

TechTalk Series: Business Process Catalog and Guidance

Part 7: Introduction to Process Governance (DTV044EXT)

Presenter(s):

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TechTalk Series

- Part 1: Introduction to the Dynamics 365 Guidance Hub – November 30th
- Part 2: Introduction to Business Processes – December 14th
- Part 3: Using the Business Process Catalog to Manage Project Scope and Estimation – January 11th
- Part 4: Authoring Business Processes – January 18th
- Part 5: Authoring Business Process Patterns – January 25th
- Part 6: Conducting Process-Centric Discovery – March 11/12th
- Part 7: Introduction to Process Governance – March 21st ←
- Part 8: Authoring Reference Architectures – TBD

Agenda

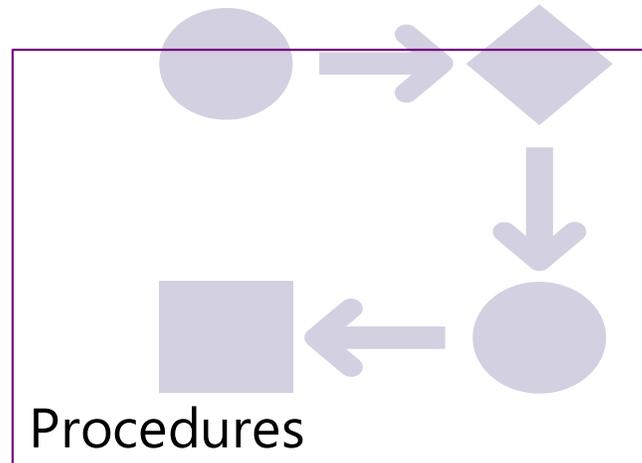
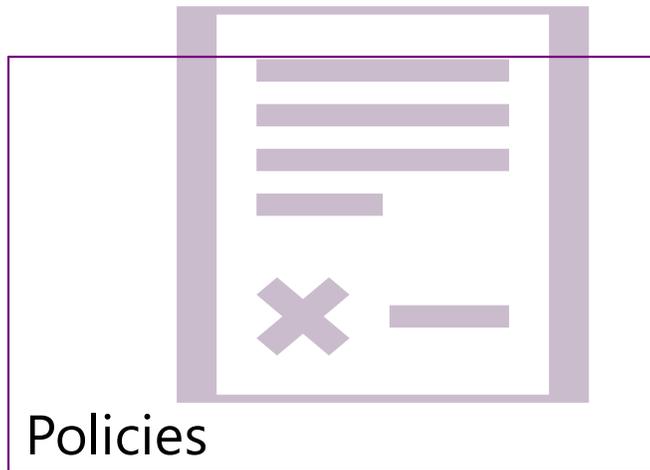
- Process governance overview
- Establishing a governance framework
- Implementing process governance
- Communication and change management with process governance
- Measuring and monitor your process governance
- Q&A

Process governance overview

Rachel Profitt



What is process governance?



