

The Certified Process Professional  
achieving process mastery  
aligning the organisation for success  
- it's all about you



# The Business Process Professional pathway



BPGroup.org

## Overview

The Certified Process Professional program has in various forms existed since 1995 and is currently offered on a worldwide basis through several global companies, conference organisers and institutions. In 2008-9 people have attended open, in-house and online classes in South America, US, Europe, China, South Africa, India, Australia and the Middle East.

Developed from a bedrock of Business Process Reengineering and spanning the business analysis discipline it has evolved to cover both traditional 'inside out' BPM and latterly in its current form (since 2004) advanced BPM.

It is a highly pragmatic, hands-on course leading to recognition as a Certified Process Professional. You can review the most up to date outline and open class availability at <http://bit.ly/11zysG>

The underpinning principles of the Certified Process Professional program are derived from world leading best practice and defined in various books from 1993-2009 (see <http://bit.ly/JJISB>).

The BP Group is an inclusive organization seeking the acceptance of the many forms of Business Process Excellence including BPM, Lean, Six Sigma, Business Process Improvement, Business Process Reengineering and other process specific approaches. In the 21<sup>st</sup> century the emerging trend of 'outside-in' is producing remarkable and sustainable results from advanced BPM initiatives.

The BP Groups coaches are without exception seasoned and experienced professionals and bring these concepts, techniques and methods into their coaching approach.

Designed to be accessible 'from novice practitioner to champion' each unit of the seven level program provides a set of immediately usable, pragmatic tools operating within an advanced framework, the CEM Method (see [www.cemmethod.com](http://www.cemmethod.com))

Completing and becoming Certified requires a mixture of classroom, practical case study work, online testing and in the higher stages peer and customer reviews.

The next few pages provide an overview of the current program, followed by an outline of the CPP Level 1, 2 and 3 content. Additionally if you would like a detailed discussion of how this may be customised for your organisation (in-house or open) please do get in touch.

I hope to meet and work with you soon,



Steve Towers, VP & Founder, BP Group – July, 2009  
[steve.towers@bpgroup.org](mailto:steve.towers@bpgroup.org)



**BP Group.org**

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# Business Process Professional pathway

Level	Objective	Attainment	Designation
7		<i>Champion</i>	<b>CPP Champion</b>
6		<i>Master</i>	<b>CPP Master</b>
5		<i>Professional</i>	<b>CPP 5</b>
4		<i>Professional</i>	<b>CPP 4</b>
3		<i>Professional</i>	<b>CPP 3</b>
2		<i>Professional</i>	<b>CPP 2</b>
1		<i>Practitioner</i>	<b>CPP 1</b>
CEMM Engineer		<i>Engineer</i>	<i>CEMM (E)</i>

Community	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
Everyone	✓	✓					
Business Analyst	✓	✓	✓	✓			
Process Managers	✓	✓	✓	✓	✓		
Technologists	✓	✓	✓	✓	✓		
Senior Managers	✓	✓	✓	✓	✓	✓	
Leaders	✓	✓	✓	✓	✓	✓	✓

Suitability

Certification	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
InClass Assessment	✓	✓	✓	✓	✓	✓	✓
Testing			✓	✓	✓		
Case Studies			✓	✓	✓		
Client Interview				✓	✓	✓	
Peer Review						✓	✓
Experience			✓	✓	✓	✓	✓

Routes to Qualification

Notes:  
 1 Day  
 Online  
 Two required  
 By agreement  
 By agreement  
 Proven qualification, time in post

Ongoing	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
Renewal of Certification	✓	✓	✓	✓	✓	✓	✓
Experience			✓	✓	✓	✓	✓

Notes:  
 Webinars, Approved Conferences, Projects  
 Proven qualification, time in post

# Advanced Business Process Management: Principles, Techniques & Methods for World-Class Performance

## STEVE TOWERS – BUSINESS PROCESS & PERFORMANCE EXPERT



A hands-on practitioner with over 30 years of hands-on experience, Steve Towers is one of industry's noted experts in BPM, Customer Expectation Management and Performance Transformation.

