



BPM CBOK

VERSION 3.0

1st EDITION

Table of Contents

Foreword by Connie Moore, Vice President and Principal Analyst, Forrester Research.....	1
ABPMP President’s Note	iv
About the CBOK.....	vi
Preface	xiii
The Association of Business Process Management Professionals	xvii
Table of Contents	xx
Chapter 1	25
Guide to the CBOK®	25
1.0 Introduction	27
1.1 Purpose of the Guide to the BPM CBOK®	27
1.2 Status and Feedback.....	28
1.3 CBOK® Organization: Summary of Chapters	28
1.4 Overview of Chapters.....	29
1.5 Benefits of BPM.....	31
1.6 BPM Overview.....	36
Chapter 2	39
Business Process Management.....	39
Foreword by Janelle Hill, VP Gartner, Inc.	40
2.0 Introduction	43
2.1 What is Business Process Management?	43
2.2 BPM Core Concepts	44
Chapter 3	83
Process Modeling.....	83
Foreword by Craig Le Clair, VP, Principal Analyst, Forrester Research.....	84
3.0 Introduction	88
3.1 Business Process Modeling.....	88
3.2 Purpose of Process Modeling.....	91
3.3 Commonly Used Process Modeling Notations.....	93
3.4 Specialized Approaches in Process Modeling.....	106

3.5	Process Model Levels	111
3.6	Bottom-Up and Top-Down Modeling Approaches	117
3.7	Capturing Process Information, and Modeling Participants.....	118
3.8	Frameworks and Reference Models	120
3.9	Modeling Techniques and Tools.....	121
3.10	Process Validation and Simulation.....	122
3.11	Key Concepts.....	123
Chapter 4	125
Process Analysis	125
	Foreword by Elise Olding, Gartner, Inc.....	126
4.0	Introduction	130
4.1	What is Process Analysis?	130
4.2	Why do Process Analysis?.....	131
4.3	When to Perform Analysis	132
4.4	Process Analysis Roles.....	133
4.5	Preparing to Analyze Process.....	134
4.6	Gathering Information.....	142
4.7	Document the Analysis.....	150
4.8	Considerations	150
4.9	Conclusion.....	154
4.10	Key Concepts.....	154
Chapter 5	156
Process Design	156
	Foreword by Jim Sinur, VP, Gartner, Inc.	157
5.0	Introduction	160
5.1	What is Process Design?	160
5.2	Process Design Foundation	164
5.3	Process Discovery –The “As Is” or “current state”	170
5.4	Strategic Business Change	177
5.5	Process Analysis—Gaining an understanding of the business	178
5.6	Process and Work Flow Design—Creating the “To Be” Design.....	180
5.7	Change Management.....	193

5.8	IT Infrastructure Analysis and Design.....	194
5.9	Simulation Modeling.....	195
5.10	Conclusions.....	196
5.11	Key Concepts.....	196
Chapter 6		197
Process Performance Management.....		197
	Foreword by David McCoy, Managing Vice President and Gartner Fellow Emeritus	198
6.0	Introduction.....	204
	Process Performance Management Section I.....	205
6.1	What is Process Performance Management?.....	205
6.2	What is process performance?.....	216
6.3	What can Process Performance Measurement tell you?.....	220
6.4	Measurement and Management.....	223
6.5	Finding out how to measure performance	228
6.6.	Building a Performance Measurement Capability.....	231
	Process Performance Management Section II	233
	Introduction.....	233
6.7	Importance and benefits of performance measurement.....	233
6.8	Key process performance definitions	235
6.9	Monitoring and controlling operations.....	239
6.10	Alignment of business process and enterprise performance	242
6.11	What to measure	243
6.12	The voice of the process.....	247
6.13	Simulation of future state	251
6.14	Decision support for process owners and managers	253
6.15	Process performance management maturity framework.....	254
6.16	Considerations for success.....	256
6.17	Key Concepts.....	257
Chapter 7		260
Process Transformation.....		260
	Foreword by Tony Benedict, VP Supply Chain, Abrazo Healthcare; President, ABPMP.....	261

7.0	Introduction	265
7.1	Transformation: Beyond Improvement.....	265
7.2	Executive Commitment.....	271
7.3	Change management: Getting the staff behind transformation	274
7.4	Getting Ready for Process Transformation	296
7.5	Transforming the business: reaching optimization.....	301
7.6	Sustaining Optimization.....	309
7.7	Key Concepts.....	311
Chapter 8	313
Process Organization	313
	Foreword by Andrew Spanyi, Managing Director, Spanyi International Inc.	314
8.0	Introduction	317
8.1	The Process-Driven Organization.....	317
8.2	From Hierarchical Structures to the Process-Driven Organization.....	320
8.3	Process Management Roles.....	323
8.4	Governing Bodies.....	329
8.5	A Summary Discussion	335
8.6	Key Concepts.....	335
Chapter 9	338
Enterprise Process Management	338
	Foreword by Peter Fingar, Business Strategy, BPM, and Globalization Advisor at PeterFingar.com.....	339
9.0	Introduction	344
9.1	Transitioning to Enterprise Process Management.....	345
9.2	Current state: Assessing Process Maturity	352
9.3	Process Enablement	354
9.4	Process Governance.....	356
9.5	Business Process Management Roadmap.....	359
9.6	Process Management Center of Excellence	359
9.7	BPM Integration in Support of Process Management.....	362
Chapter 10	366
BPM Technology	366

Foreword by Dr. Mathias Kirchmer, Executive Director BPM and Global Lead Business Process Management-Lifecycle (BPM-L) Practice, Accenture	367
10.0 Introduction.....	370
10.1 Evolution of BPM Technologies	372
10.2 BPM Technology: Enabling Business Change	373
10.3 Capabilities of BPM technologies	380
10.4 Making BPM technologies work for you	403
10.5 BPMS Governance.....	409
10.6 Coming Soon to Help Deliver Flexibility.....	415
10.7 Vision of the Future.....	418
10.8 Summary: Advantages and Risks of Process Automation	420
10.9 Key Concepts.....	420
Glossary.....	423