## The LEAD Way of Thinking & Way of Worki

## LEAD OBJECTS

e LEAD object modelling principles, a LEAD object refers to a specific, specialized object that is used by the position principles within the LEADing Practice Frameworks, LEADing Practice Methods and LEADing Practice of the LEAD Way of Working using the LEAD objects, the classification of any of the LEAD objects is categorize is/subjects and entities:

 virement & Goal
 • Business Competency
 • Rules
 • Process

 • Object
 • Owner
 • Roles

 • Measurement
 • Application
 • Data

 • Infrastructure
 • Media
 • Compliance

hem (through mapping, simulation and scenarios).

iples: posed area of the LEAD objects, the purpose is to identify the three main properties cha posed area of the LEAD object that distinguishes it from other areas of the objects. a purpose of the composed object. es how the decomposed or composed object can be used as well as how it can be used he decomposed or composed areas of the other LEAD object.

THE WAY OF THINKING

## LEADING PRACTICE MAPS

## LEADING PRACTICE FRAMEWORKS

The purpose of an enterprise architecture framework is to define ated with an enterprise. An architecture framework serves as g preting, analyzing and using architecture descriptions within a framework is a theory based on a set of principles linked tog version 3.0 currently consists of 10 frameworks, 6 methods and ing maps, matrices and models. The LEADing Practice framework	ne how to organize and structure the viewpoints and objects associ- guiding principles to establish a common practice for creating, inter- particular domain and/or layers of an enterprise or an organization. A gether to serve as a guideline with reference documentation. LEAD 4 approaches that are all integrated with each other and with support- brks consists of the following:						
<ul> <li>Business Model/Competency Reference Framework</li> </ul>	<ul> <li>Process Reference Framework</li> </ul>						
<ul> <li>Value Reference Framework</li> </ul>	<ul> <li>Service Reference Framework</li> </ul>						
Cloud Reference Framework     Information Reference Framework							
<ul> <li>Application Reference Framework</li> </ul>	<ul> <li>Data Reference Framework</li> </ul>						

Infrastructure Reference Framework

n as e.g. business workflows, service workflows, process flows, applicati

onfront today. This includes, but is not limited t

## THE WAY OF WORKING

s to follow and undertake in order to reach a specific goal. There can be multiple methods appli

## THE WAY OF GOVERNANCE

The LEADing Practice Way of Process Governance, derived from the Greek verb [kubernáo], which means to steer, is essentially the act of governing what already exists, or is in the process of getting developed/deployed.

e Way of Process Governance relates to decisions and guidance that define expectations and direction, "ure value identification and creation. It consists of process governance within the entire process lifecycl "ysis, process design, process implementation and run, monitor ones process as well as the process opt. Nay of Governance also includes the relationships among the many players in the mentioned phases to "e the specific value identification, creation and realization in achieving the outlined goals. "governance involves setting standards and priorities for BPM efforts, identifying process governance "pject participant roles, all to improve the process innovation and transformation strategies. The ultimate go "nce and process governance is to both optimize an organization's business processes and make workflow "s well as a built-in continuous improvement concept.

ous improvement concept, the process governance steps includes the establish lence or competency centers to share process improvement, best practices as v nization, and spread awareness of the process standards and priorities. Process go both the successes and shortcomings of an organization's operational execution. Process Management an additional purpose of governance is to assure (sometimes on behalf of others in terms at an organization produces the defined pattern of good results while avoiding an undesirable pattern of bac erefore, the process governance and continuous improvement processes and systems are typically administer

ess process governance is often overseen by teams made up of both business and IT professionals. The daily process govern-consists of assuring, on behalf of those governed, the desired business innovation, transformation and value creation while ing an undesirable pattern of high cost, process ineffectiveness and process inefficiency (low performance). Process govern-cherefore consists of the set of governance gates within the lifecycle that ensures quality and value aspects within the various and tasks.

