

# APQC CORPORATE EDUCATION CATALOG

## CORPORATE EDUCATION OFFERINGS

Learn key improvement tools quickly with training courses that address your most pressing organizational issues. We focus every APQC training session on the areas your team needs to grow and develop, providing guidance to apply our extensive research and best practices to the work you do each day.

Here at APQC, we're not just trainers, we have the research based on best practices and lessons learned from more than 400 organizations world-wide to back us up. We are able to leverage benchmarks and best practices from more than 8,500 studies helping organizations identify and prioritize improvement efforts. We take the time to learn your needs, to help customize your training to meet your organization's specific requirements. Contact us to talk about how we can tailor one of our courses to your culture, processes, and specific challenges. Our courses typically take one or two days to complete, but every training can be customized according to your time constraints and the specific combination of skills you want to learn.



### WHY CHOOSE APQC?

If you have 10 or more staff members that require the same instruction, bringing training on-site can be an efficient and cost-effective way to accomplish your goals. APQC provides you with high-quality courses based on years of experience and research. Whether you need a quick four-hour update or several days of in-depth instruction, we have a variety of flexible options.

Opting for on-site training has many benefits including:

- ◆ The ability to customize course length and content to your organization's specific requirements
- ◆ Building the skills of your team in one or more sessions for one fixed price with less employee downtime and less hotel and travel expense
- ◆ Realizing immediate ROI from training by gaining skills that can be immediately used on the job
- ◆ Leveraging the experience of APQC's thought leaders and subject matter experts to provide high-quality training to improve your business processes

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# PROCESS AND PERFORMANCE MANAGEMENT COURSES

## ASSESSING PROCESS MATURITY

Our business processes are characterized by how they are defined, communicated, automated, measured, and controlled. Process maturity assessment allows us to evaluate individual processes and our overall process management approach and infrastructure to identify how well we are doing and to identify opportunities for greater impact. This course covers the essentials for process maturity assessments within any organization, demonstrating how to build a maturity model and apply it as part of continuous improvement across the business.

### Course Objectives

- ◆ Understand the types and applications of process maturity models
- ◆ Learn how to build a process maturity model from scratch, or by adopting/adapting existing models
- ◆ Learn about the types of assessments and how to plan, conduct and capture the results of assessments
- ◆ Put the results of process maturity assessments into action driving improvements and change

### Who Should Attend?

Process owners, process analysts and improvement specialists.

## BENCHSTART: GETTING STARTED WITH A STRUCTURED APPROACH TO BENCHMARKING

Give your benchmarking project a jump start with BenchStart—APQC’s mix of training, facilitated planning, coaching, and secondary research that can help you launch your benchmarking project quickly and effectively. Day one includes education and skill-building activities to educate your benchmarking teams on the methodology and proven practices. Day two is a day of detailed planning and secondary research to help you identify the key focus areas of your benchmarking projects, understand the “current state” of the processes, develop possible search criteria, and determine the data collection approach that will be used for your projects.

### Course Objectives

- ◆ Educate your team about the benchmarking process
- ◆ Plan your benchmarking project
- ◆ Identify external best practices
- ◆ Keep your benchmarking team “on track” throughout the project

### Who Should Attend?

Business leaders, strategic planners, and other practitioners that want data to drive strong decision-making at all levels across their organization.

# PROCESS AND PERFORMANCE MANAGEMENT COURSES

## BUILDING AN ENTERPRISE QUALITY ECOSYSTEM

Over the last decade, the development and application of business ecosystems has been a critical accelerator of innovation, growth, and performance. Many of the world's most successful organizations have used the ecosystem model to create an environment where diverse (e.g., product lines, services, culture, values, or geography) organizations can maximize the value they create. This workshop will provide a new way of thinking and applying quality principles to the organization.

