

# TechTalk Series: Business Process Catalog and Guidance

## Part 7: Introduction to Process Governance (DTV044EXT)

### **Presenter(s):**

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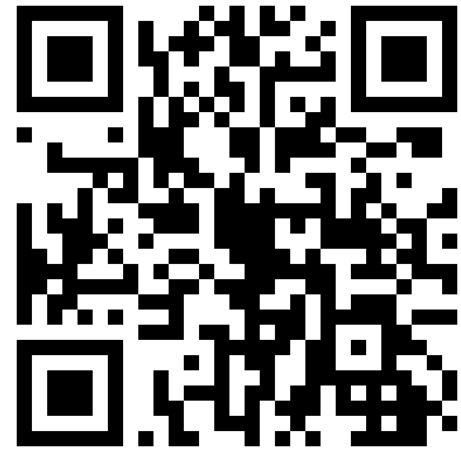


# Beth Crockett

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# TechTalk Series

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

# Agenda

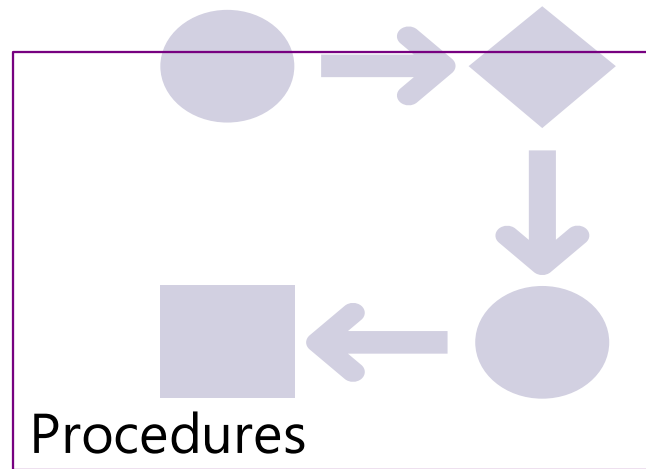
- Process governance overview
- Establishing a governance framework
- Implementing process governance
- Communication and change management with process governance
- Measuring and monitor your process governance
- Q&A

