Index

Note: page numbers in italics refer to figures

ABC (activity-based costing) 110, 111, 221
access to information 62–5
activities 40, 49–54, 69
activity-based costing see ABC
activity diagrams 162, 164
activity grouping purpose 41, 43
Acts (by specific industry) 205–6
Adobe Acrobat documents 202
affinity analysis 105, 106
ageing workforce 2
and institutionalizing business knowledge 126–9
analytical/business improvement capability, limited 144–5
AP913 (Nuclear-generation Equipment Reliability) 122, 221
application code 201
audits 202
auto-business requirements generation 173–9, 176
automation and IT enablement 106 and xBML 216–19
BASEL II compliance 120, 186
BCF (Business Co-Formulation™) 90, 93, 98, 124, 127, 221
What model 94
BE 141

BI (Business Improvement) 99, 100

BM (Business Modeling) 41, 222
waste due to no model reuse 189

BP standards group 146

BPEL (business process execution language) 150–4, 222

BPI 193

BPM (Business Process Management) xiv, 8, 18, 19, 21, 99, 100, 131, 141–7, 186, 193, 222
architectural framework 146

BPMN (Business Process Modeling Notation) 6, 154–9, 169, 222
examples 157, 158

BPR (Business Process (Re)engineering) 8, 100, 137, 141, 193, 223

BRD (Business Requirement Documents) 175, 179, 223
template: potential content 179, 211–15

business cases 201
complexity 1–4, 7, 15, 16, 23, 34, 35
breaking down 70, 71

conglomerated 30
levels of 53
components 14
cost analysis 104, 109–12
-cycle time 67
definition
modelling notation 6
need for xii
reuse of 194
theory 22
21CC 13–21
xBML as standard for xiv
-driven processes 4
gains see gains, business
genetic blueprint xii, 18, 192, 194
improvements 70, 185
future-state 92
information gathering 44
knowledge
gathering methodology 177
institutionalizing 126–9
recycling 89
languages, difference between 149–71
modeling see BM
model(s) xii, 29, 37
broad-scale reuse of 185–9, 188
levels 75–9
and xBML 38, 39–79
plans 201
process 15, 16, 27, 33
purpose 34
rationalization of 427
requirements definition 70
theory, rethinking 25–33
Business Co-Formulation™ see BCF
Business Genetics ix, xiii, 4, 39, 133, 193
Business Improvement xiv
Business Process Management see BPM
Business Process (Re)engineering see BPR 8
Business Requirement Documents see BRDs
Business Requirements xiv, 188
Buzan, Tony 27
calendar time 67
change agents 28
CHAOS Chronicles 136
Clarke, Arthur C. 177
go-formulating laws and regulations in xBML 120
Co-formulating Service-level agreements see service-level agreement (SLA)
communication language 150, 153
complex task 50
complexity see business:
complexity
cost reduction 103–4, 105
depiction tools 216
databases 202
DCF (Document Co-Formulation™) 90, 93, 127, 189, 223
deliveryable purpose 41, 43
deployment theory 50
dashboards/scorecard 186
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
consensus management 2
corporate
deployment theory 50
corporate DNA 194
corporate knowledge,
deployment theory 50
corporate knowledge,
deployment theory 50
corporate knowledge,
deployment theory 50
corporate knowledge,
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
costing, foundation for 70
decomposition theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
deployment theory 50
dimensions, organizational 29–33
directories 201
DMAIC (Define Measure
Analyze Improve
Control) 113, 186–7, 223
xBML support for
framework 114
Document Co-Formulation™ see DCF™
Do Not Solicit (California) regulations 121
Do Not Solicit (Colorado) regulations 120
dumbed-down process
definitions 144
Earned Value Analysis 137
efficiency analysis 71
email communications 202
enterprise deployment 131–5
entrants to business,
increasing 2
Environment Protection Agency (EPA) laws 207–8
equal opportunity 205
ERM 8
ERP (enterprise resource
planning) systems 181, 223–4
extended Business Modeling
Language see xBML
Federal contracts
equal opportunity 205
wages, hours or work and
fringe benefits 204–5
Federal Department of Labor laws 202–6
financial reports 201
fiscal time 67
five-dimensional business cost
analysis 104, 109–12
five foundational dimensions of
organizations 29–33, 35
interconnectivity between
71
flowcharts 201
formal analysis methods and
techniques 104
Fortune 500 companies xiv, 8,
9, 13, 21, 45, 102, 103,
108, 185, 188
foundational questions 26–33
framework 37
future-state business
improvements 92
gains, business 99–102
increasing 101
less quantifiable types
of 116–29
ageing workforce and institutionalizing business knowledge 126–9
industry standard ‘(blue)prints’ 121–3
regulatory compliance 117–21
understanding/communicating to others about your business 123–6
methods and techniques for identifying 105–8
modest 101
and pains 101–2
quantifiable types of 102–16
business cost analysis 109–12
Six Stigma and Lean Stigma revitalization 112–13
SLA co-formulation/creation 113–16
sourcing analysis 104–9
Gartners 141, 175
generation next values 2
genetic blueprint, business xii, 18, 192, 194
globalization 2
government laws governing commerce 202–8
Great Plains 181
GUI (graphical user interface) 145, 146, 224
health benefits and retirement standards 203
HIPAA (Health Insurance Portability and Accountability Act) 121, 224
How (W51) model 69–79, 170
and business gain 105, 106, 110, 112
examples 73, 77, 200
leveling 75
rules 75–6
selecting level of detail 72
hyper-competition 2
ICS (interim consensus state) business model 91
IDEF (integrated definition method[s]) 6, 166–7, 224
example 167
implementing xBML 131–40
industry standard ‘(blue)prints’ 121–3
information access to 62–5, 69
system 11
institutionalizing business knowledge 126–9
interaction diagrams 161, 162
IT (Information Technology) xiv, 174, 176, 188, 225
architectures 201
enablement and automation 106
front end (GUI) 146
multiple projects 185
ITIL (Information Technology Information Library) 121, 225
ITOM (Information Technology Operating Model) 121, 225
job definitions/descriptions 70, 201
junk science 144
KM (knowledge management) 8, 225
knowledge gathering methodology 177
institutionalizing 126–9
potential sources 201–2
recycling 89
unproductive harvesting 145