			LEAD TEMPLATES (MAPS, MATRICES & MODELS)																													
		Forces & Drivers (FD)	Vision, Mission & Goals (VMG)	Requirement (Rq)	Stakeholder (St)	Strategy (S)	Balanced Scorecard (BSC)	Performance (Pe)	Measurement & Reporting (MR)	Business Competency/ Business Model (BC)	Revenue (Rev)	Cost (Co)	Operating (Op)	Information (I)	Role (Ro)	Owner (O)	Organizational Chart (OC)	Object (Ob)	Workflow (WF)	Rule (Ru)	Process (P)	BPM Notations (BPMN)	Service (Se)	Application (A)	Application Service (AS)	Application Rules (AR)	System Measurement/ Reporting (SM)	Application Interface (AI)	Application Screen (ASc)	Compliance (C)	Data (D)	Platform (PL)
	Process Area (categorization)	1,2	2	1,2	1,2,3	1,2,3		2,3	2,3	2			1		2,3	2,3	2,3		2,3		1,2,3	2										
	Process Group (categorization)	1,2	2	1,2	1,2,3	1,2,3		2,3	2,3	2			1		2,3	2,3	2,3		2,3		1,2,3	2										
	Business Process			1,2	1,2,3					2	2	2	1						2,3	2,3	1,2,3	2,3	2	2								
TS	Process Step			2,3							2	2							2,3	2,3	1,2,3	3	2	2								
С Ш	Process Activity			2,3							2	2							2,3	2,3	1,2,3	3	2	2								
BJ	Events			2,3																2,3	2,3	3	2		2,3							
0	Gateways			2,3																2,3	2,3	3	2		2,3							
ET/	Object (business, information, data)			2,3										1,2,3				1,2	1,2,3	2,3	2,3	2,3	2,3									
Σ	Process Type (main, management, support)			2,3									2								2,3											
Q	Process Flow (including input/output)			2,3							3	3						2	1,2,3		3	3	2,3		2			3	2,3			
Ē	Process Roles			2,3						1,2,3		2			1,2			2,3			2,3	2,3	1,2								1	1
	Process Rules			2,3																1,2,3	2,3	2,3				2,3				1,2		
	Process Measurement (PPI)			2,3			2,3	1,2,3	1,2,3		2,3	2,3									2	2,3					1,2					
	Process Owner	2	2	1,2,3	1,2,3	2,3		2,3	2,3	1,2,3	1,2	1,2	2,3			1,2					1,2,3	2,3	2,3									
		1 =	Мар	2 =	Matrix	3 =	Mode	el			-							1				-						I				L

BUSINESS PROCESS (How)

## WAY OF THINKING: STRATEGIC ASPECT TASK

								Process Measurement Map									
								Process #	Measurement Name	Definition		Rationale		Dimension	Application Function/Task		
		Proc	ess Ma	С													
	What specification:				Who/Whose	specification:	PolosiPerourcos										
ups 📕	Business process	Process Steps	Process Activities	Stakeholder Involved	Process Owner	Managers involved	involved										
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BUSINESS PROCESS MAPS





## The LEAD Way of Modell

LEADING PRACTICE MODEL

Process Level 1: Business Process Area (e.g. Demand-to-C

## ocess, Workflow and Collaborati

/hat is a process, process workflow and process collaboration?



A part of the ((O)LEADing Practice Frameworks. For more information about LEADing Practices, please visit www.LEADingPractice.com.

# (()) LEADING PRACTICE PROCESS REFERENCE FRAMEWORK A holistic way of working with Process Mapping, Process Architecture, Process Notations and Process Modelling

