Business Architecture Modeling

**Publications Library**

**Document Details**

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**About**

This library of articles was curated from 2003 to 2015, primarily from the online journal BP Trends. The driver was to support my role as a consultant for Casewise, who developed process and enterprise architecture modeling software called Corporate Modeler.

The original library was created using Casewise modeling and publishing tools and can be found here (bottom section of the graphic): <http://www.kybernetica.co.uk/main/diagramf9f6df5fbc1c11e3bd572016d895a808.htm>

I stopped maintaining this library in 2015, and indeed can no longer update it as I no longer have the casewise software. I decided it would be useful to re-create it in Sparx (though in a reduced size - there are around 100 articles here compared to almost 250 when I last updated it in 2015).

This document also acts as an example of the many things you can do with the Sparx Document generator. In this example, each of the individual articles is presented like a set of index cards, and are sorted alphabetically. Preceding this is a separate Template which creates the Bibliography, which concatenates the article name with the Authors and the publication details.

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| Smith, Howard: [Thinking Processes, Capabilities and Services What’s in a Word?](#BKM_A1DE00D5_27E8_48EF_BAF2_97F2E07F371C): BP Trends, October 2014 |
| Tregear, Roger: [An Opportunity of Governance](#BKM_EB3466AE_D8AD_4428_A608_B980A7B50BFF): BP Trends, January 2015 |
| Van Tiem, Darlene: [Six Sigma and HPT: Mutual Benefits](#BKM_0BCC3CC3_D123_4D76_A62E_46A175AD98F2): BP Trends, May 2004 |
| Vanhecke, Bruno: [Explaining the Multiple Dimensions Of BPM Using A 3D Model](#BKM_B40462D1_7A5A_41BC_8EF1_E2EFFC3FFFF7): BP Trends, January 2014 |
| White, Stephen A: [Process Modeling Notations and Workflow Patterns](#BKM_0EA81F73_EC58_4B38_9038_099EE9AEFE57): BP Trends, March 2004 |
| Whittle, Ralph: [Examining Capabilities as Architecture](#BKM_4E3402F0_533A_4CD2_8967_519441A48175): BP Trends, September 2013 |
| Whittle, Ralph: [Examining Capabilities](#BKM_FB0EEDA7_9EAE_467C_8CCF_A30324140354): BP Trends, March 2012 |

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| A 21st Century Business Lexicon **Author(s):** Fingar, Peter  **Publication Details:** BP Trends, February 2013  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/02-05-2013-EXT%20COMP-21st%20Cent%20Lex-Fingar.pdf>  **Full Citation**  Fingar, Peter: 'A 21st Century Business Lexicon', BP Trends, February 2013  **Summary \ Abstract**  You may think you know the language of business, but, do you really? Since we are still using vocabulary that emerged out of the industrial revolution, Peter Fingar thinks it’s high time for an update. Here he provides a lexicon for the 21st century, from Affective Computing through Workforce Mobility.  **Themes**   1. Systems & Complexity > Complexity & Innovation |

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| A Framework for Defining and Designing the Structure of Work **Author(s):** Ramias, Alan & Rummler, Geary  **Publication Details:** BP Trends, April 2008  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/04-08-COL-PerformanceImprovement-FrameworkforEA-Ramias-ph-2-final.doc.pdf>  **Full Citation**  Ramias, Alan & Rummler, Geary: 'A Framework for Defining and Designing the Structure of Work', BP Trends, April 2008  **Summary \ Abstract**  The first of a three-part series describing a framework for modeling the Business Architecture layer of Enterprise Architecture. Their view, and the approach that has evolved from it, is in contrast to the IT-centric Business Architecture that generally prevails in organizations.  They suggest that to create a successful Enterprise Architecture that will be adaptive and sustainable over the long term, the organization must be recognized as a Super System. To learn what that means and how to apply it to your own circumstance, read this well written presentation, enhanced by diagrams illustrating their concepts.  **Themes**   1. Architecture > Business Architecture 2. BPM > BPM Philosophy 3. Modeling & Notation > Modeling & Notation - Levels |

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| A Framework for Defining and Designing the Structure of Work Part 2 **Author(s):** Ramias, Alan & Rummler, Geary  **Publication Details:** BP Trends, September 2008  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/09-08-COL-Framework-P2-Rummler-cap-ph.pdf>  **Full Citation**  Ramias, Alan & Rummler, Geary: 'A Framework for Defining and Designing the Structure of Work Part 2', BP Trends, September 2008  **Summary \ Abstract**  In Part 1 of this three-part series, published in their April Column, the authors discussed their theory of Value Creation Hierarchy (VCH). This month, they add the Value Creation Management System. The three components of the system - performance planned, performance executed, and performance managed - are defined in detail and then illustrated in a series of diagrams that offer a valuable reference to all involved in performance improvement projects.  **Themes**   1. Architecture > Business Architecture 2. BPM > BPM Philosophy 3. Modeling & Notation > Modeling & Notation - Levels |

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| A Framework for Defining and Designing the Structure of Work Part 3 **Author(s):** Ramias, Alan & Rummler, Geary  **Publication Details:** BP Trends, January 2009  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/01-09-COL-ProcessImprovement--Framework%20for%20EA%2C%20part%203-Ramias.doc--final.pdf>  **Full Citation**  Ramias, Alan & Rummler, Geary: 'A Framework for Defining and Designing the Structure of Work Part 3', BP Trends, January 2009  **Summary \ Abstract**  In this, the final Column of a three-part series, the authors add the technology and human resource dimensions to complete the framework for modeling the business architecture layer of enterprise architecture.  **Themes**   1. Architecture > Business Architecture 2. BPM > BPM Philosophy 3. Modeling & Notation > Modeling & Notation - Levels |

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| A Process is Not Just a Flowchart (or a BPMN model) **Author(s):** Davis, Rob  **Publication Details:** BP Trends, April 2011  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/FIVE%20Rob%20Davis%2004-05-2911-Rob%20Corrections-%20A%20Process%20is%20not%20just%20a%20flowchart-Davis.pdf>  **Full Citation**  Davis, Rob: 'A Process is Not Just a Flowchart (or a BPMN model)', BP Trends, April 2011  **Summary \ Abstract**  Creating process drawings using a graphical design tool is not adequate for designing any serious business processes. To ensure effective business performance, organizations need a process modeling tool that enables the process professional to create multiple models. The three aspects are:  - The definition and sequence of tasks  - The resources needed to operate them  - The business environment in which they operate.  **Themes**   1. Modeling & Notation > Modeling & Notation - BPMN 2. Modeling & Notation > Modeling & Notation - Stakeholder Views 3. Modeling & Notation > Modeling & Notation - Workflow |

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| A Single Page Generic Business Architecture **Author(s):** Grigoriu. Adrian  **Publication Details:** BP Trends, December 2010  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/FOUR%2012-07-10-ART-A%20Single%20Page%20Generic%20BA-Grigoriu.pdf>  **Full Citation**  Grigoriu. Adrian: 'A Single Page Generic Business Architecture', BP Trends, December 2010  **Summary \ Abstract**  Proposes a generic Business Architecture called GODS, an acronym for: Governance, Operations, Development, and Support, which is an extension of Porter’s Value Chain concept. GODS offers a comprehensive view of the key enterprise functions that form the enterprise structure that deliver value to stakeholders.  **Themes**   1. Architecture > Business Architecture |

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| Abstraction in Business Architecture **Author(s):** Rosen, Mike  **Publication Details:** BP Trends, October 2014  **Publication Type:** Article  **URL:** <http://www.bptrends.com/abstraction-in-business-architecture/>  **Full Citation**  Rosen, Mike: 'Abstraction in Business Architecture', BP Trends, October 2014  **Summary \ Abstract**  One of the key characteristics of architecture is looking at the ‘big picture’, but a major challenge is that we can’t present the big picture on one great big piece of paper – it has to fit on a single sheet or model. In order to do that, we have to come up with new concepts that summarize the overall picture into a small number of elements and relationships. We can do this through a variety of techniques, like divide-and-conquer, categorization, generalization, and so on.  The principles of abstraction are aimed at just these problems. This Column will provide an introduction to abstraction and make some links to business architecture.  **Themes**   1. Architecture > Business Architecture |

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| All Is Changed, Changed Utterly **Author(s):** Fingar, Peter  **Publication Details:** BP Trends, April 2014  **Publication Type:** Article  **URL:** <http://www.bptrends.com/bpt/wp-content/uploads/04-01-2014-COL-EXT-COMP-Alls-Changed-Fingar-2.pdf>  **Full Citation**  Fingar, Peter: 'All Is Changed, Changed Utterly', BP Trends, April 2014  **Summary \ Abstract**  A discussion of the technologies that he believes will profoundly change how companies operate  **Themes**   1. Systems & Complexity > Complexity & Innovation |

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| An Architecture for Innovation **Author(s):** Fingar, Peter  **Publication Details:** BP Trends, April 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/04-03-2012-COL-Extreme%20Competition-Architecture%20for%20Innovation-Fingar-Final2.pdf>  **Full Citation**  Fingar, Peter: 'An Architecture for Innovation', BP Trends, April 2012  **Summary \ Abstract**  Peter Fingar asks, “How do you make innovation a repeatable and sustainable Process?” To achieve that end, he proposes that you develop an Innovation Architecture or operating environment just as you develop an Enterprise Architecture. He offers a high level illustration of an Innovation Architecture with guidelines to help you develop it.  **Themes**   1. Management & Organisation > Knowledge Management 2. Systems & Complexity > Complexity & Innovation |

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| An Opportunity of Governance **Author(s):** Tregear, Roger  **Publication Details:** BP Trends, January 2015  **Publication Type:** Article  **URL:** <http://www.bptrends.com/practical-process-a-failurex-an-opportunity-of-governance/>  **Full Citation**  Tregear, Roger: 'An Opportunity of Governance', BP Trends, January 2015  **Summary \ Abstract**  In his experience as a BPM consultant, Roger finds that most organizations fail to sustain effective process-based management because they fail to firmly embed business process governance, a prerequisite to effective BPM. In this Column, he offers five practical steps to incorporate governance in an organization's processes, thus assuring a sustainable process-based management system.  **Themes**   1. BPM > Process Governance, Measurement, & Maturity |

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| Are Capabilities Architecture? **Author(s):** Rosen, Mike  **Publication Details:** BP Trends, February 2013  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/02-05-2013-COL-BA-Are%20Capabilities%20Arch.pdf>  **Full Citation**  Rosen, Mike: 'Are Capabilities Architecture?', BP Trends, February 2013  **Summary \ Abstract**  In his Column this month, Mike rosen examines various perspectives on what is a business architecture and what are capabilities to determine if those two elements can be aligned.  **Themes**   1. Architecture > Business Capabilities |

