
Tony Benedict, President, ABPMP International
Learning Objectives

• Learning Objectives:
  – Understand the current landscape of disciplines and certifications
  – Highlight some of the overlapping skills and competencies and the need for convergence to an interdisciplinary approach to address market demands
  – Employee or consultant? Trends impacting salaries and rates
  – Understand the need for maintaining your market relevance by understanding the changing paths for job advancement for those entering the field or those with more experience.
Biography – Tony Benedict

Expertise:
• Strategy
• P&L Mgmt
• Operations
• Board Governance
• Business / IT Transformation
• M&A Integration
• Value Creation
• Manufacturing
• Supply Chain/Procurement

• 2018 – Present – Managing Director, M&A Integration Services, Align Business Advisors, LLC

• 2016 – Present – PARTNER, Omicron Partners, LLC

• 2010 – Present – President, Director, Board of Directors, Association of Business Process Management Professionals

• 2014 – 2016 – Vice President, Procurement & Supply Chain, HonorHealth

• 2010 – 2014 – Chief Information Officer, Vice President Supply Chain, Vanguard/Tenet Health

• 2006 – 2010 – Senior Manager, Strategy & Operations, Tata Consultancy Services

• 2003 – 2009, Vice President, Relationships and Marketing, Association of Business Process Management Professionals

• 1997 – 2006 – Various Operational & IT Management Positions, Intel Corporation

• 1988 – 1997 – Executive Medical Center Sales, GlaxoSmithKline

• MBA, Finance/Operations – University of Pittsburgh | Bachelor of Science, Psycho-Biology – Albright College

Certifications: CPIM, CBPP, CBPL
Agenda

• Career Trends
• Leadership Pipeline Pyramid (Business and IT)
• Business Transformation and The Dynamic Nature of Business
• Trends and Implications
• Potential Competency Paths
• Business Analyst as Pivot Point
• Example of Changing Paths in Job Advancement
• Closing Statement
• Summary
Career Trends

• The digital revolution is upending companies and workers in all sorts of roles from blue-collar factory to white-collar tech professionals

• Reskilling or educational attainment provides a host of “skill-adjacent” alternatives. It is more cost effective to retrain your own employees than to recruit, hire and onboard new ones.

• Corporations will make decisions on “buy vs. build” as they transform their operations. They need employees that can do new kinds of work, filling emerging roles to integrate more data and automation.

• Currently the labor market is extremely tight...........
Leadership Pipeline Pyramid

- **Leaders** (1%)
  - Leading large to very large teams
  - Managing the Managers of teams

- **Managers** (9%)
  - Leading small teams
  - Managing those doing the Work

- **Technicians** (90%)
  - Doing the Work
  - Individual Contributor or part of team
Leadership Pipeline Pyramid

*Healthcare Example*

**IT DEPARTMENT**

- **CIO**
- **Directors**
  - EHR
  - Informatics
  - Network
- **Analysts**
  - EHR
  - Informatics
  - Project Mgrs

**SUPPLY CHAIN DEPARTMENT**

- **Vice President**
- **Directors**
  - ERP
  - Value Analysis
  - Purchased Services
- **Specialists, Analysts, etc.**
  - Receiving
  - Product Specialists
  - Distribution
  - Inventory Control
  - Buyers

- **Leaders**
  - 1%
- **Managers**
  - 9%
- **Technicians**
  - 90%
### The Dynamic Nature of Business

#### The Impact Grid©

<table>
<thead>
<tr>
<th>External Impacts</th>
<th>Internal Impacts</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Regulations</td>
<td>Process Misalignment</td>
<td>Capabilities/Processes</td>
</tr>
<tr>
<td>Technological Advancements/New Discoveries</td>
<td>Mergers/Acquisitions</td>
<td>Systems/IT Architecture</td>
</tr>
<tr>
<td>Economy</td>
<td>New Business Units</td>
<td>Facilities/Equipment</td>
</tr>
<tr>
<td>Demographic/Societal Trends</td>
<td>New Discoveries</td>
<td>Organizational Structure</td>
</tr>
<tr>
<td>Competition</td>
<td>Technology</td>
<td>Competency</td>
</tr>
</tbody>
</table>

- **Human Factors**
- **Productivity/Efficiency Directives**
- **Technology**
- **Process Misalignment**
- **Mergers/Acquisitions**
- **New Business Units**
- **New Discoveries**
- **Technology**
- **Process Misalignment**
- **Mergers/Acquisitions**
- **New Business Units**
- **New Discoveries**

