

# *Analysis of Business Process Management Skills and Characteristics*

**SURVEY RESULTS**

**May 7, 2009**

**Dear Respondents:**

**We truly appreciate the assistance and expertise you have provided to this study. To the best of our knowledge, this study represents the first large-scale effort to validate the positions and responsibilities associated with BPM, and your valuable insights have assisted in refining the BPM skills and characteristics necessary for success. We hope you find this summary of the results interesting.**

**We also would like to thank the ABPMP organization for supporting and promoting this research.**

**Sincerely,**

*Yvonne Lederer Antonucci*  
*Richard J. Goeke*

**NO COPYING OR DISTRIBUTION OF THESE RESULTS IS PERMITTED WITHOUT WRITTEN CONSENT**

# Analysis of Business Process Management Skills and Characteristics

## Executive Summary

Business Process Management (BPM) has become vital to organizational competitiveness. With more than 80% of the world's leading organizations actively engaged in some type of BPM program (Towers & Schurter, 2005), the issue of staffing the necessary skills and aligning them with appropriate tasks and positions has increased. The Gartner group has warned that a two-fold problem is unfolding: first, that organizations have difficulty simply defining BPM positions and their responsibilities, and second, when the BPM position is defined, organizations have difficulty finding professionals with the skills to fill that position (Hill, Sinur, Flint, & Melenovsky, 2006). Our research sought industry input into these two problems, by exploring the applicability of a BPM position and task framework, and then collecting information regarding the knowledge, skills and abilities that lead to superior BPM performance

Preliminary results indicate that high performers are perceived as more intelligent than low performers, and that there is much stronger agreement of the personality traits leading to high performance than there is for low performance.

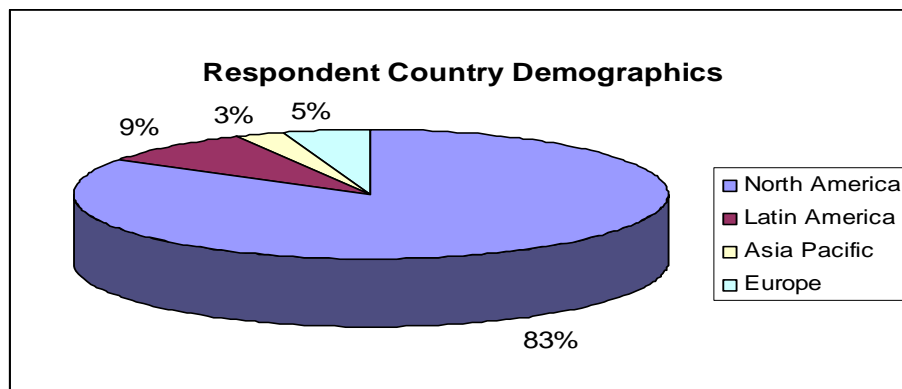
Results also indicate significant agreement with the proposed BPM position and task framework. Within this framework, however, there exists a wide range of BPM titles and reporting responsibilities. Regarding individual characteristics, high performing BPM professionals possess substantial firm experience and heavily engage in training (especially internal training). This indicates that although the BPM position and task framework is acceptable, BPM is still an activity requiring substantial firm-specific experience and expertise.

## Survey Background and Summary Results

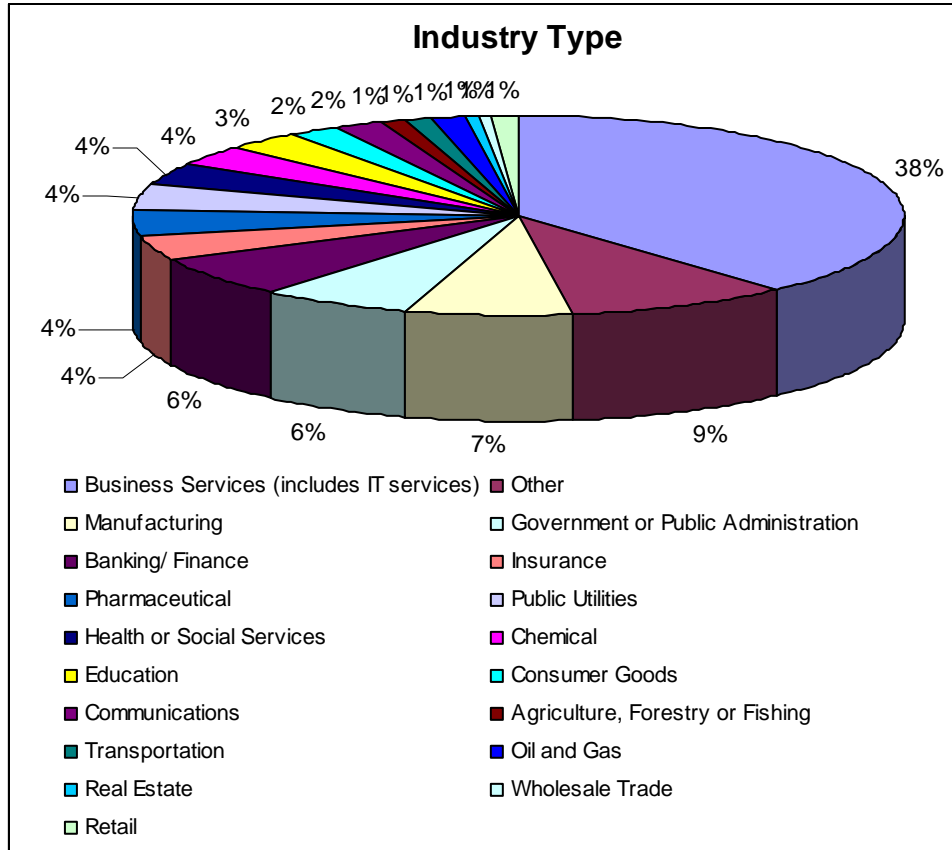
The pilot survey was sent to 6 practicing BPM professionals. Each agreed to participate and provide valuable insights into the BPM skills and position requirements for successful BPM deployment. The results of the pilot survey served to improve the final survey. The final survey was posted on practicing BPM web sites such as ABPMP.org, who directed members and other interested individuals to our on-line survey via a link from its home page. BPM practitioners were invited to share their expertise. A total of 188 surveys were initiated, with 123 found usable. The 123 complete surveys represented 106 organizations.

### COMPANY DEMOGRAPHICS

Respondents were located primarily in the United States (79%), although nearly 20% of the respondents came from outside the US.



Company representation was from a variety of industries. The largest being Business Services, which includes IT services at 38.2% followed by Manufacturing at 7.1% and Government / Public Administration and Banking / Finance at 6.5%.

