

BPM Organization and Personnel—Part 1: Building a BPM Support Group that Creates Value

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Introduction

In this first in a series of Articles on BPM capability development, the emphasis is on the mission and placement of the *BPM Support Group*. The next Article, to be featured in January's BPTrends Newsletter, addresses each of eight roles needed in the BPM Support group.

A so-called BPM Support Group is a convenient means for an organization to address expectations associated with *BPM Organization and Personnel*—which is the first Capability Building Block within the BPM Capability Framework [1] shown in Figure 1. As this is the introductory Article in the series, it seems fitting to start by explaining the two left-hand categories in the table: *Foundation* and *Application in each Organization*.

Capability Building Blocks for Business Process Management		
Category	Capability Building Block	Description
Foundation	BPM Organization and Personnel	The structure, competencies, resource levels, and roles and responsibilities of personnel involved with the development, dissemination, and implementation of process-related standards, methods and technologies.
	BPM Standards and Methods	The set of standards and methods that foster effective process management, including a glossary, modeling and notation standards, modeling and improvement methods, governance structures and practices, assessment of implementation effectiveness, and measurement of value.
	BPM Technologies	Technologies for documenting, organizing, evaluating and supporting the execution of the organization's activities.
	Stakeholder Management and Communication	The management of communications with stakeholders about process management approaches, success stories, lessons learned, potential value opportunities, and value realized.
Application in each Organization	Scope of Implementation	The organizational context in which BPM is being used, including the range of processes being addressed.
	Process Architecture	Structure and documentation of processes, including names, definitions, objectives, roles, flows and relationships.
	Process Governance	Development and implementation of principles, policies, roles, responsibilities, and measures for process governance and ownership. This also includes alignment of process management with planning and implementation activities of the organization.
	Process Improvement	The use of evaluation, redesign, and improvement methods to drive change in processes.
	Process Automation	The use of technologies to simulate, eliminate, automate, monitor and optimize steps in a process.

Figure 1: BPM Capability Framework (adapted with permission from the Innovation Value Institute)

Foundation: Addresses the Capability Building Blocks that are prerequisite for achieving strategically leveraged BPM. Ideally, the foundation is organized at the enterprise level; this will maximize the network effects and economies of scale associated with a common language and approach, and common technologies. Foundation can be thought of as the *supply side* of a supply-demand balance; it does not produce value directly but it enables the derivation of value in business units and departments which use the foundational elements. A serious BPM initiative cannot be expected to survive long without a solid BPM foundation.

Unfortunately, in many organizations, the foundation either does not exist, or it is fragmented into foundational islands which are not striving for a common language and methodology, or common technologies and standards.

Application in Each Organization: Addresses the five Capability Building Blocks that business units and departments will develop in order to achieve ever-higher levels of operational excellence and business performance through process management. This is the *demand side* of the supply-demand balance, and it consists of process improvement projects, process automation projects, development of process architectures, and establishment of effective process governance structures and measurement systems. The more business units and departments that are endeavoring to treat processes as valuable assets, the greater the demand will be for services and standards provided by the foundation. Widespread BPM implementation (a.k.a., Application) creates demand for Six Sigma Black Belts, Process Modelers, toolkits, models, templates, technologies, etc. If those services are not available, demand will consequently evaporate, and scattered experiments by self-styled innovators across the enterprise might be the most likely outcome.

The BPM Support Group

This Article addresses the group within an enterprise that will help business units and departments across an enterprise implement process management. Such a group is part of the BPM foundation. BPM support personnel who are part of this group may be within a single organizational entity, a so-called *BPM Support group*. Or they may comprise a “*virtual group*” where individuals are dispersed across the enterprise, either acting on their own (at lower levels of BPM maturity) or collaborating (at higher levels of maturity). Nevertheless, regardless of the structure (or lack thereof) that surrounds them, BPM support personnel provide standards, methods, implementation guidance, training, governance models, and/or technologies which others can use to efficiently implement BPM. Without people devoted to some of the foundational needs of BPM, the enterprise’s BPM efforts will be ad hoc, sporadic, and probably a bit chaotic—all of which will lead to delays in the realization of value through BPM.

