The Future of BPM

Keith Harrison-Broninski
Keynote: SOLEA 2009
19 March 2009
The Future of BPM

- The problem
- The solution
- Case studies
Control 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

- Why is human work so poorly managed??
Evolution of process theory

Scientific Management

Use Case

UML, BPMN, etc
What is missing?

Human Interaction!

Use Case

www.mkpress.com/hi
The Pareto principle

- 20% of “exceptions” = 80% of the costs
  - At every level ...

- [www.thetrainline.com](http://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
BPMN no use for knowledge work

Respond to Request for Proposal

- Receive RFP
- Write Proposal
- Review Proposal
- Forward Proposal
- Submit Proposal

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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
The Future of BPM

- The problem
- The solution
- Case studies
The Business Process Spectrum

**TASK-BASED**
- Stable
- Sequenced
- Siloed
- (Semi-)automated

**Suppliers**
- Inputs & enablers
- Control flow
- Outputs & constraints
- Customers

**INFORMATION-BASED**
- Iterative
- Interactive
- Inter-organization
- Innovative

**Teams**
- Communication
- Knowledge
- Time
- Plans

- Need for Agility
- Ease of Control

- Software Applications
- Business Process Management
- Case Management
- Human Interaction Management
The 5 Principles of HIM

- Team building
- Communication
- Knowledge
- Empowered Time Management
- Collaborative Real-Time Planning
## HIM Quick Reference Card

### How to Work

- R – Research
- E – Evaluate
- A – Analyze
- C – Constrain
- T – Task

### How to Learn (Research)

- A – Access
- I – Identify
- M – Memorize

### Work and Workers

- **Human Driven Work** or Mechanistic Work
- **Interaction Worker** or Independent Worker

### Conversations

- **For Possibility**
  - Do we want to work together?
- **For Disclosure**
  - On what basis?
- **For Action**
  - Request/Promise
  - Offer/Accept
  - Report/Acknowledge

### Levels of Control

- **Strategic**
  - External to work process
  - Overall sponsor
  - Defines key deliverables/metrics
- **Executive**
  - External to work process
  - Accountable/informed
  - Assisted
  - Defines: key Roles/Interactions

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### Users

- **Identity**
- **Physical Location**
- **Virtual Location**
- **Relationships**
- **User Type**
- **Capabilities** (knowledge and experience)
- **Organizational Authority Characteristics**

### User Characteristics

- **Action**
  - Sharpener
  - Implementer
  - Finisher
- **People**
  - Coordinator
  - Teamworker
  - Investigator
- **Cerebral**
  - Plant
  - Evaluator
  - Specialist
- **Leader**
  - Manager
  - Executive
  - Strategist

### Activities

- **Units of work**
- Include one or more Tasks
  - Atomic
  - Transactional: Failure of any Task = failure of all Tasks

### Roles

- **Goals**
  - Responsibilities
  - Interests and Agreements
  - Information (private)
  - References to other Roles
  - Capabilities (powers and permissions)
  - Process Authority
- **Speech Acts**
  - (aka Discursive Force)
  - Assertive
  - Directive
  - Commisive (Promise, Intention)
  - Expressive
  - Declarative
- **Intended Manner**
  - (aka Performative
  - Intended Effect

### Interactions

- **Asynchronous**
- Exchange of Information
- Exchange of Intent (Speech Acts)

### States (Roles)

- **Pre-Condition**
- **Post-Condition**

### Interaction Patterns

- **Agreement**
- **For doing work**
- **Collaborative Transaction**

### Resources

- **Offline / online**
- Information within Role
- Atomic – digital
- Shared by Role

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Respond to RFP revisited: HIM
Collaborative Transactions
Structured Flexibility
More Structured Flexibility
The Future of BPM

- The problem
- The solution
- Case Studies
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
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

### Financial
- Service lifecycle funding
  - Creation
  - Maintenance
  - Retirement
- Shared service cost allocation
  - Fixed price
  - According to usage
  - According to benefit
- Correlation with incentive schemes
  - For teams
  - For organizations
  - For individuals

### Customer
- Regulatory conformance
  - Statutory
  - Industry
  - Organizational
- Implementation and monitoring of service level agreements
  - For individual services
  - For composite services
  - For composite applications
- Service consistency
  - Interoperability
  - Interface standards
  - Redundancy

### Internal Business Processes
- Data Management
  - 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
  - Architectural principles
  - Development practices
  - Technologies and tools
- Engineering
  - Safety analysis, testing and review
  - Administration and security instrumentation
  - Fault and policy exception management

### Learning & Growth
- Knowledge capture
  - SOA in general
  - Domain specific
  - Organization specific
- Knowledge dissemination
  - Internal
  - To partners
  - To market
- Skill maturity
  - 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
### The HIMS

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<th>Work</th>
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HumanEdj

- Reference implementation of a HIMS
  - 2 years in beta
  - Trialled by hundreds of organizations
  - Now available as a component

- Products based on HumanEdj
  - Web
  - Desktop
  - Mobile
Help evolve HIM!

- Universities and Management Schools worldwide
  - Courses
  - Theses
  - Research projects

- KHB creating central register, for
  - Students to choose HIM courses
  - Organizations to find 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](http://human-interaction-management.info)

- **HumanEdj**
  [humanedj.com](http://humanedj.com)

- **Speaker**
  [keith.harrison-broninski.info](http://keith.harrison-broninski.info)

*Thanks for listening.*