



# Advanced Business Process Techniques

Aligning Process Work with Strategic, Organisational, and Cultural Factors

Two day workshop  
by Alec Sharp

**AdeptEvents**

- Benefit from the skill and expertise of internationally acclaimed teacher Alec Sharp
- Learn objective criteria for an end-to-end process
- Learn top-down and bottom-up methods for discovering business processes and rapidly developing a process architecture
- Learn how to encourage support for business process change at every stage of an initiative
- Techniques for designing a future-state process, and how they are applied in a proven, step-by-step method

## VENUE

Utrecht / Hilversum Area,  
The Netherlands

## TIME

9:30 – 17:00 hours

## REGISTRATION

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





# Advanced Business Process Techniques

## Aligning Process Work with Strategic, Organisational, and Cultural Factors

Many organisations radically improve their performance through business process change initiatives, while others fall short. It's easy to blame failure on technical factors, but they are almost never the primary cause. Experience shows three recurring themes in successful initiatives:

1. True end-to-end processes were identified, and the right ones were selected for transformation;
2. A *holistic* approach balanced technical factors with *human, organisational, and cultural* factors;
3. That *holistic* understanding was reflected in an *implementable and sustainable* process design.

This intensive workshop provides proven, repeatable methods for successful business process change in Agile timeframes, well beyond what is covered in introductory courses. Throughout, the emphasis is on methods that support shared understanding and engagement, leading to buy-in and support for change. Specific techniques for discovering and assessing individual behavior and organisational culture are a centerpiece of this unique workshop. Participants will be well-prepared for the challenges of successful business process change. In fact, many organisations apply techniques learned in this workshop to all of their organisational change initiatives.

Topics will be covered with a discussion of the issue, a review of techniques, guidelines and examples, a *brief* workshop exercise, and a group solution and debriefing. The emphasis is on maximizing the delivery of content while keeping everyone engaged.

Real-life case studies are employed throughout – some participants say the examples of how the techniques are applied in practice is the best part of the workshop.

### Learning Objectives

- Understand how to communicate business process concepts with executives, managers, and individual contributors in a way that stimulates interest and builds support for change.
- Learn objective criteria for an end-to-end process, and top-down and bottom-up methods for discovering business processes and rapidly developing a process architecture.
- Learn how to encourage support for business process change at every stage of an initiative, and the critical importance of a “*what first, who and how next, only then why?*” approach.
- Understand a practical and agile business process change methodology incorporating specific techniques for addressing human, organisational, and cultural factors.
- Be able to apply innovative techniques for rapidly building relevant, accessible process models, especially at the scope (context) and conceptual (understanding) levels.
- Become familiar with the techniques for designing a future-state process, and how they are applied in a proven, step-by-step method.

### Who is it for?

Anyone involved in Business Analysis, Business Change, and Business Process Management (BPM) especially BPM professionals, Process Analysts and Designers, Process Architects, Business Analysts, and Project / Programme Managers. Also, Business Managers responsible for effecting process change, and Organisation Development professionals needing to learn more about business processes.





## Course description



**Practical techniques and clear guidelines will be provided in five main areas:**

### **1. Communicating about “business process” with executives, managers, and individual contributors**

- Why senior executives (and everyone else) often misunderstand “process”
- Five key points to cover in an executive briefing
- Winning over the masses - why people fear “process,” how to get them on board
- Roots of “anti-process” attitudes
- A brief history – the rise and fall and rise again of BPx
- Business Process within a framework for Business Analysis

### **2. Discovering processes and developing a process architecture... within your natural lifetime!**

- Getting everyone on the same page – “process” fundamentals, components, and conventions
- Multiple approaches to discovering your processes
- A bottom-up approach, and an example of when to use it (and the guidelines it reveals)
- Six criteria for a true end-to-end business process
- Proven techniques for building a process architecture within tight budget and time constraints
- Categories of processes, and a process architecture taxonomy
- “Framing” – Process Scope Diagrams and Process Summary Charts
- Discovering processes at enterprise scale – a multi-pronged approach
- The role of standard frameworks, and generic models
- Why you need to be cautious about using “off-the-shelf” process reference frameworks
- Using available resources
- Line of Business, Enabling, and Governance processes – guidelines for each
- Methods for assessing, prioritizing, and selecting processes for transformation
- Case Study – Using the Process Architecture to assess and support a new initiative y

### **3. Encouraging change by discovering relevant human, organisational, and cultural factors**

- What doesn’t work - five approaches that don’t work
- Seven specific techniques to build support for process change
  - The power of “venting”
  - *What first, who and how* later – abstraction to the essence
  - How to build a compelling and blame-free Case for Change that answers *why?* and a Process Vision that answers *where* to?
  - Clarify what you need to be great at – the process’ *strategic differentiator*
  - Understand *enablers* – the levers of change – and the ones that matter most
  - Applying frameworks for assessing culture and its impact on business process design
  - A modular, *feature-based* approach to process design
- Applying Force Field Analysis
- Understanding the belief systems of individuals and organisations
- Avoiding unanticipated consequences
- The lowly procedure and its impact on organisational culture

