The Data-Process Connection:
How Concept Modelling Supports Business Process Change and Business Analysis

Presented by
Adept Events and Clariteq Systems Consulting Ltd.
07 november 2024 virtually from beautiful Vancouver

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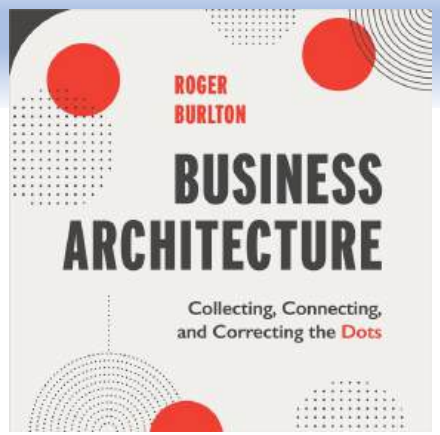
Presentation background…



- First requested for IRMUK's EA-BPM Conference – I introduced my *data* approach to *process* folks
- Then, adapted for IRMUK's ED-BIA Conference – I introduced my *process* approach to *data* folks
- Then, asked by Adept to put them together leading to today's session – *The Data-Process Connection* – techniques & examples
- *The plan…*

Note – I won't go through every slide – some are included for reference

How "process people" and "data people" make things complicated

Making Concept Modelling accessible to mere mortals

Putting Data, Process,& Business Analysis together

"Process people" make "process" far too difficult

1 – No clarity on what "Business Process" means…

We need some help with our *Product Lifecycle Management* process.

I spend all day writing business processes, like the process to *Revise Product Brochure Image.*

Not a single process – it's a *family* of multiple business processes (a *process area* or *process domain*)

A whole *spectrum* of interpretations of *process.*

Not an entire process – it's a *procedure* providing instructions for a single task (SWI – standard work instructions)

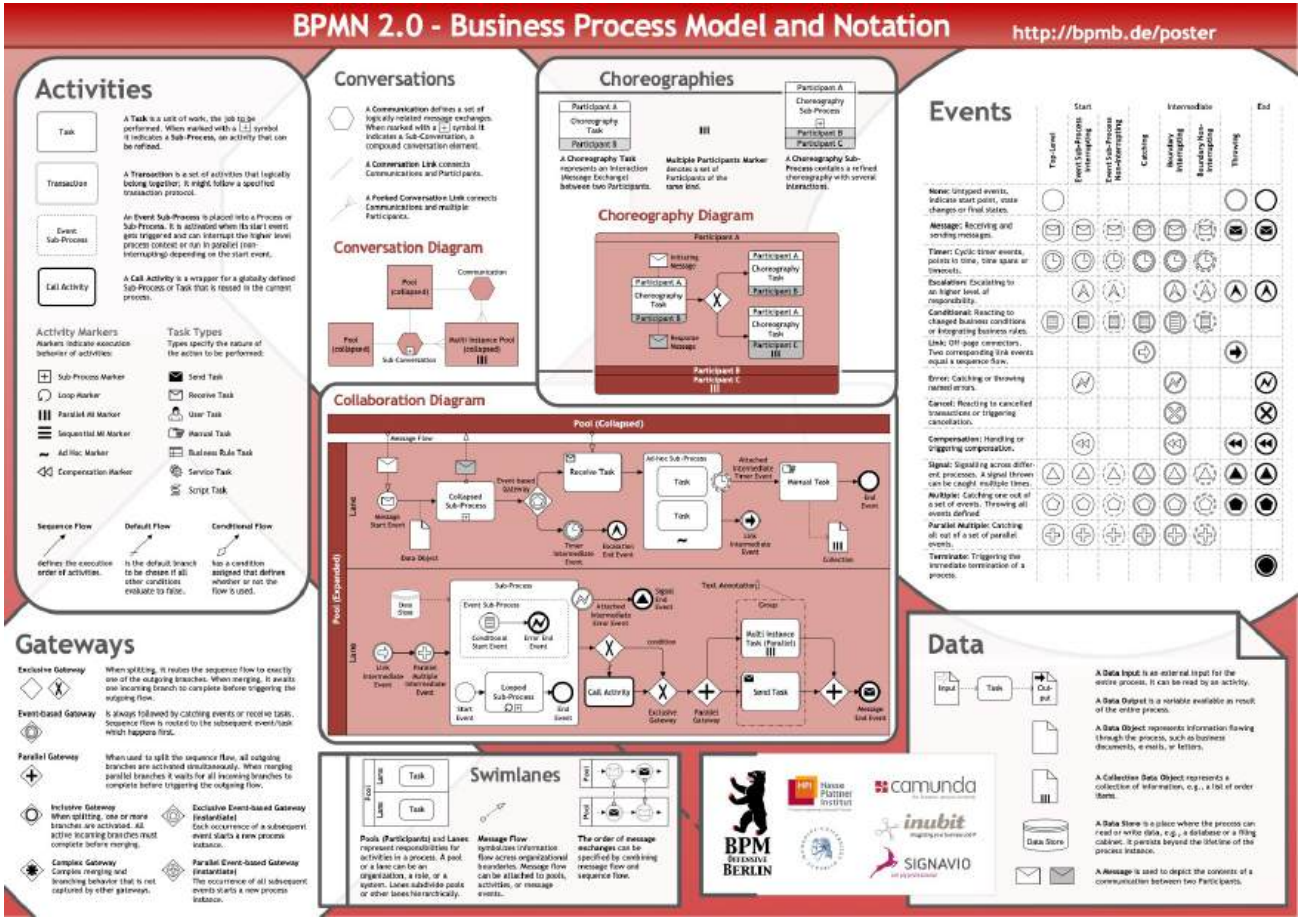
Seek balance – a "business process" lies between the extremes

Most people hear *process* and think *procedure!*

The key issues – granularity and orientation

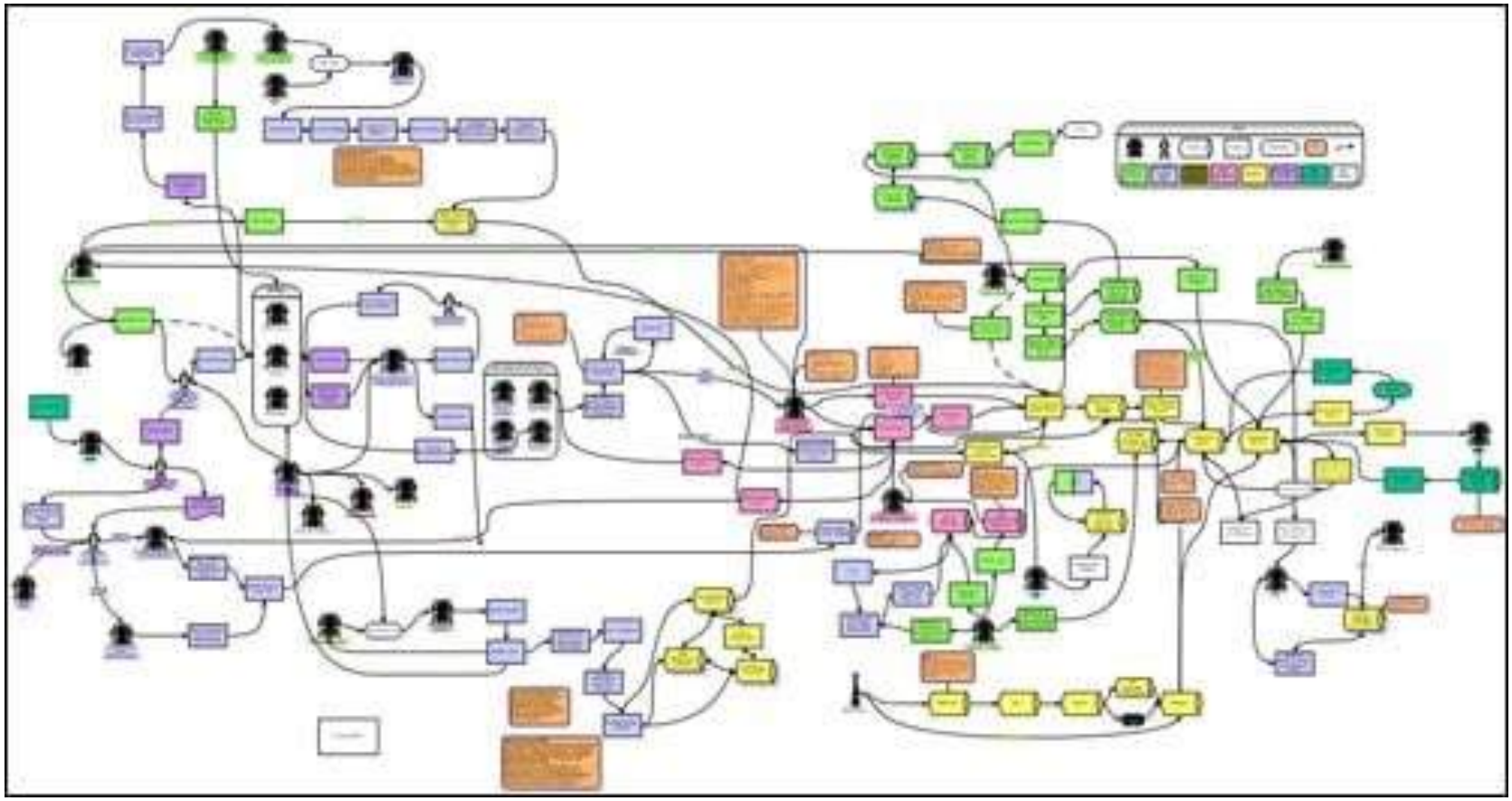
"Process people" make "process" far too difficult

2 – Technically oriented standards…



"Process people" make "process" far too difficult

3 – The sudden deep dive into detail…



And "Data people" can make "data" far too difficult

1 – Confusion between data modelling and database design…

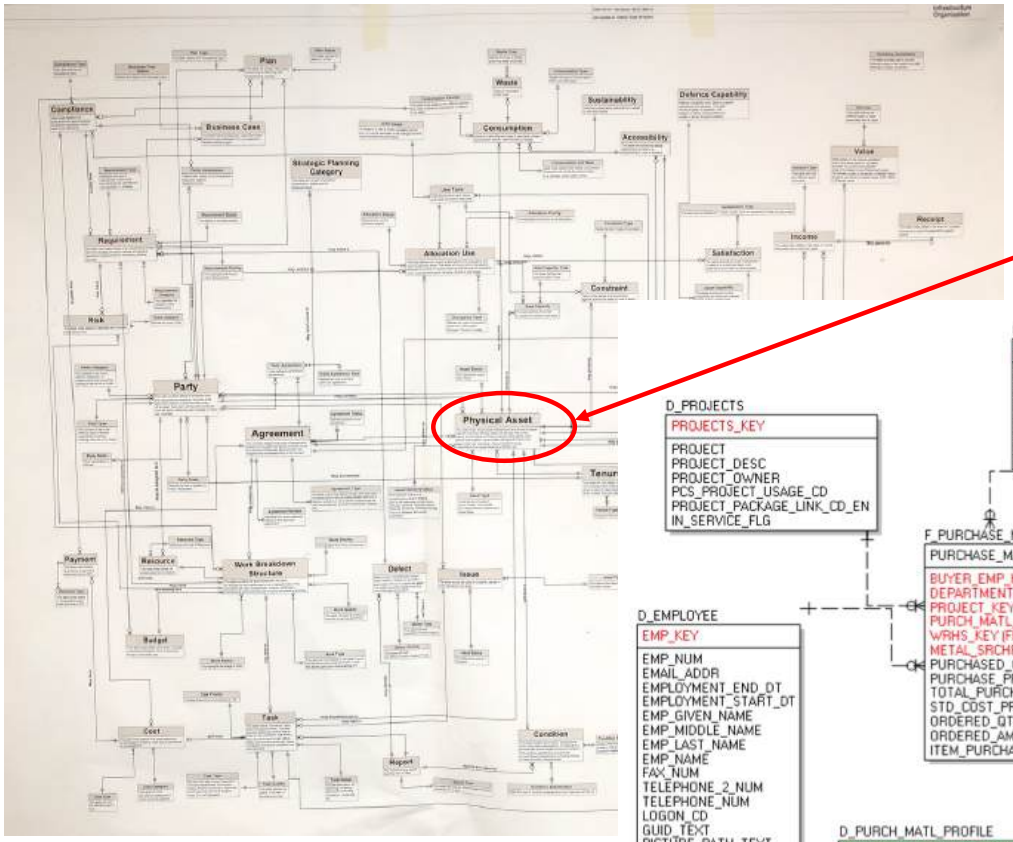
"Help – everyone hates our data model."

"Data people" can make "data" far too difficult

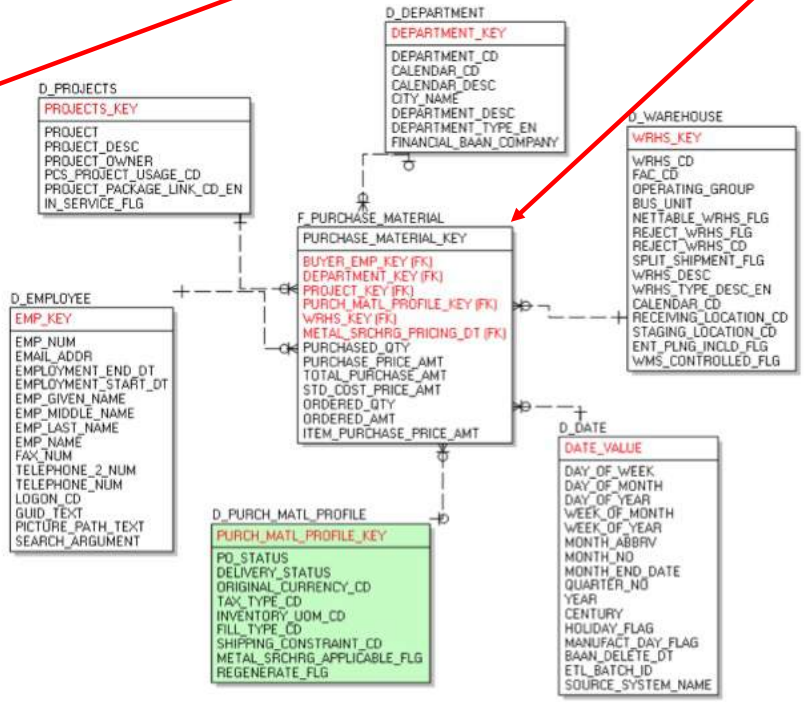
2 – Terrible diagramming…
A common error – *"the most important entity should go in the centre of the diagram."*

An excellent model *structurally*, but very difficult to follow – *no sense of direction.*

Concept Models / ER Models should be drawn top-down by dependency.



"Fact" in the middle - fine for Dimensional, terrible for E/R



"Data people" can make "data" far too difficult

3 – No clarity on different types of models for different purposes

1 Contextual (Scope – Planner's View)	2 Conceptual (Overview – Owner's View)	3 Logical (Detail – Designer's View)
✓ *Context model* ✓ Agreement on "big picture," context, and some vocabulary ✓ A block diagram of "subject areas," higher level than individual entities ✓ Shows the scope or "footprint" ✓ Optional – not useful on smaller projects	✓ *Concept Model* ✓ Agreements on basic concepts, vocabulary, and rules	✓ *Logical Data Model* ✓ Complete detail for physical design
	Some important differences	
	✓ Main ("recognisable") entities only - a singular noun used daily ✓ Main attributes only, many are non-atomic ✓ M:M relationships ✓ Doesn't show keys ✓ Not normalised ✓ A "one-pager"	✓ All granular entities – many too detailed to come up daily ✓ All attributes included, all are atomic ✓ All M:M resolved ✓ Shows primary & foreign keys ✓ Fully normalised ✓ Five times as many entities

My most plagiarised slide!
More details later.

The Lost Art of Conceptual Modeling

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I've been making this point for a long time…
- 2004 DAMA – The Human Side of Data Modeling
- 2005 DAMA Symposium panel
- 2006 DAMA – Lost Art of Conceptual Modeling

CLARITEQ

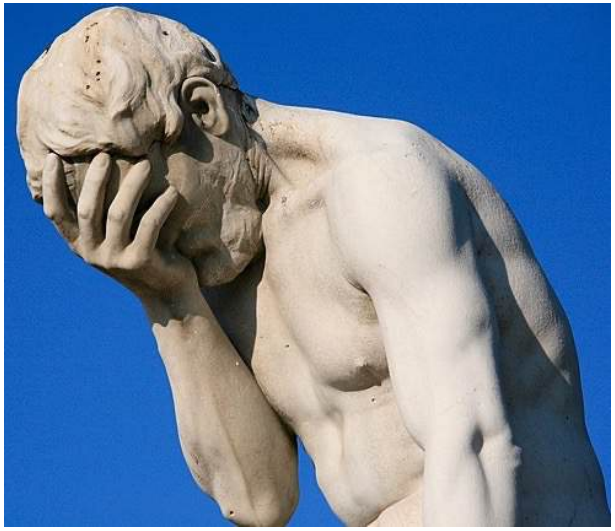
And, of course, they usually don't understand each other

Data is from Mars…

…Process is from Venus…

The Data – Process Connection

Data Modelling – out of favour for a while, but things are getting better!



"We don't need data modelling because..."

- "We're going Client-Server!" (~1986)
- Agile ("We'll ~~refactor~~ rehacktor as necessary!")
- Packaged software / COTS
  ("The vendor has seen it all and has this figured out!")
- Big Data ("It's schema-less!") and IoT
- Data Science/Analytics
  ("The algos will discover all the connections!")
- Data Lake, Data Mesh, Data Lakehouse, … ("Fill it and they will come!")
- …and many other Silver Bullets that will *Save The Day!*
  (Chat GPT, Gen AI, LLM, … anyone?)

And then, starting ~ 5 years ago:

- "Could you build a 'Data Modelling for Data Scientists' class?"
- At a public workshop …
  "We aren't building a Data Lake, we're building a Data *Swamp!*"
- At the recent Big Data London event concept modelling was a hot topic

Process & Data working together – a review…

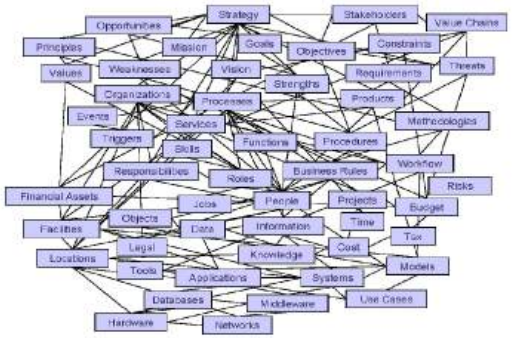
How "process people" and "data people" make things complicated

Making Concept Modelling accessible to mere mortals

Putting Data, Process,& Business Analysis together

A few central ideas we'll explore

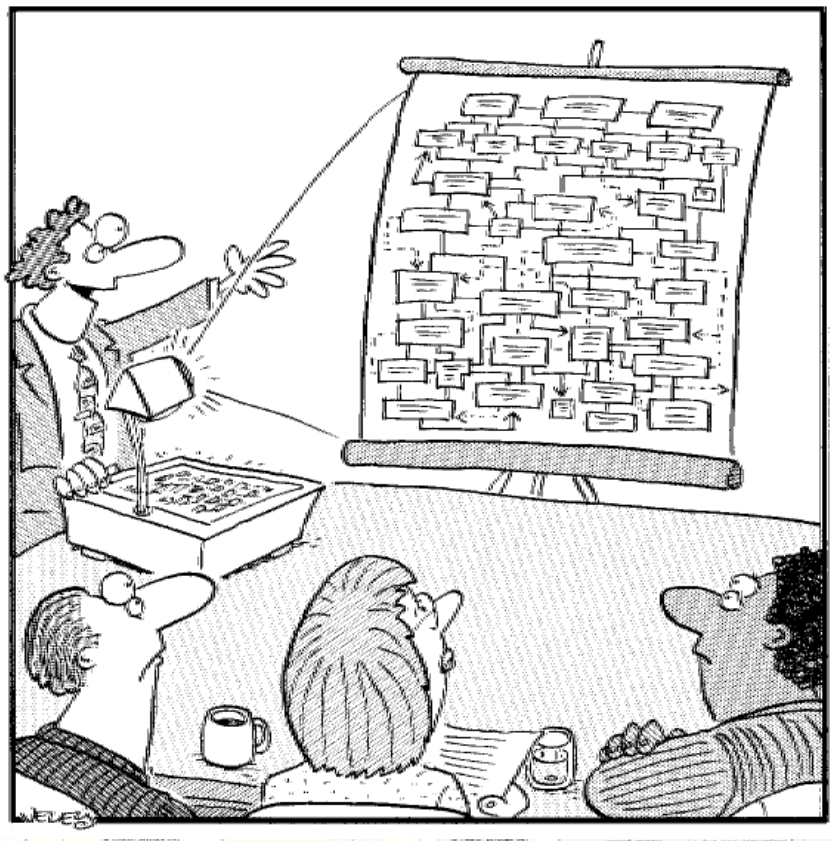
- *"Data modelling" tools confused data modelling* with detailed *database design* – this discouraged the use of concept modelling / data modelling



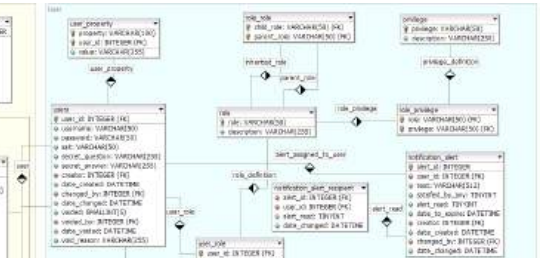
- Initially, “data” is not the issue – we model:
  - the “things” / concepts a business cares about: terms and definitions, policies and rules
  - “things first, data later”

- A business-oriented “concept model” provides a great platform for requirements discovery, package selection, business process change, architecture development, etc.

