

The Future of BPM

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Keynote: IPBPM 2009
23 April 2009



The Future of BPM

- The problem
- The solution
- Case studies

Cost of human interactions

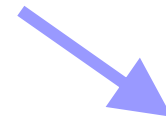
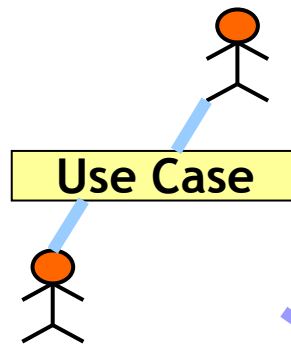
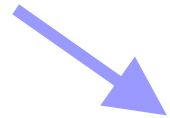
- 28% of knowledge worker time wasted
 - Cost of interruptions = \$840/worker/month (“Information Overload”, Basex, 2007)
 - Knowledge workers in US & Europe = 175 million
 - \$650 billion per annum wasted in US alone
- True cost even higher
 - Productivity? Depends on “flow”
 - Sustainability? Leave a structured audit trail
 - Effectiveness? Align work with organizational goals
- Impossible to connect-and-collaborate ...

Connect and Collaborate

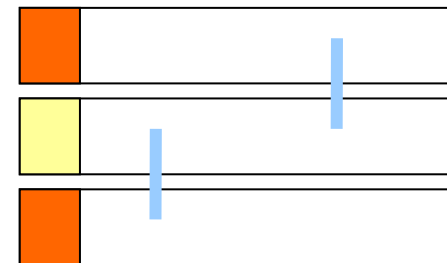
- Share services dynamically
 - Much more than outsourcing ...
 - **Flexible re-use of people and teams between organizations**
 - Get the best work for the lowest price
 - Leverage your human capital
- The fifth economic offering
 - Much more than Web site personalization or free Wi-Fi in a coffee shop ...
 - **Transformative customer experiences**
 - Add value to your customers' own processes
 - Build lasting customer relationships

Evolution of process theory

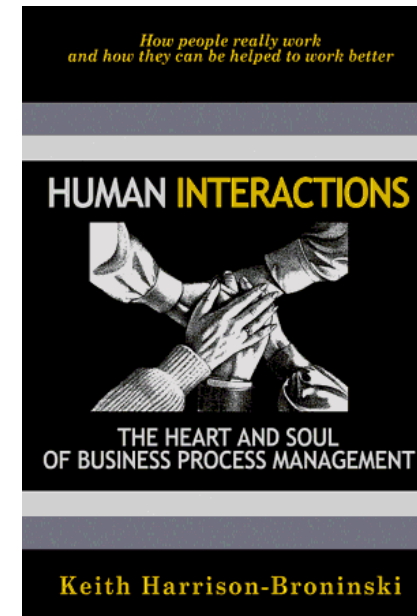
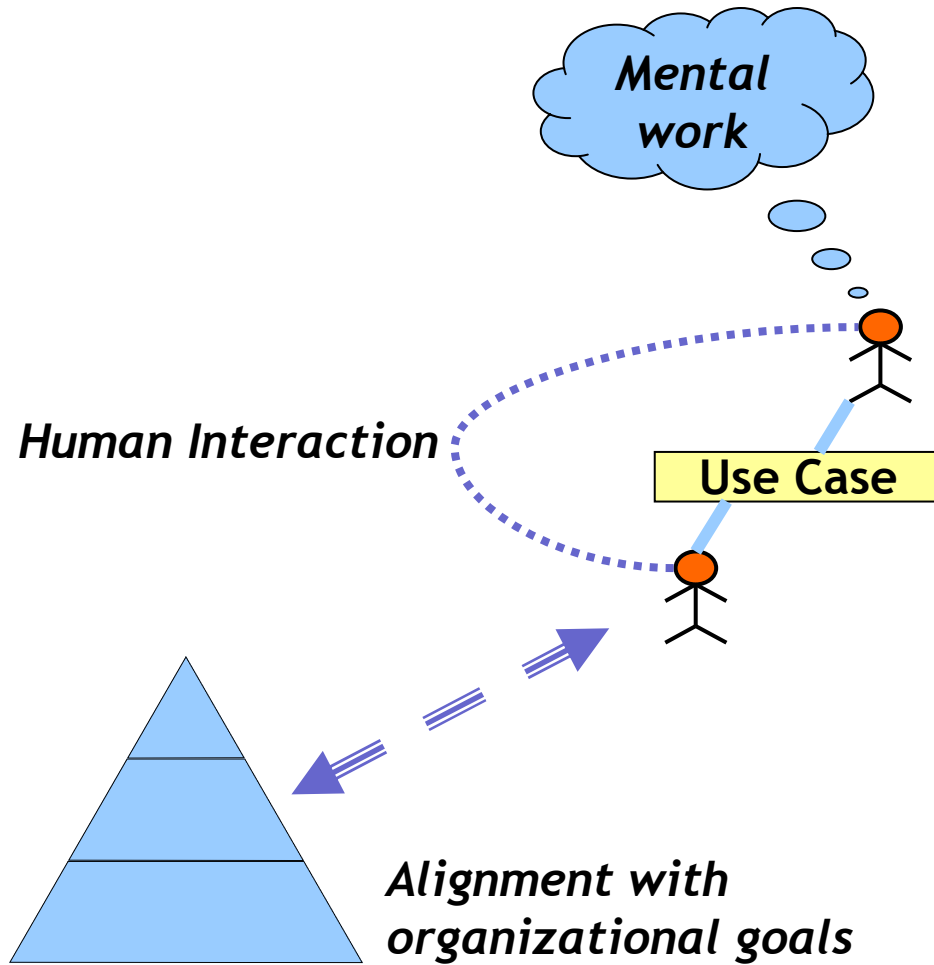
Scientific Management



