

Active process management



Making process-based management work in the real world.

Practical advice for improving organizational performance through effective business process measurement and governance.

A new online training course presented by Roger Tregear.

This course will teach you how to:

- ✓ **Make process-based management real**
- ✓ **Turn process architecture into a daily management tool**
- ✓ **Prioritize, improve, and sustain process performance**
- ✓ **Gain and sustain commitment throughout the organization**
- ✓ **Radically improve process management maturity**

**2nd, 3rd, 9th and 10th December
11.00am – 2.00pm AEDT**

- **Designed and programmed to fit the realities of virtual interaction.**
- **Four three-hour modules allow optimum learning, provide time for reflection and fit easily into your calendar.**
- **Harvesting years of experience in process-based management in many different environments.**
- **A deep immersion program with plenty of time for reflection and discussion.**
- **Bonus! An additional online hour for each participant 1:1 with Roger to discuss your challenges.**

See last page for schedule and registration details.





About Roger Tregear

Roger Tregear delivers training and consulting assignments around the world. He has worked and presented in many countries: Australia, Bahrain, Belgium, India, Jordan, Namibia, New Zealand, Netherlands, Nigeria, Saudi Arabia, South Africa, South Korea, Switzerland, United Kingdom, United Arab Emirates, and the USA.

Based in Bungendore, a village near the Australian capital, Canberra, Roger spends his working life talking, consulting, thinking and writing about analysis, improvement, innovation, and management of business processes.

His work with clients is on short- and long-term assignments, in organizational improvement/innovation and problem-solving based on BPM capability development, as well as business process, analysis, improvement, and management.

“Roger is obviously very knowledgeable on the subject and appears to enjoy sharing this knowledge.”

“Roger is clearly a thought leader with a very personal style.”

“Roger provided an environment that facilitated good discussion in good humour. His industry experience and anecdotes from consulting engagements were insightful.”

Activating process-based management

From strategy to change

The diagram below summarizes the creation and ongoing operation of process-based management.

Process-based management starts with strategy. Strategy is executed through cross-functional processes so process architecture is developed by first understanding promises made in the strategy. These promises, or value propositions, define the highest levels of process, enabling development of the hierarchical process architecture model. Strategy, and therefore, process architecture will change, but not often.

The process architecture should be an active management tool, not just an interesting diagram. To enable effective and efficient process-based management, high-impact processes (HIPs) are actively managed. Performance expectations are analyzed and process KPIs and targets are assigned for the

selected HIPs. The selection of HIPs, process KPIs, and targets will change infrequently as circumstances change.

Real time HIP performance must be monitored with a frequency to match the process cadence. What is the current performance in relation to the KPIs and targets? Is performance predictable? Is there a performance or opportunity gap with enough impact to warrant change? If so, run a process improvement project and implement the recommended changes. This is the continuous piece of continuous improvement.

Active process management means both continuous process management and continuous process improvement.

Process Performance Management



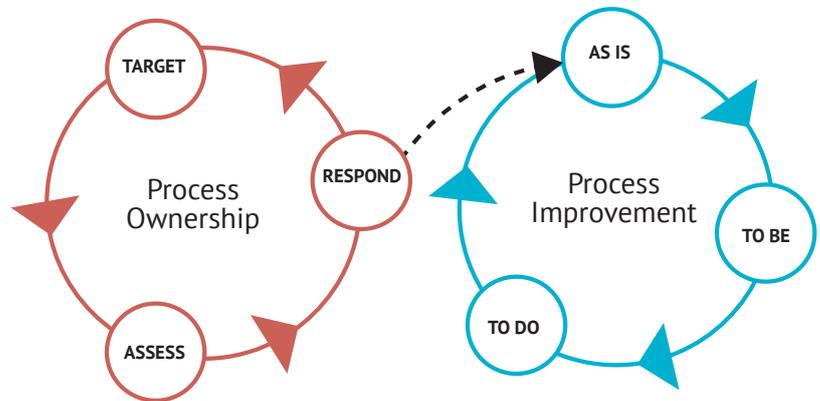
Six key building blocks for sustained continuous improvement

On this course you will learn how to use these building blocks to create and sustain a process-based management system.

1

The Tregear Circles

The *Tregear Circles* describe a metamodel for process-based management that can be implemented incrementally. The PO circle tests process performance to uncover performance gaps driven by measurement as well as innovation opportunities driven by ideas. The PI circle is any process improvement methodology that identifies the current state, defines the future state, and makes changes required to close performance gaps or capitalize on opportunities.



2

Anatomy of a process KPI

Process KPIs may seem a trivial element of process-based management but are vitally important. Processes must be measured if they are to be managed. That requires performance indicators to be consistently defined. Firstly, process KPIs must be chosen to ensure they truly reflect a key element of performance. Secondly, the KPIs must be documented in a standard and comprehensive way to ensure understanding and utility.