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| Are You a Business Analyst? **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, July 2009  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20090714.pdf>  **Full Citation**  Harmon, Paul: 'Are You a Business Analyst?', BP Trends, July 2009  **Summary \ Abstract**  Many business managers think that all Business Analysts are just Software Analysts focused on defining the requirements for software automation projects. Recently, however, there is a broader role emerging for BAs-one that might be called Business Process Practitioner which extends beyond software automation to include a focus on improving the performance of business processes across the enterprise. Here are a few questions to ask yourself when thinking about the role you would like to play.  **Themes**   1. BPM > BPM Methods & Analysis 2. Management & Organisation > Roles & Competencies |

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| Artistic Processes **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, May 2009  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20090512.pdf>  **Full Citation**  Harmon, Paul: 'Artistic Processes', BP Trends, May 2009  **Summary \ Abstract**  Two Dartmouth business school professors published an article in the Harvard Business Review entitled, "When Should a Process Be Art, Not Science?" The article raised some interesting points, and we'll consider them in this Advisor.  **Themes**   1. BPM > Complex Processes 2. Systems & Complexity > Complexity & Innovation |

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| Boxes, Lines, Widgets, and Words: Managing Detail and Perspective in Models **Author(s):** Sharp, Alec  **Publication Details:** BP Trends, June 2009  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/06-09-COL-A-Practitioner%27s-Perspective-Sharp%20doc%20_rev%203_.pdf>  **Full Citation**  Sharp, Alec: 'Boxes, Lines, Widgets, and Words: Managing Detail and Perspective in Models', BP Trends, June 2009  **Summary \ Abstract**  One of the major areas of misunderstanding and disagreement in business process—that of modeling. Alec demystifies various modeling approaches and asserts that one size does not fit all. The “right” approach varies with context and audience. Read his Column for sage advice on process modeling derived from his vast experience as a BPM practitioner.  **Themes**   1. Modeling & Notation > Modeling & Notation - Stakeholder Views |

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| BPM and Business Analysts **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, June 2010  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20100629.pdf>  **Full Citation**  Harmon, Paul: 'BPM and Business Analysts', BP Trends, June 2010  **Summary \ Abstract**  Who should be doing business process work at your organization? Is a business process professional just another term for a business analyst? Does it include the managers responsible for value chains and lines of business, or Black Belts, or human performance analysts? Here are some thoughts on possible process practitioner roles and how they line up with existing jobs in today’s organizations.  **Themes**   1. BPM > BPM Methods & Analysis 2. Management & Organisation > Roles & Competencies |

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| BPM and Other Domains of Practice **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, February 2014  **Publication Type:** Article  **URL:** <http://www.bptrends.com/bpt/wp-content/uploads/02-04-2014-COL-Harmon-BPMOtherDomainsofPractice-Harmon.pdf>  **Full Citation**  Harmon, Paul: 'BPM and Other Domains of Practice', BP Trends, February 2014  **Summary \ Abstract**  If you set about to define Business Process Management or to develop a course in BPM, what topics would you include and what would you exclude? Paul Harmon suggests you approach this question by thinking of BPM as a domain with its own knowledge and best practices in the context of other domains within the organization.  **Themes**   1. BPM > BPM Philosophy 2. Management & Organisation > Roles & Competencies 3. Systems & Complexity > Complexity & Innovation |

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| BPM and Project Management **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, May 2007  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20070515.pdf>  **Full Citation**  Harmon, Paul: 'BPM and Project Management', BP Trends, May 2007  **Summary \ Abstract**  There's process management, which is associated with the day-to-day management of processes, and then there's BPM Project Management, which is required every time a company undertakes a major project to improve a business process. In this BPTrends Advisor we consider some of the things a good BPM Project Manager needs to do.  **Themes**   1. Management & Organisation > Project Management 2. Management & Organisation > Roles & Competencies |

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| BPM for Knowledge Workers: Inside Decision Intensive Processes (DIPs): Knowledge, Practice, Context, and Characteristics **Author(s):** Bromberg, David  **Publication Details:** BP Trends, February 2007  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/02-07-ART-Bromberg-Inside%20DIPs%20-%20_2_.pdf>  **Full Citation**  Bromberg, David: 'BPM for Knowledge Workers: Inside Decision Intensive Processes (DIPs): Knowledge, Practice, Context, and Characteristics', BP Trends, February 2007  **Summary \ Abstract**  In this second Article of a four-part series, David Bromberg probes more deeply into the concept of knowledge and its relationship to enterprise decision making.  **Themes**   1. BPM > Business Rules 2. Management & Organisation > Knowledge Management 3. Management & Organisation > Roles & Competencies 4. Systems & Complexity > Complexity & Innovation |

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| BPM for Knowledge Workers: The Structural Foundations of Decision Intensive Processes (DIPs) **Author(s):** Bromberg, David  **Publication Details:** BP Trends, July 2007  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/01-07-ART-StructuralFoundationsDIPS-Bromberg-final.pdf>  **Full Citation**  Bromberg, David: 'BPM for Knowledge Workers: The Structural Foundations of Decision Intensive Processes (DIPs)', BP Trends, July 2007  **Summary \ Abstract**  During the last ten years, David Bromberg has explored the nature of knowledge and decision making and its incorporation into the workings of a knowledge-based enterprise. In this Article, he shares insights derived from his experience.  **Themes**   1. BPM > Business Rules 2. Management & Organisation > Knowledge Management 3. Management & Organisation > Roles & Competencies 4. Systems & Complexity > Complexity & Innovation |

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| BPM Points of View **Author(s):** Burlton, Roger  **Publication Details:** BP Trends, January 2009  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/01-09-COL-%20Points-of-View-Burlton-RB%202008123.doc--final.pdf>  **Full Citation**  Burlton, Roger: 'BPM Points of View', BP Trends, January 2009  **Summary \ Abstract**  the complexity of a BPM project is further complicated by individual stakeholders who advocate strongly for their singular point of view - one that is, more often than not, in conflict with those of other stakeholders. Moreover, the stakeholders are often confused regarding the nature of BPM. Unresolved, the confusion, combined with the conflicting points of view, can derail effective implementation of BPM. Read his Column and provide Roger feedback on your own experiences in dealing with varying points of view in your organization.  **Themes**   1. Modeling & Notation > Modeling & Notation - Stakeholder Views |

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| BPM: Structured vs. Unstructured **Author(s):** Rosenfeld, Austin  **Publication Details:** BP Trends, September 2009  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/09-06-2011-ART-BPM-Structured%20vs%20Unstructured-Rosenfeld.pdf>  **Full Citation**  Rosenfeld, Austin: 'BPM: Structured vs. Unstructured', BP Trends, September 2009  **Summary \ Abstract**  Austin Rosenfeld asserts that real-world processes present varying degrees of structure, and while BPM and BPMN excel at the more structured aspects, we need a toolkit that supports the nature of the process to accommodate varying structures.  **Themes**   1. BPM > Complex Processes 2. Systems & Complexity > Complexity & Innovation |

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| Business Architecture Scenarios **Author(s):** Rosen, Mike  **Publication Details:** BP Trends, May 2013  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/05-07-2013-COL-BA-BA%20Scenarios-Rosen.pdf>  **Full Citation**  Rosen, Mike: 'Business Architecture Scenarios', BP Trends, May 2013  **Summary \ Abstract**  When do you select business architecture as the approach to your process problems? Mike Rosen cites a list of some common scenarios where business architecture is a proven approach and provides two examples from his experience. In his solution narrative, he uses a Business Architecture Framework to illustrate the process. Do you have some process problems where implementing such an approach would be useful?  **Themes**   1. Architecture > Business Architecture |

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| Business Architecture: Critical Thinking in Business Architecture **Author(s):** Rosen, Mike  **Publication Details:** BP Trends, December 2014  **Publication Type:** Article  **URL:** <http://www.bptrends.com/critical-thinking-in-business-architecture/>  **Full Citation**  Rosen, Mike: 'Business Architecture: Critical Thinking in Business Architecture', BP Trends, December 2014  **Summary \ Abstract**  In his Column this month, Mike Rosen draws a parallel between critical thinking skills and the tasks of the business architect. He presents the skills required for critical thinking, examines them in the context of business architecture, and ends by defining the characteristics of a critical thinking architect.  **Themes**   1. Management & Organisation > Roles & Competencies 2. Systems & Complexity > Complexity & Innovation 3. Systems & Complexity > Systems & Critical Thinking |

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| Business Process Architecture and the Process-Centric Company **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, March 2003  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/BPT%20Arch%20Proc-Centric%20Co%203-4-03.pdf>  **Full Citation**  Harmon, Paul: 'Business Process Architecture and the Process-Centric Company', BP Trends, March 2003  **Summary \ Abstract**  Reviews what a business process architecture can be and what value it can provide to process-centric companies that take advantage of this approach.  **Themes**   1. Architecture > Business Architecture 2. BPM > BPM Philosophy |

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| Business Process Manifesto! **Author(s):** Burlton, Roger  **Publication Details:** BP Trends, September 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/bpt/wp-content/manifesto/pdf/BPManifesto_EN_A4.pdf>  **Full Citation**  Burlton, Roger: 'Business Process Manifesto!', BP Trends, September 2012  **Summary \ Abstract**  **Themes**   1. BPM > BPM Philosophy |

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| Business Process, BPMN and Business Rules **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, September 2008  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20080923.pdf>  **Full Citation**  Harmon, Paul: 'Business Process, BPMN and Business Rules', BP Trends, September 2008  **Summary \ Abstract**  Business process rules and business process models are two sides of the same coin. Business process analysts often forget this, to their peril. If we want to describe processes so business managers can understand and improve them, we need to pay as much attention to rules as we do to processes.  **Themes**   1. BPM > Business Rules 2. Management & Organisation > Knowledge Management 3. Modeling & Notation > Modeling & Notation - BPMN |

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| Business Processes and Data **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, April 2013  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20130423.pdf>  **Full Citation**  Harmon, Paul: 'Business Processes and Data', BP Trends, April 2013  **Summary \ Abstract**  Provides a very high level look at how process improvement works with Data and offers some suggestions about how the next generation of processes will work with Big Data.  **Themes**   1. Modeling & Notation > Modeling & Notation - Data |

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| Business Processes Start with Capabilities **Author(s):** Rosen, Mike  **Publication Details:** BP Trends, December 2010  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/12-07-10-COL-BPM%20%26%20SOA--BusProcesses%20begin%20with%20Capabilities%201003%20v01--Rosen.pdf>  **Full Citation**  Rosen, Mike: 'Business Processes Start with Capabilities', BP Trends, December 2010  **Summary \ Abstract**  Business capability: what an enterprise does, not how it does it. Capability models are relevant to the business, and they provide the all-important link between the business and IT architectures. Read Mike’s succinct, insightful analysis of capability models and mapping which, he believes, represent current best practices in the area of business architecture.  **Themes**   1. Architecture > Business Capabilities |