#### Functional Units

- Operations
- IT
- Finance
- Marketing
- Sales
- Purchasing

---

SentientPoint, Inc. Copyright © 2018
Business Transformation – Company Perspective

Lifecycle

- Strategy / Assessment
- Inception / Planning
- Implementation (Business / Technology)
- Operate / Run

Competencies & Organizations

Enterprise Process Governance (ABPMP)

Project Management / Change Management, Communication (PMI, ACMP)

Process Performance Management (ABPMP)

- Enterprise Architecture – Business Architecture (Open Group – TOGAF, BA Guild)
- Business Architecture Process Architecture BA Guild, PMI, ABPMP
- Business Analysis / Process Engineering / Design (IIBA, ABPMP)
- Solution Architecture Development / Configuration (PMI, IIBA, ABPMP)
- Quality Management / Assurance (ASQ)

Center of Excellence / Competency Center (ABPMP)

Organization Change Management (Association of Change Management Professionals (ACMP))

IT Change Planning / Management (ITIL)

Knowledge Management (APQC)
Business Analysis, BPM, Business Architecture Defined

- **Business Analysis** is defined as the practice of enabling change in the context of an enterprise by defining needs and recommending solutions that deliver value to stakeholders. *(IIBA Glossary)*

- **Business Process Management** is a disciplined approach to identify, design, execute, document, measure, monitor, and control both automated and non-automated business processes to achieve consistent, targeted results aligned with an organization’s strategic goals. *(ABPMP BPM CBOK)*

- **Business Architecture** is defined as “A blueprint of the enterprise that provides a common understanding of the organization and is used to align strategic objectives and tactical demands”. *(Business Architecture Guild)*
Business Analyst/Process Architect/Business Architect

- Program/Project Knowledge
- Methodologies
- Writing & Communication Skills
- Interviewing
- Business Knowledge
- Keeping Up with Technical Advances

Business Analyst
- Process Requirements
- Social/Interpersonal Skills

Process Architect
- Facilitation
- Multiple Perspectives
- Process Models
- Financial Knowledge

Business Architect
- Conflict Resolution
- Capability Maps, Process Architecture and Value Streams

ABPMP International / Sentient Point

UNDERSTAND
OBSERVE
POINT OF VIEW
GENERATE IDEAS
PROTOTYPE
TEST
Leadership Pipeline Pyramid

- TECHNICIANS: 90%
- MANAGERS: 9%
- LEADERS: 1%

Skills for each level:

**Leaders**
- C-Level Strategy & Communication
- Enterprise design view
- Organizational savvy
- Cross-functional facilitation

**Managers**
- Design & Methodology
- Business Knowledge
- People Management
- Team Building

**Technicians**
- Technical skills (domain areas)
- Social/Interpersonal Skills
- Design
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Responsibilities</td>
<td>Entry Level</td>
<td>Middle Manager</td>
<td>Senior Leader</td>
</tr>
</tbody>
</table>

**Background**

| Education/Certification | Bachelors/| Bachelors and/or Masters/ | Masters/ |
|-------------------------|CBPA®      | CBPP®               | CBPL™    |
| Work Experience         | <1 year   | >4, <10 years      | >10 years |

**Business Process Management Competencies**

<table>
<thead>
<tr>
<th>Process Modeling, Analysis &amp; Design (New Solution Design)</th>
<th>Beginner</th>
<th>Intermediate</th>
<th>Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process Methodology</td>
<td>&lt;1 Methodology</td>
<td>2 or less Methodologies</td>
<td>&gt;2 Methodologies</td>
</tr>
<tr>
<td>Process Measurement &amp; Management (Performance Measurement)</td>
<td>Basic identification &amp; Measurement</td>
<td>Benchmarking</td>
<td>Advanced Benchmarking and Integration into Corporate Strategy</td>
</tr>
<tr>
<td>Change Management &amp; Facilitation</td>
<td>Beginner</td>
<td>Intermediate</td>
<td>Advanced</td>
</tr>
<tr>
<td>Technology</td>
<td>&lt;1 Implementation, Any technology</td>
<td>&lt;5 Implementations, Any Technology</td>
<td>&gt;5 Implementations, Any Technology</td>
</tr>
</tbody>
</table>