Importance of process governance



Enhance
efficiency



Ensure
compliance



Facilitate
accountability

Benefits of process governance



Improved quality



Enhanced decision making



Agility and adaptability



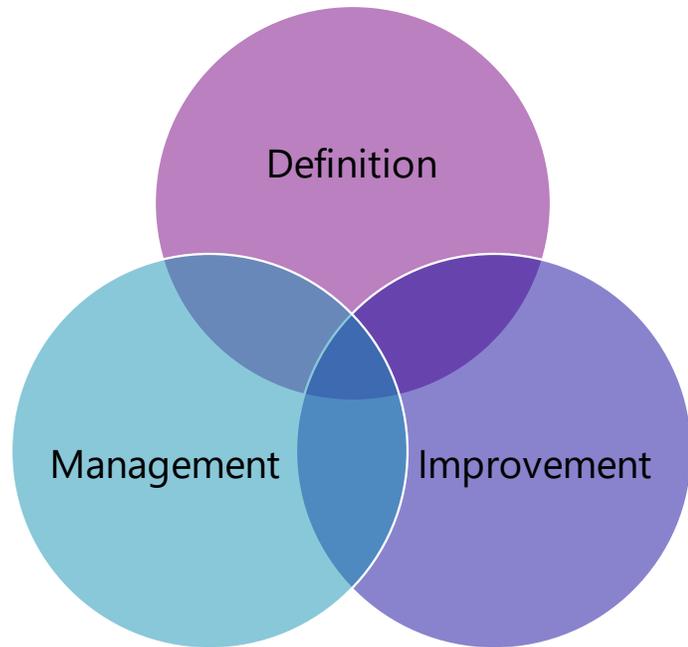
SbD Alignment

Establishing a process governance framework

Beth Crockett



Business Process Management (BPM) framework



- ✓ Drive business results
- ✓ Create customer value

Stages of the BPM framework



BPM is more than just a set of tools ... it is the deliberate, structured, and collaborative alignment of business processes to business strategy



1. Discover phase

The Discovery Phase includes a series of meetings and interviews with:

- Process Sponsors
- Process Lead
- Functional Managers
- Process Performers

Outputs of the Discovery Phase may include:

- Process Inputs or Triggers
- Process Outputs
- Key Process Activities
- Actors
- Metrics & Measures
- Related Processes
- Related Controls
- Swimlane Diagram
- Systems & Tools





2. Assess phase

Our stakeholders in the Assess phase are very similar to the Discover Phase.

- Process Sponsors
- Process Owners
- Functional Managers
- Process Performers

Outputs of the Assess Phase may include:

- Process Goals
- Process Constraints
- Process alignment to company goals
- Process Efficiency
- Process Effectiveness