# Process governance overview

Rachel Profitt



# What is process governance?



# Importance of process governance



Enhance  
efficiency



Ensure  
compliance



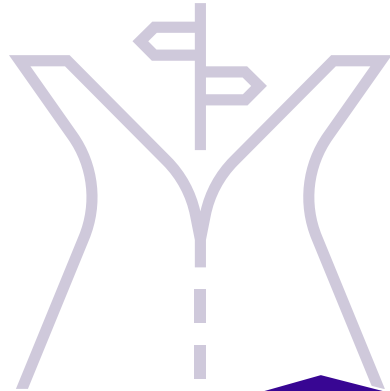
Facilitate  
accountability



# Benefits of process governance



Improved quality



Enhanced decision making



Agility and adaptability



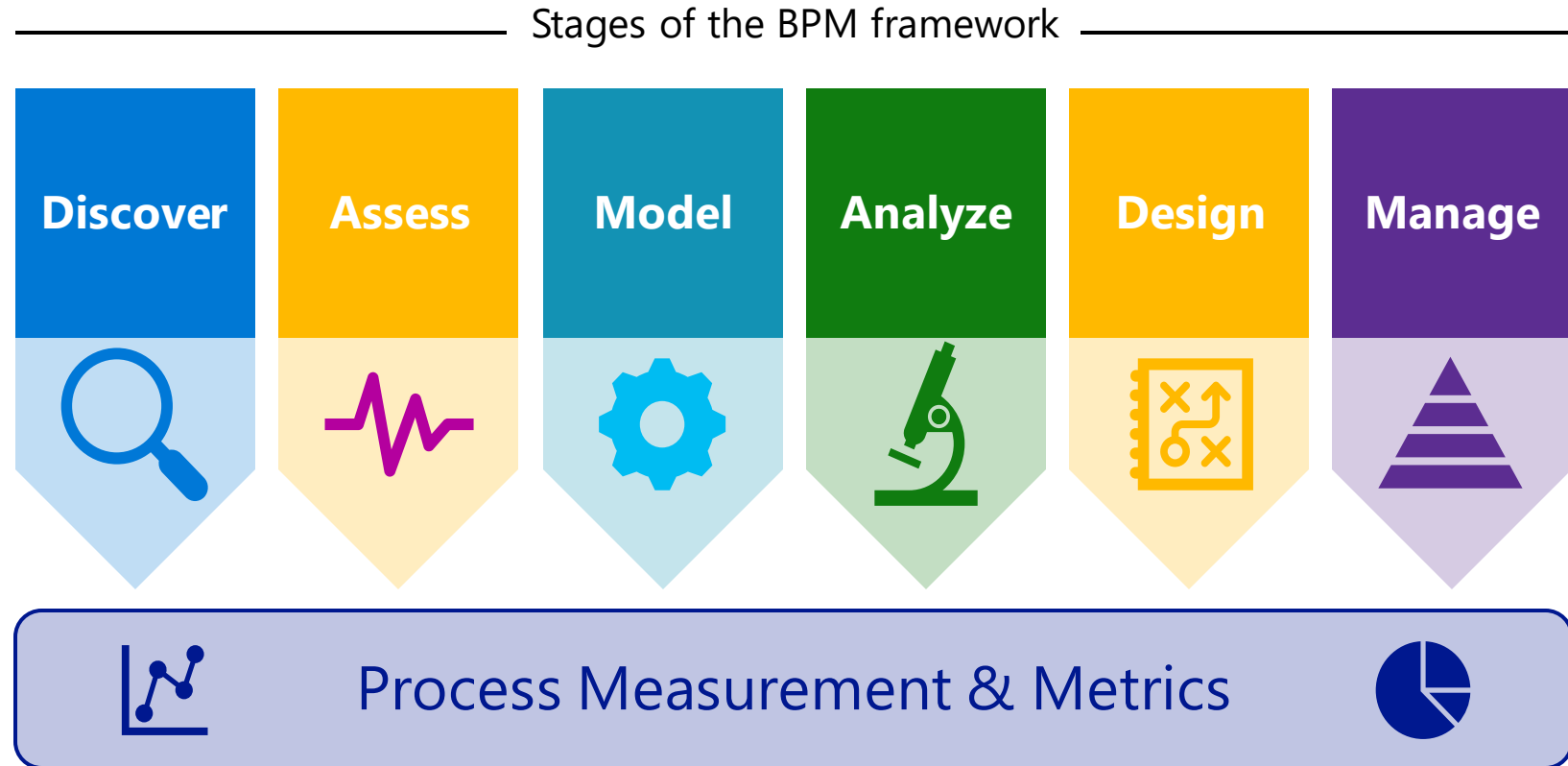
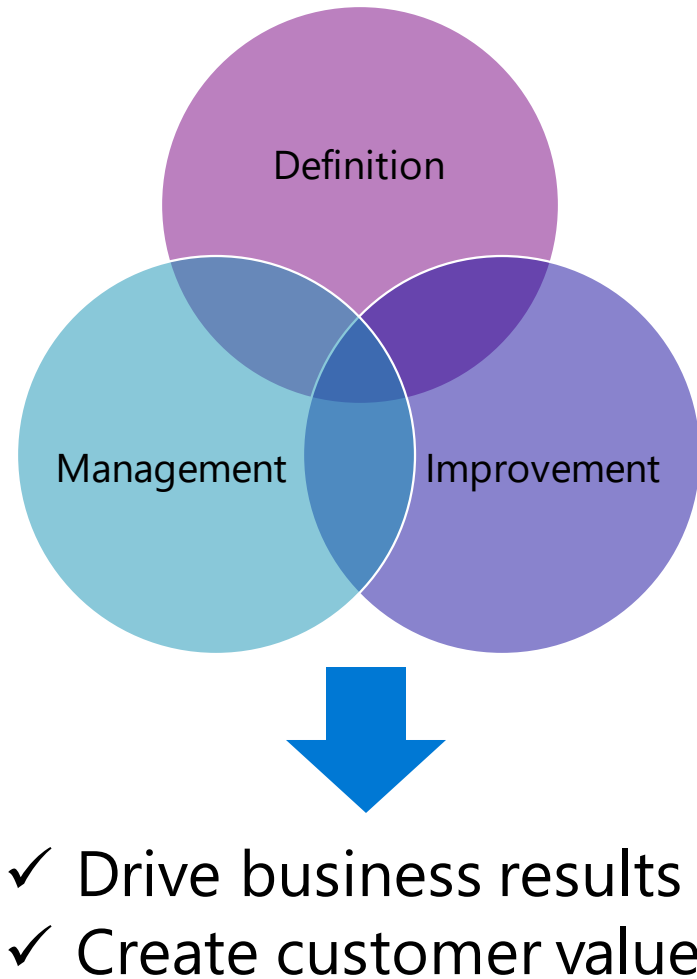
SbD Alignment

