



Process Based Management Program

Using Process Based Management to Achieve Business Excellence: Program Update

Pat Dowdle

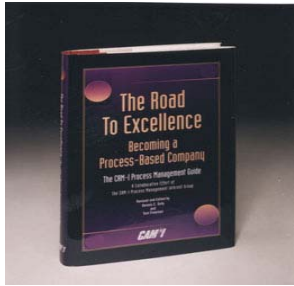
ABPMP September 14, 2006



Agenda

- What is Process Based Management
- Process Based Management Program
- Review of current project work
 - Implementation Roadmap
 - Assessment Framework

Process Based Management at CAM-I



- 1994-1997
- Experiences of 7 companies heavily engaged in reengineering, with negative consequences
- Developed an approach to becoming process based



- 1998-2004
- 5 case studies and additional research
- Developed the PBM Loop for evaluating implementation progress



- Launched in 2004 as separate Program
- Develop a Roadmap on how to implement Process Based Management
- 4 initial projects



Over Three Decades of Industry-led
Collaborative Research

Process Based Management Program

Sponsor



Advancing Technology through Collaboration

Partner



Certified Management
Accountants

Members



Grant Thornton



Collaborative Process

- Quarterly meetings for developing deliverables
- Use of all deliverables internally
- Multiple perspectives from members provides a richer deliverable
- Knowledge sharing from other companies that are implementing PBM

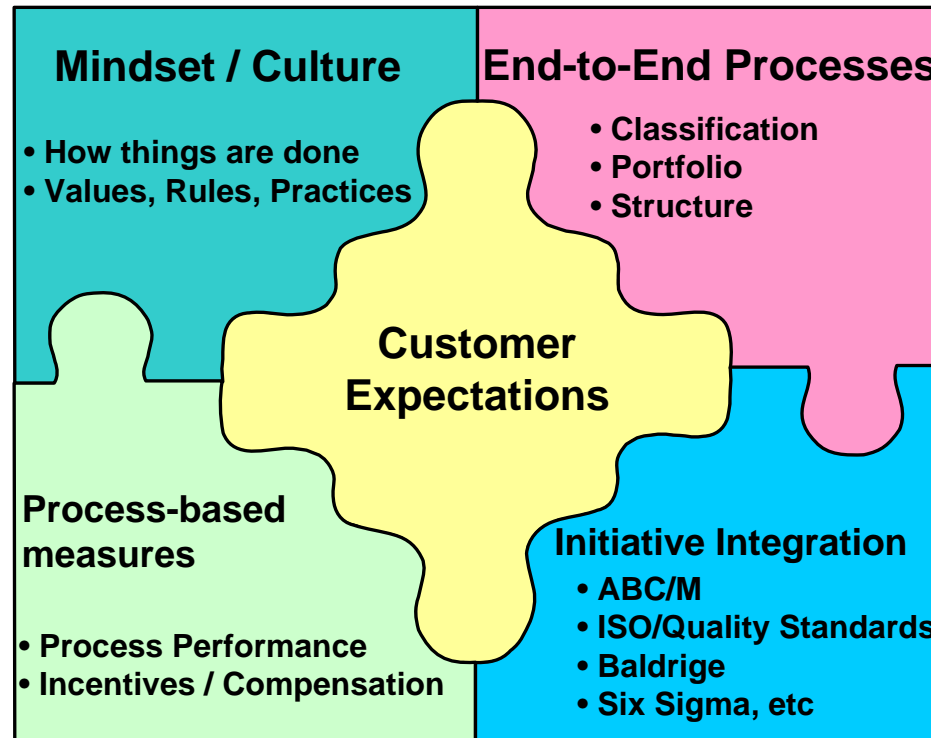


What is Process Based Management?

- A **management approach** that focuses on:
 - Promoting a process-based **culture**
 - Managing **end-to-end** business processes to continuously improve cost, time and quality of products and services delivered to customers
 - Understanding and meeting **customer expectations**
 - **Integrating** diverse initiatives into a process-oriented approach
 - **Linking** incentives and compensation to process performance

Process Based Management

- Awareness & Communication
- Executive leadership
- Process included in strategy



- Processes named
- Boundaries identified
- Standard methodology
- Infrastructure established