UNIT + **ITEM** + **POPULATION** + **TIMING**

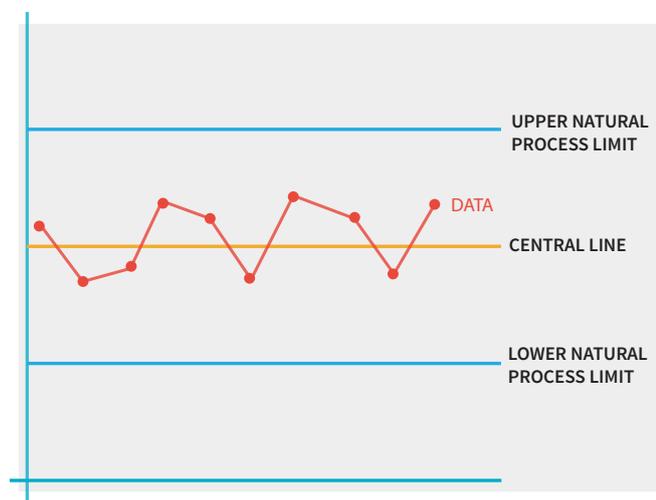
Example: **Recruit Employee**

% OF **1ST OFFERS ACCEPTED** FROM **ALL OFFERS** **PER MONTH**

3

The Process Behavior Chart

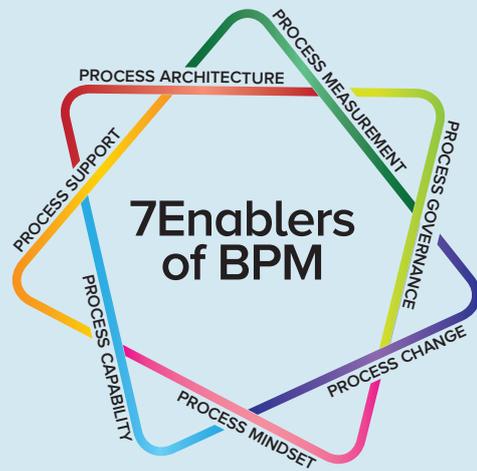
The Process Behavior Chart (PBC) is a powerful tool for effective process-based management. Previously called an XmR Chart, Donald Wheeler renamed it in the second edition of his groundbreaking book, *Understanding Variation*. Wheeler tells us that management needs prediction, prediction needs knowledge, and to gain that knowledge we need to filter signals from the noise. The PBC is the filter we need.



4

The 7Enablers of BPM

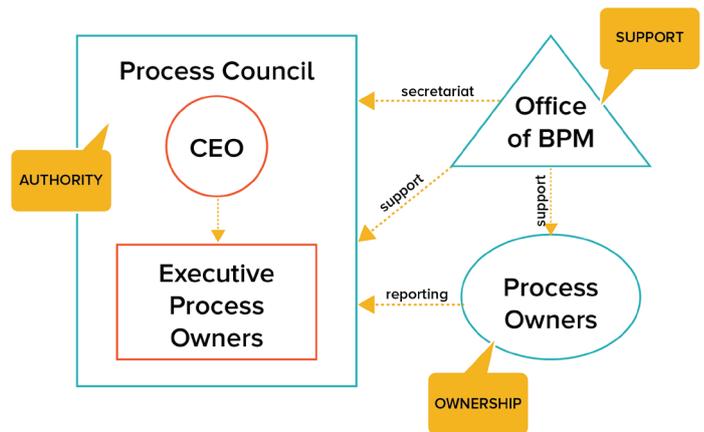
To get the circles turning, to start up the perpetual performance improvement engine, the *7Enablers of BPM* must be engaged and developed in sync. Experience working with many organizational types in many countries to create and sustain process-based management suggests there are seven elements that must come together to implement and sustain process-based management: architecture, measurement, governance, change, mindset, capability, support.



5

Tripartate Process Governance Model

A potentially contentious issue in process-based management is how to create and sustain effective process governance. Who is in charge? Who makes decisions? How do the roles of functional manager and process owner intersect? How can the focus be placed on continuous improvement and not continuous arguing? This tripartite model of process governance addresses these issues in proven, if perhaps counterintuitive, ways. Active process management needs good governance.



6

The Process Management Record

The Process Management Record (PMR) creates the collection of information a Process Owner needs to maintain or improve process performance. It brings together the strands of process purpose, background, performance targets, measured outcomes, stakeholder feedback, planned actions, and ideas for change. Whether maintained in a single document or distributed over different locations, the PMR provides the key knowledge tool for process management.