# Establishing a process governance framework

Beth Crockett



# Business Process Management (BPM) framework



*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



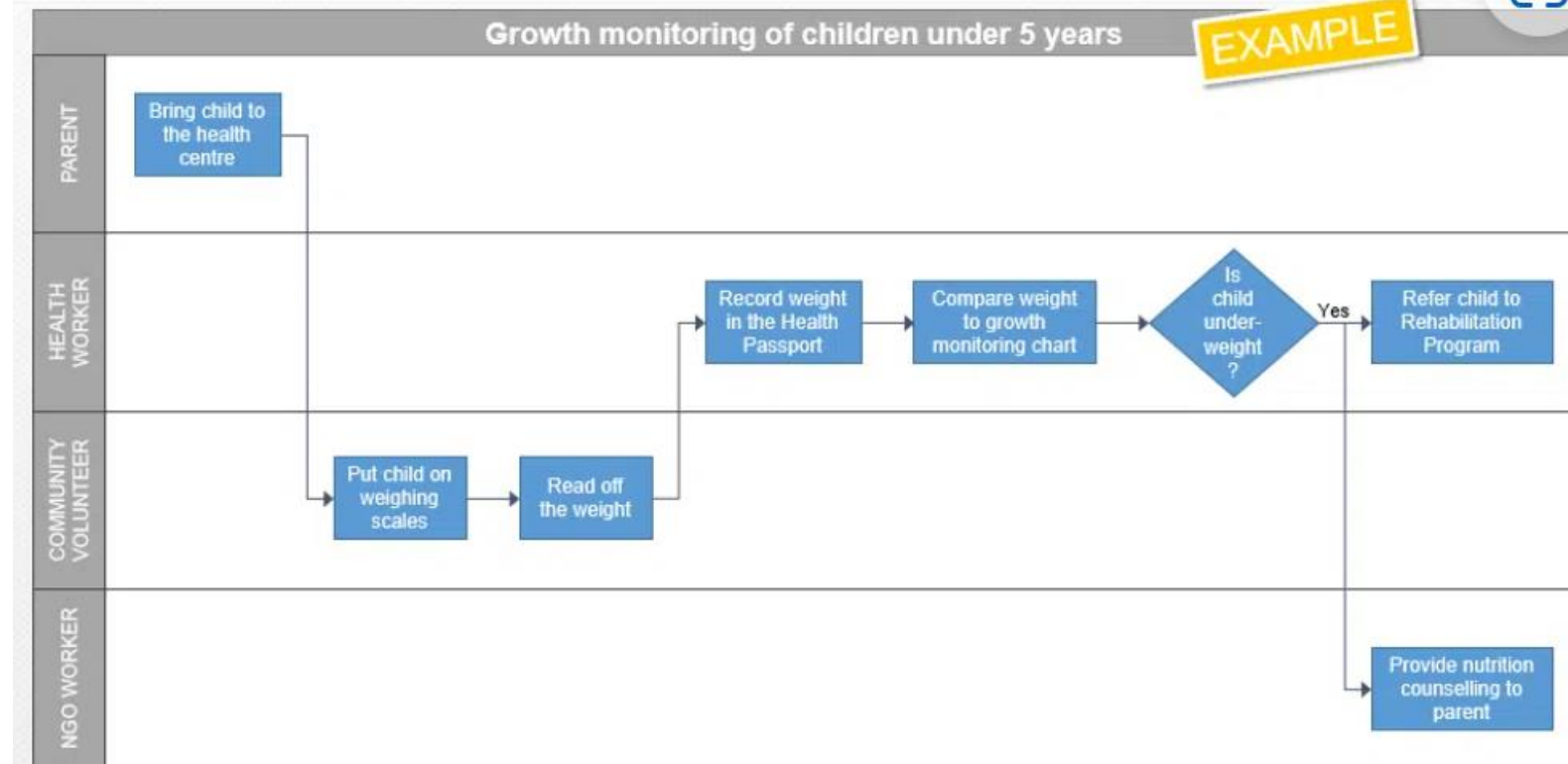


# 3. Model phase

## BPMN 2.0



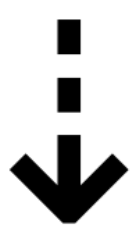
Swim Lane Diagram Template





## 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:**

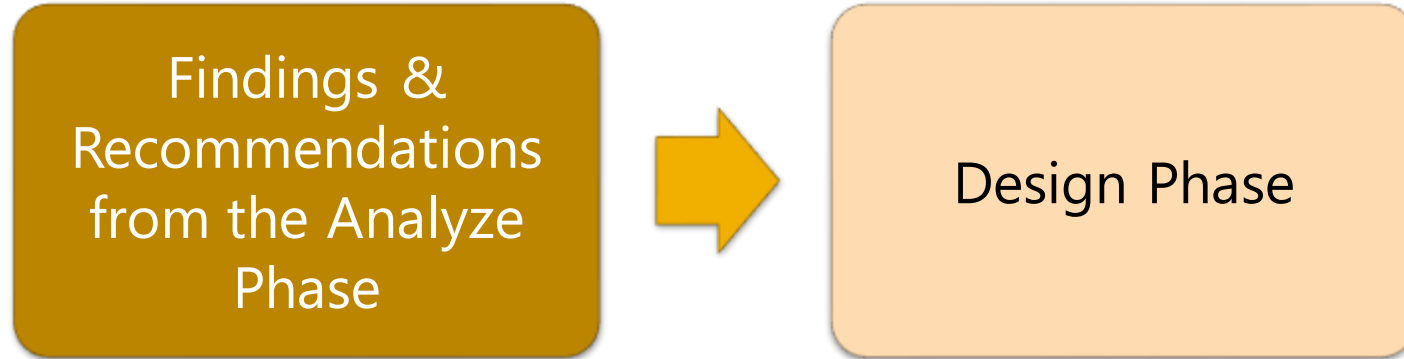