UML, BPMN, etc



What is missing?



www.mkpress.com/hi

Where is this important?

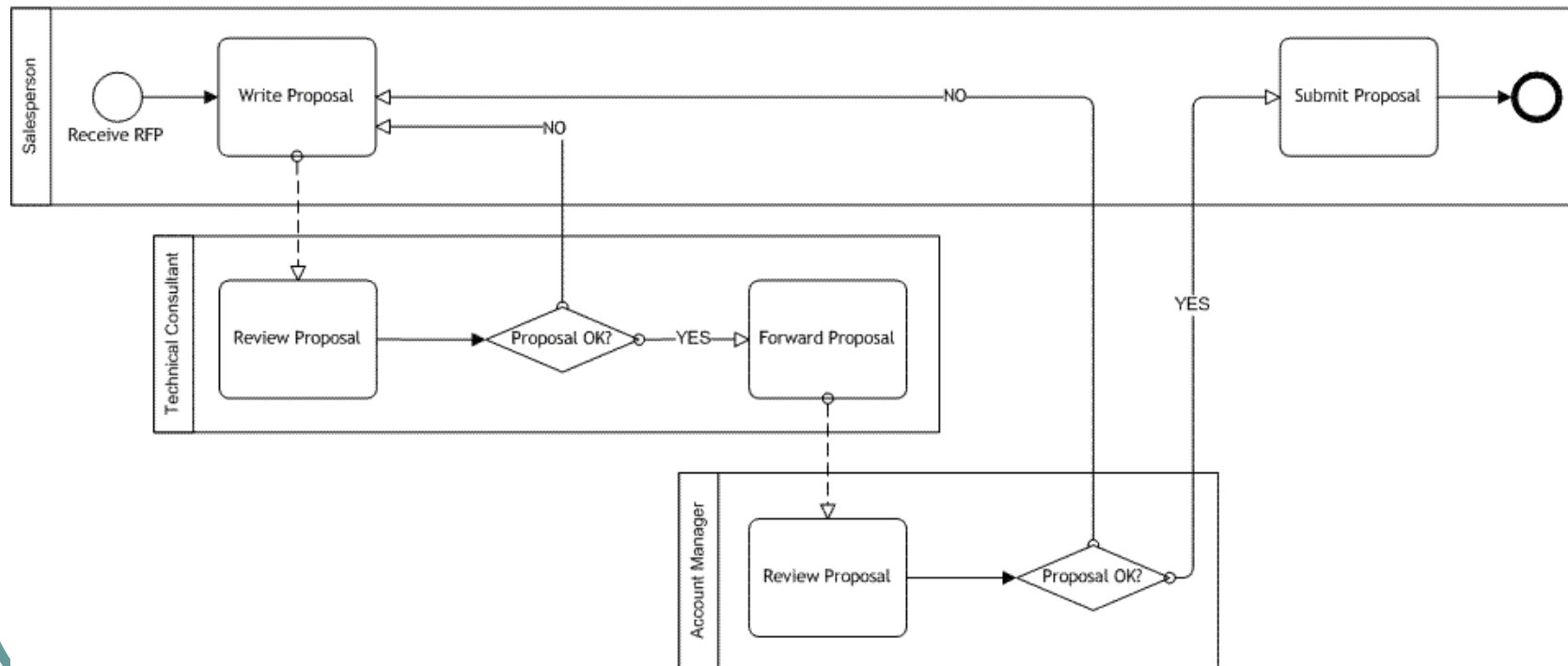
- Certain types of work
 - Management
 - Product/service development
 - Complex sales
- Certain sectors
 - Healthcare
 - Law enforcement
 - Creative industries
- Anywhere that **humans innovate solutions**
 - Especially if the work **crosses boundaries**

The Pareto principle

- 20% of “exceptions” = 80% of the costs
 - And customer failures at every level ...
- www.thetrainline.com
 - “Unexpected demand” causes season ticket double-charging
 - Refund impossible via Web or customer service
- Hurricane Katrina
 - Delayed response to New Orleans flooding led to deaths from thirst, exhaustion and violence
 - Mismanaged despite accurate forecasts and abundant lead time

