BPM 3.0
Skill Sets for the
BPM Practitioner

Sohail Thaker, MBA, PMP

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Ethier

- 30 years
- Boutique consulting firm
  - Consult across multiple industries
  - Business and technology
  - Senior consultants
- Service lines
  - Business Process Innovation
  - Project Management
  - Business Analysis
  - Organizational Change Management

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- Interesting & challenging assignments
- Right to choose assignment
- Minimal down time
- No travel
- Support

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Ethier – A history of Process

- Process focus formalized in 2000
- Discover Business Process Innovation
  - 2002 – 2007
  - Over 500 course attendees
- 36 / 65 consultants – process background
- 356 projects with process component

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Sohail Thaker

- Ethier partner
- International consultant
- Broad experience

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Ethier Partner

• 23 years of business experience, including 11 years with Ethier in a consulting role.

International consultant

• worked in Africa, India, Europe, and North America.

Formal certification
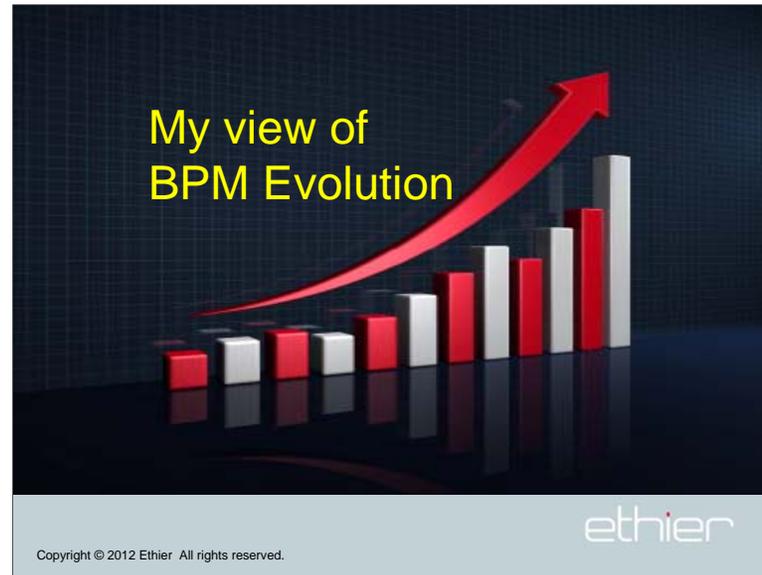
• has an MBA (1988) and a PMP.

Broad experience

• Sohail has extensive experience in business analysis, project management (Traditional, Agile and Scrum), program management, business process innovation, change management, and facilitation across multiple industries.

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My view of
BPM Evolution

I want to commend you for attending this session

Lots of Analysts that are not willing to do this…

Shows your personal dedication to be an excellent Analyst – that you are Willing to invest in yourself

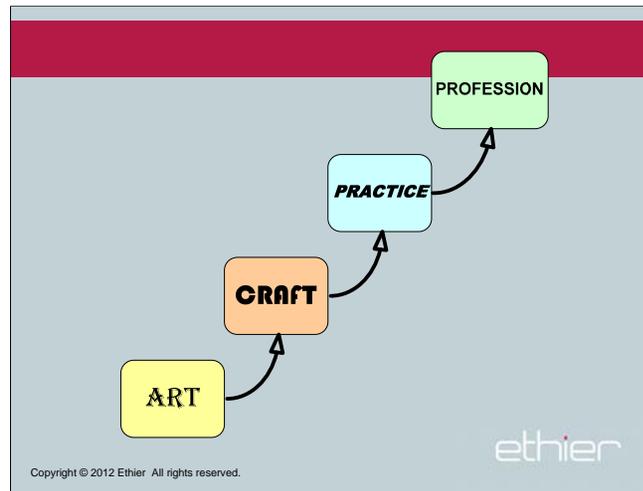Willing to look at new techniques and points of view and to be open-minded

Our plan today is to have some open discussion. But before we do that I want to lay out some concepts for you to consider…

Three BPM versions -
BPM 1.0, BPM 2.0, BPM 3.0
I will describe my definitions of each of the versions
The question is whether we want to evolve to BPM 3.0?

