



Rethinking how to create processes: Experiences helping us create a more effective process analysis and implementation.

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Outline

**The BPMN
Promise**

Takeaways



Doing BPMN

The BPMN promise

PROCESS COMMUNICATION

A language for communicating processes, information and business rules minimizing business knowledge loss



PROCESS CONTROL AND CONSISTENCY

Formalize existing processes and executing them in a consistent standard manner

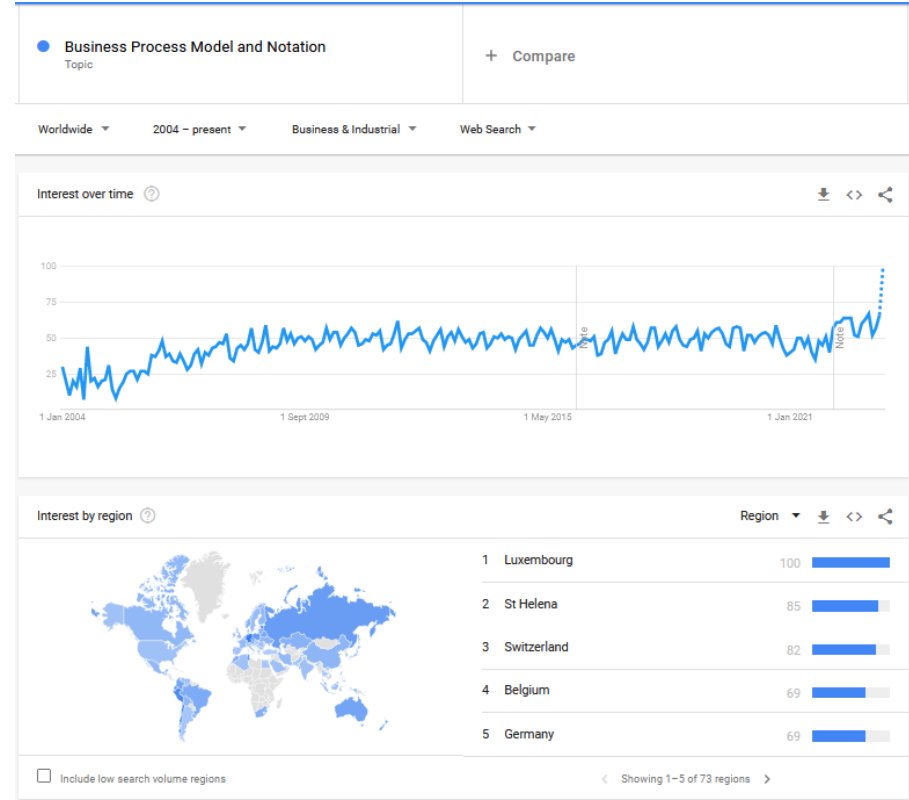


PROCESS ANALYSIS

Identify problems, early signals, and automation opportunities

OPERATIONAL EFFICIENCIES

- BPMN popularity grew steadily 2004 to 2022
<https://trends.google.com/trends/explore?cat=12&date=all&q=bpmn>
- Gartner's expects the BPM to reach USD 2.9-billion value by 2025
<https://www.gartner.com/en/documents/3991192/forecast-enterprise-infrastructure-software-worldwide-20>,