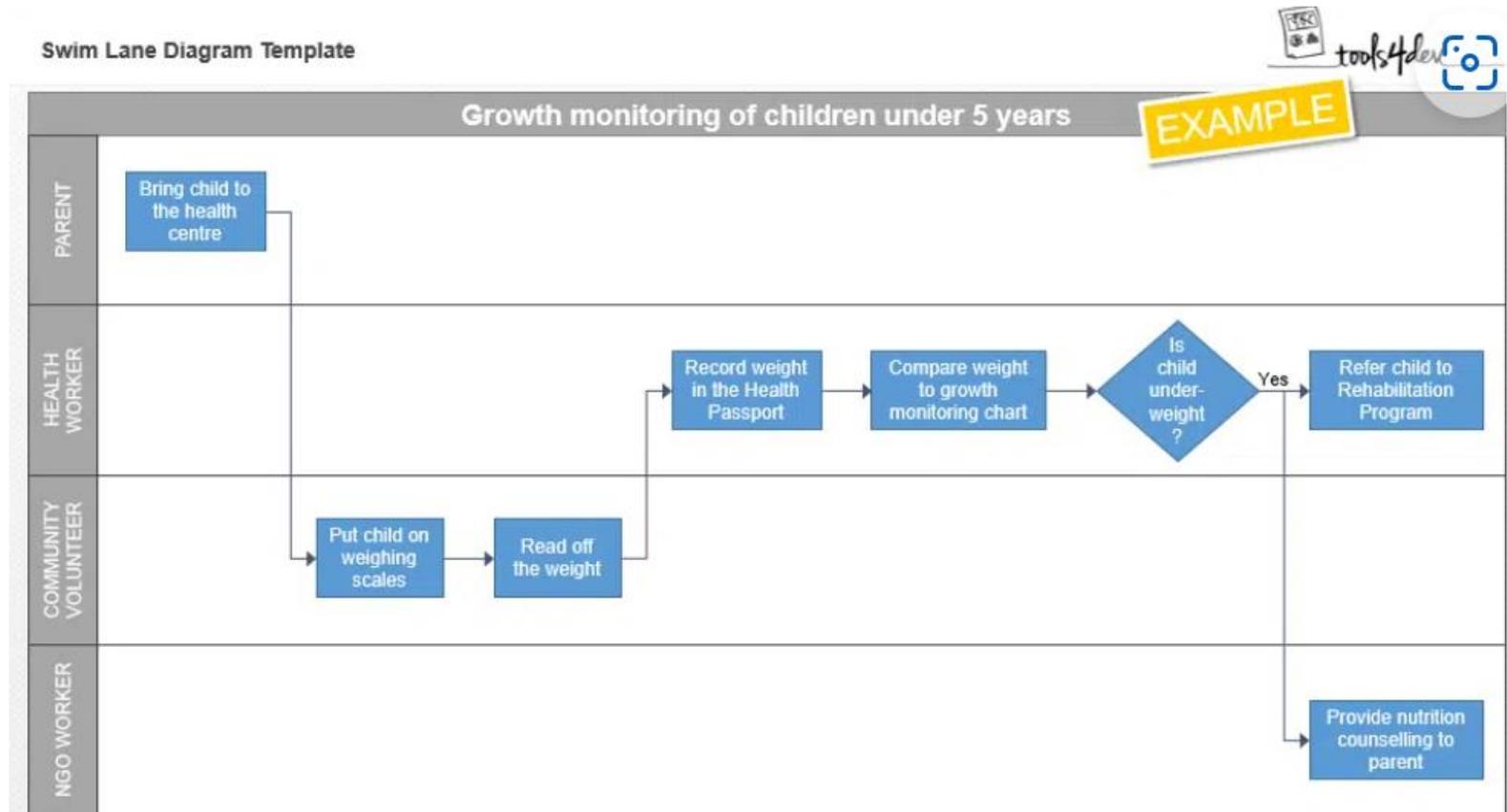


3. Model phase

BPMN 2.0

- | | | | |
|---|-----------------------|---|-----------------|
|  | Task |  | Message Task |
|  | Manual Task |  | Loop |
|  | Collapsed Sub-Process |  | Start Event |
|  | Intermediate Event |  | End Event |
|  | Message Event |  | Timer Event |
|  | Gateway |  | Sequence Flow |
|  | Message Flow |  | Association |
|  | Message |  | Data Object |
|  | Data Store |  | Group |
|  | Pool / Lane |  | Text Annotation |

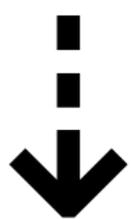
Swim Lane Diagram Template



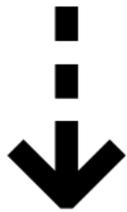


4. Analyze

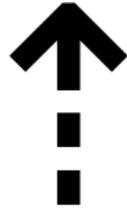
Issues and Opportunities are identified in this phase by focusing on **time, quality, cost** and **productivity**.



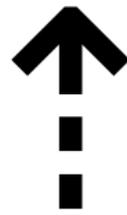
Time



Cost



Quality



Productivity

Outputs of the Analyze Phase may include:

Issues:

- Outdated or ineffective policies
- Outdated or ineffective controls
- Workflow barriers, unnecessary handoffs or inadequate measures.
- Low customer satisfaction

Opportunities:

- Reduction of cost
- Improvement of throughput
- Digitization of the process

5. (Re)Design



Findings &
Recommendations
from the Analyze
Phase

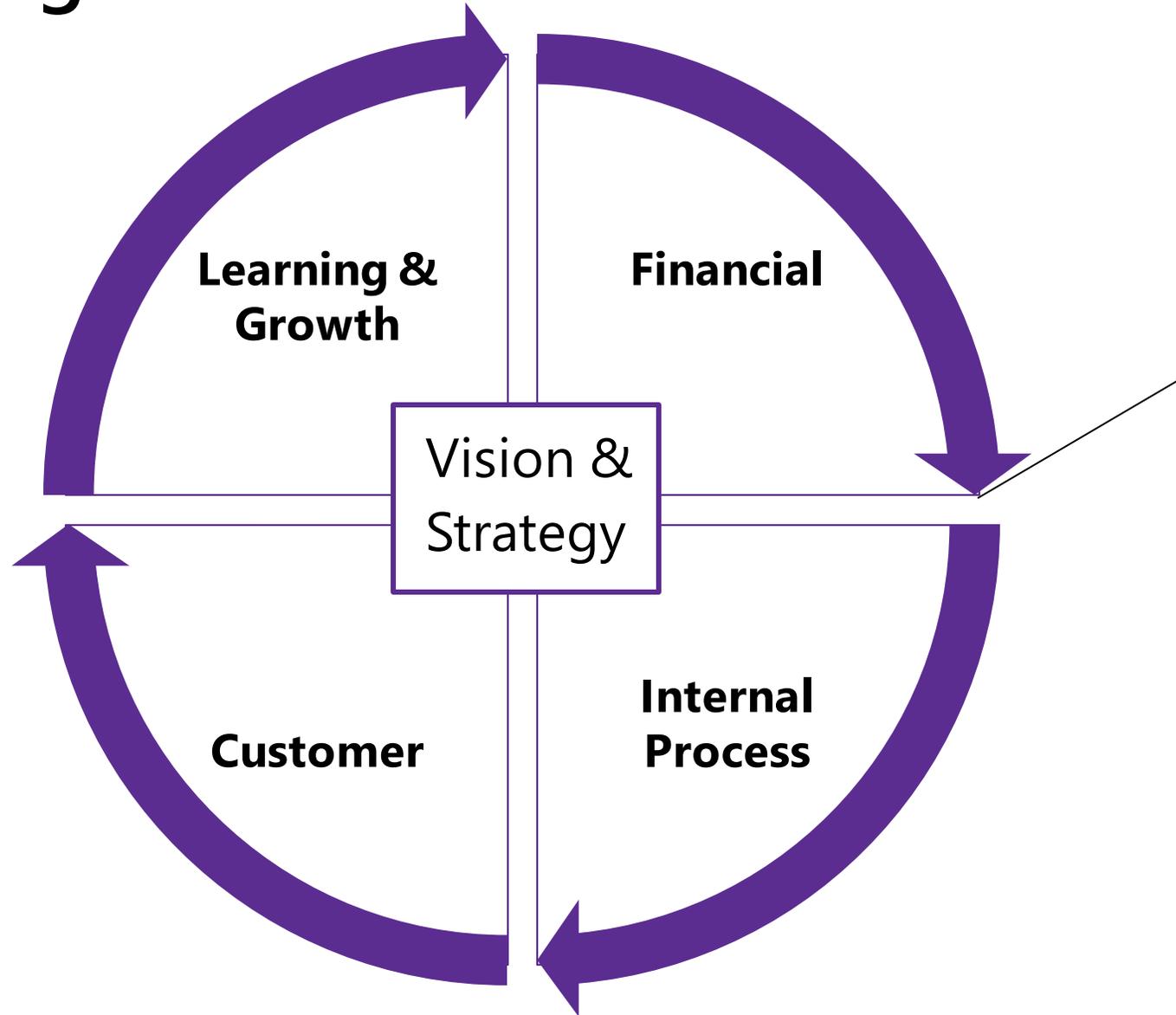


Design Phase

Outputs of the Design Phase may include:

- To-Be Process & Related Measures
- Business Case
- Model of the new process
- Related process impact
- System/Tool impact
- Modern requirements