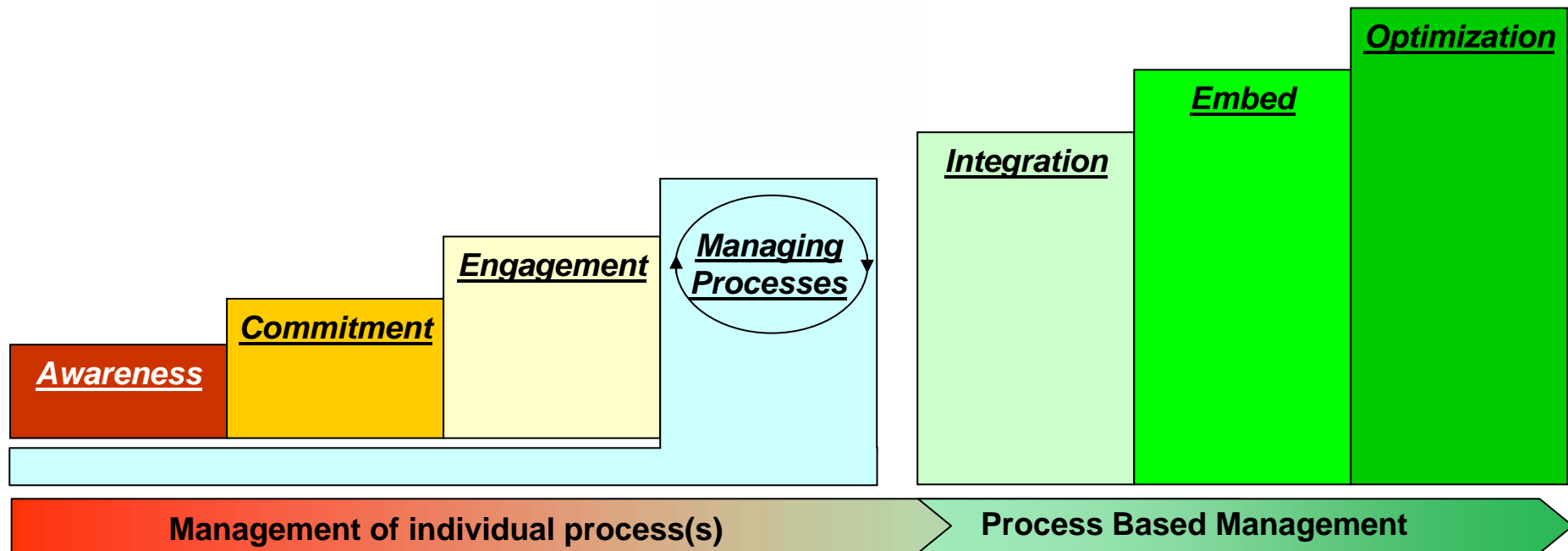
- Measurement Architecture
- End-to-end performance
- Best Practices
- Benchmarks

