

The Business Process Maturity Model (BPMM)

An Overview for OMG Members

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CAPABILITY
MEASUREMENT

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- Kick off, introductions and purpose-John Alden
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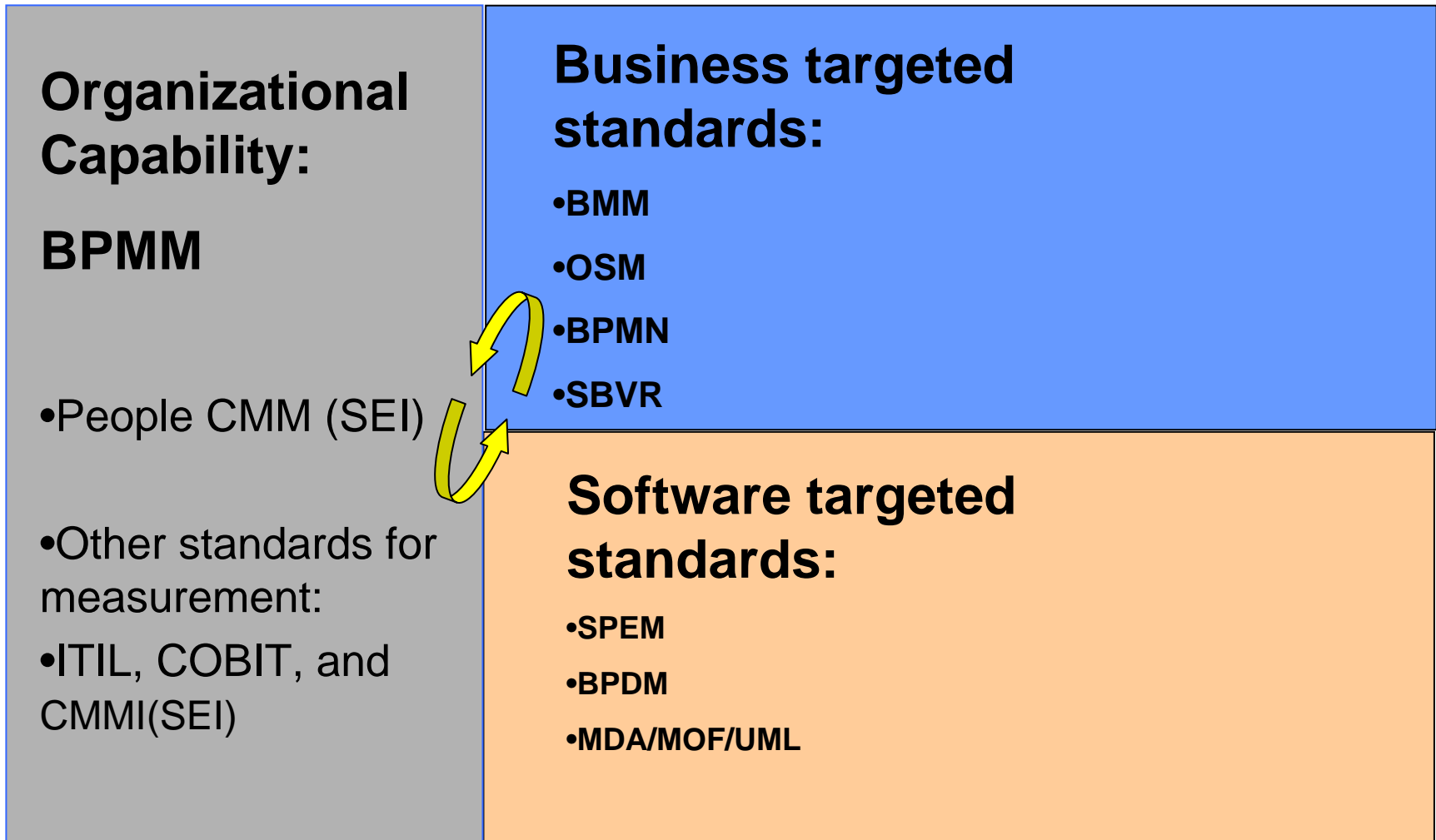
* Questions and comments forward to:
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OMG standards relationships:



The Ecology of Failed Systems



Work overloads



Lack of measures & defined processes



Siloed functional processes



Inconsistent materials



Unmanaged commitments



Inconsistent procedures for identical tasks

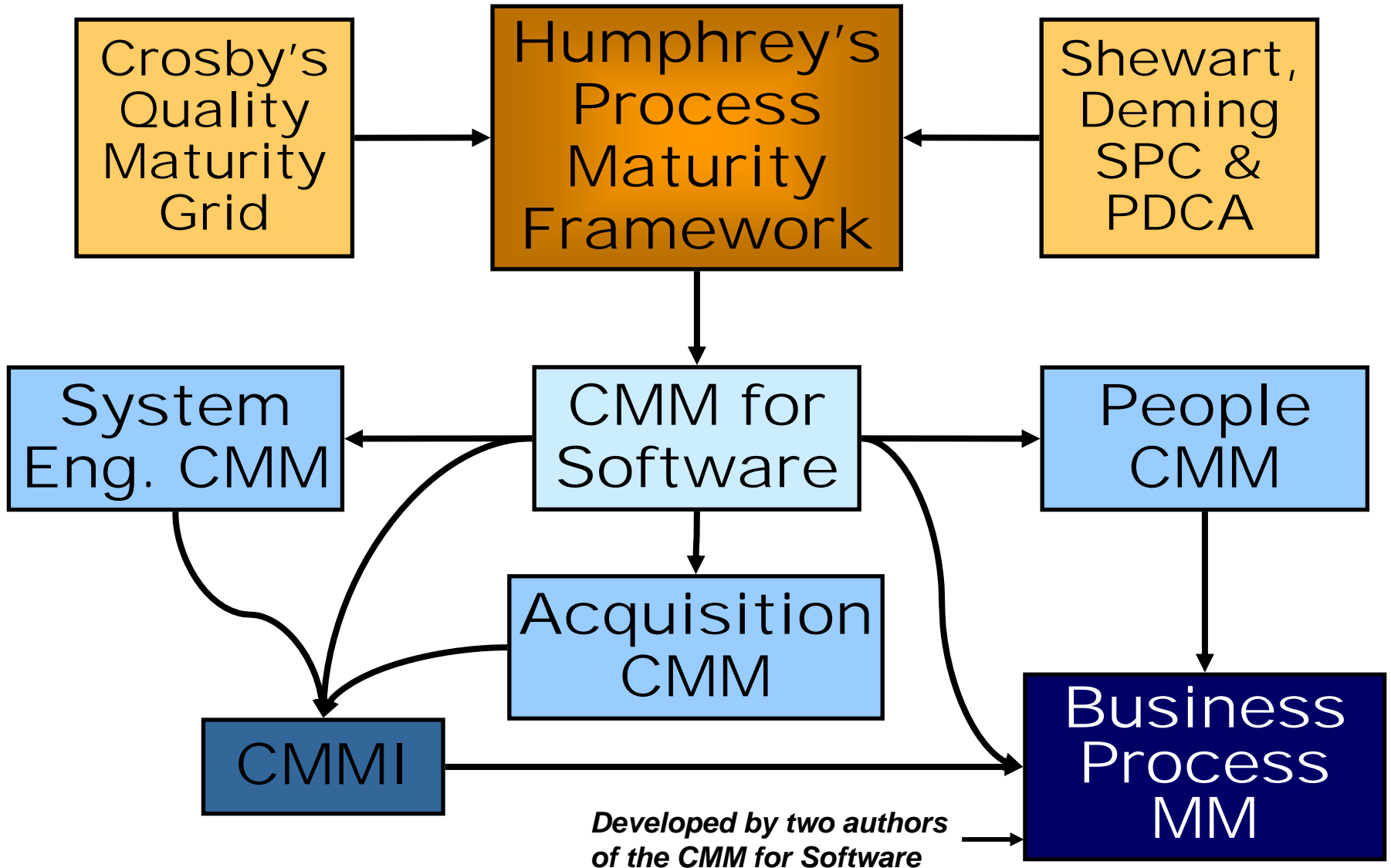