Flowchart techniques don't help

Respond to Request for Proposal



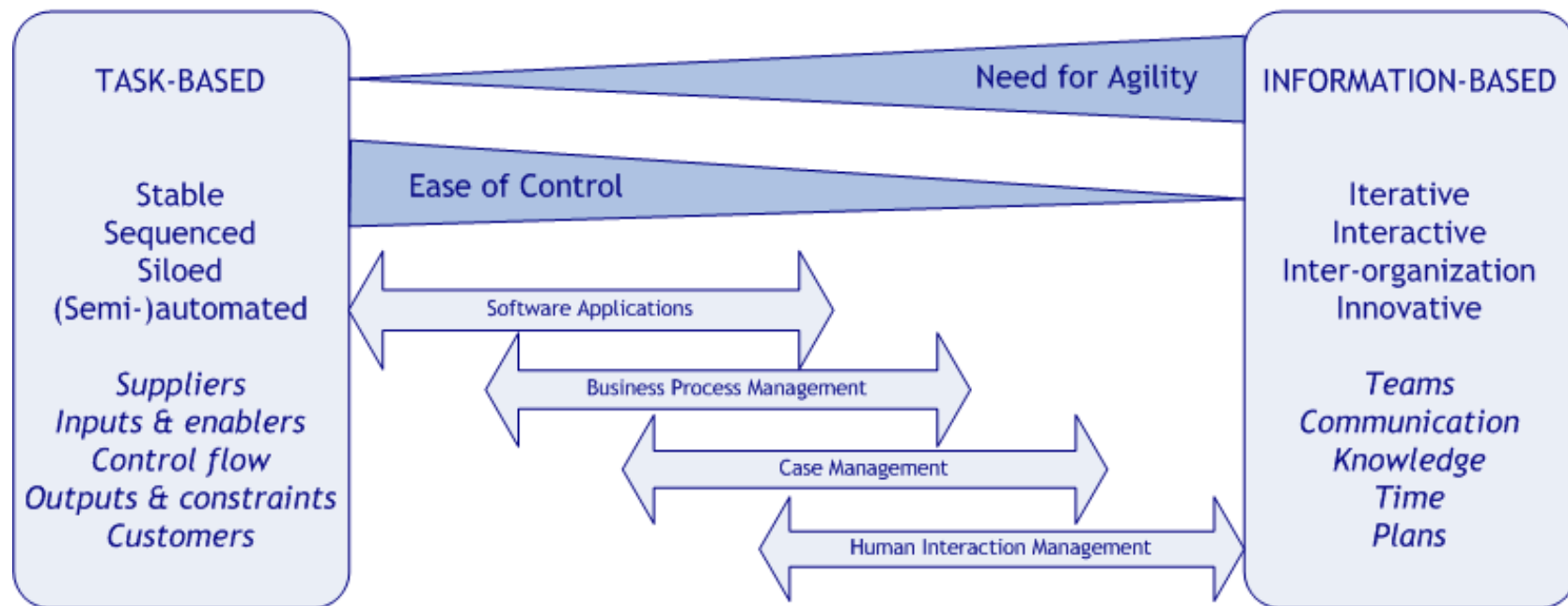
Everything important is missing

- Setting up the process
 - Goals and responsibilities
 - Skills, experience and personality types
 - Policies and regulations
- Doing the process
 - Criteria
 - Resources
 - Sources
- Evolving the process
 - Work
 - Help
 - Interaction

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The Business Process Spectrum