Even experienced data modellers miss the point



“Let's start here with Special Tax Rate Variation Comment Type…”
(Based on a story from Graeme Simsion)



Models should:

- Mask unnecessary detail
- Highlight what matters
- Use visual cues consistently

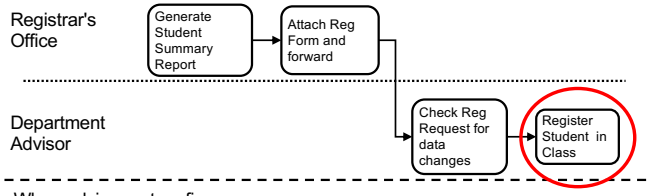
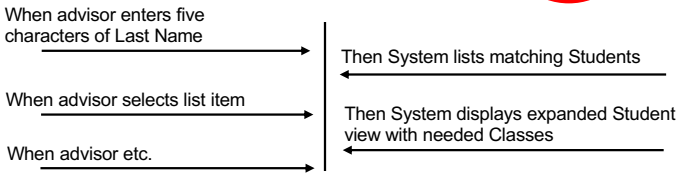
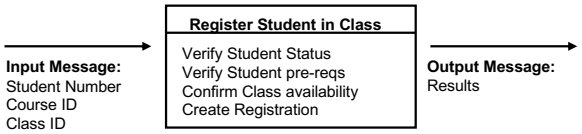
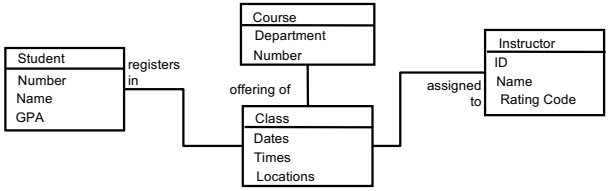
Focus on:

- Directionality
- Simplicity (abstraction)
- Minimizing widgets

Data Models are fundamental to a model-based framework

The Data – Process Connection

Concept Models part of Clariteq's Framework for Business Analysis

Framework Layer		Technique sample	What it covers
Goals	*Business Objectives*	The university is initiating the "Strategic Enrollment" program to raise Student graduation rates in part by ensuring Classes are available for Student registration when needed.	✓ ***Project Charter*** – documents the rationale, objectives, scope, and success measures for the project
Process	*Business Process*		✓ ***Process Model*** - shows "what" in a Scope Model, then "who & how" in a Workflow Model – the steps done by the actors in the process
Application	*Presentation Services (user interface)*		✓ ***Use Case*** – models how an actor interacts with a system to obtain (trigger) a service, typically to complete a step in a process
	Business Services (rules & logic)		✓ ***Service Specification*** - describes a service – a package of rules and logic – that is triggered to complete or respond to a business event
Data	*Data Mgmt. Services (databases)*		✓ ***Concept Model*** - depicts the things and the facts about things the organisation needs to record; the things (the entities) are what processes and solutions act on.

This is not a sequence!

Business Process: gives great *context* for *Business Analysis*

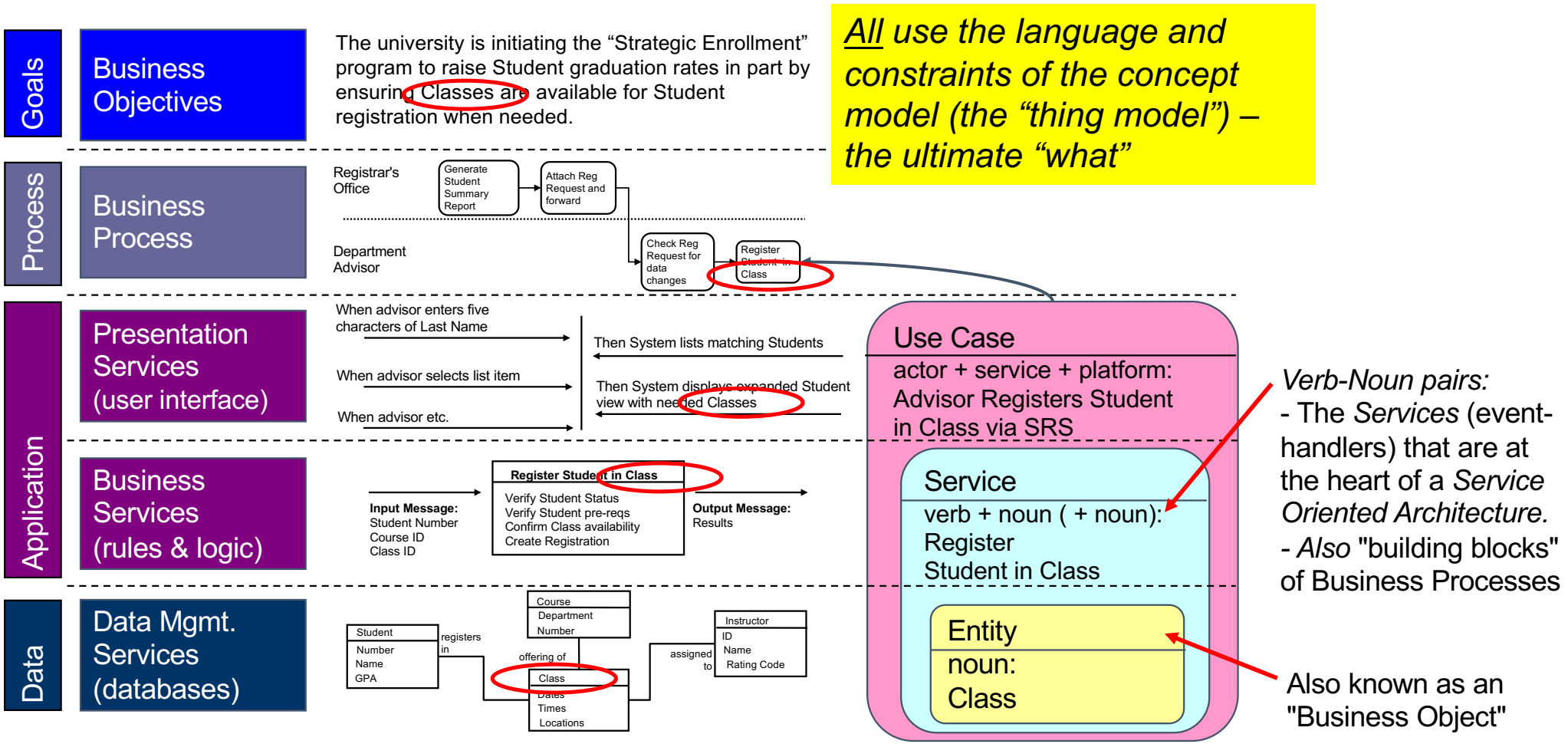
Use Cases and Services: where we capture *Functional Requirements*

Concept Model: a great *platform* for *Business Analysis*

All go through well defined, progressive levels of detail

The Data – Process Connection

Everything relies on the concept model



All use the language and constraints of the concept model (the "thing model") – the ultimate "what"

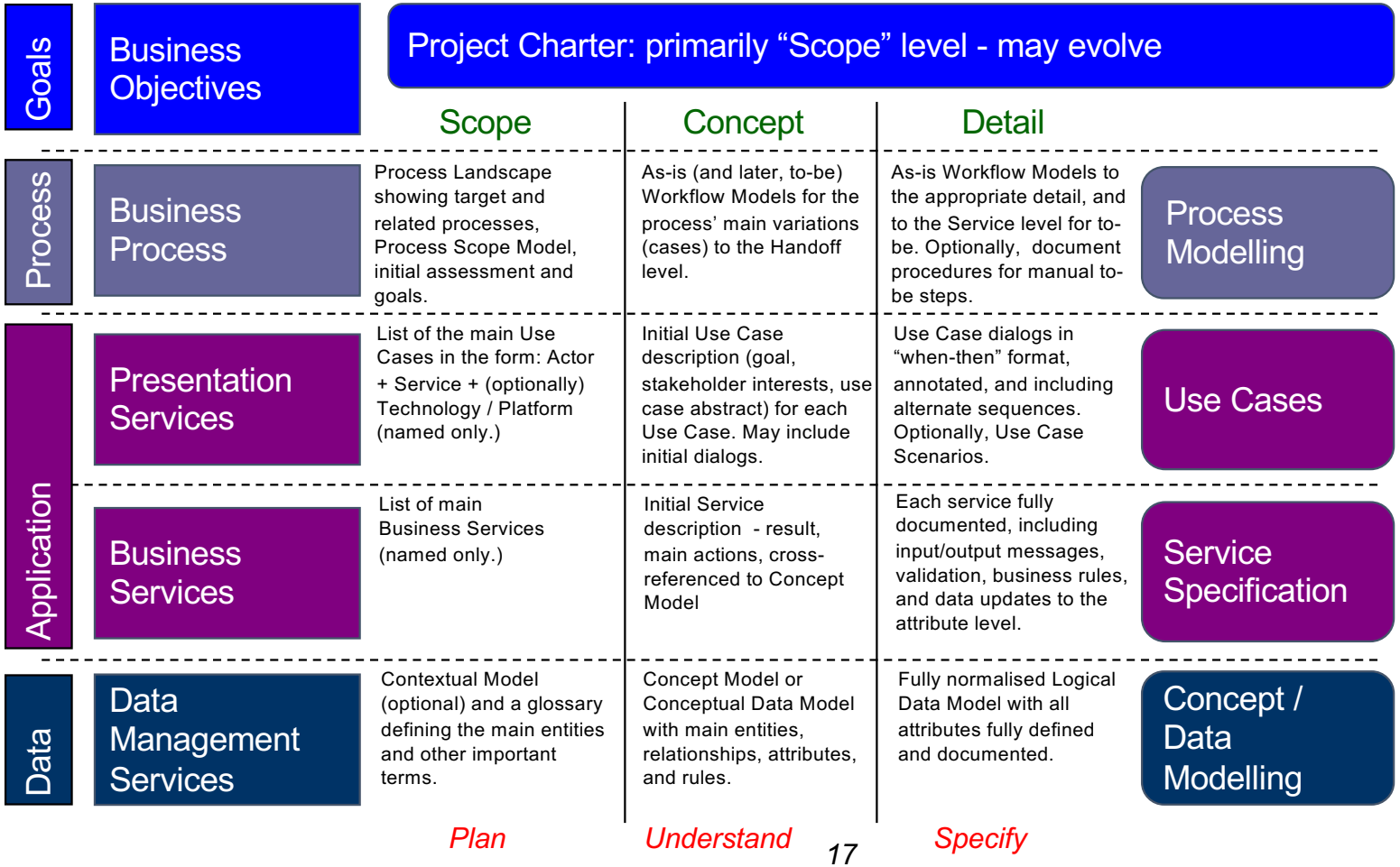
Verb-Noun pairs:
- The *Services* (event-handlers) that are at the heart of a *Service Oriented Architecture.*
- *Also* "building blocks" of Business Processes

Also known as an "Business Object"

All go through well defined, progressive levels of detail

For reference – progressive detail for all techniques

Clariteq framework for analysis and architecture

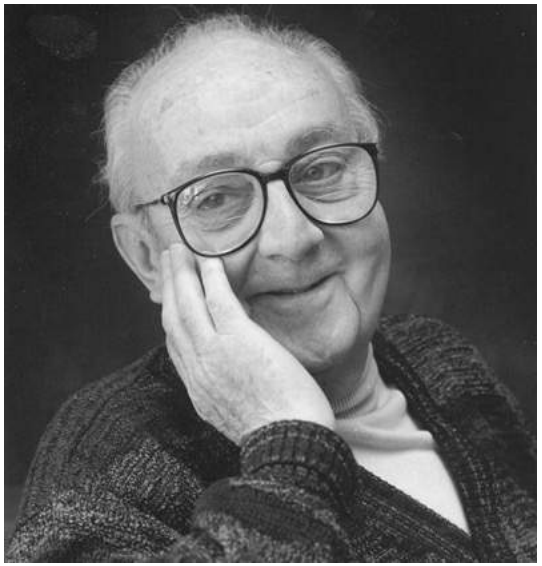


Or, in John Zachman's framework…

- Planner's view
- Owner's view
- Designer's view

A core idea – "essential" models

"All models are wrong, but some are useful."



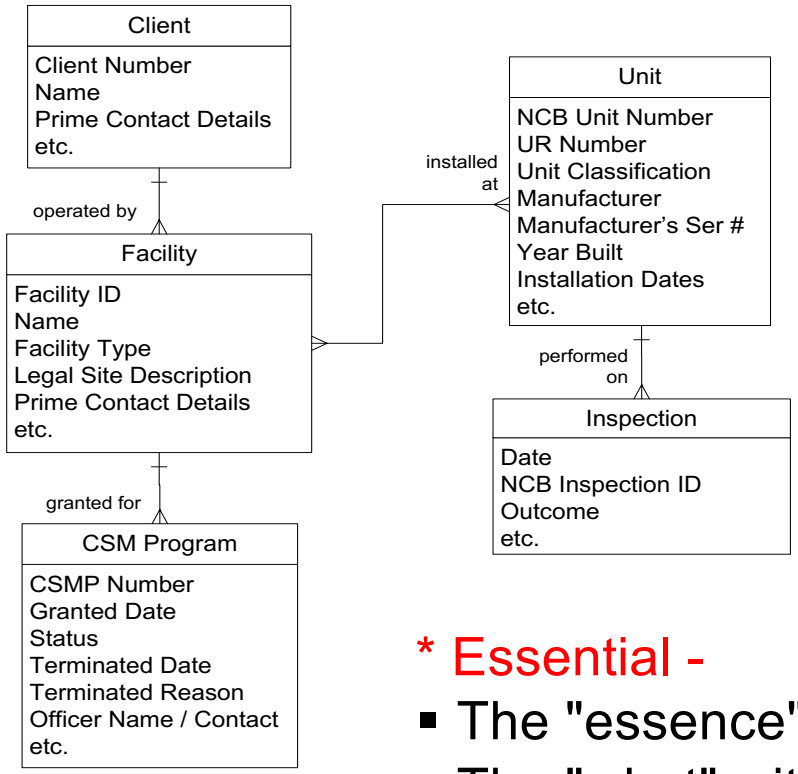
George E. P. Box
1919–2013

Two especially useful models

- Business Process Scope Model
- Business Concept Model
  (a.k.a Conceptual Data Model)

Both are "essential" – they show the essence – the "what" – of a subject with no reference to who, how, why, etc.

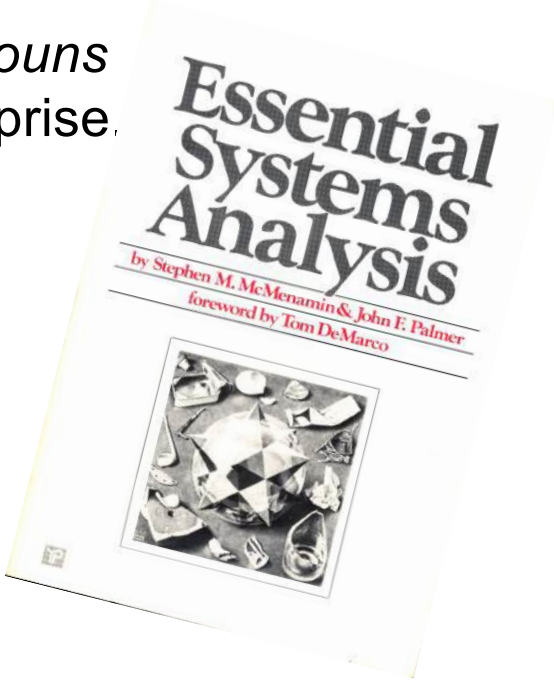
Concept Model – an Essential* model



A description of a business in terms of

- what *things* it needs to know about to operate – entities, business objects, classes, *things,* …
- what *facts* it needs to know about those things – relationships & attributes
- what *policies & rules* govern those things– definitions, constraints, and assertions

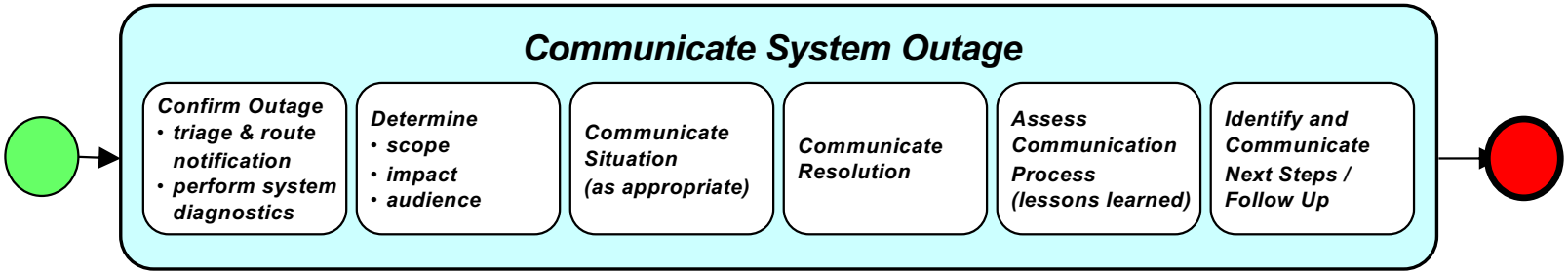
A *shared language* of the *nouns* that are central to the enterprise.
Always start here!



* Essential -

- The "essence" of the subject
- The "what" with no reference to "who" (role or organisation) or "how" (implementation or technology)

Process Scope Model – an Essential* model



Triggering Event:

Notification of degradation or lack of Service
- internal system
- external provider
- calls to Service Desk

Cases:
- new
- recurring

Other factors:
- severity
- key operations periods / areas (registration, summer, course evaluation season)
- time of year
- time of day

Results:

Communications about the Outage and the progress on resolving it are delivered:
- internally and externally
- informally and formally

Final Results:

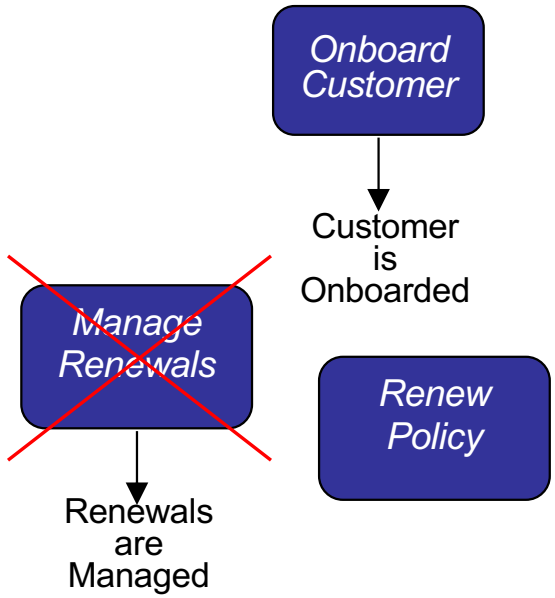
Service is restored and root cause is known (or is determined to be unknowable) and resolution is communicated:
- Externally ("good news")
- Internally ("cause & resolution)

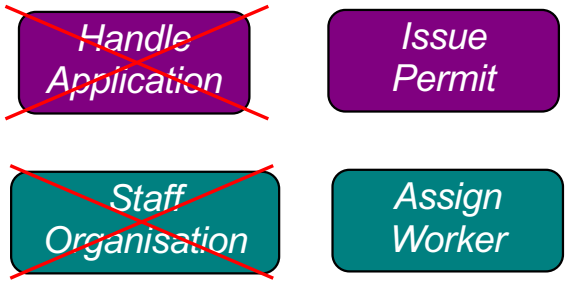
Process Scope Model using "TRAC" -
what is the Trigger, *what* are the Results,
what are the main Activities
(7 ± 2 milestones, phases, or subprocesses,)
and *what* are the main cases or variations?