### Course Objectives

- ◆ Apply the “Quality Framework” to your organization’s current operating environment. When used in your organization, the framework creates a quality platform that all business units and functions can apply to existing processes to ensure the highest level of quality performance.
- ◆ Use the “Quality Framework” as a method of integrating cross-functional management processes such as process, quality, risk, knowledge, and content management.
- ◆ Realize one of the greatest benefits of the quality ecosystem is the ability to create shared responsibility of these processes without requiring centralized ownership or mandates.

### Who Should Attend?

Quality managers and anyone looking to apply strong quality practices across their organization.

## MOSAIQ ACCELERATOR™

Leverage APQC experts to accelerate MosaiQ™ adoption and build a strong foundation for process management. Give your organization’s process and performance management capabilities a jumpstart with MosaiQ Accelerator, a new program designed to step-up adoption of your process framework and improve your measurement and governance program to take advantage of MosaiQ. MosaiQ Accelerator is a pre-packaged APQC Advisory Services offering that includes four principal segments: assess, train, design, and implement.

### Course Objectives

- ◆ Assess your current state of readiness to migrate to MosaiQ
- ◆ Design the framework and deployment for your organization
- ◆ Set-up and administer the implementation of MosaiQ

### Who Should Attend?

Business leaders, strategic planners, and other practitioners that want data to drive strong decision-making at all levels across their organization.

# PROCESS AND PERFORMANCE MANAGEMENT COURSES

## PROCESS ANALYSIS: CREATING & IMPROVING WELL-DESIGNED PROCESSES

Process analysis helps us understand the business needs for our processes and evaluate design features to ensure we develop, deploy, and support solutions that achieve expected results. This course covers the essentials for process analysis within any organization, demonstrating how to design processes that meet the needs of the business. Participants will learn about the types of process analysis and when/how to apply them during creation and improvement efforts.

### Course Objectives

- ◆ Understand the phases of process design and improvement
- ◆ Learn analysis essentials for individual and cross-functional process design
- ◆ Realize the many types of process analysis and when/how to apply them to your processes

### Who Should Attend?

Process owners, process analysts, process architects, business analysts, and anyone else aspiring to design effective processes.

## PROCESS DESIGN

You must understand a process before you can improve it. In this hands-on workshop, attendees develop process definition and modeling skills using tools such as Process Definition Documents, SIPOC models, and RACI charts. Attendees should come prepared to learn the theory behind the tools and their practical application. After completing this workshop, attendees will productively apply process definition and mapping skills to common business processes.

### Course Objectives

- ◆ Learn a structured process design approach
- ◆ Discover how to effectively scope a process
- ◆ Gather and assess process needs
- ◆ Document a process, including flowcharts and other techniques
- ◆ Define tailoring rules and process variants to provide flexibility and agility

### Who Should Attend?

Process owners, process analysts, process architects, business analysts, and anyone else aspiring to design effective processes.

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# PROCESS AND PERFORMANCE MANAGEMENT COURSES

## PROCESS FRAMEWORKS & CROSS-FUNCTIONAL PROCESSES

This course introduces attendees to process frameworks such as APQC's Process Classification Framework<sup>®</sup>. Attendees then develop skills in process framework design and cross-functional process identification and documentation. Attendees in this dynamic and highly interactive workshop leave with the ability to adopt and customize a process framework and document cross-functional process models from a process framework.

### Course Objectives

- ◆ Understand the ways to apply a process framework to simplify process management in your business
- ◆ Strategies for adopting, adapting, and/or building a process framework for your organization
- ◆ How to maximize the value of a process framework for your business
- ◆ How to design, manage and improve end-to-end, cross-functional processes

### Who Should Attend?

Anyone looking to establish and grow process management practices in their organization, including members of excellence and transformation teams, business leaders and process management practitioners (e.g. process owners, analysts, etc.).

## PROCESS IMPROVEMENT & INTEGRATION

Attendees to the Process Improvement and Integration workshop will leave with the tactical knowledge they need to establish and operate a process management practice at their organization. Individuals will take part in case study reviews, learn from real-world experiences, and participate in interactive discussions with APQC subject matter experts and other participants. The subject matter includes benchmarking, Lean, Six Sigma, and the integration of process management and knowledge management.

