BETTER BPM
DESIGNING BETTER BUSINESSES

The BPM lifecycle starts with process identification, in which relevant processes are identified and delimited. The output from the process identification phase is a process architecture, which is often depicted in the form of a process landscape map.

The next phase of the cycle is process discovery, which entails digging into the nuts and bolts of processes to create as-is process models. However, not all processes are equally important, nor do they deserve the same level of attention.

Common criteria for selecting processes for further analysis are strategic importance, health, and feasibility.

- Strategic importance relates to the potential for a process to impact the organization's goals.
- The health of a process is an assessment of the degree to which a process might be improved along one or more measures of performance, such as cycle time, cost, quality, or flexibility.
- Technological feasibility notwithstanding, organizational change is subject to friction in the form of inertia, emotion, effort, and reactance. Other factors equal, we should focus our efforts where we're most likely to succeed. After all, early process improvement successes can make subsequent efforts more likely to succeed.

Here is a way to visualize an organization's processes according to the criteria of importance, health, and feasibility.

- The y-axis represents relative importance from low to high.
- The x-axis represents relative health from poor to robust.
- Relative feasibility is represented by color-coding from low to high.

Relevant processes can be plotted on the grid. In this example, these processes are deemed to be important and offer opportunities for substantial performance improvements. Process B might be prioritized since it's the most feasible in the group.