

PM Fair 2022, 7th October

The Royal Museum for Central Africa
Tervuren, Belgium



Presentation

How to onboard management & employees in a business process management journey



More info and Registration at : <https://www.pmfair.org/>

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Transformation and change management specialist

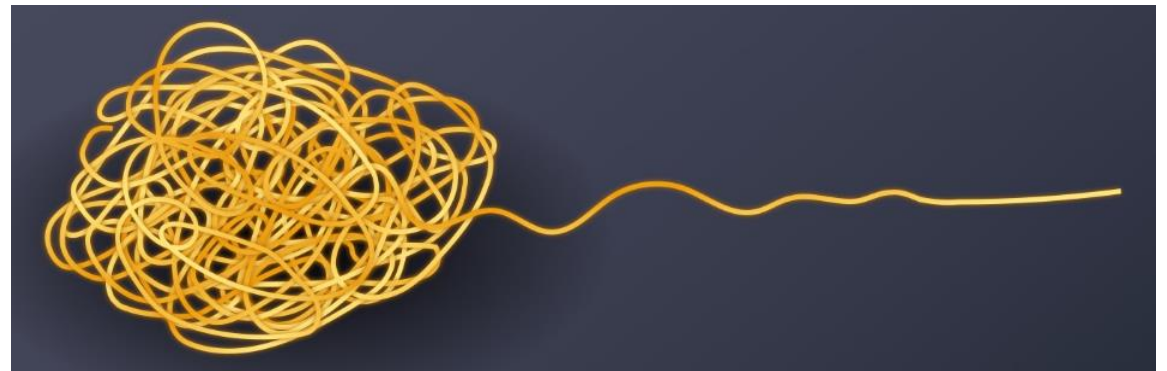


Introduction

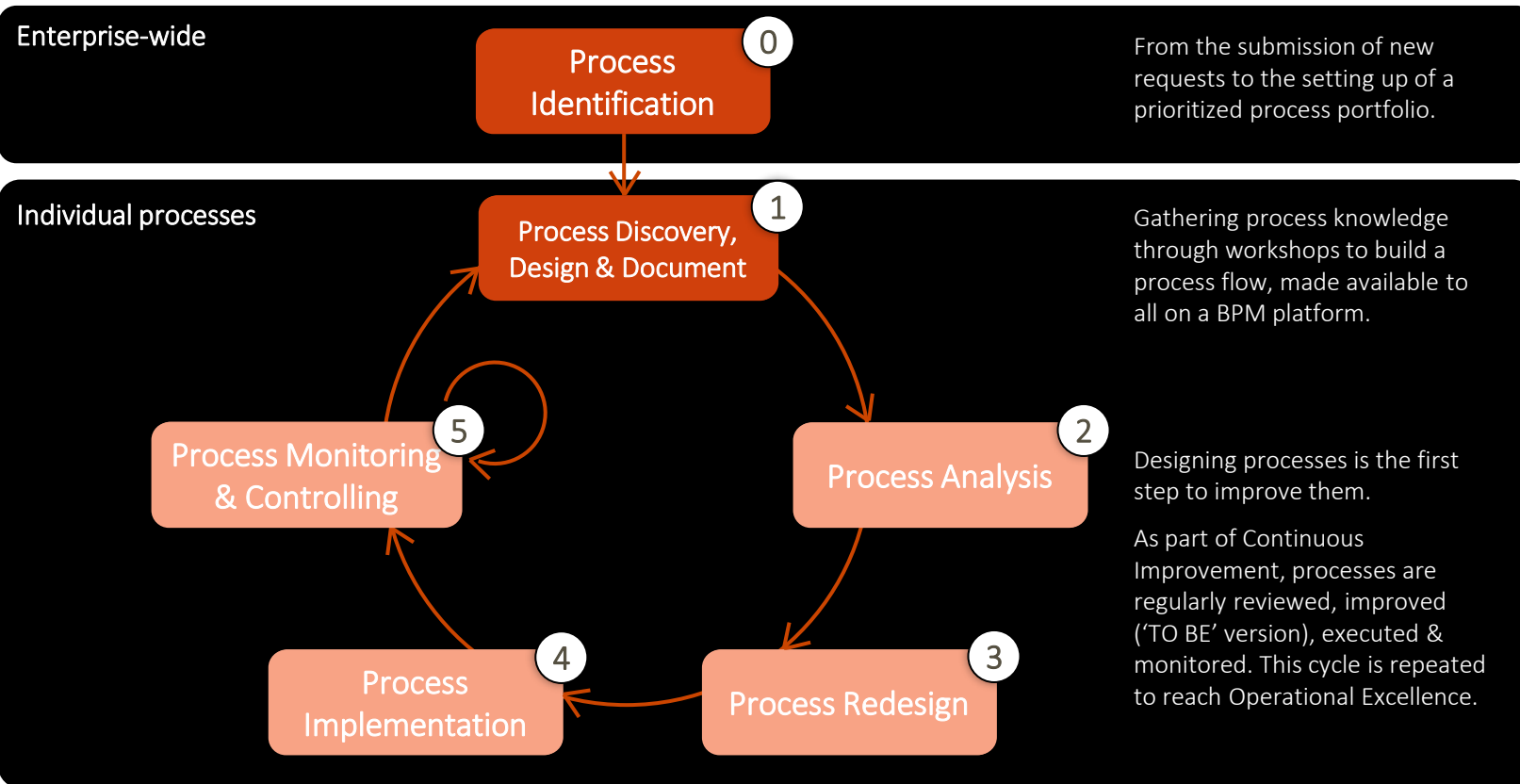
- ▶ For the last decade we have supported different clients in leading industries to conceptualize and implement **Business Process Management** approaches
- ▶ Both from a **top-down as bottom-up** approach
- ▶ What can we learn from these experiences for **sustainable success** of BPM realizations



