



**VENUE**

Area Utrecht/Hilversum, The Netherlands

**TIME**

9:30 – 17:00 hours

**REGISTRATION**

[www.adeptevents.nl](http://www.adeptevents.nl)

## Working with Business Processes

### Defining, Mapping and Analysing Business Processes

**Two day workshop  
by Alec Sharp**

**AdeptEvents**

- Describe the key factors that differentiate process and functional approaches
- Employ techniques to keep stakeholders involved, and promote "process orientation"
- Identify a "true" business process, and specify its boundaries and goals
- Model process workflow at progressive levels of detail using Swimlane Diagrams
- Stop process modelling at the appropriate point, and move on to other techniques or phases
- Conduct a structured assessment of a business process
- Develop a process redesign while avoiding common (and serious!) pitfalls
- Benefit from the skill and expertise of internationally acclaimed teacher Alec Sharp

**The Data Modelling workshops by Alec Sharp are a natural companion to this course with techniques that complement the material covered in this course.**





# Working with Business Processes

## Defining, Mapping and Analysing Business Processes

Business processes matter. Above all else, they matter to the enterprise, because business processes are fundamentally how value is delivered, whether externally or internally. So, understanding how to work with business processes is a vital skill for a wide range of business and IT professionals – business analysts, process architects, application architects, functional area managers, and even corporate executives. But too often, the available courses and literature either float around in generalities and familiar case studies, or descend rapidly into technical details, arcane theories, or incomprehensible models. This workshop is different – in a practical way, it shows how to discover and scope a business process, clarify its context, assess it and establish initial improvement objectives, model its workflow with progressive detail, re-assess it in light of findings from modelling, and design a new process.



With initiatives like enterprise application implementation and e-commerce driving the redesign of business processes, these skills can make a real difference to a project's success.

Everything is backed up with real-world examples, and clear, repeatable guidelines. Professionals around the world have benefited from this workshop and the methods it provides.

### Description

Participants will first learn exactly what a “business process” is, the key factors to consider when dealing with them, and the most common pitfalls and how to avoid them. On this foundation, the course moves on to specifying the scope and goals of a business process, modelling the current workflow, assessing it, and applying three critical process redesign techniques.

On workshop completion, participants will be able to:

- Identify a “true” business process, and specify its boundaries and goals
- Describe the key factors that differentiate process-oriented approaches from functionally-oriented (or organizationally-oriented) approaches
- Employ a variety of techniques to keep stakeholders involved, and promote “process orientation”
- Model process workflow at progressive levels of detail using Swimlane Diagrams
- Stop process modelling at the appropriate point, and move on to other techniques or phases
- Conduct a structured assessment of a business process
- Develop a process redesign while avoiding common (and serious!) pitfalls

Key principles are illustrated throughout with workshop exercises and discussions. Business professionals with responsibility for improving their processes and business





analysts needing solid techniques will both benefit from this workshop. The material complements the techniques covered in our Data Modelling workshops, which collectively provide the analyst with a powerful, integrated set of techniques.

### Course Topics

- Thinking in process terms – concepts, terminology, principles, and techniques
- A three-phase approach to completing a process-oriented project
- Framing the process - discovering a business process, and clarifying its purpose and scope
- Initial assessment of the “as-is” process and goal-setting for the “to-be” process
- Modelling process workflow – practical tips and techniques for using swimlane diagrams
- Controlling detail – three levels of workflow model, and when to stop modelling
- Applying workflow modelling to the as-is process – facilitating a workflow session
- Final assessment of the as-is process – a framework for assessment, relation to redesign
- Characterising the to-be process – generating creative improvements and assessing them
- Wrap-up – summary, tips, and resources

### Prerequisites

None. However, business analysts who expect to do extensive workflow modelling will find that some understanding of information systems concepts may be helpful in establishing context.



### Target Audience

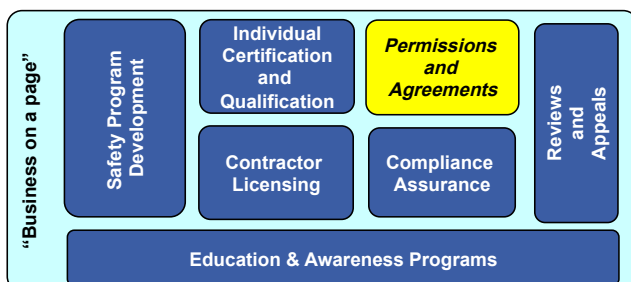
Business analysts who are responsible for requirements specification; process analysts involved in business process re-design or improvement; data management and business intelligence specialists who support business processes, business managers and content experts who will participate in process re-design or process-oriented application development efforts; process or application architects responsible for developing, coordinating, and promoting an enterprise-wide view of business processes.



