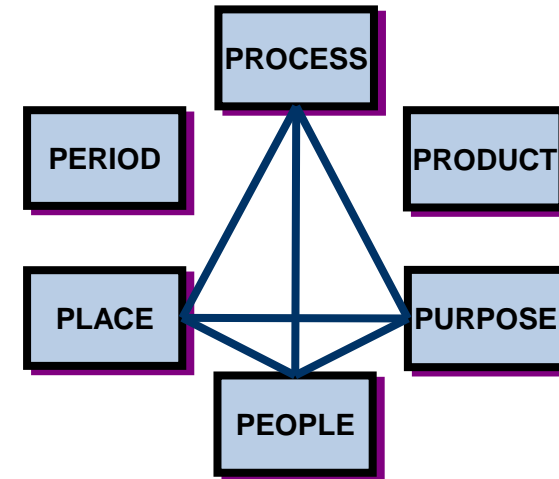
- Tasks & Nature of Work
- Attitudes, Values & Skills

1st Order Change

- Tasks & Nature of Work
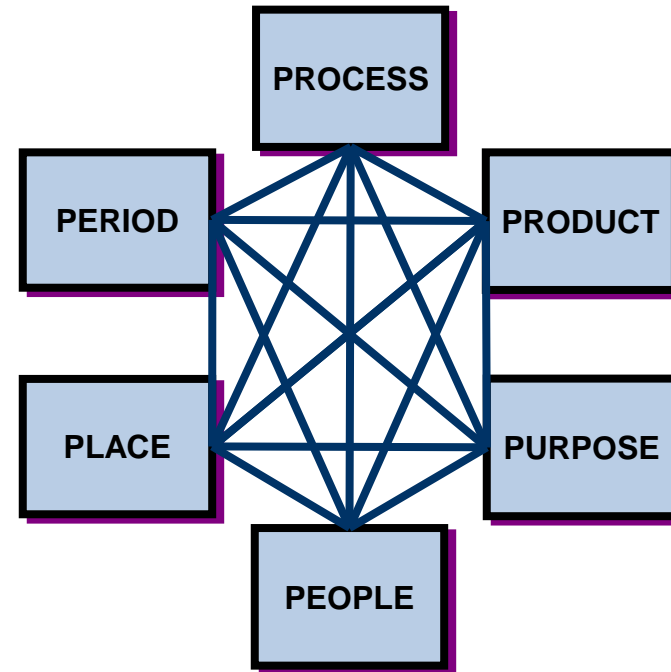
Orders of Change

4th Order Change

PROCESS
PERIOD
PRODUCT
PLACE
PURPOSE
PEOPLE

- Tasks & Nature of Work
- Attitudes, Values & Skills
- Motivation & Relationships
- Structure & Culture

5th Order Change

PROCESS
PERIOD
PRODUCT
PLACE
PURPOSE
PEOPLE

- Tasks & Nature of Work
- Attitudes, Values & Skills
- Motivation & Relationships
- Structure & Culture
- Relationships with External Partners & Community

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BPM CoE & Leadership Governance Components

Governance & Oversight

- Program Strategy
- Policies and Standards
- Roles, Responsibilities & Structure
- Program Management
- Methodology and Design Authority
- Automation Asset Management

Delivery Lifecycle

- Process Identification
- Process Prioritization
- Process Optimization
- Development & Deployment
- Ongoing Operations

Metrics & Reporting

- Program Progress Measurement
- Operational & Performance Metrics
- Benefits Measurement & Reporting

Development & Change

- Skills Development
- Stakeholder Management
- Organization Change Management
- Communication