**General Business Competencies**

<table>
<thead>
<tr>
<th>Individual and Leadership Behavior</th>
<th>Participates on Team</th>
<th>Participates and Leads Small to Medium Size Teams</th>
<th>Leads Large Teams</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solutions Delivery</td>
<td>Participates on Team</td>
<td>Participates and Leads Small to Medium Size Teams</td>
<td>Leads Large Teams</td>
</tr>
<tr>
<td>Business &amp; Financial IQ</td>
<td>ROI</td>
<td>Benchmarking &amp; ROI</td>
<td>Benchmarking, ROI, Corporate Scorecard</td>
</tr>
</tbody>
</table>
McKinsey Study

“The Business Value of Design” Oct 2018

• 5 year period, 300 publicly listed companies
• >100k design actions recorded
• >2M pieces of financial data collected
• **McKinsey Design Index (MDI)**, which rates companies by how strong they are at design and—for the first time—how that links up with the financial performance of each company
• Industries studied: Consumer packaged goods, Medical technology, Retail banking

• Key themes of successful companies:
  – Good design is elusive
  – It’s got a lot to do with analytical leadership
  – It’s more than a product, it’s user experience
  – It’s cross-functional, not departmental talent
  – It’s continuous iteration (Agile)
Results

Companies with top-quartile McKinsey Design Index scores outperformed industry-benchmark growth by as much as two to one.

Industries studied: Consumer packaged goods, Medical technology, Retail banking

The potential for design-driven growth is enormous in both product and service-based sectors

SOURCE: https://www.mckinsey.com/
Trends and Implications

• Skills & Competencies
  – Specialization in areas like AI, RPA, Machine Learning
  ➢ What are the skill sets required?
    • Primary:
      • Fundamental skills/competencies – AN ENTERPRISE LEVEL APPROACH TO ANALYSIS, DESIGN, AND STANDARDS
    • Secondary:
      – Math, Statistics, etc.
      – Degrees: MS, PhD

• What are potential advancement career paths and how do you get promoted with a broad cross-section of skill sets?
Existing and Potential Competency Paths

**Business Competency Path**
- **CBPA**
  CERTIFIED BUSINESS PROCESS ASSOCIATE
- **CBPP**
  CERTIFIED BUSINESS PROCESS PROFESSIONAL
- **CBPL* (In Development)**
  CERTIFIED BUSINESS PROCESS LEADER

**IT Competency Path**
- **CBAP**
  CERTIFIED BUSINESS ANALYST PROFESSIONAL
- **CBA**
  CERTIFIED BUSINESS ARCHITECT
- **CEA (Not Yet in Development)**
  CERTIFIED ENTERPRISE ARCHITECT

University Degrees, Leadership & Management, Change Management, Work Experience (IT & Business), Reference frameworks, Methodologies, etc.
Business Analyst as a Pivot Point

Speaking a “Shared Language”

Bridging the gap between business strategy and what is implemented in the organization by:

• Development of business models designed from solid business capabilities and processes

• Development of standards and best practices to create stable, scalable infrastructures with capabilities, repeatable processes, procedures and policies

• Solutions dictated by user’s business needs, rather than technology-driven

• Maximum return on technology, tools and personnel
Example of Changing Paths in Job Advancement

Department Level
- Business Analyst
- Process Analyst
- Business Intelligence Analytics

Cross Functional
- Data Analyst
- Process Architect
- Business Intelligence Analytics
- Data Scientist
- Database Architect
- Data Architect, Solution Architect

Enterprise Level
- Chief Executive Officer
- Business Architect
- Chief Process Architect
- CIO; VP, Enterprise Architecture
- Chief Operations Officer; VP, Supply/Operations/Chain, Operational Excellence

IT

Business

Analysis & Engineering

Design & Architecture

Value Chain Management

ABPMP International
Closing Statement

• An inflection point exists where a Skill/Competency/Mentoring Model will be developed by ABPMP that integrates the cross-section of skills and competencies that will yield a competitive career architecture path giving individuals a competitive advantage in today’s evolving economy.
The 9 Knowledge Areas

- Business Process Management
  - Process Modeling
  - Process Analysis
  - Process Design
  - Process Transformation
  - Process Performance Management
- Business Process Management Technologies
- Process Management Organization
- Enterprise Process Management
BPM COMPETENCY MODEL