ART: No Map

Fill in the gaps

No standards

Missed requirements

Not understood

CRAFT: Credibility

Building BOK

Identify tools used

Less missed requirements

Better understood

PRACTICE: Incremental Improvements

Better definition

Well understood

Tools used – know when to use what

Better requirements definition

PROFESSION: Well understood tools

Documentation and evidence

Literature/Studies

**BPM 1.0
No Map**

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Back in the day the Analyst was the person who had some technical ability (probably some dev background) and had 2 skills,

(1) the ability to identify a process and write a document   and

(2) the ability to communicate

I was one of these guys – and found myself working for a software company writing specifications, developing processes and talking to customers and translating their needs for my developers

I spent lots of time with the devs, understanding their limitations, how the application worked, what was easy to change and what was hard to change – then managing the customer expectations with this in mind

Why was I an Analyst? Had started out as a dev chasing a Comp Sci degree, then switched to Mgmt and did a MIS specialization – wanted to solve business problems.

Training as a Analyst – none really – other than what I picked up from my degree. Absolutely no training in Business Process Analysis

No templates or formats – just learned what worked for devs and clients over time

No real map of how to move forward – just liked solving business problems and creating flowcharts to depict process flow

BPM 2.0 - Consistency

Fast forward 20 years and the establishment of methods and practices such as Lean and the establishment of the IIBA and PMI

I see this as BPM 2.0 – an ambition to get recognition for the BPM skill-set, to start creating some consistency, and to make sure that practitioners have a minimum set of skills

Benefit – helping businesses develop a consistent definition and set of expectations so that they can effectively leverage Business Process Analysts

Target is to get Business Process Management recognized as a "Profession"

To be a "Profession" we need to have lots more data collected and well defined practices and approaches (think Medicine and Engineering)

However, we must recognize that it is far from being seen as a profession – it is still in it's infancy in terms of definition and documentation

Therefore BPM is more like a "Craft" on the way to becoming a "Practice"

What is BPM 3.0 ?
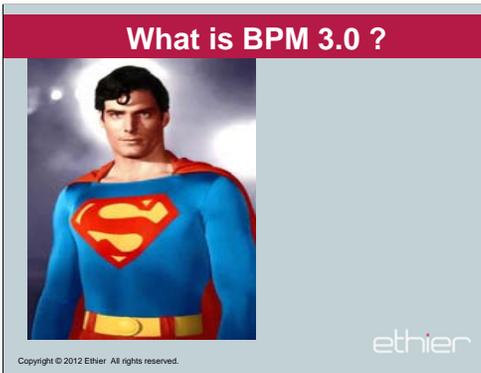
What did we gain by evolving from BPM 1.0 to BPM 2.0? (audience response)

Standards, consistency, recognition, business acceptance, leveraging our skill-set better, definition of techniques, more literature available, some research on techniques taking place…

What did we lose? (audience response)

Let's start thinking about BA 3.0…

BPM 3.0?

Very simply, it is BPM 2.0 plus some exceptional personal traits and skills

Assumes you have mastered the tools available (BPM 2.0) – these are now table stakes

I think it is not enough to be a CBAP – this is the "new average"

To be exceptional you have to be more than average, more than BPM 2.0

Analysts that embrace BPM 3.0 are leaders,

willing to be Artists again,

to travel without a map,

to further the craft towards a profession

So that lays out BPM 3.0 – lets expand on it with our first discussion topic

Be A Chef, Not A Cook

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Read a great book by Seth Godin called "Linchpin" – I recommend you all get a copy, and I have incorporated some of the concepts of the book in this talk

Methodologies and certifications have raised the bar for "Average"

Standards create a new average for all Business Process Analysts – these become "table stakes"

But we lose something as we systemize

As we systemize we become more like Cogs in a machine – less and less unique and more and more replaceable

We focus more on consistency vs. being indispensable, being a lynch-pin, making a difference

We lose some of the leadership aspects of BPM 1.0 - Where is the ART in our work?