To be crystal clear about limits to the scope of responsibilities allocated to the BPM Support group: the group is not responsible for roles which own, sustain, and direct the improvement of *specific processes* on behalf of personnel in business units and departments. Those roles—which generally would be focusing on process performance within their respective business units, departments, or functions rather than managing the BPM foundation—will be addressed in a future BPM Article on Process Governance.

Almost surely, a support group of some type will be needed for any aspect of BPM to reach a level of maturity beyond the most basic level. For example, even process improvement, arguably the BPM capability with the most well-developed and well-known standards, requires some support personnel who establish common expectations about methodology (e.g., Lean Six Sigma), competency levels, and responsibilities for achieving successful project outcomes.

Often, semblances of BPM Support groups first develop in sub-enterprise units, and coordination between them is incidental. In the earliest stages, a “*support group*” may consist of only one person who supports only one type of BPM element—such as a methodology or a technology that has found some usefulness within an organizational unit. For example, in the 1980s, Chevron left it to individual divisions to decide their own appetites for investment in process management. Several divisions formed groups to drive Total Quality Management (TQM), variously selecting the philosophies and methodologies of Deming, Juran, Crosby, or others. There was no

enterprise coordination related to TQM, and, as a result, there was little standardization or leveraging of resources across the enterprise.

Formation of a BPM Support group can happen in various ways. How a support group (or groups) comes into existence probably depends on many factors, including:

- The degree to which it is customary for corporate groups to dictate enterprise standards and initiatives.
- The innate levels of desire, innovation, and collaboration that exist in the enterprise culture. (If innovation tendencies are high, then independent BPM efforts may emerge in the absence of an enterprise approach.)

Also, the structure and responsibilities of the BPM Support group likely will depend on the timing during a BPM journey at which senior managers begin to fully appreciate the power of BPM and decide to give it strategic attention. Early discovery by senior management of the potential of BPM may lead to formation of a BPM Support group at the enterprise level that is fabricated from a deliberate design, whereas, under conditions of later senior management awareness, a BPM Support group may evolve on its own in response to demand in business units, only to be elevated to an enterprise support role later in the journey.

In other words, rather than coming into existence early on through executive mandate, sometimes a process-oriented center of excellence will emerge as a result of successful grassroots efforts stewarded by one or more dedicated individuals. For example, in Chevron in 1999, some individuals had started to apply Lean and Six Sigma concepts. A few years later, after achieving several notable successes, management decided to formalize a dedicated Lean Six Sigma group. This group became a major contributor to bottom line improvements. Demand for the group's services continues to grow to this day, and the efforts of the group account for hundreds of millions of dollars in financially validated benefits each year.

But the story of the evolution of BPM in Chevron does not stop there. Even with the success and formal recognition of the Lean Six Sigma group at Chevron, for many years thereafter there was no group with a broad mandate to develop a full range of BPM capabilities, i.e., beyond Lean Six Sigma. In 2005, a *"proto-BPM Support group,"* comprised of people from a few organizations, began to organize foundational capabilities associated with BPM standards, methods, technologies, and consulting services (albeit not including Lean Six Sigma consulting). By 2009, as management started to recognize the BPM value proposition, a group with a dedicated manager was formed to drive BPM forward using the capabilities that had been codified during the previous years. However, the BPM function at Chevron still has not matured to the point where the BPM Support group and the Lean Six Sigma group have joined together in strategic collaboration. The BPM Support group has incorporated Lean Six Sigma practices into some of its projects and its expertise continues to grow, but deep expertise in process improvement still rests with the Lean Six Sigma group, and expertise in the other BPM capabilities represented in Figure 1 rests with the BPM Support group.