### **4. Process modeling for people, not machines**

- Modelling complex processes in a way that all stakeholders can understand
- Common errors in process modelling (or process mapping) and how to avoid them
- How and when to model the “what” (the essence) of a process vs. the “who and how”
- “Scope before flow” – how and why to build a “Process Scope Model” before mapping
- The “Augmented Scope Model” and why it’s often an effective alternative to flow modelling (“swimlane diagramming”)
- When and when not to use BPMN, UML, and other technically-oriented approaches
- “Flow first, detail later” - a fast approach to building a first-cut flow model and then refining it
- Progressive detail in flow models, and the role of scenarios and process instance models

## Course description

- Process mapping as storytelling – conventions for comprehension in process model graphics
- When to stop process mapping and shift to other forms
- Using a business process workflow model as a framework for holistic assessment

### 5. Designing for success – creating an implementable and sustainable business process

- Five common difficulties with process design / redesign
- A methodology for designing a sustainable process, from incremental change to an all-new process
- Seven common process flaws, and what to do about them
- Using a structured assessment of the as-is process and “challenge sessions” to generate creative ideas for the to-be
- Using the six enablers of a business process as an assessment framework
- Detailed assessment of workflow and steps
- The role of “leverage points”
- Four problems, four specific process design techniques
- Deciding on an approach
- Characterizing the to-be process – generating and describing features of the to-be process
- Uncovering unanticipated consequences – an enabler-based assessment of features

### Special features of this course

- Personally delivered by the creator of this MasterClass, Alec Sharp, known worldwide for his pragmatic methods and communication abilities.
- Draws on 35 years of global consulting in process change in every field, across a range of cultures, in small and medium organisations through to the world’s largest and best-known enterprises.
- Based on what *really* works in practice, not what *should* or *might* work in theory
- Covers a proven, scalable methodology for achieving real change in Agile timeframes while employing specific techniques to encourage buy-in and support for change
- Recent, real-life case studies and examples are used throughout to illustrate the methods



ALEC SHARP

**ALEC SHARP**, a senior consultant with Clariteq Systems Consulting, has deep expertise in a rare combination of fields – process modelling, analysis, and redesign; business analysis and requirements specification; and business-oriented data modelling. Increasingly, his work involves facilitation and organisational change. His 35 years of hands-on consulting experience, practical approaches, and global reputation in model-driven methods have made him a sought-after resource in locations as diverse as Ireland, Illinois, and India.

He is also a popular conference speaker, mixing content and insight with irreverence and humour. Among his many top-rated presentations are “The Lost Art of Conceptual Modelling – Where Did it All Go Wrong?,” “The Human Side of Data Modelling – Communicating With Stakeholders and Other Mere Mortals,” “Getting Traction for ‘Data’ – What the Experts Forget,” “Adventures in Reverse Engineering – What You’ve Got, and Why You Don’t Like It,” and “The T-Shaped Data Professional – Achieving Data Management Goals by Other Means.” His 90-minute briefing “Five Things You Need To Know About Business Processes” has been delivered to senior executives at major organisations around the globe.

Alec literally wrote the book on business process modelling, “Workflow Modelling: Tools for Process Improvement and Application Development.” Popular with process improvement specialists, business analysts, consultants, and business professionals, it is consistently a top-selling title on business process modelling, analysis, and design, and is widely used as an MBA textbook. He was awarded DAMA’s Professional Achievement Award, a global award given to one professional a year for contributions to the Data Management profession.

Alec’s popular workshops “Working With Business Processes,” “Advanced Business Process Techniques,” “Business-Oriented Data Modelling,” “Advanced Data Modelling,” and “Requirements Modelling” are conducted on four or five continents each year, at many of the world’s best-known organisations. His classes are practical and energetic, consistently earning “excellent” ratings.

## Information

### DATE AND TIME

The workshop will take place once or twice a year with the exact date and time available on our website. The programme starts at 9:30 am and ends at 5:00 pm on both days. Registration commences at 8.30 am and we recommend that you arrive early.

### VENUE

Adept Events works with several venues in and near Amersfoort and Utrecht. We strive to provide you with the location details as soon as possible. The exact venue will be on our website and in the confirmation e-mail that you will receive one week prior to the event. Always check our website prior to your departure to ensure you have the exact location and directions.

### 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 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.

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 for the second and third delegate 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 available for attendees from countries outside the IBAN region. This is not an automated process via our website but requires a manual transaction by phone or Skype. For Credit Card payment please contact our office by e-mail or through our contact form mentioning your phone number to obtain your credit card information. Never mention your credit card details in our registration form, contact form or in e-mail messages.

### 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). Please find more info on the **In-house page on our website**.