

Business Process Modeling & Analysis

Identify and Analyze High-Value Process Improvement Opportunities



2 DAYS | 14 ENGAGEMENT HOURS | LIVE TEAM TRAINING OR ANYTIME eLEARNING | 1.4 CEUs / 14 IIBA PDUs OR CDUs

Course Overview

Business processes are where strategy becomes execution. Yet many processes evolve informally across functions, systems, roles, policies, and decisions - making it difficult to see how work truly operates, where performance breaks down, or which opportunities will create the most value.

Inteq's Business Process Modeling & Analysis training course equips you and your team to discover, map, measure, and analyze current-state business processes, work activities, and workflows with clarity and precision.

Using practical BPMN-based modeling techniques, proven analysis methods, and realistic business scenarios, participants expose the relationships, dependencies, handoffs, exceptions, and performance issues that shape process outcomes.

Every process is analyzed through two complementary lenses. Task-flow examines the sequence of work. Decision-flow examines where judgment occurs, who holds the decision rights, what information each decision consumes, and what happens to work while a decision is pending.

This dual-lens approach makes decision density, judgment intensity, escalation, and latency visible alongside traditional workflow. Participants define meaningful measures, metrics, performance indicators, and KPIs - including decision-centric measures that conventional task-execution dashboards often overlook.

The course applies a solution-independence discipline throughout. Participants use current-state evidence to identify and qualify opportunities before deciding whether the response is a change in routing, roles, rules, policies, process design, automation, an agentic workflow, or an AI agent.

The result is a vetted, solution-independent opportunity backlog that provides a disciplined foundation for process improvement, business process reengineering, automation, and agentic AI transformation.

Business Impact

Process improvement and technology initiatives often underperform when organizations move to solutions before fully understanding the current state.

Business Process Modeling & Analysis replaces assumptions with evidence. It enables professionals and teams to quantify performance gaps, uncover root causes, strengthen cross-functional collaboration, improve decision-making, and focus transformation investments on opportunities supported by measurable business value.

You will learn

Practical capabilities you and your team can apply immediately.

- Map accurate current-state business processes using BPMN-based techniques
- Analyze processes through both task-flow and decision-flow
- Identify handoffs, dependencies, events, exceptions, and workflow patterns
- Deconstruct work activities using the 7 W's framework
- Classify deterministic, discretionary, and exceptional decision points
- Define process and decision-centric measures, metrics, indicators, and KPIs
- Perform pain-point, KPI, strategic-gap, and root-cause analysis
- Locate concentrations of decision density, judgment intensity, and latency
- Recognize potential automation and agentic AI candidates for downstream evaluation
- Write solution-independent opportunity statements supported by evidence and baseline metrics
- Produce a vetted opportunity backlog for process improvement and transformation

The result: clearer process definitions, quantified improvement opportunities, and more confident decision-making across your organization.

Detailed Course Outline

A dual-lens, solution-independent framework for mapping, measuring, and analyzing business processes

Course Overview

Framework and Key Concepts

- Customer and business value; how functions and processes operate
- Why understanding the current state matters
- The three layers of analysis used throughout the course
- Dual-lens analysis: task-flow and decision-flow
- The solution-independence discipline

Business Process Mapping

- BPMN concepts, relationships, dependencies, and workflow patterns
- Conditional branching, events, and external activities
- Deterministic, discretionary, and exceptional decision points
- Making decision density visible on the process map
- Clear, accurate models that support analysis - not diagrams for their own sake

Deconstructing Work Activities

- The 7 W's framework and systematic activity deconstruction
- BPMN procedure diagrams and appropriate activity granularity
- The decision embedded within each activity
- Decision rights and information consumed by each decision
- What happens to work while a decision is pending

Measures, Metrics and Indicators

- Meaningful measures, metrics, indicators, and KPIs
- Quantifying process performance and generating actionable insight
- Decision latency and escalation rate
- Straight-through-processing rate and human-touch rate
- Surfacing elapsed time conventional dashboards treat as queue time

Analyzing Business Processes

- Pain-point, KPI, strategic-gap, and root-cause analysis
- Identifying issues, drivers, and high-value improvement opportunities
- Locating decision density, judgment intensity, and latency
- Recognizing potential automation and agentic AI candidates
- Qualifying opportunities for downstream evaluation

BPMA at Scale Case Study

Map, measure, and analyze a complex business process case - culminating in a vetted, solution-independent opportunity backlog, the course's signature deliverable. This case study provides an invaluable template that you and your team can leverage to elevate business process analysis in your organization. The same business scenario continues into the Business Process Reengineering course, where the backlog is solved.

From Analysis to Opportunity Backlog

- Vetting and qualifying candidate opportunities
- Writing solution-independent opportunity statements: gap, evidence, baseline metrics, and value
- Packaging the opportunity backlog for handoff
- Using change drivers to identify strategically high-value opportunities
- Previewing the solution continuum - from routing, rules, and policy changes to RPA, agentic workflows, and AI agents
- Positioning the backlog within the Inteq BPR/Framework and method lifecycle

Practical Guidance

- Complementary process improvement methods
- Customer and stakeholder engagement considerations
- Leveraging proven frameworks and models
- Recognizing technology push, automation bias, and premature solution naming

Who Should Attend

- Business process analysts and business analysts
- Process owners, managers, and operations professionals
- Project managers, change leaders, and transformation professionals
- Subject matter experts and business users
- Automation, digital transformation, and agentic AI teams
- New and experienced process practitioners
- Professionals involved in mapping, measuring, analyzing, or improving processes

Course Includes

- 1.4 CEUs and 14 IIBA PDUs or CDUs
- Personalized digital badge
- Certificate of completion
- Comprehensive course manual
- Templates, models, and frameworks

Designed for individuals and teams. Delivery is available through live Team Training or self-paced Anytime eLearning.

Prerequisites and Curriculum Alignment

None. No previous BPMN, process modeling, automation, AI, technical, or programming experience is required.

Business Process Modeling & Analysis establishes the current-state evidence and solution-independent opportunity backlog that support downstream transformation.

- Business Process Reengineering evaluates the backlog and designs the future state.
- Business Systems Analysis defines the business and user requirements needed for solution delivery.
- Logical Data Modeling defines the information structures and relationships required by the business and its solutions.

For organizations pursuing agentic AI, the course identifies potential AI-agent opportunities at the recognition level by locating decision density, judgment intensity, escalation, and latency.

Detailed opportunity evaluation, future-state design, and agent requirements are addressed through Inteq's Agentic AI curriculum:

- Discovering Agentic AI Opportunities
- Analyzing & Specifying AI Agent Business Requirements