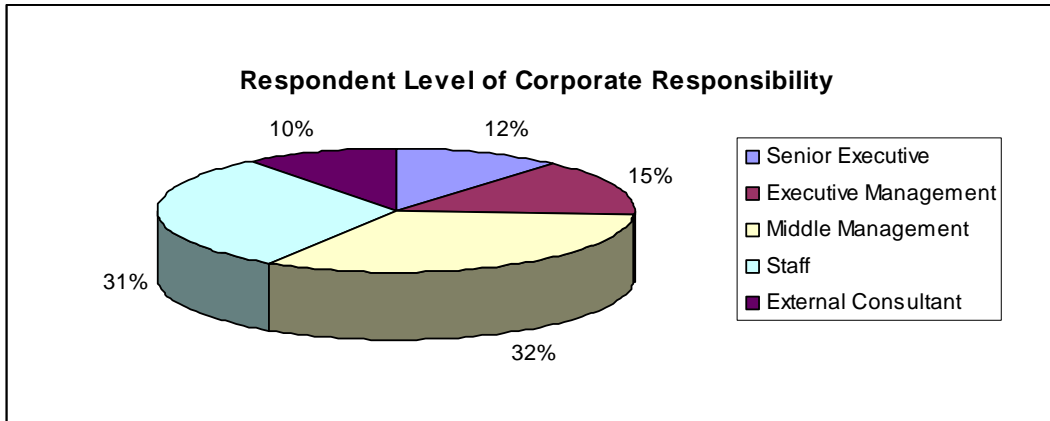


The size of the companies was determined by their estimated revenues and number of employees. The Number of Employees ranged from 2 to 388000 (with an average of 21823), where the annual revenues vary between \$5 billion or more and less than \$10 million. This indicates the study was represented by several industry sizes.

Annual revenues of \$5 billion or more	30.4%
Annual revenue between \$1 billion and \$4.9 billion	16.5%
Annual revenue between \$500 million and \$999.99 million	5.7%
Annual revenue between \$100million and \$499.99 million	7.0%
Annual revenue between \$10million and \$99.99 million	11.4%
Annual revenues less than \$10 million	29.1%

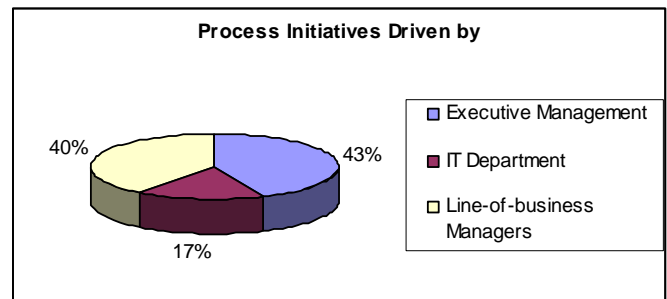
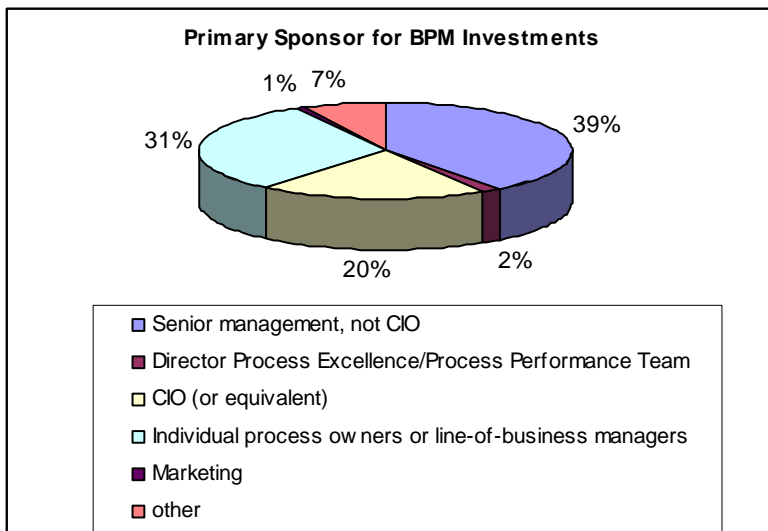
**RESPONDENT DEMOGRAPHICS**

The majority of the survey respondents are in staff and middle management positions, with varying BPM roles such as Manager, BPM investigator, Corporate Officer, Trainer, Architect, Evaluator, Practitioner, and Consultant.



**RESPONDENT PERSPECTIVES OF ORGANIZATION PROCESS VIEWS**

Much of the BPM literature suggests that process maturity level is important, which is itself dependent on several factors related to the process view of the organization. One of the areas that helps indicate an organizations’ process view level is the area of responsibility and control. In our study, a majority of the organizations’ BPM initiatives are sponsored by the CIO and/or Senior Management in addition to the Line of Business (LOB) units. However, process initiatives are primarily driven by the LOB and Executive Management.



**RESPONDENT PERSPECTIVES OF PROCESS POSITIONS AND TASKS**

Due to the relative newness of BPM, a comprehensive framework of BPM positions and tasks has yet to be accepted. Perhaps the most rigorous effort in this regard, released by the Gartner group (Melanovsky and Hill 2006), listed four BPM position categories with several tasks associated with each BPM position. We sought to validate these proposed positions and tasks.

Starting with the **Business Process Director** position, the majority of the respondents agreed with both the applicability of the position and the responsibilities associated with it.

Position 1 – Business Process Director								
	Completely Disagree	Strongly Disagree	Slightly Disagree	Neither	Slightly Agree	Strongly Agree	Completely Agree	Rating Average
P1 - Business Process Director: a senior level position who builds and sustains a process-managed organization:	1.5%	1.5%	3.1%	2.3%	11.5%	<b>54.2%</b>	26.0%	5.87
T1a- gain consensus on new process concepts:	1.5%	0.7%	1.5%	3.7%	17.9%	<b>52.2%</b>	22.4%	5.82
T1b - build coalitions to move process improvement forward:	0.7%	1.5%	2.2%	3.0%	12.7%	<b>48.5%</b>	31.3%	5.96
T1c - present vision to organization include benefits and challenges of being process driven:	0.7%	1.5%	0.7%	2.2%	9.7%	<b>42.5%</b>	<b>42.5%</b>	6.16
T1d - identify the business performance and incentive metrics ensure continuous sustained improvement across the organization:	0.7%	2.2%	5.2%	2.2%	23.1%	<b>41.8%</b>	24.6%	5.69
T1e- establish process related policies, standards, governance and methodologies. Adopt a process culture:	0.7%	1.5%	2.2%	4.5%	14.9%	<b>38.8%</b>	37.3%	5.97

The respondents also offered insight regarding the actual title of this position in their own organization and the direct supervisor of that position. Interestingly, many respondents stated that this position did not yet exist in their organization.

