

# 12 Skills Critical to Business Process Management Success

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Gartner has identified 12 business process management skills that are critical to delivering successful outcomes for any BPM project. BP directors and senior IT managers should perform a skills gap analysis to ensure their teams improve weak competences and close the gaps.



## FOUNDATIONAL DOCUMENT

This research is reviewed periodically for accuracy. Last reviewed on **20 December 2016**.

## Key Findings

- The top 12 business process management (BPM) skills fall into three critical skill sets, which we refer to as "competences": transformational competence, operational competence and technical competence.
- Organizations often focus on the obvious skills for BPM, such as process modeling or project management, without considering other critical skills, such as communication, organizational change or process performance measurement.
- While some organizations recognize the importance of process modeling, they often do not provide sufficient training for it.
- Organizations rarely provide guidance or career paths for BPM practitioners to move from basic to advanced BPM skills.

## Recommendations

BP directors and senior IT managers involved in business transformation and process improvement initiatives should:

- Conduct a BPM skills gap assessment in their organizations to determine what skills they do and don't have. This means looking beyond IT or the business area where BPM is focused, since there might be suitable skills elsewhere in the business.
- Develop an action plan to provide training and development for the weaker skills and gaps.
- Consider using external consultants for skills when internal skills are insufficient and when internal resources would benefit from knowledge transfer and mentoring.

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## Analysis

A key challenge facing many organizations is a shortage of the skills required for BPM success.<sup>1</sup> A lack of investment and improvement in key skills for BPM is one major reason why BPM projects and programs have failed to deliver the promised business outcomes. Results from our 2013 and 2014 BPM Excellence Award Winners prove that those BP directors who do invest in skills like business process governance, process measurement, organizational change and agile achieve significant business results from their BPM projects (see Note 1).

BP directors and senior IT managers involved in business transformation that includes BPM (or any kind of process improvement initiative) will need to develop the following 12 skills to achieve the goals targeted by their BPM projects and to advance their BPM maturity. Furthermore, they should also determine which BPM roles should focus on developing specific skills, rather than trying to upskill the entire BPM team in all 12 skills (see "Toolkit: A Skill Template to Create a Sustainable Staffing Model for BPM" and "Toolkit: Clarify BPM Role Confusion by Defining Activities and Responsibilities"). For more details on the roles these skills map to, as well as links to job descriptions, see "Define the Roles Needed to Deliver Business Results From BPI/BPM Programs."

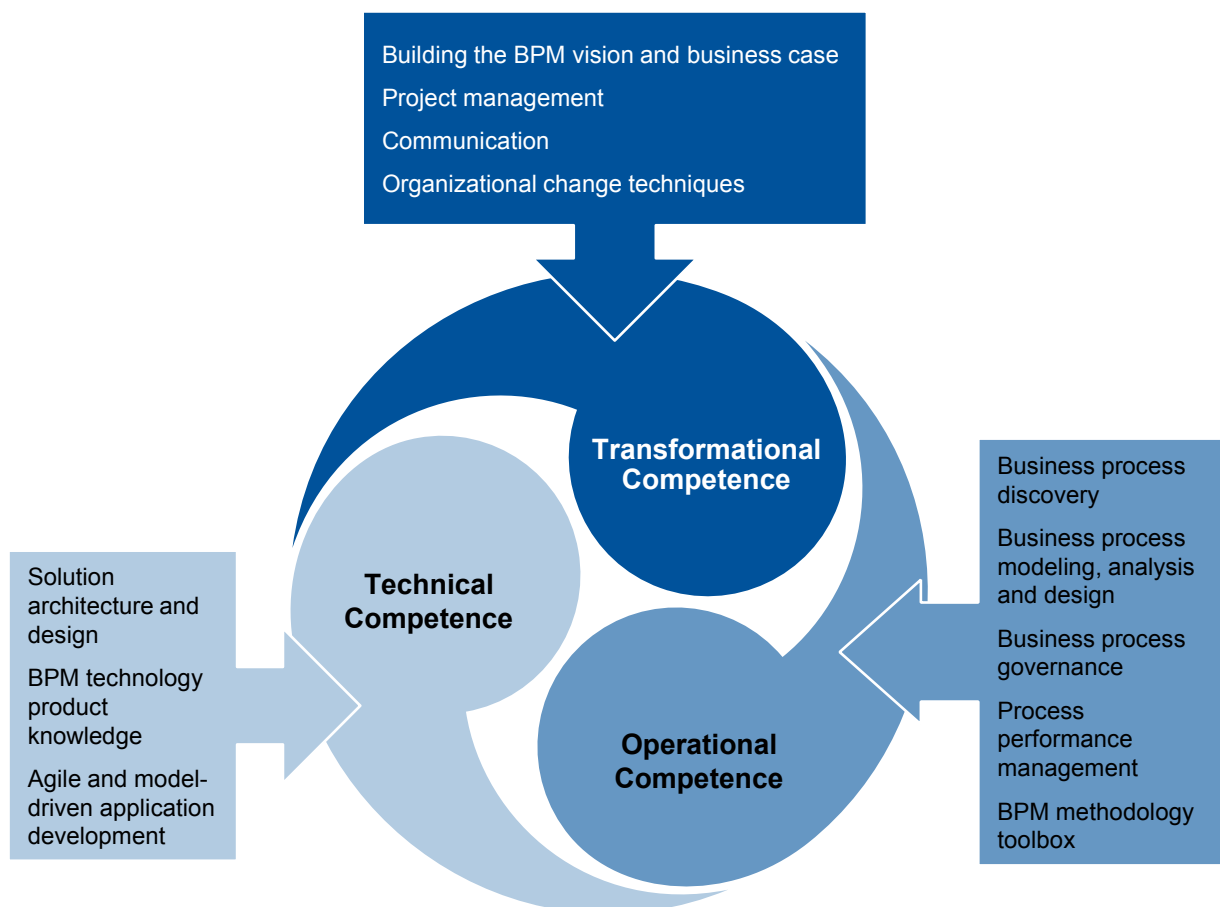
### BPM Requires a Mix of Transformational, Operational and Technical Competences