Nevertheless, irrespective of whether the BPM support function is brought into existence through grassroots efforts and gradual evolution or by executive action (or both), generalizations can be made about the roles of the personnel who are essential to building and supporting the BPM foundation.

Within the support group, someone in the role of "BPM Champion" (or some other title) prototypically would be a determined practitioner and passionate driver of BPM capability development. Based on testimony from many practitioners and consultants, at least one effective, hands-on BPM Champion who helps integrate all the elements of BPM is essential for a successful initiative across a large enterprise. The BPM Champion, committed to the long-term success of BPM in the enterprise, will take on other BPM roles as required until adequate resourcing is achieved.

In addition to forming a BPM Support group, an organization that is becoming mature in its BPM practices will want to establish a governance function to oversee BPM capability development.

This Article addresses formation of the BPM Support group. The BPM Champion role and the other BPM Support group roles, as well as the BPM Governance body, will be addressed in the next two Articles in the BPM white paper series. In the IVI maturity model, all of these elements are considered part of the BPM foundation.

The Mission of the BPM Support Group

There are two archetypal models for the BPM support group. One possible model is for the BPM function to develop only the capabilities—competency requirements, standards, methods, and technologies—which practitioners then apply. The other archetypal model is for the BPM function to go beyond capability development to also drive process improvement efforts via authoritative engagement with business units and departments. One can also imagine a third (hybrid) model where the BPM support group develops capabilities and provides consulting for process-related efforts, but where prioritization and initiation of the efforts is controlled by line management. The simple graphic in Figure 2 depicts these choices—with the two distinct models shown at either end of the scale, and the hybrid model in the middle.

While the model at the right-hand side—namely, to both develop BPM capabilities and drive their application—may seem most powerful and therefore most desirable for managers who want quick results; in practice, it may be difficult for the BPM Support group to have sufficient knowledge about where to apply BPM capabilities for maximum benefit. Furthermore, when an expert function has so much power, there is a tendency for business people to cede accountability for process performance to this group.