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| Capabilities and Processes **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, July 2011  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/07-12-2011-ADV-CAPABILITIES%20AND%20PROCESSES-HARMON.pdf>  **Full Citation**  Harmon, Paul: 'Capabilities and Processes', BP Trends, July 2011  **Summary \ Abstract**  Business Capabilities is a hot topic these days. In this Advisor, Paul Harmon examines the concept, explores the various meanings of the term, and discusses its uses and abuses.  Essentially, Harmon sees Capabilities as the same as "Functions".  **Themes**   1. Architecture > Business Capabilities |

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| Capabilities, Again **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, October 2011  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20111025.pdf>  **Full Citation**  Harmon, Paul: 'Capabilities, Again', BP Trends, October 2011  **Summary \ Abstract**  In July we wrote an Advisor on capabilities and suggested that the term had no precise meaning. I discussed some of the definitions I had encountered and then said that there was nothing new on offer. Instead, as far as I could tell, the term capability was being used as either a synonym for process or for function  **Themes**   1. Architecture > Business Capabilities |

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| Capabilities, Agile, and “Process Blindness” **Author(s):** Sharp, Alec  **Publication Details:** BP Trends, November 2011  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/11-01-2011-COL-Practitioner%27s%20Perspective-Capabilities%2CAgile%2CProcess%20Blindness-Sharp.pdf>  **Full Citation**  Sharp, Alec: 'Capabilities, Agile, and “Process Blindness”', BP Trends, November 2011  **Summary \ Abstract**  In his Column this month, Alec Sharp adds his voice to the growing number of BPM practitioners weighing in on the capabilities issue—is it just business process by any other name? Alec’s recent experience suggests that the emergence of such terms as “business capabilities,” “capability maps,” and “capability models,” have left many architects more confused than enlightened.  **Themes**   1. Architecture > Business Capabilities |

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| Complex and Dynamic Processes **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, December 2009  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20091215.pdf>  **Full Citation**  Harmon, Paul: 'Complex and Dynamic Processes', BP Trends, December 2009  **Summary \ Abstract**  Various standards groups and vendors continue to work toward definitions and descriptions that put boundaries on Complex and Dynamic Processes. Here's how we think about Complex and Dynamic Processes and why we think understanding them is important.  **Themes**   1. Systems & Complexity > Complexity & Innovation |

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| Death by Architecture **Author(s):** Rosen, Mike  **Publication Details:** Cutter Consortium, March 2009  **Publication Type:** Article  **URL:** <http://blog.cutter.com/2009/03/19/death-by-architecture/>  **Full Citation**  Rosen, Mike: 'Death by Architecture', Cutter Consortium, March 2009  **Summary \ Abstract**  The story goes like this: the high priests and architects depart for the ivory tower and return some months or years later with “The Revealed Truth,” in the form of 1,000 pages of architecture documents. In the meantime, new applications have been developed, requirements have changed, and the architecture is out of date on delivery. Other reasons may also contribute to its being DOA: It may be irrelevant to the development organization or might not have enough buy-in to be accepted. It may be hard to understand its value or how it achieves business goals, or dozens of other reasons.  **Themes**   1. Architecture > Business Architecture 2. Architecture > Enterprise Architecture |

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| Deming, IT, and BPM IDEF0 Diagrams **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, December 2021  **Publication Type:** Article  **URL:** <https://www.bptrends.com/deming-it-and-bpm-idef0-diagrams/>  **Full Citation**  Harmon, Paul: 'Deming, IT, and BPM IDEF0 Diagrams', BP Trends, December 2021  **Summary \ Abstract**  The IDEF lineage for IGOE diagrams, plus the "Deming Process Workbench".  **Themes**   1. Modeling & Notation > Modeling & Notation - IGOE & SIPOC |

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| Demystifying the Relationship Between Processes and Capabilities: A Modest Proposal **Author(s):** Ramias, Alan & Spanyi, Andrew  **Publication Details:** BP Trends, February 2015  **Publication Type:** Article  **URL:** <http://www.bptrends.com/demystifying-the-relationship-between-processes-and-capabilities-a-modest-proposal/>  **Full Citation**  Ramias, Alan & Spanyi, Andrew: 'Demystifying the Relationship Between Processes and Capabilities: A Modest Proposal', BP Trends, February 2015  **Summary \ Abstract**  The BPM and BA fields were in quite the lather in 2014 about the topic of capabilities vs. processes. We recently printed out 196 pages of commentary about this by members of the popular BPTrends discussion group on Linked-In, triggered by several articles written by Paul Harmon, Bill Ulrich and others, and the debate is still raging. BPM and BA folks are generally a contentious bunch anyway, but this this string of opinion-swapping has set some kind of record for invective, snide retorts, supercilious corrections, hairsplitting, scalpings, pronunciamentos and other rhetorical flourishes. It's like an episode of “When Animals Attack,” only with pundits as said attackers.  **Themes**   1. Architecture > Business Capabilities |

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| Developing an Enterprise Architecture **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, January 2003  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/Enterprise%20Architecture%20Whitepaper-1-23-03.pdf>  **Full Citation**  Harmon, Paul: 'Developing an Enterprise Architecture', BP Trends, January 2003  **Summary \ Abstract**  Use of an enterprise architecture in the management of organizations. It puts a special emphasis on how a business process architecture fits with other possible IT architectures.  **Themes**   1. Architecture > Business Architecture 2. Architecture > Enterprise Architecture 3. BPM > BPM Philosophy |

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| Disabled by Enablers, Punished by Rewards **Author(s):** Sharp, Alec  **Publication Details:** BP Trends, May 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/05-01-2012-COL-A-Practitioner%27s-Perspective-Sharp.rev.pdf>  **Full Citation**  Sharp, Alec: 'Disabled by Enablers, Punished by Rewards', BP Trends, May 2012  **Summary \ Abstract**  This month, Alec Sharp continues his focus on what he referred to in his previous Column as that “squishy stuff” - organizational culture. The point of this series is to illustrate that there are techniques and frameworks that enable practitioners to take a more rigorous approach to these issues. In this Column, Alec discusses the “Six Enablers” framework he applies to force consideration of these factors in designing a new process.  **Themes**   1. Management & Organisation > Organisation Design & Culture 2. Management & Organisation > Performance Management |

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| Don’t Panic, It May be Simpler than you Think! Business Processes and Business Rules need not be Complex **Author(s):** Goldberg, Larry & Pedersen, David  **Publication Details:** BP Trends, September 2009  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/09-09-ART-Don%27t%20Panic-Pedersen-revised%20_2_doc.pdf>  **Full Citation**  Goldberg, Larry & Pedersen, David: 'Don’t Panic, It May be Simpler than you Think! Business Processes and Business Rules need not be Complex', BP Trends, September 2009  **Summary \ Abstract**  Simplify! Simplify! say Larry Goldberg and David Pedersen, and in this Article they show the way. Citing several examples from their own experience in coaching process improvement teams, the authors demonstrate that by separating your process and business logic into appropriate, and separate models, you will likely discover that your processes are simpler than you think.  **Themes**   1. BPM > Business Rules 2. Management & Organisation > Knowledge Management |

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| Enterprise and Process Architecture Patterns **Author(s):** Barros, Oscar & Julio, Christian  **Publication Details:** BP Trends, March 2010  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/ONE03-10-ART-EnterpriseandProcessArchitecturePatterns-Barros%26Julio-final4.pdf>  **Full Citation**  Barros, Oscar & Julio, Christian: 'Enterprise and Process Architecture Patterns', BP Trends, March 2010  **Summary \ Abstract**  A model for enterprise architecture derived from numerous practical business design projects.  **Themes**   1. Architecture > Business Architecture 2. Architecture > Enterprise Architecture |

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| Examining Capabilities **Author(s):** Whittle, Ralph  **Publication Details:** BP Trends, March 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/03-06-2012-ART-Examining%20Capabilities-Whittle-1%20Final.pdf>  **Full Citation**  Whittle, Ralph: 'Examining Capabilities', BP Trends, March 2012  **Summary \ Abstract**  After reading the numerous discussions on capabilities on the BPTrends Linkedin site, Ralph Whittle decided to research the available literature on the subject. In this Article, he provides a synthesis of that literature and draws his own conclusions on the suitability of capabilities as a structural element for the Business Architecture.  **Themes**   1. Architecture > Business Capabilities |

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| Examining Capabilities as Architecture **Author(s):** Whittle, Ralph  **Publication Details:** BP Trends, September 2013  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/09-03-3013-ART-Examining%20Capabilities-Whittle%20%282%29.pdf>  **Full Citation**  Whittle, Ralph: 'Examining Capabilities as Architecture', BP Trends, September 2013  **Summary \ Abstract**  While Business Architecture approaches and methods continue to evolve, Ralph whittle believes they have reached a point of maturity where the organization can fairly assess how it will develop its Business Architecture. In a recent Column, “Are Capabilities Architecture?” Mike Rosen argues that we can confidently say “Yes.” Ralph whittle disagrees. Read his reasons and let us know your thoughts on the ongoing dispute over the appropriate definition of Business Architecture  **Themes**   1. Architecture > Business Capabilities |

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| Explaining the Multiple Dimensions Of BPM Using A 3D Model **Author(s):** Vanhecke, Bruno  **Publication Details:** BP Trends, January 2014  **Publication Type:** Article  **URL:** <http://www.bptrends.com/bpt/wp-content/uploads/01-07-2013-ART-Explaining-the-multiple-dimensions-of-BPM-Vanhecke.pdf>  **Full Citation**  Vanhecke, Bruno: 'Explaining the Multiple Dimensions Of BPM Using A 3D Model', BP Trends, January 2014  **Summary \ Abstract**  Most BPM professionals agree that BPM covers much more than just processes. Other aspects and systems like IT, information management and risk management, to name only a few, also form part of the total picture. Many efforts are made to show how all aspects of the management of an organization are intertwined. In this Article I attempt to explain BPM through a model that shows the wide variety of its aspects as a multidimensional approach. The model has been divided into twelve groups or aspects, each of which is discussed briefly before combining them into the complete model. Finally a 3D model is included as a mnemonic aid.  **Themes**   1. BPM > BPM Philosophy 2. BPM > Complex Processes |

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| From Process Analysis to Employee Job Aids **Author(s):** Boots, Jim & Harmon, Paul  **Publication Details:** BP Trends, September 2009  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/12-09-ART-From%20Process%20Analysis%20to%20Job%20Aids-Boots%20%26%20Harmon.doc-_2_.pdf>  **Full Citation**  Boots, Jim & Harmon, Paul: 'From Process Analysis to Employee Job Aids', BP Trends, September 2009  **Summary \ Abstract**  A specific approach that Chevron developed to transition from running process improvement projects to supporting day-to-day employee performance, with on-line job aids.  Includes a description of Nimbus's "storyboard" feature.  Also contains good explanation of why training is ineffective.  **Themes**   1. Management & Organisation > Knowledge Management |

