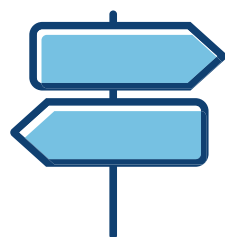




Seven Tenets of Process ManagementSM

Process management can revolutionize the way an organization does business and generates value. APQC's *Seven Tenets of Process Management* provide a clear framework any organization can use to plan its process management implementation and measure its progress and maturity.



1. Strategic Alignment

Strategic alignment refers to the ability of the organization to focus its efforts on the processes and capabilities that are most critical to achieving long-term goals.

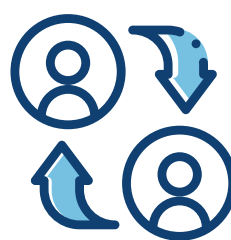
Best-practice organizations align their processes with organizational priorities and integrate responsibility into the business role.



2. Governance

Governance is the structure of people, process and technology that supports the attainment of business objectives around process management.

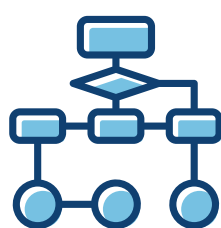
Best-practice organizations centralize governance of their process management activities, but ensure ownership and accountability lay within the business units.



3. Change Management

Change management is all about engagement, training, two-way communications, and providing consistent explanations and directives.

Best-practice organizations motivate employees by focusing on the people and culture; ultimately helping people adopt new behaviors.



4. Process Model

Process model captures the organization's knowledge about its processes and serve to visually represent the complex relationships between organizations and the work they do.

Best-practice organizations create a common language and process framework to fuel widespread adoption of process management capabilities.



5. Process Performance

Process performance refers to the capability of an organization to measure the performance of processes and, at a high conceptual level, measure the ability of the process management team to meet the needs of the organization.

Best-practice organizations not only measure processes, they tie their measures into critical decision points and process controls to drive performance.



6. Process Improvement

Process improvement is divided into continuous and breakthrough improvements. Continuous improvement focuses on executing the existing processes more effectively. Breakthrough improvement looks at how to change the process for higher performance by asking "why do we do this?"

Best-practice organizations align process improvement efforts with their strategic objectives and transparency across the organization.



7. Tools & Technology

Tools and technology enable successful processes through automation and can provide breakthrough capabilities in process models, change management, and governance.

Best-practice organizations focus on the business needs of the organization and then putting the tools and technology into place to support them.

Sources and Additional Information:

- [Building Blocks of Success: Seven Tenets of Process Management Maturity Model \(Collection\)](#)
- [APQC's Seven Tenets of Process Management in Depth \(Collection\)](#)