6. Manage



Balanced Scorecard

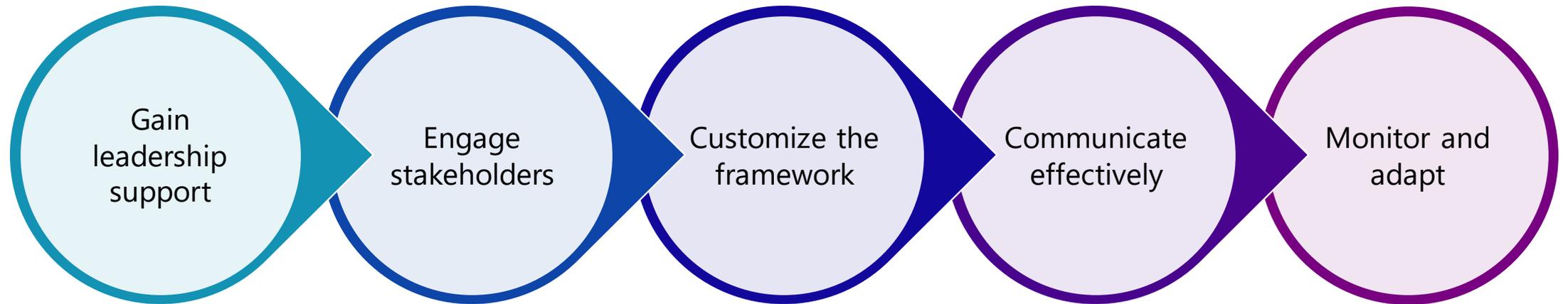
- Measures
- Indicators
- Targets

Implementing process governance

Rachel Profitt



Implementing process governance process



Tips for gaining leadership support



Importance

Commitment and allocation of resources

Set the tone

Encourage stakeholder participation



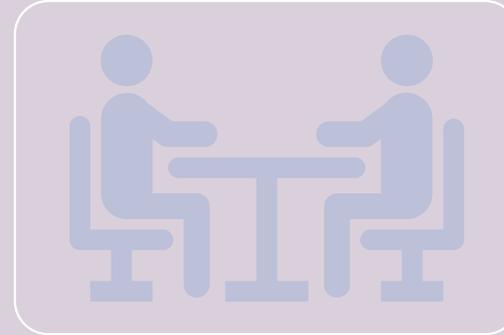
Strategies

Compelling business case

Highlight benefits

Engage executives in the development

Tips for engaging stakeholders



Who

- Process owners
- SMEs
- End users
- Managers
- Decision makers

Diversity

- Departments
- Geographies
- Levels

Facilitate open communication

- Gather insights
- Address concerns
- Align expectations

Active participation

- Workshops
- Focus Groups
- Feedback sessions
- Surveys

Tips for customizing the framework to meet organizational needs

Asses

Organizational culture

Structure

Objectives

Consider

Industry regulations

Company size

Current maturity level

Flexibility

Accommodate changing business requirements

Scalability

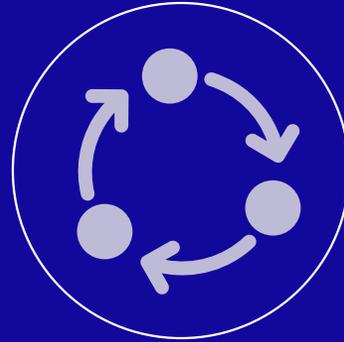
Balance between standard and adaptability

Tips for effective communication



Transparent communication

- Goals
- Purpose
- Benefits



Feedback loop

- Regular updates
- Risk log
- Feedback mechanism

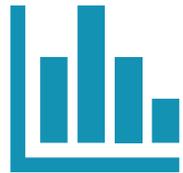


Training and education

- Roles and responsibilities
- Tailor to the audience
- Consider learning preferences



Tips for monitoring progress and adapting



Establish KPIs

Define measurable KPIs
Regularly monitor



Foster a culture of continuous improvement

Encourage feedback
Share best practices
Embrace innovation



Improve

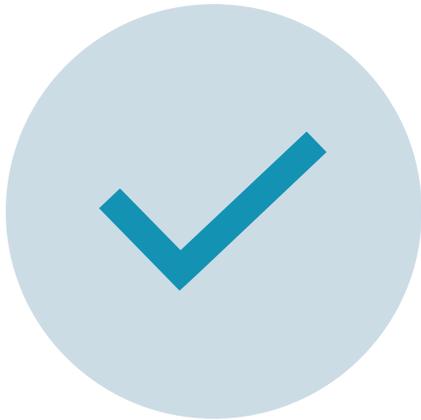
Incorporate lessons learned
Refine and enhance
Make gradual improvements

Communication and change management

Rachel Profitt



Impact of process governance on organizational change management



ALIGNMENT WITH
STRATEGIC OBJECTIVES



CLEAR COMMUNICATION
CHANNELS



ENHANCED STAKEHOLDER
ENGAGEMENT

Importance of change management for the process governance framework

Addressing resistance
Managing transition
Sustaining momentum



Dedicated change management for process governance



Recognize unique challenges



Create a tailored approach



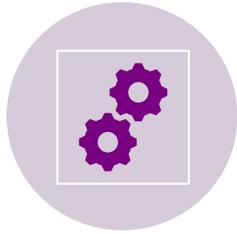
Integration with overall change strategy

Measuring and monitoring process governance

Beth Crockett



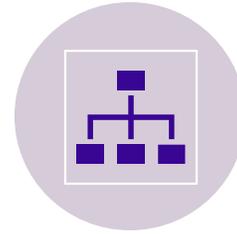
What is a process maturity model?