Cascading rework

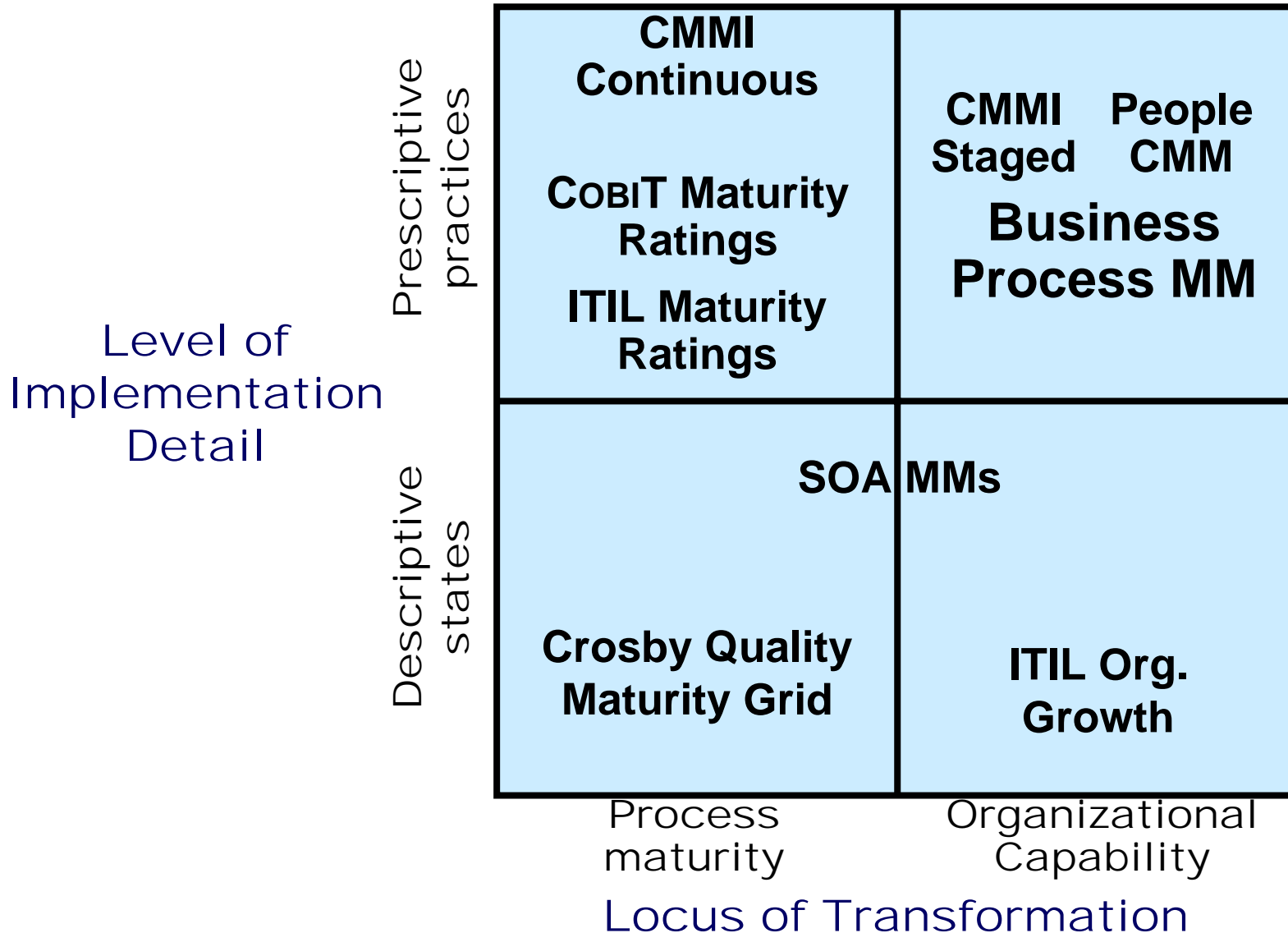


Unintegrated best practices

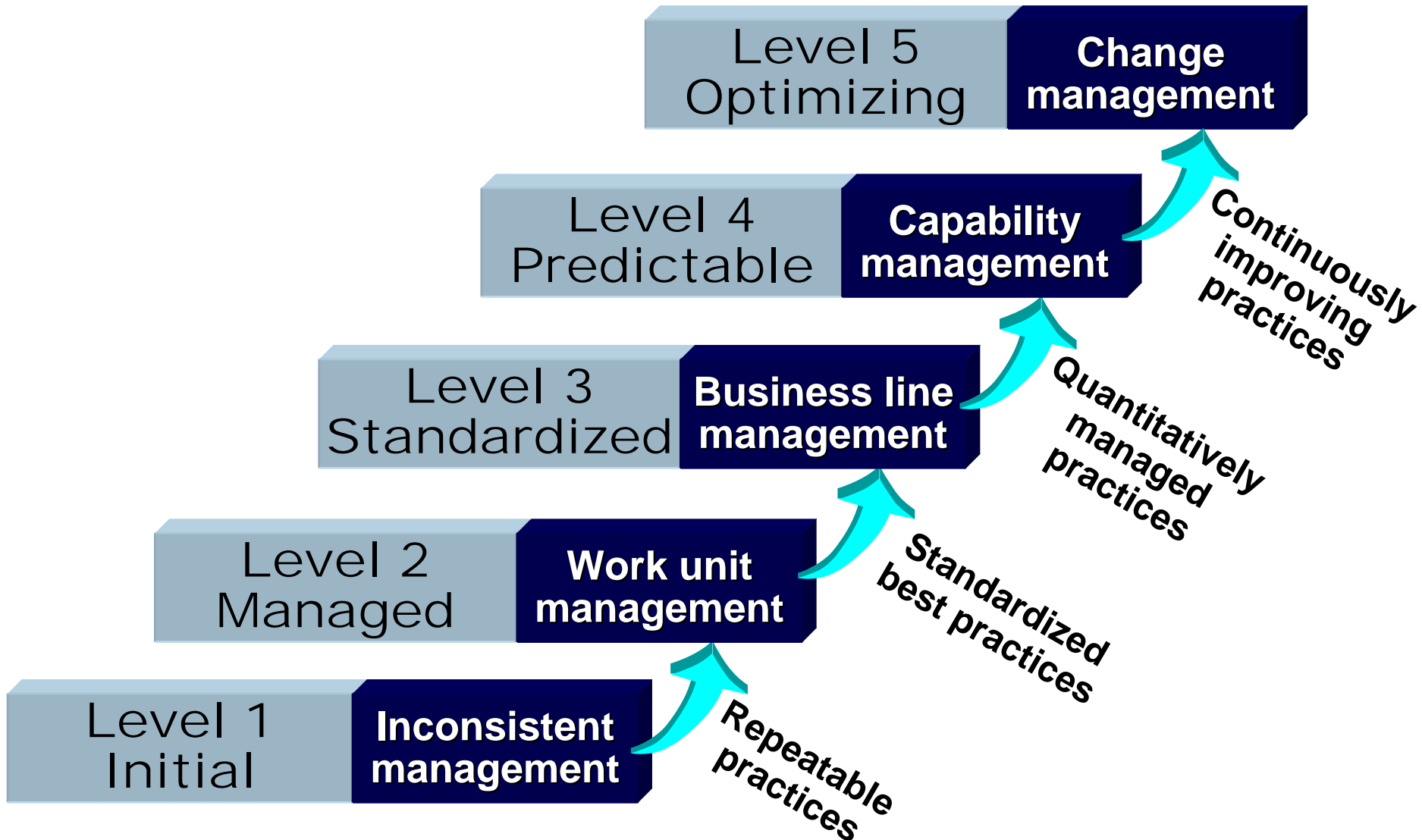
History of Maturity Models



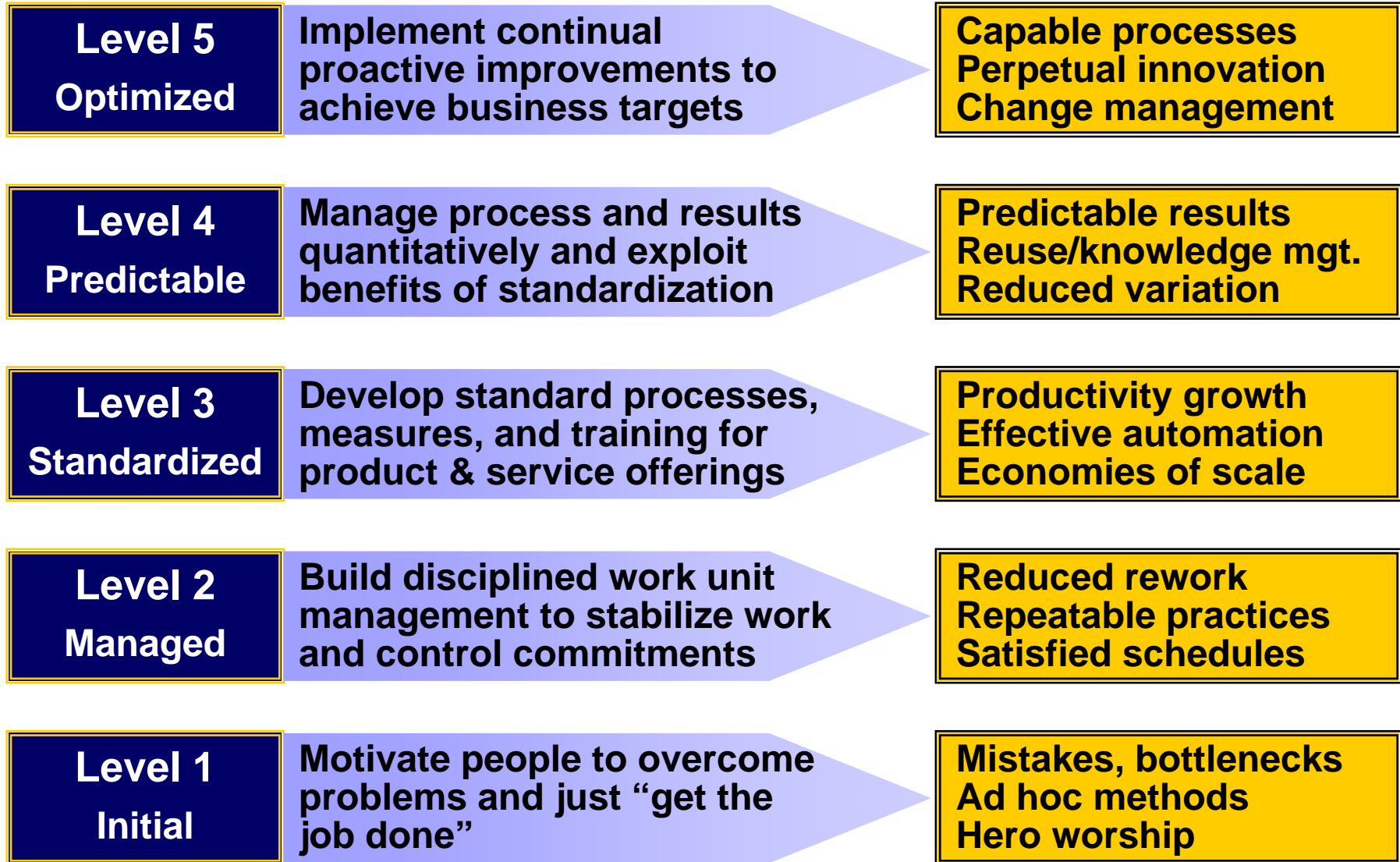
Maturity Model Typology