# Course description

## 1. Thinking in process terms – concepts, terminology, principles, and techniques

- Variations on what is meant by “process,” and the impact on process identification
- Three guidelines for well-formed processes
- What makes a process a “business process?”
- Real-world impacts of incorrectly identifying business processes
- A clear method for determining when one business process ends, and another begins
- Example – using this method in identifying “true” business processes
- Summary – five rules for business processes
- Impact of process identification for application and process architects
- A brief history of “business processes” – the rise, fall, and rise again of “BPx”
- Hammer’s legacy – understanding functional and process perspectives
- The good and the bad, part 1: Why functionally-based organisations are a good thing
- The good and the bad, part 2: Why functionally-based organisations introduce process difficulties
- Reconciling the two – philosophies and methods for helping functions and processes get along
- Introduction to modelling techniques – when to use decomposition, when to use flow diagrams
- Basic principles – what makes for an effective “swimlane diagram?”

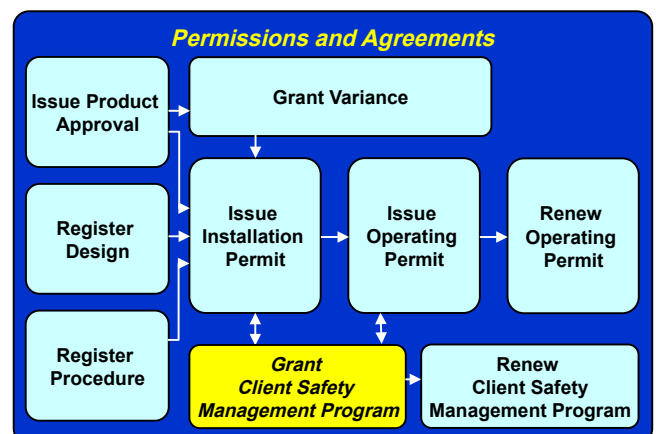


Enterprise “Line of Business” Process Areas

- A five tier framework for relating business objectives, processes, applications, and data
- Modelling techniques for each perspective
- Achieving progressive levels of detail – working through scope, concept, and specification levels
- Understanding the six enablers of a business process
- A three-phase approach to completing a process-oriented project
- A reading list

## 2. Discovering your enterprise’s business processes

- “Process areas” – families of related business processes
- Depicting process areas with an “overall process map” or “process landscape”
- The role of standard process areas such as “Customer Relationship Management”
- Why top-down process identification often leads to incorrect results
- A bottom-up method for process discovery
- Beginning your analysis by clarifying terminology – a structured approach
- Introduction to the major case study
- Hands-on practice with process discovery – team work and group debrief



Process Landscape Diagram for one Process Area



## Programma-overzicht

### 3. Framing the process – scope, issues, and goals

- A critical concept in all business analysis – separating the “what” from the “who and how”
- Four components of the “what” scope definition – the essence of the process
- Three components of the “who and how” scope definition – the current implementation
- Tips for ensuring you haven’t defined the process smaller than it really is
- Case study – hands on practice with documenting process scope
- Initial assessment of the “as-is” process and goal-setting for the “to-be” process
- A compelling and blame-free format for the case for action, and methods for communicating it
- Clarifying strategic direction – the process “differentiator”
- Case study – hands on practice with process assessment and goal specification