What title does this person have?	To what position (title) does this position report?
Associate Director, Master Architect	Director, Business Intelligence, Process Governance, and Business Architecture
Associate Director, Process Excellence	Director, Process Excellence
AVP Retail Direct & Channel Support	VP & SVP Retail Direct & Channel Support
BP Director	VP of Operations
BPM COE Director	General Manager Information Services
BPM Manager	Director or Vice President
Business Excellence Mgr	CEO
Business Process Manager	Director

Business Process Optimization Lead	Director of Strategy and Operations
Business Process Program Director	Director of Systems Strategy
CIO	Chairman
CIO	COO
COO	CEO
corporate services	President
Director	VP
Director BPI	Senior VP
Director BPM & Innovation	V.P Strategic Planning
Director Business Processes and Projects	CFO
Director of Process Excellence	CEO
Director, Business Performance Improvement	CIO
Director, Process Innovation Center	CPO (Chief People Officer - Sr. VP)
IT Director	VP of IT
Knowledge Management	Sales and Marketing VP
Manager	Director
MGR CONTINUOUS IMPROVEMENT COE	GENERAL MANAGER INFORMATION SERVICES
Not a single position in our organization	Sr. leadership team
Projects Director	CIO
Senior Executive (to support clients)	Senior Executive
Total Quality Manager	Directors
Vice President BPI	Senior VP
VP Enterprise Process Management	CIO
VP, Applications Development	CIO
VP, LINE OF BUSINESS	SVP, LINE OF BUSINESS

Next was the **Business Process Consultant** position: The majority of the respondents agreed with both the necessity of the position and the responsibilities associated with it.

Position 2 – Business Process Consultant								
	Completely Disagree	Strongly Disagree	Slightly Disagree	Neither	Slightly Agree	Strongly Agree	Completely Agree	Rating Average
P2 – Business Process Consultant: a mid- or high-level position who helps process owners better understand opportunities for process improvement and business transformation:	0.0%	1.6%	0.0%	2.3%	3.9%	<b>53.1%</b>	39.1%	6.24
T2a - build a business case for process orientation and continuous process improvements:	0.8%	0.0%	1.5%	3.8%	12.2%	<b>48.9%</b>	32.8%	6.05
T2b - good at gaining consensus among diverse groups of process stakeholders, good at facilitating resolution across functional areas:	0.0%	0.8%	0.8%	2.3%	6.9%	<b>49.6%</b>	39.7%	6.23

T2c – responsible for change and project management:	1.5%	3.1%	7.7%	6.2%	28.5%	<b>32.3%</b>	20.8%	5.37
T2d - make recommendations to process stakeholders regarding correct approach to achieve process improvement objectives:	0.8%	1.5%	0.8%	3.1%	7.6%	<b>49.6%</b>	36.6%	6.11
T2e - understanding methodologies, such as lean and six Sigma:	0.8%	0.0%	0.8%	7.8%	13.2%	<b>38.8%</b>	<b>38.8%</b>	6.04

Respondents reported a wide variety of actual titles that this position holds in their own organization, as well as title of the direct supervisor of that position (as shown below):

What title does this person have?	To what position (title) does this position report?
AVP Retail Direct & Channel Support	VP & SVP Retail Direct & Channel Support
BPM consultant	Supervisor, Business Process Management
BPM Consultant	Operations Director
Business Analyst	Process Improvement Manager
business analyst	technology director
Business Architect, Senior Project Manager	Master Architect, Associate Director
Business Consultant	Director of BPM & Innovation
Business Improvement Consultant	VP Business Transformation
Business Process Analyst	Manager of Business Process Management
Business Process Analyst	VP of IT
Business Process Consultant	SUPV, BUSINESS PROCESS MANAGEMENT
Business Process Consultant	Executive Director
Business Process Consultant	Project Manager
Business Process Optimization Analyst	Strategic Operations Manager
Business Process Specialist	Business Process Program Director
Business Systems Analyst	IT Manager of IT Director
Business Systems Manager	Senior Manager Information Technology
Business\Technology Integrator	Manager of Center for Process Excellence
Consultant	Associate CIO
Consultant	Program Executive
Consultant	VP, Professional Services
Department Business Architect	Chief Architect
Director Enterprise Process Management	VP Enterprise Process Management
Director of Process Excellence (act as a Process Lead with the Business), this activity is not a full time job	Sr. Director, Process Excellence
Director, Business Systems or Organizational Development Manager	VP, Information Services or VP Organizational Development
Lead Business Analyst	Director - Business Improvement & Innovation
Lean Coordinator. 1 in each operating company	Operations manager
Process Architect	Director, Business Process Management
Process Expert	VP, Business Development
Process owner	Director of Operations

Project Manager	Director – PMO
Quality & Process (Q&P) Engineer; VP	Q&P Executive; SVP
Sr Process Analyst	CIO
sr process manager	director, Process Innovation Center
Sr. Business Analyst	Vice President
VP Enterprise Process Management	CIO
Outside Contracted Consultant	Mgr, Business Process Architecture

Next was the **Business Process Architect** position: Once again, the majority of the respondents agreed with the position and the responsibilities associated with this position:

Position 3 – Business Process Architect								
	Completely Disagree	Strongly Disagree	Slightly Disagree	Neither	Slightly Agree	Strongly Agree	Completely Agree	Rating Average
P3 – Business Process Architect: a mid-level or high-level position who helps develop principals and descriptions of high-level future states and guidelines for creating business processes:	2.4%	1.6%	1.6%	6.3%	13.5%	<b>46.8%</b>	27.8%	5.79
T3a - support senior leadership with process strategies:	1.6%	0.8%	3.1%	6.3%	13.3%	<b>48.4%</b>	26.6%	5.80
T3b - Conducts research to keep abreast of process trends and makes recommendations when to adopt emerging process standards:	1.6%	1.6%	1.6%	5.4%	14.0%	<b>45.7%</b>	30.2%	5.87
T3c - part of enterprise planning:	1.6%	0.8%	1.6%	7.0%	16.3%	<b>47.3%</b>	25.6%	5.80
T3d - must understand business strategy:	1.6%	0.8%	0.0%	3.9%	12.4%	<b>41.9%</b>	39.5%	6.09
T3e - ensure standardization on process definitions, notations and communications:	1.6%	0.8%	0.8%	5.4%	14.0%	<b>43.4%</b>	34.1%	5.96

Some respondents noted that this position does not yet exist in their organization. Those firms having this position have a range of actual titles and reporting responsibilities, as shown below.