- ▶ BPM is defined as a **management discipline** that typically involves activities like **designing, analyzing, executing, monitoring & controlling** business processes
- ▶ Companies or managers are considering a BPM approach, when confronted with the following elements:
 - Silo view rather than End-to-End view
 - No distinction between standard versus exceptional 'cases'
 - Absence of measuring progress in performance
 - Questions on ownership
 - ...



Context



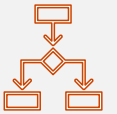
- ▶ Key element of BPM is the process lifecycle
- ▶ Implementing this management discipline will impact the entire organization and way of working
- ▶ It can only work if employees are empowered with the right mindset to embrace change and commit to BPM

Change Management Approach

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- ▶ Specifically in a BPM implementation the following change anchors are important

- Adapted Governance structure



- Centre of Excellence in creating awareness, communication & training



- Dedicated Process owners



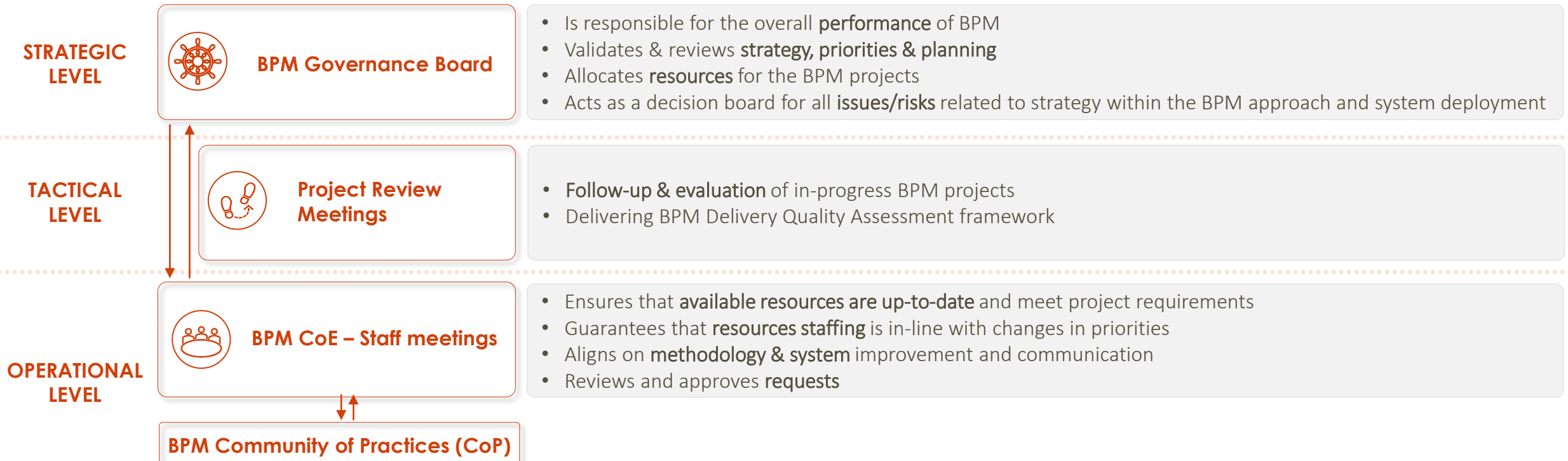
- ... Embedded in an overall change management journey



