

Engineer *your* Performance. Execute the Blueprint.

REAL Learning™
coaching
consulting



MORE PERFECT™ *by Design*

Mastering Process Governance For Requirements Elicitation



The *science* of designing *more perfect* business processes

A one-day^{PLUS}
REAL Learning™
workshop

Get REAL Learning™ working for you

ENGAGING TALENT: BY DESIGN

OBJECTIVE

The endgame is to improve the performance of a business process. Requirements are the foundation for a solution to achieve that endgame. A significant risk with Requirements is process risk—the risk of creating a solution that, when implemented, does not achieve the process performance goals. This module provides attendees with a practical framework, tools, and mindset needed to establish a business process performance framework against which the requirements can be validated and prioritized.

CONTENT

Value is delivered through business processes. The value of a solution lies in its ability to increase the performance of the target process, from the perspective of and as defined by each of the stakeholders.

The course content is based on both practical experience with leading organizations **and** over 8,000 hours of basic research and development. The result is the *science of designing more perfect* processes—a systematic and rigorous framework with a practical foundation that can turn your organization into a learning organization and ensure *true requirements*.

WHO SHOULD ATTEND

Executives, managers, subject matter experts (SMEs), and Business Analysts are the target audience. Maximum effectiveness is achieved by having your project team attend just before the start of Requirements Elicitation. It will help reduce business process risk, focus the team, and contribute to team building.

This REAL Learning™ workshop will also provide participants with a foundational framework for managing the target business process to the strategy with clearly defined accountability, which is a core requirement for process governance.

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CONTINUOUS LEARNING SYSTEM

**Mastering Process
Governance
For Requirements Elicitation**

REAL LEARNING™ PLAN (1 DAY)

Module 1: Introduction: The Organization as a System for Exchanging Value

An organization is a socio-technical-economic mechanism for exchanging value among stakeholders. To survive and thrive, every organization has to align its strategies, its functional processes, and its projects. We explore the link among the three and how they work together in a governance structure. The payoff to understanding how and why people behave as they do in organizations is increased performance and increased value for all stakeholders.

Module 2: Deploying Strategy Across Functional Silos

Strategy represents intent. But results can only be delivered through execution. And execution happens inside functional processes. That means that we must be able to establish and maintain a direct connection between each individual strategy and every functional process. This module explores how to link the two. The benefits of executing to the strategy are well-known, but the method remains elusive. This module is the foundation for designing the organization so that functional units are driven by measurable strategic objectives. It is the foundation leading to true requirements

Module 3: Identifying the Cross-Functional, Value Producing Process Chains

An organization can have thousands of processes. But only a few of them produce value which can be measured. Uncovering these cross-functional, value-producing process chains gives us the ability to directly measure stakeholder value, associate it with functional processes, and then connect to requirements. This provides a framework for determining which changes lead to progress—produce more value—and which simply add cost. This module introduces the *valueflow*, a key component that ties value performance directly to process performance and to functional requirements. This is a key link that allows managers to govern a process and manage people, method, and technology within a process performance context.

Module 4: Creating a Framework for Measuring Value and Establishing Accountability

Value can only be sustainably delivered by a process when we have established clear and proper accountability and measurement. In this module we learn how to identify and define the required process accountability and link it to performance measures. Then we explore how to identify the current accountability. Finally, we explore how to identify which business processes need to be impacted to achieve a specified performance and which processes are likely going to be impacted by the solution being considered. The gap between the two is a measure of *business process requirements risk*.

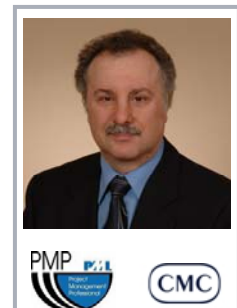
INSTRUCTOR BIOGRAPHY

Angelo Baratta is dedicated to Process Design Mastery and is the originator of the concept of *process science*. He has built on the work of others to produce a framework that leverages your *human talent* to create *more perfect* business processes. He has combined his decades of *practical business experience* with thousands of hours of *research and development* to create a foundation for creating excellence through systematic, rigorous, repeatable, and reproducible process design.



He shares that knowledge through his book “More Perfect *by Design*. The science of designing *more perfect* business processes”, which presents a methodology-independent blueprint framework for governing and managing business processes to the strategy. The book concepts are a foundation for this REAL Learning™ workshop.

“More Perfect *by Design*” will soon be available from popular retailers.





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COACHING
COSULTING

RESULTS

Participants are expected to learn:

- How to identify *value* producing cross-functional processes.
- How to identify and define required process *accountability* linked to performance.
- How to identify current accountability and detect accountability *gaps*.
- How to *link* objectives, strategy, end-to-end processes, and functional processes.
- How to *validate* a proposed solution against process performance targets.
- How to partition *requirements* to link directly to business processes and strategy.

Participants are expected to return to their organization with the knowledge to evaluate and reduce business process risk during requirements elicitation.

CERTIFICATION

Individuals who complete this course and the pre-course assignment will receive a *Knowledge Certificate in Process Governance*.

REAL LEARNING™

When it comes to processes, people need to truly understand process design principles. And what better way to do that than to discover those principles for themselves. Participants acquire new knowledge and new insights through our REAL Learning™ approach.

Radical
Experiential
AHA
Lessons

Participants take part in experiments, exercises, and real-time *desperiences* (designed experiences) that allow them to discover key principles for themselves. Materials, exercises, experiments, games, and simulations work together to motivate participants to pay attention and to reflect and think about what they have heard and experienced. This is a major factor in increasing retention rates.

Learning continues after the workshop has completed. Attendees will receive:

- Enhanced presentation handouts with speaker notes.
- Access to our online **More Perfect™** Study Guide to Process Governance. This is an animated, narrated, and subtitled version of the materials presented during the workshop. Participants can review any or all of the material presented, at their leisure, for one month following the workshop. Use it as a refresher to lock-in retention.

Participants are encouraged to purchase and read the book “More Perfect *by Design*” by A. Baratta. The book is a foundation for this workshop and the sequel workshop titled “Mastering Process Design—Foundation for True Requirements.”