
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

• 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, Psychology – 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.

• Pre-pandemic, the labor market was 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
# The Dynamic Nature of Business

## The Impact Grid©

### Business Environment

#### External Impacts
- Government Regulations
- Technological Advancements/New Discoveries
- Economy
- Demographic/Societal Trends
- Competition

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

<table>
<thead>
<tr>
<th>Business Architecture Elements</th>
<th>Functional Units</th>
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<tbody>
<tr>
<td>Processes/Capabilities</td>
<td>Operations</td>
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<tr>
<td>Systems/IT Architecture</td>
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<td>Facilities/Equipment</td>
<td>Finance</td>
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<td>Culture</td>
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Adapted from Jack Hilty / Janice Koerber
Transformation – Company Perspective

Integrated Life Cycle Model for Business / Digital Transformation

Competencies in 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 management 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
Conflict Resolution
Value Streams, Process Architecture and Capability Maps

Business Analyst
Process Requirements
Facilitation
Multiple Perspectives
Social/Interpersonal Skills

Process Architect
Process Models / Analysis
Financial Knowledge

Business Architect

UNDERSTAND
ABPMP International

OBERVE
POINT OF VIEW
GENERATE IDEAS
PROTOTYPE
TEST
Leadership Pipeline Pyramid

- **Leaders** (1%)
  - C-Level Strategy & Communication
  - Enterprise design view
  - Organizational savvy
  - Cross-functional facilitation

- **Managers** (9%)
  - Design & Methodology
  - Business Knowledge
  - People Management
  - Team Building

- **Technicians** (90%)
  - Technical skills (domain areas)
  - Social/Interpersonal Skills
  - Design
BPM COMPETENCY MODEL

SKILLS COMPETENCIES

PROCESS ANALYST

PROCESS ARCHITECT

CHIEF PROCESS ARCHITECT

KNOWLEDGE EXPERIENCE

BPM CBOK

BPM CBPA

CBPA CERTIFIED BUSINESS PROCESS ASSOCIATE

BPM PROJECT EXPERIENCE

BPM CBPP

CBPP CERTIFIED BUSINESS PROCESS PROFESSIONAL

BPM TRANSFORMATION EXPERIENCE

CBPL CERTIFIED BUSINESS PROCESS LEADER

CERTIFICATION

TRAINING & EDUCATION
“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 (customer) experience
  - It’s cross-functional, not departmental talent
  - It’s continuous iteration (Agile)
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 STANDARDS, ANALYSIS, AND DESIGN
    • Secondary:
      – Math, Statistics, etc.
      – Degrees: MS, PhD (maybe)

• What are potential advancement career paths and how do you get promoted with a broad cross-section of skill sets?
DESIGN: FROM STRATEGY TO EXECUTION – BPM LIFE CYCLE FRAMEWORK

Integrated Life Cycle Model for Business / Digital Transformation

Phase 01: Alignment to Strategy & Goals
Phase 02: Architect Changes
Phase 03: Develop Initiatives
Phase 04: Implement Changes
Phase 05: Measure Success

- Organizational Design
- Product & Service Design
- Enterprise Architecture
- Business Architecture
- Portfolio, Program & Project Management
- Business Planning
- Solutions Architecture
- Solutions Development
- Business Analysis
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 processes and capabilities

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

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

• Maximum return on technology, tools and personnel
Existing and Potential Competency Paths

**Business Competency Path**
- CBPA: Certified Business Process Associate
- CBPP: Certified Business Process Professional
- CBPL*: Certified Business Process Leader* *(In Development)*

**Project Management Competency Path**
- Project Management
- Program Management

**IT Competency Path**
- CBAP: Certified Business Analyst Professional
- CBA: Certified Business Architect
- CEA**: Certified Enterprise Architect** *(In Development)*

University Degrees, Leadership & Management, Change Management, Work Experience (IT & Business), Reference frameworks, Methodologies, etc.
Example of Changing Paths in Job Advancement

Department Level
- Business Analyst
- Process Analyst

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

Enterprise Level
- Business Architect
- Chief Business Architect
- Chief Process Architect
- Chief Executive Officer
- CIO; VP, Enterprise Architecture