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| Gaining Greater Cohesion: Bringing Business Analysis and Business Architecture into Focus **Author(s):** Martin, Craig  **Publication Details:** The Open Group, March 2013  **Publication Type:** Article  **URL:** <http://blog.opengroup.org/2013/03/19/gaining-greater-cohesion-bringing-business-analysis-and-business-architecture-into-focus/>  **Full Citation**  Martin, Craig: 'Gaining Greater Cohesion: Bringing Business Analysis and Business Architecture into Focus', The Open Group, March 2013  **Summary \ Abstract**  Compares the continuum from analytical thinking to intutive thinking, situating "design thinking" in the middle.  **Themes**   1. Architecture > Business Architecture 2. BPM > BPM Methods & Analysis 3. Management & Organisation > Roles & Competencies |

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| Government Process Management: A review of key differences between the public and private sectors and their influence on the achievement of public sector process management. **Author(s):** Jenkins, Teri & Tregear, Roger  **Publication Details:** BP Trends, October 2007  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/10-07-ART-Govt.ProcessMgt.-Tregear%20and%20Jenkins-ph.pdf>  **Full Citation**  Jenkins, Teri & Tregear, Roger: 'Government Process Management: A review of key differences between the public and private sectors and their influence on the achievement of public sector process management.', BP Trends, October 2007  **Summary \ Abstract**  There is increasing interest in process-based management. Business Process Management (BPM) is gaining acceptance as an effective, holistic management philosophy and practice. Much of the process management literature focuses on private sector organizations with inherent assumptions of profit-driven, tangible deliverables and well defined customer groups.  This paper suggests nine key differences between the public sector and private sector, namely: public interest, accountability, political sensitivity, whole-of-government ecosystem, budget cycle complexity, information exchange, regulating society, machinery of government changes, and culture.  **Themes**   1. BPM > BPM & the Public Sector |

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| How People Make Decisions Within Processes **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, March 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20120327.pdf>  **Full Citation**  Harmon, Paul: 'How People Make Decisions Within Processes', BP Trends, March 2012  **Summary \ Abstract**  Analytics, business rules, and a variety of other decision tools are available to help structure a business process. How do we understand and coordinate them? How should we represent them?  **Themes**   1. BPM > Business Rules 2. Management & Organisation > Knowledge Management |

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| How to Avoid the 10 Biggest Mistakes in Process Modeling **Author(s):** Mello, Alexandre  **Publication Details:** BP Trends, November 2014  **Publication Type:** Article  **URL:** <http://www.bptrends.com/how-to-avoid-the-10-biggest-mistakes-in-process-modeling/>  **Full Citation**  Mello, Alexandre: 'How to Avoid the 10 Biggest Mistakes in Process Modeling', BP Trends, November 2014  **Summary \ Abstract**  Process, simply defined, is how we do what we do, that is, the knowledge of how work gets done within an organization. This knowledge is usually internalized in a person´s head. In other words, it is tacit, undocumented knowledge and that is difficult to analyze, evaluate or transfer to others involved in the process. In order to perform the actions required to execute the process, the knowledge must be made explicit, that is, documented in one or more formats such as a flowchart or a video that makes it easy for those involved with the process to understand it and use it.  **Themes**   1. BPM > BPM Methods & Analysis 2. Modeling & Notation > Modeling & Notation - Stakeholder Views |

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| Human Processes: The Business Process Spectrum **Author(s):** Harrison-Broninksi, Keith  **Publication Details:** BP Trends, September 2009  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/ONE%2002-09-COL-HumanProcesses-Harrison-Broninski-20090106-final.pdf>  **Full Citation**  Harrison-Broninksi, Keith: 'Human Processes: The Business Process Spectrum', BP Trends, September 2009  **Summary \ Abstract**  Draws distinction between Task-based (can be automated) and Information-based (cf case management), which are rule-influenced  **Themes**   1. Management & Organisation > Knowledge Management 2. Systems & Complexity > Complexity & Innovation |

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| If you are not Modeling Data how do you know your Processes Work? **Author(s):** Davis, Rob  **Publication Details:** BP Trends, March 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/07-03-2012-COL-If%20you%20are%20not%20modelling%20data%20how%20do%20you%20know%20your%20process%20work-Davis1.pdf>  **Full Citation**  Davis, Rob: 'If you are not Modeling Data how do you know your Processes Work?', BP Trends, March 2012  **Summary \ Abstract**  The rise of the services industry and the impact of IT on all businesses have resulted in a process environment where most processes focus on how people and systems manipulate data, rather than on physical tasks in a manufacturing process. In this Column, Rob Davis argues that, in this challenging environment, modeling data is absolutely essential to ensuring that processes are operating at optimal performance levels. Rob offers some interesting examples of how to do this.  **Themes**   1. Modeling & Notation > Modeling & Notation - Data |

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| IGOE — Guide From Policy to Business Rules **Author(s):** Long, Kathy A  **Publication Details:** BPR Journal, July 2012  **Publication Type:** Article  **URL:** <http://www.brcommunity.com/b661.php>  **Full Citation**  Long, Kathy A: 'IGOE — Guide From Policy to Business Rules', BPR Journal, July 2012  **Summary \ Abstract**  In this article, we will examine in more depth how business rules can be extracted from the guides and how all of that information can be aligned and traced through all the processes that use it, creating "one view" of the rules. We will also explore how capturing the guides for processes provides value to an organization to the detail level of Business Rules.  **Themes**   1. Modeling & Notation > Modeling & Notation - IGOE & SIPOC |

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| IGOE — Link to Decision Criteria **Author(s):** Long, Kathy A  **Publication Details:** BPR Journal, May 2012  **Publication Type:** Article  **URL:** <http://www.brcommunity.com/b653.php>  **Full Citation**  Long, Kathy A: 'IGOE — Link to Decision Criteria', BPR Journal, May 2012  **Summary \ Abstract**  Using IGOE diagrams to help isolate business rules and analyze decision criteria.  **Themes**   1. BPM > Business Rules 2. Management & Organisation > Knowledge Management 3. Modeling & Notation > Modeling & Notation - IGOE & SIPOC |

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| Increasing Employee Engagement in Process: The Case for Crowdsourcing **Author(s):** Lyke-Ho-Gland, Holly  **Publication Details:** BP Trends, February 2015  **Publication Type:** Article  **URL:** <http://www.bptrends.com/increasing-employee-engagement-in-process-the-case-for-crowdsourcing/>  **Full Citation**  Lyke-Ho-Gland, Holly: 'Increasing Employee Engagement in Process: The Case for Crowdsourcing', BP Trends, February 2015  **Summary \ Abstract**  Many organizations struggle with establishing a culture of continuous improvement. Employees are disengaged and resist the traditional checklist approach to identifying improvement areas. As practitioners of benchmarking and purveyors of best practices, we all know one way to move past a difficult problem is to look externally for answers.  **Themes**   1. Management & Organisation > Knowledge Management |

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| Integrating and Aligning Multiple Process Methodologies **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, February 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20120228.pdf>  **Full Citation**  Harmon, Paul: 'Integrating and Aligning Multiple Process Methodologies', BP Trends, February 2012  **Summary \ Abstract**  In recent discussions, readers have referred to the many different process methodologies and considerations that a BPM team needs to think about as they undertake various types of BPM initiatives. Here is an effort to provide an overview of what a team ought to consider  **Themes**   1. BPM > BPM Methods & Analysis 2. BPM > Complex Processes |

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| Integrity: The Core Core Competency in the Age of Digital Transparency **Author(s):** Fingar, Peter  **Publication Details:** BP Trends, April 2013  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/04-02-3013-COL-EXT%20COMP-Fingar%20%285%29.pdf>  **Full Citation**  Fingar, Peter: 'Integrity: The Core Core Competency in the Age of Digital Transparency', BP Trends, April 2013  **Summary \ Abstract**  This month, Peter Fingar urges managers to adopt the self-discipline of the Samurai. The purpose of the exercise is to build and maintain integrity, which in turn will build trust—a key component in compelling employees to "opt-in" and voluntarily make a commitment to the communities they work in. Peter aptly summarizes the principles of Samurai leadership as presented in Samurai Business: The Way of the Warrior for Professionals in the Digital Century by Joris Merks, a Research Manager for Google who also happens to be a jiu-jitsu champion.  **Themes**   1. Management & Organisation > Roles & Competencies 2. Systems & Complexity > Complexity & Innovation |

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| Introducing Business Architecture **Author(s):** Rosen, Mike  **Publication Details:** BP Trends, March 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/03-06-2012-COL%20Business%20Architecture-Rosen%20%20ph.pdf>  **Full Citation**  Rosen, Mike: 'Introducing Business Architecture', BP Trends, March 2012  **Summary \ Abstract**  Overview of an important aspect of BPM - Business Architecture .In this, his initial Column on the topic, he explores the fundamentals of a Business Architecture and provides his perspective on what should be its focus and what should not.  **Themes**   1. Architecture > Business Architecture |

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| ISPI and Human Performance Improvement **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, June 2004  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/bptemailadvisor062904.pdf>  **Full Citation**  Harmon, Paul: 'ISPI and Human Performance Improvement', BP Trends, June 2004  **Summary \ Abstract**  This BPTrends Advisor focuses on the ISPI and Human Performance Improvement. HPI is a much under appreciated aspect of business process change and in this Advisor we consider the many ways in which the International Society for Performance Improvement has contributed to our understanding of HPI.  **Themes**   1. Management & Organisation > Performance Management |

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| Job Aids and Checklists **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, May 2011  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/innovation20110517.pdf>  **Full Citation**  Harmon, Paul: 'Job Aids and Checklists', BP Trends, May 2011  **Summary \ Abstract**  If you have a problem with employee performance and find that employees often skip steps or perform tasks incorrectly, consider developing a job aid to guide the employees in the performance of the task.  **Themes**   1. Management & Organisation > Knowledge Management |

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| Leading Indicators vs. Lagging Indicators **Author(s):** Gotts, Ian  **Publication Details:** BP Trends, March 2009  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/TWO%2003-09-ART-Leading%20vs%20Lagging-Gotts-final.doc.pdf>  **Full Citation**  Gotts, Ian: 'Leading Indicators vs. Lagging Indicators', BP Trends, March 2009  **Summary \ Abstract**  Ian Gotts begins his Article by asking a leading question—are your managers operating as company doctors or coroners? In other words, are their Key Performance Indicators leading indicators or lagging indicators? Read this engaging Article to determine whether your company’s measurement standards lead or lag.  **Themes**   1. BPM > Process Governance, Measurement, & Maturity |

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| Lean versus Six Sigma **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, March 2008  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor2008003251.pdf>  **Full Citation**  Harmon, Paul: 'Lean versus Six Sigma', BP Trends, March 2008  **Summary \ Abstract**  After we last wrote on Lean Six Sigma we had several readers write to argue that Six Sigma and Lean were, in fact, quite different. In this Advisor, we look at both and consider how the two approaches complement and contrast with each other.  **Themes**   1. BPM > BPM Methods & Analysis |

