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Business management process analysis

Champlain College Online offers fully accredited Associate of Science in Business Management. This degree is designed for working adults and includes courses that directly apply to everyday business challenges. Whether you want to progress in your field or start a new business-related career, this degree can help you achieve your goals. Potential Career Opportunities: analysis of administrative services resources operation sales % Online 100% Online High School or Equivalent 2.5 or higher (scale 4.0) Proof of English Proficiency (International Students) Official High School Transcripts/GED Scores, Essay/Writing Samples, Resume/CV Copyright ©2021 GetEducated.com; Approved Colleges, LLC All Rights Reserved We may face a world where we have to work alongside robots, but managerial skills are just as important as ever. According to the Association for Talent Development (ATD) Public Policy Advisory Group, many companies report skills gaps in their organizations - with the most significant being in communication, critical thinking, and managerial and supervisory skills. But a Monday.com recent survey shows that many employees do not have an accurate understanding of how they spend their time. Half of the employees surveyed reported going almost a full week without discussing the project with the manager. Employee uncertainty about how to spend the work day comes from one simple thing: managerial laziness. If employees don't know what they're supposed to do, how they're performing, or where their skills can deliver the most value, it's a management failure and a missed opportunity that the company can't miss. Being a manager is difficult, especially if you lead a mix of in-house and remote workers. Here are three ways managers can improve their skills to empower their employees to succeed. Set well-defined expectations, and provide evaluations using clear metrics Key to help employees understand how well they work, what they're working on, and why they're working on it related to how you structure their work in the first place. Employees thrive when they can refer to objective metrics. Metrics help employees feel productive because they know when they're doing something right. Explain what needs to be done. Don't tell people what you expect them to do, but what you need them to deliver. You can't reward people for hard work alone; it should be about performance. Not everyone has the same style of work, and you shouldn't expect it. When you set results, you give your employees the freedom to deliver in the most appropriate way to The more precise and measurable you can be, the better. Encourage and institutionalize open lines of communication To engage employees, managers need to create a culture that values feedback, both up and down. Yes, you need to provide constructive feedback to your team when they need to improve. But they should feel free (and comfortable) to do Same as you. Creating a culture that values feedback to the top is much more difficult. The onus is on you to tell your team that saying something critical won't hinder the career development goals they may have. After all, just because the CEO encourages and expects feedback to the top, your employees may hesitate to do so if you don't explicitly push the action itself. To combat this, try creating a feedback template or system that promotes honesty, teamwork, and shared accountability for its problems and solutions. Remember, feedback isn't about throwing anyone under the bus, it's about making the whole bus move faster and in the right direction. Remind employees of their broader mission The key to employee satisfaction is connecting what they do with the mission of a larger company and leading in a way that drives it. If employees feel like wheels, they won't do their best. For people who manage teams of remote employees, these challenges require a commitment to stay connected in an organized, intentional and respectful way. But make it a point to get all the employees - both in-house workers and remote workers - together when you can. Stanford Professor Pam Hind's research shows that these encounters increase productivity. Bringing teams together remotely for occasional in-person meetings helps improve relational coordination, responsiveness, respect, and problem solving - even after they return home. This meeting also serves the purpose of reminding employees why they worked for your company in the first place. Without a doubt, the manager's role is getting harder. But in the end, focusing on these simple but necessary steps can go a long way. When employees understand the company's mission, are encouraged to voice their opinions, and know what constitutes success in an organization, they will