Why 7± 2?

Naming conventions will make life easier

1. The process name ***must*** indicate the expected result
   - Name potential process in “verb – noun” format
   - Restate that name as a result (“noun is verbed”)
   - Ensure this is the intended result of the process: *discrete*, so results are *identifiable* & *countable*
   - *The noun will usually be an entity in the Concept Model*
   - ***No mushy verbs:*** manage, monitor, administer, handle, track, support, maintain, etc.
   - ***Active verbs only:*** *Evaluate* Prospect, *Onboard* Customer, *Fill* Customer Order, *Resolve* Customer Issue, …
   - Applies to all levels of activity detail
2. Name process from customer's perspective (what do they want from the process?)
3. Name process in the singular





"What" first, "who and how" later

Note – this won't always be appropriate, but for process- or data-focused initiatives, it's *essential!*

The essence of the technique, for process or data or both:

- Describe *what* the process is,
  with no reference to *who* (organisation or job role)
  or *how* (artifacts or implementation technology)
- Describe *what* the required data is without reference to *how*
  (existing systems, database/file design, forms, spreadsheets, or other implementation artifacts)

"Getting to the essence" *always* clarifies and simplifies – it's the best way I know to help people stay "out of the weeds"

- Identify the things you need to know about with singular nouns –
  Customer, Facility, *Unit*, …
- Describe your activities with active verbs plus those nouns
  Register *Unit*, Operate *Unit*, Idle *Unit*, Inspect *Unit*, …

What *is* a Concept Model / Business Object Model / Domain Model…?

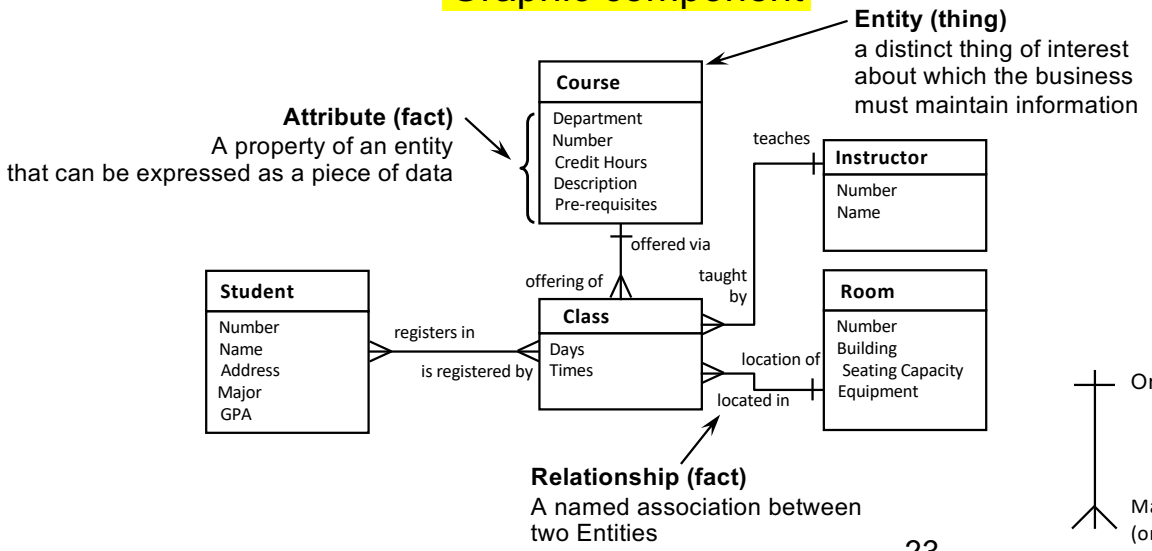
- A *description of a business* in terms of
  - **things** it needs to maintain records of – *Entities*
  - **facts about those things** – *Relationships & Attributes*
  - **policies & rules** *governing those things and facts*
- Models a view of the **real world**, not a technical design (therefore, stable and flexible)
- Can be comprehended by mere mortals (at least initially)
- Graham Witt – "A narrative supported by a graphic"

"Things" first, data later!

Narrative component

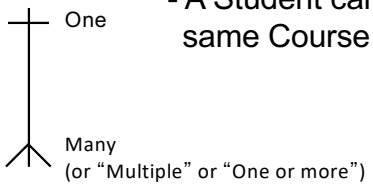
Student definition:
A Student is any person who has been admitted to the University, has accepted, and has enrolled in a course within a designated time. Faculty and staff members may also be Students

Graphic component



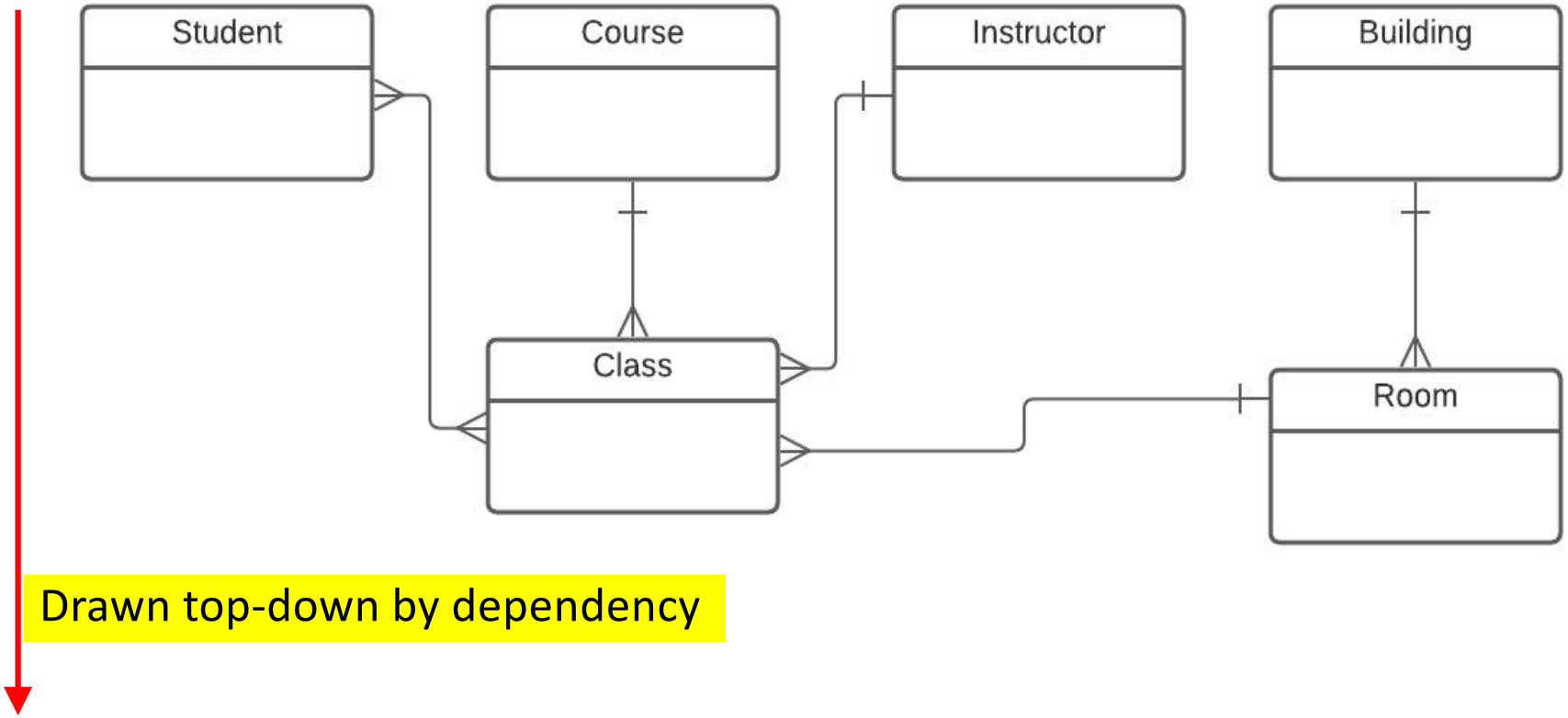
Plus "Assertions" (policies & rules)
- Each Course is offered through one or more Classes
  Each Class is an offering of a single, specific Course
- Each Instructor teaches one or more Classes
- Each Class is taught by one Instructor
  (which may or may not be true…)

Many rules can't be shown on the diagram…
- A Student can not register in two Classes of the same Course in the same Academic Term



A better looking version of the model on the previous slide

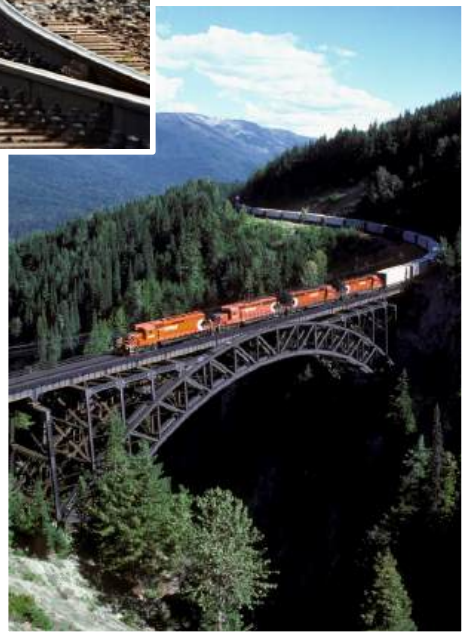
Independent Entities at the top



Drawn top-down by dependency

Making concept modelling relevant & accessible

A painful but useful lesson –
facilitating a concept modelling session for a railway's *Track & Structures* group



I began by explaining data modelling...
"An entity is a uniquely identifiable person, place, thing, event, ..."
Bad idea!!!
"I can't stand you IT guys!"

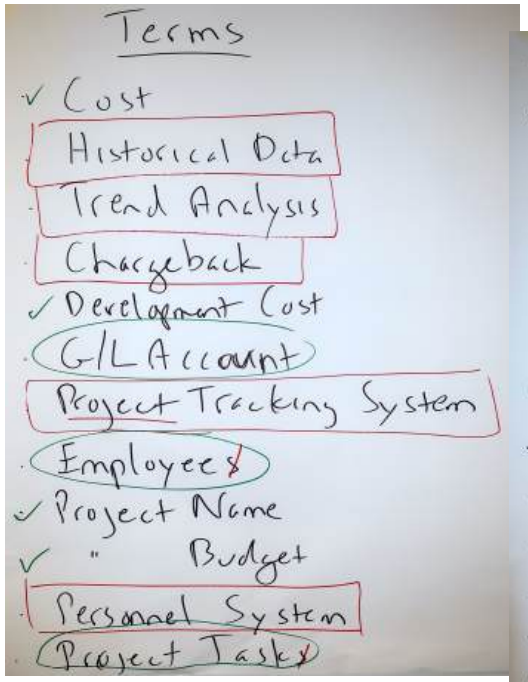
It all begins with language

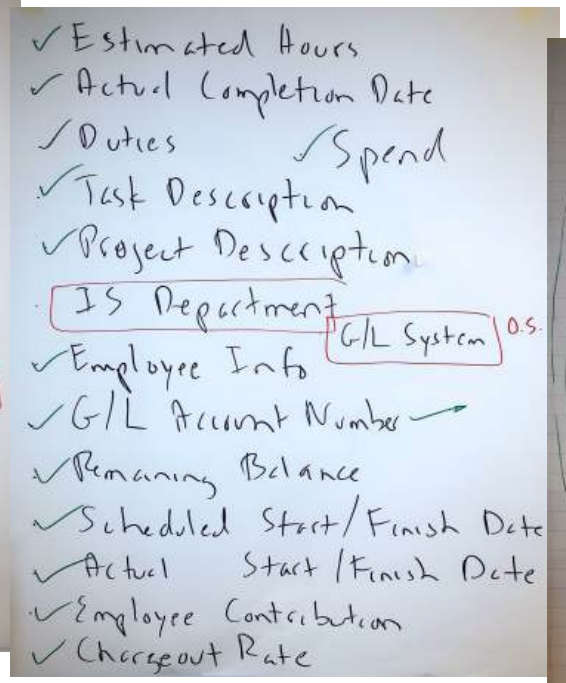
"Why don't you learn *our* language?" *"Fair point!"*

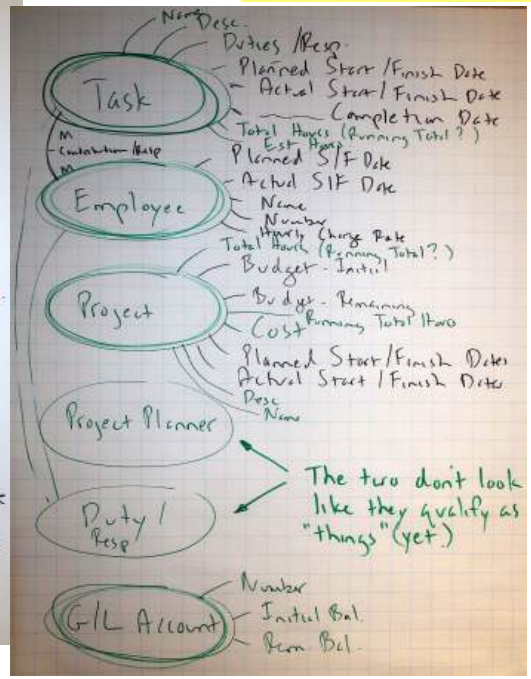
- Brainstormed over 200 terms –
  Track, Structure, Line, Siding, Mileboard, Segment, Sector, Route, …
- Oh-oh... *"Now what?" Then, an idea!*
- Is this "a thing, a fact about a thing, or other stuff?"
- Here's a Project Management example…

Introduce "thing criteria" as necessary:

- *singular noun* – can talk about *one of them* (*Worker* not *Staff*, *Item* not *Items*)
- *multiple* instances
- must *need to* and be *able to* track *each* instance (uniquely identify each)
- has *facts* that must be recorded
- *NOT an artifact* like a spreadsheet or report (not a Call Log or Worker Directory or…)







Track & Structures were VERY happy with the 40 entity concept model *they* built.

Or brainwrite, interview, gather by email, virtual whiteboard, …

For a Concept Modelling session with C-level executives and senior managers at a Credit Union ("a Member-owned bank") I sent the participants this email in advance…

Before the session, it would be very helpful if everyone could do two things:

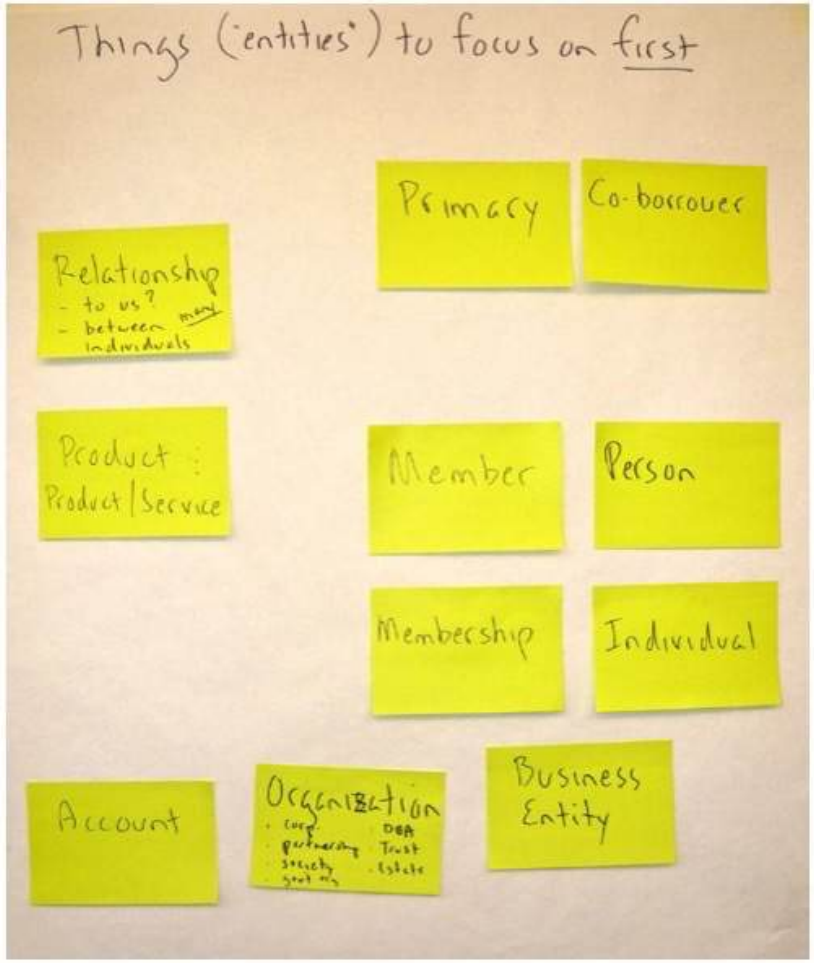
- Spend up to 10 minutes or so listing any terms you use on a frequent basis. Each item in your list could be the name of some thing you need to track, a fact about a thing, a spreadsheet, a report, a metric, a system, a database, or anything else that comes to mind. I'm hoping everyone can list thirty or forty things. There is no "right or wrong" – this helps me learn your language and provides clues to what the most critical terms might be.
- Think of one to three examples of information you'd like to be able to get, but either you can't, or you're not sure how accurate it is. For instance, at a US university last week, a Vice-Provost said she would like to know "How many non-resident, tenure-track Faculty do we have." Of course, this means agreeing what is meant by "Faculty," "tenure-track," and "non-resident." (I've done a LOT of work in higher education, and can promise you there is not agreement on what those terms mean.)

  That's the whole point of our sessions next week. :-)

More than enough to work with

Hundreds of terms came back – *before* the sessions I selected 35 that looked like "good" entities

And now we have a plan!