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| Managing Business Processes: How Does a Company Manage Business Processes? **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, September 2003  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/09-03%20NL%20Managing%20Business%20Processes1.pdf>  **Full Citation**  Harmon, Paul: 'Managing Business Processes: How Does a Company Manage Business Processes?', BP Trends, September 2003  **Summary \ Abstract**  This article considers the interaction of managers and business processes at three levels:  (1) How executives move from setting strategies to redesigning buisness process archiectures  (2) how line managers control business processes, and (3) how supervisors manage specfic processes and activities. We briefly consider how automated sytsems can help managers stay on top of processes in real time.  Finally we provide readers with an overview of the issues companies face when they seek to improve the management of their business processes.  **Themes**   1. BPM > BPM Philosophy 2. BPM > Process Governance, Measurement, & Maturity 3. Management & Organisation > Roles & Competencies |

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| Managing Risks with an End-to-End Process View **Author(s):** Evans, Gail  **Publication Details:** BP Trends, March 2014  **Publication Type:** Article  **URL:** <http://www.bptrends.com/managing-risks-with-an-end-to-end-process-view/>  **Full Citation**  Evans, Gail: 'Managing Risks with an End-to-End Process View', BP Trends, March 2014  **Summary \ Abstract**  How does an organization create a sustainable process, where natural tensions exist between the players, so that:  - the end-to-end process fosters cross-functional cooperation  - objectives are achieved  - the critical risks are managed appropriately?  **Themes**   1. Management & Organisation > Risk Management 2. Modeling & Notation > Modeling & Notation - End-to-End Process Diagrams |

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| Managing your Risks by Managing your Process **Author(s):** Davis, Rob  **Publication Details:** BP Trends, March 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/03-06-2012-COL-Practical%20Process%20-%20Managing%20your%20Risks%20by%20Managing%20your%20Process-Davis.pdf>  **Full Citation**  Davis, Rob: 'Managing your Risks by Managing your Process', BP Trends, March 2012  **Summary \ Abstract**  Financial crises over the past decade, including Worldcom, Enron, Lehman Brothers, and now, the Euro, have lead to increasingly stringent financial regulations world wide. Organizations are more and more aware that they must guard against the risk of failing to comply with these regulations. Governance, Risk and Compliance (GRC) Systems offer a viable solution to complex compliance requirements. Rob davis provides a thorough analysis of GRC platforms and the benefits they deliver to organizations that adopt them.  **Themes**   1. BPM > Process Governance, Measurement, & Maturity 2. Management & Organisation > Risk Management |

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| Manufacturing and Service Processes **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, April 2008  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20080415.pdf>  **Full Citation**  Harmon, Paul: 'Manufacturing and Service Processes', BP Trends, April 2008  **Summary \ Abstract**  Manufacturing processes really do differ from service processes. This is important when you consider that most BPM methodologies were developed when people were focusing on manufacturing. In this Advisor, we'll consider what the differences are and why they are important.  **Themes**   1. BPM > BPM Methods & Analysis 2. BPM > BPM Philosophy 3. Systems & Complexity > Complexity & Innovation |

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| Manufacturing and Service Processes [v2] **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, November 2021  **Publication Type:** Article  **URL:** <https://www.bptrends.com/manufacturing-and-service-processes-2/>  **Full Citation**  Harmon, Paul: 'Manufacturing and Service Processes', BP Trends, November 2021  **Summary \ Abstract**  Manufacturing processes really do differ from service processes. This is important when you consider that most BPM methodologies were developed when people were focusing on manufacturing. In this Advisor, we'll consider what the differences are and why they are important.  **Themes**   1. BPM > BPM Methods & Analysis 2. BPM > BPM Philosophy 3. Systems & Complexity > Complexity & Innovation |

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| Metricizing the World **Author(s):** Gould, Kirk J  **Publication Details:** BP Trends, May 2008  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/SIX%2005-08-ART-Metricizing%20the%20World-Gould-final.pdf>  **Full Citation**  Gould, Kirk J: 'Metricizing the World', BP Trends, May 2008  **Summary \ Abstract**  Kirk Gould has a prescription for responding to a “call for metrics” that borrows a technique from science and involves focusing on a limited number of metrics rather than a profusion of them. Read his Article for a practical approach that will help you to avoid “metric disease” and lead to a successful outcome when called upon to provide metrics.  **Themes** |

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| Michael Hammer’s Process and Enterprise Maturity Model **Author(s):** Power, Brad  **Publication Details:** BP Trends, July 2007  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/07-07-ART-HammersPEMM-Power-final1.pdf>  **Full Citation**  Power, Brad: 'Michael Hammer’s Process and Enterprise Maturity Model', BP Trends, July 2007  **Summary \ Abstract**  Brad Power presents a critique of Michael Hammer’s article in the Harvard Business Review on PEMM (Process & Enterprise Maturity Model). While he believes that Hammer’s PEMM may be useful to business process people, he points out what he considers to be some weaknesses you might want to consider  **Themes**   1. BPM > Process Governance, Measurement, & Maturity |

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| Modelling Processes and the Question of Impact **Author(s):** Bernhard, Eike & Recker, Jan  **Publication Details:** BP Trends, November 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/11-06-2012-COL-Class%20Notes--ModelingProcesses%26Impact-Recker%20%28QiNtRFoSR8SOflU1BxJn3A%29.pdf>  **Full Citation**  Bernhard, Eike & Recker, Jan: 'Modelling Processes and the Question of Impact', BP Trends, November 2012  **Summary \ Abstract**  What is the value proposition of process modelling? Essentially:  - Communication  - Process Understanding  - Knowledge Development  - Coordination  - Support for imporvment opportunities  - Support for decision-making  - Increased user satisfaction  **Themes**   1. Modeling & Notation > Modeling & Notation - Stakeholder Views |

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| Models, not Modules – Keeping your Process Models “Human-readable” **Author(s):** Sharp, Alec  **Publication Details:** BP Trends, February 2011  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/02-01-11-COL-A-Practitioner%27s-Perspective-Models%20not%20Modules-Sharp.pdf>  **Full Citation**  Sharp, Alec: 'Models, not Modules – Keeping your Process Models “Human-readable”', BP Trends, February 2011  **Summary \ Abstract**  In his Column this month, alec sharp asks how we can ensure that our models communicate with the people involved in process change before we transition to models that support process automation. To answer the question, he first identifies the three most common modeling practices that interfere with understanding process models and follows with three tips to avoid these problems.  **Themes**   1. Modeling & Notation > Modeling & Notation - Stakeholder Views |

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| Once More: Porter on Competitive Advantage **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, January 2007  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20070130.pdf>  **Full Citation**  Harmon, Paul: 'Once More: Porter on Competitive Advantage', BP Trends, January 2007  **Summary \ Abstract**  Michael Porter described the importance of the value chain and argued that companies could only achieve competitive advantage by linking a good strategy with highly integrated value chains. In this Advisor, Paul Harmon reviews why Porter's ideas are still your company's best bet for a prosperous 2007.  **Themes**   1. BPM > BPM Philosophy 2. Modeling & Notation > Modeling & Notation - End-to-End Process Diagrams |

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| Once More: What is BPM? **Author(s):** Harmon, Paul & Wolff, Celia  **Publication Details:** BP Trends, June 2010  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20100615.pdf>  **Full Citation**  Harmon, Paul & Wolff, Celia: 'Once More: What is BPM?', BP Trends, June 2010  **Summary \ Abstract**  Given lots of recent discussion about what BPM is, or ought to be, we have decided to take another crack at it. It’s important, after all, to establish a context and a boundary for our BPM discussions.  Interesting differentiation between "little" process (essentially, a flow diagram), and an extended scope view (e.g. IGOE). The latter is dscribed as "For those who take the big process perspective, process is the central principle one uses to understand how everything in an organization fits together."  **Themes**   1. BPM > BPM Philosophy |

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| Peace Accord Reached! Process vs. Capability Debate Ends with a Whimper **Author(s):** Sharp, Alec  **Publication Details:** BP Trends, October 2013  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/10-01-2013-COL-Practitioner%27s%20Perspective-Peace%20Accord%20Reached-Alec%20Sharp.pdf>  **Full Citation**  Sharp, Alec: 'Peace Accord Reached! Process vs. Capability Debate Ends with a Whimper', BP Trends, October 2013  **Summary \ Abstract**  Alec Sharp declares the process vs. capability debate has ended (and with a whimper, no less). To prove his point, he recounts events at the recent IRM UK conference in London.  Esentially, re-states argument that Business Capabilities and Processes are the same thing.  **Themes**   1. Architecture > Business Capabilities |

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| Perspectives on Process Modeling **Author(s):** Burlton, Roger  **Publication Details:** BP Trends, July 2009  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/07-09-COL-POV-Perspectives%20on%20Process%20Modeling-Burlton-cap%20_1_%20RB%20Final.pdf>  **Full Citation**  Burlton, Roger: 'Perspectives on Process Modeling', BP Trends, July 2009  **Summary \ Abstract**  A one size fits all stakeholders approach can, and frequently does, lead to confusion and ultimately, failed BPM initiatives. Read Roger’s perspectives on when, where and how specific notational systems are most appropriately used.  **Themes**   1. Modeling & Notation > Modeling & Notation - IGOE & SIPOC 2. Modeling & Notation > Modeling & Notation - Stakeholder Views |

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| Playing the BPM Gamification Game **Author(s):** Fingar, Peter  **Publication Details:** BP Trends, October 2013  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/10-01-2013-COL-Ext%20Comp-Playing%20the%20BPM%20Gamification%20Game-Fingar.pdf>  **Full Citation**  Fingar, Peter: 'Playing the BPM Gamification Game', BP Trends, October 2013  **Summary \ Abstract**  Peter Fingar argues that if a knowledge worker's work is not inherently rewarding, adding a layer of game mechanics on top of it won't make it so. Instead, Peter suggests that you combine the most relevant constructs of BPM and video games for the best results in motivating your workers. Read his Column to learn how you might do that.  **Themes**   1. Systems & Complexity > Complexity & Innovation |

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| Process Architecture on a Budget – Part 1 **Author(s):** Sharp, Alec  **Publication Details:** BP Trends, February 2010  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/10-02-COL-A-Practitioner%27s-Perspective-Sharp%20V2.pdf>  **Full Citation**  Sharp, Alec: 'Process Architecture on a Budget – Part 1', BP Trends, February 2010  **Summary \ Abstract**  Identifying the 100 or so processes in an enterprise can be time consuming and expensive. In his Column this month, Alec looks at a project he is currently working on that involves completing enterprise process identification on a limited budget and within a short time frame. Read what he has to say about the process and some lessons learned on achieving that all-important executive buy-in.  **Themes**   1. BPM > BPM Philosophy |