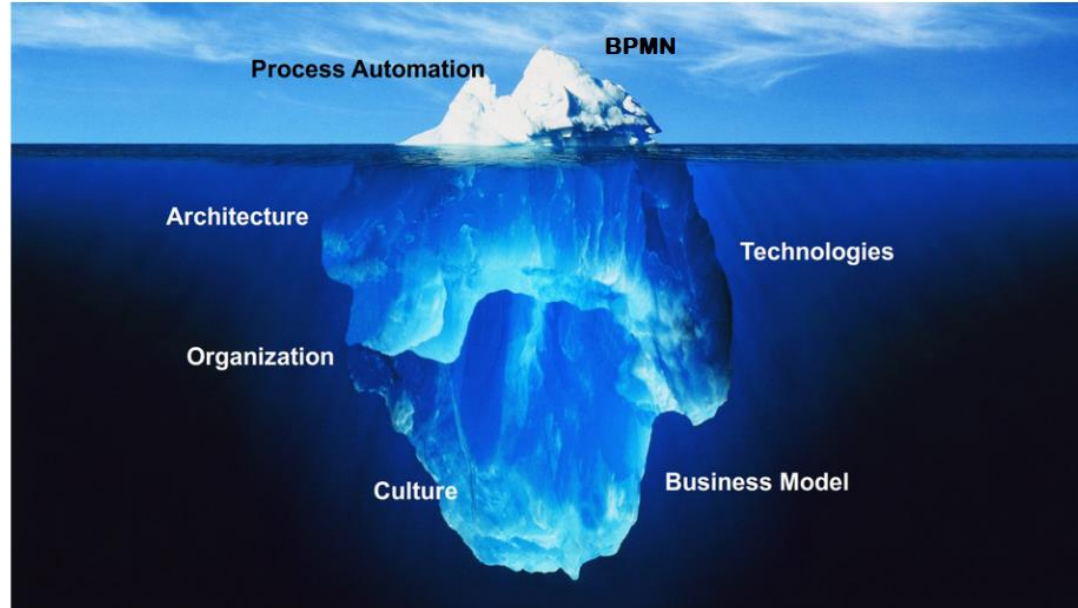


Sometimes not delivering the promise ...

- BPMN has the ability to model any process. It is this very powerful ability, its biggest frailty
- The standard is quite large and difficult for individuals to understand and apply it
- There is no single way to do BPMN



BPMN: the tip of the Iceberg



BPMN is only a tool in organizational / transformational change

Doing BPM

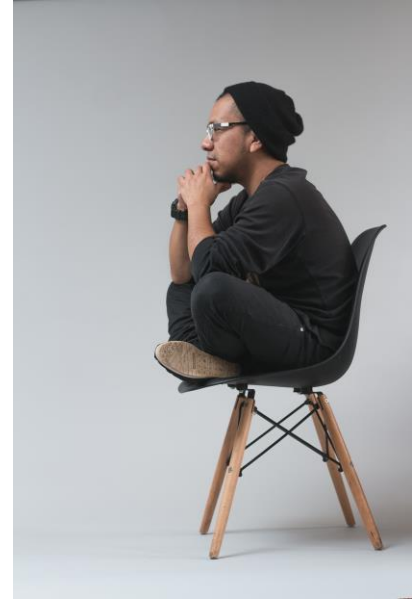


Points to keep in mind while doing BPMN

- Everything is a process
- It is a question of perspectives
- Input quality is king
- Team sport
- Formalize and standardize

Everything is a process

- A process has a goal
- So the challenge is to consciously improve the process until we get the goal we want

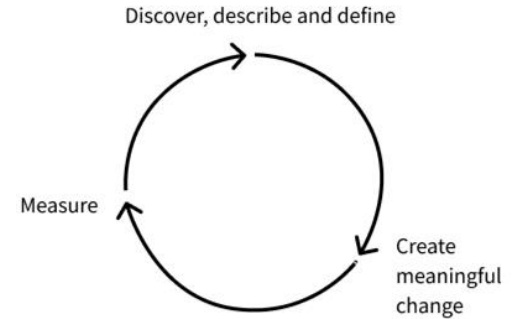


Everything is a process

Let's borrow this from Systems Thinking (ST):