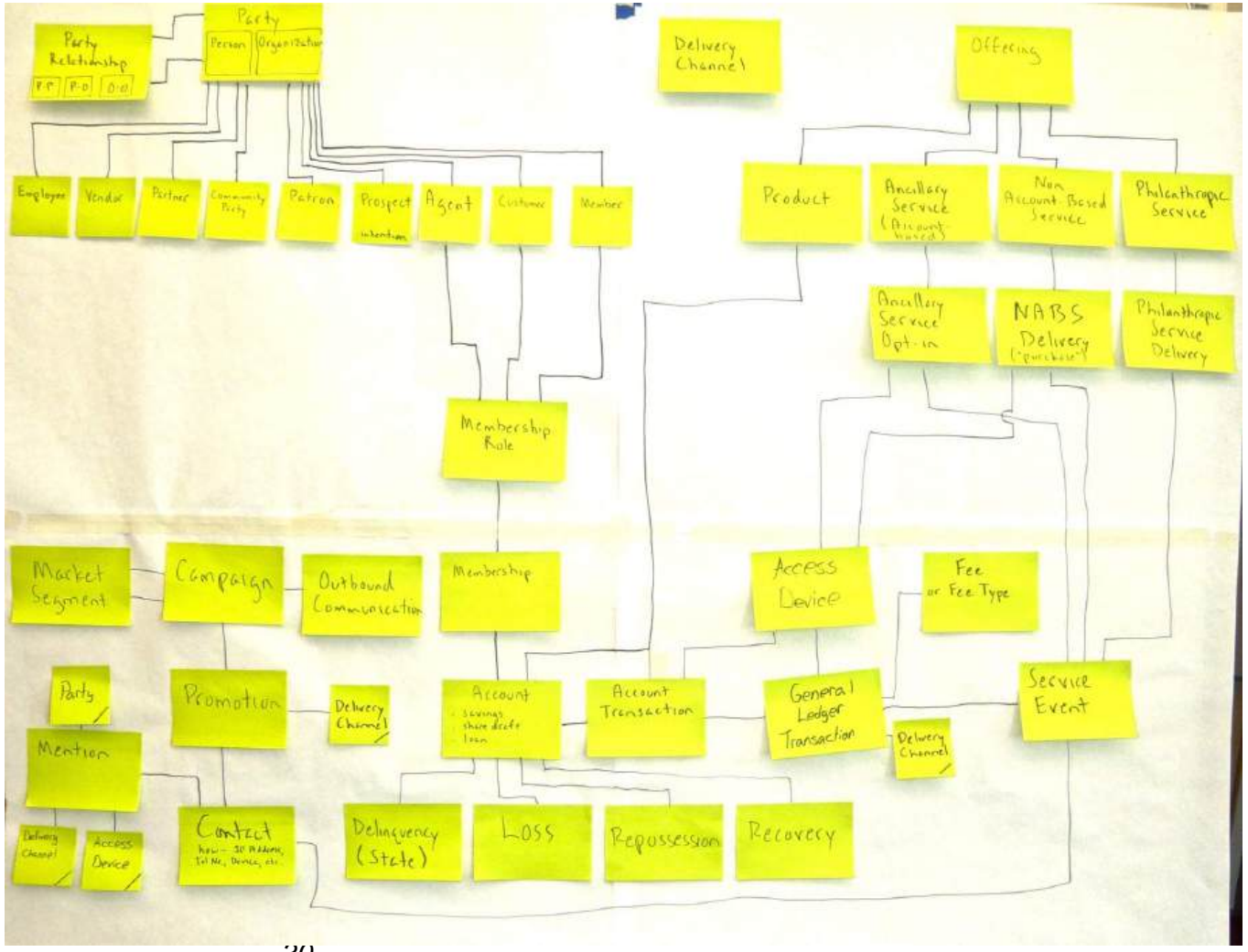
Building definitions:

- first, what are the "anomalies, potential sources of confusion and legitimate differences of opinion?"
- then, what kind of thing is this? (person, event, concept, request, ...) and what criteria must it meet?
- then, list some examples
- then, summarize some anomalies, synonyms, interesting facts.

And after three partial days, a ~40 entity concept model

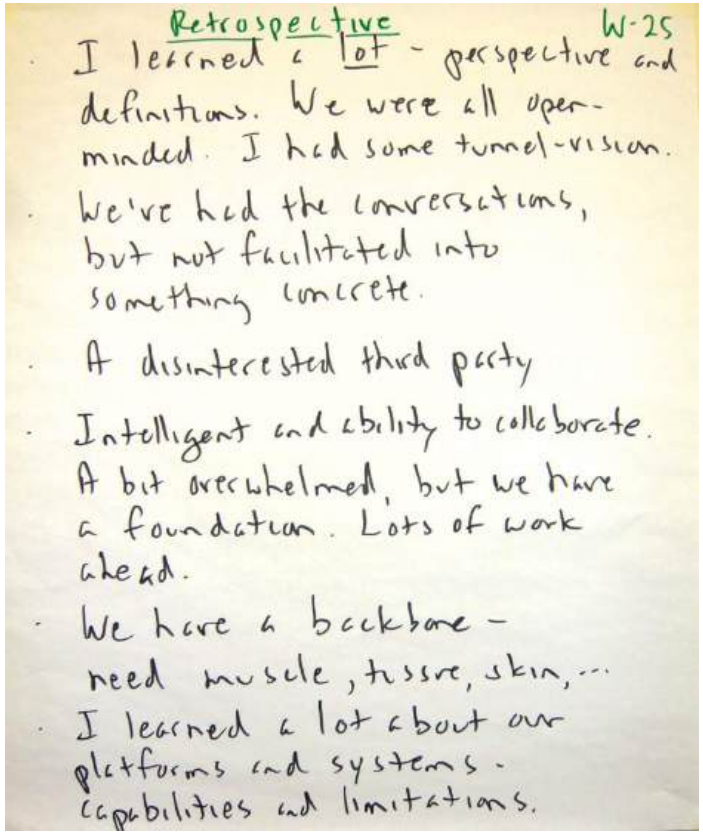
Plus…

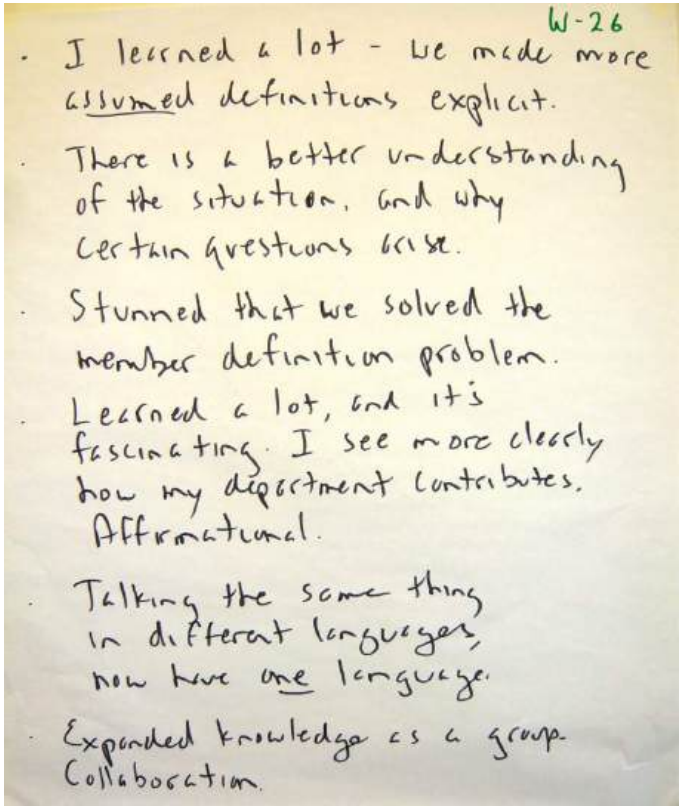
- Over 50 flipcharts of notes – issues, goals, decisions, etc.
- Definitions for all entities
- *Very* positive feedback

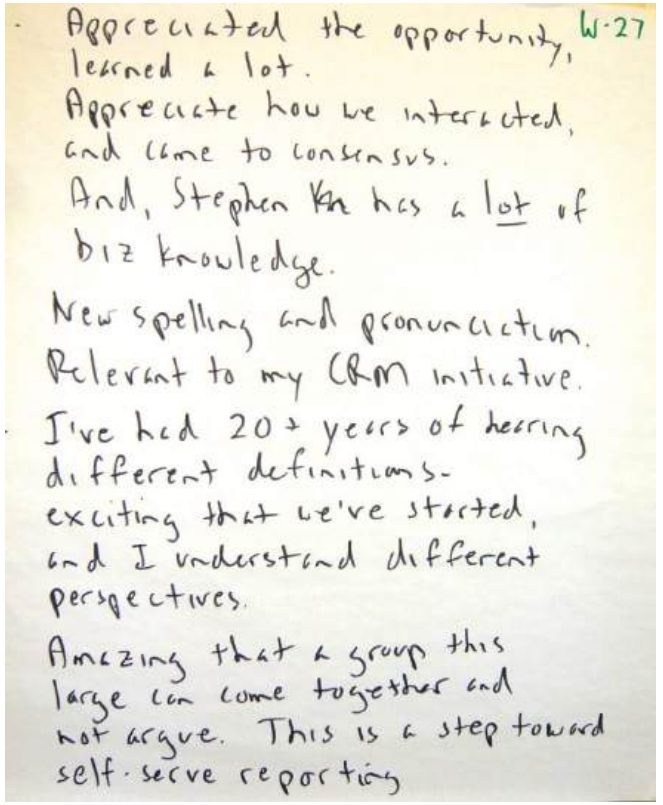


The Data – Process Connection

They were very pleased with the outcome







Plus… "we should have done this 20 years ago."

Putting it together…

How "process people" and "data people" make things complicated

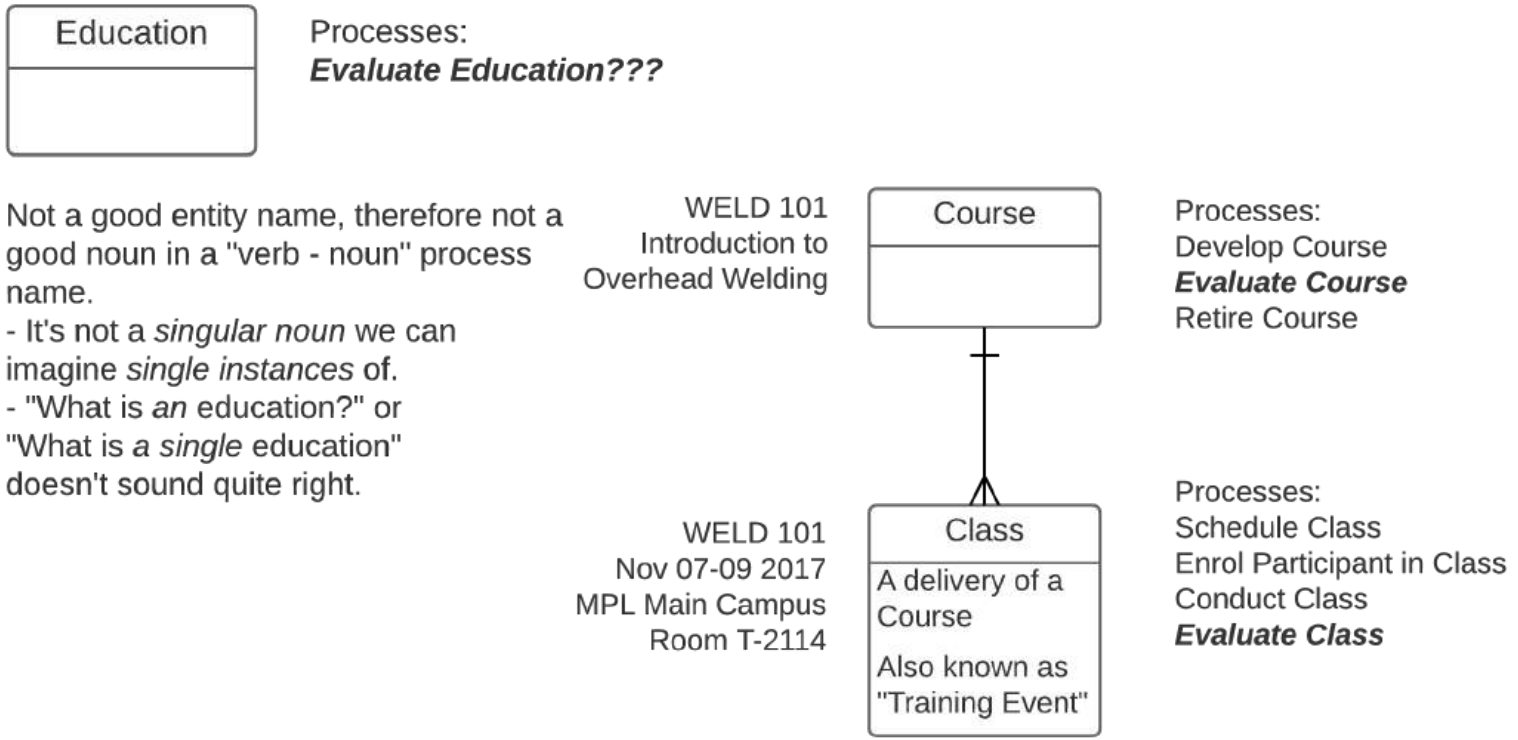
Making Concept Modelling accessible to mere mortals

Putting Data, Process,& Business Analysis together

Example – simple Concept Modelling to clarify the process

Analyst struggles to model “Evaluate Education” – timing disconnects, 1:M and M:1 connections within the process, token changes, …

A few minutes of Concept Modelling showed two distinct tokens and processes. “Education” was a “mushy noun.”



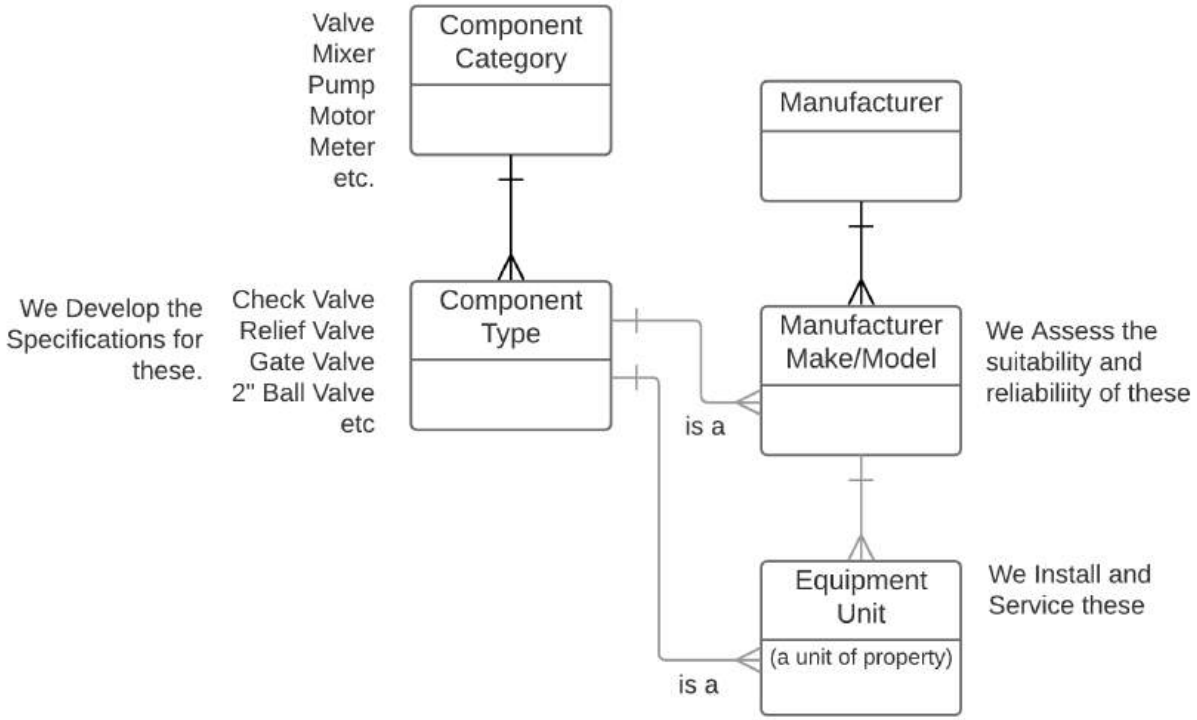
Example – simple Concept Modelling to clarify the process

Modelling the “Design Component” process at a pipeline operator is going in circles.

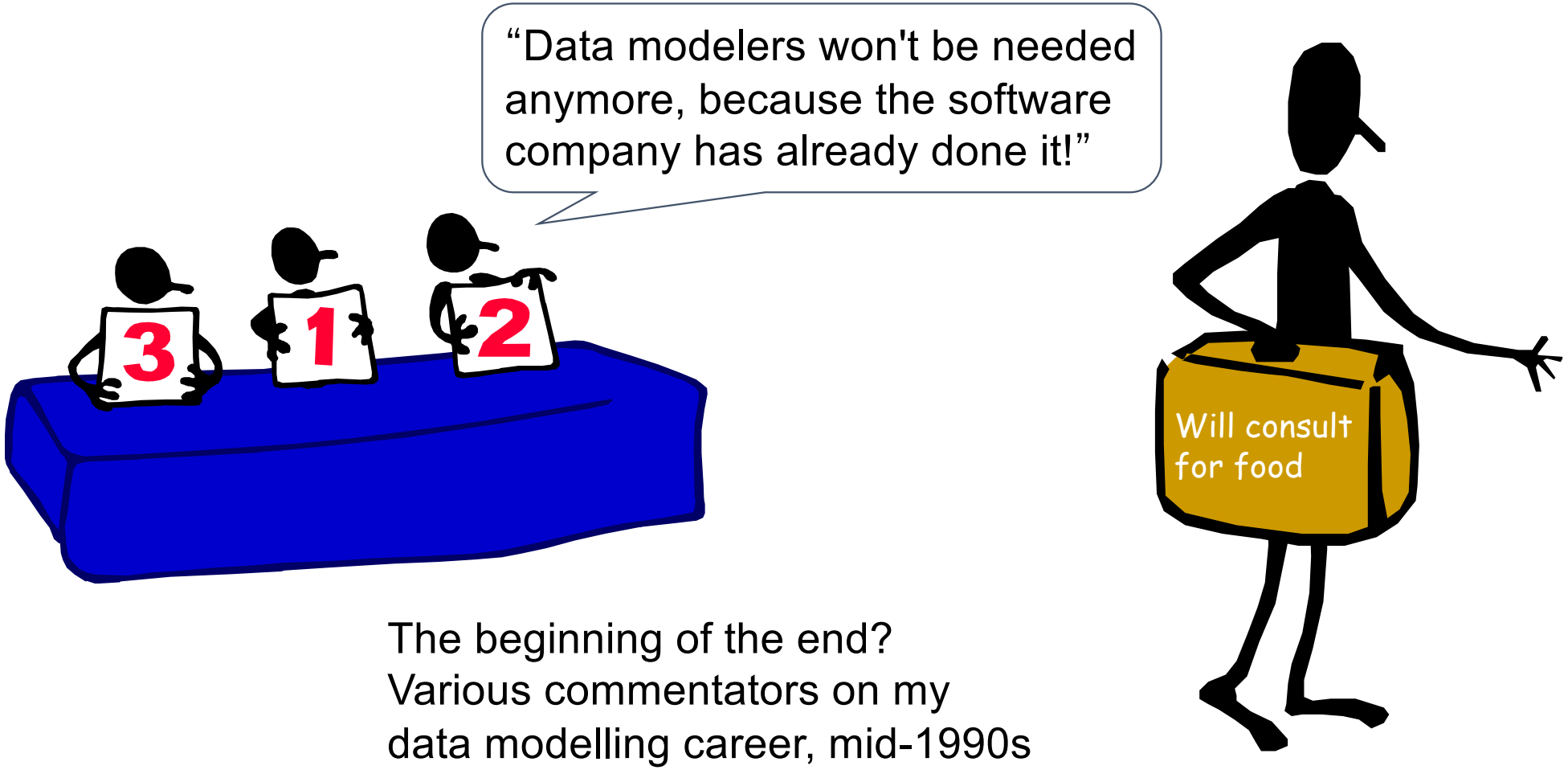
Concept Modelling reveals the company doesn't actually “design components.”

What they do is…

- Develop Component Type Specifications
- Approve Manufacturer Make/Model (“AML”)



Example – Data Modelling as the basis for COTS configuration



The beginning of the end?
Various commentators on my data modelling career, mid-1990s

Redemption!

The client...

Could you come on over and do that thing you do?

That entity data stuff with the boxes and lines

We're implementing something called SAP. Our CEO told us to!

When you did that stuff on our Work Order Management System, we all felt we understood our business better than we ever had

They say it's a terrible idea and a waste of time and could you please *just stay home.*

Alec...

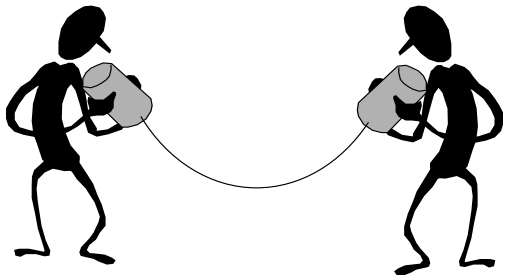
I guess. What thing in particular?

Oh, data modelling.
Sure - what's the project?

Uh-huh. Why do you want my help?

Great! And what do your SAP consultants say about this?

I'm on my way!