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| Process Architecture on a Budget – Part 2 **Author(s):** Sharp, Alec  **Publication Details:** BP Trends, May 2010  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/FOUR%20Sharp%2010-05-COL-A-Practitioner%27s-Perspective-Sharp.doc-final.pdf>  **Full Citation**  Sharp, Alec: 'Process Architecture on a Budget – Part 2', BP Trends, May 2010  **Summary \ Abstract**  In Part 2 of Process Architecture on a Budget, Alec sharp continues his discussion of a project he is currently working on that involves completing enterprise process identification on a limited budget and within a short time frame. This month, he focuses on issues relating to the use (or not) of process reference models, the use of available resources and artifacts, and “enabling” and “governance and external relations” processes. As in Part 1, he shares lessons learned from each step in the process.  **Themes**   1. BPM > BPM Philosophy |

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| Process for the People or Just for Experts? **Author(s):** Davis, Rob  **Publication Details:** BP Trends, January 2013  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/01-08-2013-COL-ProcinPractice%20-%20Process%20for%20the%20People%20or%20Just%20for%20Experts-Davis.pdf>  **Full Citation**  Davis, Rob: 'Process for the People or Just for Experts?', BP Trends, January 2013  **Summary \ Abstract**  Rob davis believes, as most BPM practitioners do, that an organization’s processes should be a valuable business asset. And, to become a valuable asset, Rob asserts that processes need to be designed as a collaborative system that is developed by business process professionals and engages all those involved in the process. In this Column he describes the components of a such a collaborative system.  **Themes**   1. Management & Organisation > Knowledge Management 2. Modeling & Notation > Modeling & Notation - Stakeholder Views |

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| Process Governance **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, February 2008  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor200802121.pdf>  **Full Citation**  Harmon, Paul: 'Process Governance', BP Trends, February 2008  **Summary \ Abstract**  Like so many popular business process terms, "Process Governance" means very different things to different people. Many people don't even discriminate between governance and management, but there are significant differences between the two. Governance is the organization of management. It refers to the goals, principles, organization charts that define who can make what decisions, as well as the policies and rules that define or constrain what managers can do. Management, on the other hand, is a human activity.  **Themes**   1. BPM > Process Governance, Measurement, & Maturity |

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| Process Modeling Notations and Workflow Patterns **Author(s):** White, Stephen A  **Publication Details:** BP Trends, March 2004  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/03-04%20WP%20Notations%20and%20Workflow%20Patterns%20-%20White.pdf>  **Full Citation**  White, Stephen A: 'Process Modeling Notations and Workflow Patterns', BP Trends, March 2004  **Summary \ Abstract**  Summary of workflow patterns.  **Themes**   1. Modeling & Notation > Modeling & Notation - Workflow |

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| Processes and Capabilities **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, October 2014  **Publication Type:** Article  **URL:** <http://www.bptrends.com/bpt/wp-content/uploads/10-07-2014-COL-Harmon-on-BPM-Processes-and-Capabilities-Harmon.pdf>  **Full Citation**  Harmon, Paul: 'Processes and Capabilities', BP Trends, October 2014  **Summary \ Abstract**  Following on from a LinkedIn Discussion, this discusses differences and similarities between the two concepts.  **Themes**   1. Architecture > Business Capabilities |

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| Processes vs. Projects **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, July 2010  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20100727.pdf>  **Full Citation**  Harmon, Paul: 'Processes vs. Projects', BP Trends, July 2010  **Summary \ Abstract**  Is a process a project?  **Themes**   1. BPM > BPM Methods & Analysis 2. Management & Organisation > Project Management |

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| Processes, Feedback, and Management **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, February 2013  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20130226.pdf>  **Full Citation**  Harmon, Paul: 'Processes, Feedback, and Management', BP Trends, February 2013  **Summary \ Abstract**  Most process practitioners don’t think about the fact that one of the most important functions of a process is to provide feedback to management giving them invaluable information for use in a process redesign effort.  **Themes**   1. BPM > BPM Philosophy |

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| Processes, Value Streams, and Capabilities **Author(s):** Rosen, Mike  **Publication Details:** BP Trends, December 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/12-04-2012-COL-BA-ProcessesValueStreams%26Capabilities-Rosen.pdf>  **Full Citation**  Rosen, Mike: 'Processes, Value Streams, and Capabilities', BP Trends, December 2012  **Summary \ Abstract**  Aware that there is often much confusion about the differences between processes, value streams and capabilities, Mike rosen sets about to eliminate the confusion. To graphically illustrate his perspective on the differences, he provides a comparison chart describing distinctive characteristics of these elements in terms of their purpose, focus and use in business operations.  **Themes**   1. Modeling & Notation > Modeling & Notation - End-to-End Process Diagrams |

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| Putting the M back in BPM **Author(s):** Gotts, Ian  **Publication Details:** BP Trends, June 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/FOUR%2006-10-ART-Putting%20the%20M%20back%20in%20BPM-IanGotts%20v2-final.pdf>  **Full Citation**  Gotts, Ian: 'Putting the M back in BPM', BP Trends, June 2012  **Summary \ Abstract**  Ian Gotts defines BPM as the management discipline by which an organization treats its business processes as one of its most valuable assets. The fact is, however, that to many in the IT world, BPM means “process automation tools.” In this Article, Ian explains his view of how successful enterprises are “putting the M back in BPM” to address their goal of sustained operational excellence.  **Themes**   1. BPM > BPM Philosophy 2. Management & Organisation > Knowledge Management |

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| RecrEAtion: Realizing the Extraordinary Contribution of your Enterprise Architects (Book Review) **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, March 2011  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/03-2011-BR-RecrEAtion-Potts1.pdf>  **Full Citation**  Harmon, Paul: 'RecrEAtion: Realizing the Extraordinary Contribution of your Enterprise Architects (Book Review)', BP Trends, March 2011  **Summary \ Abstract**  A book that offers a completely new and exciting description of what Enterprise Architecture could be about  **Themes**   1. Architecture > Enterprise Architecture |

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| Reference Models: The Long, Long Shortcut **Author(s):** Ramias, Alan & Wilkins, Cherie  **Publication Details:** BP Trends, March 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/03-06-2012-COL-Performance%20Improvement-The%20Long%2C%20Long%20Shortcut%20-Ramias-Wilkins-v2.pdf>  **Full Citation**  Ramias, Alan & Wilkins, Cherie: 'Reference Models: The Long, Long Shortcut', BP Trends, March 2012  **Summary \ Abstract**  Drawing on their extensive experience as consultants at the Performance Design Lab, Alan Ramias and Cherie Wilkins describe the many difficulties their clients have encountered when attempting to use reference models. They identify five “traps” they have repeatedly observed and illustrate them with actual examples from their work within organizations.  Not wishing to completely discourage you, the authors also offer three sound principles to consider when using reference models and end their discussion with an example of a company where reference models were effectively used as a result of applying these principles.  **Themes**   1. Architecture > Architecture Reference Models |

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| Rules and Processes: Examples Showing How They Relate **Author(s):** Ross, Ronald  **Publication Details:** BPR Journal, June 2006  **Publication Type:** Article  **URL:** <http://www.brcommunity.com/b315.php>  **Full Citation**  Ross, Ronald: 'Rules and Processes: Examples Showing How They Relate', BPR Journal, June 2006  **Summary \ Abstract**  Examples of how business rules off-load various kinds of work from business processes  **Themes**   1. BPM > Business Rules 2. Management & Organisation > Knowledge Management |

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| Scoping Processes **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, October 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20121009.pdf>  **Full Citation**  Harmon, Paul: 'Scoping Processes', BP Trends, October 2012  **Summary \ Abstract**  Too many process analysts think that process flow diagrams, like BPMN, are the most important diagrams an analyst can use. In fact, in most cases a process scope diagram will give you a much better start and more valuable information.  **Themes**   1. Modeling & Notation > Modeling & Notation - IGOE & SIPOC 2. Modeling & Notation > Modeling & Notation - Levels 3. Modeling & Notation > Modeling & Notation - Scope |

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| SIPOC for Service: Is It Enough? **Author(s):** Long, Kathy A  **Publication Details:** BPR Journal, September 2010  **Publication Type:** Article  **URL:** <http://www.brcommunity.com/b553.php>  **Full Citation**  Long, Kathy A: 'SIPOC for Service: Is It Enough?', BPR Journal, September 2010  **Summary \ Abstract**  SIPOC is an acronym for Supplier, Input, Process, Output, and Customer. The concept has been made popular by the Supply Chain process groups and Six Sigma. It was designed specifically for manufacturing organizations. Today, many service organizations are using (or attempting to use) this approach for defining and documenting service processes. It's important to understand whether it's an adequate process modeling notation for service processes.  **Themes**   1. BPM > BPM Methods & Analysis 2. Modeling & Notation > Modeling & Notation - IGOE & SIPOC |

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| Six Sigma and HPT: Mutual Benefits **Author(s):** Van Tiem, Darlene  **Publication Details:** BP Trends, May 2004  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/05-04%20ART%206%20Sigma%20and%20HPT%20-%20Darlene%20Van%20Tiem.pdf>  **Full Citation**  Van Tiem, Darlene: 'Six Sigma and HPT: Mutual Benefits', BP Trends, May 2004  **Summary \ Abstract**  Many Six Sigma groups looking for ways to extend their practices have concluded that Performance Management (HPT) offers a way to improve results. Similarly, HPT practitioners are incorporating more Six Sigma practices in their work. Professor Darlene Van Tiem, of the Performance Improvement program at the University of Michigan describes how the two approaches can be used, effectively, together.  **Themes**   1. BPM > BPM Methods & Analysis 2. Management & Organisation > Performance Management |

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| Six Sigma for Service: Is it Sufficient? **Author(s):** Long, Kathy A  **Publication Details:** BPR Journal, March 2011  **Publication Type:** Article  **URL:** <http://www.brcommunity.com/b585.php>  **Full Citation**  Long, Kathy A: 'Six Sigma for Service: Is it Sufficient?', BPR Journal, March 2011  **Summary \ Abstract**  The purpose of this column is to explore the more detailed concepts surrounding Six Sigma and to determine whether it's a sufficient approach in the understanding and improvement of business processes in service organizations.  **Themes**   1. BPM > BPM Methods & Analysis 2. Modeling & Notation > Modeling & Notation - IGOE & SIPOC |

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| Some Thoughts on Process Discovery **Author(s):** Sharp, Alec  **Publication Details:** BP Trends, September 2009  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/09-09-COL-A-Practitioner%27s-Perspective-Sharp%20w.figure.pdf>  **Full Citation**  Sharp, Alec: 'Some Thoughts on Process Discovery', BP Trends, September 2009  **Summary \ Abstract**  So, you think you know what your organization’s processes are? Alec Sharp contends that incorrectly identified processes are the root cause of troubled BPM projects. Read his Column for some examples of troubled projects where process discovery was flawed and for his advice on how to guard against this happening in your organization.  **Themes**   1. BPM > BPM Methods & Analysis |