Business
- Process Analyst
- Business Intelligence Analytics
- Business Intelligence Analytics
- Chief Process Architect
- Chief Executive Officer
- Chief Operations Officer; VP, Supply/Operations/Chain. Operational Excellence
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.
BPM CBOK® V3.0 & V4.0
BPM CBOK®
The 9 Knowledge Areas

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
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<tbody>
<tr>
<td>Primary Responsibilities</td>
<td>Entry Level</td>
<td>Middle Manager</td>
<td>Senior Leader</td>
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**Background**

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<thead>
<tr>
<th>Education/Certification</th>
<th>Bachelors/ CBPA®</th>
<th>Bachelors and/or Masters/ CBPP®</th>
<th>Masters/ CBPL™</th>
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<tr>
<td>Work Experience</td>
<td>&lt;1 year</td>
<td>&gt;4, &lt;10 years</td>
<td>&gt;10 years</td>
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**Business Process Management Competencies**

**Process Modeling, Analysis & Design (New Solution Design)**
- Beginner
- Intermediate
- Advanced

**Process Methodology**
- <1 Methodology
- 2 or less Methodologies
- >2 Methodologies

**Process Measurement & Management (Performance Measurement)**
- Basic identification & Measurement
- Benchmarking
- Advanced Benchmarking and Integration into Corporate Strategy

**Change Management & Facilitation**
- Beginner
- Intermediate
- Advanced

**Technology**
- <1 Implementation, Any technology
- <5 Implementations, Any Technology
- >5 Implementations, Any Technology

**General Business Competencies**

**Individual and Leadership Behavior**
- Participates on Team
- Participates and Leads Small to Medium Size Teams
- Leads Large Teams

**Solutions Delivery**
- Participates on Team
- Participates and Leads Small to Medium Size Teams
- Leads Large Teams

**Business & Financial IQ**
- ROI
- Benchmarking & ROI
- Benchmarking, ROI, Corporate Scorecard
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
- **Fees**:
  - Application Fee: USD $40/E30
  - Exam Fee: USD $400/E350
  - 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
  - Complete Application
  - Pass Examination
  - Abide by ABPMP Code of Ethics
- **Steps to Obtaining Credential**:
  - 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
  - 6 months credit for an Advanced Degree & Approved Industry Certifications e.g. Lean, PMP®, CBA®
- **Steps to Obtaining Credential**:
  - Application Process & Multiple Choice Exam
- **Re-certification**:
  - 3 hours; 130 questions
- **Credential Maintenance**:
  - 3 years; 60 CE Credits
Creating a Career Architecture

• To a large extent, you are in charge of your own career 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 (CBPA, CBPP) and Business Architecture (CBPL) to help you direct your career 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
Welcome to ABPMP

ABPMP® is a non-profit professional association dedicated to the field of Business Process Management. Through a global network, ABPMP connects over 15,000+ individuals representing more than 750 corporations and 56 chapters worldwide. As the voice of the Business Process Management community, ABPMP supports the recognition of the BPM profession and discipline and is dedicated to maintaining the global standard for BPM practices and certification.
Featured Jobs

Graduate Hir - 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
Tony Benedict
president@abpmp.org
BACKUP
Notes on BPM Certifications

CBPA

- Certification exam questions are taken from the knowledge areas contained in the BPM CBOK

CBPP

- Certification exam questions require you to apply your knowledge and experience to the knowledge areas in order to answer the exam questions.

NOTE:
- ABPMP will add more questions based on the new BPM CBOK content to both the CBPA and CBPP exam banks with target of Q3 – Q4 2020 updates.

- In the meantime, the content in the current exams is still relevant for taking the exams.

- ABPMP will send out an email announcement with adequate lead time prior to when new questions are added to exam banks.

- In the meantime, both BPM CBOK V3.0 and V4.0 can be used to study for current exams.
Participation in Committees

• Certification Committee
  – CBPA Young Professional Chair
    • Subcommittee
  – CBPP Professional Chair
    • Subcommittee

• Courseware Committee
  – BPM CBOK 4.0
  – CBPA/CBPP Prep Courses
  – BPM Training & Education (Continuing Education for BPM Certified Professionals)

• For More information:
  – ABPMP.ORG: Resources ➔ Committees
  – Click on “Volunteer Committee Descriptions and Open Positions”
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