PMR CONTENTS

- Process Description
- Process Stakeholder Matrix
- Process Context Diagram
- Process Behavior Chart
- Process KPI details
- Process Action Plan

Course content

Session 1: Defining process-based management

– showing the urgency, purpose, and practice of effective process management

Session 2: Exploring key issues in process performance

– exploring guiding principles of process performance management

Session 3: Describing a process – understanding how to describe a process coherently, consistently, and comprehensively

Session 4: Revealing the process context – analyzing how a process operates within its complex process ecosystem

Session 5: Analyzing process stakeholders – discovering and reconciling the requirements of all key process stakeholders

Session 6: Examining the anatomy of process KPIs – understanding how to consistently develop process KPIs and targets

Session 7: Discovering process KPIs – finding the critical few performance measures for a process

Session 8: Managing processes – exploring how to bring authority, ownership, and support to effective process governance

Session 9: Reporting performance – understanding data reporting options and common problems with numerical and graphic presentation

Session 10: Living with variation – coming to terms with routine and exceptional variation, knowing the difference, and responding appropriately

Session 11: Predicting the future – testing if process performance is predictable, the first step towards improvement

Session 12: Finding signals in the noise – responding efficiently to data; reacting to signals, investigating noise

Session 13: Introducing the Process Behavior Chart – visualizing process performance within its natural limits, searching for signals

Session 14: Avoiding common failure modes – preempting common pitfalls through prudent design and preventative countermeasures

“ Documenting a process architecture is not enough, we must make it an active management tool. ”



Why should I attend?



Management Breakthrough Content

Learn how to improve organizational performance management through the Tregear Circles, 7Enablers, Process Management Record, 14 key issues of process performance, process KPIs, the tripartite governance model, and Process Behavior Charts.



Establish & Sustain Process-Based Management

Learn how to successfully leverage your great work in building the process architecture to create a new approach to ongoing management that will continuously improve performance.



Embed Process-Based Management in Culture & Operations

Learn how to make process-based management a normal part of organizational management starting from a restricted demonstration and moving to whole-of-organization coverage.



Maintain the Commitment to Process-Based Management

Learn how to convert the initial enthusiasm that fueled the early stages of the process-based management journey into ongoing support and engagement.



World Class Education Outcomes

Your trainer, Roger Tregear, brings international thought leadership combined with the practical insights to allow you to make process-based management work in your organization.



Local Network Connections

This course connects you with other analysts and managers with an interest in developing better process management practices using contemporary, proven approaches.

This course is delivered online and live.

Who should attend?

This course is for anyone involved in the management and improvement of organizational performance or the analysis and design of business systems, especially those who have an interest in process-based management.

Executives, managers, business and strategy analysts, process practitioners, supply chain managers, and anyone involved in the management and improvement of organizational performance, will gain valuable and practical insights from this course.

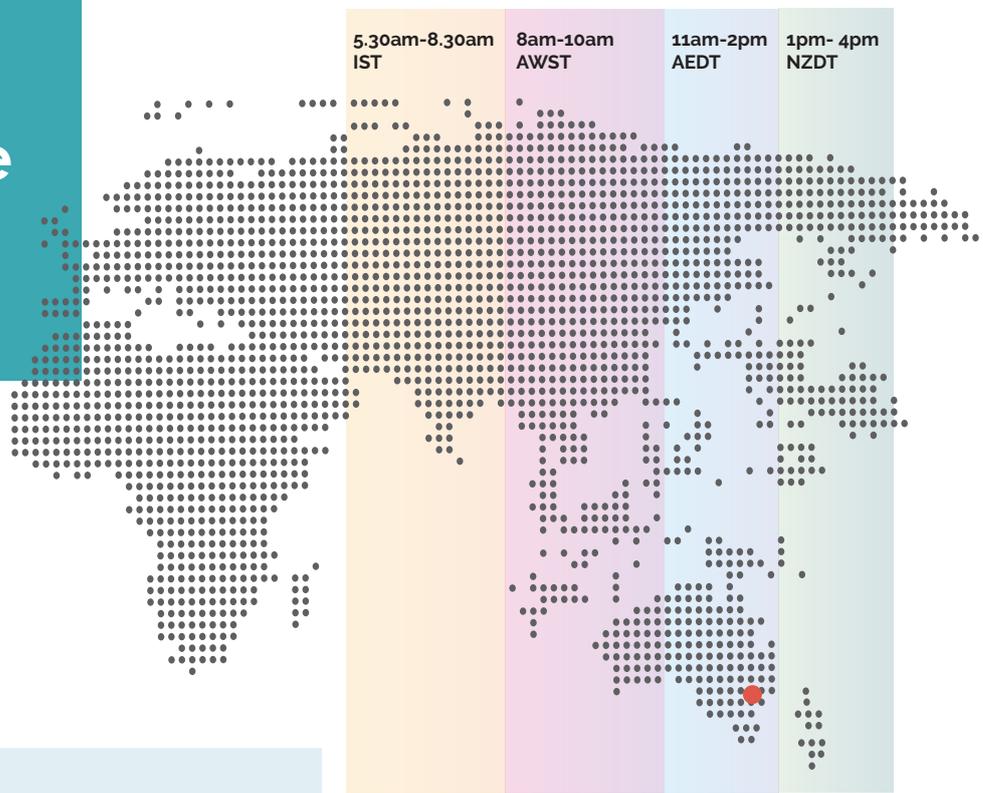
What will I learn in the course?