- Outdated or ineffective policies
- Outdated or ineffective controls
- Workflow barriers, unnecessary handoffs or inadequate measures.
- Low customer satisfaction

**Opportunities:**

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



## 5. (Re)Design



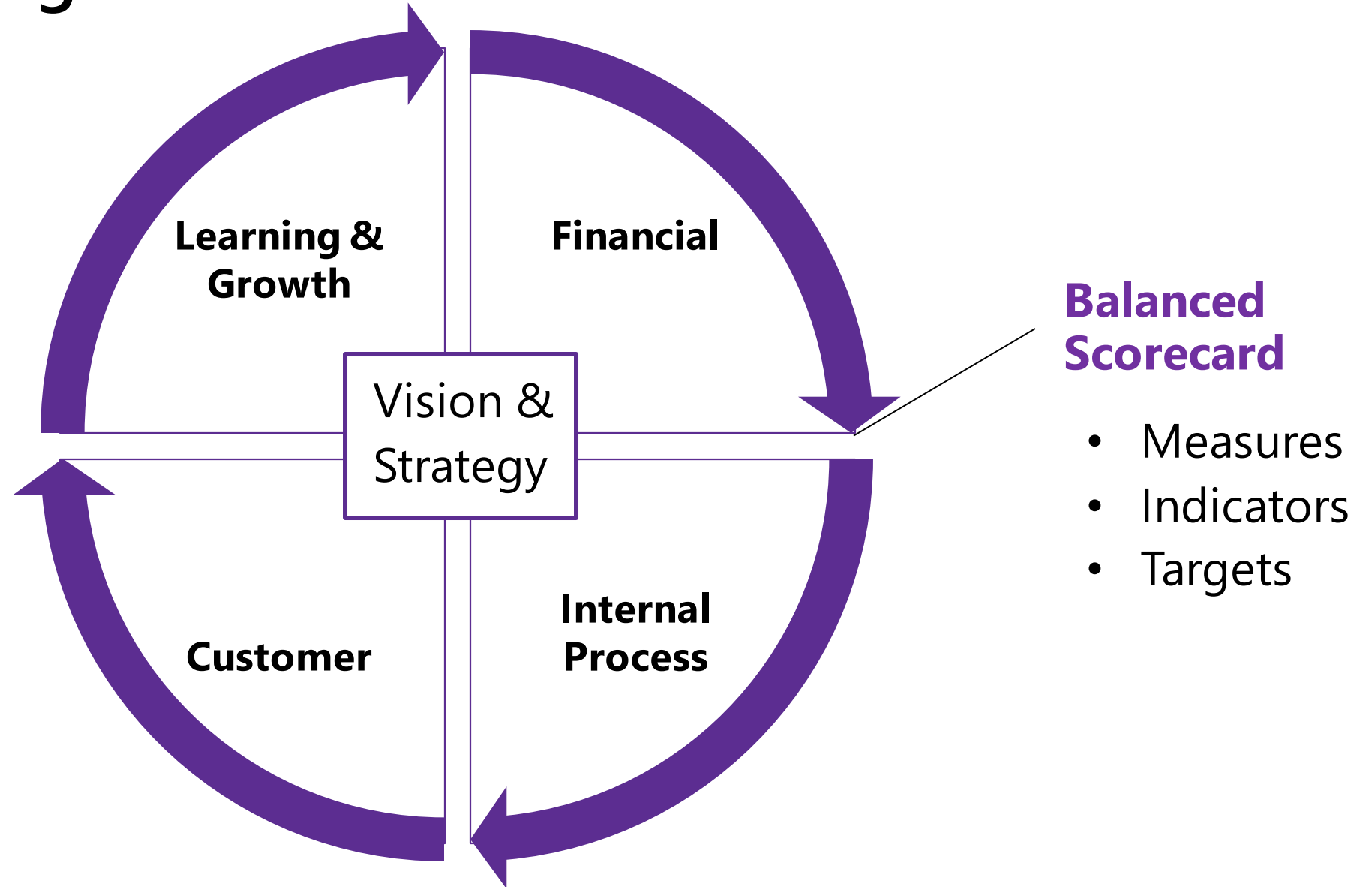
**Outputs** of the Design Phase may include:

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





## 6. Manage

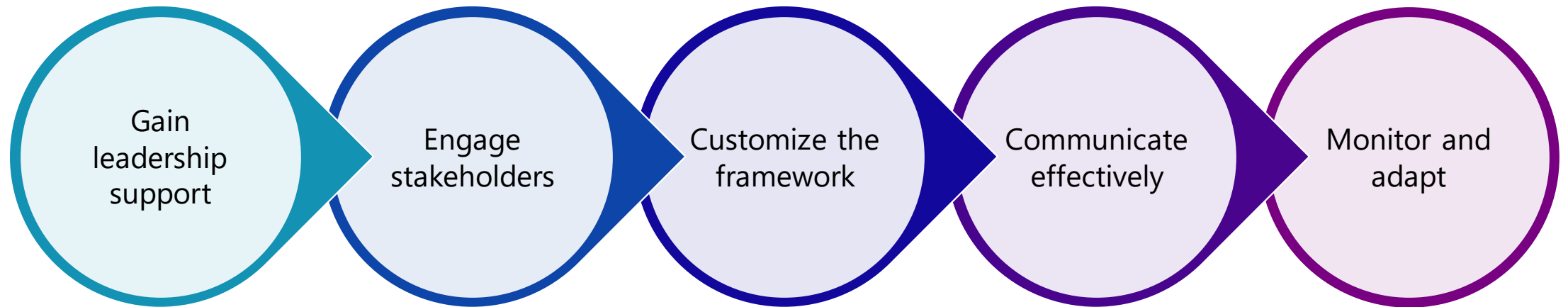


# Implementing process governance

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



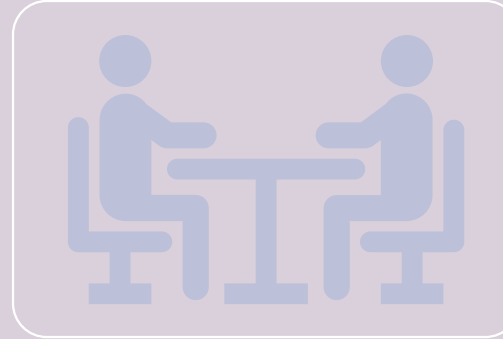
## Who

- 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

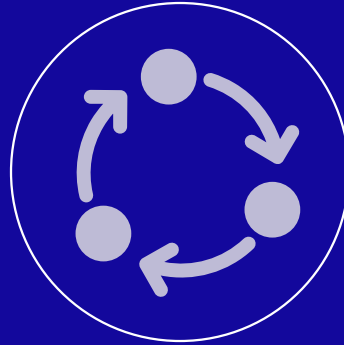
Balance  
between  
standard and  
adaptability