	BPMN 2.0 versus eXtended BPMN (X-BPMN) Process Modelling		Services	Events
TASKS       ACTIVITIES       OBJECTS       EVENTS       GATEWAYS       MODEL TYPE       MODELLING PRINCIPLES         Sand Task*       Image: Source task       Source task       Source task       Flow Ruleer!       Image: Source task       Image: Sou	Business Process Representation         Business process modelling is the discipline of graphically representing a process into a readable diagram. The Business Process Modelling Notation (BPMN) is a graphical notation that depicts the steps in an end to end flow of a business process. The notation has been specifically designed to coordinate the sequence of processes and the messages that flow between different process participants in a related set of activities. BPMN is a vendor neutral, world-wide accepted standard managed by the Object Management Group (OMG) that provides a common way to model business processes. It offers both the simplicity and complexity required to model business processes for both the business audience as well as the technical audience. The LEAD Process Mapping standards is released as a part of the LEADing Practices and will be subject to continuous improvement and development.         History of Business Process Modelling Notations         • March 2001: BPMI members began discussing the idea of creating a notation to go along with the executable BPML.         • August 2004: BPMN 1.0 specification was released to the public.         • Now maintained by the Object Management Group (OMG).         • January 2011: BPMN 2.0 specification was released to the public.         • Business Competencies (January 2011)	BPMN 2.0       X-BPMN       Source       Description         None       Image: Source object Management Group       No special task type is indicated.         None       Image: Source object Management Group       No special task type is indicated.         Image: User       Image: Source object Management Group       A User Task is a typical "workflow" task where a human performer performs the task with the assistance of a software application and is scheduled through a task list manager of some sort.         Image: User       Image: Object Management Group       A Manual Task is a task that is expected to be performed without the aid of any business process execution engine or any application.	What is a service task?       A Service Task is a Task that uses some sort of service, which could be a web service or an automated application. A Service Task object shares the same shape as the Task, is a rectangle that has rounded corners. However, there is a graphical marker in the upper left corner of the shape that indicates that the Task is a Service Task. Service Task is a rounded corner rectangle that must be drawn with a single thin line and includes a marker that distinguishes the shape from other Task types.       Image: Manual Service Task       Image: Manual Service Task         What is the link between the service model and the process model?       Image: Manual Service Task       Image: Manual Service Task       Image: Manual Service Task         This pattern generally describes how to establish remote write operation from the process flow on the consumer side.       Asynchronous operations and communication may be useful when method calls are invoked       Image: Manual Service Task       Image: Manual Service Task	Business Competency       What are events?         Manual Service Task       The concept of an Event and its classification are basic modelling principles when compared to BPMN events, as there are literally tons of event types and various ways fundamental to BPMN, as it allows to describe processes in an event-driven manner. In general, an Event is something that happens during the course of a process. Event service Task         Business Process       • A Start Event begins the process flow and to avoid confusion, only one Start Event for a process. Such events are usually related to intermediate Event.         • A Intermediate Event.       • An Intermediate Event.         • An End Event indicates where a path in the process will end. As many End Events as needed are allowed, as the process may end in many ways. Within our sample, Or Event.         • Although there are few generic event types without explicit triggers and results, these concepts are precisely the reasons why events multiply so happily. The kind of e by small icons inside their symbols. In order to see the wood from the trees however, we will use only one kind of a trigger and result, namely a message. Two of the pro message icon inside. In BPMN-speak and in line with its conventions, PO Received (Production Order Received) Start Event acthes the incoming Retailer PO message