The Data – Process Connection

The outcome – using DM for ERP configuration

The situation:
- Manufacturer selects SAP as platform for process transformation
- Desire to understand as-is *business processes* to map to package and decide on configuration options
- Client felt the integrator was coercing them, wanted my help

The #1 reason for unhappiness with the selected COTS solution – *a data model mismatch!*

The approach:
- Team of 7 builds 45 entity *concept model* over two days
- Identify "what's good, what's not good" about current business rules, revise concept model
- Use this knowledge on configuration activities with concept model as an overall map

Vendor
Country
Site
Plant
Plant Location
Equipment Item & Type
PO, PO Line Item
Req'n, Req'n Line Item
Release, Release Line Item
Work Definition, WD Line Item
etc. etc. etc.

The key points:
- ***Client-initiated, not IT***
- Now a global showcase account
- Client – "More value from those two days than anything else we did!"
- Me – "I'm not irrelevant!"

"Quick wins" example – selecting an application with verbs and nouns

Selecting of new Financials app is hopelessly bogged down despite huge effort to develop and maintain a BDM*

Requirements	D&B	Oracle	SAP	Coda	etc.
1	Y	Y	Y	Y	
2	Y	Y	Y	N	
3	Y	Y	Y	Y	
4	N	Y	N	Y	
5	N	N	Y	Y	
6	Y	Y	Y	Y	
7	Y	Y	Y	Y	
8	Y	Y	Y	Y	
9	Y	N	Y	N	
10	N	Y	N	Y	
11	Y	Y	Y	Y	
12	Y	Y	Y	Y	
13	Y	N	Y	Y	
14	Y	Y	N	N	
…					
…					
858	N	N	N	Y	
859	Y	Y	Y	Y	

*** Big Dumb Matrix**

BDM issues

- Time consuming
- Most apps meet most criteria
- Still can't tell if an app will work well in your environment

Using DM for purchased application selection – verbs and nouns

The problem:

- Selection of new Financials app is hopelessly bogged down (and a matrix of almost 1000 "requirements" wasn't helping)
- Worse – *matrix points to the app no one wants!*

The approach:

- Small team builds "thing model" (concept model, ~60 entities total, 15 "core")
- For each core entity, identify 3 to 5 life cycle events
- For each event, develop scenario w. data
- Turn over to ***paid*** app vendors – "Show us!"
  - "How do you support the data model?"
  - "How do you handle scenarios?"

"Things we track…"

- **Project, Work Order**
- **Plant, Plant Equipment**
- **Product Type, Product Lot**
- **Product Inventory**
- **Sale, Transfer**
- **Location, Ledger Entity**
- **Financial Category**
- **Responsibility Center**
- **Account, Sub-Account**
- **Fixed Asset**

Events that happen to them…"

Fixed Asset is

- **Acquired or Constructed**
- **Depreciated**
- **Transferred**
- **Disposed Of**

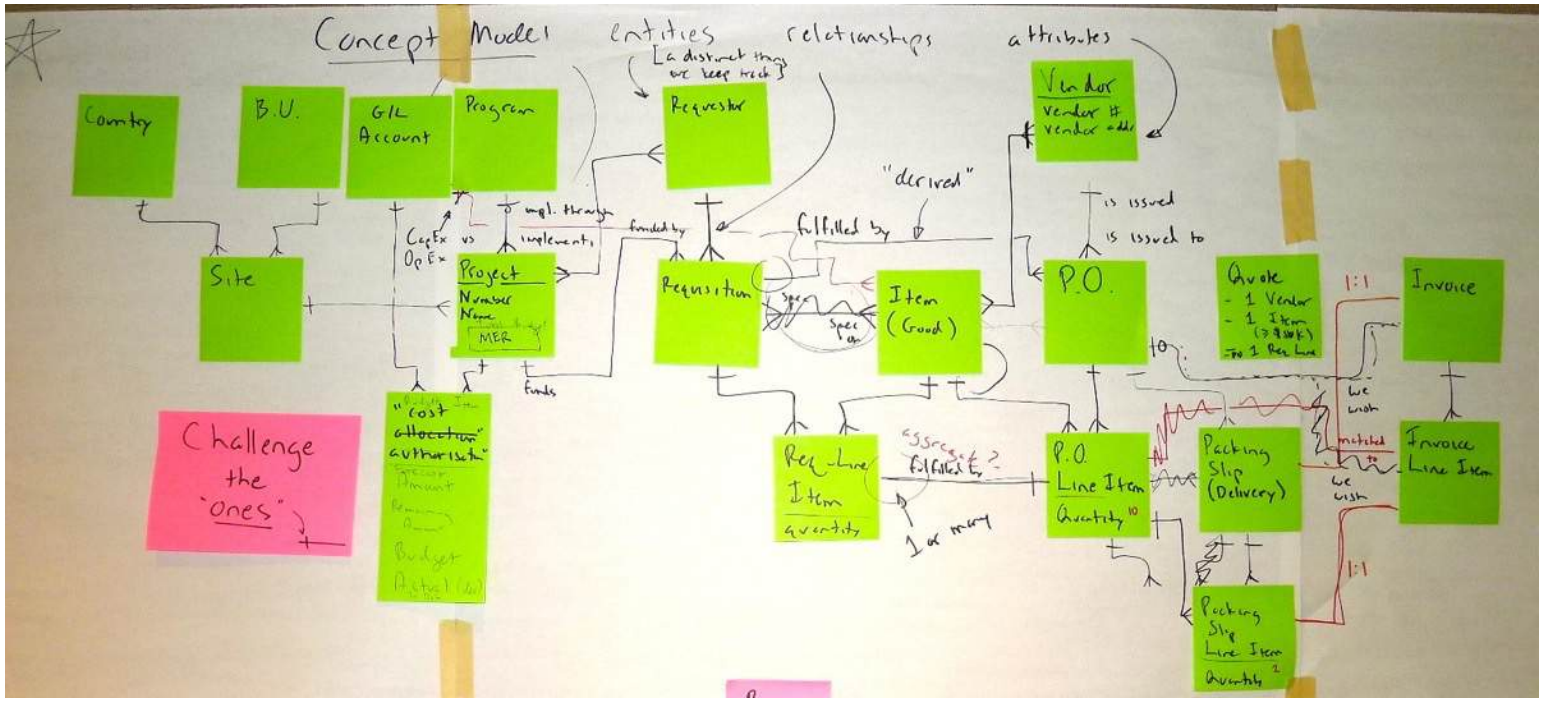
The key points:

- It worked! – saw how an app would support the business
- Didn't initially call it "data modelling"
- Left vendor some room - "Here's how we'd do it."

Another example – Concept Model shows possibility of major process change

Global mining company hires me to help with Business Process in support of ERP changeover.

I "snuck in" some quick, informal Concept Modelling.



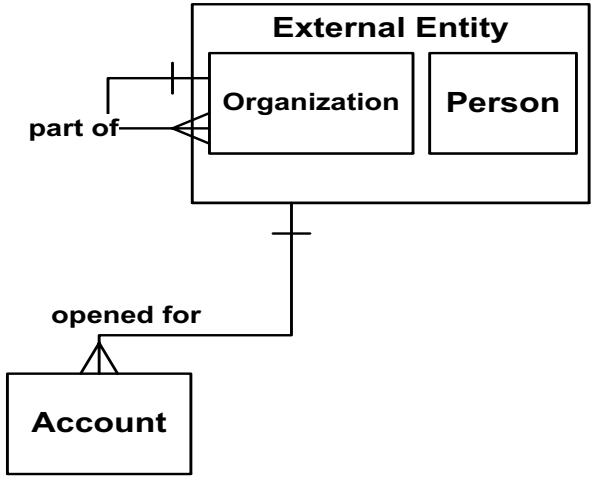
This highlighted many areas lacking clarity:

- Program vs. Project
- Site vs. BU Location vs. Country
- Requisition vs. Quote vs. Purchase Order
- The 1:1 relationships among PO/PO Line Item, Packing Slip/Packing Slip Item, and Invoice/Invoice Line Item showed that Invoiceless Payment, a major process change, was possible

I did not use any data modelling terminology until the end!

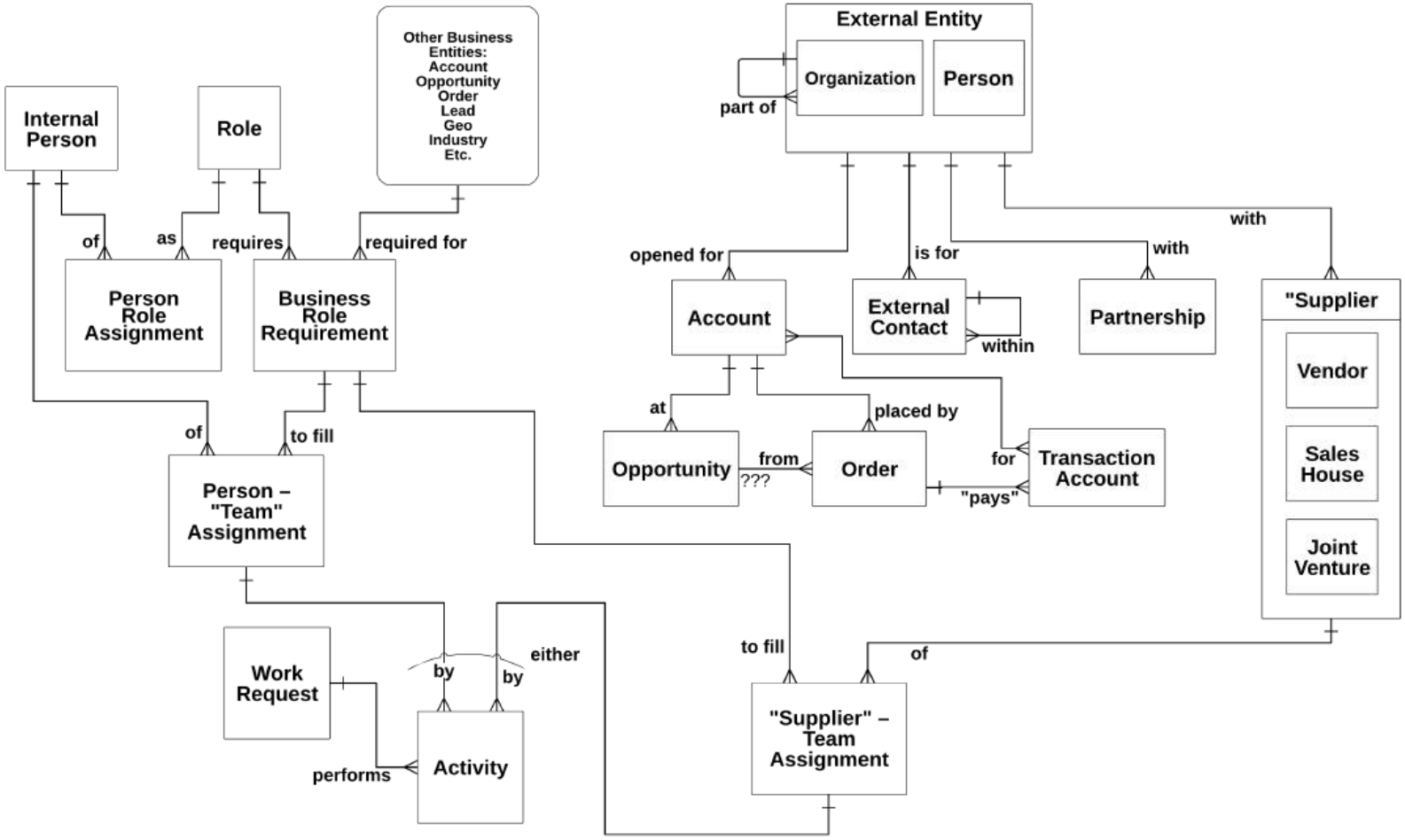
Example – a Process job becomes a Data job

- Assignment – improve broken Consumer and Online Advertising processes in a $6B media firm
- Early realisation (30 minutes) – inadequate data was the real problem, so we started concept modelling
- Everyone talked about "Customer," so we asked the classic "dumb" question "What *is* a Customer?"
- Modelling showed there was *no "Customer" entity managed by the business*.



- Everyone talked about "Team" – same situation
- Focus shifted to developing the "MAL" – Minimum Attribute List

The overall initial "Concept Plus" Model



*Key achievement – **clarity***

Customer is ***not*** something we manage – it's a "view" of 2 things we *should* manage better:

1 - External Entity

A person or organisation (a "party") with which we have or wish to have a business relationship. This includes past, present and future (prospect) relationships. Legally, an organisation is either a company, a partnership (e.g., a law firm or accountancy,) a society (Red Cross,) or a government agency (City of Seattle.) An organisation may be structured into a hierarchy of subsidiary organisations to whatever number of levels we wish. Relationships among organisations include ownership and collaboration.

2 - Account

An account is a record keeping mechanism through which we organise our business interactions (such as Orders or Opportunities) with External Entities. Accounts can be arranged into a hierarchy of Accounts.

also Team

Another vital concept that was derived from data, but not managed

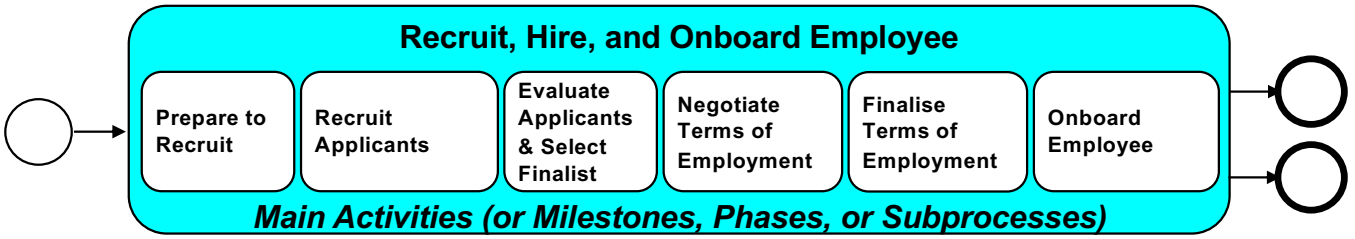
For the first time, the business was discussed in terms of business entities, not systems!

Only now is real process change is possible. *We can meaningfully discuss a process like "Conduct Customer Campaign."*

Example – simple Concept Modelling to clarify the process

- University looking to implement e-Signature
- Pilot project selected to test the technology on "Approve Letter of Offer"
- Suggestion – "Get Alec in and be sure you understand the process." *(Thank you!)*
- Everyone fixated on physical “Letter of Offer” (“how”)
- Concept Modelling revealed the “what” –
  actually a selection from a set of *“Standard Employment Terms”*
  formatted using a *standard* (legally unchangeable) *“Employment Offer Template.”*
- ***Major*** *process implications!* E.g., no need for anyone to "see" the actual Letter.

Trigger:
Need to appoint a person to a Position (aka, “hire a person”) due to:
vacant Position
new Position
modified Position
Includes contract expiration/modification

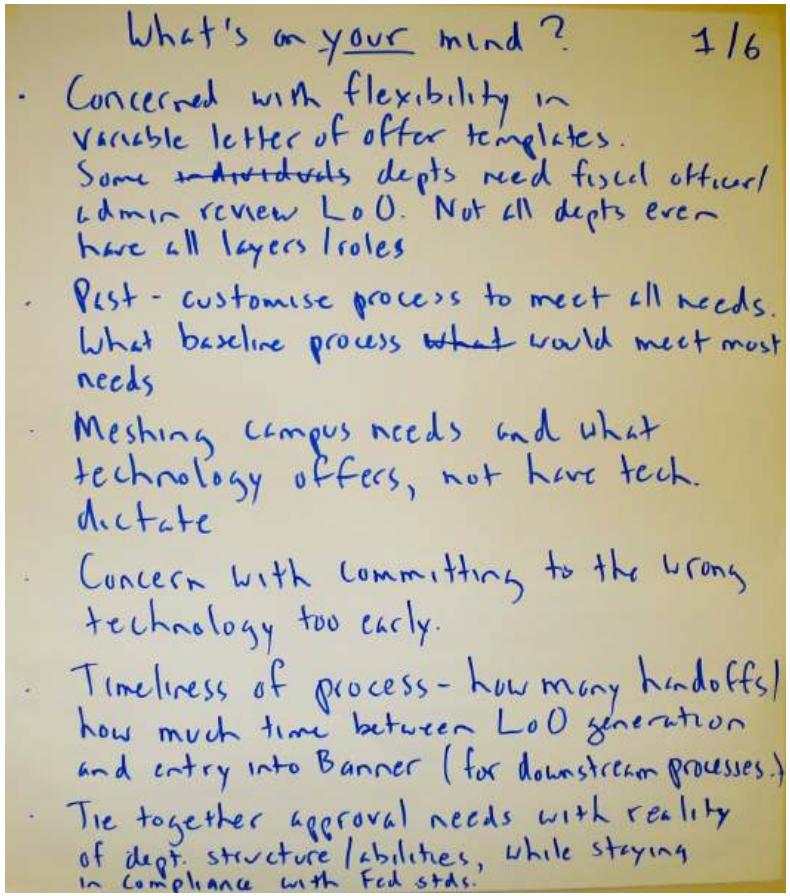


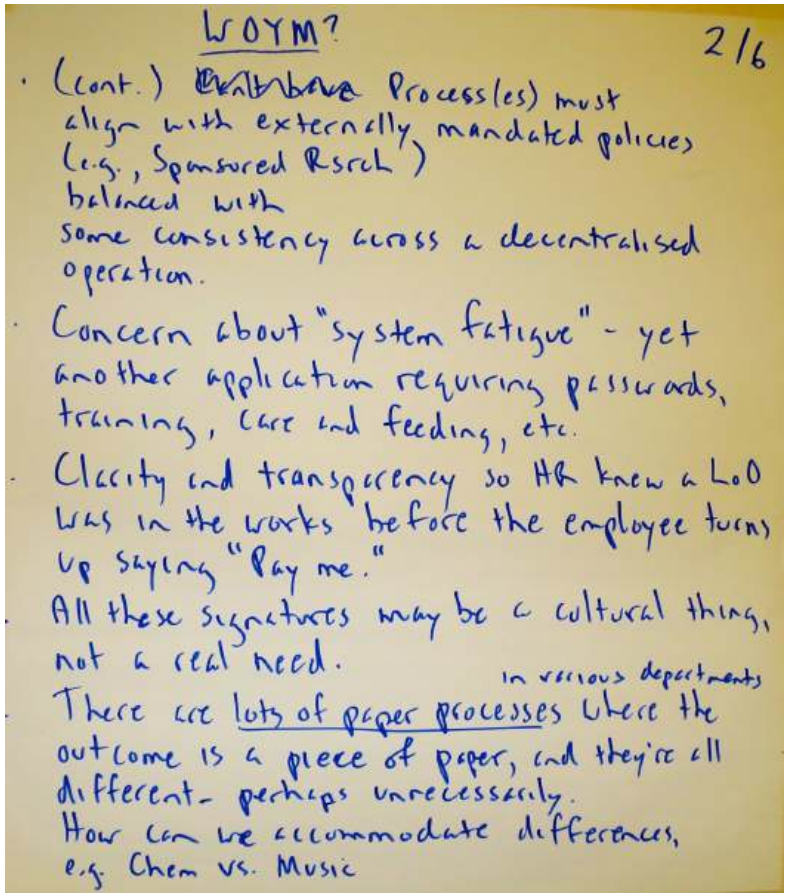
Cases:
Full-time Faculty – tenure-track, non tenure-track, fixed-term research, fixed-term instructional, …
Academic Professionals
*Classified****… and many more***

Customer result:
(hired Employee)
relatively pain-free, timely, correct first pay cheque correctly deposited
Accurate, agreed Terms of Employment (a contract) and Position Description.
etc.