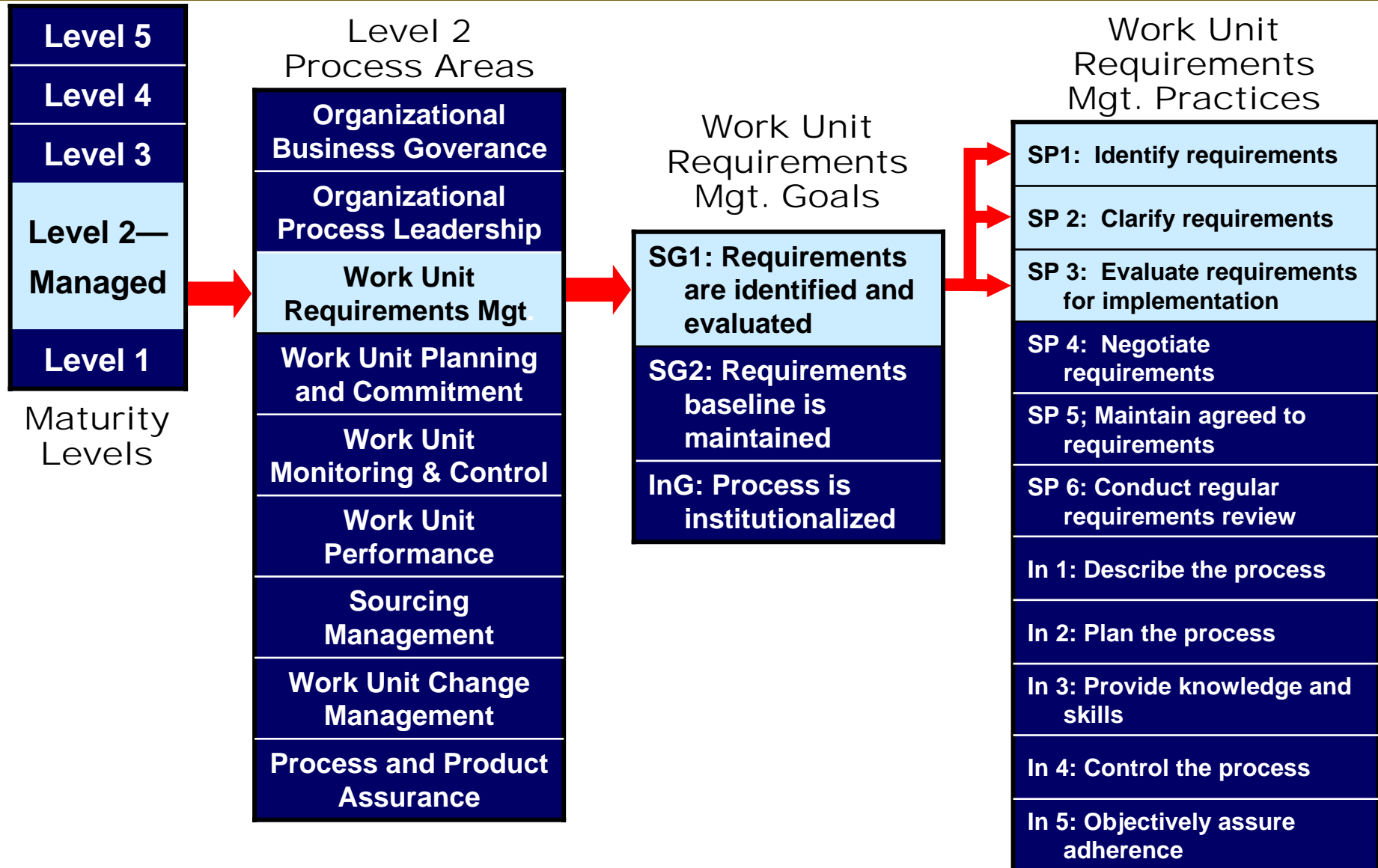
The Five Maturity Levels



How the BPMM Works

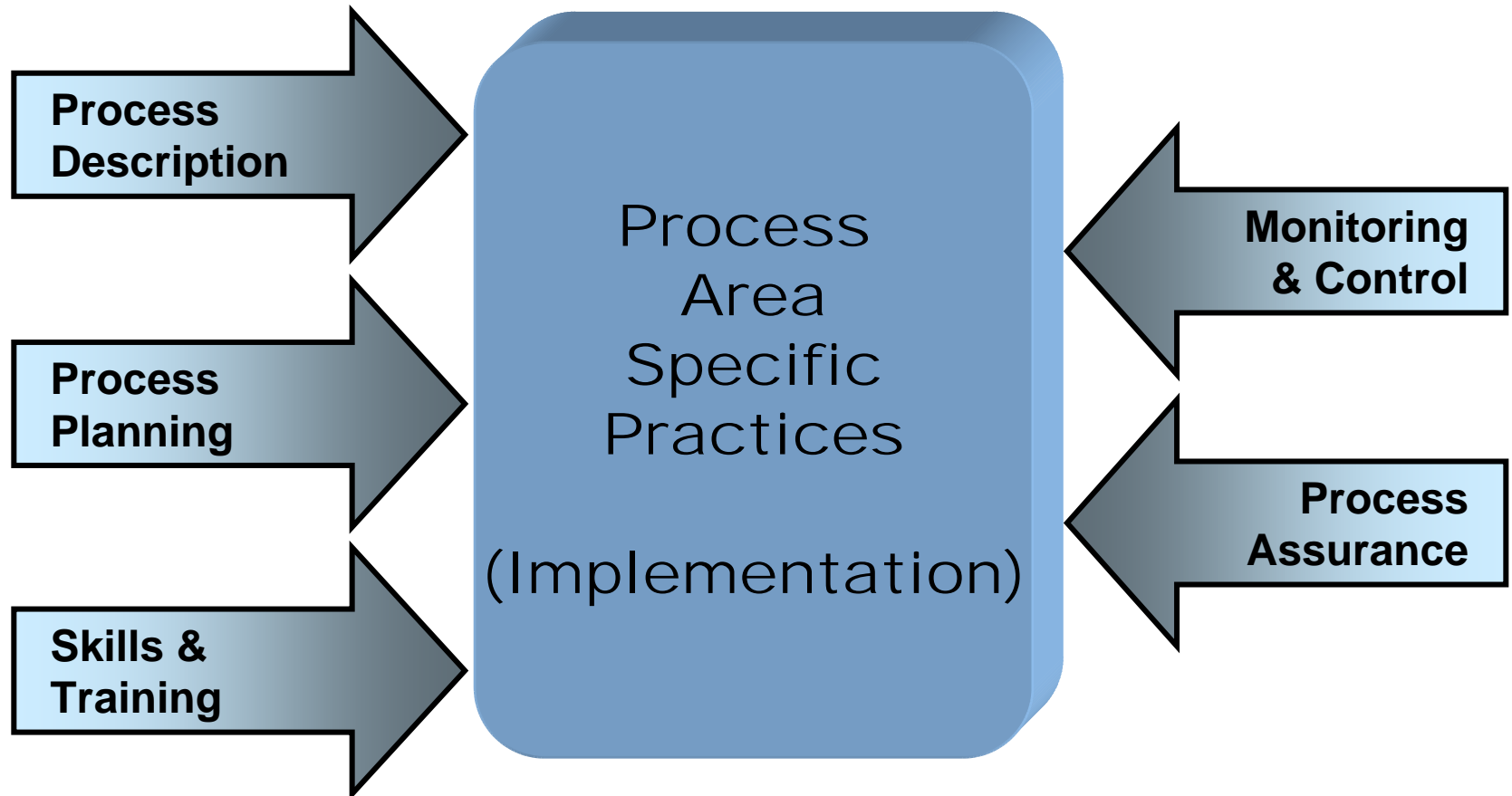


Structure of the BPMM



Institutionalizing Practices

“The practices for *[process_area]* are institutionalized.”