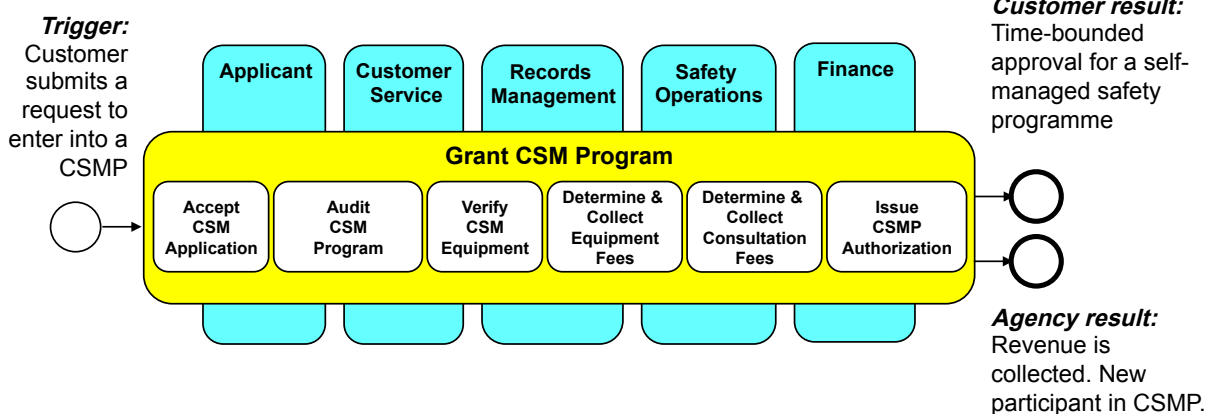
### 4. Workflow models – the basics

- Components and terminology in workflow models (“swimlane diagrams”)
- Three key factors for useful workflow models
- The most common errors in workflow modelling – missing the point, “deception by sanitisation,” and a rapid descent into detail
- Two real-life examples illustrating why detail and complexity must be managed

- Avoiding errors with three questions to drive the development of your initial swimlane diagram
- A real-life example of applying the three questions
- Controlling detail – three levels of workflow model (handoff, service, and task)
- Definition, use, and example of each of the three levels
- When to stop – how to know when you’ve crossed the line and aren’t modelling workflow anymore
- Making the transition to use cases, procedures, and task specifications

### 5. Workflow models – the finer points

- Recap of the three basic components – actors, steps, and flow – and terminology variations
- Guidelines for actors – who (or what) can (or cannot) be an actor on a swimlane diagram?
- Which actors should be shown? Can systems be actors? Can other processes be actors?
- Guidelines for steps – naming, multi-actor, and sequential, parallel, and collaborative steps
- A simple translation guide to ensure appropriate step naming
- Guidelines for flow – what that arrow really means, common errors, parallel vs. exclusive flows
- Representing the basic concepts in BPMN (Business Process Modelling Notation)
- Business modelling vs. specification modelling, and the problems with confusing them
- Additional symbols, keeping it simple







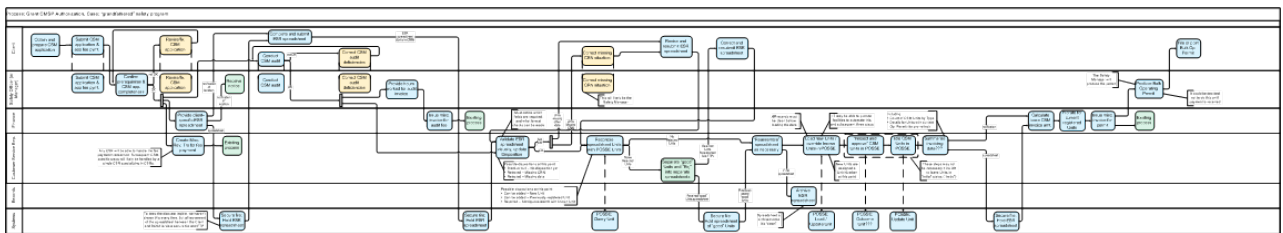
## Programma-overzicht

### 6. Techniques for facilitating an as-is workflow modelling session

- The basics – participants, resources, and tools
- Facilitated session ground rules – specifics for “process” sessions
- Tips and guidelines to ensure you’ll actually get through the process
- A reminder – the three questions to drive your initial “handoff level” workflow model
- After the initial pass – five questions to validate and extend the model
- Case study – hands on practice with developing the initial workflow model
- Progressing to further levels of detail

### 7. Looking ahead – tips for designing the to-be process

- Two common redesign problems, two techniques to avoid them
- Final assessment of the as-is process – a framework for assessment and its role in redesign
- Characterizing the to-be process – a feature-based approach to generating creative and sustainable process change
- Uncovering unanticipated consequences – using an enabler-based assessment to avoid problems and understand the requirements for process change
- Factors to make the new process sustainable
- Creating the new workflow – turning the to-be characteristics into a workflow model



## ALEC SHARP

**ALEC SHARP**, a senior consultant with Clariteq Systems Consulting, has deep expertise in a rare combination of fields – business analysis and requirements specification, data modelling, strategy development, facilitation, and, of course, business process modelling, analysis, and design. His nearly 35 years experience in hands-on consulting experience, practical approaches and global reputation in model-driven methodologies have made him a sought-after advisor in diverse locations such as Ireland, Illinois and India.