Customer result:
(other Applicants)
receive results before Letter of Offer, but must feel well tested
…and many more for other stakeholders

How we got there – Venting! (1 and 2 of 6)





"Venting" reveals three key points

1. There are MANY more interested parties (stakeholders) than anyone realised

2. Agreement that "Venting" surfaced the main issues and goals of each key Stakeholder – no need to do "Stakeholder-based assessment" later in the plan

3. Everyone fixated on physical "Letter of Offer" ("how") but "Venting" revealed "what" – actually a selection from a *standard* set of *"Standard Employment Terms"* formatted using a *standard* (unchangeable) *"Employment Offer Template."* ***Major*** *implications!*

Using TRAC we built a Scope Model

Need to appoint a person to a Position (a defined body of work (individual or pool) (a.k.a "hire a person") due to

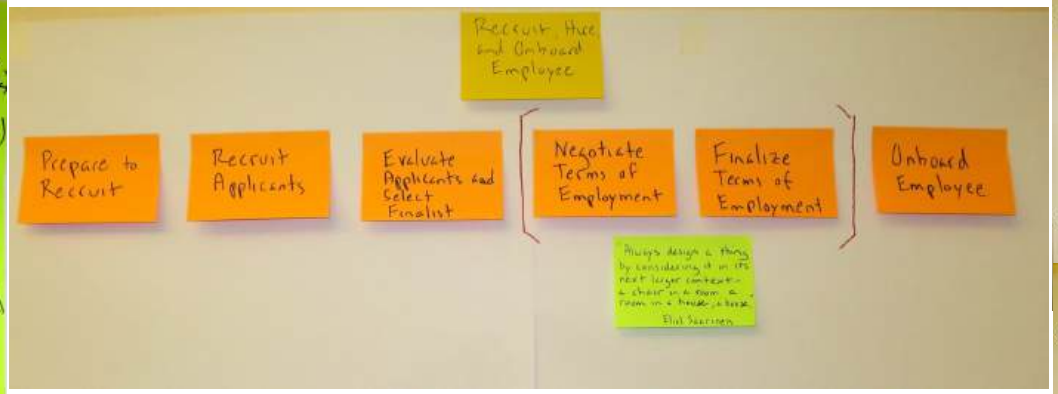
- vacant Position
- new Position
- modified Position

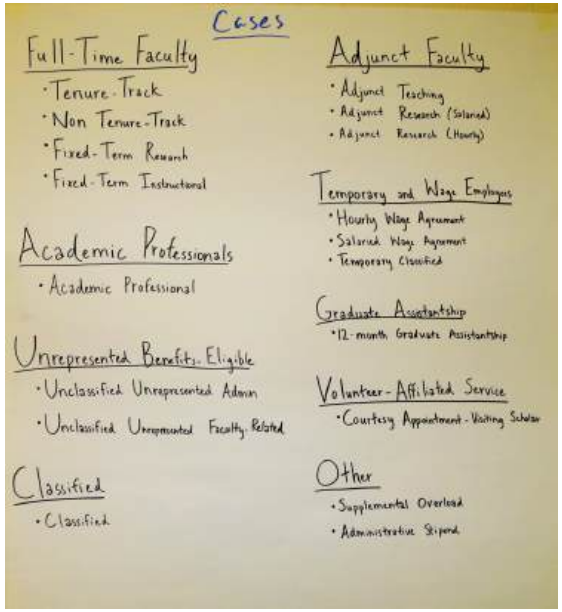
(includes Contract expiration/modification)

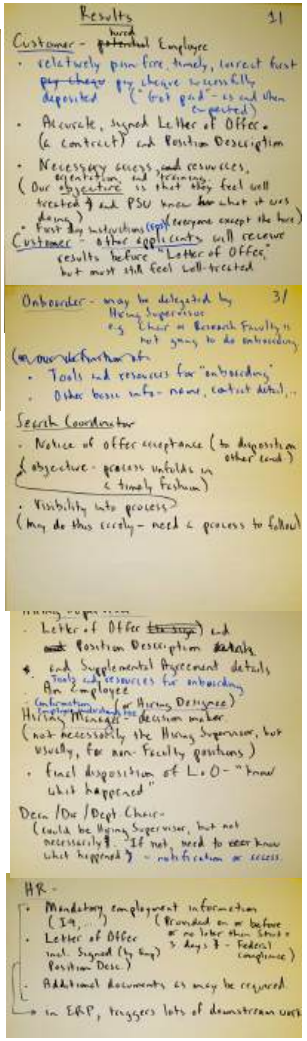
Varies by

- existing PSU person
- brand new person

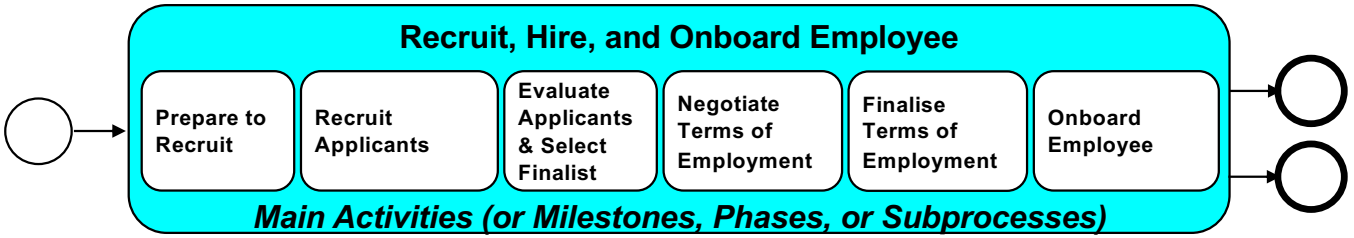
(returning person treated as brand new for whom steps may already been completed)







Scope Model (TRAC) – the legible version

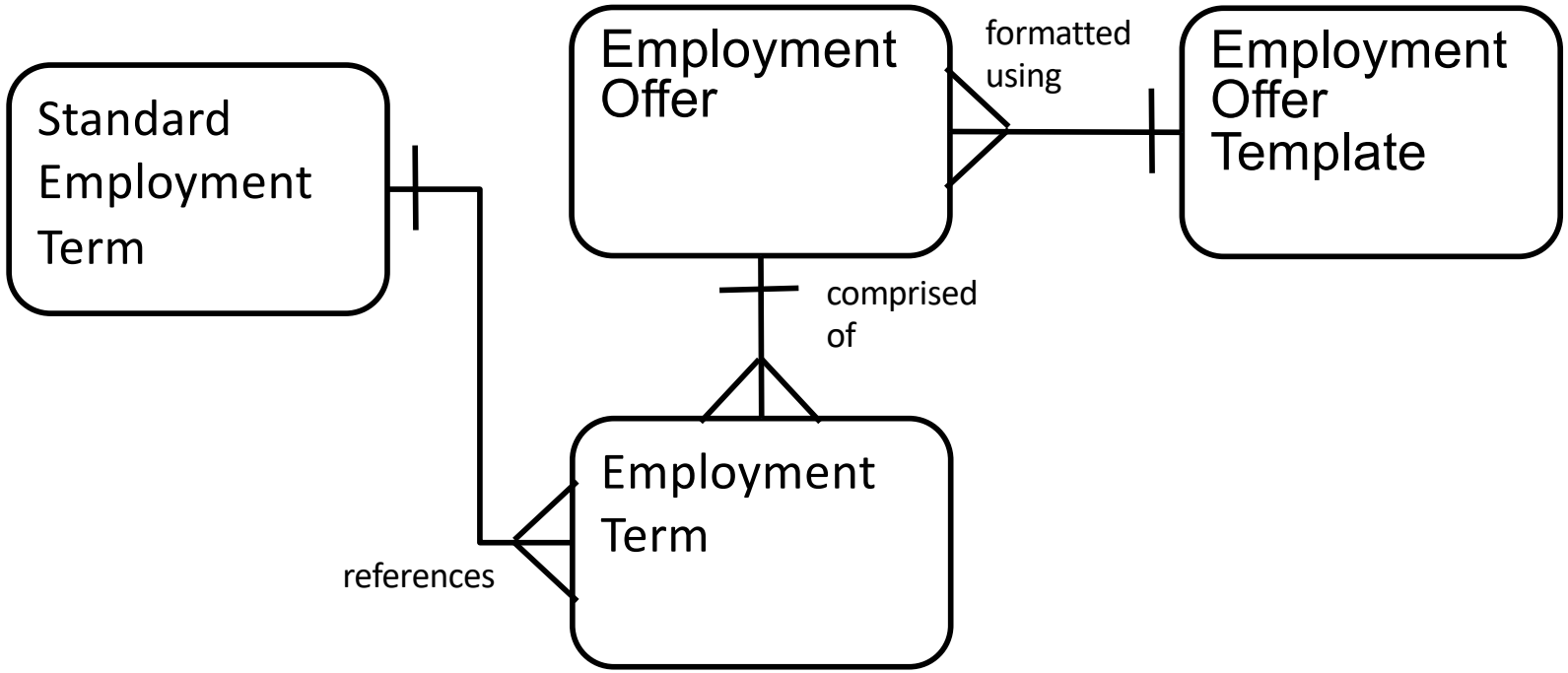


Trigger:
Need to appoint a person to a Position (aka, "hire a person") due to:
vacant Position
new Position
modified Position
Includes contract expiration/modification

Cases:
Full-time Faculty
tenure-track
non tenure-track
fixed-term research
fixed-term instructional
Academic Professionals
academic professional
Unrepresented Benefits-Eligible
unclassified unrepresented admin
unclassified unrepresented faculty-related
*Classified****… and many more***

Customer result:
(hired Employee)
relatively pain-free, timely, correct first pay cheque correctly deposited
Accurate, agreed Letter of Offer (a contract) and Position Description.
etc.
Customer result:
(other Applicants)
receive results before Letter of Offer, but must feel well-tested
Bargaining Unit result:
Notice of Appointment, as appropriate
…and many more for other stakeholders

"Letter of Offer" = "Terms of Employment"



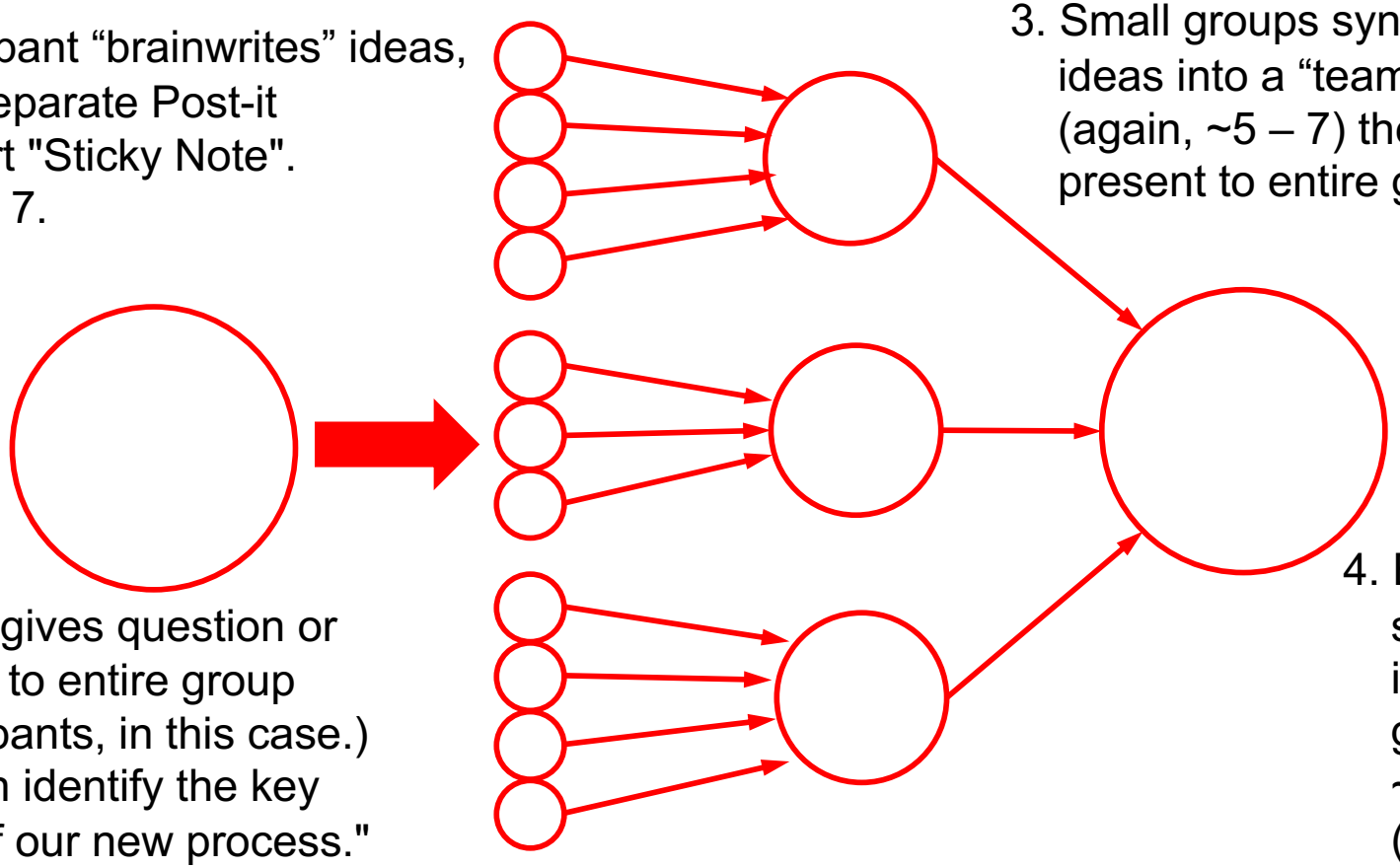
Classic *"how"* (Letter of Offer) vs. *"what"* (Employment Offer)
Realisation: if Employment Terms are agreed, and Template is standard and unchangeable, ***no one needs to review the Letter!***
Eventually, the term "Letter of Offer" became unused

Use "brainwriting" – "big wheel, little wheel" facilitation

- Generates *more* ideas, and more *diverse* ideas
- Easier for *everyone* to make their contribution

2. Each participant "brainwrites" ideas, each on a separate Post-it or Lucidchart "Sticky Note". Aim for ~5 – 7.

3. Small groups synthesise ideas into a "team effort" (again, ~5 – 7) then present to entire group.

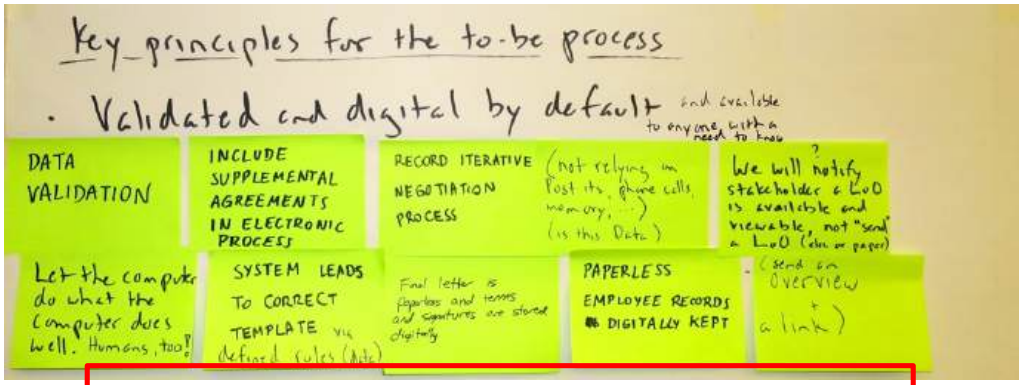


1. Facilitator gives question or instruction to entire group (11 participants, in this case.) "Let's each identify the key features of our new process."

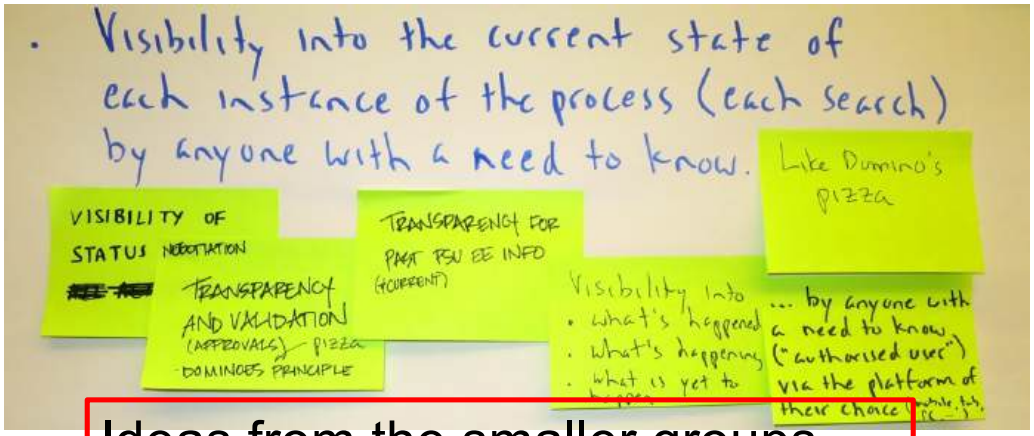
4. Entire group synthesises ideas into a group effort, ~5 – 7 *features* (rarely more than 10)

Example – determining features of the to-be process

Synthesis of features from group suggestions…



Ideas from the smaller groups…

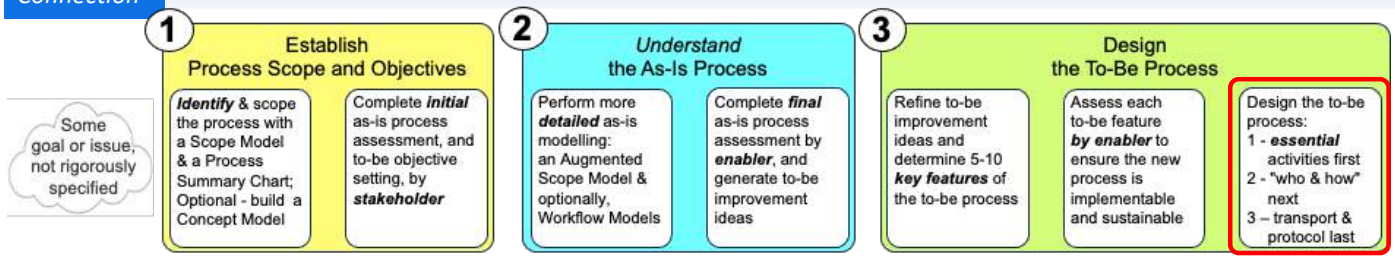


Ideas from the smaller groups…

Five of seven features determined by the team

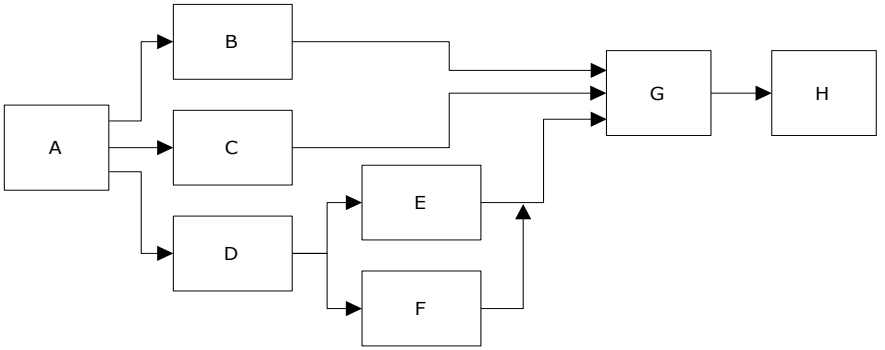
1. Data digital by default, validated and captured at source, and suitable for all downstream use.
2. Visibility into the current state of each instance of the process (each faculty search) by anyone with a need to know.
3. Separate the "need to approve" from the "need to be informed."
4. Each search will follow a defined and visible workflow.
5. *The process will be designed for digital signatures **only – no fallback!***

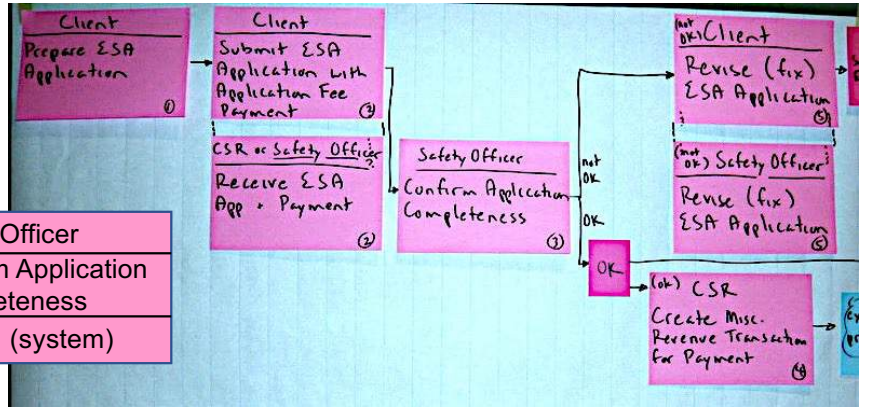
Design to-be process – overview



Key points:
- As with the as-is process – *"What first, who and how later"*
- Design around *essential* steps, not *administrative steps*

- Use an Augmented Scope Model to determine *what* the essential activities are
- Next, factor in *who* will perform each activity, then *how*
  - a person as a manual activity
  - a person interacting with a system, e.g. a use case
  - a system, e.g., RPA (Robotic Process Automation)
- Link essential activities by dependency – a PERT chart
- Adjust – e.g., verify activity is assigned to the correct role
- Only then redraw as a swimlane diagram
- *Finally,* add non-value-added but necessary activities:
  - transport, record keeping, notification, etc.
  - ensure any approval steps are *really* necessary ("Don't confuse notification with approval.")