# 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



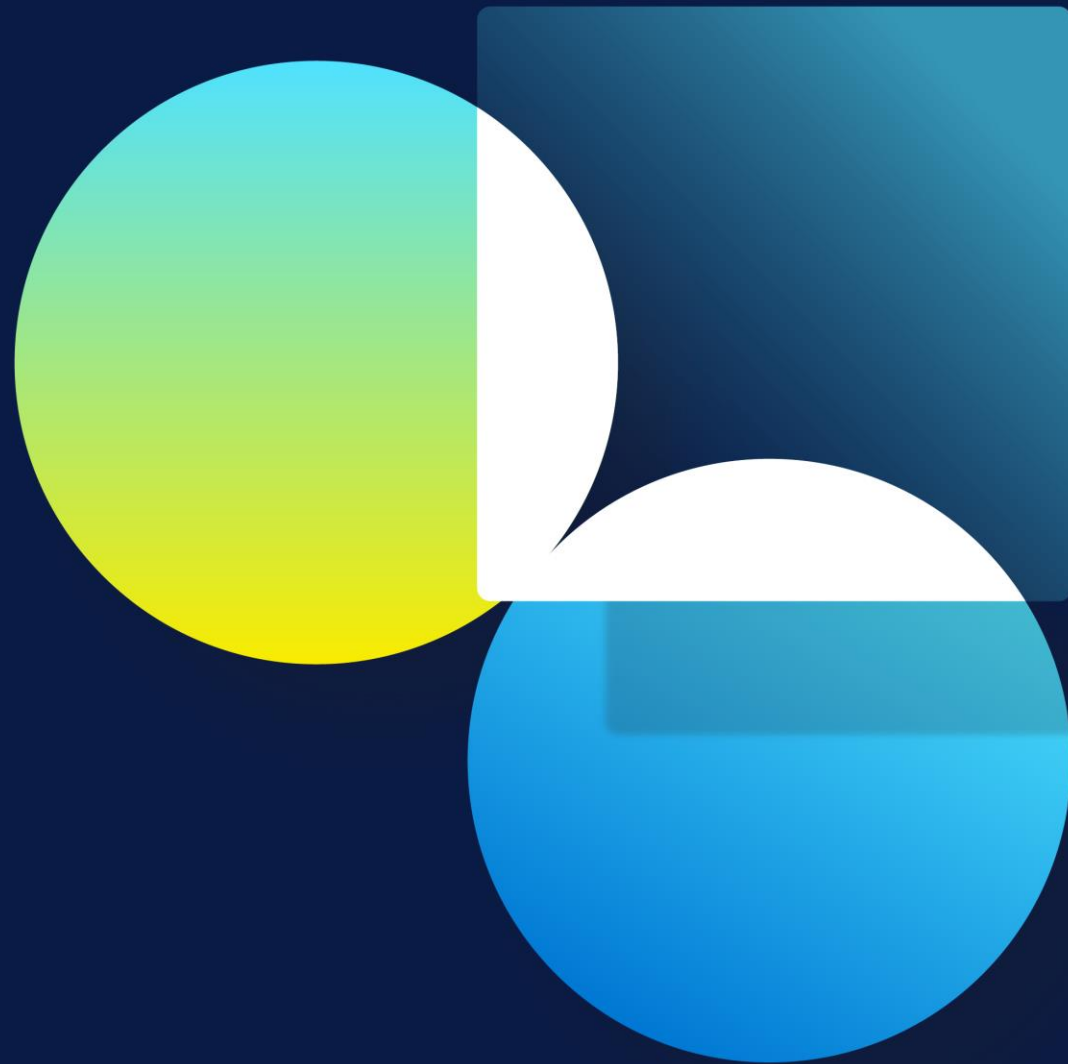
Create a tailored approach



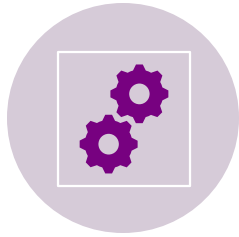
Integration with overall change strategy

# Measuring and monitoring process governance

Beth Crockett



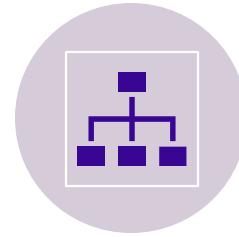
# What is a process maturity model?