Change Management Approach

Adapted Governance structure

- ▶ The Governance Model: the orchestration - overall governance structure formalizing the interactions & dynamics between BPM instances



Change Management Approach

Centre of Excellence

The Center of Excellence is a centralized instance intended to **drive, support, and coordinate** a BPM deployment.

It contributes to building the BPM **knowledge & content** and to leading to its **broad adoption** across the organization.

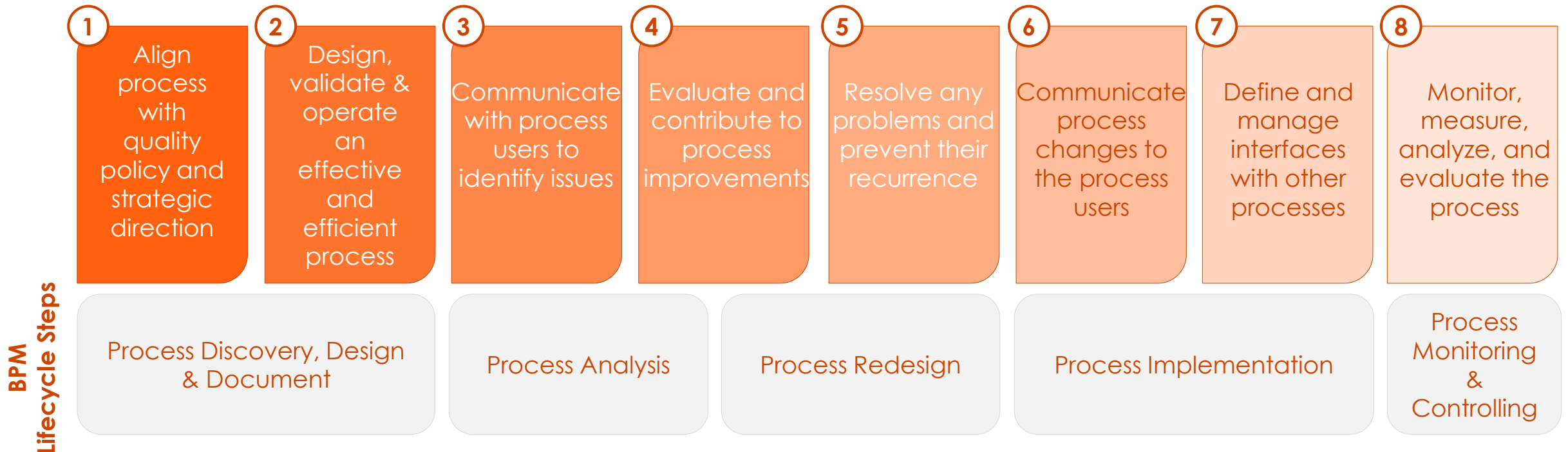
The CoE plays a key role in a Change Management strategy by supporting the 4 main foundations to a successful BPM:

1. **Embedded in teams:** a **generalized use** of BPM throughout the Organization as a guarantee for its robustness – through communication / internal marketing & change management actions
2. **Knowledge & robustness:** optimal support in process modeling and evaluation with **trainings** / business case
3. **Common language:** a common structure and a **standard of notation** to make it understandable by all
4. **Accessibility:** a **BPM platform** to make processes available to all

