The Certified Process Manager (CPM) Program

Who is this program for?

The CPM program is intended for people having management, leadership or functional responsibility for improving business success for an "area" of the organization – up to and including the entire enterprise.

This could be someone having a departmental mandate, a specific focus area of concentration, an executive leadership role, a mid-management role, strategic responsibilities, and (of course) process management responsibility.

BPM leaders, Customer Experience Managers, Process Owners, BPM Center of Excellence owners, Consultants (internal and external), IT Managers, Process Owners, Strategic Planners, Senior Business Analysts, Senior Project Managers, Senior IT Analysts, and Executive Management are examples of titles appropriate to this course of study.

Course Prerequisites – What skills do I need to get the most out of this course?

There are no formal requirements for attending this course. The techniques taught in class are placed in context with "organizational reality" and do not depend on existing skills or knowledge. The program is structured to meet a wide audience of needs and interest, enabling those in attendance to apply the learning within their organizational context to improve the success of their activities and the success of the organization in general.

The Certified Process Professional (CPP) program is a "value-add" to this course though it is not a prerequisite. In the CPM program, we will make reference to activities from the CPP program in the areas covering "process auditing" in the Process Management section of study. However, attendees do not need to be conversant in these techniques to get the benefit from this class*.

* Process auditing is dependent on others in the organization having the skills taught in the CPP program. The Certified Process Manager does not need to understand how to conduct these audits but does need to understand what the audits are and the role they play in respect to sustaining process efficiency gains when the CPP techniques are in use within the organization.

This is only a small portion of the overall CPM program and is not a requirement for successful use and application of the main concepts covered.

What do we cover?

The program consists of three main areas of study: Enterprise Architecture, Process Strategy and Process Management. Each area is an independent study that can be applied with or without the other areas covered in the course.

Enterprise Architecture

Enterprise Architecture – Building a Sustainable Process Architecture Model to support the delivery of exceptional customer value that translates across the entire organization.

In the Enterprise Architecture portion of the CPM program, we will learn how to approach understanding our organization in the context of our customers. This "outside-in" perspective starts with the processes we create that ARE the experience of our customers. We often do not design these processes or manage them aggressively yet these processes are the ONLY thing we share in common with our customers. They are:

- ✓ The source of Customer Satisfaction – or Dissatisfaction
- ✓ The source of Customer Loyalty – or the lack there of
- ✓ The source of "word of mouth" marketing – positive or negative
- ✓ And they are the NUMBER ONE FACTOR that influences our success – or failure – as a business.

This unique perspective on Enterprise Architecture (EA) provides us with something very powerful that is generally lacking in our current activities. While there are many approaches to "Enterprise Architecture" that serve different purposes, this is the ONLY approach to EA that is built on an explicit connection to reality (rather than an implied connection to what we choose to think of as reality).

Our customers experience these "customer processes" every day. Their experiences are real, and the processes are real. To our customers, these processes ARE US (the business). All of the internal "stuff" that we do is not part of what our customers see or care about. What they see and care about are the "processes" they experience when they interact with us. For our customers, this IS THE ONLY REALITY.

In the CPM program we start from that customer reality and work back into the organization to help us (as an organization) design, own, control and take advantage of customer processes. While other EA approaches may serve important internal purposes, this is the Enterprise Architecture approach we MUST USE to leverage the opportunity for business success these processes represent. In the CPM program we:

1) Build your understanding of the four levels of customer-centric process architecture; and how they fit together to form a powerful, comprehensive approach to managing the enterprise.

2) Understand how to take control over customer processes as a strategic tool for increasing customer satisfaction, reducing internal costs AND increasing revenues/profitability.

3) Learn how to use process architecture to drive uniformity of purpose, common goals and organizational transparency without the need for restrictive policies or a comprehensive change management program.

4) Develop the skills to utilize process architecture to translate business goals into an actionable program at every level of the organization.

Process Strategy

Process strategy is about increasing customer value, decreasing internal costs, expanding market share... and the creation of common goals that explicitly support these critical business activities. In the CPM program we learn how to use strategy techniques to develop actionable plans at different levels in the Process Architecture Model that deliver exceptional results and value including:

1) Build the ability to apply strategy at customer touch points to increase customer satisfaction and value.

2) Learn the use of process strategy for internal buy-in - and to achieve functional goals and objectives.

3) Develop the ability to use strategy techniques at any level of the organization as a way to define, refine and deliver on value-added goals.

Process Management

The Process Management areas we focus on in this program of study are designed to get key process Health Measures in place for transparency and to protect process gains, use auditing techniques to identify when inefficiencies have been "reintroduced" into our processes and to develop/nurture value-add process behaviors in our people and our organization as a whole.

We do this by developing a consistent process management practice to protect process improvement gains, enhance operational efficiency, and promote a behavior of continuous improvement though the:

1) Use of SCO KPIs as vital "health measures" to ensure process gains are protected.

2) Employment of simple auditing techniques that quickly identify where inefficiencies have been reintroduced into processes in the organization, inadvertently or otherwise.

3) Developing our understanding of how to move the organization into a comprehensive and instinctive set of behaviors that naturally promote and protect customer-centricity, process efficiency and "fitness of use" Quality.

FAQS

We don't have "customer processes" documented in our business. Can I still take the class?

Most organizations don't document, design or manage most of these processes. In this class you will learn the right way to document these processes, and use that to improve the experience of your customers.

We don't have processes documented at all; does that mean I shouldn't consider this class?

No. It is not necessary to have processes currently documented or have a "process orientation" in your organization to benefit from this class. You will learn important approaches to improving the experience of your customers and in driving that orientation in your business.

We use a BPMS at the center of our Process Strategy. Will this course help us take advantage of this technology?

Yes. The CPM course is an ideal program of study for people and organizations desiring to take better advantage of existing or new technologies. In the CPM program you will learn how to identify KPIs that can be explicitly supported through application of technology of all kinds. By developing goals that explicitly create increased revenue, decreased costs and enhanced customer service you will dramatically simplify the work technologists in your organization must do to explicitly support these goals, while creating a far greater "Return on Investment" than what they are currently used to experiencing.

I'm responsible for Customer Experience (or Customer Satisfaction) – not process. Does this course apply to me?

Yes. The CPM program addresses the Customer Experience and Customer Satisfaction directly. You don't need to be a "process person" to benefit from this course. The concepts used are easily understandable by anyone, regardless of the experience or skill.

I don't have organizational or even departmental remit to deal with the "Customer Experience." Is there any point to me attending this course?

Yes. The CPM course provides a set of techniques that can be used by virtually anyone, in any role, in any organization to improve the results of what they do. On a personal basis, the CPM program will give you a way to better understand what you should do, and why that will make you and your company more successful.

I'm a senior executive, and I don't normally take "classes." Are you suggesting this course is something I should consider?

Absolutely. The techniques we cover in the CPM class will give you new ways to enhance your leadership and drive tangible business results that hit directly on the "bottom line" of the business. This is two days that you can't afford to miss!