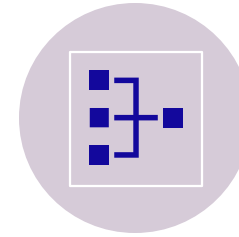
FRAMEWORK



ASSESS AND  
IMPROVE



ORGANIZATIONAL  
BUSINESS PROCESS



STRUCTURED  
APPROACH



EVALUATE CURRENT  
STATE

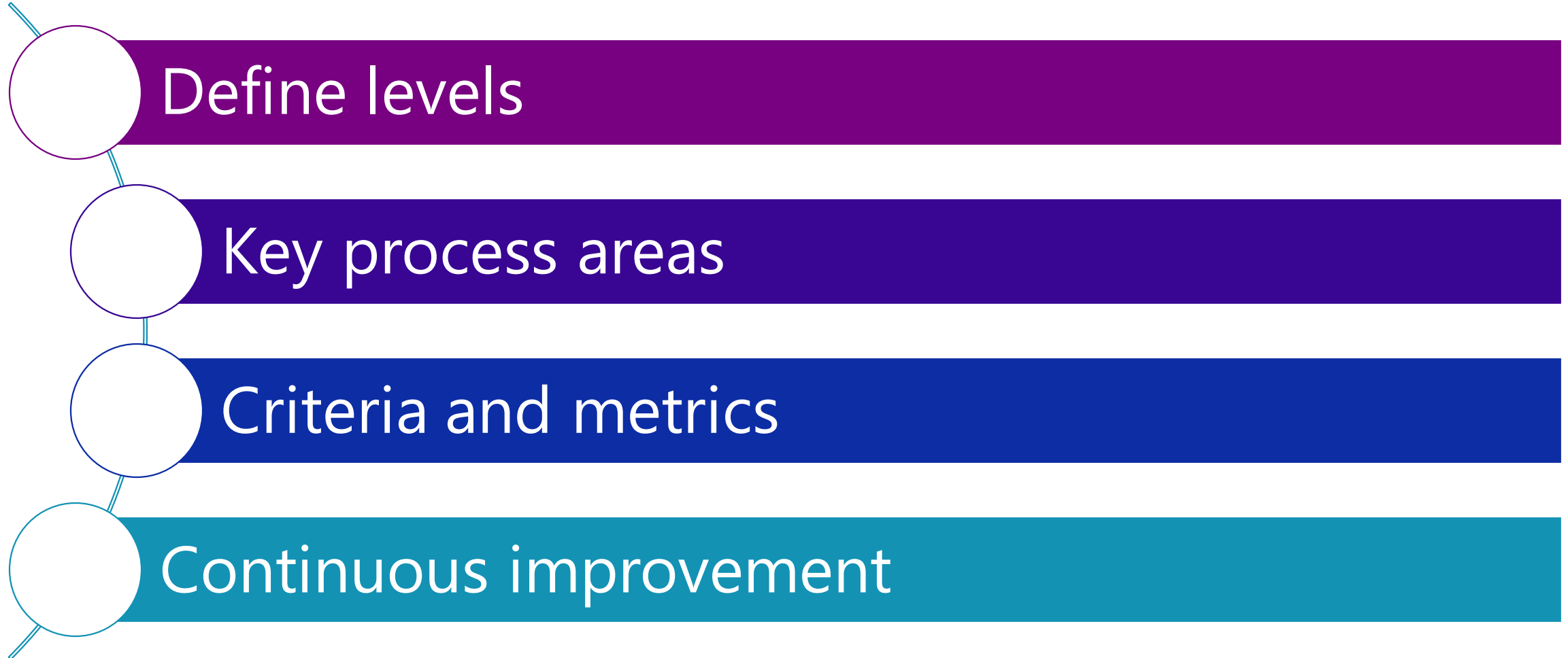


IDENTIFY AREAS FOR  
IMPROVEMENT



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](#)