Change Management Approach

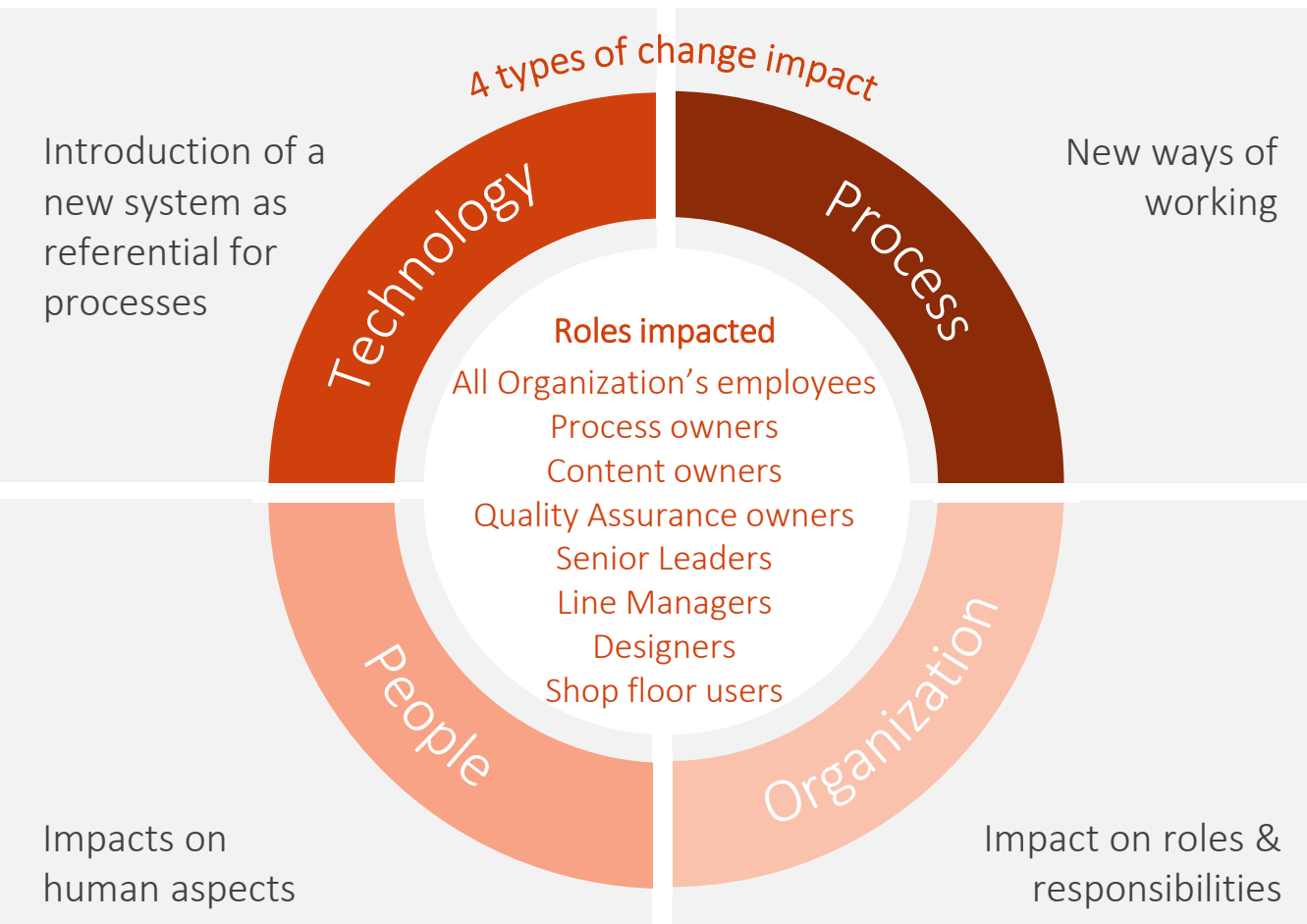
Dedicated Process Owners

► Key role of process owners:



Change Management Approach

Change Management Journey



- >
- ① Training
 - ② Communication
 - ③ Implementation support
 - ④ Gathering feedback to adjust change actions

