

In a nutshell: Agility from a BPM Perspective

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Abstract. In SE ‘agility’ is more than a philosophy which emphasizes customer satisfaction, fluidity in scope, shorter development timeframes, teamwork, simplicity, communication and primacy of the value delivered by project output over all other success criteria. Organizational agility is necessitated by changes in the environment such as technological or talent pool skills shift, resource limitations, emerging consumer markets and changes in consumer expectations. Therefore, organizations need to be able to assimilate and counter changes on a real time basis. Organization’s agile capabilities govern how to integrate, build, and reconfigure its’ resources both internal and external in response to these challenges. This is usually supported by BPMS, to improve the efficiency and effectiveness of the organization’s value creating processes through process redesign and incorporation of automation where feasible. But BPM deployment typically involves implementing process-based, long-range business applications as part of a BPMS. These suites cater to the standardization and/or automation of clearly structured processes and the BPM lifecycle emphasizes detailed upfront planning, requirements analysis, process analysis, process design, process implementation, and continuous improvement to adjust changes. In other words, traditional BPM adopts a waterfall approach. This in some cases leads to obsolescence of the re-designed process by the implementation stage due to the rapidly changing requirements in a dynamic environment. Consequently, BPM must support, enact and integrate organizational agility to dynamically manage business processes.

Keywords: Business process management, Agility, Flexible processes, Business process life cycle