be in a much better place to do and achieve extraordinary things for the company. Jody Greenstone Miller is the CEO and co-founder of Business Talent Group, a high-end market for independent professionals. A descendent on the dusty dry streets of Laredo, Texas, a truck loaded with furniture arrived at the Lacks Valley Store. Unnoticed by dock workers as they scan each product is a myriad of typical exceptions in the big-ticket retail business: lost items, special customer orders and items that were never ordered but that came up anyway. Behind the scenes, however, business process management (BPM) applications monitor warehouses and reception systems, identifying any exceptions as they occur. The BPM application then goes beyond monitoring and actually prioritizes exceptions and launches tasks for various employees (for example, running an employee through to review and resolve expected orders that do not arrive). Exceptions persist as a task, or in-flight process, in the system and are monitored until completed. Business analysts who really deal with can change the resolution process in real-time as they learn more efficient ways to improve operations. In Extreme Competition: Innovation and the Great 21st Century Business Reformation, author Peter Fingar describes the rise of intense competitors from around the world who innovated the way they operated and who attacked markets both large and small—including small towns on the Texas border. To respond to these new competitors, companies like Lacks Valley Stores will have to change and expand their operations faster than ever. BPM helps them do that. The biggest impact has been catching exceptions early enough to actually do something about them, said Lee Aaronson, CEO of Lacks Valley Stores. Previously, we had to rely on customers complaining about problems or accidentally discovering that something was wrong. Now You don't have employees either receiving emails warning them to take action or them logged into the portal to manage exclusion tasks and complete them even before customers see. BPM may also change customer contact operations. American National Insurance Co (Anico) was one of BPM's early adopters and has used it to streamline customer service processes across four business groups, resulting in a 192 percent increase in CSR workload capacity. Our BPM initiative has paid huge dividends, said Gary Kirkham, VP and director, planning and support division for Anico. We eliminate the need for CSR to 'dive bombs' into multiple mainframe applications to handle customer and agent requests and build rules into our processes to guide them through a single display of customer information across multiple systems. BPM allows us to keep up with the huge growth in our customer base and improve all of our customer service metrics at the same time. Of course, the spiced CEO understands that no one new technology is going to be a cure-all for complex process problems. Often it takes significant effort just to define who has the process and how it actually works. If the process is bad, automation may just get bad results faster. However, like Lacks Valley Stores and Anico, a diverse group of companies have achieved tangible results by utilizing BPM technology in an effort to improve their processes. New Ways To Build and Manage The ProcessThere are old stories about smart university planners waiting to pour concrete sidewalks on new campuses until students have put on a path between buildings. Traditional IT infrastructure has evolved in a similar way: Experienced practitioners are now trying to thoroughly understand user requirements before deploying automation that can be pulled as concrete. Conventional approach to reengineering application development, however, can no longer meet stakeholder demands for rapid and continuous process change. BPM emerged in response to today's pavement move requirements once easier integration technologies finally stuck with management's ongoing push for operational improvements. Although Although each vendor can define it differently, most agree that BPM gives organizations the ability to define, run, and manage processes that: a) include multiple applications and involve human interaction, and b) handle dynamic rules and process changes, not just simple static flows. Software vendors finally captured and began providing a platform that integrates process modeling, execution, and process-specific metric management reporting. Organizations now have tools to automate and modify processes in previously isolated applications, databases, and people. Gartner defines BPM as a structured approach to managing organizational process environments and uses methods, policies, metrics, management practices, and software tools, which are now known as business process management suites (BPMS). This integrated platform paves the way for an organization to continuously improve previously inefficient and difficult-to-manage processes. They do this by leveraging integration technology with visual process modeling, real-time monitoring, Web-based applications and management reporting — all working together to support rapid process innovation. Bpms adoption has spread rapidly, in part because of the speed of deployment. Forrester Research estimates that the market for BPMS software is growing at an annual growth rate compounded by more than 20 percent. Between 2005 and 2009, Forrester expects BPMS annual sales to grow to \$2.7 billion. Diverse Product SpaceBecause BPM promises are very attractive and target business issues are very diverse, software vendors have charged to the BPMS market from a variety of backgrounds. Each problem frame is slightly different to present its solution in the most interesting light. For example, workflow vendors tend to emphasize the human-to-human aspect of BPM. Middleware and infrastructure vendors focus on the importance of underlying system integration. Enterprise content management vendors focus on the nature of document-centered processes found in financial services and other back-office operations. BPMS pureplay vendors often highlight their architectural