As we standardize we can kill spirit and replace with "competency"

In BPM 1.0 we were map-makers – nobody to really follow – we figured things out
In BPM 2.0 we are starting to follow standards, to follow a map
In BPM 2.0 we are familiar with all the tools – this is now table-stakes

Cooks follow recipes. Chefs create art. (EXPAND)

In BPM 2.0 – Methodology (like Lean) = recipe + ingredients
- **How you combine them is your ART**

So how, with BA 3.0 – how do we add value?

As Analysts we need to be constantly evaluating what will help move the project along…

Does automatically following the process add value? Are we following the recipe too closely?

Completing all the process analysis does not always make sense – what can be dropped, what needs to be added?

Think LEAN – if nobody is waiting anxiously for your deliverable – and you are completing it as "part of the process" - then question its value

This type of challenging thinking adds value…
Don't be an Order Taker with the business, challenge them

Analyze what is being requested
- don't just be one of those Analysts that does a virtual pass through from the business to IT
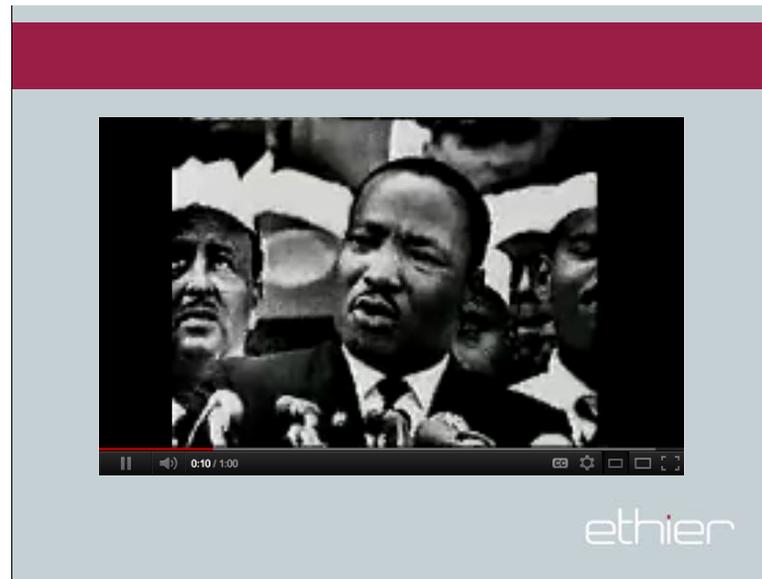
Be prepared before you ask any questions, Promote different solutions, be an Artist at process design

In BA 3.0 the BAs create maps for others, but are not afraid to make their own

Open to discussion – who agrees or disagrees that we need to be Chefs vs. Cooks?
-**Who thinks that Chefs will create chaos?**
-**What happens if we are all cooks?**

Onto our second discussion topic:

As an introduction to the next principle – I would like you to watch this video…

http://www.youtube.com/watch?v=4oAB83Z1ydE

Think Different: Be Exceptional
Not Just Average

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Industry is focusing on the importance of BPM

– realizing that solutions need to do more than just work

– they need to help businesses make money and they need analysts to develop unique solutions to stay competitive

(unique because "me too" solutions reap no competitive advantage)

I have talked to employers and heard some of the following complaints about Analysts today…

Too much focus and dependence on detail – Analysts like being stuck in the weeds

Need Analysts to be more Top Down in their thinking, especially at the start of the project – think EPICs first, then work on the detail later that is required for stories

Analysts are forgetting to think on their feet – the job is not simply about completing templates and documents – those tools are simply there to help you focus your thoughts

Be more focused on delivery (SHIP) vs. perfect documents (e.g. IPOD versions vs. perfect)

Analysts often lack the right skills – and are not developing the right skills

BAs can over-analyze instead of focus on good enough

What skills does an exceptional Analyst have?

Have developed BPI & OCM skill-sets

Ability to Facilitate, especially Jad sessions with business and tech people

Process mapping – AS-IS & TO-BE (solution)

Able to challenge the business – drive out a better solution (e.g. Henry Ford and faster horses)

Managing change in the organization

Understanding how to deliver so users will adopt changes effectively

Being an average Analyst is not good enough for you to create competitive advantage – you need to be exceptional - Open the floor to discussion
-What are some of the challenges you face in being exceptional?
-What are some examples of how you have been supported to be exceptional?