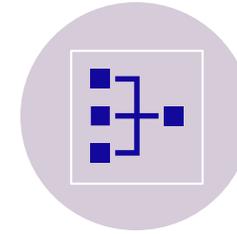
FRAMEWORK



ASSESS AND
IMPROVE



ORGANIZATIONAL
BUSINESS PROCESS



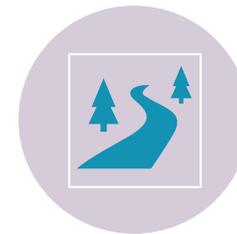
STRUCTURED
APPROACH



EVALUATE CURRENT
STATE

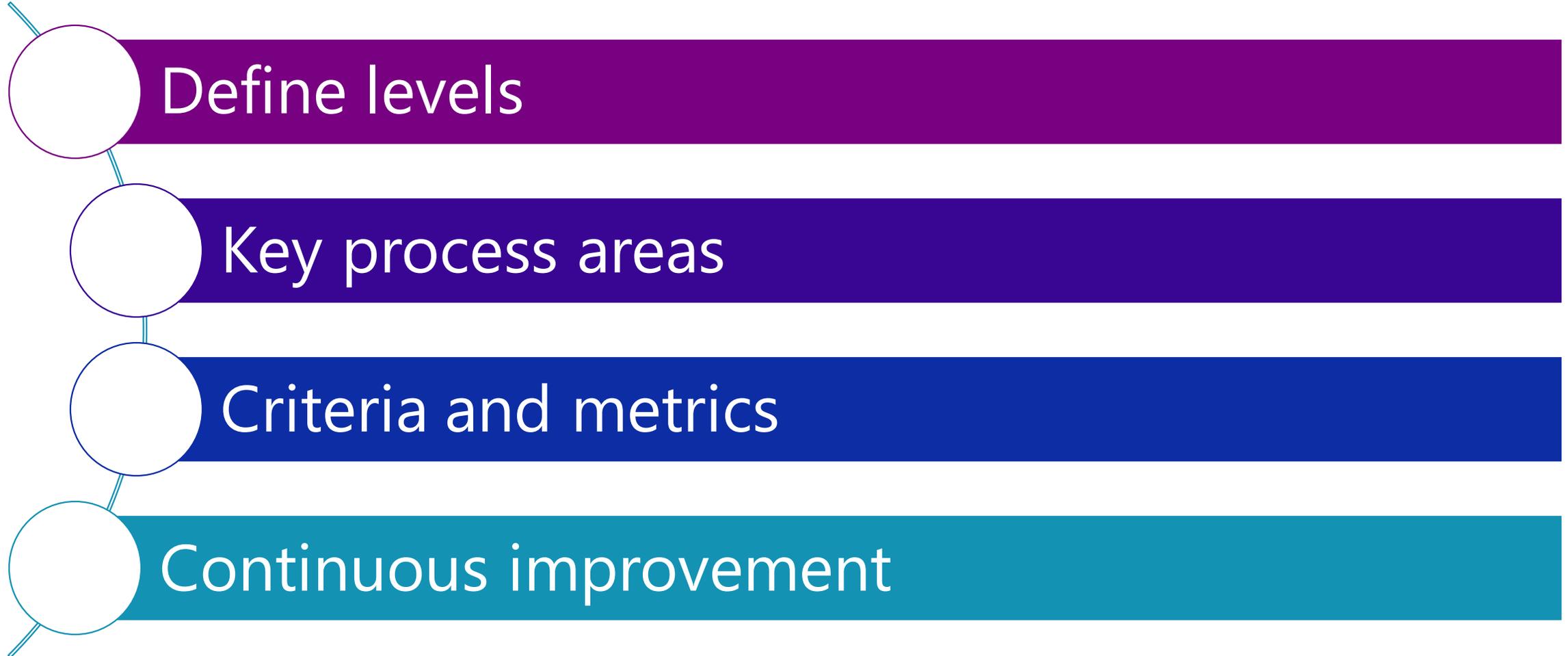


IDENTIFY AREAS FOR
IMPROVEMENT



ESTABLISH A
ROADMAP

Common characteristics of process maturity models



Examples of well-known process maturity models

- [Capability maturity model integration \(CMMI\)](#)
- [IT Infrastructure Library \(ITIL\)](#)
- [Process Maturity Framework \(PMF\)](#)
- [Gartner's IT Score](#)
- [Forrester's BPM Maturity Assessment Framework](#)