Level 1 – Initial Organizations

Undisciplined

Few repeatable processes, often sacrificed under pressure

Individualistic

People rely on personal methods for accomplishing work

Inconsistent

Little preparation for managing a work unit

Inefficient

Few measures for analyzing effectiveness of practices

Stagnant

No foundation or commitment for improvement

Initial Organizations



Rework
Rework

Firefighting

Heros

Level 2 – Managed Organizations

Committed

Executives commit organization to improving operations

Proactive

Managers take responsibility for work unit operations & performance

Managed

Commitments are balanced with resources

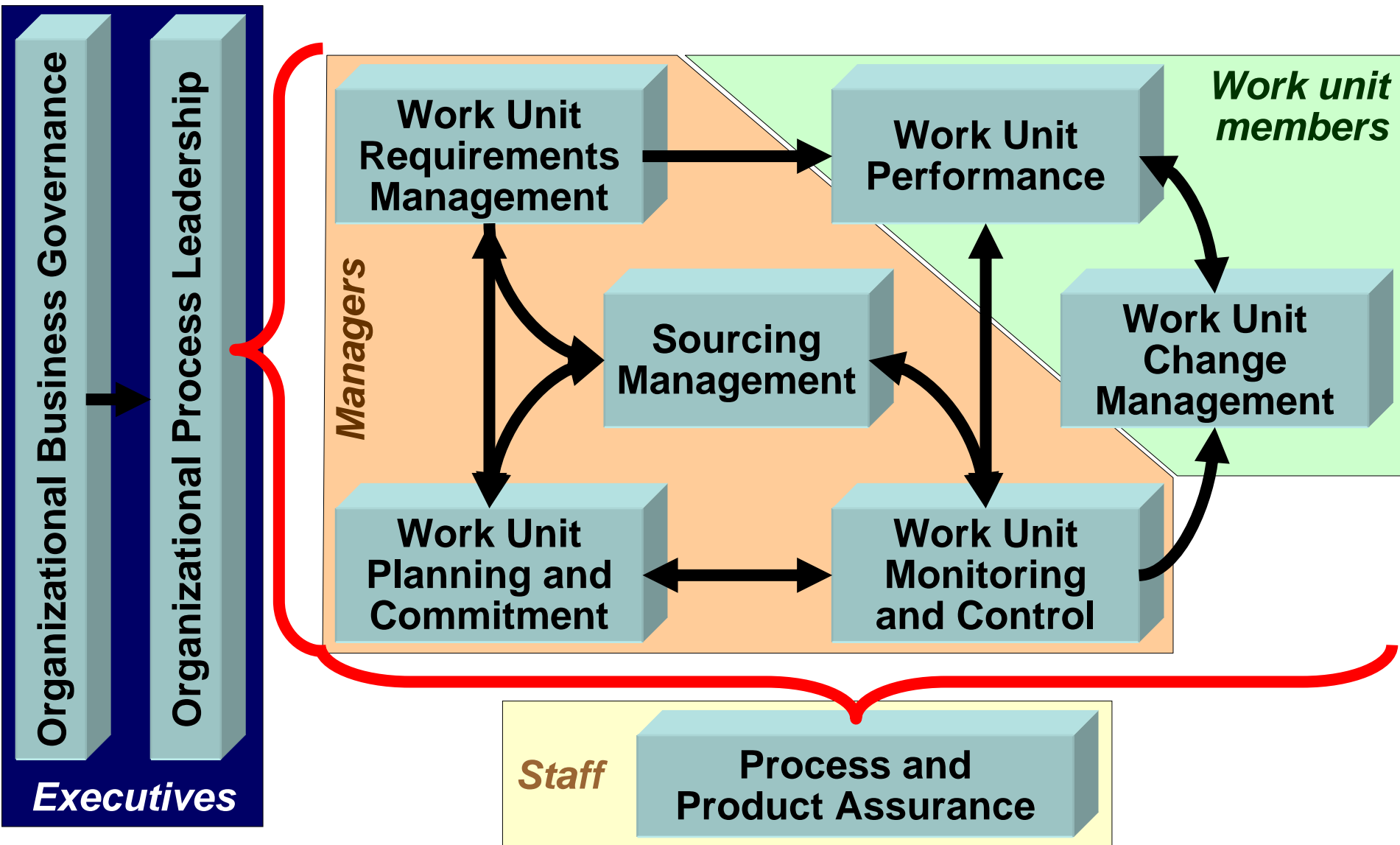
Repeatable

Work units use local procedures that have proven effective

Responsible

Work units are capable of meeting their commitments

Level 2 Process Areas



Level 3 – Standardized Organizations

Organizational

Integrate end-to-end business processes across siloed functions

Integrated

Establish standard processes from best practices in work units

Adaptable

Standard processes tailored for best use in different circumstances

Leveraged

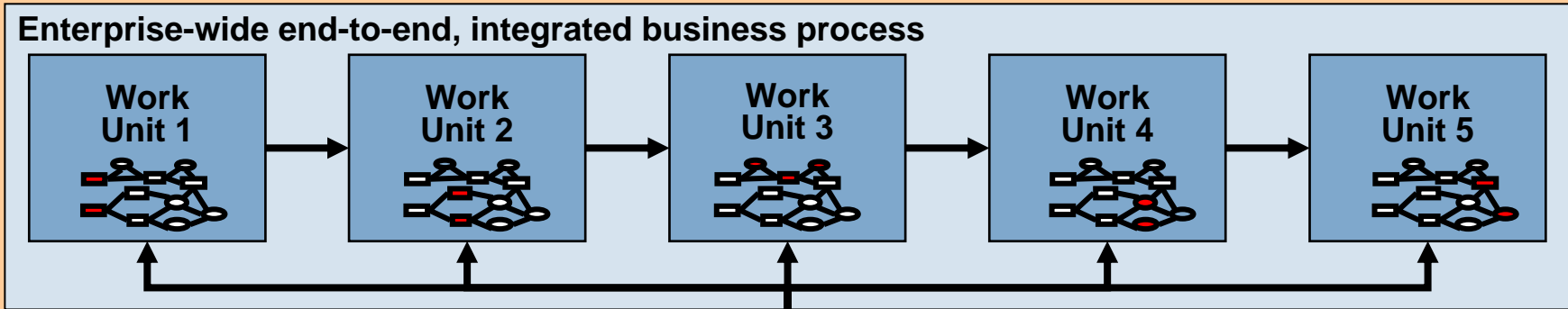
Common measures and processes promote organizational learning