- Leverage existing programs
- Identify linkages
- Develop common terminology

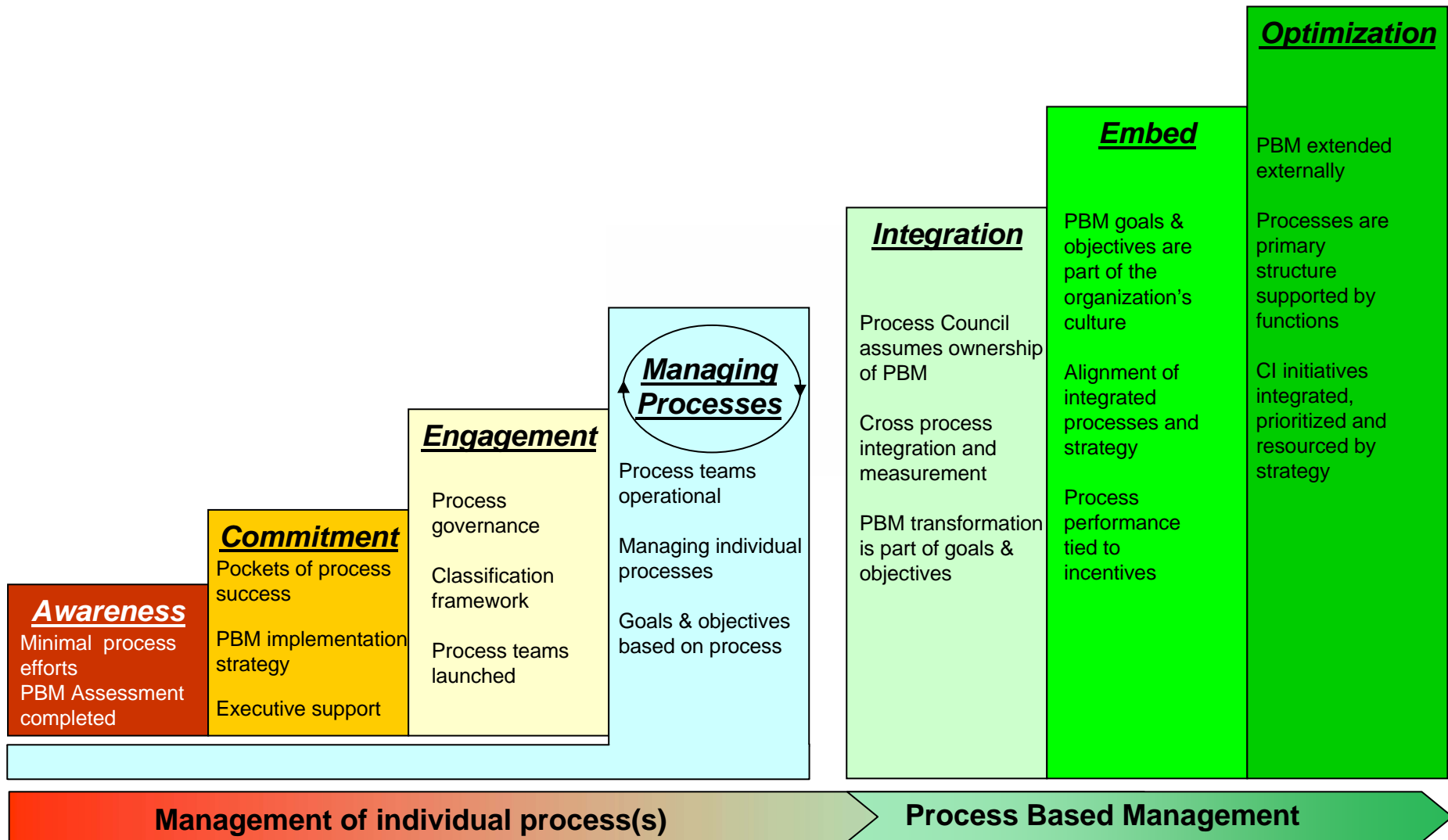
- Voice of the Customer
- Customer driven Products & Services

Roadmap to PBM

- Defined 7 “Stages” of implementation
- Identified key milestones for each Stage