### Course Objectives

- ◆ Understand the importance of identification, selection, and alignment of improvement opportunities across the organization
- ◆ Understand the basics of process improvement and process improvement examples, cases, and best practices
- ◆ Learn the various process improvement techniques and how to leverage improvements through technology
- ◆ Realize the importance of change management in all improvement efforts and beyond

### Who Should Attend?

Anyone looking to identify and manage improvement efforts, including process owners, process analysts, process architects, business analysts, and Lean, Six Sigma practitioners.

# PROCESS AND PERFORMANCE MANAGEMENT COURSES

## PROCESS MANAGEMENT

This one day training course is organized around APQC's Seven Tenets of Process Management<sup>SM</sup>, a framework for understanding and assessing an organization's process management capabilities. Concepts discussed will include establishing a foundation for process management through governance, engaging the workforce, and focusing on what's important rather than process activities as busy work. Examples of leading organizations will be provided to illustrate what process management looks like if practiced across numerous industries.

### Course Objectives

- ◆ Understand the components of a comprehensive approach to process management
- ◆ Identify where you are and what you need to accomplish to successfully improve your core business processes
- ◆ Learn process management best practices of leading organizations

### Who Should Attend?

Anyone looking to establish and grow process management practices in their organization, including members of excellence and transformation teams, business leaders and process management practitioners.

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# KNOWLEDGE MANAGEMENT COURSES

## BUILDING & SUSTAINING COMMUNITIES OF PRACTICE

Communities of practice (CoPs) give organizations the ability to quickly exchange valuable knowledge capital and drive business results worldwide. This two-day interactive session is based on best practices findings from APQC's extensive CoP research and implementations.

### Course Objectives

- ◆ Define Knowledge Management and CoPs
- ◆ Review APQC's Stages of Implementation
- ◆ Address key elements
- ◆ Facilitate and design effective CoPs
- ◆ Develop a tactical launch plan
- ◆ Create structures to sustain and evolve CoPs
- ◆ Create meaningful measures of success
- ◆ Identify various change management issues

### Who Should Attend?

Knowledge Management analysts, process improvement professionals, CoP leaders.

## KNOWLEDGE MANAGEMENT STRATEGIES & TACTICS

In this interactive two-day session, participants will learn about the resources, facilitation, processes, and tools necessary to design and implement Knowledge Management (KM) initiatives, from developing a KM strategy and recruiting executive support to selecting the right approach and staging an effective rollout. Attendees will be introduced to templates and best practices which can be immediately applied in their organizations in the design, sustainment, or improvement of their KM programs. At the conclusion of this course, participants will be able to understand the critical concepts and activities required to design and implement an effective KM program.

### Course Objectives

- ◆ Assess organization's readiness to use KM principles and practices
- ◆ Learn about key decisions, actions, and milestones through APQC's Stages of Implementation
- ◆ Utilize proven methodologies for strategy development, project design, and implementation
- ◆ Understand the infrastructure needed to support knowledge sharing and transfer approaches
- ◆ Distinguish between various approaches to knowledge sharing and learn how to identify the best one

### Who Should Attend?

KM officers, knowledge managers, and business leaders with an interest in KM.

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# KNOWLEDGE MANAGEMENT COURSES

## KNOWLEDGE MAPPING

A knowledge map that details information and knowledge needs is critical to any Knowledge Management (KM) initiative, whether enterprise-wide or focused on a specific business process. This one-day course focuses on understanding common terminology, identifying information gaps, and building effective and easy-to-use knowledge retrieval mechanisms. Participants will learn knowledge mapping concepts through the development of their own business related knowledge maps in an interactive session.