Who:	Safety Officer
What:	Confirm Application Completeness
How:	S-MAN (system)

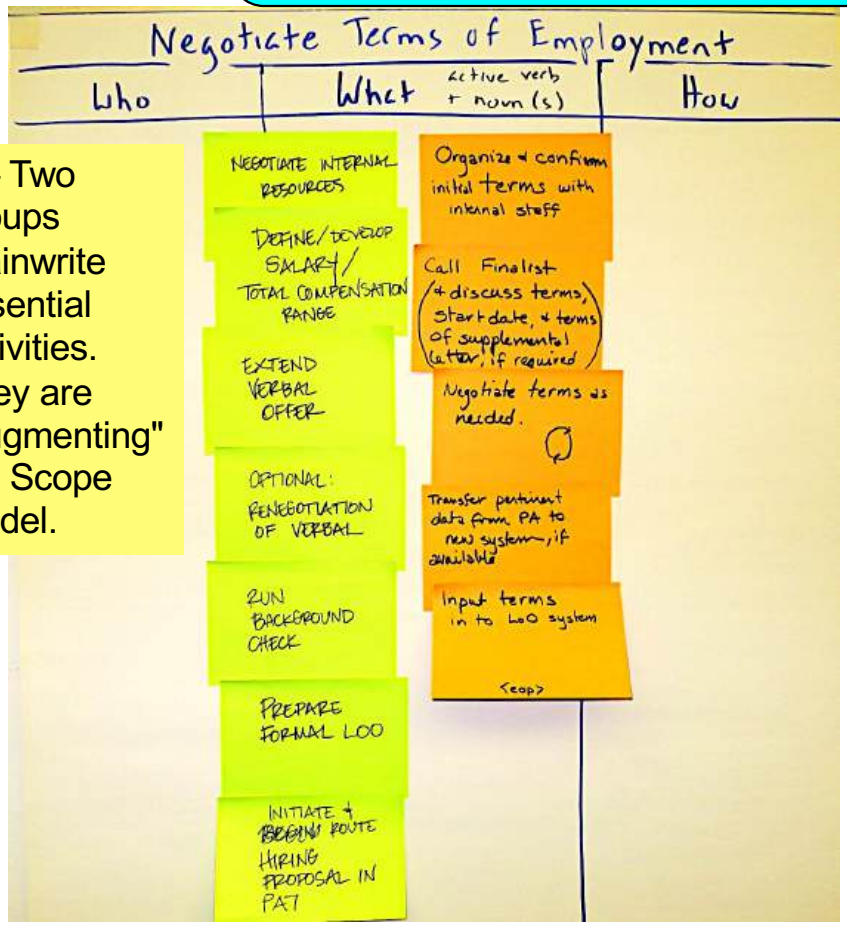
The Data – Process Connection

Design to-be process – the details – Identify essential activities

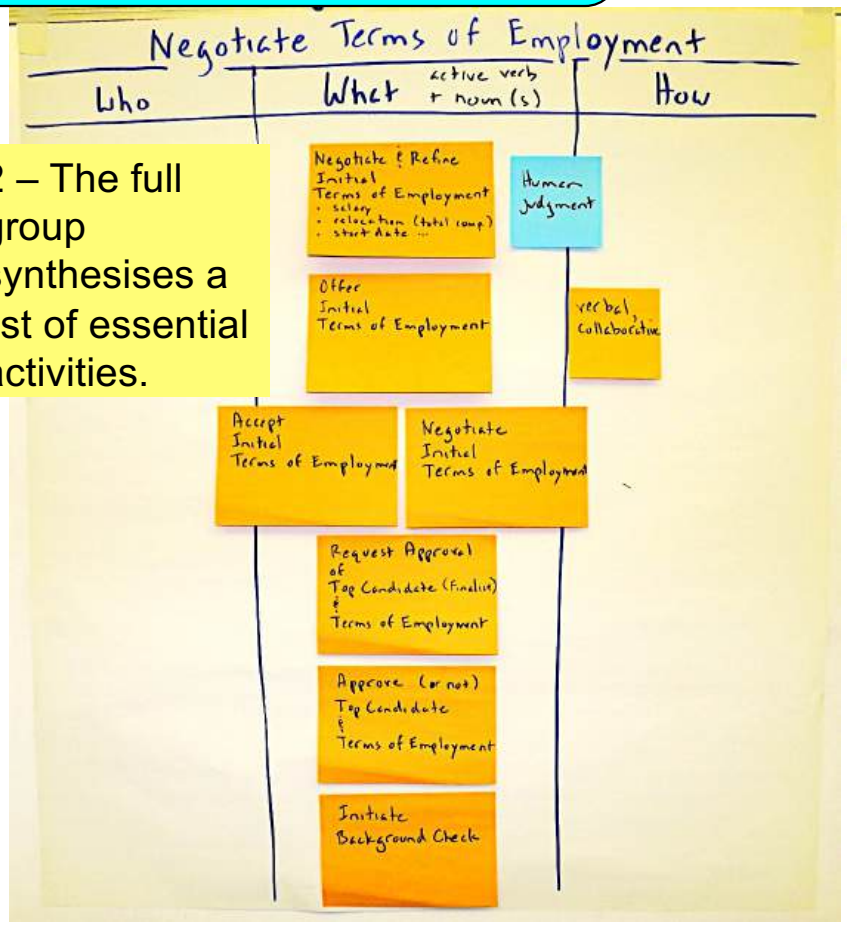
Recruit, Hire, and Onboard Employee

Prepare to Recruit	Recruit Applicants	Evaluate Applicants & Select Finalist	Negotiate Terms of Employment	Finalise Terms of Employment	Onboard Employee

1 – Two groups brainwrite essential activities. They are "augmenting" the Scope Model.



2 – The full group synthesises a list of essential activities.



Lucidchart version

For each essential Activity, add "Who," "How," and lots of "Notes"

- We have the core of the to-be process design
- Going immediately to a Swimlane Diagram would be *overwhelming!*
- But now, developing the to-be flow model (swimlane diagram) is straightforward – *We Can Do It!* We have:
  - actors (swimlanes)
  - steps
  - how the steps will be done
  - sequence (approximate, but OK for now)

Example – is a new process concept viable?

Classroom tech support at major US research university

- Goal: “Uber-style” tech support for classrooms – when an Incident is raised in a Classroom, dispatch it to one or more appropriate Techs (qualified, available, assigned to the appropriate Support Unit) who will bid on it.
- Approximately 20 “assertions” described the planned state:
  - Each Tech may be badged for one or more Service Category Levels, and for each Service Category Level there may be one or more Badged Techs.
  - Each Tech may be assigned to one or more Support Units during a given time period, and for each Support Unit there may be one or more assigned Techs.
    A Tech can only be assigned to one Support Unit at a time.
  - An Incident for a particular Classroom can be raised by either a Customer (the “reporter” – Faculty, Staff, Tech, …?) or an automated Alert raised by an Equipment Unit located on a particular GP Classroom.
  - many more…
- The assertions led to the development of an ERD.
  Note – the complete “Concept Model”
  is the combination of the definitions, the assertions, and the graphic (ERD)

Assertions. Lots of assertions.

Classroom Support

Assertions, for review and validation:

- Support is provided by different Support Units (organizations) for different Service Levels (tiers) and different Service Categories (Computers, Audio-Visual, Learning Technologies, Networking, Scheduling, and Facilities.) We are concerned with support for Computers, Audio-Visual, Learning Technologies, and Networks. Scheduling is supported by the Registrar's Office, and Facilities is supported by (shockingly) Facilities.
  If we only cared about one Service Category, say "Computers," there would be no need to model the "Support Category / Support Unit" concept, because it would be a given – there would only be one.
- Each Support Unit could support one or more Service Categories. E.g., Sam's Call Center provides Tier 1 support for Computers, Audio-Visual, Learning Technologies, and Networking.
- Support for Department-owned rooms is not within the scope of this initiative; support will be provided by the owning Department's Local Support Unit.
- Support for Classrooms (GPC and non-GPCs) or a Room Block of GPCs will be provided by a Support Unit during a Time Block for a Support Level (Tier.) That is, for a given Room Block (available via the Classroom reporting the Incident) for a given Service Category Level (e.g., Computers – Tier 1) during a particular Time Block, a particular Support Unit will provide support. This concept is represented via the "Support Responsibility" concept, an associative entity which indicates the responsibility of a Support Unit to provide support for a Service Category Level for a Room Block during a Time Block. There are three general possibilities:
  1. Support for the Room Block will be provided exclusively by the Local Support Unit (the Department);
     - this only applies to non-General Purpose Classrooms (Department "owned")
  2. Support for the Room Block will be provided exclusively by the Central Support Unit;
     - Will this happen? Is this a goal?
  3. Support for the Room Block) will be provided by the Local Support Unit during "normal business hours" (a Time Block) and by the Central Support Unit outside of "normal business hours."

Classroom Support

     - Is this the "normal" case?
     - Should it read "after normal business hours?" That is, will Central ever provide support both before and after normal business hours?
- Each Tech may be badged for one or more Service Category Levels, and for each Service Category Level there may be one or more Badged Techs. A M:M relationship.
- Each Tech may be assigned to one or more Support Units during a given time period, and for each Support Unit there may be one or more assigned Techs. A M:M relationship, but will a constraint be that a Tech can only be assigned to one Support Unit at a time?
- An Incident for a particular GP Classroom can be raised by either a Customer (the "reporter" – Faculty, Staff, Tech, …?) or an automated Alert raised by a an Equipment Unit located on a particular GP Classroom.
- The "dispatcher" or "CSR" at Room Support (?) assigns (or routes?) an Incident to the appropriate Support Unit based on the Support Responsibility.

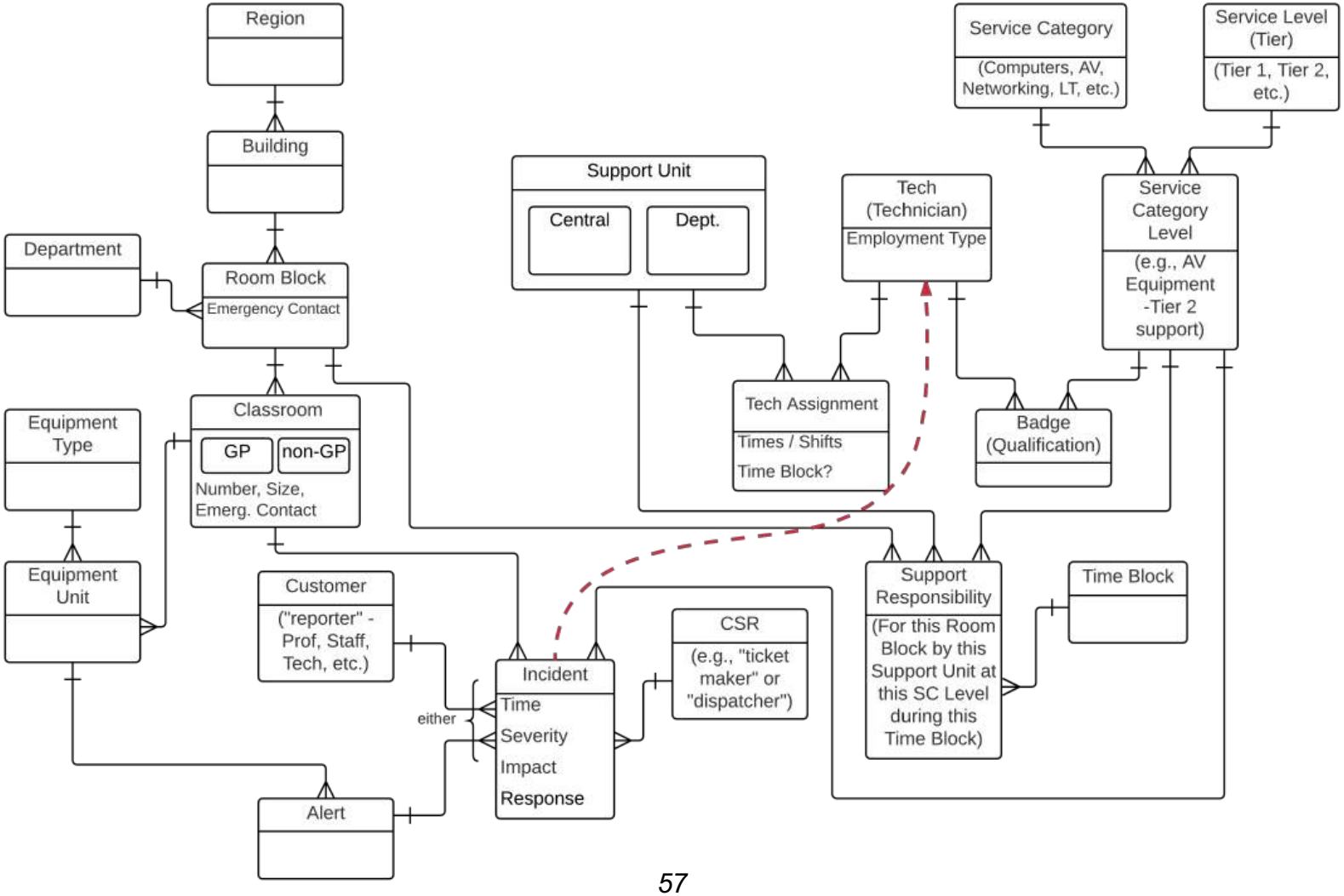
Putting all this to work…

The goal is to automatically route an Incident to one or more Techs. When an Incident is raised, Dispatch will always create a Ticket, and then route it to the appropriate Tech(s) based on Service Category Level (Service Category and Service Level,) Time Block, Room, and Support Unit. Here's how…

- When an Incident is raised, we know the Room Block (via Room,) the Time Block, and the Service Category Level, therefore we know the Support Responsibility, and therefore the Support Unit.
- We also know which Techs are badged for that Service Category Level, and which Techs are assigned to that Support Unit at that time.
- Now we have a pool of Techs the Incident could be dispatched to, for them to "bid on," Uber-style.

Sorry about the fine print. And, no, this was not a simple job. It took some real effort to build the enabling concept model, but *we could not have done it without the assertions* – they made the needs granular!

The underlying "Conceptual Plus" Model



One more example, if we have time, from a newspaper

Case study example: "Guerilla modelling" – start with a conversation

1) Interview business representatives about their business area:
   mandate and activities, goals and objectives, issues and opportunities,
   needs and wants, likes and dislikes, neuroses and petty jealousies, frustrations and personal failings, etc.…

Nod sympathetically, but ignore it all (almost!)

Instead, capture "terms" – anything that goes by a name.

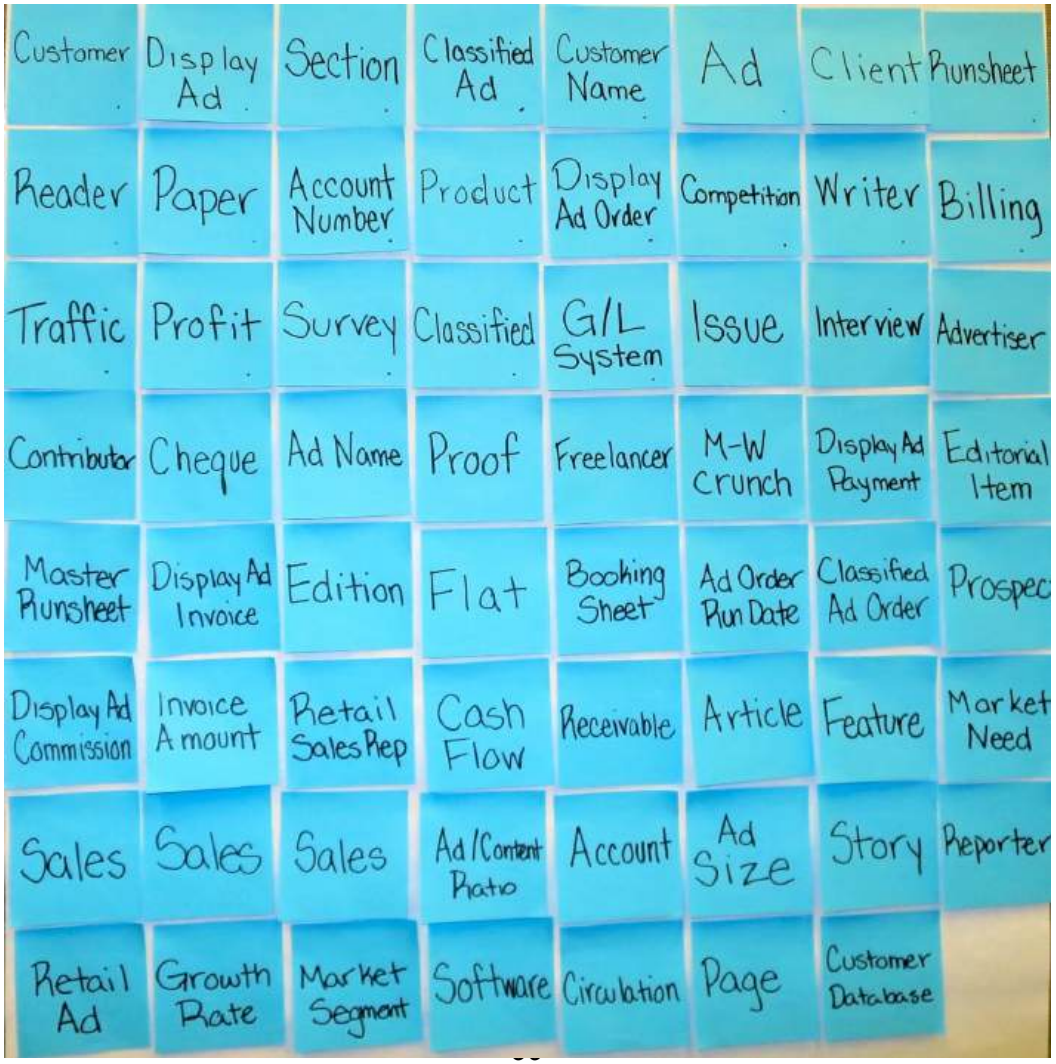
2) Later, write each term on a suitable Post-it

3) In a facilitated session, **participants** sort terms into categories:

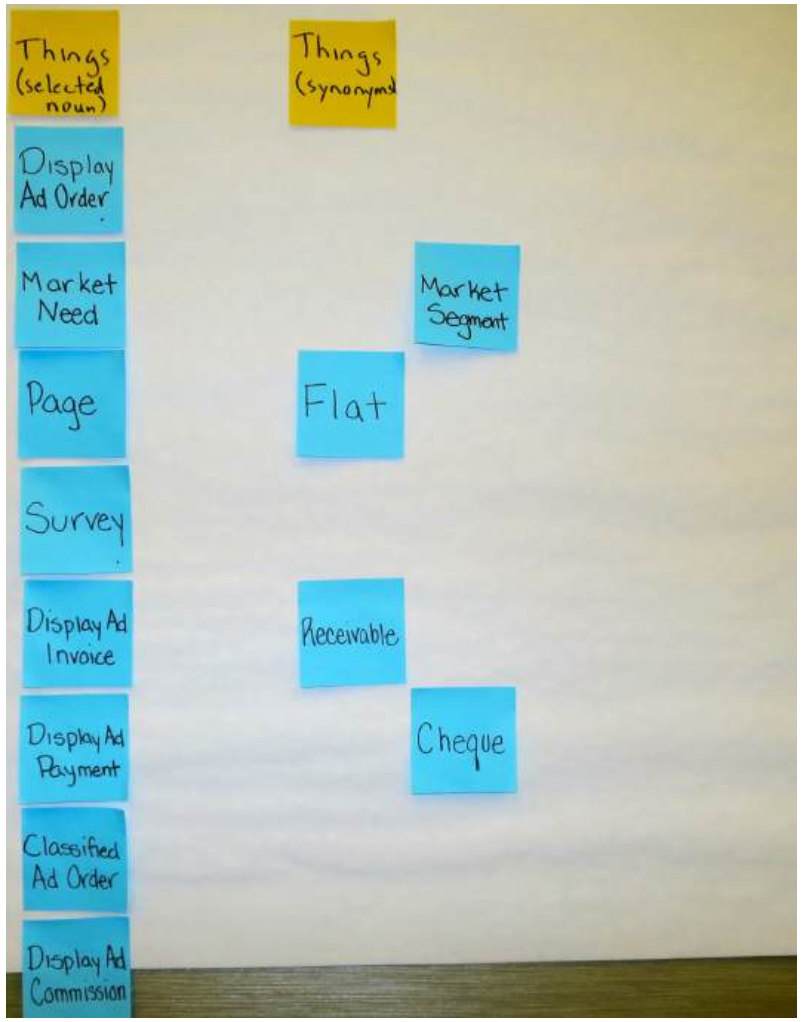
- Things (guidelines to follow)
- Facts about things (add new "thing" if it's not there already)
- "Other stuff"

Often, we use six specific categories for "other stuff" – Metrics, Performers, Activities, Processing Mechanisms, Information Mechanisms, and Other

Case study – newspaper nouns and synonyms



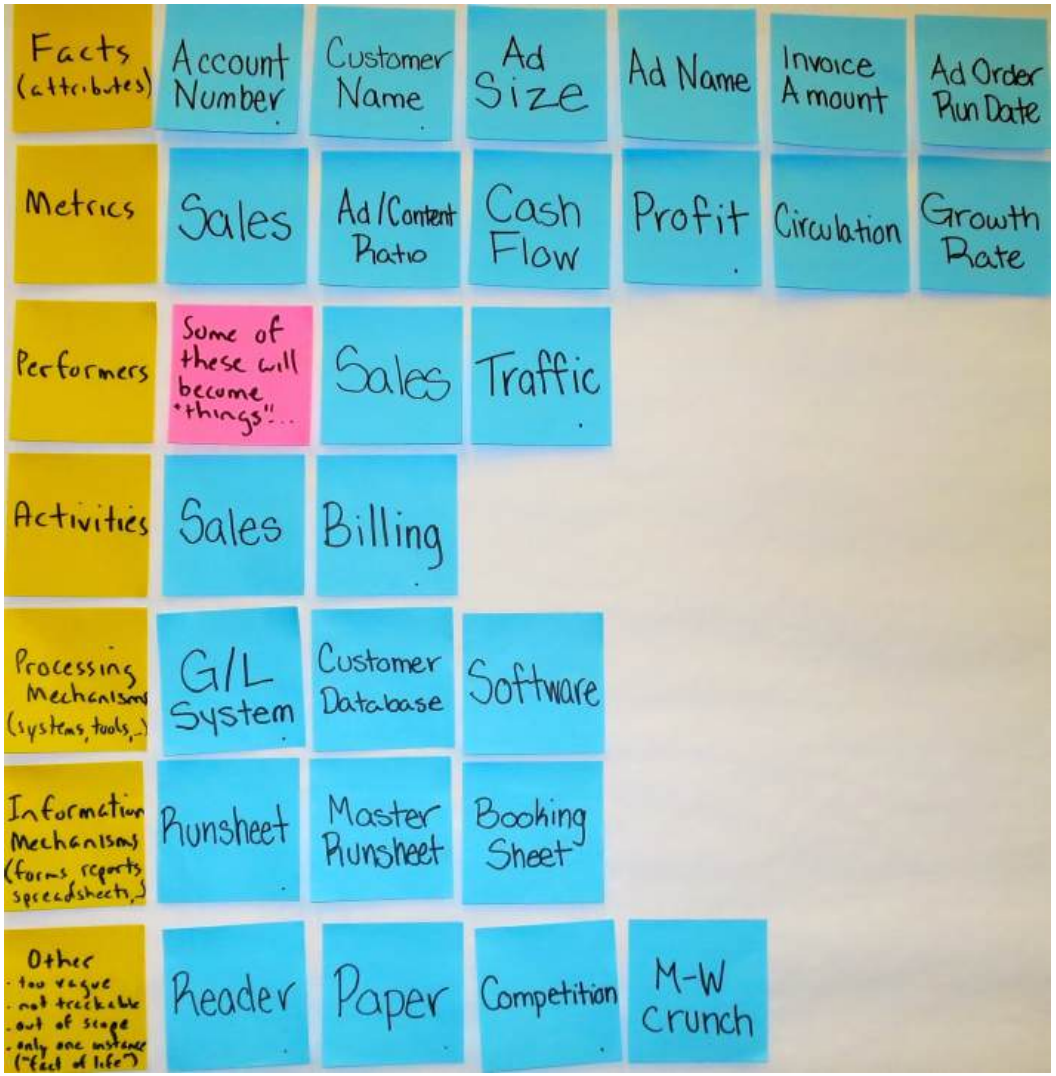
Case study – newspaper nouns and synonyms



Case study – newspaper nouns and synonyms

Selected nouns	Synonyms
Survey	Questionnaire
Market segment	Market need
Product	Section, feature
Issue plan	Editorial calendar
Editorial item	Article, story, interview, wire item, copy
Writer	Reporter, freelancer, columnist, contributor
Issue	Edition
Page	Flat
Customer	Prospect, account, client, advertiser
Display ad order	Order, ad order, retail ad order
Display ad	Ad, retail ad, proof, artwork
Classified ad order	
Classified ad	Classified
Invoice	Bill, receivable
Payment	Receipt, cheque
Commission	

Case study – newspaper "other stuff"

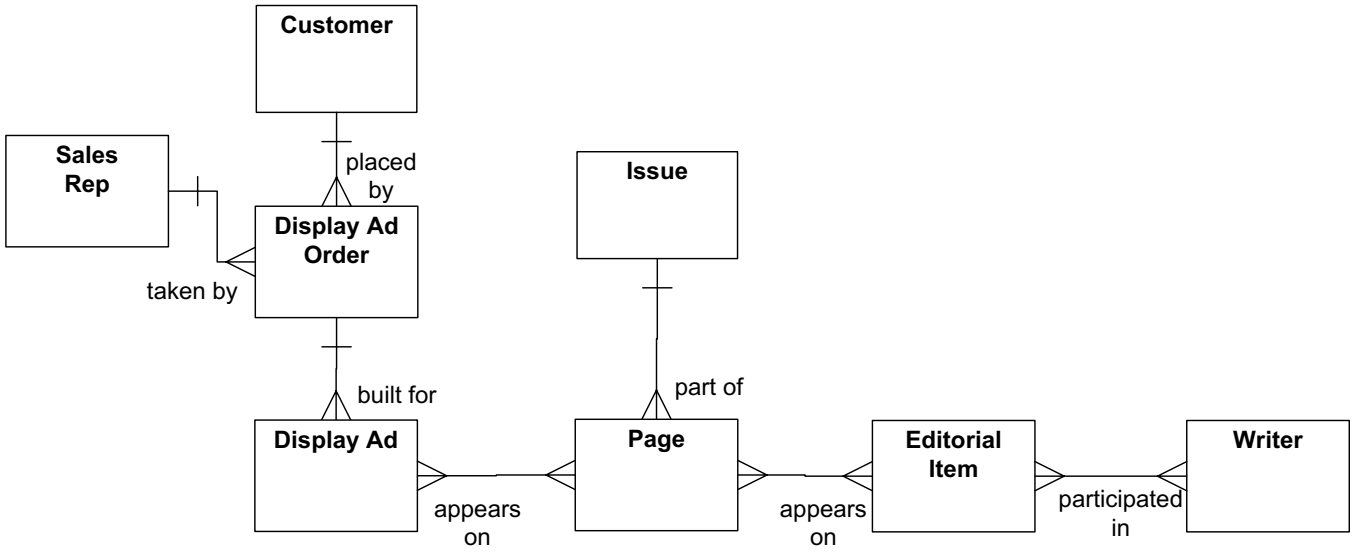


Case study – newspaper "other stuff"

Facts
invoice amount, run date, ad size, page count,
Metrics
Content percentage, growth rate, profit, *sales*, cash flow, circulation, readership, market share, retention rate
Performers – Organizations, departments, jobs, roles, …
Traffic, *Sales*, Production, Graphic designer, Sales rep
Activities – Processes, functions, activities, tasks, …
Billing, design, *sales*
Processing mechanisms – Systems, tools, equipment, mechanisms, …
G/L system, customer database
Information mechanisms – Reports, forms, screens, queries, …
Booking sheet, runsheet, order form, master runsheet, chit
Others—too vague, single instance, not tracked, out of scope
Competition, crunch period, the paper, reader

Questions to form the concept model

- How are these things connected?
- What rules govern the relationships?
- What do you need to know about these things?



- Before you know it, a *concept model* (a *data model!*) is emerging!
- Works without having to explain *data modelling*

Important discoveries from concept modelling…

Product was not what we thought – we assumed the product was the newspaper, but it was actually a recurring **section** or **feature** within the newspaper

The **reader** was not considered to be a **Customer** – only **advertisers** (and *potential* advertisers!) were Customers

The **runsheet** the client was fixated on was not a "thing" – it was an artifact (spreadsheet) that summarised **Ad Orders**

We thought the **paper** was the same thing as an **Issue** or **edition.** Not! The paper was a way of referring to the entire business.

Major implications for process discovery and analysis

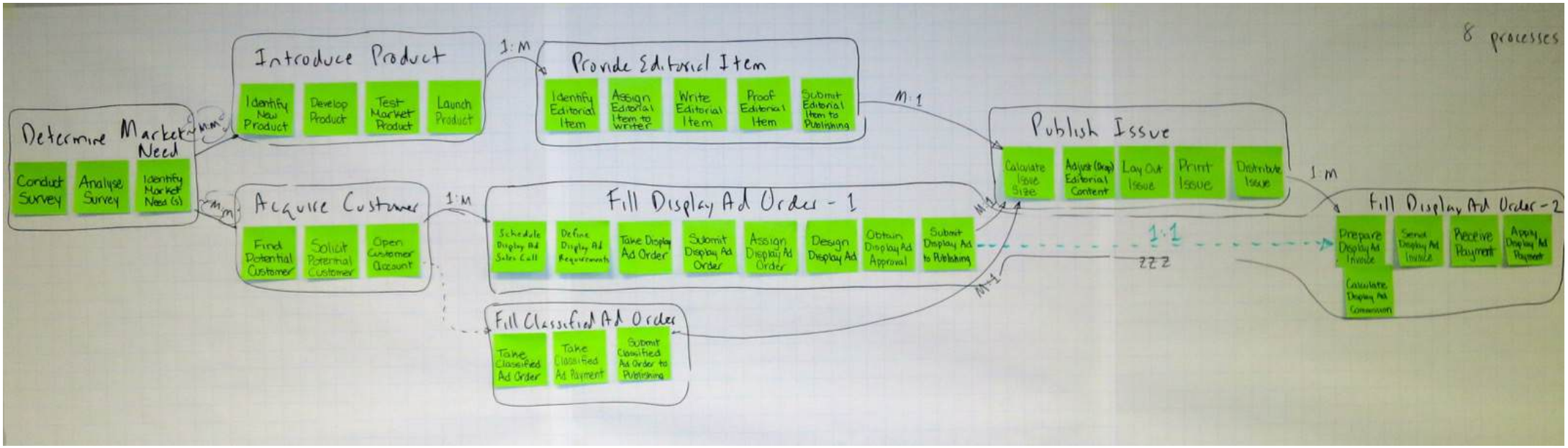
Add verbs to nouns…

You can think of these "verb-noun" pairs as:

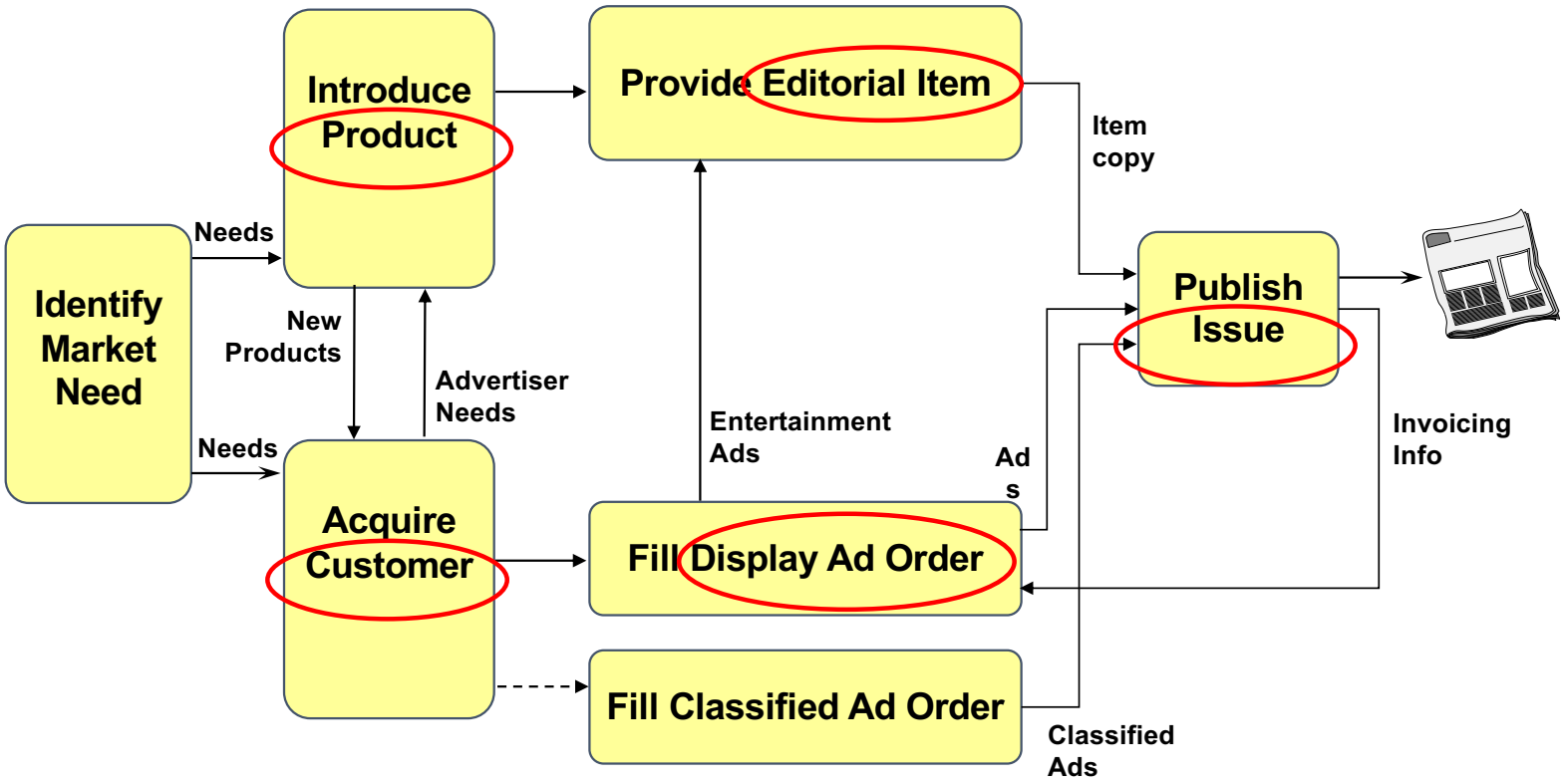
- Activities – "verb – noun"
  e.g., Identify Editorial Item
- Events – "noun is verbed"
  e.g., Editorial Item is Identified

These are the building blocks for bottom-up process discovery.

String together to form processes



Process Landscape



Major entities have a corresponding major process

Remember, it all starts with language

- Concept Modelling (Conceptual Data Modelling) is *crucial* to Business Process work

- The “things” you define in your concept model are the things that
  - processes act on
    (in verb-noun process naming, the noun is a “thing” – an entity)
  - businesses want information about
  - applications revolve around

- Businesses needs a *common language*
  more than ever

- Note – works best if you don't begin with a lecture on *Data Modelling!*
  Just Do It! Go forth and model!

“Now! *That* should clear up a few things around here!”

The Data – Process Connection

Other courses for analysts by Alec Sharp

Working With Business Processes – *Process Change in Agile Timeframes* 2 days

Business processes matter, because business processes are how value is delivered. Understanding how to work with business processes is now a core skill for business analysts, process and application architects, functional area managers, and even corporate executives. But too often, material on the topic either floats around in generalities and familiar case studies, or descends rapidly into technical details and incomprehensible models. This workshop is different – in a practical way, it shows how to discover and scope a business process, clarify its context, model its workflow with progressive detail, assess it, and and transition to the design of a new process by determining, verifying, and documenting its essential characteristics. Everything is backed up with real-world examples, and clear, repeatable guidelines.

Business-Oriented Data Modelling – *Useful Models in Agile Timeframes* 2 days

Data modelling was often seen as a technical exercise, but is now known to be essential to other initiatives such as business process change, requirements specification, Agile development, and even big data, analytics, and data lake implementation. Why? – because it ensures a common understanding of the things – the entities or business objects – that processes, applications, and analytics deal with. This workshop introduces concept modelling from a non-technical perspective, provides tips and guidelines for the analyst, and explores entity-relationship modelling at contextual, conceptual, and logical levels using techniques that maximise client involvement.

Working With Business Processes Masterclass – *Aligning Process Work with Strategic, Organisational, and Cultural Factors* 3 days

This 3-day interactive workshop combines the core content from two highly-rated classes by Alec Sharp – "Working With Business Processes" and "Advanced Business Process Techniques." This structure is popular because it gets both new and experienced practitioners to the same baseline on Claritiq's unique, agile, and ultra-practical approach to Business Process Change. First, it shows how to effectively communicate Business Process concepts, discover and scope a business process, assess it and establish goals, and model it with progressive detail. Then, it shifts to advanced topics – specific, repeatable techniques for developing a process architecture, encouraging support for change, and completing a feature-based process design. The emphasis is always on ensuring business process initiatives are aligned with human, social, cultural, and political factors, and enterprise mission, strategy, goals, and objectives.

Business-Oriented Data Modelling Masterclass – *Balancing Engagement, Agility, and Complexity* 3 days

Our most popular workshop! This intensive 3-day workshop combines the core content from two popular offerings by Alec Sharp – "Business Oriented Data Modelling" and "Advanced Data Modelling." First, the workshop gets both new and experienced modellers to the same baseline on terminology, conventions, and Clariteq's unique, business-engaging approach. We ensure a common understanding of what a data model *really* is, and maximising its relevance. Then, we provide intense, hands-on practice with more advanced situations, such as the enforcement of complex business rules, handling recurring patterns, satisfying regulatory requirements to model time and history, capturing complex changes and corrections, and integrating with dimensional modelling. Always, the philosophy is that a data model is a description of a business, not of a database, and the emphasis is on engaging the business and improving communication.

Model-Driven Business Analysis Techniques – *Proven Techniques for Processes, Applications, and Data* 3 days

Simple, list-based techniques are fine as a starting point, but only with more rigorous techniques will a complete set of requirements emerge, and those requirements must then be synthesised into a cohesive view of the desired to-be state. This three-day workshop shows how to accomplish that with an integrated, model-driven framework comprising process workflow models, a unique form of use cases, service specifications, and business-friendly data models. This distinctive approach has succeeded on projects of all types because it is "do-able" by analysts, relevant to business subject matter experts, and useful to developers. It distills the material from Clariteq's three, two-day workshops on process, data, and use cases & services.

**** Note: two-day in-person workshops are delivered virtually as three half-day sessions via Zoom.*
Three-day in-person workshops are delivered virtually as five half-day sessions via Zoom.

Thank you!

CLARITEQ

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If you have questions or comments…
don't be shy, get in touch!

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