Towers heads the Research & Professional Services network within the BP Group.

Founded in 1992 (as a network to research and share advances in process change) and as CEO for 16 years Towers developed the world's first and premier network for Process & Performance professionals.

As a recognized global thought leader he has helped pioneer through research and 'hands-on' exposure to the world's leading companies the evolution into Customer Expectation Management

(CEM). 'Customer Expectation Management – Success without Exception' (2006) has established a new high water mark for organizations seeking to harness the benefits from process and performance improvement.

Towers leads from the front and works with leading global companies as a mentor, coach and sometimes consultant specializing in the implementation of performance improvement, process change and transformation. An inspirational speaker, contributor to leading journals and author of several books including

- "A Senior Executives guide to BPR" (1994),
- "In Search of BPM Excellence" (2004),
- "Thrive! How to Succeed in the Age of the Customer" (2005) and
- "Customer Expectation Management - Success without Exception" (2006)

Steve Towers is noted for his direct and pragmatic approach. He previously worked as a Senior Executive at a number of leading financial service organizations including Citibank where he led restructuring and business process transformation programs both in the US and Europe. He advises several boards and sits on the steering panel of the influential California based BPM Forum, a group of distinguished CXO's heading up Global 500 companies.

He received the "Lifetime Achievement Award for contribution to Business" at Gartners Annual Summit in 2007.

Steve lives with his wife Penny and family in England, Texas and Colorado.

You can read of Steve's recent work at [www.towersassociates.com](http://www.towersassociates.com)  
Testimonials at [www.towersassociates.com/Toolkits/Testimonials.html](http://www.towersassociates.com/Toolkits/Testimonials.html)  
Visit the network at [www.bpgroup.org](http://www.bpgroup.org)



# Advanced Business Process Management: Principles, Techniques & Methods for World-Class Performance

A COMPREHENSIVE TWO or THREE DAY WORKSHOP ON ACHIEVING THE HIGH PERFORMANCE ENTERPRISE

LED BY STEVE TOWERS



ALL MATERIALS & TOOLKIT provided electronically

CERTIFICATION GRANTED AT LEVELS 1,2,3  
CERTIFIED PROCESS PROFESSIONAL (CPP)

## OVERVIEW

The Certified Process Professional (CPP) Program takes BPM Training to an entirely new level. This premier WORKSHOP is designed for those seeking professional skills in process management, process improvement, process alignment and innovation. The Advanced BPM/ CEM Methods and Techniques that Deliver!

- Uncover Process Improvement opportunities in just hours
- Identify Actions that will reduce process inefficiency by 30% to 60% within 90 days of deployment
- Delight your Customers (making them your biggest advocates) through Successful Customer Outcomes
- Innovate to compete, set the market trend and even dominate your industry

The Certified Process Professional program builds your competency in delivering these essential benefits in literally everything you do. Unleashing the power of process in your organization today.

## CONTENT

A dynamic and comprehensive approach to creating and managing enterprise processes that deliver sustained high performance, encompassing the full range of management systems and practices. Content based on the experiences of hundreds of companies and the Bennu Group networks ongoing research.

## WHO SHOULD ATTEND

Senior executives, operating managers, process owners, resource managers, members of process design teams and program management offices, functional managers, key front-line personnel, and everyone else with a stake in getting the most out of business processes.