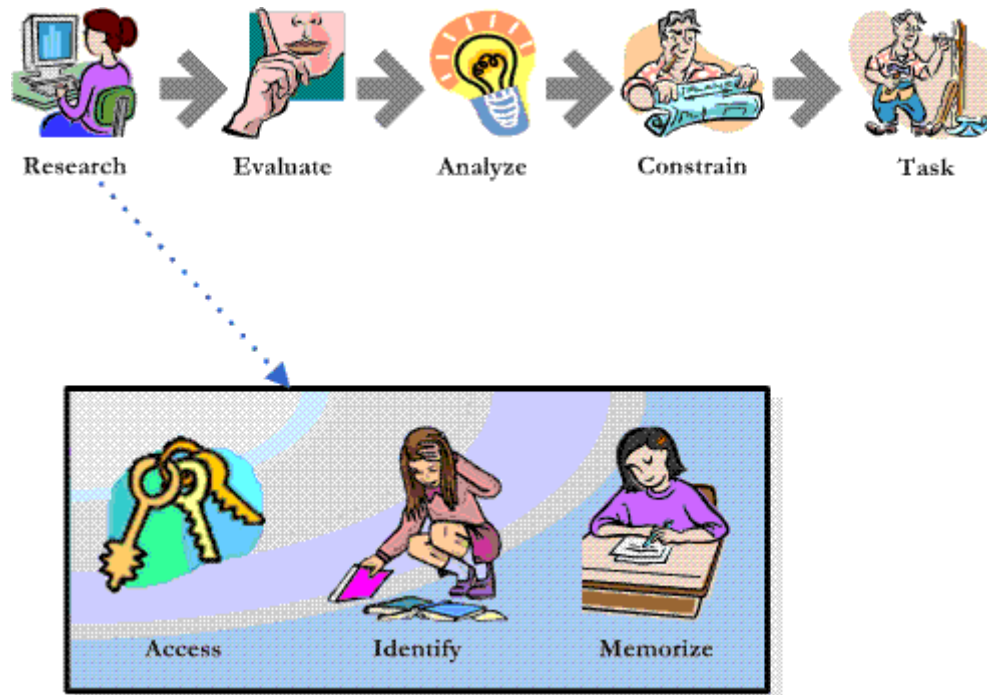
Human Interaction Management

1. Team building
2. Communication
3. Knowledge
4. Empowered Time Management
5. Collaborative Real-Time Planning

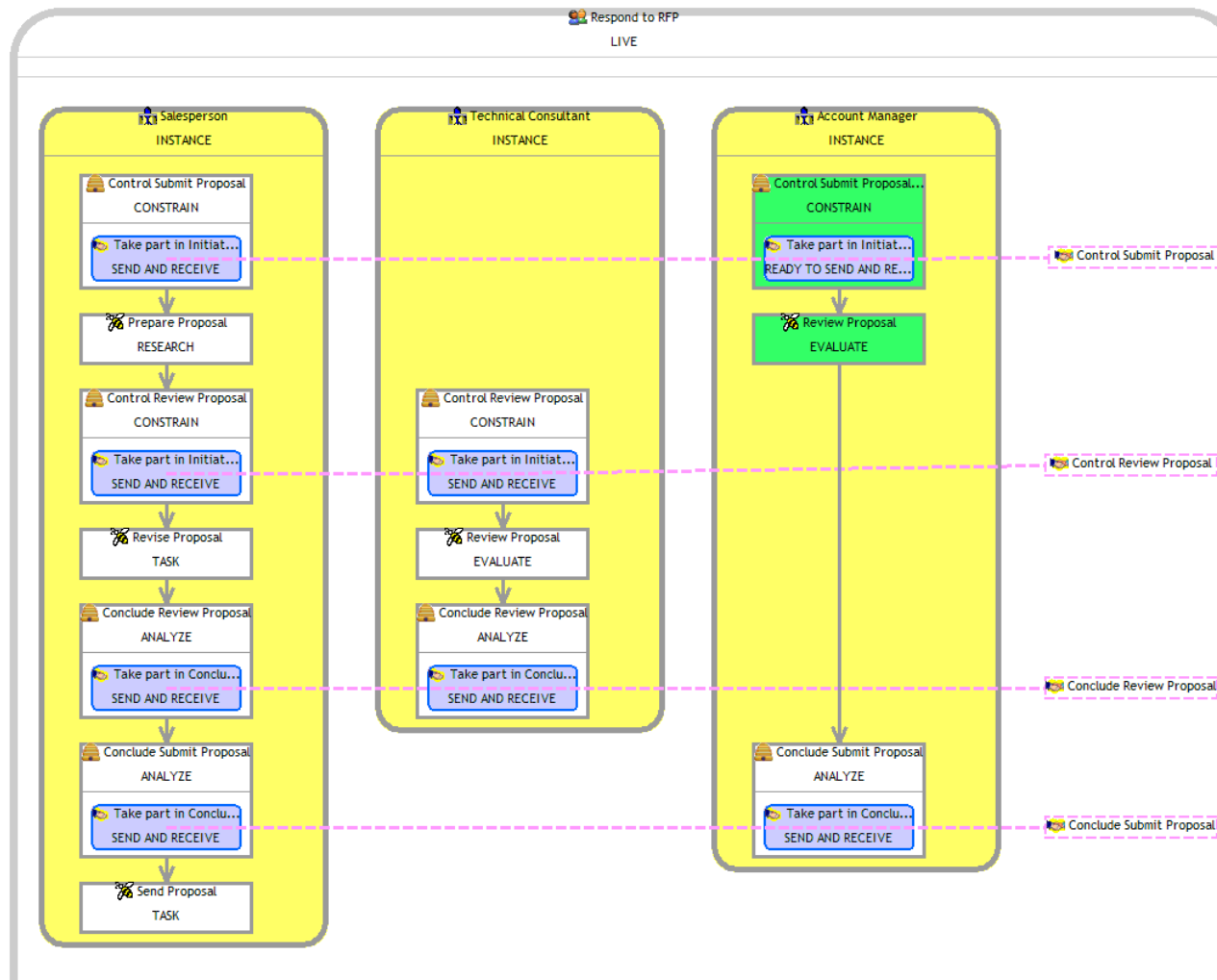
HIM Quick Reference Card

<p><u>How to Work</u></p> <p>R – Research E – Evaluate A – Analyze C – Constrain T – Task</p>		<p><u>How to Learn (Research)</u></p> <p>A – Access I – Identify M – Memorize</p>		<p><u>Work and Workers</u></p> <p>Human Driven Work or Mechanistic Work</p> <p>Interaction Worker or Independent Worker</p>		<p><u>Conversations</u></p> <p>For Possibility <i>Do we want to work together?</i></p> <p>For Disclosure <i>On what basis?</i></p> <p>For Action <i>Request/Promise</i> <i>Offer/Accept</i> <i>Report/Acknowledge</i></p>		<p><u>Levels of Control</u></p> <p>Strategic <i>External to work process</i> <i>Overall sponsor</i> <i>Defines key deliverables/metrics</i></p> <p>Executive <i>External to work process</i> <i>Accountable/informed /consulted</i> <i>Refines deliverables</i> <i>Defines key Roles/Interactions /Activities</i></p> <p>Management <i>Internal to work process</i> <i>Responsible</i> <i>Refines initial process</i> <i>Facilitates/monitors process and its evolution</i></p>	