Change Management Approach

Change Management Journey

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FOCUS

EMBED

ENGAGE & SUSTAIN

1

Equip Early Adopters

- Create **fundamental** training content targeted to **first users** (process owners, process users & designers of selected processes) to allow a first BPM proper use.
- Start **informing first users** in support of BPM operations and seek for acknowledgement from **senior leaders**.
- Prepare the field for users of first processes releases

2

Strengthen BPM knowledge adoption

- Lay the foundations for a **larger scale BPM adoption** with refining the training strategy, releasing trainings to a **broader audience** and enriching it with external **coaching**.
- **Frame and launch** overall communication actions/campaigns, set up **promotion channels** & **enlarge** communication targets.
- Support increasing visibility and use of BPM


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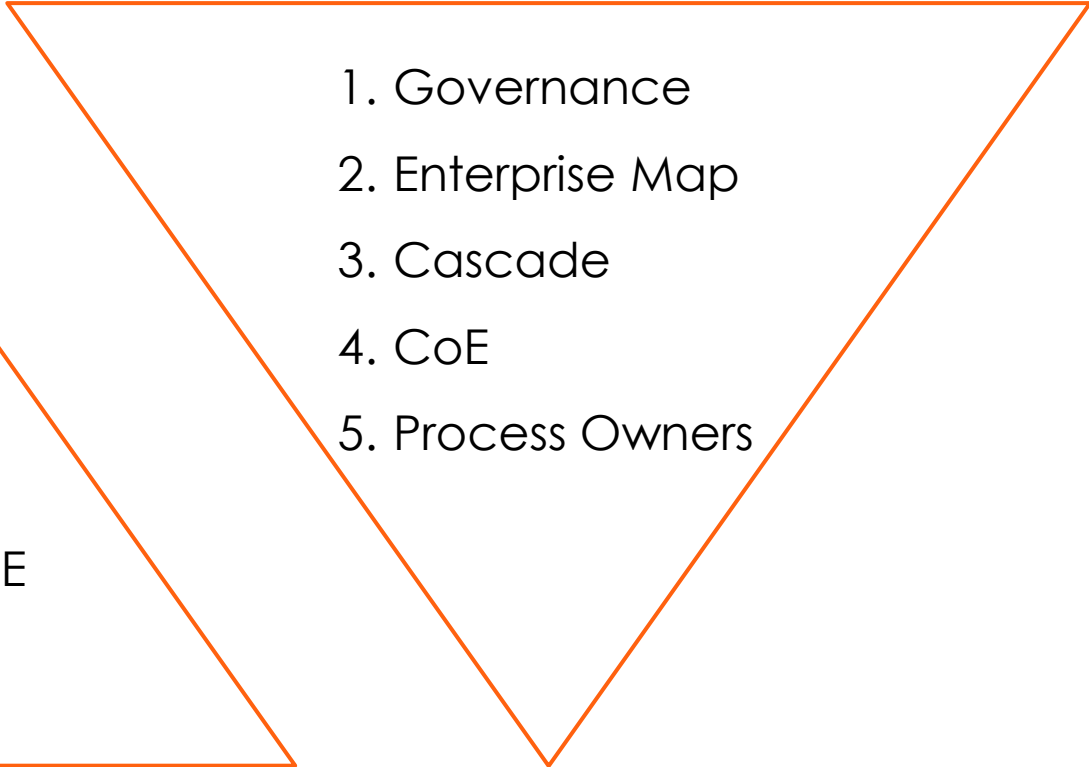
Integrate support & engagement to build the future

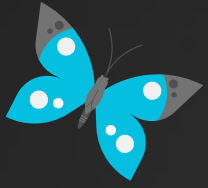
- Leverage on the **expertise built internally** and rely on **BPM Champions** (Doc & Training / process owners) to assist their peers on the field.
- **Equip leaders** to support internal communication and cooperate with **BPM ambassadors & champions** to conduct targeted communication.
- Community of Practices

Change Management Approach

Conclusion

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1. Pilot Projects
 2. Process Owners
 3. Business Case
 4. Incremental CoE
 5. Governance

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1. Governance
 2. Enterprise Map
 3. Cascade
 4. CoE
 5. Process Owners



Thank you!





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