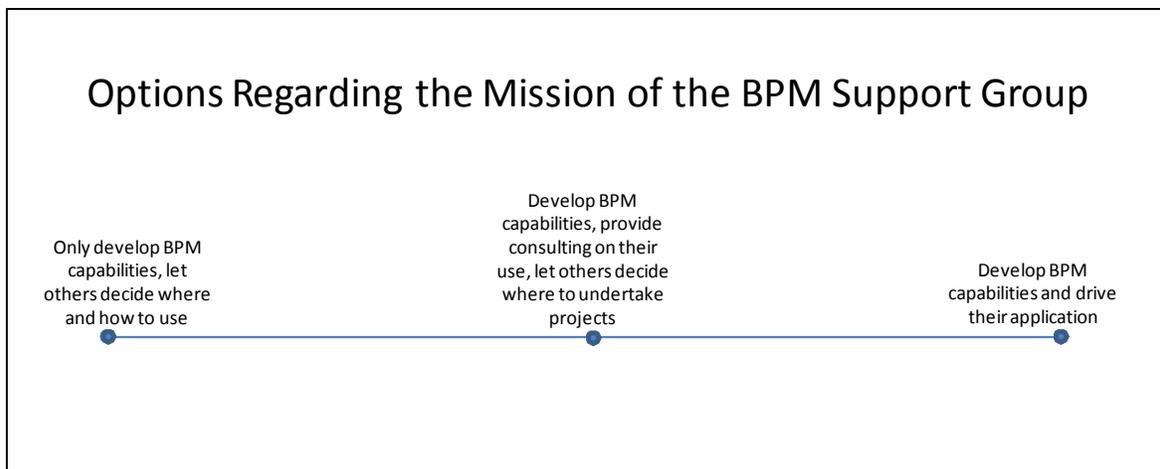


Figure 2: Options regarding the Mission of the BPM Support Group

However, such a strong model may work well in some industries. For example, in industries where processes are relatively simple and/or have a lot of potential for automation, it may be appropriate to have the BPM Support group prioritize and manage changes to core processes. Industries where this might be the case include consumer insurance and retail banking. In such cases, the BPM Support group often will exist within the IT function, and changes to processes will be pushed out to the organization through transactional systems or other computer interfaces—perhaps without process performers even noticing the changes. Such an approach, though, probably would not work so well for processes in complex industries—such as natural resource exploration and production, pharmaceuticals research and development, or aircraft manufacturing—since IT personnel in such organizations are less likely to have deep insight into where processes with a high proportion of human activities need to be improved. Deep involvement of business people almost certainly will be necessary in order to define and deploy effective processes in industries with complex, predominantly human-based processes.

The left-hand side of Figure 2 also presents concerns. A BPM Support group which tries to develop standards, methods, and technologies without active engagement with the businesses

may find that it is viewed as an “ivory tower” function with no practitioner credibility. This can happen, for example, if the BPM group is part of an Enterprise Architecture group which, in many companies, tends to remain “above” day-to-day activities. This model may also apply to external consultants who are hired to “deliver” a BPM foundation. One can imagine circumstances when such a model might be desirable—for example, when the BPM Support group or a consulting firm is staffed with experienced process management experts, *and* senior management strongly reinforces use of the standards, methods, and technologies the group or consultant delivers. However, while a good starting point might be delivered with such a model, foundational artifacts will need to be fine-tuned, extended, and managed as the needs of internal customers change and as the organization migrates up the maturity curve. Therefore, even if foundational elements are developed according to the description on the left-hand end of the scale in Figure 2, establishment of an enterprise BPM Support group that interacts with internal business personnel in order to optimize foundational elements should be one of the priorities for most BPM initiatives.

Somewhere in the middle of the scale, a hybrid model can be described. This will be the best choice for most BPM Support groups. In this model, the personnel in the BPM Support group have two key responsibilities:

- To work actively with business people to develop foundational BPM capabilities that meet the needs of the organization.
- To help business units and departments successfully apply BPM capabilities, thereby creating business value and generating more demand for BPM services.

In the early phases of a BPM effort (which may last several years in a large enterprise), refining elements of the foundational capability through repeated application and learning is extremely important. At first, people in the business will not know how to effectively apply the portfolio of standards, methods, and technologies that the BPM Support group is developing. The consulting component of the BPM Support group becomes a key mechanism by which BPM capabilities gradually become dispersed until they are universally applied across the enterprise, even by “non-experts.” As BPM capability matures, the BPM Support group may sponsor *Communities of Practice* and *Global Networks of Excellence* to provide a social forum that sustains and extends valuable aspects of the discipline. (Admittedly, this vision may seem a long way off for an organization just getting started with BPM. However, do not be intimidated—it is a long-term commitment.)

A dimension not depicted in Figure 2 is the organizational scope that the BPM Support group is addressing. Ideally, the group, regardless of where it is housed, operates with an enterprise perspective as this will provide the greatest long-term efficiency and synergy. However, on the downside, there are risks to this approach. One risk is that an enterprise group does not deliver in alignment with its internal customers’ needs, whereas independent local support groups, being accountable to location or department management, will tend to be extremely responsive to local needs but have little or no regard for enterprise needs. This is a classic challenge of all federated structures and is part of the reason Enterprise Architecture groups often have a hard time achieving total cooperation from business units and departments. Another risk is that the enterprise BPM Support group takes too long to establish critical elements of capability—such as standards, methods, models, and technology—upon which the group can build the consulting practice that will facilitate BPM implementations. To guard against a lack of urgency, soon after formation, the BPM Support group should be thinking in terms of pilot projects that will increase the pace of learning by actively engaging internal clients in process-related projects where newly-constructed foundational elements can be tested.

In very large enterprises, it may be that operating companies, business units, divisions or departments are large enough to feel justified in setting up their own BPM infrastructure; and these entities may feel justified in investing in infrastructure that most closely meets *their* needs rather than the needs of the entire enterprise. Nonetheless, if one can get agreement on formation of a true enterprise group and can staff it with capable people who are focused on driving and supporting widespread implementations, the enterprise approach has the potential to have the greatest leverage over the long term.