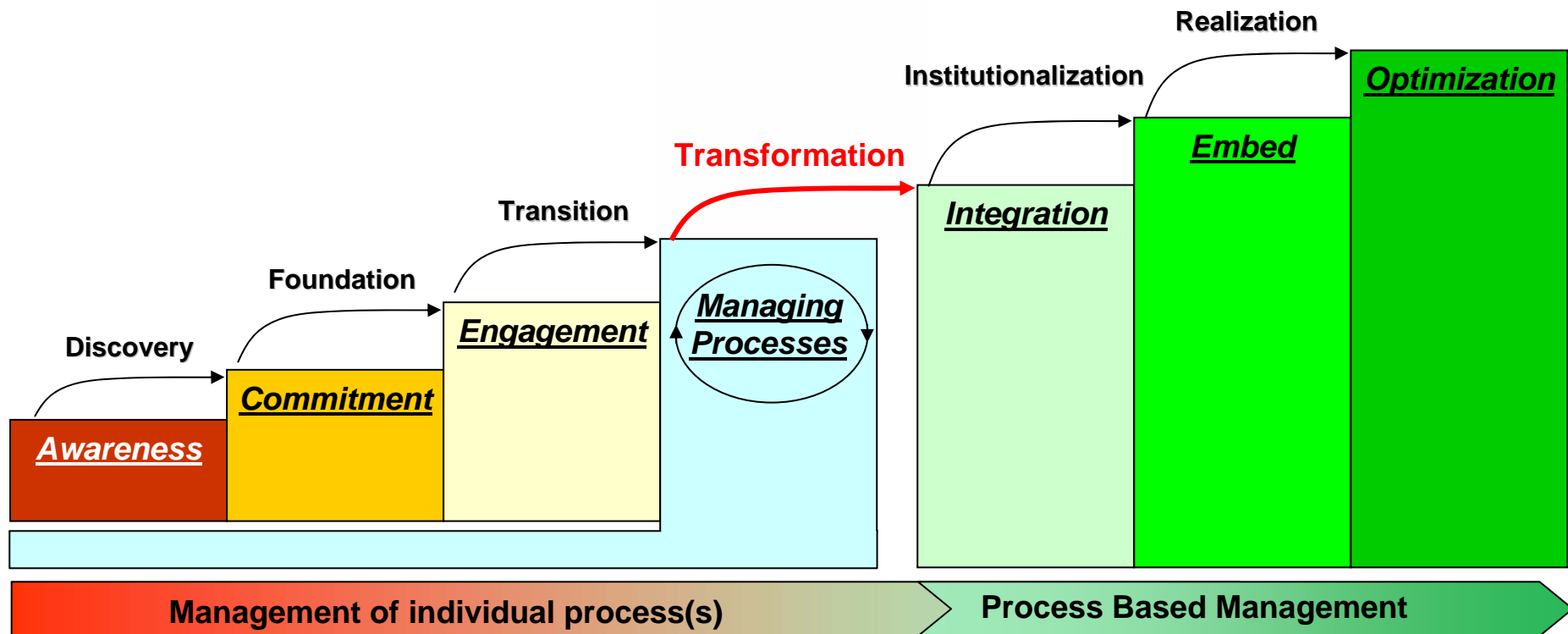


Roadmap to PBM - Milestones



Roadmap to PBM - Pathways

- Defined “Pathways” for moving between Stages
- Identified detail steps for each Pathway
 - What, Why, How, Who
 - Inputs & Outputs





Foundation Pathway

- 1-Socialize PBM concepts to targeted stakeholders
- 2-Create charter for PBM program office & process council & owners
- 3-Establish process council (Executive level)
- 4-Present / Review / Revise and Approve PBM Transition plan (Process Council)
 - .
 - .
 - .
- 12-Prioritize processes for PBM
 - .
 - .
 - .
- 20-Establish targeted Process Teams
- 21-Update the transition plan for review and approval to go to the next stage



Detail Example-Establish process council

What:	Put in place the Process Council as the governance arm of the PBM infrastructure
Why:	Similar to a senior management team in the functional organizational structure, you need to have a process council to look after and govern the holistic cross functional processes in the organization
Inputs:	PBM Process Council charter
How:	<ol style="list-style-type: none">1) Review the competencies, responsibilities, etc laid out in the Process Council charter2) Identify candidates for the Process Council3) Review the expectations , etc with potential members4) Choose the members; Form the Process Council5) Agree and update the working methods that the council will follow6) Update the Process Council Charter based on discussion and review with the Process Council
Who:	Process Advocacy Group Advocate Senior Leaders
Outputs:	Process Council Charter Process Council
Resources:	
Duration	
Tools:	