## RESULTS

Course attendees will learn how to:

- exploit process management for triple crown\* benefits with sustained high performance
  - develop performance metrics for end-to-end processes
  - link processes to enterprise business goal
  - coach and align people for performance and process management
  - realign people systems for a process environment
  - achieve the tactical and strategic payoffs of process
- \*triple crown = enhancing customer service, reducing costs and improving revenue concurrently*

## WHAT YOU GET

- 3 Days of instructor-led WORKSHOP by world recognized Coach
- Certification as a Certified Process Professional (CPP) Levels 1, 2 and 3
- All the class materials electronically for your own use
- Simply the most ADVANCED TECHNIQUE for process improvement; typically producing extraordinary improvement results in LESS THAN 90 DAYS

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BEGINS: DAY 1, 2 & 3 – 9.00 AM

ENDS: DAY 2 – 5.00 PM or DAY 3 – 3.30 PM



ALL MATERIALS & TOOLKIT provided electronically

## Day 1

### **Apply process diagnostics to any existing process or service.**

Understand and identify Moments of Truth, Breakpoints and Business Rules

### **Determine the magnitude of the Points of Failure performance factor and Causes of Work performance factor of the process.**

Calculate the Points of Failure Causes of Work performance factors then graph it on the maturity Scales.

### **Identify Actions that can be taken to improve the process.**

Identify Actions that will significantly reduce the process Points of Failure and Causes of Work of the process.

Identify Actions that can be completed in less than 90 days (often much less).

### **Analyze the Benefits versus Cost (resource/time/degree of change) for each Action**

Clearly identify “low hanging fruit” – Actions that require minimal investment versus return

## Day 2

### **Determine the appropriate outcome of a process in respect to the customer by using the SCO (Successful Customer Outcome) Technique**

### **Develop the current state process model**

Learn outcome-based process modeling with the Process Activity List Technique

Learn how to model a process from different perspectives – including modeling the process from the customer’s point of view  
Learn how to conduct team Process Activity List modeling Activities

### **Apply process diagnostics to a customer focused (SCO) process.**

### **Determine the Points of Failure Factor and Causes of Work factors.**

### **Conduct the Risk Assessment on the Business and Customer including**

### **Identify Actions that can be taken to improve the process.**

## Day 3

### **Understand and create the Process Innovation Landscape to completely redefine the way processes are operated.**

**Uncover the true potential of the process**, and in doing so consolidate triple crown wins i.e. simultaneously reducing costs, improving revenue and enhancing service.

**Establish the right measures for continued success and** integrate these into corporate measurement systems e.g. balanced scorecard and strategy maps.



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BEGINS: DAY 1 – 9.00 AM

ENDS: DAY 1 – 5.00 PM

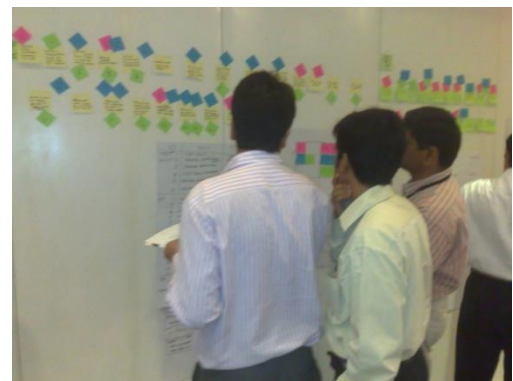


ALL MATERIALS & TOOLKIT provided electronically

## DAY ONE

Learn to Apply process diagnostics to existing processes, calculate causes of work and points of failure, and identify actions that can be taken to improve them. Develop a structured approach accessible by everyone in the organisation to enable immediate and significant performance improvements. Create a sustainable operational and strategic method suitable for both dramatic and steady state improvements.

