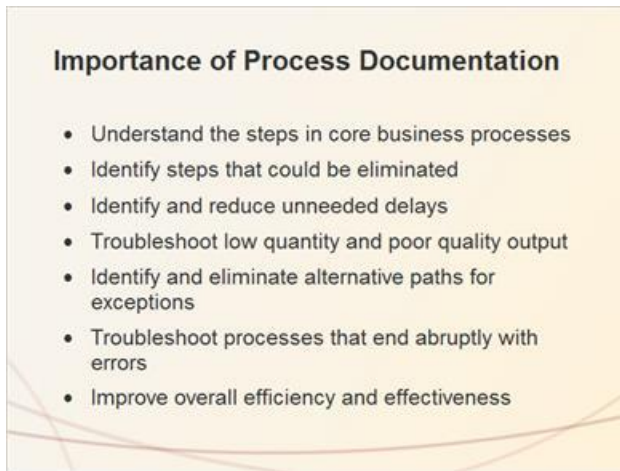


Part 2 - Why and When to use Process Modeling

1. Why and When to use Process Modeling

1.1 Why use Process Modelling?



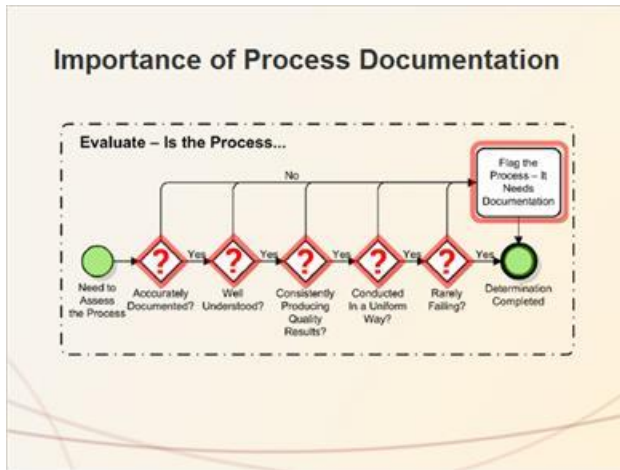
Notes:

Think about your organization for a moment. Have you documented its core operational processes? Is the documentation current? Unfortunately, knowledge about a process too often exists only in the mind of the one person who is responsible for its operation. Imagine if this person left unexpectedly. Would someone else be able to fill-in quickly without jeopardizing your organization's productivity?

Failure to develop process models could be a risk to your organization. Developing process models will help you:

- Understand the steps in core business processes
- Identify steps that could be eliminated
- Identify and reduce unneeded delays
- Troubleshoot low quantity and poor quality output
- Identify and eliminate alternative paths for exceptions
- Troubleshoot processes that end abruptly with errors
- Improve overall efficiency and effectiveness

1.2 When should I document?



Notes:

We can see there are risks related to undocumented processes. What if we took some of those risks and transformed them into steps for an evaluation process? The BPMN diagram on this page represents that evaluation process.

I'd like you to review this diagram. There are only four types of symbols in this diagram, but together they represent a fairly complex process.

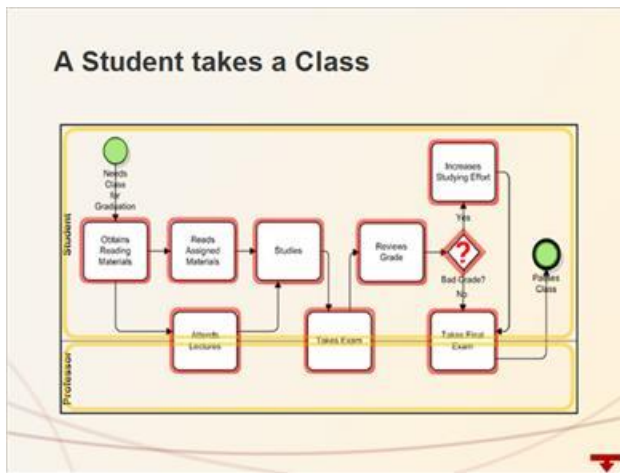
Notice the two circles. These represent the beginning and end of the evaluation process.

Between these two points are a series of diamonds, each representing a yes-no decision.

The small rectangle in the upper right-hand corner describes an activity - namely to indicate that we will add the evaluated business process to a list of those needing documentation.

Very soon, you'll learn much more about each of these BPMN symbols.

1.3 Example: Student takes a class



Notes:

Let's look at another BPMN diagram. This one has a beginning and an end, and consists of multiple activities in a prescribed sequence.

As you have seen before, the circles represent the starting and ending point. The directional arrows indicate the process flows generally from left to right.

The small rectangles identify the activities in the process.

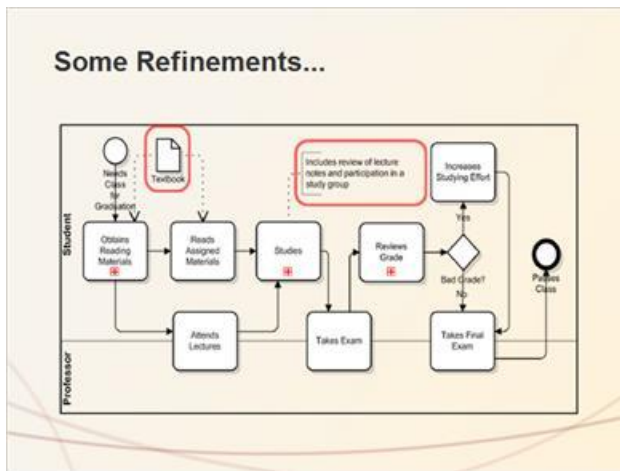
As in the previous BPMN diagram, the diamond represents a decision.

Two large rectangles represent the two roles engaged in this process. Notice that most activities are the student's responsibility, but some seem to be shared with the professor.

Here again, with only a few types of BPMN objects we can represent a fairly complex business process. In this instance, a process in which two roles collaborate.

Take a moment and review this diagram, then click the "Next" button when you are ready to proceed.

1.4 Some refinements



Notes:

I enhanced this diagram from the previous slide to add a few more BPMN objects. The dog-eared page in the upper-left represents a textbook. In addition, there is now a comment attached to the "Studies" activity. Notice that I've modified some of the activities to include a plus sign as well. This change allows me to indicate that these activities consist of several sub-steps documented elsewhere.

You have seen in these slides how a few symbols can be used to represent a complex business process. It is important share another advantage of BPMN diagrams. I have developed hundreds of BPMN process flow diagrams using the knowledge of small teams of subject matter experts. In a short time these stakeholders provided the raw data I needed for documenting each business process.

Working together, we usually finalized each process flow in just one or two revision cycles. I've found that most stakeholders readily understand BPMN diagrams - even individuals who are unfamiliar

with the nomenclature. Most BPMN process flows fit on a single page of paper, making it easy to view and understand each step in the entire process. I've found this "approachability" feature of BPMN diagrams helps stakeholders recognize flawed processes and quickly generate improvement ideas.

On the next slide you will begin to learn much more about the BPMN objects you've seen so far.