<p><u>Users</u></p> <p>Identity Physical Location Virtual Location Relationships User Type Capabilities <i>(knowledge and experience)</i> Organizational Authority Characteristics</p>		<p><u>User Characteristics</u></p> <p>Action <i>Shaper</i> <i>Implementer</i> <i>Finisher</i></p> <p>People <i>Coordinator</i> <i>Teamworker</i> <i>Investigator</i></p> <p>Cerebral <i>Plant</i> <i>Evaluator</i> <i>Specialist</i></p> <p>Leader <i>Manager</i> <i>Executive</i> <i>Strategist</i></p>		<p><u>Activities</u></p> <p>Units of work Include one or more Tasks</p> <p>Atomic <i>Transactional:</i> <i>Failure of any Task =></i> <i>undo of all Tasks</i></p>		<p><u>Roles</u></p> <p>Goals Responsibilities Interests and Agreements Information (private) References to other Roles Capabilities (powers and permissions) Process Authority</p>		<p><u>Speech Acts</u></p> <p>Intended Manner <i>(aka Illocutionary Force)</i> <i>Assertive</i> <i>Directive</i> <i>Commissive (Promise, Intention)</i> <i>Expressive</i> <i>Declarative</i></p> <p>Intended Effect <i>(aka Performative)</i></p>	
		<p><u>States (Rules)</u></p> <p>Pre-Condition Post-Condition</p>		<p><u>Interactions</u></p> <p>Asynchronous Exchange of Information Exchange of Intent (Speech Acts)</p>		<p><u>Resources</u></p> <p>Offline / online Information within Role Atomic – digital Shared by Role</p>			
				<p><u>Interaction Patterns</u></p> <p>For deciding on next steps <i>Agreement</i></p> <p>For doing work <i>Collaborative Transaction</i></p>					