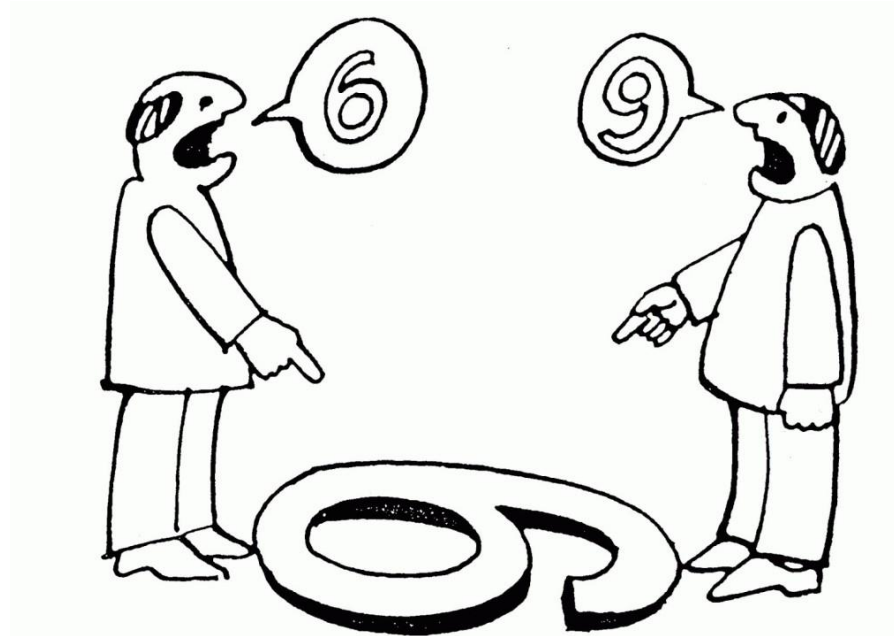
- Think circularly, not linearly
- There is no single way to do it

Systems Thinking Process



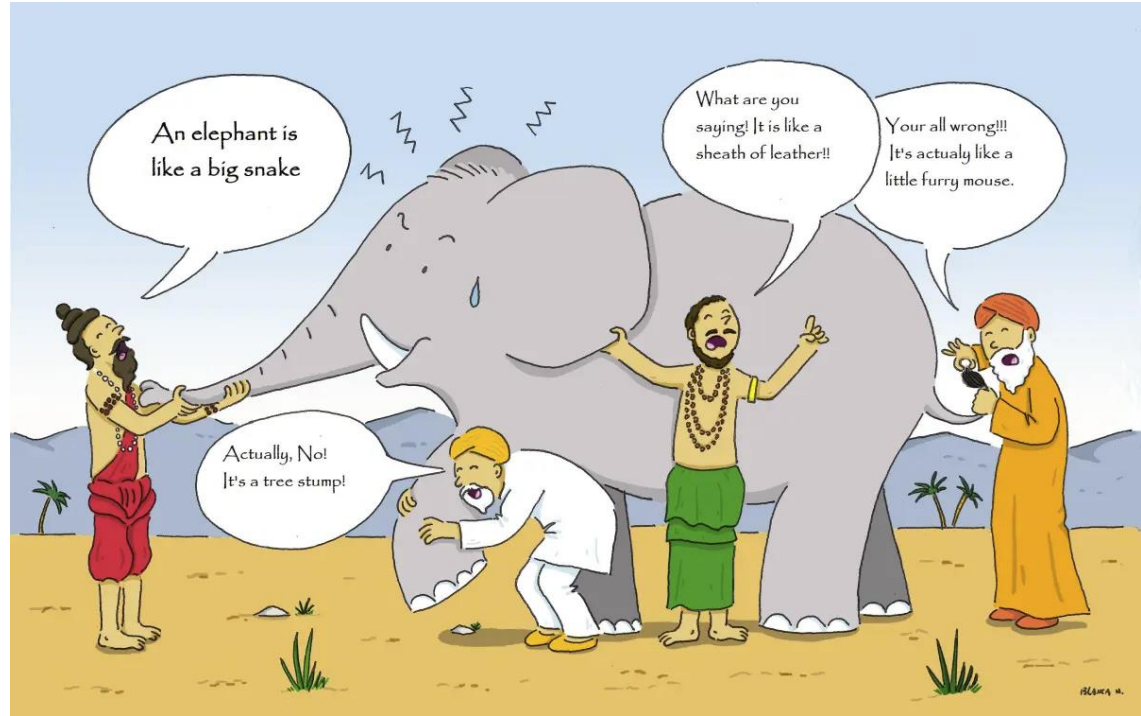
A process has different perspectives ...