### Course Objectives

- ◆ Define knowledge mapping as it relates to APQC's Stages of Implementation
- ◆ State the importance of knowledge mapping
- ◆ Identify the different uses for a knowledge map
- ◆ Construct an "as-is" knowledge map

### Who Should Attend?

KM analysts, process improvement professionals, Communities of Practice leaders.

## MANAGING CONTENT & KNOWLEDGE

This one-day interactive course will focus on the critical steps for developing a content management system. Attendees will be introduced to the concepts of knowledge flow, and the entire knowledge flow cycle, which will provide a framework for the design and application of a content management strategy. Best practices for each element of a content management system will illustrate key lessons learned. Learning from real-world case studies, participants will understand how to harness their organization's content and knowledge to drive enterprise-wide value.

### Course Objectives

- ◆ Build a requirements list and taxonomy
- ◆ Identify vendors
- ◆ Conduct an inventory of content
- ◆ Develop the process to support a content management system

### Who Should Attend?

Anyone involved in the migration of organization content, knowledge management professionals, and information technology support professionals whose responsibilities include content and content security.

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# KNOWLEDGE MANAGEMENT COURSES

## MEASURING THE IMPACT OF KNOWLEDGE MANAGEMENT

Measuring Knowledge Management (KM) helps an organization know where to focus efforts and where to invest. This workshop will focus on developing measurement approaches appropriate to your stage of KM implementation. Participants will develop and apply measures appropriate to the approaches they are using to enable knowledge sharing and transfer and demonstrate impact on the business. It will also focus on the KM measurement capability and the core processes required to develop a systematic approach for measuring the efficiency of KM.

### Course Objectives

- ◆ Understand the relationship of knowledge flow to business outcomes
- ◆ Application of measurement tools that explicitly illustrate the value of knowledge management to organizational goals, objectives, and outcomes
- ◆ Learn best practices of measurement

### Who Should Attend?

KM professionals and KM analysts.

# ABOUT APQC

## APQC MEMBERSHIP



### Make Best Practices Your Practices<sup>SM</sup>

Do your employees have the skills they need to make your organization more successful? Contact APQC to learn more about membership and to receive discounted rates on all of the available training courses!

With an APQC membership, you can access the world's largest database of benchmarks and best practices, measure performance, and identify areas to improve with immediate access to validated benchmarks, business drivers, and best practices. You can also use APQC's Knowledge Base to quickly find case studies, tips, tools, and templates targeted to your functional area to assist with decision making and planning. Learn how leading organizations have moved from mediocre to high performing, as

well as strengthen and streamline your everyday processes using APQC's best-practice research.

Join now to become part of a global community of organizations dedicated to process and performance improvement.

Visit [www.apqc.org/membership](http://www.apqc.org/membership) to learn more about our membership.

## ABOUT US

APQC helps organizations work smarter, faster, and with greater confidence. It is the world's foremost authority in benchmarking, best practices, process and performance improvement, and knowledge management. APQC's unique structure as a member-based nonprofit makes it a differentiator in the marketplace. APQC partners with more than 500 member organizations worldwide in all industries. With more than 40 years of experience, APQC remains the world's leader in transforming organizations. Visit us at [www.apqc.org](http://www.apqc.org), and learn how you can make best practices your practices.

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## APQC EVENTS

Want more than on-site training? From webinars and virtual visitors days to conferences and training sessions, our events give participants access to a worldwide network of peers and experts.

### CONFERENCES

We also offer many of our training courses at our annual Knowledge Management and Process Conferences in addition to one-of-a-kind networking opportunities, latest lessons learned, best practices, knowledge, and benchmarks provided by real practitioners.

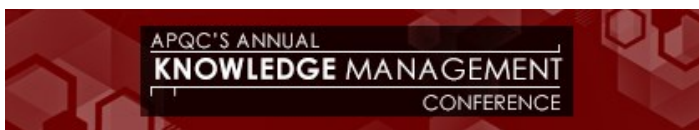
#### APQC's Annual Process Conference



This conference offers a wide-ranging program exploring the best practices in business process management. This is a must-attend for those concerned with improving agility and performance. Through pre-conference workshops, keynote and breakout presentations, thought leadership panels, and working sessions, you'll get the tools you need to advance process and improvement initiatives at your organization.