Evolution vs. Revolution?

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Our Final Discussion Topic:

So what is the right way to develop new business processes?

Should we evolve processes in an iterative way or should we revolutionize the processes?

Images show two examples of these strategies:

SONY – evolutionary approach to the Walkman: Started selling them in 1979, originally to play cassettes and then added features such as recording, am/fm, auto reverse, power consumption, digital music, reduced size etc.

APPLE – revolutionary approach: It was released 2001 and addressed many issues that the market was not dealing with (especially Sony) – these include – the need to play MP3 format and an easy user interface.

Two great companies – two very different strategies for introducing change…in products and processes

I think a BPM 3.0 analyst will not be afraid to be revolutionary and will have the passion and intellect to build a case to do so.

They will also be evolutionary when they need to be in sensitivity to the needs of the client.

Discussion: Which approach do you think BPM analysts need to adopt more often and why?
-**What are some of the challenges of taking the revolutionary approach? (i.e. Risk, OCM, Fear)**
-**Some examples of success using either Evolutionary or Revolutionary BPM approaches?**
-**Which company best reflects the approach you have taken to date – why?**

Having all the tools is not enough…

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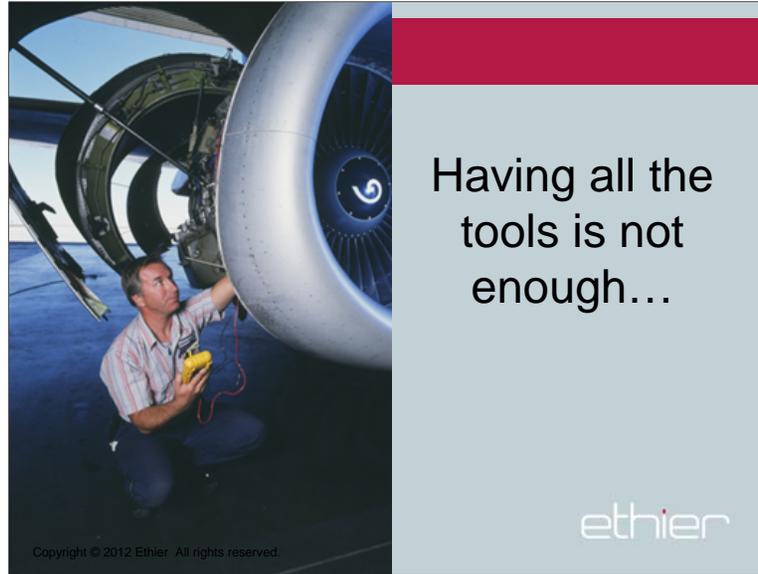
Methodologies:

Just because I know about all the tools does not make me a Master Craftsman…

-Story – dad's aircraft maintenance tools

Realize that ART is still very much required.

Realize that BPM is still developing - nowhere near a "profession" as yet.

We need to bring our ART to it

Encourage the growth of BPM

Contribute to the craft and help it evolve towards a Profession

Help others to grow, discuss concepts, test new practices
– it will make you a better Analyst

Challenge yourself
– how do you personally stay above "the herd"?

Reconnect with your passion – the passion that brought you into the word of BPM in the first place

Thanks!

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Survive = 2.0   Thrive = 3.0

To Thrive I am not here to give you the formula.

I want to encourage you to be an Artist again – and maintain this as we move towards a Profession with more and more standards

• No recipe – Be a Chef, not a Cook
• Not average – Be Exceptional – that is what employers are looking for
• Don't be afraid to Revolutionary – when the solution calls for it

What characteristics does a BPM 3.0 Analyst have?

      Challenge: Not here to build a faster horse…

      Leader – with a focus on business value

      Ability to Creatively Solution

      Think / Think Different

      Passionate

      Embrace times when you do not have a Map

Realize that you need to put something of yourself into this… not just follow a recipe

I encourage you to make yourself indispensable