In Chevron, a BPM Support group was formed to serve the enterprise; being based on the hybrid model, it was neither too controlling nor too removed from the action. By early 2009, a group of eight people was in place in a BPM Support group within the IT department. This group established and governed standards, methods (with *Lean Six Sigma for IT* recently added), and technologies, and ensured the technical support required by those technologies. This group also provided consulting services that ensured effective application of the standards, methods, and technologies across the enterprise.

Of course, variations on the BPM foundational support model are many; other successful approaches surely can be imagined and they probably exist somewhere. An example from closer to the right-hand end of the scale in Figure 2: at WellsFargo Bank, the BPM Support group consists of a federated approach where dozens of IT personnel embedded in the various lines of business work together to establish common capabilities. The people in this virtual group are close enough to business operations to have insight into where the process opportunities exist, especially with regard to automation potential. While they need support from business personnel (who “own” the processes) for the changes the group members implement, one could argue that they are responsible for “driving” the process work themselves. One of the big challenges with this approach is to get dozens of people from various lines of business to agree to work together for the sake of the efficiencies that can be achieved from an enterprise-wide approach. At WellsFargo Bank, the lead BPM facilitator, located at headquarters in the IT department, inspired confidence and persuaded his line-of-business colleagues to collaborate on a steady flow of process improvement and process automation projects. He is a true champion who has found a way to drive BPM successes across the enterprise with very few dedicated enterprise resources other than himself. In a presentation [3] that he gave at a BPM conference, he cited three keys to success in the formation of his BPM Center of Excellence:

- Partner with business lines looked upon as thought leaders within the company.
- Act as the facilitator and not the owner. Build the forum and framework for communication that ultimately enables the community to drive towards adoption. Facilitate the knowledge transfer that empowers the business to do the “heavy lifting.”
- Internal success stories are much more impactful than generic case studies, especially if the internal business line is looked upon as a thought leader in the company.

In summary, various BPM support models can be devised. The most robust model often will be one in which the group develops and maintains common enterprise capabilities *and* interacts with business personnel on implementations that deliver performance improvements. While the lessons in this series of Articles will apply to any model that falls within the BPM support spectrum, many of the examples provided will rely on the assumption that a centralized support organization is working closely with personnel who are located in business units.

The Organizational Placement, Structure, and Positions of a BPM Support Group

Consider four organizational alternatives for housing the enterprise BPM Support group:

- As a group within the IT Department.
- As a group within the Corporate Planning Department.
- As a group reporting directly to a C-level executive.
- As a virtual or federated function of BPM Subject Matter Experts from business units and departments across the enterprise (with a manager or coordinator of the function reporting per one of the other three alternatives above).

Figure 3 details positives and negatives about placement options for the BPM Support group.

Informal surveys among practitioners indicate that placement of the BPM Support group within the IT Department is most common. The case for this option is strengthened in industries where automation is a primary driver of the BPM effort. Figure 4 provides an overview of the degree of automation in the performance of various functions that seems readily achievable with current

technology. The functions are also sorted by transaction rate to demonstrate that it is not only high-volume functions that benefit from automation.