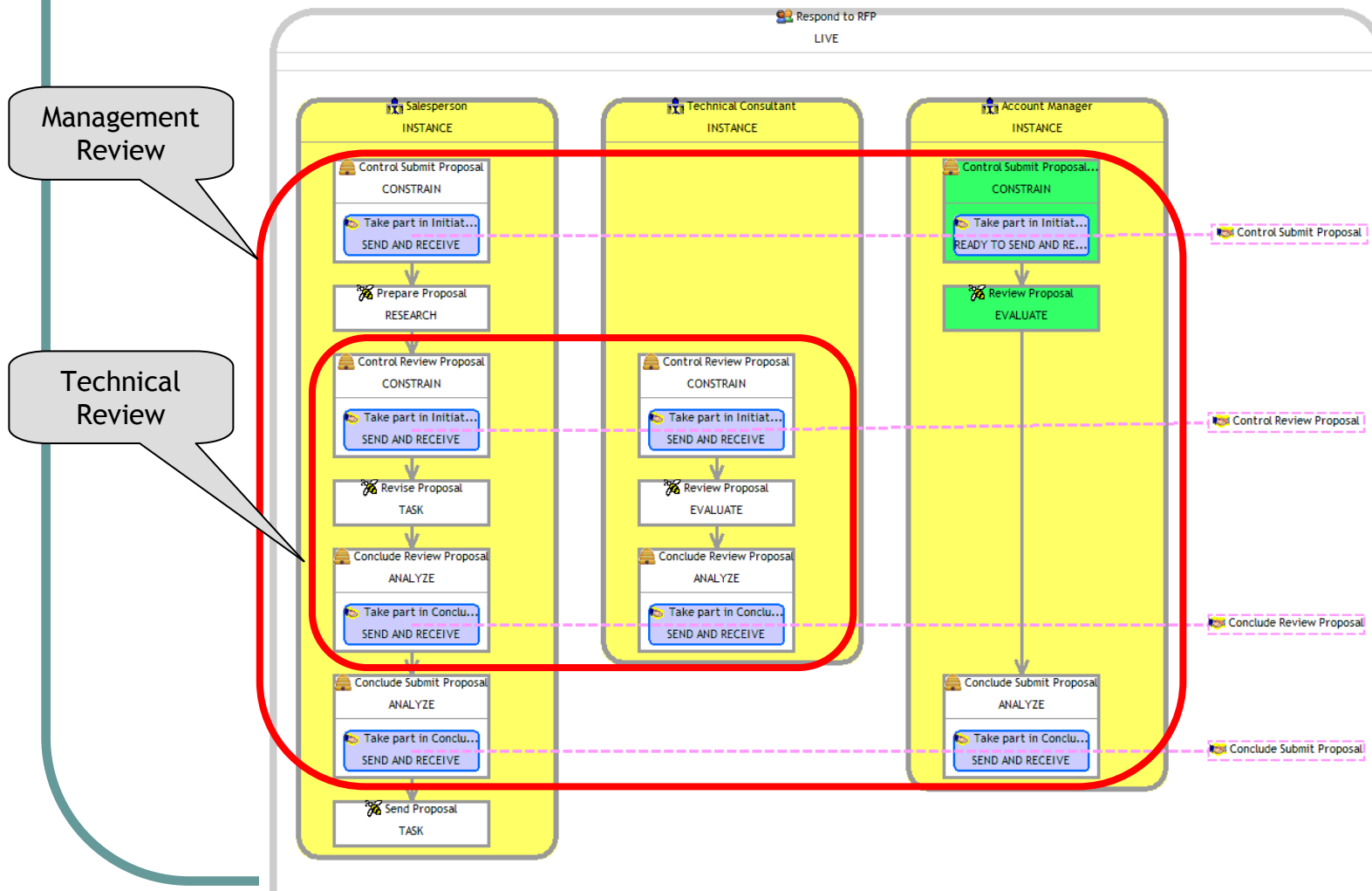
Understanding work



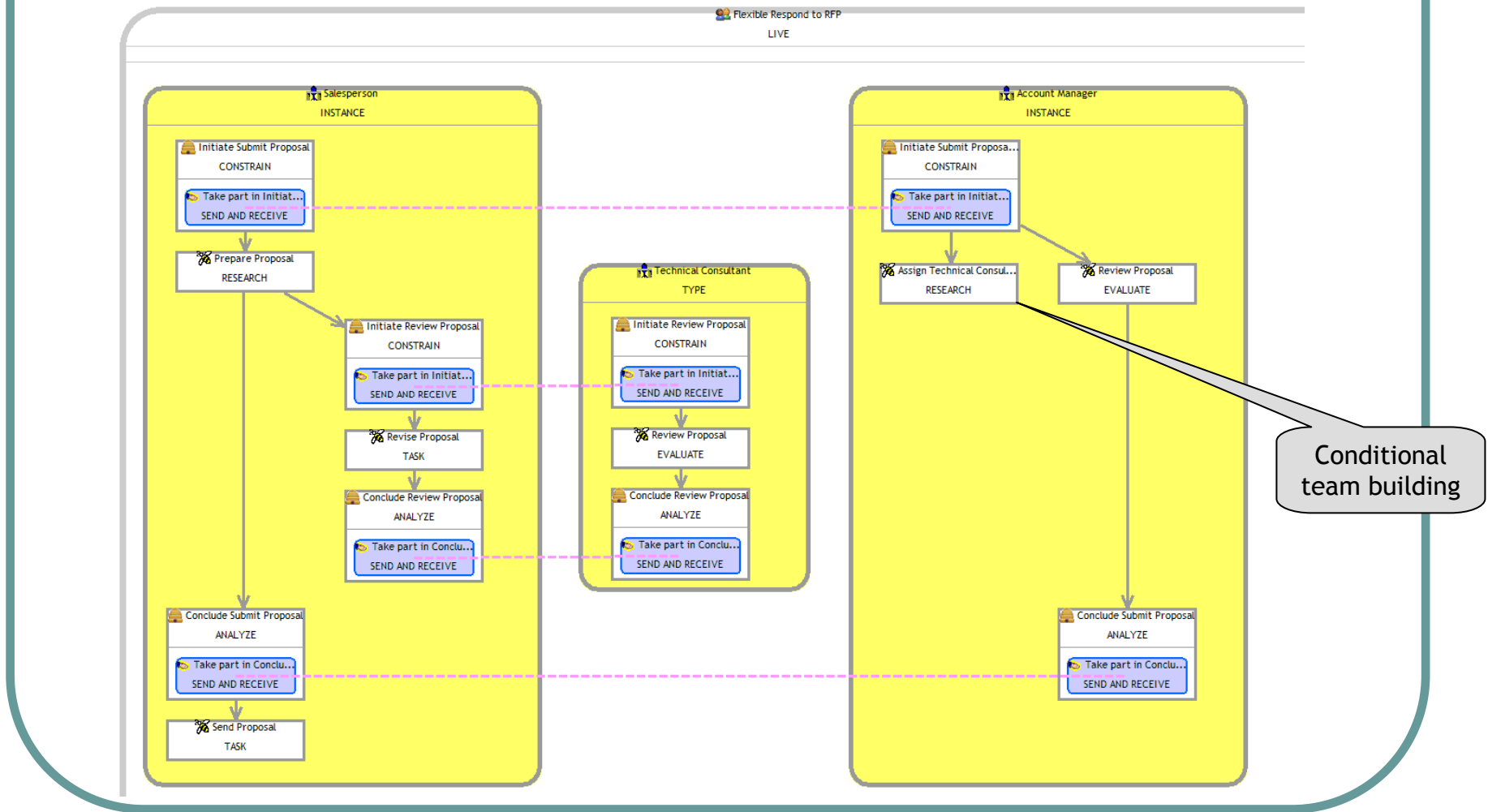
Describing work



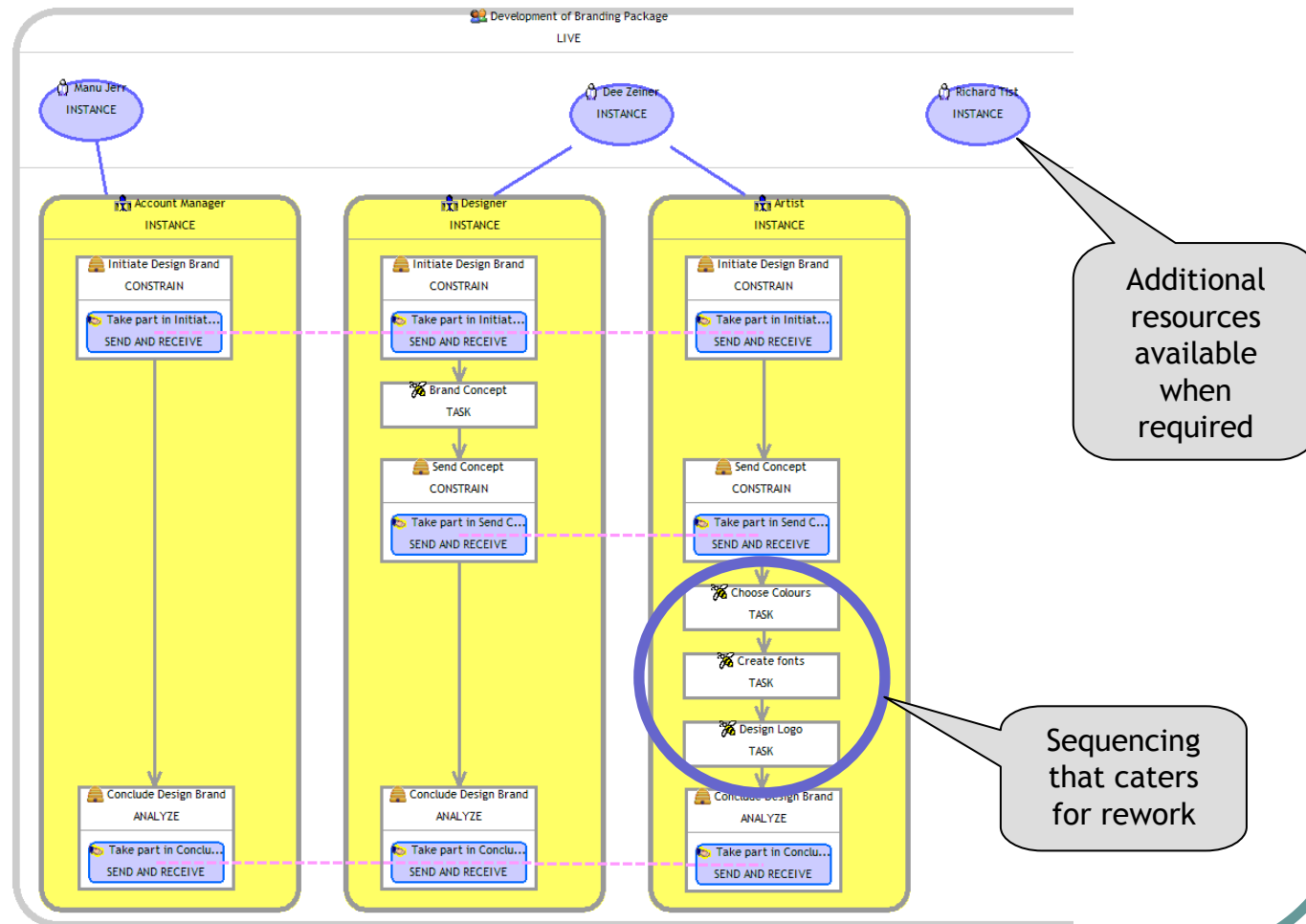
Collaborative Transactions



Structured Flexibility



More Structured Flexibility



No complexity explosion

- HIM lets you model the real world
- Showing what actually goes on
- In a diagram simple enough to use

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Productivity: Praxis HIS

- Error rate on large-scale safety-critical development project out of control
- Applied HIM techniques via fault management labs
- **Doubled** developer productivity

Sustainability: Sun Microsystems

- Business Systems Group spent months creating set of process documents
 - Never completed
 - Too complex to use
- Drew up single-page HIM diagram
- Re-engineered all internal processes in **2 weeks**

