



The ability to engage in effective business process management is a function of the continuous application of process thinking, tools, and methods. In other words, BPM capacity must be cultivated across the organization over time. It's not the product of a one-and-done project. Rather, BPM is a cyclical process.

The BPM lifecycle starts with **process identification**, in which relevant processes are identified and delimited. The outcome of process identification is a new or updated process architecture, which provides an overall picture of the processes in the organization and their relationships.

Next comes **process discovery**, where the current state of each relevant process is documented in the form of one or more as-is process models.

During **process analysis**, issues associated with the as-is process are identified, documented, and quantified using appropriate measures of performance. The output of this phase is a structured and prioritized collection of insights regarding opportunities for process improvement.

Next comes **process redesign**. The goal of this phase is to identify ways to address the issues identified during process analysis. The output of this phase is a to-be process model.

**Process implementation** has two aspects: organizational change management and process automation, which together represent an executable process model.

- Organizational change management refers to the activities required to change the way of working of all participants in the process. These activities include explaining the changes to the process participants, implementing a change management plan, so stakeholders know when the changes will be implemented and what transitional arrangements will be employed to address problems during the transition to the to-be process, and training participants in the new way of working.
- Process automation involves the configuration, re-configuration, or implementation of an information technology system to support the to-be process.

Finally, there is **process monitoring**. In order to manage the performance of business processes, conformance with the process and the resulting process performance must be measured and analyzed.

That brings us back to process discovery, where the cycle starts anew.

Neither our businesses nor the environments in which they operate are static. Consequently, our business processes must adapt over time. That requires the iterative application of the BPM lifecycle.