Using the Roadmap

Initiatives

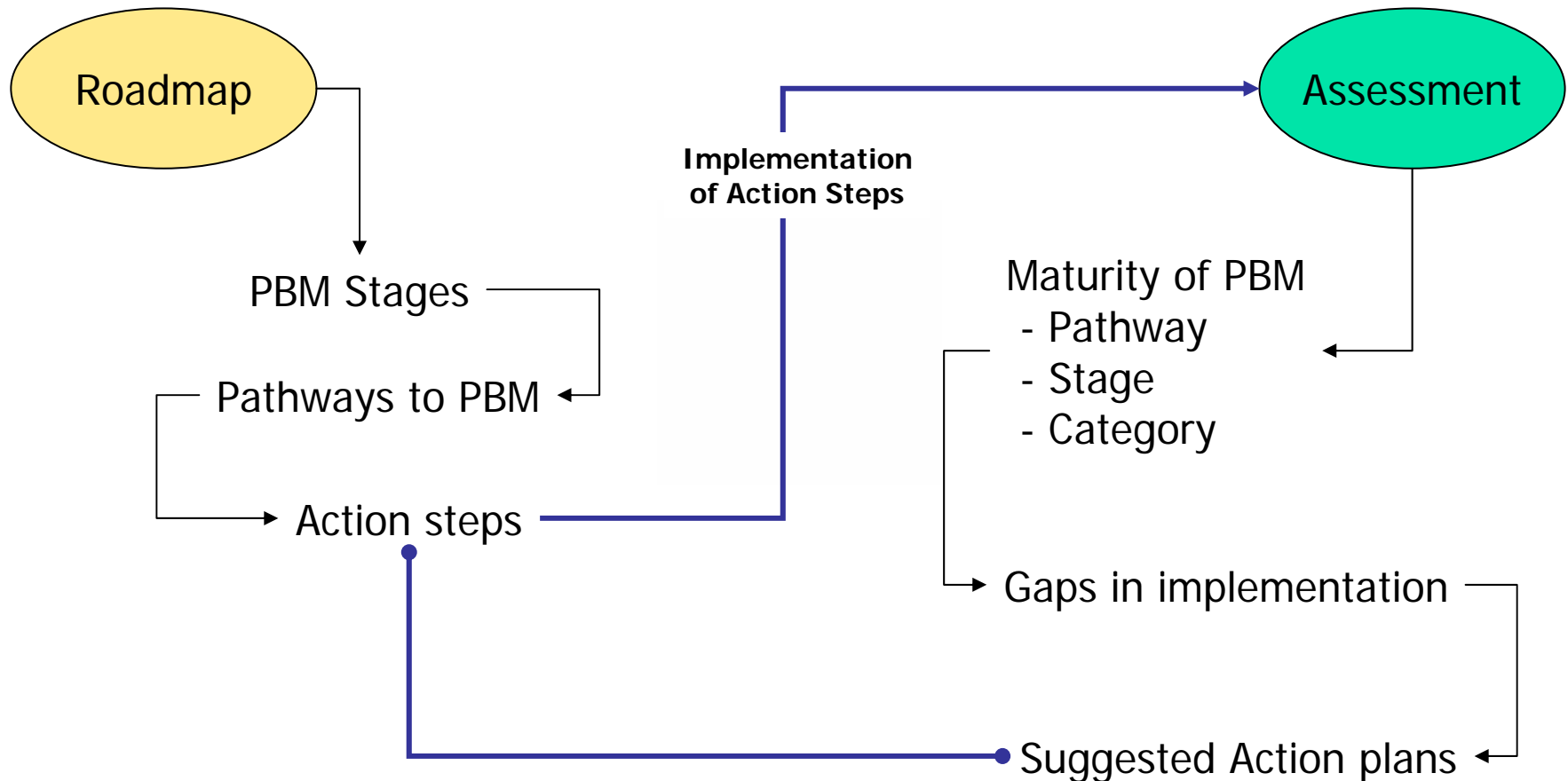
Roadmap Stages

	Six Sigma	Lean	ISO	Baldrige	ABC/ABM	CMMI	BPR
Awareness	Partial Support	Partial Support	Partial Support	Partial Support	Partial Support	Partial Support	Partial Support
Commitment					Partial Support	Partial Support	Partial Support
Engagement	Partial Support	Partial Support			Partial Support		Partial Support
Managing Processes	Partial Support	Partial Support	Partial Support	Partial Support	Partial Support	Partial Support	Partial Support
Integration					Partial Support		Partial Support
Embed					Partial Support		Partial Support
Optimization							