Professional

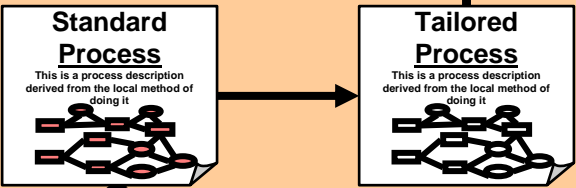
Organizational culture emerges from common practices

Levels 2 to 3 Transition

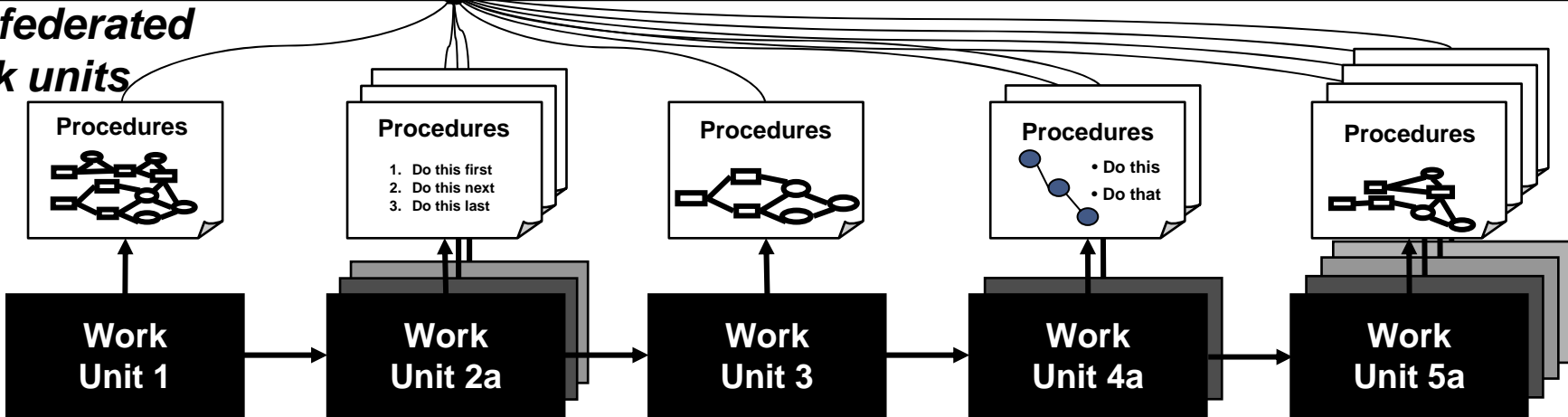
Enterprise-wide end-to-end, integrated business process



Level 3

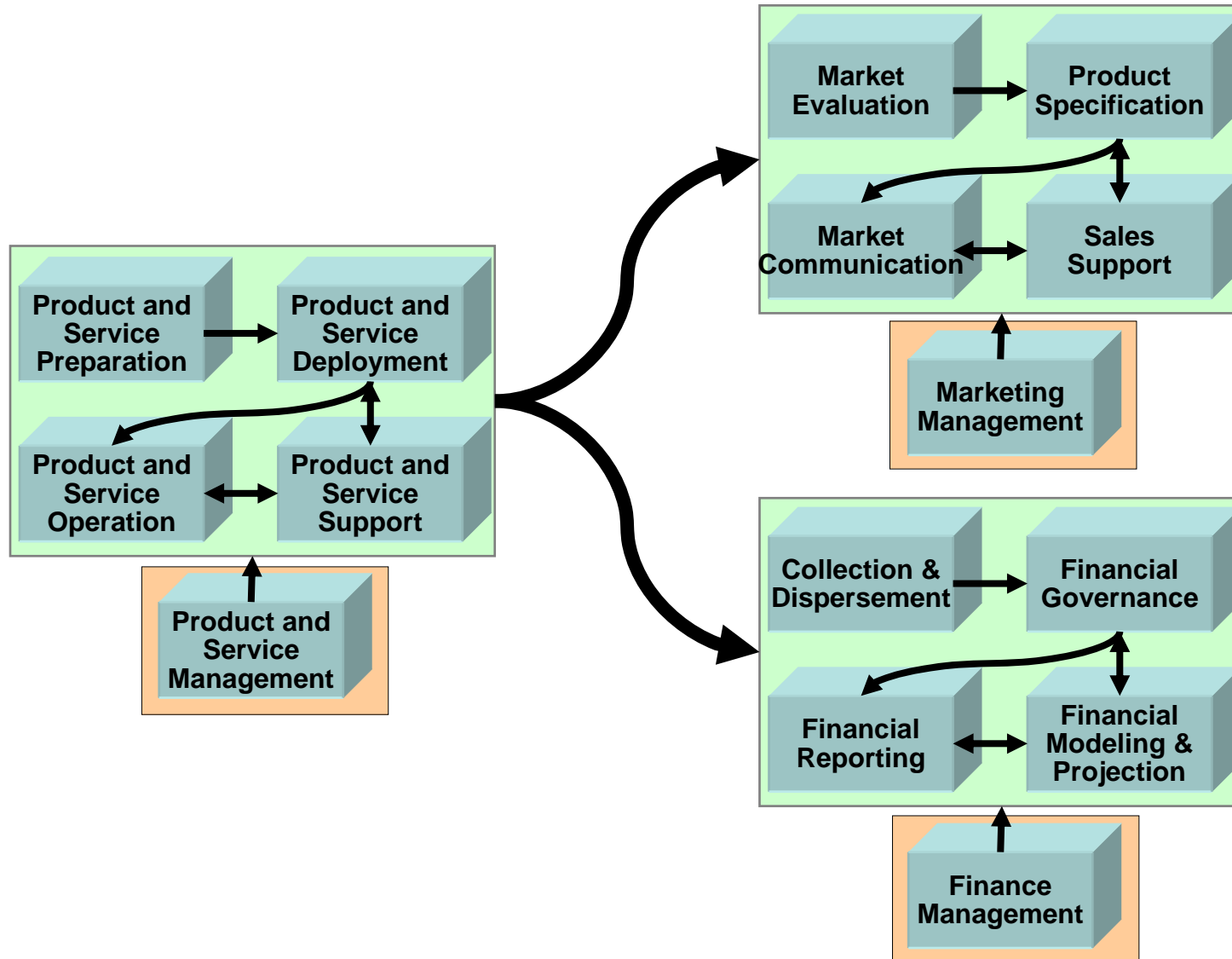


Confederated work units



Level 2

Domain Specific Process Areas



Level 4 – Predictable Organizations

Quantitative

Process variation, performance, and capability understood quantitatively

Stable

Variation reduced through reuse, mentoring, & statistical mgt.