What title does this person have?	To what position (title) does this position report?
BP Architect	Business Manager/Varies - Depends on organization, usually GM
business analyst	technology director
Business Architect	It Program Mgmt Group Manager/Dir. Applications & Dev

Business Architect	Associate Director, Process Excellence
Business Architect	Chief Information Officer & Shared Services
Business Architect	CEO
Business Consultant	V.P. Business Architecture
Business Improvement Consultant	VP Business Transformation
Business Process Architect	Director - Delivery excellence/quality
Business Process Architect	Master Architect
Business Process Architect or Consultant	BPM Manager
Business Process Consultant - Technology	SVP of Operational Excellence
Business Process Integrator	Chief Solutions Architect
Business Process Knowledge Manager	Director - Business Improvement & Innovation
Business Process Manager	Director Customer Intelligence, Director of Customer Business Transactions
Continuous Improvement Tool Expert	Global Director, CI Center of Excellence
Director of Process Management	VP EPM
Enterprise Architect	CIO
Enterprise Architect	Department Business Architect
Enterprise Process Architect	Director of Enterprise Architecture
Intellectual Property Senior VP	Board of Directors
Internal Application Manager	IT Director
IT Developer/Architect	Officer
IT-Business Process Architecture	Mgr, Business Process Architecture
ITSM Architect	Senior Director
Lead Business Process Analyst	Director of Consulting Services / Client Advocacy
Lead Enterprise Business Architect	Mgr, Enterprise Architecture
Manager	Manager
Manager Program Operations	Director Business Process Management
Manager, BPI	Director, BPI
Managing Consultant	VP
MANAGING DIRECTOR, SOFTWARE APPLICATIONS ENGINEERING	SVP, COMMON PLATFORMS
Process Architect	Program Executive/ Senior Manager, Senior Executive
Process Owner	Director of Operations
Process Reengineering Analyst - Manager	Director
Senior Business Process Analyst	Manager of Business Process Management
Senior Consultant	Director
Senior Process Architect	Director, Business Process Management
Sr Process Mgr	Director, PI Center
SVP	Tech Exec
varies	varies
VP	VP

Finally, the **Business Process Analyst** position also experienced widespread agreement, and there was wide agreement with the responsibilities associated with this position. Most of the respondents seemed to agree with the listed tasks, however the strength of agreement for a few of the tasks was not as strong as in the

previous 3 positions. This indicates that this position may have some difference in listed tasks that need to be explored further.

Position 4 – Business Process Analyst								
	Completely Disagree	Strongly Disagree	Slightly Disagree	Neither	Slightly Agree	Strongly Agree	Completely Agree	Rating Average
P4 – Business Process Analyst: a mid-level person who deals with tactical, more day-to-day aspects of discovering, validating, documenting and communicating business process knowledge:	1.6%	1.6%	1.6%	2.3%	7.0%	<b>48.4%</b>	37.5%	6.07
T4a - ensures changes to process environment are carried out:	2.3%	3.1%	6.1%	3.1%	18.3%	<b>44.3%</b>	22.9%	5.56
T4b - demonstrate to process owner the opportunities for best in class process orchestration and control:	2.3%	0.8%	0.0%	3.1%	20.8%	<b>46.9%</b>	26.2%	5.85
T4c - liaison or relationship manager between business community and departments:	1.5%	1.5%	3.8%	5.3%	18.3%	<b>41.2%</b>	28.2%	5.74
T4d - perform continuous reviews to align process orchestration with changing business conditions:	2.3%	0.0%	2.3%	6.1%	16.0%	<b>51.1%</b>	22.1%	5.76
T4e - maintain and share process knowledge:	0.8%	0.8%	1.5%	2.3%	9.9%	<b>51.1%</b>	33.6%	6.08
T4f - show process stakeholders how to identify and solve process challenges, analyze performance metrics:	1.6%	0.0%	3.1%	2.3%	14.7%	<b>44.2%</b>	34.1%	5.98
T4g - ensure coordination between IT organization and process owners:	2.3%	2.3%	6.9%	6.1%	13.0%	<b>43.5%</b>	26.0%	5.60

The actual title of this position in their organization and the direct supervisor of that position reported by respondents are as follows:

What title does this person have?	To what position (title) does this position report?
Activities shared between Architect Super User, Business Architect, OE Lead, End User	Matrixed - Associate Director, Process Excellence Governs this area
Analyst or Engineer	Manager
Assistant IT Developer	Senior Program Manager
AVP Retail Direct & Channel Support	VP & SVP Retail Direct & Channel Support
BPM analyst	Supervisor, Business Process Management
Business Analyst	Each BU Process Management Manager
Business Analyst	Senior Project Leader
Business Analyst	Director - Business Improvement & Innovation