SKILLS COMPETENCIES

PROCESS ANALYST

PROCESS ARCHITECT

CHIEF PROCESS ARCHITECT

KNOWLEDGE EXPERIENCE

BPM CBOK

BPM PROJECT EXPERIENCE

BPM TRANSFORMATION EXPERIENCE

CERTIFICATION

CBPA CERTIFIED BUSINESS PROCESS ASSOCIATE

CBPP CERTIFIED BUSINESS PROCESS PROFESSIONAL

CBPL CERTIFIED BUSINESS PROCESS LEADER

TRAINING & EDUCATION
BPM Competency Model™ & BPM Certification Level Requirements

### Process Analyst
- **Credential**: Certified Business Process Associate (CBPA™)
- **Eligibility Requirements**: 1250 hours documented Working Experience in a Business Process related area OR qualifying 4 year university degree
  - Complete Application
  - Pass Examination
  - Sign ABPMP Code of Ethics
- **Steps to Obtaining Credential**: 90 multiple choice questions answered within 2 hours
- **Re-certification**: 3 year cycle; 30 Continuing Professional Education Hours
- **Standard Fees**:
  - Application Fee: USD $40/E30
  - Exam Fee: USD $400/E350 (discount available for current ABPMP international professional members)
  - Re-certification Fee USD $75/E60

### Process Architect
- **Credential**: Certified Business Process Professional (CBPP®)
- **Eligibility Requirements**: 4 years Business Process Experience
  - May substitute half year credit for: Advanced Degree
  - Approved Certifications such as the PMP or CPIM
- **Steps to Obtaining Credential**: Complete Application
  - Pass Examination
  - Abide by ABPMP Code of Ethics
  - 130 multiple choice questions
- **Re-certification**: 3 hours
  - 3 year cycles; 60 Continuing Education Hours
- **Fees**:
  - Application Fee $75
  - Exam Fee Members $500
  - Non-Members $650

### Chief Process Architect
- **Credential**: Certified Business Process Leader - CBPL™
- **Eligibility Requirements**: 10 years minimum Business Process Experience
  - 5 years of Business Transformation Project Management
  - A CBPP certification - also
  - 6 months credit for an Advanced Degree & Approved Industry Certifications e.g. Lean, PMP®, CBA®
- **Steps to Obtaining Credential & Multiple Choice Exam**
- **Certification Maintenance**: 3 years; 60 CE Credits
Creating a Career Architecture

• To a large extent, you are in charge of your own career architecture path – don’t wait for companies (or bosses) to set it up for you.

WHAT YOU CAN DO:

• Utilize the ABPMP BPM Competency Model to help you focus on the skills/competencies that are aligned to existing certifications for BPM (2, plus 3rd in development) and Business Architecture (1 – IT) to help you direct your career architecture path. This will help you plan to acquire the experiences/projects that will help you develop the skills/competencies to meet current and future corporate or consulting needs.

• Focus on the 70/20/10. Development comes from assignments and bosses, not the classroom. That’s the 70/20/10 rule of thumb, respectively, of learning on-the-job, learning from others (especially the boss), and formal training.

• Learning Agility – the ability to apply past experiences and lessons learned to new challenges and opportunities
Featured Jobs

Graduate Hire - Process Engineer
HP
Singapore, NA

Product Manager/Product Owner (Data Protection Products)-Irvine...
Dell
Irvine, CA

Manager, Product Owner-Cornerstone Operational Engineering
American Express
New York, NY

RESUME REVIEW
Improve your resume with a free review
Tony Benedict
president@abpmp.org

Jack Hilty
operations@abpmp.org
BACKUP
References

• The Business Value of Design (McKinsey)

• HBR Articles:
  – Plan a better meeting with design thinking
  – Generalists versus specialists: How to balance your team
  – The new rules of CIO leadership

• From CIO to CEO: 10 tips for taking your career to the top
References

• **These are the top skill sets for a successful blockchain team**
  – https://www.computerworld.com/article/3395859/these-are-the-top-skill-sets-for-a-successful-blockchain-team.html?utm_source=Adestra&utm_medium=email&utm_content=Title%3A%20These%20are%20the%20top%20skill%20sets%20for%20a%20successful%20blockchain%20team&utm_campaign=Computerworld%20First%20Look&utm_term=Editorial%20First%20Look&utm_date=20190516171017

• **Filling the digital transformation skills gap**

• **How to build a data science team**

• **How to craft effective data science job descriptions**