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BP directors severely underestimate the breadth and depth of skills required to build a BPM program that delivers the desired business outcomes. This is painfully evident in client inquiries and a lack of maturity in process competences.<sup>1</sup> Few organizations offered training in areas such as modeling, analysis, discovery and methodology.<sup>2</sup> Most also neglected the importance of communicating process-related issues.<sup>3</sup> Without the ability to articulate and communicate process-related issues, most BPM efforts will fail.

In fact, BPM requires a healthy mix of three critical competences — transformational, operational and technical. Each includes a set of three to five BPM skills. Thus overall, these three competences require 12 BPM skills (see Figure 1 and Note 2).

Figure 1. The 12 Skills for BPM Success, Grouped Into Three Critical Competences



Source: Gartner (August 2015)

*Transformational competence* supports BPM project execution. These skills help define the goals of BPM and motivate people to change. They play a key role in establishing a vision of "what's in it for me" for each stakeholder and ensuring that BPM supports strategic business outcomes and delivers significant results. The four skills that make up transformational competence are:

1. Building the BPM vision and business case
2. Project and portfolio management
3. Communication
4. Organizational change techniques

*Operational competence* identifies what has to change and how. These are the core BPM skills required to determine the "as is" and "to be" states and implement process change. They enable process practitioners to make processes more explicit and visible to help process participants

understand how these processes work. Furthermore, they ensure that processes are governed and measured to deliver the desired outcomes. The five skills that make up operational competence are:

1. Business process discovery
2. Business process modeling, analysis and design
3. Business process governance and process policy management
4. Process performance management
5. Constructing a BPM methodology toolbox

*Technical competence* enables this change to be achieved. These skills help implement the automated solutions for the new or revised process and ensure that it integrates with existing applications and enterprise architecture to support current and future business requirements. These skills should support a "build to change" mentality to manage the need for frequent process change versus a "build to last" mentality, which assumes that process change needs and to-be process designs are known and predictable. The three skills that make up technical competence are:

1. Solution architecture and design
2. BPM technology product knowledge
3. Agile and model-driven application development

The remainder of this research will list and define the 12 BPM skills required for successful BPM projects, as well as overall BPM program success. For each skill, we have provided examples of existing roles from which that skill could be sourced. If a skill is missing, it doesn't necessarily have to be sourced externally. It is worth exploring the roles and skills in IT and the rest of the business to see if they could provide someone to fill the skills gap. Regardless of whether BPM is primarily being driven from IT or elsewhere in the business, or has taken a blended business and IT approach, BP directors and senior managers should look beyond their initial group to find the necessary skills.