Send Task*       ■ Rule Flow*       ③ Sub-process Marker*       ■ Business Object       ① Timer       □ Conditional       ◇ Gateway*         Application Service Map & Matrix       ○ Loop Marker       □ Collection of Business Objects       ◇ Escalation (start)       ③ Event-based Gateway*       ○ Application Map & Matrix       · Application Map & Matrix <t< td=""><td>Service Mapping (January 2011).     Interaction Models (March 2011).     RACI Mapping (May 2011).     Value Mapping (November 2011).     SAP Netweaver connection (January 2012).     SAP Solution Manager connection (February 2012).     Incorporation of LEAD BPMN principles into iGrafx (November 2012).     BPMN 2.0 X-BPMN Source Description</td><td>Manual       Manual Task       Object Management Group         Manual       Manual Task       Manual Task       An Automated Task is an activity that is automated through either a business process execution engine or any application (e.g. using application features and/or functions to enable the application task).         Manual       Manual Task       An Automated Task is an activity that is automated through either a business process execution engine or any application (e.g. using application features and/or functions to enable the application task).         Manual       Manual Task       A Service Task is a task that uses some sort of service which could be a web service or an automated application.         Service       Object Management Group       A Service Task is a task that uses some sort of service which could be a web service or an automated application.</td><td>across process boundaries via remote mechanisms. In particular, when calling web services using SOAP or similar remote protocols, network latency and bandwidth restrictions create communication bottlenecks. Asynchronous com- munication therefore will not hinder the process flow, but will just initiate the remote operation and processing of data.</td><td>Application Services Data Services Task Data Service Task Data Service Task Data Service Task Data Service Task Caught Standard (start) Start Event Start Event Start Event Start Event Start Event Start Event Start Event Sub-process Catching Boundary Interrupting Boundary non-interrupting Catching Catching Boundary Interrupting Catch</td></t<>	Service Mapping (January 2011).     Interaction Models (March 2011).     RACI Mapping (May 2011).     Value Mapping (November 2011).     SAP Netweaver connection (January 2012).     SAP Solution Manager connection (February 2012).     Incorporation of LEAD BPMN principles into iGrafx (November 2012).     BPMN 2.0 X-BPMN Source Description	Manual       Manual Task       Object Management Group         Manual       Manual Task       Manual Task       An Automated Task is an activity that is automated through either a business process execution engine or any application (e.g. using application features and/or functions to enable the application task).         Manual       Manual Task       An Automated Task is an activity that is automated through either a business process execution engine or any application (e.g. using application features and/or functions to enable the application task).         Manual       Manual Task       A Service Task is a task that uses some sort of service which could be a web service or an automated application.         Service       Object Management Group       A Service Task is a task that uses some sort of service which could be a web service or an automated application.	across process boundaries via remote mechanisms. In particular, when calling web services using SOAP or similar remote protocols, network latency and bandwidth restrictions create communication bottlenecks. Asynchronous com- munication therefore will not hinder the process flow, but will just initiate the remote operation and processing of data.	Application Services Data Services Task Data Service Task Data Service Task Data Service Task Data Service Task Caught Standard (start) Start Event Start Event Start Event Start Event Start Event Start Event Start Event Sub-process Catching Boundary Interrupting Boundary non-interrupting Catching Catching Boundary Interrupting Catch
Automated Task* Script Task Obta Object* Timer Conditional Scalation (start) Scalation (sta	Rule       A Rule is a statement describing a business policy or decision procedure. Some programming languages run business rules together in very complex algorithms. In business process analysis, each rule is usually stated independently, in the general format of: If A and B, Then C.         Workflow tools and detailed process diagrams both depend on business rules to specify how decisions are made. We generally associate business rules with activities. A decision table is adequate to show what happens if A or B happens, but dozens or even hundreds of business rules may need to be defined to clarify if A or B should happen. Training programs, job aids, software systems, and knowledge management systems aim to document business rules either to automate the decision process or to and make the rules available to other decision makers.         A Rule is a set of conditions and associated actions that are performed when the conditions are satisfied. Rules can be written in two forms: as If and Then-statements, and as Decision Tables.	Image: A manual Service       Image: A manual Service is when the service is performed by a human.         Image: A manual Service       Image: A manual Service is when the service is performed by a human.         Image: A manual Service       Image: A manual Service         Image: A manual Service       Image: A manual Service can be either an application service, data service, platform service, infrastructure service or a web service.         Image: A manual Service       Image: A manual Service         Image: A manual Service       Image: A manual Service can be either an application service, data service, platform service, infrastructure service or a web service.         Image: A manual Service       Image: A manual Service         Image: Send       Image: A manua	Tasks and Activities	None   Unterrupting   Unterrupting   None   Unterrupting   Inderrupting   None   Unterrupting   Inderrupting   None   Unterrupting   Inderrupting   None   Unterrupting   Inderrupting