Technology Management

- Vendor Management
- Architecture & Infrastructure
- Innovation and Test Lab
- Expert Network
- Knowledge Management
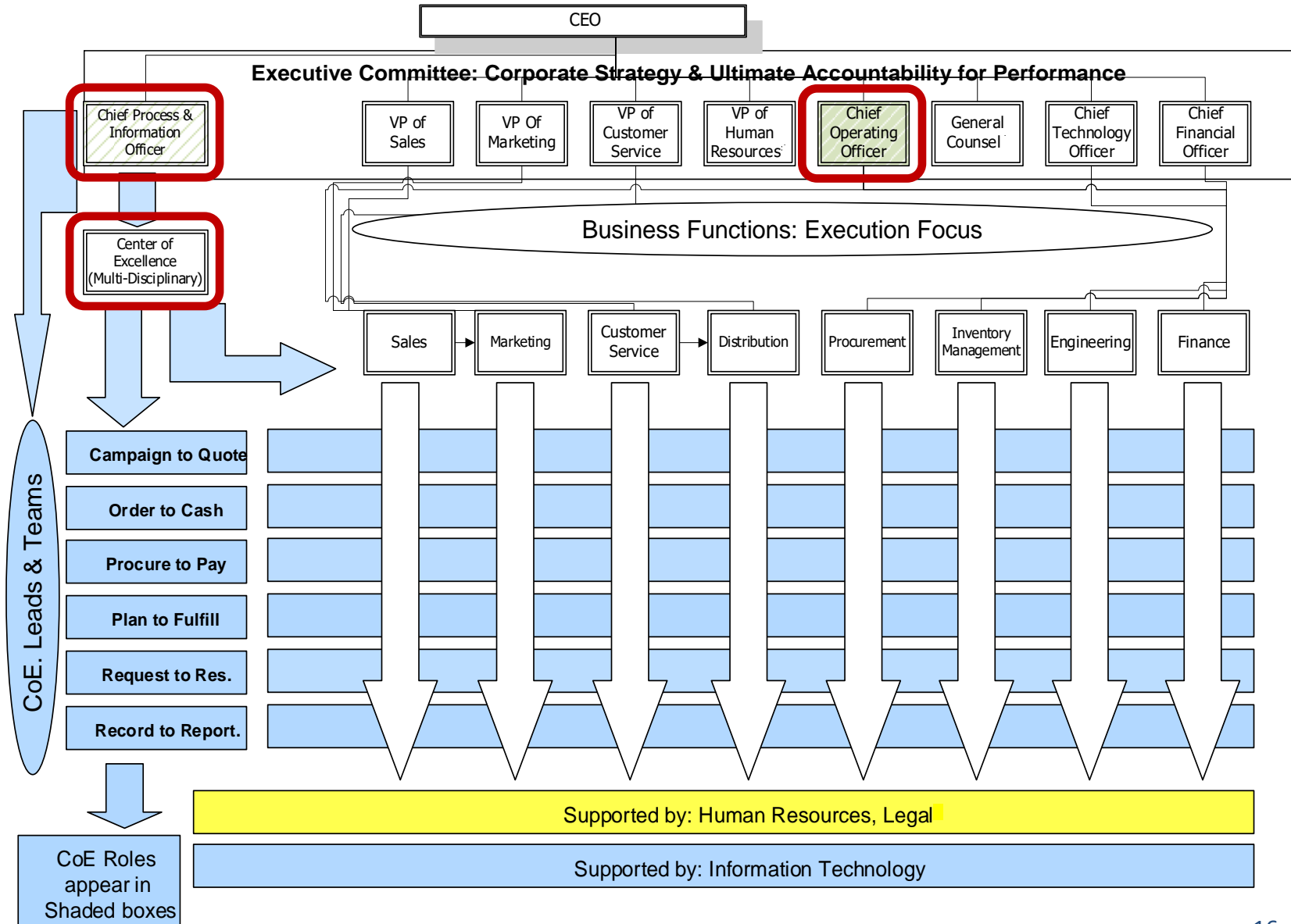
Enterprise Engagement

- CoE / Competency Centers
- Transformation Programs
- Risk & Controls
- Security
- IT Processes

Enterprise Process Governance of Value Streams & Performance Optimization

The BPM CoE should led by a C-Suite Executive and would have C-Suite ownership & accountability. The leader would be versed in multiple disciplines

Process ownership should be cross functional and will manage enterprise level performance measurement and accountability

IT should align the Process Owners to the applications enabling those core value streams

Questions?

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