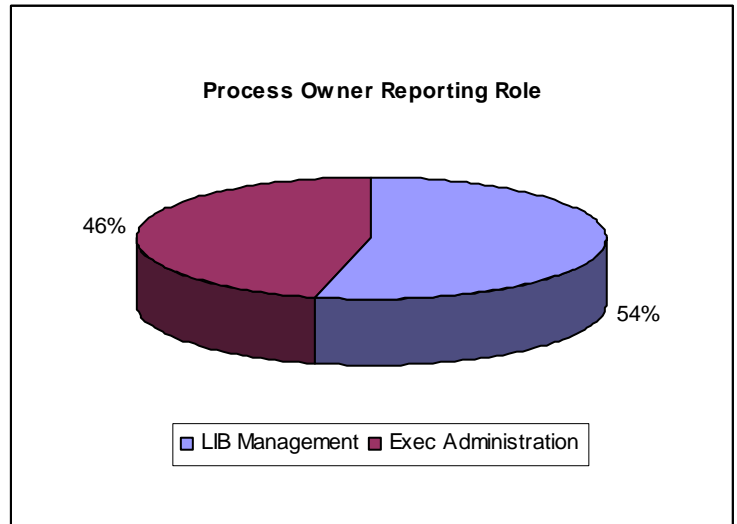
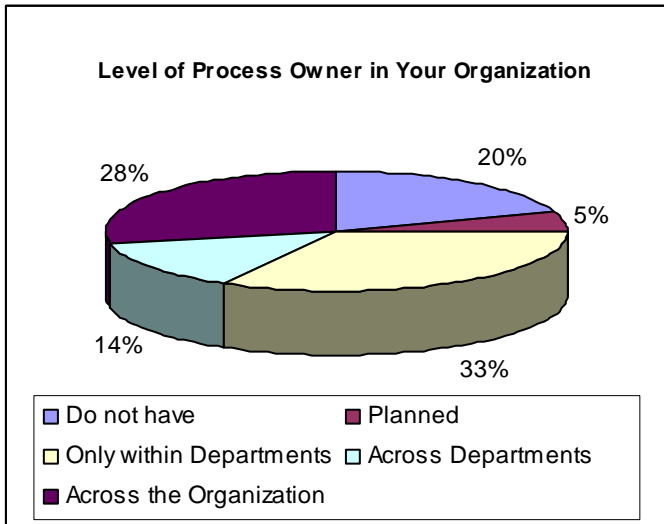
Business Analyst	Manager Business Systems / Team Leads
Business Analyst	Department Manager
business analyst	technology director
BUSINESS ANALYST, PROJECT MANAGER	DIRECTOR, SIX SIGMA OR LINE OF BUSINESS
Business Analysts & Process Analysts	Functional Management & Process Design Adviser
Business Architect	It Program Mgmt Group Manager/Dir. Applications & Dev
Business Process Analysis	Lead BPM Consultant in each organization
Business Process Analyst	SUPV, BUSINESS PROCESS MANAGEMENT
Business Process Analyst	BP Architect or Sr Manager Process Initiatives
Business Process Analyst	Manager, BPC
Business Process Analyst	Manager QA & Software Engineering
Business Process Analyst	Lead Business Process Analyst
Business Process Analyst	Mgr, Business Process Architecture
Business Process Analyst	Program-Project Manager
Business Process Analyst	VP of IT
Business Process Analyst	SVP of Operational Excellence
Business Process Architect	VP EPM
Business Process Specialist	Business Process Program Director
Business Systems Analyst	Applications Manager
Consultant, Senior Consultant	Director
Global Process Manager	Executive Process Owner
IT Service Management Analyst	Director
Junior Analyst	Business Analyst
Manager	Manager
Member of Staff Business Processes and Projects	Senior Manager Business Processes and Projects
National Customer Analyst	Business Process Consultant
National Customer Analyst, e-Business Coordinator	Business Process Manager, Business Process Consultant, e-Business Manager
Not enough in business; in IT is Quality Analysts in IT Quality Department	IT Quality Director
Process analyst	Functional manager
Process Analyst	Quality & Process Manager
Process Analyst	Operational Directory
Process Architect	Director, Business Process Management
Process Facilitator	Center for Process Excellence Manager
process manager	director, Process Innovation Center
Process Mgrs; or Process Owners in depts	Mgr/Director of PI Center; or their management
Process Reengineering Analyst	Manager, BPI
Project Manager	Director - PMO
Quality & Process (Q&P) Engineer; VP	Q&P Executive; SVP
Roles included in multiple upper management positions	For example; Capital Projects Coordinator
Senior Analyst	Designated department Managers
Sr Business Analyst	CIO
Staff Program Operations Manager	Manager Program Operations
System Engineer / Process Analyst	IT Manager
Various Titles across the enterprise reflect process owners	Directors, A.V.P or V.P.s
VP	VP

Respondents were then asked to list any other tasks they feel are important that were not included in any of the prior 4 lists. The following additional tasks were identified for a Business Process Architect:

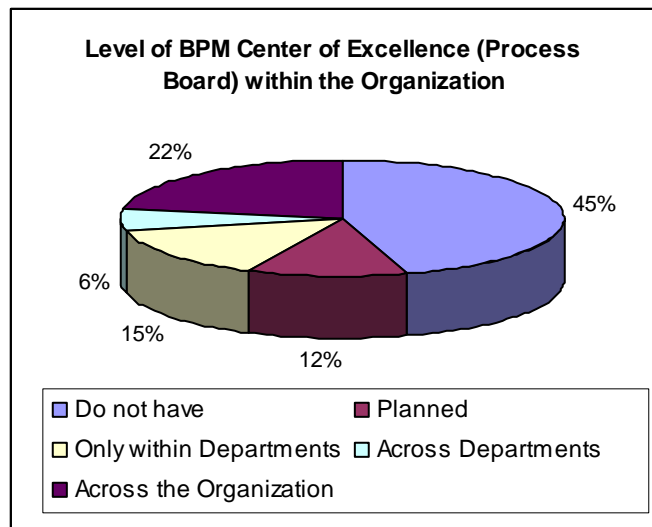
- Business Process Management for each BU;
- Establish process mapping standards;
- Leverage process mapping tools; and
- Assist with process mapping tools, standards, training
- Process Sustainment activities
- Process Governance activities
- Business/Technical Implementation Alignment
- BPM Director of Technology
- PMO Director
- Process Modeling, performance analysis
- Process simulation, performance forecasting
- Project management; organizational change management
- Buy in from various Business Units
- Develop and Maintain Business Process Documentation
- Facilitate Process Documentation / Improvement Sessions
- Stakeholder Ownership
- Participate in strategic planning
- Requirements Gathering and verification
- Evaluate Process and Enterprise Maturity
- Analyze end-to-end process KPIs and establish linkages to financial results (a "non-financial" Financial Analyst role)
- Provide common infrastructure for a performance support and collaborative learning environment to promote rapid knowledge sharing among process performers
- Develop common methods for ensuring that process goals are effectively interwoven into annual employee objectives, development plans, and incentive systems
- Business Process Community
- IT awareness of emerging SOA technologies
- Catalyst to create awareness and help gain support for BPM
- Ongoing marketing and education of BPM principles
- Process Owner
- Training for changes and roll outs
- Change Management & Evangelism (done by all)
- Business Process Capability Maturity Models
- take process templates and convert them to executable applications to fully realize benefits of the new model.
- create, maintain, and reuse services within executable BPM applications
- controlling and supporting both the process model repository and executable BPM environment
- Understanding customer expectations
- Align Business Process to Strategic Goals/Objectives
- Align Business Process to Business Goals/Objectives
- Align Business Process to Project Goals / Objectives
- Integrate existing technology with business processes
- Process Advocacy Board Members
- Organizational Development Process Advocates
- Finance Process Advocates

### **PROCESS ORGANIZATION ROLES**

Respondents were asked to report on their level of established process owners through the organization. Eighty percent of the respondents had identified process owners or were planning to identify process owners. Process ownership ranged from departmental-only to organization-wide. It was also reported that process owners report to the Line of Business management level and also to Executive Administration, with a slight majority reporting to the Line of Business.



A large portion of the respondents (45%) reported they did not have a Process Board or BPM center of excellence. Forty-three percent of the respondents reported the existence of a Process Board in their organizations; another 12% are currently planning for this. Those that have established a Process Board reported a wide range of titles, including: General Manager, Manager, Director, Business Process Improvement Group Manager, Corporate Process and Change Analyst, Process Owner, Process Architect, VPs and Senior Director, BPM Director, Knowledge Manager, CEO, CFO, VP business transformation, Six Sigma Belts, and Lean Practitioners.