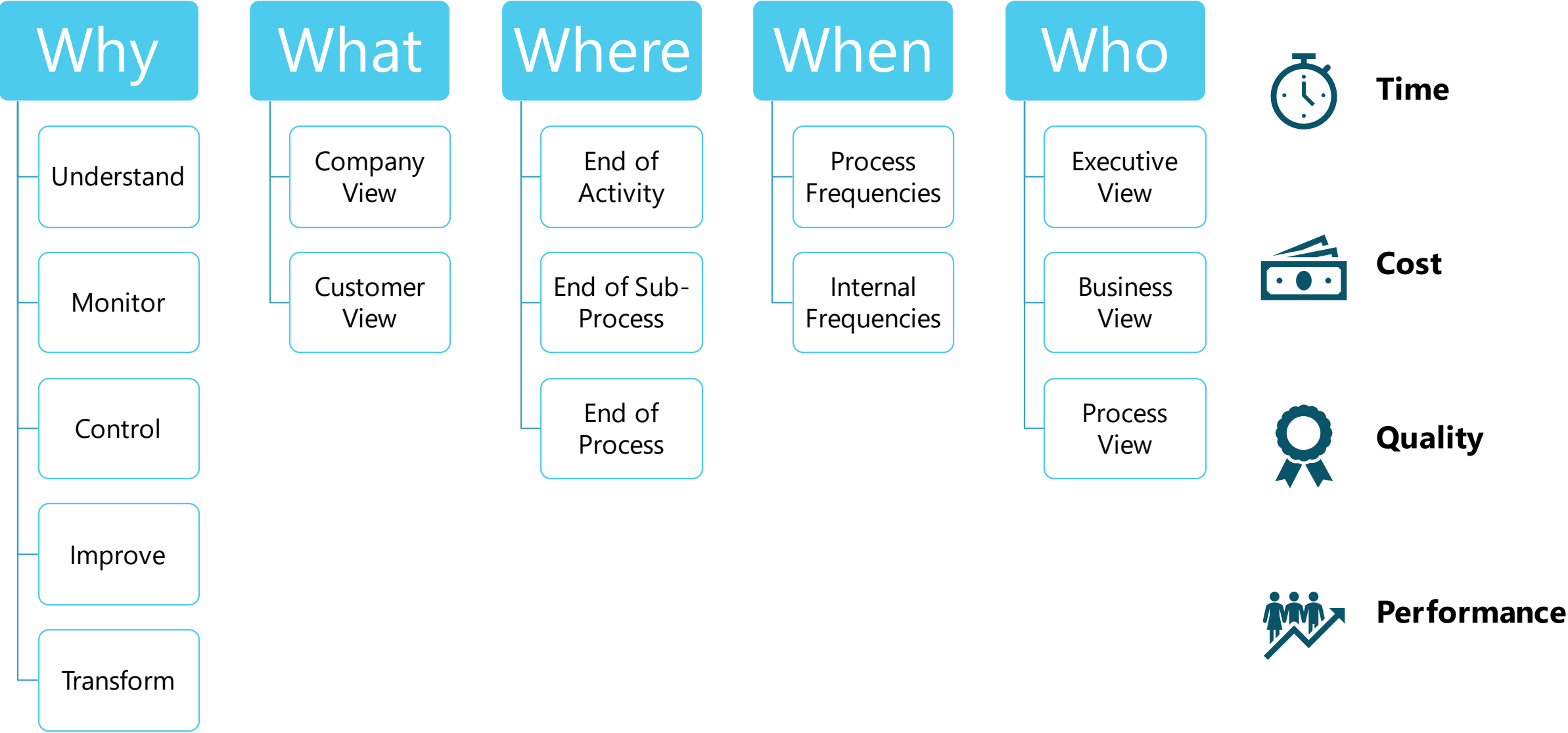
# Microsoft's Process Maturity Model Sample

Where are we today and what's the aspiration?



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

# 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

ἰδιῶ.

**Dhanyavād**

Köszönöm

Takk

Terima kasih

**Grazie**

Grazzi

# Thank you!

감사합니다

Paldies

Choukrane

Aċiū

Благодарам

ありがとうございました

谢谢

Баярлалаа

**Dziękuję**

Obrigado

Mulțumesc

**Спасибо**

Ngiyabonga

Ďakujem

Tack

Nandri

Kop khun

Teşekkür ederim

Дякую

Хвала

Diolch