Figure 2 below outlines key BPM roles and the proportion of transformational, operational and technical skills that each role should adopt. BP directors can use this chart to determine which set of competences are most important for each role. They should then consider which skills within each competence set are most critical for that role to contribute to delivering a successful BPM project. In addition, the roles and skills you build from the beginning of your BPM program form the foundation of what becomes the business process competency center (BPCC). A BPCC acts as an internal management and technology consultancy, which provides services to multiple BPM initiatives within the organization (see "How to Start and Sustain a Strategically Vital Business Process Competency Center").

Figure 2. Mapping of Key BPM Roles and Responsibilities to Critical Competences

Role	Description	Talent Source	Competence		
			Trans.	Ops.	Tech.
<b>Business Executive Roles</b>					
<b>Executive Steering Committee</b>	Sets and communicates business strategy and high-level performance goals. Prioritizes investments.	Board, CEO and direct reports, BU leaders	●	◐	◑
<b>BP Owner(s)</b>	A senior business person, responsible for end-to-end process performance business outcomes.	Division or BU leader	●	◐	◑
<b>BPCC Roles</b>					
<b>BP Director</b>	Heads up the BPCC. Develops and guides delivery of BPCC's transformational, process and technical services.	EA, PMO, director of business transformation	●	◐	◑
<b>BP Architect</b>	Link BPM and EA. Develop process guidelines for standards, process hierarchies, metrics hierarchies.	EA team	●	◐	◑
<b>BP Analyst/Designer</b>	Intermediary between LOB and IT to identify and solve process challenges. Document process and KPI models.	IT, software vendors, ESPs	◐	●	◑
<b>Organization Consultants</b>	Identify ways to motivate people to change behavior. Assists executives, BPCC, project teams in executing communication, change management and incentive programs.	HR, PMO, internal management consultants, ESPs	●	◐	○
<b>Process Consultants</b>	Gap analysis of "as is" and "to be" processes. Benchmarking. Mentor for modeling, methodologies. Facilitates workout sessions.	Lean Six Sigma teams, ESPs, manufacturing	●	◐	◑
<b>Solution Architects</b>	Design a solution that supports the routine and nonroutine work, as well as the pace of process change, required by the business to reach specific business goals.	EA, IT, software vendors, ESPs	◐	◐	●

Not Critical ○ ◐ ◑ ◒ ◓ Absolutely Necessary

Trans. = transformational; Ops. = operations; Tech. = technical

Source: Gartner (August 2015)

As analysts, we have observed situations in large organizations where those starting out in BPM and lacking, for example, process modeling and methodology skills have been unaware that another part of the organization has already embarked on BPM and provided training in process modeling or lean Six Sigma. Take the time to confirm that skills that are perceived to be missing don't actually exist elsewhere in the organization before sourcing them externally. One way to do this is for BP directors to work with HR to see if any existing employees possess BPM skills and BPM experience from a previous job.

## Four Transformational Skills Ensure Successful BPM Project Execution

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### Skill No. 1 — Building the BPM Business Case and Vision

**Description:** The ability to clearly articulate the business strategy and relate the outcomes of a BPM project to that strategy. This requires an understanding of daily operations and their end-to-end process metrics, knowledge of how these daily operations align with customer journeys, and the ability to turn this information into a compelling business case for BPM.

**Responsibilities:** Use existing strategy documents, or interview executives to articulate your organization's business strategy. Align a BPM project's charter with this strategy. Identify desired business outcomes, and construct a business case to fund specific BPM projects.<sup>4</sup>

**Sources:** Finance directors, vice presidents/directors of strategic planning, business unit (BU) managers, business executives, business managers, program managers and enterprise or business architects.

### Recommended Gartner Reading

"Toolkit: Creating the Business Case to Launch a BPM Project"

### Skill No. 2 — Project and Portfolio Management

**Description:** The application of knowledge, skills, tools and techniques to project activities to meet project requirements and ensure projects are delivered on time and on budget. Depending on where a project fits in Gartner's BPM Sweet Spot Framework, skills may require more of a "build for change" than a "build to last" mentality (see "Two Factors That Help Identify the BPM 'Sweet Spot'").