1. Apply process diagnostics to any existing process or service.
2. Understand and identify moments of truth, breakpoints and business rules
3. Determine the magnitude of the points of failure performance factor and causes of work performance factor of the process.
4. Calculate the points of failure causes of work performance factors then graph it on the maturity scales.
5. Identify actions that can be taken to improve the process.
6. Identify actions that will significantly reduce the process points of failure and causes of work of the process.
7. Identify actions that can be completed in less than 90 days (often much less).
8. Analyze the benefits versus cost (resource/time/degree of change) for each action
9. Clearly identify “low hanging fruit” – actions that require minimal investment versus return
10. Apply process diagnostics to a customer focused (SCO) process.
11. Determine the points of failure performance and causes of work performance process factors.
12. Conduct the risk assessment on the business and customer including
13. Identify actions that can be taken to improve the process.
14. Prepare an implementation plan that ‘presses the right buttons’ and creates a compelling case for change



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A COMPREHENSIVE TWO DAY WORKSHOP ON ACHIEVING THE HIGH PERFORMANCE ENTERPRISE

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BEGINS: DAY 2 – 9.00 AM

ENDS: DAY 2 – 5.00 PM



ALL MATERIALS & TOOLKIT provided electronically

## DAY TWO

Develop the insights and techniques to align all processes with successful outcomes, and in doing so create the capability for the organisation to win the triple crown i.e. reduce costs, improve revenue and enhance service. Go beyond the triple crown into the Fourth Wave of BPM to way exceed the benefits derived from 3rd Wave approaches such as Six Sigma and Lean. Create the 'game plan' that reaches and convinces the Lead team for immediate success.

1. Understand the concept of Successful Customer Outcomes and review recent case studies of global champions.
2. Define Successful Customer Outcomes for any process, product or service.
3. Create the 7 step action plan for crafting Successful Customer Outcomes.
4. Develop the SCO mind map for any process, product or service.
5. Understand the substantive difference between customer wants, desires and needs.
6. Learn how to identify clearly customer needs and expectations (even when the customer doesn't know it themselves)
7. Understand Current and Future State Process Models
8. Develop a Current State Process Model – individual, team and enterprise wide.
9. Utilise CPP Level One skills (learned on Day 1) and the Advanced Process Management method to analyse the Current State Model
10. Assess the Risk factors (organisation and customer) identified in Current State Modelling
11. Develop the Risk Assessment Profile against a matrix of the 8 key factors that drive performance improvement
12. Prepare a Risk Assessment Profile that informs the Future State
13. Develop and substantiate an Action Plan to mitigate risks
14. Create a Future State Landscape
15. Quantify business benefits of the Future State (typically double digit improvements to costs, productivity, revenues and service within 90 days)
16. Prepare the means to integrate Advanced Process Management into the Strategic and Operational objectives of the organisation.



# Advanced Business Process Management: Principles, Techniques & Methods for World-Class Performance

A COMPREHENSIVE TWO or THREE DAY WORKSHOP ON ACHIEVING THE HIGH PERFORMANCE ENTERPRISE

LED BY STEVE TOWERS

BEGINS: DAY 3 – 9.00 AM

ENDS: DAY 3 – 3.30 PM



ALL MATERIALS & TOOLKIT provided electronically

## DAY THREE

Understand and create the Process Innovation Landscape to completely redefine the way processes are operated. By alignment with Successful Customer Outcomes we will uncover the true potential of the process, and in doing so consolidate triple crown wins i.e. simultaneously reducing costs, improving revenue and enhancing service. Establish the right measures for continued success and integrate these into corporate measurement systems e.g. balanced scorecard and strategy maps.

1. Use Moments of Truth to build the Innovation Landscape foundation
2. Create the Process Innovation Landscape that can be used to support Strategic Goals
3. Uncover the untapped potential of the process to create market differentiation and market leadership.
4. Find the natural form of the process within the process
5. Create the Strategic Landscape of the process
6. Use the Strategic and Process Innovation Landscape to: Identify the best Tactical Action that can be taken on a process
7. Identify a Process Roadmap that takes us to a Market Leading position over time.
8. To leap the competition in a single bound (Superman Innovation)
9. Develop the principles to build an ongoing competitive Market Leader process profile that continuously resets the “market expectation.”
10. Create a Future State Landscape
11. Quantify business benefits of the Future State (typically double digit improvements to costs, productivity, revenues and service within 90 days)
12. Prepare the means to integrate CEMM and Advanced Process Management into the Strategic and Operational objectives of the organisation.
13. Compile the Plan of Execution

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COMMENTS AND FEEDBACK FROM RECENT CUSTOMERS



ALL MATERIALS & TOOLKIT provided electronically

## TESTIMONIALS

"I would like to thank you for a wonderful experience for me to know the nuances of ABPM. Taking us to a new level on how to view processes & implement by way of sharing your wealth of experience and enlightning us with the case studies & exercises."