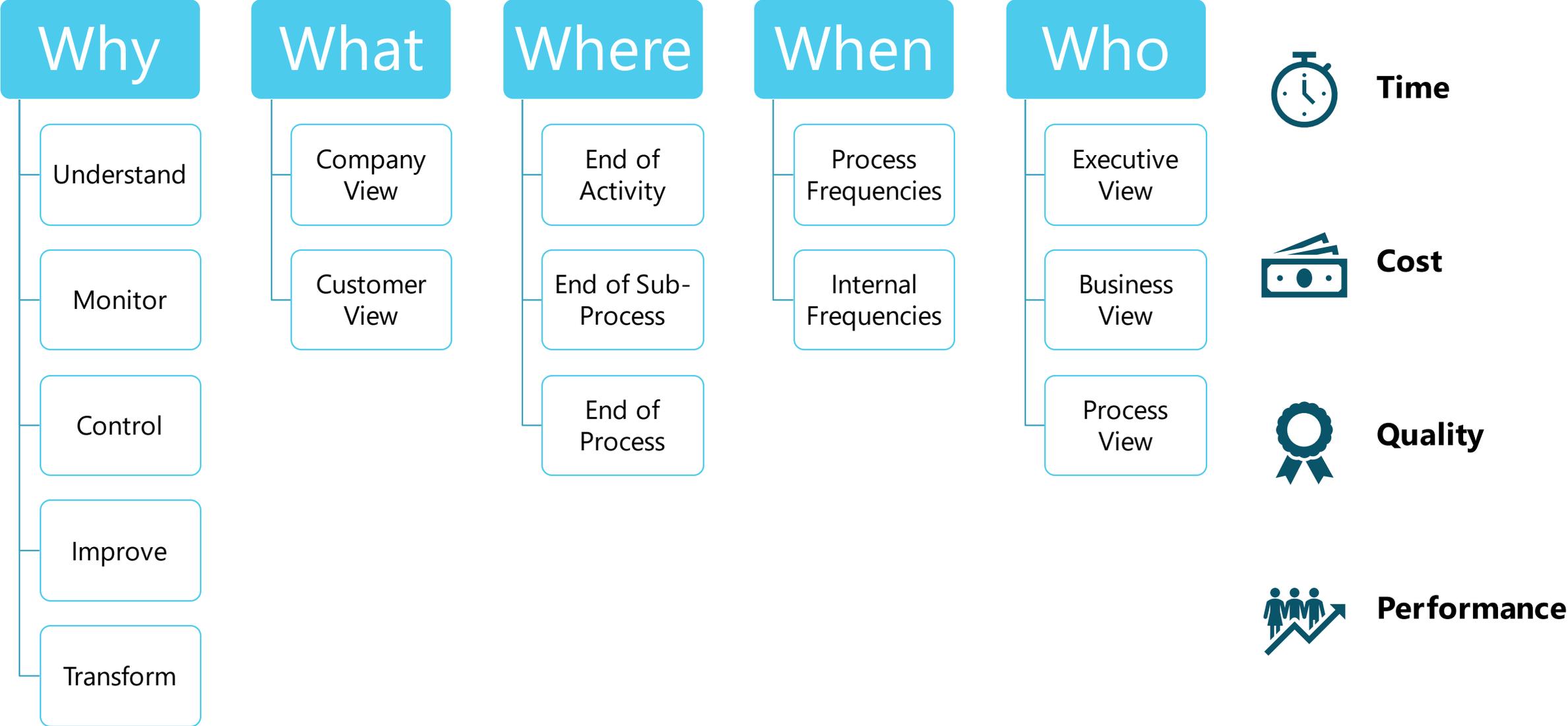
Microsoft's Process Maturity Model Sample

Where are we today and what's the aspiration?