Positioning of the BPM Support Group	Positives	Negatives
As a group within the IT Department	<p>Competency to manage BPM technologies.</p> <p>Systems-thinking environment.</p> <p>Traditional sources of consulting (e.g. business analysts, enterprise architects).</p> <p>Opportunity to apply BPM to complex IT processes.</p>	<p>Comes across to business personnel as primarily systems-related.</p> <p>The IT function itself may be too focused on automation because that is the part IT is good at.</p>
As a group within the Corporate Planning Department	<p>Opportunity to turn the planning process into an example of streamlined excellence.</p> <p>Potential to be oriented towards high-value, knowledge-based processes.</p>	<p>May not understand the importance of BPM technologies (and of working closely with IT to exploit them).</p> <p>May prefer staying at the plan level (i.e., strategies and objectives) and may not have the patience to address the processes needed to make strategies and objectives real.</p>
As a group reporting directly to a C-Level Executive	<p>Opportunity for visibility and enterprise-wide attention.</p> <p>Good source of funding.</p> <p>Access to potential pool of sponsors who can accelerate BPM maturity.</p>	<p>Potentially over-ambitious expectations in early phases.</p> <p>May be inclined to push too hard from the top rather than allowing time to test and refine concepts thoroughly.</p>
As a Virtual or Federated Function of BPM Subject Matter Experts	<p>Tightly in touch with the needs of the business units.</p> <p>Opportunity to agree on and effectively deploy standards.</p>	<p>Potentially hard to manage as formal reporting lines may trump BPM.</p> <p>Potential for a focus on tactical efforts to overwhelm development of strategic capability.</p>

Figure 3: Options for Positioning of the BPM Support Group

Frankly, it is not a bad option for most corporations to place the BPM support group within the IT Department. The main risk in placing the “BPM Group” in the IT Department is that of focusing too greatly on the automation aspects of BPM. An IT-based BPM Support group must realize that its primary objective is not to create a process language and environment for itself, but to create one that *all* personnel can relate to. The objective should be collaborative refinement of process models by both business personnel and IT personnel.

At Chevron, about two years after BPM efforts began, a group providing basic BPM support was formed in the IT Department. This worked reasonably well as a starting point for formal support. A possible reason it worked well may have been because during those first two years of BPM efforts a BPM footprint was established *outside* the IT Department and a business perspective was brought to the process challenge from the outset. Had the BPM effort started in IT, it may not have been as business-focused.