**Responsibility:** Project managers are responsible for balancing a BPM project's time, cost and resource constraints against desired business outcomes and alerting the process owner to problems. The project manager works with the process owner to select a "build to last" or "build for change" approach and should also work closely with the enterprise program management office (PMO) to share knowledge and experience on project delivery and benefits.<sup>5,6</sup>

**Source:** Program managers, and (enterprise) PMO and project managers.

### Recommended Gartner Reading

"Project Manager Career Paths Are Critical to Strengthening Your PM Workforce"

"Use Business Process Modeling to Visualize and Bring Clarity to Requirements Analysis"

### Skill No. 3 — Communication

**Description:** The ability to use different media to communicate to different stakeholders "what's in it for them" if they participate in BPM projects. This is critical for getting projects approved, keeping BPM initiatives going and driving the right behavior from stakeholders.

**Responsibility:** Develop a communication plan that includes regular, strategic communication of BPM goals, benefits and successes.<sup>7</sup> Educate all employees on BPM to gain their support, focusing on "what's in it for me?" scenarios.

**Sources:** Business executives, business managers, program managers and HR executives.

### Recommended Gartner Reading

"Use a Communication Framework to Gain Alignment and Success"

"Tell-Listen-Adapt: Create Communications That Connect Employees to Successful Outcome"

"To Deliver Full Value, Programs Need People and People Need Engagement"

"Effective Communications: Lead Through Storytelling"

"Effective Communications: How to Develop a Communications Plan"

### Skill No. 4 — Organizational Change Techniques

**Description:** An understanding of organizational change techniques and the ability to apply them. BPM changes how people work, so it is critical to overcome resistance to change.<sup>8</sup>

**Responsibility:** Evaluate the magnitude of change that a BPM project will entail, and conduct an impact analysis to determine how it will affect stakeholders. Assess whether stakeholder groups can handle high-magnitude change or risk suffering from "change fatigue" because they are being impacted by several high-magnitude changes at once, and modify change techniques accordingly.

**Sources:** Organizational change management specialists, management consultants, business managers, program/project managers, business executives and HR executives.

### Recommended Gartner Reading

"Five Must-Have Practices for Successful Organizational Change"

"Avoid These Five Organizational Change Pitfalls"



"Toolkit: Identify Stakeholders Impacted by Changes for Better Business Outcomes"

## Five Operational Skills Help Identify Problems and Improve Performance

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### Skill No. 5 — Business Process Discovery

**Description:** The ability to identify formal and informal business processes in an organization or across multiple ones (part of determining the as-is state). Obtaining the context in which the process is performed and the value generated, as well as the pain points that exist, is essential. This usually involves considerable staffing, as it requires face-to-face group and individual discussions about how people perform work. Automated business process discovery (ABPD) tools can help accelerate the process.<sup>9</sup>

**Responsibility:** Identify the "pain points" in your organization, and focus on processes contributing to them. Interview stakeholders on how the work in each process is really done, and capture useful, undocumented information. Document discovered processes to guide process best practices, or use discovery results to identify areas for improvement.

**Sources:** Business (process) analysts, enterprise or business architects, subject matter experts (SMEs), BU managers, stakeholders, and/or end users and internal auditors.

### Recommended Gartner Reading

"Understand How ABPD Can Help Improve Business Processes"

### Skill No. 6 — Business Process Modeling, Analysis and Design

**Description:** The ability to visually depict and examine process models, based on information gathered from business process discovery. These current- and future-state models make processes explicit and visible, and enable a process change's impact to be modeled and analyzed before implementing it.

For more advanced scenarios where process change is more frequent, this ability extends to the use of simple "what if" simulation capabilities in BPM-enabling technologies, such as enterprise business process analysis (EBPA) tools. This enables the construction of sophisticated models and scenarios to test assumptions and uncover relationships between entities.

**Responsibility:** Use process modeling and analysis to better understand how a process works and where pain points lie. This enables redesign and impact analysis to be conducted before new process designs are implemented. Automated business process discovery (ABPD) tools can help accelerate the process mining part of such work (despite being called "process discovery" tools, their ability to do process mining is more akin to process modeling than process discovery).