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| Systems Thinking: The "Core" Core Competency for BPM **Author(s):** Fingar, Peter  **Publication Details:** BP Trends, September 2005  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/09-05%20ART%20Systems%20Thinking%20-%20Fingar.pdf>  **Full Citation**  Fingar, Peter: 'Systems Thinking: The "Core" Core Competency for BPM', BP Trends, September 2005  **Summary \ Abstract**  Contemplating any company’s transition to business process management, the implications for IT professionals are profound, for companies don’t want more IT; they want business results. If companies are to embrace business process management, they will need a far greater contribution from IT than ever before, but that contribution will be of a substantially different nature. For enterprise business process management to come about, a system-wide view of the company is needed, and IT professionals have such a view, far more than the marketing, legal, financial, and other specialists in the firm. Building the process-managed, real-time enterprise will demand innovation and the discipline of ‘general systems thinking’ from a new generation of IT professionals.  **Themes**   1. Management & Organisation > Roles & Competencies 2. Systems & Complexity > Complexity & Innovation 3. Systems & Complexity > Systems & Critical Thinking |

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| Ten Things an Architect Does to Add Value **Author(s):** Rosen, Mike  **Publication Details:** Cutter Consortium, September 2009  **Publication Type:** Article  **URL:** <https://www.cutter.com/article/ten-things-architect-does-add-value-384911>  **Full Citation**  Rosen, Mike: 'Ten Things an Architect Does to Add Value', Cutter Consortium, September 2009  **Summary \ Abstract**  Inquire, Integrate, Alayze, Conceptualize, Abstract, Visualize, Formalize, Communicate, Enable, Assist  **Themes**   1. Architecture > Business Architecture 2. Architecture > Enterprise Architecture 3. Management & Organisation > Roles & Competencies |

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| That Squishy Culture Stuff **Author(s):** Sharp, Alec  **Publication Details:** BP Trends, January 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/01-03-2012-COL-A-Practitioner%27s-Perspective-Sharp.pdf>  **Full Citation**  Sharp, Alec: 'That Squishy Culture Stuff', BP Trends, January 2012  **Summary \ Abstract**  What is the relationship between business process change and organizational culture? With this Column, alec sharp sets the stage for a series of Columns to address this question. Basing his analysis on his experiences in working with a broad spectrum of organizations, he kicks off the series with a quick overview of what organizational culture is, focusing on definitions and the most widely-used frameworks.  **Themes**   1. Management & Organisation > Organisation Design & Culture |

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| The Business Architecture Landscape **Author(s):** Burlton, Roger  **Publication Details:** BP Trends, September 2015  **Publication Type:** Article  **URL:** <http://www.bptrends.com/business-architecture-essentials-the-business-architecture-landscape/>  **Full Citation**  Burlton, Roger: 'The Business Architecture Landscape', BP Trends, September 2015  **Summary \ Abstract**  A Business Architecture is a model; perhaps the most complex one we could imagine in business since it should cover all aspects of the whole business including how it runs day to day as well as what must be changed to keep it relevant. Joe H. Ward and Earl Jennings said in 1973 that ‘models are idealized in the sense that they are less complicated than reality and hence easier to use’. This may be true but our Business Architectures are still multi-variant and have many interdependent parts and are still complicated by their very nature. Their many interacting components impinge on one another in mysterious ways that the architect must somehow unravel. It is an impossible journey for those who crave perfection and indisputable detail. The good and the bad news came to us courtesy of George Box in 1987 when he said that ‘All models are wrong but some are useful’...  **Themes**   1. Architecture > Business Architecture 2. Systems & Complexity > Complexity & Innovation |

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| The Business Process Manifesto **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, September 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20120925.pdf>  **Full Citation**  Harmon, Paul: 'The Business Process Manifesto', BP Trends, September 2012  **Summary \ Abstract**  Summary of the Burlton's "Business Process Manifesto".  **Themes**   1. BPM > BPM Philosophy |

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| The Consumer Has the Technology The Market Has the Process **Author(s):** Potts, Chris  **Publication Details:** BP Trends, September 2011  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/09-06-2011%20ART-Consumer%20has%20Technology-Market%20has%20Process-Potts.pdf>  **Full Citation**  Potts, Chris: 'The Consumer Has the Technology The Market Has the Process', BP Trends, September 2011  **Summary \ Abstract**  Chris Potts contends that the rapid “consumerization” (the customer controls the process) of the IT market requires that specialists in Business Process Management (BPM) and Enterprise Architecture (EA) collaborate like never before. Where executives' decisions are based on 'legacy thinking', BPM and EA must influence them to think differently. This Article explores the implications for EA and BPM together, as the “consumerization” of IT continues.  **Themes**   1. Architecture > Enterprise Architecture 2. BPM > BPM Philosophy 3. BPM > Complex Processes |

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| The Four Key Diagrams for Business Process Analysis Work **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, November 2014  **Publication Type:** Article  **URL:** <http://www.bptrends.com/harmon-on-bpm-the-four-key-diagrams-for-business-process-analysis-work/>  **Full Citation**  Harmon, Paul: 'The Four Key Diagrams for Business Process Analysis Work', BP Trends, November 2014  **Summary \ Abstract**  In this Column, Paul presents the four diagrams he thinks most useful for the various stages of process analysis work. The four diagrams are the Scope Diagram for initial analysis, the BPMN flow diagram for analysis of the activities within a process, the Decision Management Diagram for an analysis of how business knowledge is organized for decision-making, and the Process Management Diagram for analysis of how a process is governed.  **Themes**   1. Modeling & Notation > Modeling & Notation - IGOE & SIPOC 2. Modeling & Notation > Modeling & Notation - Levels 3. Modeling & Notation > Modeling & Notation - Scope |

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| The Hype about Simulation and Optimization **Author(s):** Khan, Rashid N  **Publication Details:** BP Trends, March 2009  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/TEN-COL-BPM-A_Global_View--The_Hype_About_BPM_Simulation.pdf>  **Full Citation**  Khan, Rashid N: 'The Hype about Simulation and Optimization', BP Trends, March 2009  **Summary \ Abstract**  Some business analysts suggest that simulation and optimization are a major benefit of BPM and can be easily carried out by business operatives. Rashid Khan believes this is wishful thinking but devoid of reality. He argues that successful simulation depends entirely on the quality of the assumptions a business analyst makes about a large number of parameters. To make the correct assumptions requires a deep understanding of the process as well as a serious understanding of math and statistics. Where do you stand on this issue?  **Themes**   1. BPM > BPM Methods & Analysis |

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| The Roots of the Business Process Mapping **Author(s):** Graham, Ben  **Publication Details:** BP Trends, June 2008  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/TWO-06-08-ART-Roots-of-BusProcessMapping-Graham.doc-final.pdf>  **Full Citation**  Graham, Ben: 'The Roots of the Business Process Mapping', BP Trends, June 2008  **Summary \ Abstract**  A meaningful context for understanding the BPM movement, its origins and its development through the decades.  **Themes**   1. Modeling & Notation > Modeling & Notation - Workflow |

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| The Six Fallacies of Business Process Improvement **Author(s):** Dubray, Jean-Jacques & Vauquier, Dominique  **Publication Details:** BP Trends, January 2008  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/01-08-ART-SixFallacies-Dubray-final.pdf>  **Full Citation**  Dubray, Jean-Jacques & Vauquier, Dominique: 'The Six Fallacies of Business Process Improvement', BP Trends, January 2008  **Summary \ Abstract**  Jean-Jacques Dubray has translated this Article by Dominique Vaquier which identifies six commonly held beliefs pertaining to Business Process Improvement and demonstrates the fallacies inherent in each one. If you proceed with your improvement project believing any or all of these beliefs, mistakes can occur. Learn what these beliefs are and how to avoid their potentially costly consequences.  **Themes**   1. BPM > BPM Methods & Analysis |

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| The Two Performers: People and Technology **Author(s):** Ramias, Alan & Wilkins, Cherie  **Publication Details:** BP Trends, April 2009  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/04-09-COL-Performance-Improvement-Two%20Performaers%20-Wilkins-Ramias%20v3.pdf>  **Full Citation**  Ramias, Alan & Wilkins, Cherie: 'The Two Performers: People and Technology', BP Trends, April 2009  **Summary \ Abstract**  Alan Ramias and Cherie Wilkins believe that to be in the business of improving processes requires that we must also be in the business of engineering performer systems to deliver results. In order to effectively diagnose an organization’s processs performance design and implement change, and manage process performance, we need to understand and engineer the performance of both People and Technology systems. In their initial collaboration, the authors have provided a valuable “how to” approach to analyzing and managing your organization’s two performers.  **Themes**   1. Architecture > Enterprise Architecture 2. Management & Organisation > Performance Management |

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| Thinking Processes, Capabilities and Services What’s in a Word? **Author(s):** Smith, Howard  **Publication Details:** BP Trends, October 2014  **Publication Type:** Article  **URL:** <http://www.bptrends.com/bpt/wp-content/uploads/10-07-2014-ART-Process-thinking-v05-H.Smith-1.pdf>  **Full Citation**  Smith, Howard: 'Thinking Processes, Capabilities and Services What’s in a Word?', BP Trends, October 2014  **Summary \ Abstract**  Howard Smith opens his Article with the statements, Everything is process. Everything else is just the name of a specific process design.  "My conclusion from both theory and practice is that all work that can be understood and improved is process work. All capabilities are processes. All services are processes. All other names we use are simply pointers to specific kinds of processes. We can look under such names and reveal the process beneath. "  **Themes**   1. Architecture > Business Capabilities |

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| Types of Process Methodologies **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, February 2015  **Publication Type:** Article  **URL:** <http://www.bptrends.com/harmon-on-bpm-types-of-process-methodologies/>  **Full Citation**  Harmon, Paul: 'Types of Process Methodologies', BP Trends, February 2015  **Summary \ Abstract**  The whole topic of process methodologies keeps coming up in one form or another. Some imagine that Lean or Six Sigma pretty well define a process methodology. Others know that both Lean and Six Sigma are specialized versions of a process methodology, and to make things more complex, Lean can be described in two rather different ways.  **Themes**   1. BPM > BPM Methods & Analysis 2. BPM > Complex Processes |

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| Use Context Diagrams to Bridge from Value Streams to Processes and Services **Author(s):** Rosen, Mike  **Publication Details:** BP Trends, October 2013  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/10-01-2013-COL-BA-Context%20Diagrams-Mike%20Rosen.pdf>  **Full Citation**  Rosen, Mike: 'Use Context Diagrams to Bridge from Value Streams to Processes and Services', BP Trends, October 2013  **Summary \ Abstract**  Mike Rosen proposes context diagrams as a means to address the challenges business architects face. Here he demonstrates the application of the context diagram and shows how it enables the architect to put things into a broader context, demonstrate the value of his/her work, and drive analysis into design and implementation.  **Themes**   1. Modeling & Notation > Modeling & Notation - End-to-End Process Diagrams 2. Modeling & Notation > Modeling & Notation - Scope |