- There are different perspectives depending on the point of view of the observers.
- So BPMN makes us TALK to others, and while we TALK we fulfill a key part of the BPMN promise



... perspectives are part of the big picture

Processes need a big picture, so we can understand the complexity in edible bits.

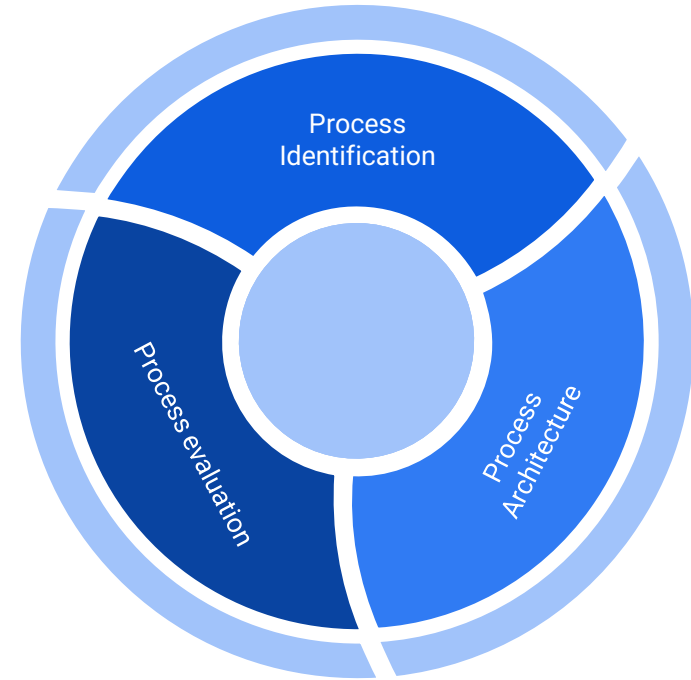


Understanding a process, its context and complexity, will help us make better decisions regarding prioritization and feasibility

Identification: Identifying relevant processes

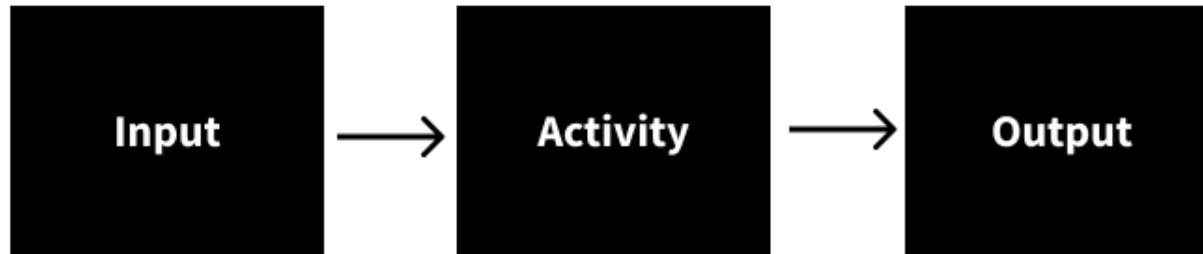
Architecture: Relation between processes

Evaluation: How feasible is it to implement ?