Internation Output Reporting Task Reporting Task Data Input Data Output Link (start) Signal (start) Signal (start) Signal (start) Cancel (start) Ca	Business Rules       Business Rules are statements that describe business policies or describe key business decisions.         Image: Coracle Business Rules       Image: Coracle Business Rules         Image: Coracle Business Rules       An action Rule is made of a condition part and of an action part. The first part of the rule defines the condition in which the rule applies. The second part of the rule defines the action to take if the condition of the rule is true.         Image: Business Rules       A Rule defines a condition with an associated set of actions to perform. Rules can be related to:         A Rule defines a condition with an associated set of actions to perform. Rules can be related to:       Active: Gets or sets a value that indicates whether the Rule should be evaluated.         Condition: Gets or sets a RuleCondition for the Rule to evaluate.       Description: Gets or sets a description of the Rule.	Image: Construction of the task types below and in the table to the left were designed by LEADing Practice and has been adopted by SAP, Oracle, and IBM. The following table contains a description of	What are tasks and activities?   In general, an Activity is a generic term for work that a company performs in a process. Activities are thus the executable elements of a process. The basic activity categories are Tasks and Sub-processes. A Task is an elementary Activity used when the work in the process is not broken down to a finer level of process. The basic activity categories are Tasks and Sub-processes. A Task is an elementary Activity used when the work in the process is not broken down to a finer level of performed. When marked with a (+) symbol it indicates a sub-process, an activity that can be defined.   Task A Task   Image: Task and to fine the top to be performed. When marked with a (+) symbol it indicates a sub-process, an activity that can be defined.   A Task   Image: Task and top	timeouts.         timeouts.         timeouts.         timeouts.         Escalation such shows them as conversation objects ing the individual message flow, which can a conversation.         ally related message exchanges. When mbol it indicates a Sub-Conversation, a tion element.         bally defined Conversation or Sub-
Bevels and the information about the abstract value chain (e.g., process step)       Process step       Process step       Process step       Solution Development Solution stematics, uncloss, unless, information and data       Solution Development Solution stematics, uncloss, unless, information and data       Description       BPM Link Type         RACI Responsibility Type       Description       BPM Link Type         Responsibile ress Requirements       Project: ICSALES - Change - Business Blueprint - SAP Solution Manager       Carries out         View - Complexity to fave a project to step Solution Development Solution stematics, uncloss, tinformation and data       Solution Development Solution stematics, uncloss, tinformation and data         Master Data       Project: ICSALES - Change - Business Blueprint - SAP Solution Manager       Carries out         View - Complexity to fave a project to stemation (complexity)       Production System       Tesestores       Development Solution stematics, uncloss, tinformation and data         Master Data       Project: ICSALES - Change - Business Blueprint - SAP Solution Manager       Carries out         View - Complexity       Project: ICSALES - Change - Business Blueprint - SAP Solution System       Tesestores       Development Solution System       Solution System         Master Data       Provest Step       Option Documentation (complexity)       Provest Step       Solution System       Solution System         Master Data       Provest Step	<ul> <li>ElseActions: Gets a collection of RuleAction classes to perform in the ELSE case.</li> <li>Name: Gets or sets the name of the Rule.</li> <li>Priority: Gets or sets a value that indicates the order in which a Rule should be run.</li> <li>Reevaluation: Behavior gets or sets a value indicating whether a Rule can be reevaluated.</li> <li>ThenActions: Gets a collection of RuleAction classes to perform in the THEN case.</li> </ul>	BPMN 2.0       X-BPMN       Source       Description         Image: Ruleset       Image: Ruleset       Image: Ruleset       A Ruleset is a collection (and thereby a grouping) of rules. They are either grouped based on common related rules, decisions tables or the need to govern a specific set or behavior of tasks. Grouping such rulesets allows for sharing of rules and execution by a rules engine.         Ruleset       Image: Ruleset       A Ruleset is a logical collection of rules. A ruleset helps you group business rules that govern a specific function. A ruleset consists of: If-Then Rules and Decision Tables.         A Ruleset is a container that includes definitions for a group of related rules and decision tables. A ruleset provides a unit of	Transaction       might follow a specified transaction protocol.       Image: Manual Task       Image: Manual Task <td>For a Sub-Conversation is marked with a conversation is marked with a conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       Image: Conversation is marked with a equal a sequence flow.       