Empowered

Process data empowers staff to manage their own work

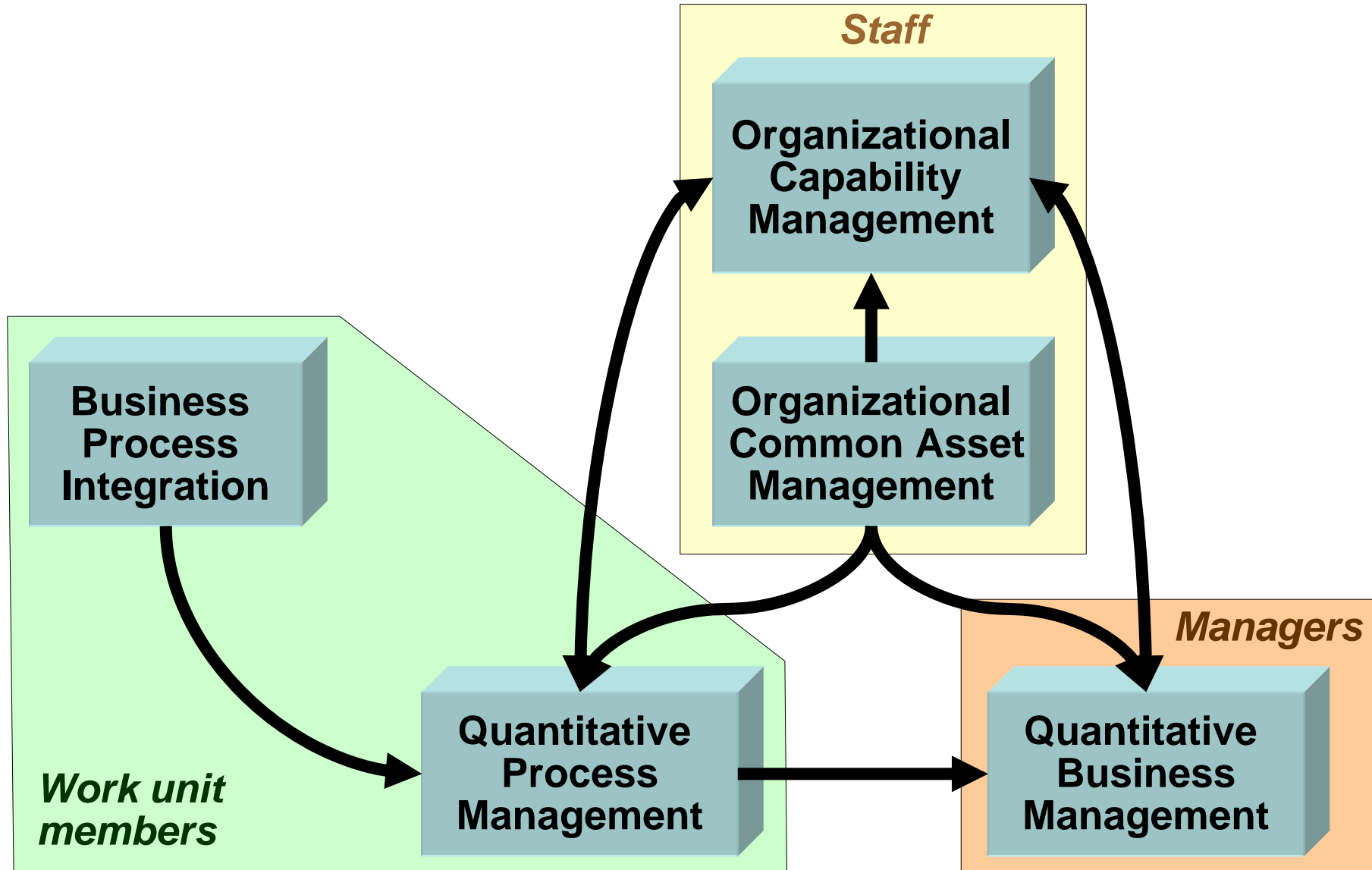
Multi-functional

Functional processes reengineered as roles in business processes

Predictable

Outcomes predictable from sub-process capability & performance

Level 4 Process Areas



Level 5 – Optimizing Organizations

Proactive

Improvements planned to achieve business strategies & objectives

Systematic

Improvements evaluated and deployed using orderly methods

Continual

Individuals and workgroups continuously improve capability

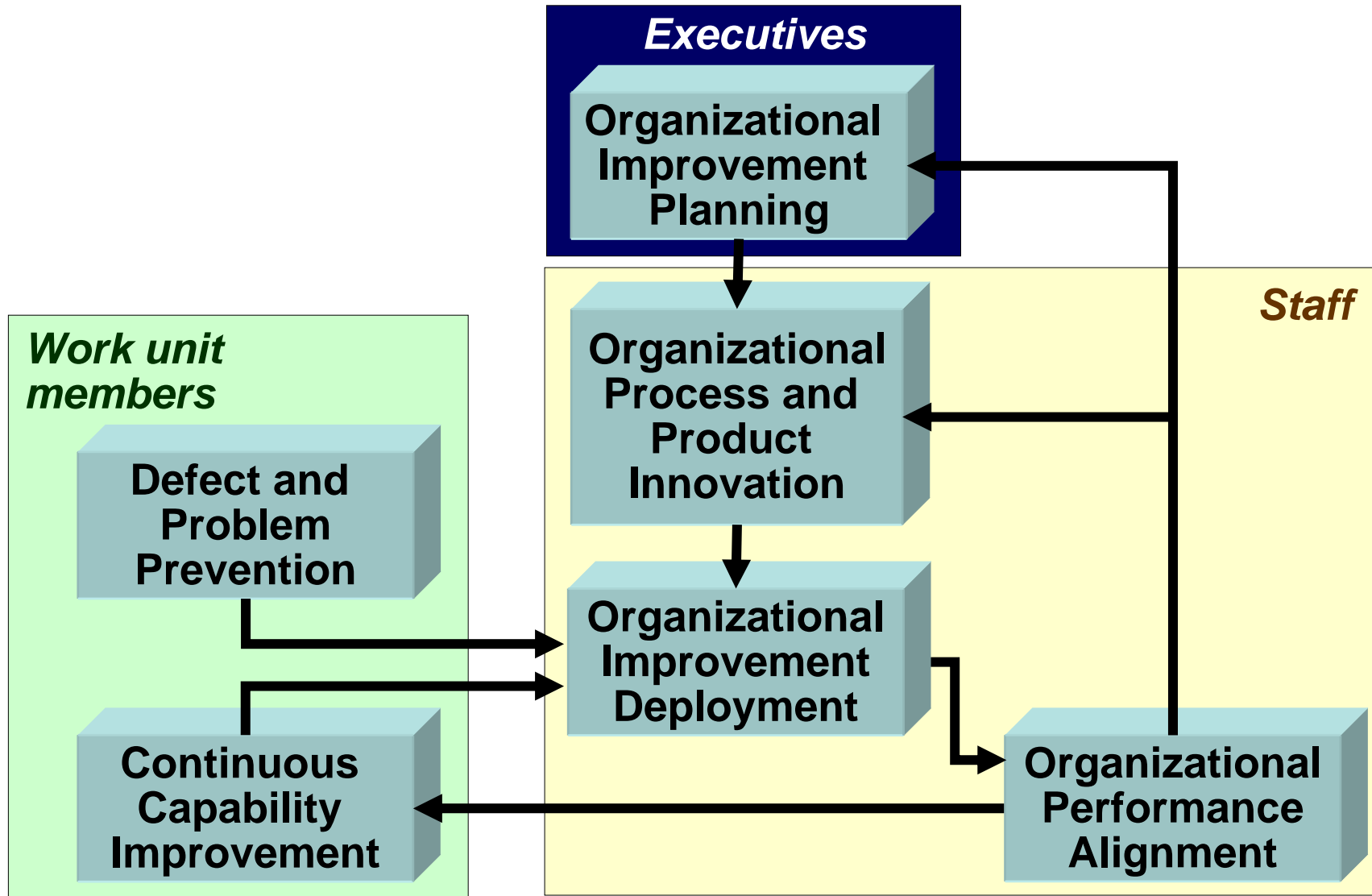
Aligned

Performance aligned across the organization

Preventative

Defects and problem causes systematically eliminated

Level 5 Process Areas



International Bank

Objectives:

- **Achieve cost reductions**
- **External recognition for efficiency and low risk**

Health Care Services