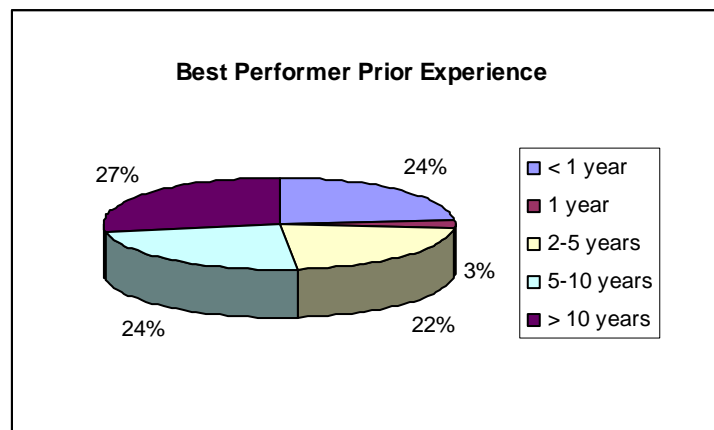
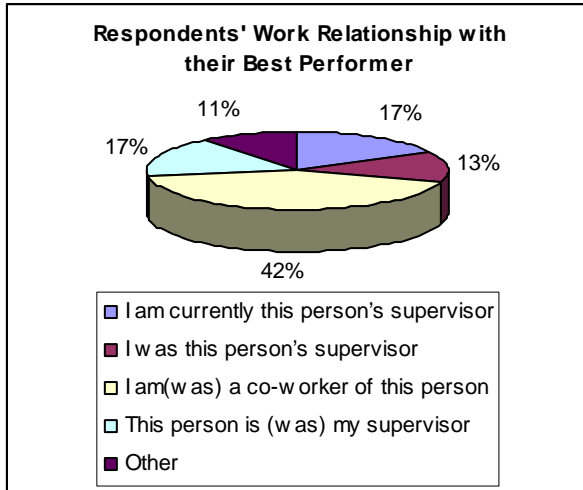


**PERFORMANCE CHARACTERISTICS**

The second part of our study concerned the factors affecting BPM performance. One factor thought to influence job performance is training, and we sought feedback on the types and perceived success of various training methods. In addition, we compared the efficacy of two models of job performance: one that focuses on individual intelligence (GMA), and the other focusing on personality characteristics. Obtaining an individual's GMA and personality traits can be problematic, because this can involve expensive intelligence testing and may be sensitive for the individual involved. To address these problems, our study used supervisor ratings of intelligence and personality traits. Such ratings have been shown to be valid proxies for actual intelligence and personality (c.f. Dunn, Mount, Barrick & Ones, 1995).

### BEST PERFORMER CHARACTERISTICS

To further isolate the importance of factors leading to job performance (training, intelligence and personality), each respondent was asked to think of their BEST BPM performer and respond to several questions related to this best BPM performer. Most of the best performers were hired from within the organization (62%) and had at least 2 years of experience (73%).



With regard to training, respondents reported that 69% of the Best Performers received some type of BPM training. While the type of training varied, a majority of the training was perceived as successful. Interestingly, internal training was the most prevalent and most successful. External conferences and courses were both least used and least successful.

	Received; Not Successful	Received; Low Success	Received; No Opinion	Received; Good Success	Received; Extremely Successful	Not Received
Internal Training	0.0%	0.0%	4.2%	28.2%	<b>57.7%</b>	9.9%
External Workshop/Seminar	0.0%	0.0%	7.0%	29.6%	<b>50.7%</b>	12.7%
External Conference	0.0%	4.3%	15.7%	25.7%	<b>31.4%</b>	22.9%
External Course	0.0%	1.4%	9.9%	19.7%	<b>46.5%</b>	22.5%

With regard to intelligence, the vast majority of Best Performers were perceived as having high intelligence, high ability to solve problems, and high ability to learn new skills.

	Dull			Average			Bright
Intelligence?	0.0%	0.0%	0.0%	2.8%	6.5%	21.5%	<b>69.2%</b>
Ability to solve problems?	0.0%	0.0%	0.0%	0.0%	3.7%	25.2%	<b>71.0%</b>
Ability to learn new skills?	0.0%	0.0%	0.0%	0.0%	9.3%	24.3%	<b>66.4%</b>

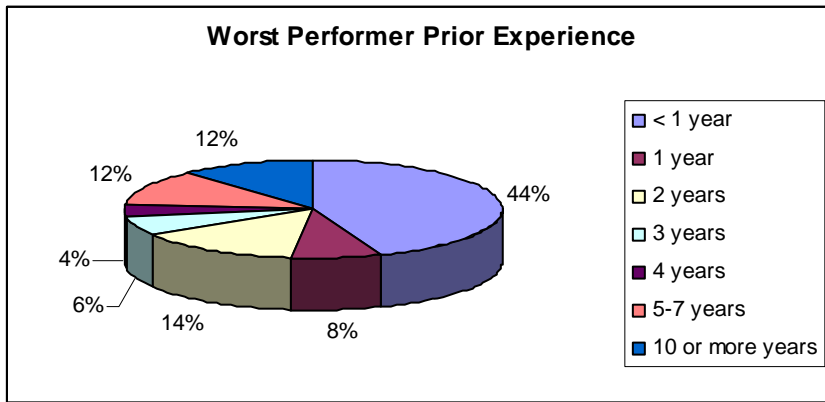
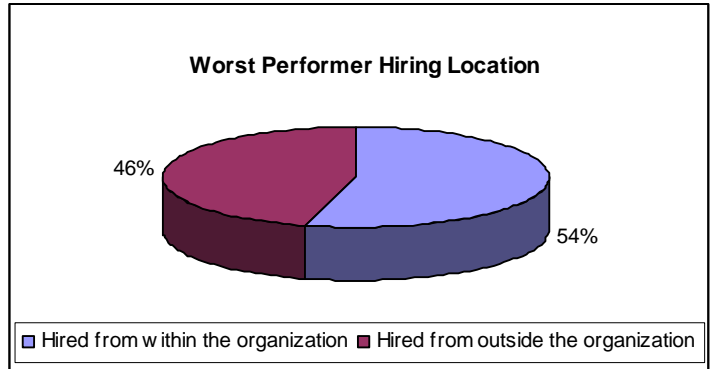
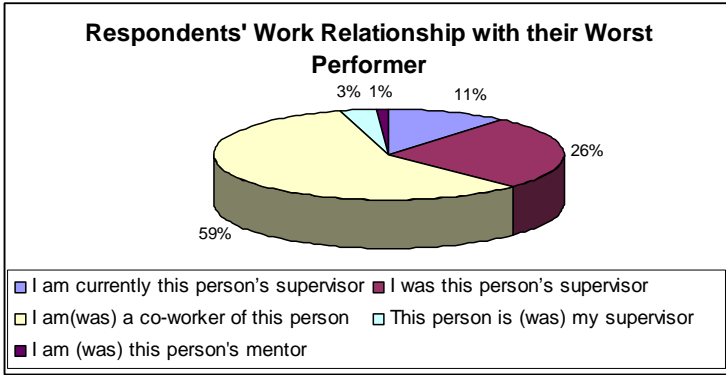
Respondents listed the following additional traits/indicators of their best performer:

- dedicated to customer support and satisfaction;
- took on challenges head-on;
- worked well in an "influential" role with others who were much higher on the org chart;
- dealt with difficult situations across multiple organizations and led change across those groups;
- range of knowledge and great ability to transfer same;
- Ability to have holistic view of processes and vision of mid and long range strategies will affect same;
- Continuous self-improvement and learning ability;
- works well with everyone;
- lives, breaths, process;
- ability to see the challenges and opportunities;
- ability to structure solution options, outcome focused, problem solver;
- ability to facilitate discussion;
- ability to gain trust;
- ability to communicate effectively to leadership;
- ability to think abstractly;
- ability to lead change towards a process driven organization;
- a team player;
- open minded and thorough;
- thoughtful and analytic;
- dependable, trustworthy, patient, flexible, approachable, considerate, Tenacious, persistent, thought provoking, innovative, commitment, enthusiastic, good sense of humor;
- Ability to teach others and explain process concepts to non process oriented people;
- Ability to solve problems directly without getting hung up with dogma and details;
- Values Lean and Six Sigma approach;
- Quality conscious;
- Good attitude and good motivator;
- Excellent root cause analysis skills

The most prevalent listed traits were (1) the ability to communicate to all types and levels of people, and (2) the ability to think holistically.

### **WORST PERFORMER CHARACTERISTICS**

We then asked respondents to think of their WORST BPM performer and respond to several questions related to this worst BPM performer. Although most of these worst performers were hired from within the organization (54%), a larger percentage of "worst" performers were hired from the outside as compared to "best" performers. In addition, a larger percentage (66%) of worst performers had less than two years of experience.



In terms of BPM training, slightly more than half of the worst performers received some training (55%). However more worst performers received no training as compared to best performers. In addition, the worst performer training was perceived to be much less successful than best performer training.

	Received; Not Successful	Received; Low Success	Received; No Opinion	Received; Good Success	Received; Extremely Successful	Not Received
Internal Training	8.8%	<b>38.6%</b>	19.3%	19.3%	3.5%	10.5%
External Workshop/Seminar	5.2%	<b>24.1%</b>	15.5%	20.7%	1.7%	<b>32.8%</b>
External Conference	7.3%	18.2%	<b>21.8%</b>	12.7%	1.8%	<b>38.2%</b>
External Course	3.5%	17.5%	<b>22.8%</b>	14.0%	3.5%	<b>38.6%</b>

The intelligence, ability to solve problems, and ability to learn new skills of the worst performers were perceived as lower than those of the best performers.

	Dull			Average			Bright
intelligence?	1.1%	2.2%	6.5%	<b>32.3%</b>	23.7%	16.1%	18.3%
ability to solve problems?	1.1%	9.7%	21.5%	<b>31.2%</b>	21.5%	7.5%	7.5%
ability to learn new skills?	5.4%	11.8%	19.4%	<b>36.6%</b>	15.1%	9.7%	2.2%

The respondents listed some additional traits/indicators of their Worst performer as follows:

- resistant to change in an organization that fosters change;
- critical of any new technology different than what was currently being used;
- slow to finish work;
- remains tied to past experience and is unable to link past with current and future evolution of the BA work;
- unwilling to accept new ideas and not opened to innovation;
- will go along as opposed to suggest and take initiative;
- does not have strong negotiation and persuasion abilities;
- narrow focused;
- doesn't work with various 'types' of personalities;
- poor project structure;
- poor time management;
- poor communicator and listener;
- poor facilitation skills;
- poor analytical and problem solving skills;
- poor attitude;
- poor leadership skills;
- lacking self motivation;
- indirect communication style;
- a bit unorganized;
- not outcomes focused;
- self centered, dishonest, untrustworthy;
- not a team player;
- does not understand process issues nor process concepts;
- does not have a holistic view, stuck in stove-pipe thinking;
- lack of commitment and initiative;
- unable to make decisions;
- unable to work well with others;
- inability to build a consensus, or compromise;
- Inability to focus on the business process rather than the project;
- Lack of understanding of the business;
- Too detailed, inability to grasp bigger picture;
- inability to analyze requirements;
- inefficient, slow, impatient;
- no sense of external priority, improperly focused.

The most dominant listed traits included: poor attitude, poor listening skills, too detailed, unable to think holistically, lack of initiative, unable to communicate, thinks they know it all.

## **PERSONALITY TRAITS**

The third part of this study collected data to assess the efficacy of another model of job performance that focuses on individual personality traits. The Big-Five Personality Model by Barrick & Mount (1991) has been validated to capture an individual's personality in terms of Conscientiousness, Emotional Stability, Extraversion, Openness to Experience and Agreeableness. Collecting this data can require substantial Big Five training, but Goldberg (1992) validated several one-word descriptors (i.e. "markers") that measure each personality construct. We used these markers to assess personality traits of best and worst performers; results are shown below.