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Process Scenarios       Consulted       Consulted       Role(s) to be asked before/during carrying out the activity (two-way communication).       Has consulting role in         Data Types       Improvement to the state to the s	Main flow. A Flow Ruleset consists of: Aliases, Definition, Rule Flow, Rule Scripts, If-Then Rules and Decision Tables.         Imain flow. A Flow Ruleset consists of: Aliases, Definition, Rule Flow, Rule Scripts, If-Then Rules and Decision Tables.         Imain flow. A Flow Ruleset consists of: Aliases, Definition, Rule Flow, Rule Scripts, If-Then Rules and Decision Tables.         Imain flow. A Flow Ruleset consists of: Aliases, Definition, Rule Flow, Rule Scripts, If-Then Rules and Decision Tables.         Imain flow. A Flow Ruleset consists of: Aliases, Definition, Rule Flow, Rule Scripts, If-Then Rules and Decision Tables.         Imain flow. A Flow Ruleset consists of: Aliases, Definition, Rule Flow, Rule Scripts, If-Then Rules and Decision Tables.         Imain flow. A Flow Ruleset consists of: Aliases, Definition, Rule Flow, Rule Scripts, If-Then Rules and Decision Tables.         Imain flow. A Flow Ruleset consists of: Aliases, Definition, Rule Flow, Rule Scripts, If-Then Rules and Decision Tables.         Imain flow. A Flow Ruleset consists of the application         Imain flow. A Flow Ruleset consists of the application.         Imain flow. A Flow Ruleset consists of the application.         Imain flow. A Flow Ruleset consists of the application.         Imain flow. A Flow Ruleset consists of the application.	<ul> <li>execution for rules and for Decision Tables. In addition, rulesets provide a unit of sharing for rules; rules belong to a ruleset.</li> <li>A Ruleset is a set of rules and rule artifacts that can be executed by the engine.</li> <li>A Ruleset contains a collection of rule classes along with the semantics for forward-chaining execution of those rules. A Ruleset can be executed directly in code or by using the Policy Activity activity.</li> <li>A Decision Table defines decisions based on a number of given conditions and actions. Decision tables allow to work from</li> </ul>	Business Rule Task       Image: Annotation Marker*         * = Is also available in SAP Netweaver 7.2+         MI = Multiple Instance         All task types and activities are available in iGrafx              Gateways	Withing or triggering compensation.     Signal   Signal for the caught multiple times.     Multiple   Catching one out of a set of events. Throwing all events     Contraction     Contraction     Signal ling across different processes. A signal thrown can be caught multiple times.     Contraction     Cont
ected. This transformation may or may not meet programmes are desired to put the g to an all encompassing Enterprise Archinizational structure, strategies, etc.) create s process reengineering, and Continuous <i>Covered by Business and IT</i>	Oracle Business Rules         Image: Coracle Business Rules	Lud       Image: Comparison Table       Image:	What are gateways?       Gateways are used to control how process paths converge and diverge within a process. In other words, they are decision points concerning further process flow. The term 'Gateway' implies that there is a mechanism that either allows or disallows passage through the Gateway. Again, there are plenty of Gateway types, but only two of them will be utilized in the LEAD case. An Exclusive Gateway is used to create alternative paths within a workflow of the process. This is basically the "OR" logical operator. Obviously, a Parallel Gateway initiates parallel paths without checking any conditions, therefore it is not labeled. Such a group creates.       What are chores.         A Choreograph specify choreograph as an "AND" logical operator. Obviously, a Parallel Gateway initiates parallel paths without checking any conditions, therefore it is not labeled. Such a group creates.       What are chores.       A Choreograph specify choreograph spec	eographies?         hy model is one of the types of models to         graphies in BPMN. It consists of choreog-         as gateways and events. A Choreography         as dateways and events. A Choreography         describe what a business processes does,         as how individual processes interact with         ent A       A Choreography Task         represents an Interaction
BPMN 2.0). BPMN 2.0). BPMN 2.0). BPMN 2.0). Foster high quality Process Models Foster high quality Process Models Foster high quality Process Models Pools, Lanes, Business Competencies and Flows	Reporting       LEADing Practice       dashboards or scorecards.         To illustrate and express what is happening, or what has already happened, includes timely collection, analysis and then reporting of the information within the process. Depending if it is real time reporting or after the fact reporting, the input mapping needs to be specified.         Image: A Reporting activity is used to collect data and information in order to perform analytics on this data. The reporting activity references a reporting data source and indicates where in the process data is gathered for reporting. An input mapping needs to be defined for the reporting activity to specify which data from the process context is collected by the reporting activity.         Image: I	IBM WebSphere       IBM WebSphere         Microsoft       Microsoft         Microsoft       Microtals         Micros	Inclusive Gateway   When splitting, one or more branches are activated. All active incoming branches must complete before merging.   When splitting, it routes the sequence flow to one of the outgoing branches. When merging, it awaits one incoming branch to complete before triggering the outgoing flow.   Image: Sector Sec	My Task (Message Exchange) between two Participants. Int B A Call Choreography Task or sub-Choreography Is marked with a (+) symbol. M B M Charle Choreography Is marked with a (+) symbol. M Call Choreography Is marked with a (+) symbol. M Charle Choreography IS