In 12 hours packed with pragmatic wisdom and practical examples, you will learn how to:

- achieve and sustain process-based management
- achieve both process management and process improvement
- manage cross-functional processes
- use the 14 guiding principles of process performance management
- consistently define processes
- analyze the process context
- understand process stakeholders
- discover process KPIs and targets
- create effective process governance
- deal with process performance variation
- test process performance predictability
- find signals in the noise
- use the Process Behavior Chart (PBC)
- avoid common pitfalls of process performance management.

This course provides a practical framework for the ongoing management of processes in the most efficient way to maintain optimum performance through high-quality, evidence-based decision making.

Registration and Schedule



A note from Roger:

Do you like online sessions?

I quite enjoy them, but not if they are too long. I can't survive an all-day session. No matter how engaging, it just gets tedious – online fatigue is real – and there are too many distractions. We don't learn well in long online sessions.

So, in this course we won't do that.

The course is divided into shorter sessions in which we can all remain mindful and engaged.

I'm also offering everyone who participates an extra one-hour session with just you and me, or with your team if you prefer, to discuss ... well, anything you want!

Roger

COURSE SCHEDULE

The course is delivered in four three-hour modules delivered on Wednesday and Thursday, on two consecutive weeks. Roger will be in AEDT time zone, neighbouring zones might work for you.

2nd, 3rd, 9th and 10th December

Region	Local Time
AEDT (e.g. Sydney)	11:00am to 2:00pm
AWST (e.g. Perth)	8:00am to 10:00am
NZDT (e.g. Auckland)	1.00am to 4.00pm
IST (e.g. New Delhi)	5.30am to 8.30am

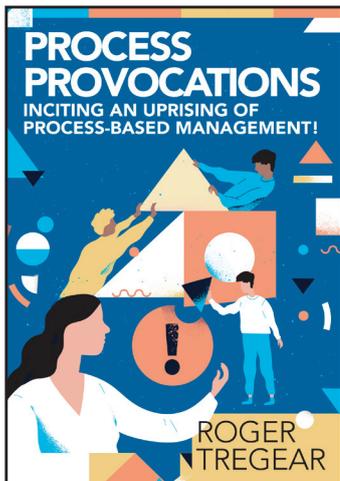
- The course fee is A630 INc GST.
- Exclusive courses are also available. Contact Roger for details.

Click here to Register now at Eventbrite, click here or go to Active Process Management Online Course at [Eventbrite.com.au](https://www.eventbrite.com.au)
Ask Roger a question (roger@regearbpm.com)

Books by Roger Tregear

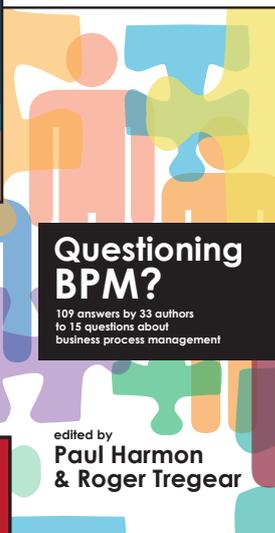
Process Provocations

A new e-book, free to download. Designed to provoke, expose, explain, encourage. Each page discusses one process-based management idea. Pick any page and discuss, debate, argue, perhaps agree. It's free right now at <https://bit.ly/ProcProv>.



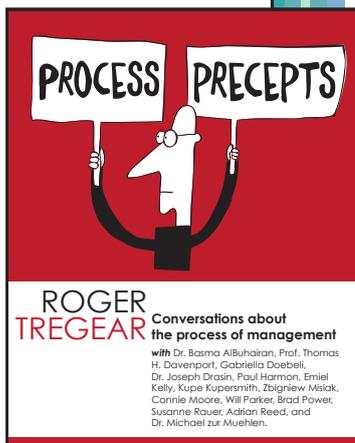
Questioning BPM?

invited process practitioners, vendors, authors, academics, and consultants from around the world to answer 15 key questions. 31 thought leaders across the spectrum of process views and approaches responded magnificently with 109 answers.



Process Precepts

collects 52 LinkedIn posts to trigger conversations about the realities of process-based management with a panel of leading practitioners, academics, and consultants from across the world providing a unique insight into the process of management.



Reimagining Management

explains the theory, practice, and benefits of process-based management. The *primacy of process* principle says that every organization creates, accumulates, and delivers value through collaboration across the organization.



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