Visit [www.apqc.org/process-conference](http://www.apqc.org/process-conference) for more information on the annual Process Conference as well as recaps from prior years.

#### APQC's Annual Knowledge Management Conference



Since APQC established the world's first knowledge management (KM) conference in 1995, this annual event has been the place to be for networking and sharing innovative ideas with the best and brightest minds in KM. Learn how to leverage your largest asset - knowledge - directly from the people who pioneered it as a business practice.

Visit [www.apqc.org/km-conference](http://www.apqc.org/km-conference) for more information on the annual Knowledge Management Conference as well as recaps from prior years.

### WEBINARS

Join APQC's experts as well as guest facilitators as they discuss hot topics. The monthly, one-hour calls are interactive—inviting participants to come with questions and their personal experiences to share.

Visit [www.apqc.org/events](http://www.apqc.org/events) for more information and to register for our monthly webinars.

## MEET THE TRAINERS



### CHRIS GARDNER

Chris Gardner is a senior consultant who leads APQC's performance measurement projects. He is responsible for coordinating and delivering projects related to process

measurement, knowledge management, and benchmarking. In addition, Chris supports all APQC product areas in serving their clients in the improvement of business processes. Chris has led a variety of initiatives during his 16 years at APQC, including the development of the Open Standards Benchmarking<sup>SM</sup> program.



### CINDY HUBERT

Cindy Hubert, executive director of client solutions, is a leading practitioner and thought leader in knowledge management strategy and methods. Over the past twelve

years, Hubert and her team have researched and worked with more than 400 organizations to help leaders implement innovative solutions guided by results-oriented KM strategies.

Over the years, Cindy has spoken at many global conferences focused on knowledge management including APQC's annual Knowledge Management Conferences, KM World, and the Conference Board Executive Series. Cindy has served as an instructor in Knowledge Management at Rice University's Executive Education Graduate School of Management.



### DARCY LEMONS

Darcy Lemons is a senior consultant with APQC's Advisory Services Group. In her fifteen years with APQC, she has lead most of APQC's more than 25 research studies

focused on best practices in knowledge management. Darcy also manages numerous advisory projects, where she works with specific organizations to help them meet their knowledge needs with KM strategies and approaches for communities of practice, critical knowledge capture and transfer, engagement and participation, lessons learned, and more. Additionally, Darcy was the subject matter expert for APQC's 2013 best practices research study *Transferring and Accessing Critical Knowledge* and the 2014 study on *Connecting People to Content*. She also has been the project manager for APQC's KM Advanced Working Group, now in its 8<sup>th</sup> year. Additionally, she coauthored APQC's *Capturing Critical Knowledge From a Shifting Work Force* (2003).

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## MEET THE TRAINERS



### JEFFERY VARNEY

Jeff Varney leads the process and performance management practice at APQC, coordinating research, training and implementation projects for process management and

improvement, quality, management, project management, measurement and benchmarking. Jeff is also an instructor for many of APQC's training courses including the entire catalogue of Process Management courseware, Knowledge Management courseware, and Applying Benchmarking Skills in your Organization.

Jeff has extensive experience with enterprise projects across multiple industries including software development, banking, insurance, military and space.



### RACHELE WILLIAMS

Rachele Williams, SPHR, is a senior project manager with APQC. She has been assisting clients with benchmarking, process improvement, and organizational development

since 2000. Rachele has been published in both trade and scholarly journals, most recently Performance Improvement Quarterly. Rachele has an MBA with a concentration in finance from Texas A&M University, and a BBA from the University of Texas at Austin, and she is currently enrolled in the Ph.D. program in human resource development at Texas A&M University.

APQC®

*Make Best Practices Your Practices<sup>SM</sup>*

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