**Sources:** Business (process) analysts, enterprise architects, SMEs and internal auditors.

### Recommended Gartner Reading

"Business Process Modeling Must Focus on More Than Just Flowcharting to Reduce Fragmentation and Increase Flexibility"

"Best Practices for Business Process Modeling: Model for Change"

"MarketScope for Enterprise Business Process Analysis"

"Market Guide for Enterprise Business Process Analysis"

### Skill No. 7 — Business Process Governance and Process Policy Management

**Description:** The ability to outline who is accountable and responsible for process change, to establish guidelines for what constitutes valuable process change, and to choose incentives and drive management processes that guide stakeholder behavior and enforce policy execution.

**Responsibility:** Build, modify and support execution of the process governance model as BPM competences mature and stakeholder reach widens.

**Sources:** Finance directors, vice presidents/directors of strategic planning, BU managers and internal auditors.

### Recommended Gartner Reading

"Four Best Practices for Establishing Effective Business Process Governance"

"Three Best Practices to Avoid Ineffective Process Ownership Damaging Your Business Performance"

### Skill No. 8 — Process Performance Management

**Description:** The ability to oversee process input and output, and know whether a process is performing correctly and delivering the desired process outcomes. This should be strongly linked to business performance management (see Note 3), and can be supplemented with predictive analytics to seek patterns in such data.

**Responsibility:** Use performance management information to identify where processes are underperforming. These pain points are candidates for BPM projects and also highlight process governance issues where decisions on metrics may be needed (for example, are the metrics used reliable and relevant?).

**Sources:** Finance directors, vice presidents/directors of strategic planning, BU managers, business process owners, customers and suppliers.

### Recommended Gartner Reading

"Create Relevant Business Process Metrics That Drive Strategic Business Outcomes"

### Skill No. 9 — Constructing a BPM Methodology Toolbox

**Description:** Applying a "BPM methodology toolbox" — that is, taking methods from several process methodologies to come up with a set that best suits the needs of a particular BPM project.

<sup>10</sup>

**Responsibility:** Select a group of BPM methodologies that are a good fit for the goals of your BPM program (see Note 4). Establish methodology toolboxes for individual BPM projects where more customized approaches are needed.

**Sources:** Six Sigma black/green belts, external consultants, SMEs and business process analysts.

#### Recommended Gartner Reading

"Bust the Myth of the Overarching BPM Methodology and Leverage a Toolbox Approach to Bridge the Gap"

Three Technical Skills for Building and Evolving Solutions to Support Process Improvement

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### Skill No. 10 — Solution Architecture and Design

**Description:** The ability to realize the business goals of the BPM project through the organization's business, information and technical architectures.<sup>11</sup>

**Responsibility:** Identify process artifacts, and design a relevant solution to achieve business goals given the process styles of the target solution. Choose the appropriate solution development life cycle and application architecture according to the rate of process change needed. Create and manage a repository of reusable process artifacts. Participate in the iterative development of software solutions to support process change.

**Sources:** Business process architects, enterprise architects, solution architects and external consultants from system integrators.

#### Recommended Gartner Reading:

"Select the Right Type of BPM Platform to Achieve Your Application Development, Business Transformation or Digital Business Goals"

"Analyze Your Process Styles to Ensure Technology Choices Lead to Improved Business Outcomes"

### Skill No. 11 — BPM Technology Products Knowledge

**Description:** An understanding of BPM technology products in the market — including business process modeling and analysis, EBPA, ABPD and business rule management tools, operational

intelligence platforms, intelligent BPM suites (iBPMSs) and other types of BPM platform — and the ability to determine which are best-suited to specific BPM needs. As the organization reaches higher levels of BPM maturity and looks to implement intelligent business processes, it will need to develop skills in using operational intelligence technologies.

**Responsibility:** Use BPM technologies to develop and sustain process-centric solutions that integrate with existing applications to support the work of organizations in improving their processes. This should increasingly be done with an agile iterative approach. Gain familiarity with the use cases and vendors associated with each type of BPM technology.

**Sources:** Enterprise architects, solution architects, data architects, business analysts (or other BI/analytics specialists), technology specialists and purchasing/procurement specialists, vendors, and system integrators.