**Director Quality Management Group, 3i Infotech Ltd., India**

"Exceptional and life transforming. This training should be on every corporate agenda"

**CIO Pharmaceutical, Florida**

"Simple and different concepts which is path breaking and easy to understand and deploy"

**Director Business Consulting, Chennai**

"Excellent - he is a very good leader"

**Senior Quality Analyst, AEC, Saudi Arabia**

"I want to thank you for the great content and coaching that you provided, the concepts resonated even more clearly when presented with your enthusiasm and experience."

**Director, H&R Block, USA**

"I really enjoyed last week and really learned alot. I feel I had a Eureka moment yesterday when the whole process diagnostics suddenly clicked into place. I remember you saying that once you grasp this then you will never look at processes in any other way. I am now actively evangalizing the CEM approach with our team.

**Senior Analyst, Investment Bank, London**

"Speakers are rated out of 10 for content and presentation style. I am happy to let you know that you scored a 9.5 (the best marks at the event) and the additional comments "very good" and "excellent chairman."

**BPR and Management for Telecoms, Geneva**

"Having had a chance to read through all of the delegate feedback forms in full it has become apparent that your workshops in particular were amongst the most well regarded, so thank you once more."

**VP EMEA GDS International**

"I took BPM training back in December, and Steve Towers was the instructor. The training was simply fantastic, because Steve has that rare ability to connect with his trainees. Not only did I walk away from the training with a new perspective on Business Process Management, but I walked away with an invaluable analysis tool."

**Senior Systems Analyst, Barclays Bank**

"We have collated the scores from the event and you came out as the most highly regarded."

**Conference Producer, IIR International**

"You are the tops! Everyone in the field should be exposed to the techniques experienced in this course."

**Director - Process Management**



# Business Process Professional Competency framework

(based on Blooms refined taxonomy)

	Levels 1,2,3						
	Remember (Knowledge)	Understand (Comprehension)	Apply (Application)	Analyze (Analysis)	Evaluate (Synthesis)	Create (Evaluation)	Lead
<i>Example</i>	Recall the CEMMethod  Explain Optimization of Process	Describe the key stages within CEMMethod  Explain Alignment of Process	Be able to apply Process Diagnostics (PD's)  Explain Process Innovation	Be able to apply the 8 stages of CEMMethod  Explain the end to end Process & Successful Customer Outcomes	Be able to 'hands-hold' a team implementing CEMMethod	Identify new Process & Performance opportunities through the use of Optimization, Alignment and innovation	Guide, mentor & Support the Organisation in Implementing Advanced BPM Approaches and the CEMMethod
<i>Approach</i>	Teach Approach, definitions and stages	Practice the elements within CEMMethod	Demonstrate and mentor use of PD's	Walkthrough and coach with examples and Case Studies	Review examples develop 'real world' experience	Debate Case Studies (good and bad) and identify appropriate actions	Develop a context approach for implementing CEMMethod
<i>Questions</i>	What is a Process?	How can CEMMethod be applied?	What are the Points of Failure in a process?	What are the opportunities within a Process?	How can we move to a Future State process?	Who is responsible for implementing the Actions?	Where should CEMMethod be applied?
	Why does a Process exist?	What level of detail should we go to?	How can the POFs be removed & Improved?	What are the optimum approaches for any Process?	What is the Action Plan for achieving change?	What are the Triple Crown benefits of the Future States?	Who should be in the teams that lead Process transformation?