	1 Initial	2 Coordinated	3 Managed	4 Goal-Driven	5 Optimizing
	<ul style="list-style-type: none"> Processes are manual, largely undefined Process metrics are poorly understood or undefined 	<ul style="list-style-type: none"> Process work is done in pockets, but inconsistently across teams Individual SME's hold process knowledge and it is shared within team 	<ul style="list-style-type: none"> Processes are understood, documented and published Managing to metric targets is a standard rhythm 	<ul style="list-style-type: none"> Performance management is embedded Processes are continually improved & automation is applied in key areas 	<ul style="list-style-type: none"> Process excellence is woven into the fabric of the culture Processes are managed in real-time using (mostly) BI / Predictive / AI+ML / self-healing
Organization & Governance	<ul style="list-style-type: none"> Functional hierarchy / silos 	<ul style="list-style-type: none"> Isolated champions 	<ul style="list-style-type: none"> Established CoE or hub and spoke Process ownership structure and process established 	<ul style="list-style-type: none"> Strategic alignment of process performance to LOB and Corp goals 	<ul style="list-style-type: none"> Process-centric
Process Competencies	<ul style="list-style-type: none"> Isolated 	<ul style="list-style-type: none"> Awareness that there are gaps in skills 	<ul style="list-style-type: none"> Process skills present in roles designed for process improvement 	<ul style="list-style-type: none"> Baseline process skills are required for all roles 	<ul style="list-style-type: none"> Baseline process skills are required for all roles Advanced process skills are required for many roles
Methodologies	<ul style="list-style-type: none"> Nothing defined 	<ul style="list-style-type: none"> Ad hoc, inconsistent 	<ul style="list-style-type: none"> Standard methods – breadth of methods used, deep expertise in a few 	<ul style="list-style-type: none"> Breadth and depth achieved across most common and appropriate methods 	<ul style="list-style-type: none"> Sets standards globally / benchmarked as world class
Technology & Architecture	<ul style="list-style-type: none"> No process architecture defined Tools used are rudimentary 	<ul style="list-style-type: none"> E2E arch across silos is a desire, but not a reality No standardization of tools use 	<ul style="list-style-type: none"> Common process analysis and design tool Coordinated, E2E Architecture 	<ul style="list-style-type: none"> Digital automation toolset Analysis and dashboard reporting with current data by process 	<ul style="list-style-type: none"> Leaders in self-healing, learning process ecosystems
Performance Management / Metrics	<ul style="list-style-type: none"> Business tracks performance independently to process performance 	<ul style="list-style-type: none"> A few process areas are actively working to improve processes but don't have a way to show causality 	<ul style="list-style-type: none"> Processes are measured and improvement efforts directly impact performance targets 	<ul style="list-style-type: none"> Process performance is managed and tightly linked from line-worker tasks directly to Corp KPI's 	<ul style="list-style-type: none"> Predictive analytics and event sensing trigger need for optimization

Process measurement and metrics overview



Resources and recommendations



Additional resources

- <https://aka.ms/businessprocesstechtalks>
- <https://aka.ms/oneguidance>
- <https://aka.ms/businessprocesscatalog>
- <https://aka.ms/businessprocesscatalogrequests>
- <https://aka.ms/businessprocesscatalogtemplates>
- <https://aka.ms/businessprocesscatalogsubmit>
- <https://aka.ms/businessprocessflow>
- <https://aka.ms/businessprocesscatalogfeedback>
- <https://learn.microsoft.com/en-us/dynamics365/get-started/contribute>

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Dankie Faleminderit **Shukran** Chnorakaloutioun Hvala Blagodaria
Děkuji **Tak** Dank u **Tānan** Kiitos **Merci** Danke Ευχαριστώ A dank
Mahalo הודות. **Dhanyavād** Köszönöm Takk **Terima kasih** **Grazie** Grazzi

Thank you!

감사합니다 Paldies Choukrane Aċiū **Благодарам** ありがとうございます
谢谢 Баярлалаа **Dziękuję** Obrigado Mulțumesc **Спасибо** Ngiyabonga
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