He is also a popular speaker at conferences related to Business Process Management, Business Analysis, and Data Management, where he mixes content and insight with lightness and humor. His many acclaimed presentations include “The Lost Art of Conceptual Modelling,” “The Human Side of Data Modelling,” “Getting Traction for ‘Process’ - What the Experts Forget,” “Mind the Gap! - Integrating Process, Requirements, and Data Modelling,” and “Adventures in Reverse Engineering - What You’ve Got and Why You Do Not Like It.” During Enterprise Data World 2010 Alec Sharp received DAMA’s prestigious Professional Achievement Award, a global award given to one professional a year for contributions to the Data Management profession. In addition, Alec was the highest-rated speaker at many events including the 2012 and 2013 Building Business Capability conferences, and the 2014 Enterprise Data World conference.

Alec literally wrote the book on business process modelling – he is the author of the second edition of “Workflow Modeling: Tools for Process Improvement and Application Development.” (Artech House, 2009) The book is popular with professionals in the field of process improvement, business analysts, and consultants, is a continuing bestseller in the area of business process improvement, and is widely used as an MBA textbook. The completely rewritten second edition was published in 2009. In addition, his column “A Practitioner’s Perspective” is published four times per year on BPTrends.com.

Alec’s popular workshops on Working With Business Processes, Data Modelling (both for beginners and advanced,) Requirements Modelling (with Use Cases and Business Services,) and Essentials of Facilitation for Business Analysts, take place at the world’s best-known organisations. His sessions are practical, energetic, and fun – with many participants evaluating them “best training I’ve ever had.”

## Information

### DATE AND TIME

The workshop may take place twice a year, in Spring and Fall, with the exact date and time available on our website. The programme starts at 9:30 am and ends at 5:15 pm on both days. Registration commences at 8.30 am and we recommend that you arrive early.

### VENUE

Adept Events works with several accommodations in the area of Utrecht/Hilversum. Once the accommodation is confirmed, the information will be visible on the website. Please check the website prior to your departure.

### HOW TO REGISTER

Please register online at [www.adeptevents.nl](http://www.adeptevents.nl). For registering by print, please scan the completed registration form and send this or your company purchase order to [customerservice@adeptevents.nl](mailto:customerservice@adeptevents.nl). We will confirm your registration and invoice your company by e-mail therefore please do not omit your e-mail address when registering.

### REGISTRATION FEE

Taking part in this two-day workshop will only cost 1305 Euro when registering 30 days beforehand and 1450 Euro per person afterwards (excl. 21% Dutch VAT). This also covers documentation, lunch, tea/coffee.

**Note:** This seminar may also be offered 'Online' or as 'Face-to-face and live streaming'. In that situation, the prices for attending online differ from the prices listed here. On the **Registration Fee** page of our website you will always find the current rates for all available formats of this seminar.

Members of the IIBA Dutch Chapter are eligible for 10 percent discount on the registration fee.



In completing your registration form you declare that you agree with our Terms and Conditions.

### Team discounts

Discounts are available for group bookings of two or more delegates representing the same organization made at the same time. Ten percent off when registering 2 – 3 delegates and fifteen percent off for all delegates when registering four or more delegates (all delegates must be listed on the same invoice). This cannot be used in conjunction with other discounts. All prices are VAT excluded.

### PAYMENT

Full payment is due prior to the workshop. An invoice will be sent to you containing our full bank details including BIC and IBAN. Your payment should always include the invoice number as well as the name of your company and the delegate name.

**Payment by credit card is also available.** Please mention this in the Comment-field upon registration and find further instructions for credit card payment on our **customer service page**.

### Cancellation Policy

Cancellations must be received in writing at least three weeks before the commencement of the workshop and will be subject to a € 75,- administration fee. It is regretted that cancellations received within three weeks of the workshop date will be liable for the full workshop fee. Substitutions can be made at any time and at no extra charge.

### Cancellation Liability

In the unlikely event of cancellation of the workshop for any reason, Adept Events' liability is limited to the return of the registration fee only. Adept Events will not reimburse delegates for any travel or hotel cancellation fees or penalties. It may be necessary, for reasons beyond the control of Adept Events, to change the content, timings, speakers, date and venue of the workshop.

### MORE INFORMATION



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### IN-HOUSE TRAINING

Would you like to run this course in-company for a group of persons? We can provide a quote for running an in-house course, if you offer the following details. Estimated number of delegates, location (town, country), number of days required (if different from the public course) and the preferred date/period (month).