elegance and independence from the constraints of legacy products and infrastructure. The truth is that BPM will usually need elements of all these approaches, so the CIO must fully understand the type of process they want to change and how BPMS will fit into their unique corporate architecture. This category is due: 2006 has seen sustained growth in the number of formal BPMS RFP issued by the company. Since most leading BPMS can easily meet the requirements found in typical package selection or pilot projects, the CIO must expand typical due diligence to include real-world scalability testing, direct engagement and careful evaluation of similar customer implementations. Many vendors will be able to meet functional checklists; the aim is to ensure that in accordance with the organization's approach to operational innovation. Integration Is a KeyBPMS solution must be integrated for reasons of speed and innovation. Beware of BPMS that require process definitions to be exported from one module and then imported into the next module (such as between definitions, simulations, execution and reporting modules). This brigade bucket approach increases development time and prevents process innovation. According to Anico's Kirkham, each BPM solution must go through several iterations both to find the right process and to change with business needs. This requires a tight connector between the process model and the actual execution and management of the process. Just as important as the BPMS feature set is how well the platform brings people and other applications into the new process. Cincinnati Bell leverages BPMS Bluespring Software's ability to bring Microsoft Office applications into its cash bidding process. The new process reduces deal cycle time by 65 percent and finances labor time by 75 percent by eliminating manual activity related to the interaction between sales and finance on eligibility and special order pricing (see corresponding graph in www.051506.com). As part of the new process, financial analysts receive pre-population spreadsheets via email. They perform the necessary analysis and then send the spreadsheet email back so that it can proceed to the next step in the process. The Bluespring software regulates this process and provides the necessary linkages with financial data and other systems. The benefit is that you don't change the way people work, you just eliminate administrative tasks and let them focus on the parts of their work that add value, said Chip Burke, VP OF IT for Cincinnati Bell.BPM and SOAA A good first step to implementing BPMS is to develop a simple and flexible integration architecture, especially if BPM applications will be used as monitoring or orchestration layers placed on top of existing transactional application layers , said Dennis Korevitski, former director of supply chain systems for T-Mobile. If there is already a layer of service-oriented architecture (SOA) or middleware, the BPM platform can leverage this investment by organizing the available services quickly into business processes. For example, T-Mobile implemented TeamWorks BPMS Lombardi Software to recover lost revenue from complex return processes. This process involves customers and OEMs as well as internal financial and customer service groups. TeamWorks can leverage multiple integration points within Tibco's T-Mobile infrastructure, allowing the BPM team to focus on process improvement. Sometimes BPM pushes organizations towards SOA. We'll get there eventually, said Doug Schwinn, CIO at toy maker Hasbro. But BPM our justification for opening up to our partners in a safe way with SOA. If SOA is not available, many BPMS platforms provide a toolkit integration of old systems. Although the advent of improved integration technology and SOA has made legacy integration easier, you need to have respect for hard-core challenges to integrate into legacy systems, said Phil Gilbert, CTO of Lombardi Software. It's hard work, and it takes more time than most business people like. Gilbert recommends that bpm initiatives separate integration efforts from process design — in other words, IT should manage underlying system integration while business analysts are working on process design. This approach gets functionality into end-user hands faster, even if additional system integrations appear in later releases and further simplify the process. Process management challenges can arise as BPM spreads throughout the organization. Changing the flow of a process or data source can cause unwanted side effects. But the potential to improve the organization's overall performance makes it worth the effort to manage those risks. Gilbert said that the industry is just starting to scratch the surface. The strategic value of BPM technology is process governance and provides a holistic view into all processes that the company runs — whether [the BPM platform] executes them or not. The ideal BPMS would essentially be a database management system for your business processes, says author Fingar. The real breakthrough is in creating the definition of your process as abstract data. To stay competitive, organizations must build the ability to manage processes as quickly and effectively as they currently manage data. EDITOR'S NOTE: Athens Group clients include two companies mentioned in this article: Lacks Valley Stores and Lombardi Software. Rights © 2006 IDG Communications, Inc. Inc.

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