Objectives:

- **Reduce billing errors**
- **Provide framework for 6 σ and business process reengineering**

Semiconductor Equipment

Objectives:

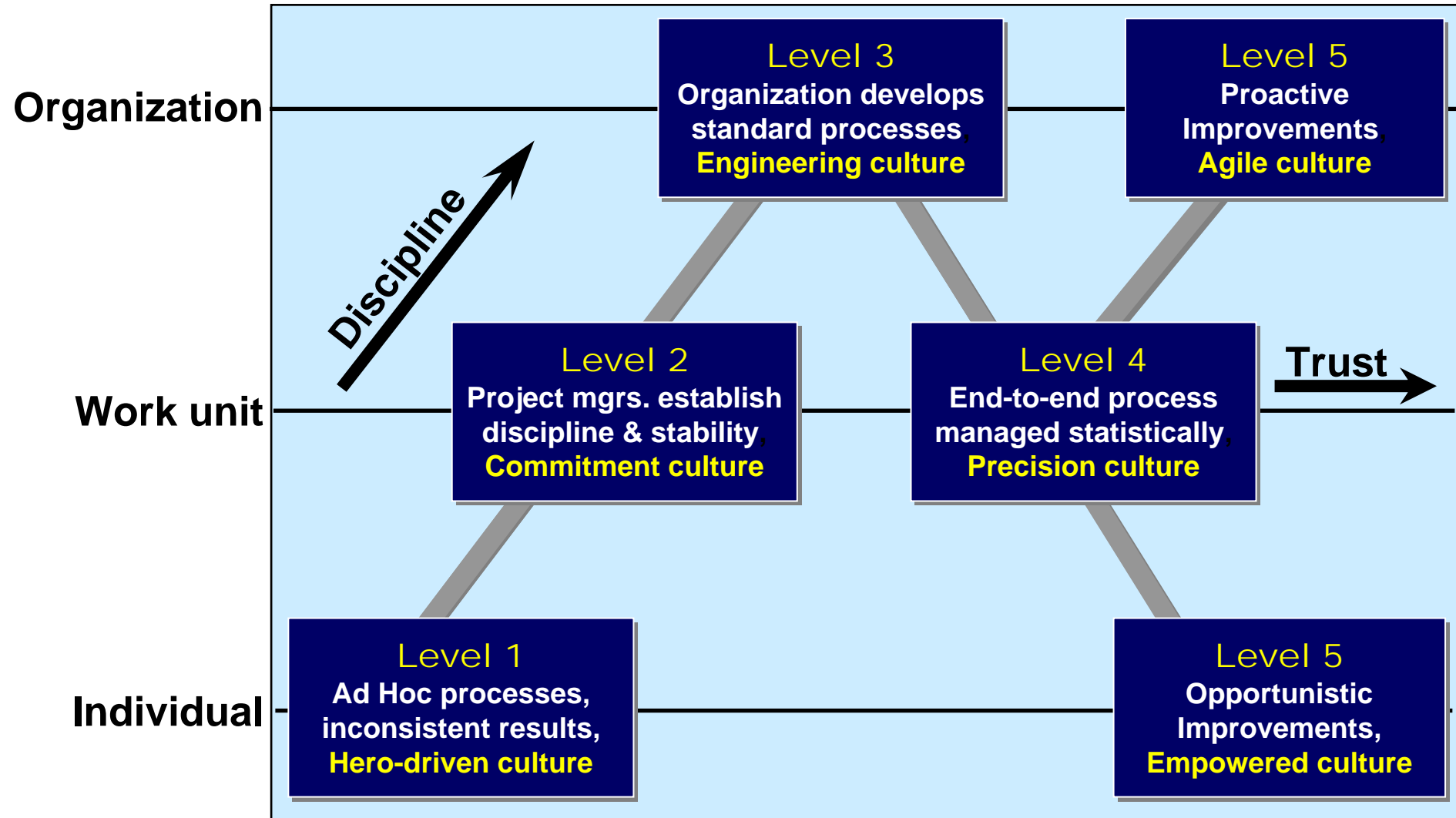
- **Integrate improvement activities**
- **Extend process maturity benefits to every business process**

Gaming

Objectives:

- **Integrate development, installation, & support processes**
- **Improve efficiency of operations**

Transforming the Culture



1. The immaturity of business processes strictly limits the value and success of IT systems
2. The process maturity framework is a proven roadmap for improving process capability and unlocking the full value of IT systems
3. The Business Process Maturity Model enables greater fidelity between the actual performance of business processes and their model-based representations

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