What are pools, lanes and business competencies? The LEAD Methodology based on BPMN 2.0 utilizes the concept of both Pools, Lanes, and Business Competencies as a mechanism to organize activities into separate visual categories in order to illustrate different functional capabilities or responsibilities. The LEAD BPMN supports swimlanes with three main constructs. The three types of swimlane objects are: • Pool: A Pool represents a Participant in a process. It also acts as a graphical container for partitioning a set of activities from other Pools, usually in the context of B2B situations. • Lane: A Lane is a sub-partition within a Pool and will extend the entire length of the Pool, either vertically or horizontally. Lanes are used to organize and categorize and categorize activities in a process. • Manual Leit	Business Object       LEADing Practice         Business Object       LEADing Practice         tion implementations where they are used as a patented semantic layer that shields users from the complexities of information table names and data relationships.         Below is a list of the different kinds of Business Objects that are commonly used in business modeling, process mapping and service mapping as well as in application and/or architectural mapping (e.g. business architecture, application architecture)         Business Objects       Business Object - Represents real-world objects like people, employee, products or a sales order, customer and revenue.         Collection of Business Objects - Represents real-world objects. A kind of input parameter.       Business Output - Is an external input for the real-world objects. A kind of input parameter.         Business Store - Is a place where the real-world objects are stored.       An Information Object is used to specify information about real-world objects (like people, employees, products or a sales)	the different rule artifacts from the rule flows, rule scripts, rulesets, flow rulesets, rules and decision tables.         In order to do advanced project or business area rule modelling, it might be necessary to categorize some of the rules into main and sub rules. A project can contain many rule flows, one of which must be identified as the main rule flow of the project or area. Additional rule flows could then be added and modelled from the main rule flow. Other rule flows are then included through sub flow tasks.         A Rule Flow is a sequence of activities for evaluating business rules. The order of the execution of the rules is diagrammatically represented in the form of a flow chart. It is a reusable entity within a flow ruleset, and is based on activities associated with artifacts such as rule scripts, rule flows, rulesets, flow rulesets, rules and decision tables.         Multiple rulesets can be executed in order. This is called a Rule Flow. The ruleset stack determines the order. The order can	Parallel Event-based Gateway (instantiate)         The occurence of all subsequent events starts a new process instance.         Image: Complex Gateway         Complex Gateway         Complex merging and branching behaviour that is not captured by other gateways.         * = Is also available in SAP Netweaver 7.2+.	A Sub-Choreography contains a refined choreogra- phy with several Interactions.
<ul> <li>Business Competency: A Business Competency represents the area of business in which the process takes part. It is essential to reflect which part of a company's business mechanics are directly involved in the flow within the Business Process Diagram (BPD).</li> <li>What are flows?</li> <li>Flow Objects are connected together in a diagram to create the basic skeletal structure of a business process. There are flow: A Sequence flow: a solid arrowhead and is used to show the order (the sequence) that activities will be performed in a process.</li> <li>Message Flow: A Message Flow: a Message Flow is represented by a dashed line with a solid arrowhead and is used to show the order of message exchanges can be approcess.</li> </ul>	Image: Collection of Information ObjectsImage: Collection of Information ObjectsImage: Collection of Information ObjectsInformation Collect is used to specify information about rear-world objects (like people, employees, products of a sales Collection information System (e.g. Oracle ERP or SAP ERP). It encompasses both the business information (in the form of functions and methods) and the application information (in the form of attributes) of the entity. Information Objects can be found and therefore modeled in business functions, business services and business processes.Below is a list of the different kinds of Information Objects used in business modeling, process mapping and service mapping as well as in application and/or architectural mapping (e.g. business architecture, information architecture, application architecture): <ul><li>Information Object - Represents a container of information within the flow of the process and or service, such as business documents, e-mails, or letters.