<b><i>BEST Performer</i></b>	<b>[1] Extremely Inaccurate</b>	<b>[2] Quite Inaccurate</b>	<b>[3] Slightly Inaccurate</b>	<b>[4] Neither</b>	<b>[5] Slightly Accurate</b>	<b>[6] Quite Accurate</b>	<b>[7] Extremely Accurate</b>
Careless	<b>65.3%</b>	18.9%	2.1%	1.1%	0.0%	7.4%	5.3%
Cold	<b>58.3%</b>	18.8%	8.3%	2.1%	9.4%	3.1%	0.0%
Creative	6.3%	1.0%	1.0%	1.0%	6.3%	<b>45.8%</b>	38.5%
Extroverted	1.1%	5.3%	11.6%	7.4%	29.5%	<b>32.6%</b>	12.6%
Inefficient	<b>55.8%</b>	32.6%	5.3%	1.1%	3.2%	1.1%	1.1%
Intellectual	2.1%	3.2%	2.1%	4.2%	15.8%	<b>54.7%</b>	17.9%
Moody	26.3%	<b>27.4%</b>	13.7%	15.8%	13.7%	3.2%	0.0%
Organized	0.0%	1.1%	3.2%	6.3%	11.6%	<b>42.1%</b>	35.8%
Quiet	9.5%	<b>32.6%</b>	18.9%	16.8%	14.7%	7.4%	0.0%
Relaxed	2.1%	5.3%	15.8%	16.8%	20.0%	<b>31.6%</b>	8.4%
Rude	<b>60.0%</b>	20.0%	4.2%	5.3%	9.5%	1.1%	0.0%
Sympathetic	4.2%	2.1%	10.5%	8.4%	<b>28.4%</b>	27.4%	18.9%
Systematic	1.1%	1.1%	1.1%	2.1%	12.6%	<b>45.3%</b>	36.8%
Talkative	1.1%	2.1%	8.4%	20.0%	<b>32.6%</b>	27.4%	8.4%
Touchy	15.8%	<b>27.4%</b>	15.8%	25.3%	12.6%	2.1%	1.1%
Trustful	0.0%	1.1%	4.2%	7.4%	13.7%	<b>38.9%</b>	34.7%
Not envious	4.2%	0.0%	5.3%	21.1%	12.6%	27.4%	<b>29.5%</b>
Unimaginative	<b>50.0%</b>	36.2%	5.3%	3.2%	4.3%	1.1%	0.0%

<b>WORST Performer</b>	<b>[1] Extremely Inaccurate</b>	<b>[2] Quite Inaccurate</b>	<b>[3] Slightly Inaccurate</b>	<b>[4] Neither</b>	<b>[5] Slightly Accurate</b>	<b>[6] Quite Accurate</b>	<b>[7] Extremely Accurate</b>
Careless	9.1%	5.7%	10.2%	10.2%	<b>33.0%</b>	20.5%	11.4%
Cold	15.9%	14.8%	8.0%	12.5%	<b>28.4%</b>	13.6%	6.8%
Creative	5.7%	<b>27.6%</b>	14.9%	9.2%	24.1%	12.6%	5.7%
Extroverted	4.7%	12.8%	19.8%	15.1%	<b>22.1%</b>	15.1%	10.5%
Inefficient	0.0%	5.7%	12.6%	8.0%	25.3%	<b>34.5%</b>	13.8%
Intellectual	6.9%	10.3%	16.1%	12.6%	<b>28.7%</b>	18.4%	6.9%
Moody	4.6%	5.7%	8.0%	<b>33.3%</b>	14.9%	23.0%	10.3%
Organized	9.2%	17.2%	19.5%	10.3%	<b>29.9%</b>	8.0%	5.7%
Quiet	10.3%	18.4%	<b>20.7%</b>	18.4%	13.8%	14.9%	3.4%
Relaxed	10.3%	<b>20.7%</b>	19.5%	18.4%	16.1%	8.0%	6.9%
Rude	14.9%	12.6%	10.3%	14.9%	<b>28.7%</b>	12.6%	5.7%
Sympathetic	8.0%	10.3%	<b>24.1%</b>	18.4%	23.0%	11.5%	4.6%
Systematic	11.5%	20.7%	<b>24.1%</b>	9.2%	21.8%	5.7%	6.9%
Talkative	1.1%	5.7%	19.5%	21.8%	<b>27.6%</b>	12.6%	11.5%
Touchy	5.7%	9.2%	8.0%	<b>28.7%</b>	24.1%	17.2%	6.9%
Trustful	11.5%	13.8%	<b>31.0%</b>	11.5%	13.8%	11.5%	6.9%
Not envious	12.6%	18.4%	13.8%	<b>33.3%</b>	4.6%	9.2%	8.0%
Unimaginative	9.1%	5.7%	10.2%	10.2%	<b>33.0%</b>	20.5%	11.4%

Results of this personality analysis came in as expected: best performers were perceived as having traits conducive to high performance (e.g. not careless, not inefficient, being organized, etc.), while worst performers did not possess such traits. However, there appears to be much more agreement regarding the personality traits of the best performer as compared to the worst performer. For example, nearly 90% of best performers are perceived as organized (only 4% feel best performers are not organized), but by comparison, nearly an equally percentage of respondents feel that worst performers can be organized (44%) or disorganized (46%). Additional analyses are needed to fully understand the personality characteristics leading to high and low BPM performance.

## References

- BPMInstitute's State of Business Process Management*. (2004.).: BPM Institute.
- Dephi Group. (2003) "BPM 2003 Market Milestone Report", *A Delphi Group Whitepaper*, 2003.  
[www.delphigroup.com](http://www.delphigroup.com)
- Fingar, P. (2006). The MBA is Dead, Long Live the MBI [Electronic Version]. *BP Trends*. Retrieved December.
- Fisher, D. (2004, April 25-28). *Optimize Now (or else!): How to Leverage Processes and Information to Achieve Enterprise Optimization*. Paper presented at the ProcessWorld 2004, Miami, Florida.
- Gibson, B. J., Mentzer, J. T., & Cook, R. L. (2005). Supply Chain Management: The Pursuit of a Consensus Definition. *Journal of Business Logistics*, 26(2), 17-25.
- Hadfield, W. (2007). Financial Services Firms in Grip of BPM Skills Shortage, says Gartner. *Computer Weekly*.
- Harmon, Paul. (2004). "Evaluating an Organization's Business Process Maturity", *Business Process Trends*, March 2004, Vol. 2, No. 3, pp. 1-11. <http://www.caciasl.com/pdf/BPtrendLevelEval1to5.pdf>
- Harmon, P., & Wolf, C. (2008). The State of Business Process Management. *BPTrends*.
- Kelly, D., & Ashton, H. (2004). BPM Survival Guide (pp. 13): Upside Research, Inc.
- Palmer, N. (2007). A Survey of Business Process Initiatives. *BPTrends*, 33.
- Rosemann, M., & Bruin, T. d. (2005). Application of a Holistic Model for Determining BP maturity [Electronic Version]. *BP Trends*, February.
- Rummler-Brache Group (2004). *Business Process Management in U.S. Firms Today*. A study commissioned by Rummler-Brache Group. March 2004.
- Melenovsky, M.J., and J. Hill. (2006) "Role Definition and Organizational Structure: Business Process Improvement", Gartner Research, ID Number: G00141487, July 6.
- Towers, S., & Schurter, T. (2005). *Building on Experience: An Executive Report*: Business Process Management Group.
- Wolf, C., & Harmon, P. (2006). The State of Business Process Management. *BPTrends*, 54.