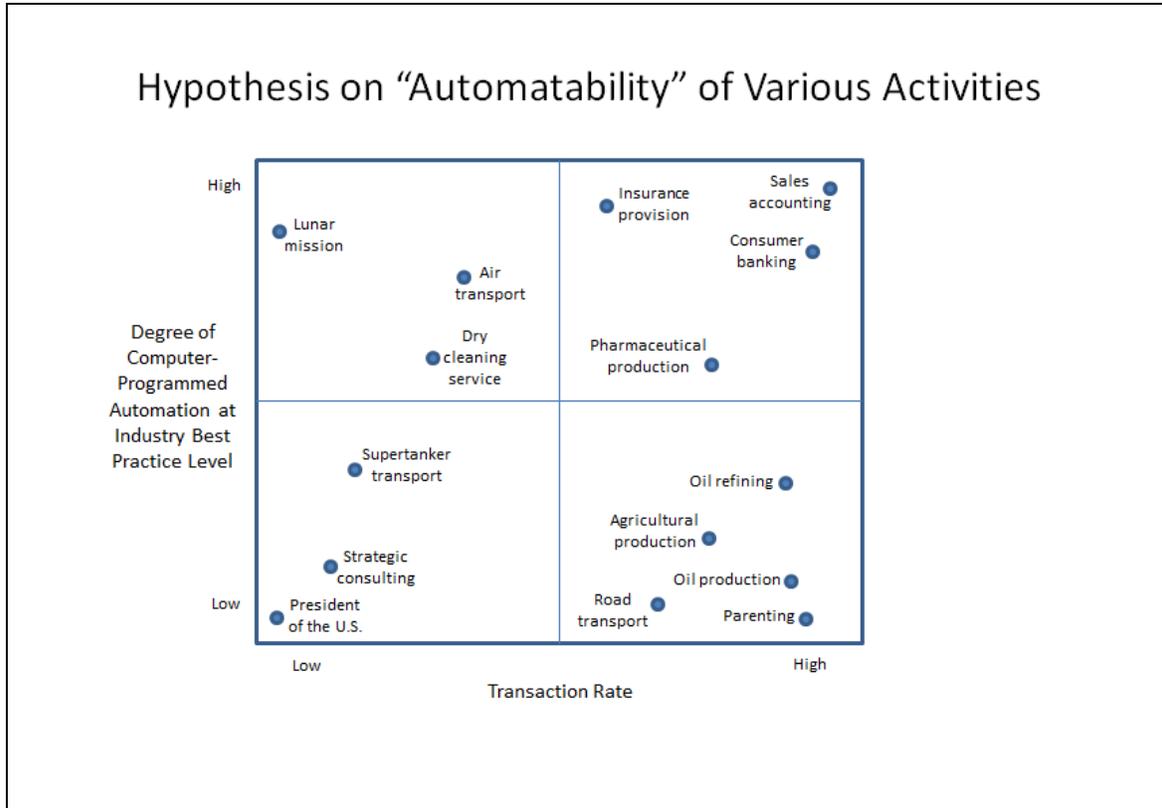


Figure 4: Hypothesis on “Automatability” of Various Activities

Therefore, in assessing the risk of being too IT-oriented if the BPM Support group is in the IT Department, readers should heed the red flags. The effort must be focused on the needs of the business personnel—not the desires of IT personnel. A good indicator of whether or not a problem exists is simply to find out who really owns the process models. If business managers own them, that is a good sign. If IT personnel own them, then the benefits of the BPM effort are likely to be confined to process automation. That may be sufficient for a bank. It will not be sufficient in an industry where business processes involve a lot of human-based activities.

Another option is to house the BPM Support group in a corporate function such as Corporate Planning. There is some logic to this in that “planning” is one of the most important processes in all organizations, and most other processes have some linkage with it. Consequently, driving BPM development through a “planning lens” could be a powerful and integrating approach. Furthermore, having the BPM Support group in the Planning department may increase the chances that the approach to BPM really will be strategic.

However, there are also some challenges with this option—and one of them may be the polar opposite of a challenge associated with the IT Department option. Whereas IT may want to put too much emphasis on sophisticated analytical technologies, Corporate Planning may not have enough knowledge of technology to ensure its value is maximized. Housing the BPM Support group in Corporate Planning coupled with a strong IT alliance manager might be an ideal combination.

Either the IT Department option or the Corporate Planning option could work. Success probably will depend on the knowledge and creativity of the BPM Champion in ensuring the big picture is well-served.

The C-level reporting option is an interesting one for the BPM Support group. When first considered, it seems the most desirable option in that having the force of executives behind a BPM initiative can be very powerful. The problem here is that executive diktat can be confused with general acceptance. Initial implementation successes backed by the force of senior sponsors may not be sustainable without continuous refinement and occasional radical adjustment. In other words, directives backed by the C-level may seem more efficient (just as leaders in the Soviet Union thought their directives would be more efficient than the “messy” activities of capitalism), but that which will be embraced universally is the set of standards, methods, and technologies that must be evolved at the operational level, sometimes in inefficient ways, regardless of executive power.

For a highly experienced BPM practitioner in the BPM Champion role, C-level reporting is the preferred model because the BPM Champion would have the confidence to use executive power as needed to facilitate change. But, even with that, the BPM Champion should insist on maximizing feedback from business users to fine-tune the implementation model for the sake of long-term sustainability. On the other hand, for a less-experienced BPM Champion, this option may not be advisable (although there may be no choice). Under pressure to deliver results before there is clear understanding about why something works (or does not work), a naive BPM Champion may impose some choices on the organization which are later regretted. The learning journey of BPM Champions is an important aspect of overall success; they need to be given time and space to fail and learn from failures. Under the scrutiny of the executive spotlight, this may be difficult. If possible, especially if this is the model established, an organization with a less experienced BPM Champion should engage an external BPM expert who can provide effective guidance.

In summary, if an organization has a sympathetic executive, and if the organization is already reasonably knowledgeable about BPM, then, by all means, C-level reporting is a great model which has the best potential to deliver competitive advantage in the shortest time possible.