</li><li>Collection of Information Input - Is an external information output/result of the entire process. A kind of output parameter.  <ul><li>Information Output - Is the information output/result of the entire process. A kind of output parameter.</li><li>Information Store - Is a place where the information can be read or written (e.g. knowledge management or a filing</li></ul></li></ul>	Image: Stript       Image: Stript       A Rule Script allows generating a rule in a scripting environment. This is done through the connection of other activities and the rules that govern these relations, and the actions between them. Rule scripts can furthermore be used with script types, and thereby automated test rules (e.g. configurable, programmed, query and event-based network alerts). The link between	Objects         What are business objects?         A Business Object is the term used to express real-world objects like people, employees, products or a sales order, customers and revenue. In terms of modelling, business objects uses a patented semantic layer that shields users from the complexities of table names and relationships.         Once the semantic layer has been defined, users work with familiar real-world business objects such as products, customers and revenue.         Information objects can be found, and therefore modelled, in business functions, business services and within the process itself.	ct and not a flow object. They are consid- ave any direct effect on the Sequence Flow tey do provide information about what the ts, data, and other objects are used and nply an electronic document, they can be s of objects, both electronic and physical.
<ul> <li>Signal End Event</li> <li>Association Flow: An Association Flow is represented by a dotted line and is used to associate text and other artifacts with flow objects. Association Flows are used to show the inputs and outputs of activities.</li> <li>Data Association Flow: A Data Association Flow is represented to a dotted line with a solid arrowhead and is used to associate data (electronic or non-electronic) with flow objects. Data Association Flow is.</li> <li>A Sequence Flow can travel freely within a pool, but cannot cross its boundaries.</li> <li>A Message Flow can travel freely within a pool, but cannot cross its boundaries.</li> <li>A Message Flow can be used to connect process elements residing within different pools, as well as to connect pools as such. However, it cannot be used to connect elements of the same process, i.e. contained within one pool. A Message Flow arrow has a circle as a starting point.</li> <li>A Data Association Flow is used to associate data elements to activities, processes and global tasks.</li> </ul>	cabinet). It persists beyond the lifetime of the process instance.         Cabinet). It persists beyond the lifetime of the process instance.         A Data Object         Collection of Data         Objects         Collection of Data         Objects         Objects         Objects         Collection of Data         Objects         Object         Object	rule script       LEALUING Fractice       rule scripts and the mentioned script type could be used as template-based query that can be run against backend tables or database views.         A Rule Script is a reusable artifact within a flow ruleset and is a sequence of actions. It is associated with other activities in a flow ruleset, and is triggered when the conditions listed in the preceding activities are satisfied.         A rule script can contain any of the following action types: Assign Action, Assert Action, Evacute Decision, Table Action, Execute Rule Action, Execute Rule Action, For Each Action, If Else, If Action, While Action, Retract Action, Break and Continue Actions.         The Rule Script allows to generate a rule from a scripting environment.	Business Object Represents a business object like a product, employee, customer, partner, service, etc.       Information Object Represents a container of information a sorvice, etc.       Data Object* Represents a container of information as business objects like products or service, etc.       Collection of Business Objects Represents a collection of business objects like products, employees, customers, partners, services, etc.       Collection of Information Objects Represents a collection of information objects about real-world objects ike people, employees, product or services, etc.       Collection of Data Objects* Represents a collection of data objects ike people, employees, product or services, etc.         Business Input Is an external input for the entire business function and/or business service. A kind of input parameter.       Information Input Is an external input for the entire progression. A kind of output parameter.       Data Object* Represents a collection of data objects ike people, employees, product or services, etc.         Business Soutput Is the business result of the entire progression. A kind of output parameter.       Information negation result of the entire progression. A kind of output parameter.       Information Store Is a place where the business object resides.       Data Store Is a place where the information object resides.	tation within the flow of the process, such or letters. bijects, e.g. a list of order items. process. A kind of input parameter. read or write data, e.g. a database or a the lifetime of the process instance. How the process instance.





Decomposition & Composition of a Proces