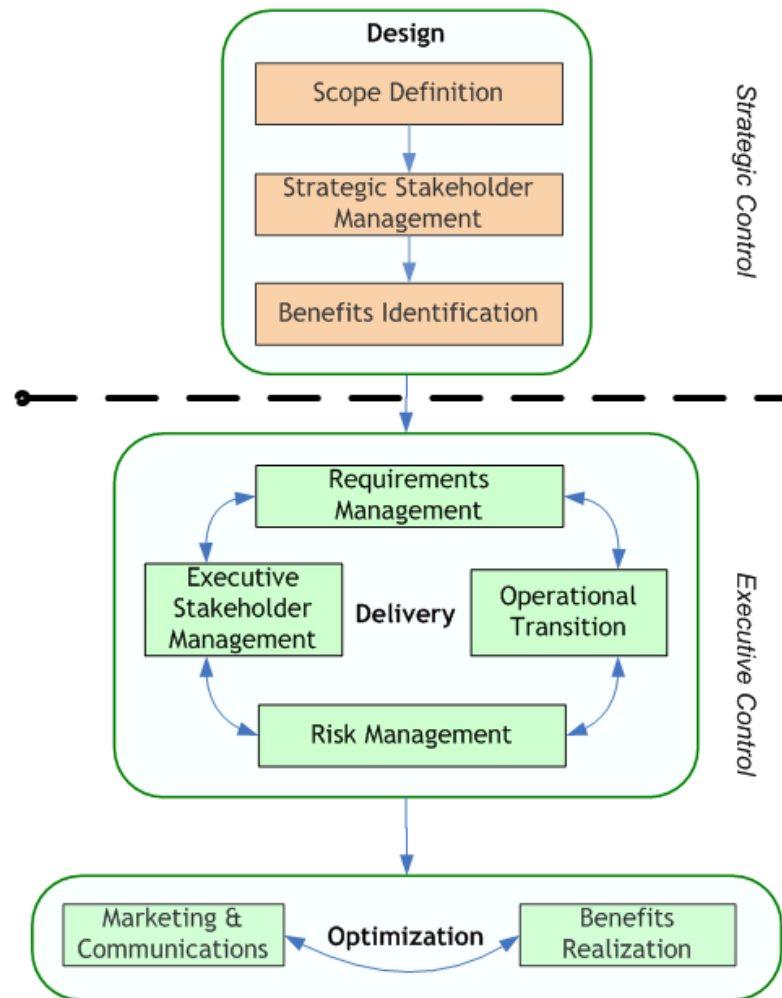
Effectiveness: SOA Governance Roles

Financial	Customer
<ul style="list-style-type: none"> • Service lifecycle funding <ul style="list-style-type: none"> • Creation • Maintenance • Retirement • Shared service cost allocation <ul style="list-style-type: none"> • Fixed price • According to usage • According to benefit • Correlation with incentive schemes <ul style="list-style-type: none"> • For teams • For organizations • For individuals 	<ul style="list-style-type: none"> • Regulatory conformance <ul style="list-style-type: none"> • Statutory • Industry • Organizational • Implementation and monitoring of Service Level Agreements <ul style="list-style-type: none"> • For individual services • For composite services • For composite applications • Service consistency <ul style="list-style-type: none"> • Interoperability • Interface standards • Redundancy
Internal Business Processes	Learning & Growth
<ul style="list-style-type: none"> • Data Management <ul style="list-style-type: none"> • Consolidation, harmonization, and centralization of reference data (Master Data Management) • Lifecycle management of transactional data (Create, Read, Update, Delete) • Reconciliation and usage of transactional data in management and financial Reporting • Development <ul style="list-style-type: none"> • Architectural principles • Development practices • Technologies and tools • Engineering <ul style="list-style-type: none"> • Safety analysis, testing and review • Administration and security instrumentation • Fault and policy exception management 	<ul style="list-style-type: none"> • Knowledge capture <ul style="list-style-type: none"> • SOA in general • Domain specific • Organization specific • Knowledge dissemination <ul style="list-style-type: none"> • Internal • To partners • To market • Skill maturity <ul style="list-style-type: none"> • Technical • Managerial • Tools

Goal-Oriented Organization Design

- BPM = type of Business Change
 - HIM = principles and patterns
 - For large-scale work, need a **methodology**
 - For business change **governance**
- **Goal-Oriented Organization Design (GOOD)**
 - Ensure work meets **stakeholder needs**
 - Deliver into a **business-as-usual environment**
 - Maximise **benefits** from outcomes
 - Minimize **costs** of delivery
- Enterprise trials underway
 - E.g., major UK government programme

High-Level Roles in GOOD



HumanEdj

- Reference implementation of a HIMS
 - 2 years in beta
 - Trialled by hundreds of organizations
 - Now available as a component
- Products/systems based on HumanEdj
 - Web
 - Desktop
 - Mobile

Help evolve HIM!

- Universities and Management Schools worldwide
 - Courses
 - Theses
 - Research projects
- Now need **directory of HIM expertise**, for
 - Students to choose HIM courses
 - Organizations to find and provide HIM consultants
 - Lecturers and researchers to share HIM ideas
 - Interested parties to participate in HIM events
- Send details to keith@harrison-broninski.info

Web resources

- **HIM, GOOD and the HIMS**
human-interaction-management.info
- **HumanEdj**
humanedj.com
- **Speaker**
keith.harrison-broninski.info

Thanks for listening.