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| Value Chains, Value Streams and Business Architecture **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, October 2013  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20131015.pdf>  **Full Citation**  Harmon, Paul: 'Value Chains, Value Streams and Business Architecture', BP Trends, October 2013  **Summary \ Abstract**  Some in the business architecture space are creating confusion by continuing to use the term value stream in a misleading manner. Here's a little review of the history of some key terms.  **Themes**   1. Modeling & Notation > Modeling & Notation - End-to-End Process Diagrams |

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| Value Nets and Value Chains **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, July 2007  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor200706261.pdf>  **Full Citation**  Harmon, Paul: 'Value Nets and Value Chains', BP Trends, July 2007  **Summary \ Abstract**  A growing number of analysts are advocating that companies consider the use of Value Nets and are comparing and contrasting them with Value Chains. IBM consultants often refer to Value Nets as Business Component Models (BCM). In this Advisor, we consider both Value Chains and Value Nets and suggest why both are needed.  **Themes**   1. Modeling & Notation > Modeling & Notation - End-to-End Process Diagrams |

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| Weighing in on BPMN – What it’s Good for, What it’s Not **Author(s):** Sharp, Alec  **Publication Details:** BP Trends, November 2010  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/TWO10-10-COL-A-Practitioner%27s-Perspective-BPMNFlameWar-Sharp--final%20_3_.pdf>  **Full Citation**  Sharp, Alec: 'Weighing in on BPMN – What it’s Good for, What it’s Not', BP Trends, November 2010  **Summary \ Abstract**  Is BPMN a lingua franca – suitable for use by both technical and non-technical audiences? This month, Alec sharp enters this ongoing argument, presenting his perspective as a long-time consultant and BPM practitioner. Upon reading his Column, some readers will cheer, others will disagree vehemently. We’d like to know your thoughts.  **Themes**   1. Modeling & Notation > Modeling & Notation - BPMN 2. Modeling & Notation > Modeling & Notation - Stakeholder Views |

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| What Do Business Process Managers Manage? **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, June 2008  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20080624.pdf>  **Full Citation**  Harmon, Paul: 'What Do Business Process Managers Manage?', BP Trends, June 2008  **Summary \ Abstract**  There has been a lot of talk about the importance of process management. What exactly do process managers do? What skills do business process managers need, and what results should we expect from a program to improve process management?  **Themes**   1. BPM > Process Governance, Measurement, & Maturity 2. Management & Organisation > Roles & Competencies |

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| What is a BPM Practitioner? **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, June 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20120612.pdf>  **Full Citation**  Harmon, Paul: 'What is a BPM Practitioner?', BP Trends, June 2012  **Summary \ Abstract**  We often use the term "BPM or process practitioner." In this Advisor we take a stab at defining the term in more detail and comparing and contrasting it with Lean and Six Sigma practitioners, IT process analysts, Business Analysts, and Business Architects.  **Themes**   1. Management & Organisation > Roles & Competencies |

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| What is a Business Architecture? **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, November 2010  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20101116.pdf>  **Full Citation**  Harmon, Paul: 'What is a Business Architecture?', BP Trends, November 2010  **Summary \ Abstract**  In the past couple of years, the term “Business Architecture” has become a lot more common. At the same time, the definition of the term “Business Model” has been expanding. Then, there are the closely related terms “Business Process Architecture” and “Enterprise Architecture.” How do they all fit together?  **Themes**   1. Architecture > Business Architecture |

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| What is a Business Process? **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, September 2011  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20110913.pdf>  **Full Citation**  Harmon, Paul: 'What is a Business Process?', BP Trends, September 2011  **Summary \ Abstract**  Any quick examination of the discussions on the BPTrends LinkedIn Discussion site suggests that process practitioners have widely varying opinions on just what constitutes a business process. Consequently, they have divergent ideas on what BPM is all about. Here’s our take on the most basic term in our field.  **Themes**   1. BPM > BPM Methods & Analysis 2. BPM > Complex Processes 3. BPM > Process Governance, Measurement, & Maturity 4. Modeling & Notation > Modeling & Notation - Scope |

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| What is an IGOE? **Author(s):** Long, Kathy A  **Publication Details:** BPR Journal, January 2012  **Publication Type:** Article  **URL:** <http://www.brcommunity.com/b634.php>  **Full Citation**  Long, Kathy A: 'What is an IGOE?', BPR Journal, January 2012  **Summary \ Abstract**  IGOE is an acronym for Input, Guide, Output, and Enabler. These are the basic components of any business process. The IGOE concept, like most things, is not completely new. It is based on the first detailed method for capturing and documenting process information. The original technique was called IDEF0, developed by the U.S. Department of Defense for the purpose of capturing the process of manufacturing fighter planes...  Separating the components of a process into Input, Guide, Output, and Enabler allows the analyst to focus on specific aspects of a process.  **Themes**   1. Modeling & Notation > Modeling & Notation - IGOE & SIPOC |

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| What is Expertise? **Author(s):** Foshay, Rob  **Publication Details:** BP Trends, September 2006  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/09-06-ART-WhatisExpertise-Foshay.pdf>  **Full Citation**  Foshay, Rob: 'What is Expertise?', BP Trends, September 2006  **Summary \ Abstract**  Rob Foshay is a human performance technologist and researcher who has done a lot of work in cognitive task analysis. Various authors have suggested that communication and knowledge work require special approaches Dr. Foshay examines the current work in cognitive task analysis and suggests some of the techniques needed to capture the knowledge and skill sets of human experts.  **Themes**   1. BPM > Complex Processes 2. Management & Organisation > Knowledge Management 3. Management & Organisation > Roles & Competencies 4. Systems & Complexity > Complexity & Innovation |

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| What’s in a Name? It’s Just Window Dressing, isn’t it? **Author(s):** Gotts, Ian  **Publication Details:** BP Trends, September 2010  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/THREE%2009-14-10-What%27s%20in%20a%20Name-It%27sjustWindowDressing-Gotts1.pdf>  **Full Citation**  Gotts, Ian: 'What’s in a Name? It’s Just Window Dressing, isn’t it?', BP Trends, September 2010  **Summary \ Abstract**  Companies looking at transforming their business through BPM or process mapping don’t feel the need to sell it to their staff. Is it not the end users that need to buy into the system most? Without them won’t the project be a complete waste of time.  The author describes an actual scenario based on his work with a client involving 800+ retail stores to illustrate his point. Read his engaging Article to learn how to develop a “coherent plan entertainingly communicated.”  **Themes**   1. Management & Organisation > Knowledge Management 2. Modeling & Notation > Modeling & Notation - Stakeholder Views |

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| What’s In, What’s Out? Thoughts on Scoping Models **Author(s):** Sharp, Alec  **Publication Details:** BP Trends, April 2013  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/04-02-2013-COL-Practitioner%27sPerspective-What%27sInWhat%27sOut-Sharp%20%281%29.pdf>  **Full Citation**  Sharp, Alec: 'What’s In, What’s Out? Thoughts on Scoping Models', BP Trends, April 2013  **Summary \ Abstract**  Alec sharp presents a model for process scoping which separates initial process scoping from subsequent process analysis. He provides a detailed description of the model and how it helps to avoid an organization’s undertaking a process improvement project on what is actually a “process fragment.”  **Themes**   1. BPM > BPM Methods & Analysis 2. Modeling & Notation > Modeling & Notation - Scope |

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| What’s So Special about Your Process? **Author(s):** Sharp, Alec  **Publication Details:** BP Trends, November 2012  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/11-06-2012-COL-Practitioner%27sPerspective-What%27s%20soSpecial--Sharp.pdf>  **Full Citation**  Sharp, Alec: 'What’s So Special about Your Process?', BP Trends, November 2012  **Summary \ Abstract**  In his third Column in a series on corporate culture, alec sharp looks at a framework for assessing the “Strategic Discipline” or “Differentiator” of an enterprise. Alec asks, is it “good” to be consistent and efficient, or is it “good” to be innovative with your products and services? The answer to this question is critical to the success of your organization, and Alec offers a means of determining the best answer in the context of your corporate culture  **Themes**   1. Management & Organisation > Organisation Design & Culture 2. Modeling & Notation > Modeling & Notation - Stakeholder Views |

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| Who Cares About Your Business Processes? **Author(s):** Burlton, Roger  **Publication Details:** BP Trends, March 2010  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/03-10-COL-Points%20of%20View-Who%20Cares%20%20Burlton%20Final%20Word%20version.pdf>  **Full Citation**  Burlton, Roger: 'Who Cares About Your Business Processes?', BP Trends, March 2010  **Summary \ Abstract**  Sorting through the myriad, complicated relationships among stakeholders is a challenge to any change manager, but a challenge that must be overcome if the project is to succeed. In this Column, Roger provides a foundational model for stakeholder analysis that will be of interest to any manager faced with the push and pull of stake holders’ conflicting interests. Without an analytical approach to reconciling the conflicts, most projects will be derailed and fail.  **Themes**   1. Architecture > Business Architecture 2. Modeling & Notation > Modeling & Notation - Stakeholder Views |

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| Who Cares About Your Business Processes? Part 2: Stakeholder Analysis in Business Process Architecture **Author(s):** Burlton, Roger  **Publication Details:** BP Trends, July 2010  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/07-10-COL-Points%20of%20View-Who%20Cares%20%20Enterprise%20Level-Burlton%20Revisions.pdf>  **Full Citation**  Burlton, Roger: 'Who Cares About Your Business Processes? Part 2: Stakeholder Analysis in Business Process Architecture', BP Trends, July 2010  **Summary \ Abstract**  what we need to know about relationships and processes at the enterprise level and what we must do accommodate stakeholders in order to achieve strategic goals.  **Themes**   1. Architecture > Business Architecture 2. Modeling & Notation > Modeling & Notation - Stakeholder Views |

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| Working at Different Levels **Author(s):** Harmon, Paul  **Publication Details:** BP Trends, March 2013  **Publication Type:** Article  **URL:** <http://www.bptrends.com/publicationfiles/advisor20130312.pdf>  **Full Citation**  Harmon, Paul: 'Working at Different Levels', BP Trends, March 2013  **Summary \ Abstract**  Process work varies greatly, depending on the level at which one works. Some work to develop business architectures. Some work to redesign major processes. Others work to automate tasks or to help individuals perform their jobs. The level at which one works has a lot to do with one's goals, tools, and techniques.  **Themes**   1. BPM > BPM Methods & Analysis 2. Modeling & Notation > Modeling & Notation - Levels |