Finally, there is the “virtual” BPM Support organization. In this model, *where* BPM resources are housed is not an important consideration. The power rests primarily in organizational pockets that are spread across the enterprise. The network of BPM experts manages itself—providing resources for capability development, and governing changes for the sake of the enterprise. In practice, there are virtual groups such as this which have developed expertise around one aspect of BPM (for example, automation) but it is hard to imagine this model emerging on its own, from an immature state, with a holistic perspective of BPM.

That said, this may be a model that is purposefully put in place once an enterprise already has risen up the maturity curve—for example, to at least a level 3 on IVI’s 5-level maturity scale. Such a model might combine the best of all worlds—support from the executive level, flexible use of resources, local awareness of needs and preferences, and ability to deploy new ideas efficiently. In such a model, the BPM Champion’s role is primarily one of facilitator for effective functioning of the dispersed organization.

Of course, other models are also possible, but what has been discussed is probably sufficient to indicate the range of advantages and disadvantages regarding placement of the BPM Support group.

Lastly, consider the issues of organizational structure and positions in the BPM Support group. In general, starting small and staying flat is a practical approach. At first, two positions will be absolutely necessary—a BPM Champion (with whatever title, in whatever organization) who will oversee the development and integration of everything related to BPM, and, once a BPM technology is being experimented with, a technical support person to oversee the technology aspect. Everything can grow from there. Assuming selected BPM technology starts to take off inside the enterprise, a Technology Specialist will also be needed to address architectural issues, new release planning, service level agreements, technical communications with vendors, etc.

Beyond this, as demand for BPM grows, the BPM Champion will gradually want to carve out activities that others can handle—such as managing the development of standards, methods, and

models; doing process modeling for the growing number of BPM projects; and developing communications materials. While the skill set needs are specific to each role (as will be detailed in the next Article in this series), the position titles for all the roles might be generic—e.g., BPM Consultant. Assignments then can be made in alignment with skills.

For example, at Chevron, the BPM Support group evolved from two part-time employees (a manager and one of his staff) and a contracted IT support person. A few years later, it consisted of a couple of part-time technical support people, a technology specialist, half a dozen “BPM Consultants,” and a group manager. This core group addressed all the issues associated with development and maintenance of the BPM foundation (see Figure 1). The group is continuing to expand as demand for BPM services increases.

Summary

Most likely, to efficiently implement BPM all large enterprises will need a BPM Support group which develops and manages the standards, methods, and technologies used by the rest of the enterprise. This Article covers various options for the mission, placement, and structure of this BPM Support group. However, regardless of decisions on these items, certain key roles will need to be developed in order to have an effective support function. Eight key roles will be covered in the next Article in the series.

References

- [1] The BPM Capability Framework shown here is a variation on a BPM Capability Framework developed by the Innovation Value Institute (IVI), based in Maynooth, Ireland. IVI's BPM Capability Framework is part of a larger framework known as the Information Technology Capability Maturity Framework (IT-CMF). For more information, see IVI's website: <http://ivi.nuim.ie/>.
- [2] As presented by Don Stelling, Chevron General Manager of Operations for Gulf of Mexico, in a presentation at IQPC conference in Houston, December 8, 2010.
- [3] Gartner's Spring 2009 BPM Summit, presented by Paul Tazbaz on March 24, 2009, “Architecting BPM Through a Center of Excellence at Wells Fargo Bank.”

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Jim Boots worked at Chevron Corporation for 30 years in a wide array of functions including sales; total quality management; business development; supply chain management; business management; e commerce management; health, safety and environment management; enterprise architecture; and BPM program development. Jim was the primary force behind the building of Chevron's BPM foundation from 2005–2010. He is also a Principal IT-CMF Professional at the Innovation Value Institute with responsibilities that include a role as lead architect of the BPM Critical Process. He now runs his own BPM consultancy known as Global Process Innovation. Jim can be contacted at jimboots.gpi@gmail.com.

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