Input quality is king

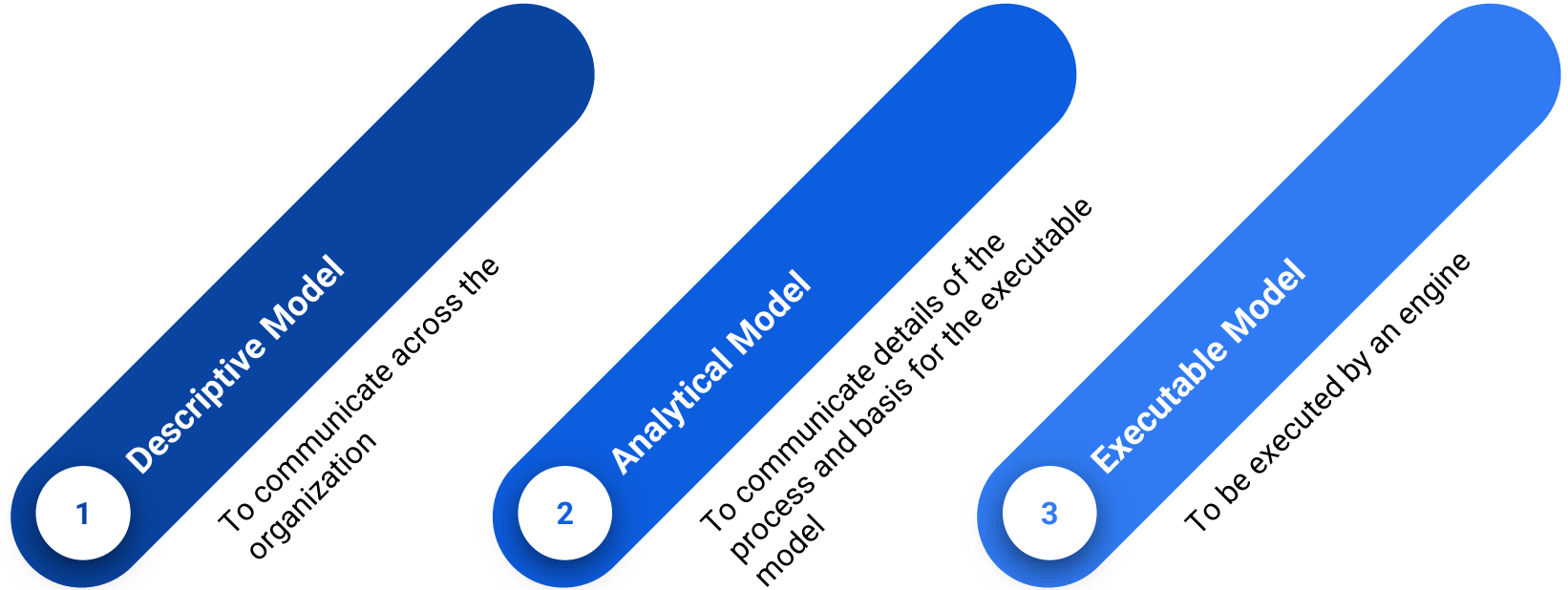
- To produce an output that accomplishes a goal or meets the requirements of the end result, it is necessary to define and monitor the quality of the inputs
- This creates a chain effect, input quality of the current step impacts the output quality, which is input for the next step



If we do this ...

... then we expect these results

Does the perspective defines the input? Yes,
depends to whom we are communicating



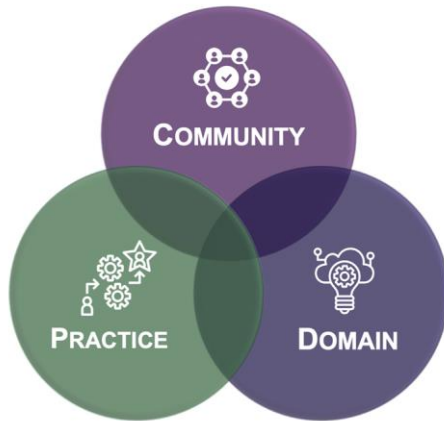
This is a team sport

- Not rocket science but we need a multidisciplinary team
- Sense of ownership, involve the people who do the work
- Methodological support is as important as technical input
- BPMN is not Software Engineering



Formalize and share the knowledge

- Community of Practice
- Center of Excellence



Center of Excellence (CoE) Focus Areas



Takeaways

- Having a well established framework that helps us doing BPMN is fundamental for an organization
 - Otherwise we end up building an IT system to automate a narrow part of a business process, in other words, another silo

Thank you !

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