### Recommended Gartner Reading

"Practical Ways to Make Business Operations More Intelligent"

"Magic Quadrant for Intelligent Business Process Management Suites"

"MarketScope for Business Process Management Platform as a Service"

"Market Guide to Business Process Management Platforms"

"Magic Quadrant for BPM-Platform-Based Case Management Frameworks"

"The Technology Dimension of Big Change"

"MarketScope for Enterprise Business Process Analysis"

"Four Best Practices for Understanding Your Business's Needs for 'Workflow'"

### Skill No. 12 — Agile and Model-Driven Application Development (AD)

**Description:** The ability to engage in collaborative and cooperative practices that enable continuous AD with a "build for change" mentality, and to combine AD methods — such as agile, scrum, service-oriented architecture (SOA) and model-driven AD — with BPM methodologies (see "Systems of Differentiation and Innovation Require Different Types of Model-Driven Application Platforms"). It also includes consideration of how to design the user experience to optimize user interaction with the process, especially for guided navigation process styles (see "Analyze Your Process Styles to Ensure Technology Choices Lead to Improved Business Outcomes").

**Responsibility:** Blended teams involving business and IT use the model-driven capabilities of BPM platforms, such as BPMSs and iBPMSs, to capture requirements and iterate toward an optimal process.

**Sources:** Solution architects, scrum masters, SOA developers, enterprise architects and business analysts.

### Recommended Gartner Reading:

"Ten Things the CIO Needs to Know About Agile Development"

"Getting Started with Transitioning to Agile"

"Magic Quadrant for Intelligent Business Process Management Suites"

"Magic Quadrant for BPM-Platform-based Case Management Frameworks"

### Develop an Action Plan to Attain These BPM Skills for Your BPM Team

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A plan to acquire, develop and embed these skills in the BPM team should include these steps:

- Conduct a skills gap analysis against the 12 skills defined here to determine which BPM skills (and at which level) are required for a specific BPM project.
- Develop a training program that's prioritized to ensure that people are trained on the skills most critical to the most urgent BPM projects in the pipeline.
- Educate a broader group of stakeholders on the importance and value of BPM to encourage more people to get involved and support BPM, using workshops and focus groups.
- Strive to fill some skills gaps in-house, since internal people will likely have more of an understanding of the organization's structure, culture and politics than an external consultant.
- For skills gaps that can't be filled internally, consider hiring an external consultant, but balance the rationale for doing this (such as time-to-market pressure) against the advantage of growing sustainable internal skills.<sup>12</sup> Ensure that external consultants transfer their knowledge to internal stakeholders. This is particularly useful when learning change management techniques or specific BPM methodologies, such as Six Sigma, as well as for technical skills (from system integrators and vendors).
- Another (more expensive) option to fill the skills gap is to hire new and highly experienced staff, especially for key roles, such as the BP director or business process analyst. However, such an option should be considered carefully, because it is a bigger cost and you are hiring an FTE to fulfill a part-time role, so the FTE should take on multiple roles to be worth the investment.
- In the long term, work with HR to build a career path for those individuals who play a regular role in your BPM program. This can be done through mentoring and training, or more formally by supporting the completion of a BPM certification program.

### Gartner Recommended Reading

*Some documents may not be available as part of your current Gartner subscription.*

"Define the Roles Needed to Deliver Business Results From BPI/BPM Programs"

"How to Start Up and Sustain a Strategically Vital Business Process Competency Center"

"Toolkit: Clarify BPM Role Confusion by Defining Activities and Responsibilities"

"Toolkit: Identify the Roles and Skills Needed for Successful BPI Projects, and Where to Get Them"

"Business Transformation and Process Management Key Initiative Overview"

"Research Index: Organizational and Methodology Best Practices for Optimizing Process and Business Performance Outcomes, YE14"

## Evidence

<sup>1</sup> In December 2014, Gartner aggregated the results from more than 900 Gartner subscribers who completed the ITScore for Business Process Management maturity assessment. They show that process competences are the second weakest area (in terms of maturity) out of the six business dimensions, scoring on average 2.55. In comparison, the average maturity across all dimensions is 2.69, and organization and culture is the weakest dimension, scoring 2.41. The remaining four business dimensions score between 2.74 and 3.00 on average.

<sup>2</sup> The ITScore for Business Process Management maturity assessment results, up to December 2014, revealed the number of organizations that provide employee training in the following BPM skills:

- Process modeling: 30%
- Process analysis: 33%
- Process discovery: 26%
- Process measurement: 26%
- Process improvement methodologies: 44%
- Project management: 72%
- Change management: 48%

<sup>3</sup> The ITScore for Business Process Management maturity assessment results showed that 45% of organizations thought that only "some" employees were skilled in communicating process issues, while 39% further said it was just a "few" employees.