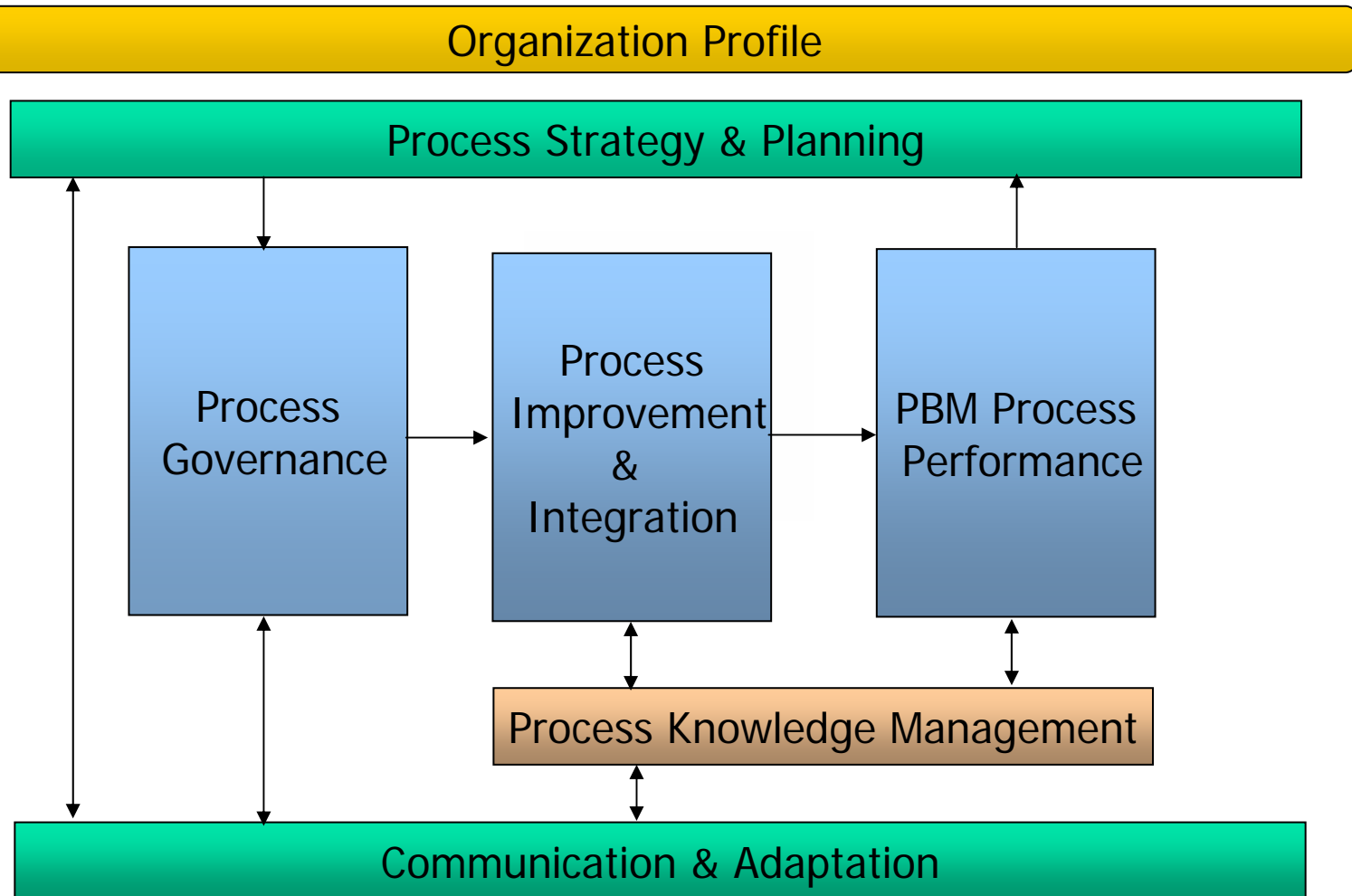
Partial Support

Full Support

Separate but connected projects



Assessment Categories



Assessment Categories to Roadmap Stages

Assessment
Categories

		Roadmap Stages						
		Awareness	Commitment	Engagement	Managing Processes	Integration	Embed	Optimization
Process Strategy & Planning		Some adoption	Partial adoption	Partial adoption	Partial adoption	Full adoption	Full adoption	Full adoption
Process Governance			Some adoption	Partial adoption	Partial adoption	Full adoption	Full adoption	Full adoption
Process Improvement & Integration					Some adoption	Partial adoption	Full adoption	Full adoption
PBM Process Performance				Some adoption	Some adoption	Partial adoption	Full adoption	Full adoption
Process Knowledge Management				Some adoption	Partial adoption	Partial adoption	Full adoption	Full adoption
Communication & Adaptation		Some adoption	Partial adoption	Partial adoption	Partial adoption	Full adoption	Full adoption	Full adoption

- Some adoption
- Partial adoption
- Full adoption



Process Based Management Program

Provide member organizations access to leading techniques and practices for implementing Process Based Management (PBM)

Member Benefits

- Collaborative research approach
- Use of Program deliverables internally
- Quarterly working meetings
- Networking with peers
- Access to Best Practices
- Seat on PBM Advisory Committee
- Copy of Integrated Assessment System software
- Reduced rates for PBM training

Program Deliverables

- **Implementation Roadmap**
 - A practical “how to” guide
- **PBM Assessment Model**
 - An assessment tool to evaluate implementation progress
- **PBM Training**
 - A standard curriculum for PBM practices
- **PBM Certification**
 - A certification system for individuals and organizations



More Information

- Pat Dowdle: Program Director
847-501-4319
(pat@cam-i.org)
- Jerry Stevens: Program Director
919-471-9029
(jerry@cam-i.org)
- CAM-I.org