<sup>4</sup> See "Four Best Practices to Decipher Your Organization's Business Strategy" and "Leverage Business Strategy to Improve BPM Project Prioritization."

<sup>5</sup> See "The Enterprise PMO: An Emerging Force in Strategy Realization."

<sup>6</sup> See "Employ Three BPM Techniques to Improve PPM Outcomes."

<sup>7</sup> See "Using a Communications Cascade to Align Program Execution With Strategy."

<sup>8</sup> See "Organizational Liquidity: Change Management for Tumultuous Times" and "Peer Advocates Put a Face on Organizational Change."

<sup>9</sup> See "Identify ABPD's Business Benefits and Understand Vendor Strengths."

<sup>10</sup> See "Bust the Myth of the Overarching BPM Methodology and Leverage a Toolbox Approach to Bridge the Gap."

<sup>11</sup> See "Toolkit: Enterprise Solution Architecture Evaluation Model for an Application Portfolio" and "Developing the Enterprise Solution Architecture: Architecting Individual Solutions" (note: this document has been archived; some of its content may not reflect current conditions).

<sup>12</sup> See "Using the Four Corners Framework for BPM and BPM Usage Scenarios to Select BPM Consulting Vendors" (note: this document has been archived; some of its content may not reflect current conditions).

### Note 1 Evidence From the Results of Our 2013 and 2014 BPM Excellence Award Winners

The application of strong business process governance and effective process performance measurement were major factors in two of our 2013 BPM excellence award winners achieving the following results:

- BT Global Services achieved up to 60% cost savings in system delivery and £27 million (or \$45 million) in annual benefits over two years.
- Banco Supervielle's Retail Product Sales BPM project reduced customer service time by 70%, while overall operating costs were lowered by 80%.

For more information on these BPM excellence award winners, see "Gartner BPM Excellence Award Winners Reveal Three Best Practices to Achieve Business Outcomes."

Rigorous process performance measurement skills also helped two of our 2014 BPM excellence award winners deliver significant business outcomes, along with competent project management and process modeling, analysis and design skills:

- HML (a leading provider of outsourced mortgage, savings and loan administration services for the financial services sector), achieved a client satisfaction rate of 89% through the application of customer-focused metrics (including Net Promoter score) to monitor service delivery performance.
- Össur (a noninvasive orthopedic manufacturer and distributor based in Iceland) has blended a traditional approach to capturing the current process state with the ability to mash up what the process looks like with the process participants. Next they focus on forming the desired to-be process through further workshops that leverage current process stats and measurements to support decisions on process redesign. These workshops also use techniques such as lean and "voice of the customer" ("will the customer be willing to pay for this?") to get the group to imagine what the best possible process would look like.

Further details of the BPM programs in HML and Össur can be found in "2014 Gartner EMEA BPM Excellence Award Winners Share Four Best Practices to Improve Customer Experience."

### Note 2 The Difference Between Skills and Competences

In this research, we differentiate between skills and competences:

- *Skills* are attributes that someone uses in a job, such as the ability to use software or a programming language, and can easily be developed. A person who has developed a skill has gained knowledge that can be applied in a relevant situation. Although people might possess a given skill, this does not necessarily mean that they are good at applying it when a relevant situation occurs.
- *Competences* describe how good people are at applying their *skill sets* with the knowledge and behaviors they possess. For example, people who are learning to drive might have the skill to operate a car. However, they might be incompetent at driving if they are unobservant and don't have a good knowledge of the local roads.

### Note 3 Business Performance Management

Business performance management combines management methods, processes, metrics and IT to define, monitor and analyze how individuals and teams perform and contribute to key business goals.

### Note 4 BPM Methodologies Versus a BPM Methodology Toolbox

BPM methodologies are an established set of practices, procedures, tools and rules used by those involved in BPM to deliver against their corporate objectives through a structured set of working methods. Taking a BPM methodology toolbox approach, where methods are selected and blended from a variety of process improvement methodologies, greatly improves your chances of achieving the business outcomes stated in the business case of the BPM project.

### More on This Topic

This is part of an in-depth collection of research. See the collection:

- Bridge the BPM Skills Gap to Deliver Better Business Outcomes



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