McCoy, David 141–2
management consensus 2
content 186
project 193
tools 25
marketing complexity 2
meeting minutes 202
mergers and acquisitions xiv, 186
multiple 2
metrics 110
Microsoft® (MS®) 7, 9, 19, 225
BizTalk® 19
Excel® 7, 177, 202
PowerPoint® 7, 9, 87, 140, 202
Project® 137, 138, 140
Windows® 232
Word® 7, 115, 202
Moore, Jeffrey 100
multiculturalism 2

labor, division of 5
languages rules 37, 48
understanding difference between 149–71
Lean Sigma 21, 112–13, 186
legal court documents 201
level mixing 144
locations/localities 57–60, 69

NAM (Nuclear Asset Management Model) 122, 225
National Environment Protection Act (NEPA) 120, 226
National Forest Management Act (NFMA) 120, 226
network diagrams 201
non-institutionalized corporate knowledge 2
non-programmatic (non-disciplined) deployment 132

object class diagram 161, 161
object management group see OMG
Object Orientation see OO
object-oriented process flow 11
OMG (object management group) 146, 226
one-dimensional process flow 46
OO (Object Orientation) 6, 20, 227
Oracle 181
organization(s)
chart 55, 201
complexity 2
theoretical foundation of 28
virtual 2
outcome purpose 41, 43
output 78
outsourcing 2

Paley, Bob 98
personal binders 201
pictogram 10
pictures
business-facing 192
vs words 36

Pitney Bowes 134
PM (project management) 193, 227
policies 202
POTS (plain old telephone service) 227
primary dynamics of business complexity 1
process charts
object-oriented process flow 11
one-dimensional 46
pictogram 10
simple three-dimensional process flow 10
two-dimensional process flow 12
process maps 32, 66, 74, 201
process modeling 9
product and service convergence 2
production shifts time 67
programmatic and ad hoc xBML deployment 132
project management see PM
purpose, business rationalization of 42
purpose-based thinking 33–5, 40–9
purpose-driven corporation 39
purpose statement 34, 39, 49
valid 48
INDEX

QED 228
Quickwins 92, 125–6, 129

RACI (Responsible/
Accountable/Consulted/
Informed) charts 33
RBOC (Regional Bell Operating
Companies) 228
recursive logic 50
recycling business knowledge 89
regulatory compliance 3, 71,
117–21, 186
regulatory time 67
Regulatory Compliance xiv
resource estimation 109–12
responsibilities 54–7, 69
revenue improvement 103, 105
rethinking business
theory 25–33
return on investment see ROI
reuse of business models
limited 145
massive, broad-scale 185–9,
188, 194
ROI (return on investment)
97–129, 133, 143, 228
desired and actual 100
root-cause analysis 178
SADT (Structured Analysis and
Design Technique)-based
modeling language 6, 228

safety and health standards 203
SAP® 107, 122, 181
Sarbanes-Oxley (SOX)
compliance audit 119,
138, 140, 186, 187, 216
SCOR (Supply-chain Operations
Reference Model) 122,
228
screen shots 202
SDLC 174
Senge, Peter 3
sequence dependencies 66
sequential work execution 68
service-level agreement see SLA
service-level time 67
service-oriented architecture see SOA
Shriver, Dr Bryce 98
Siebel 181
simple three-dimensional
process flow 10
SIPOC (Supplier Inputs Process
Outputs Customer) 112,
228–9
Six Sigma 8, 21, 100, 104, 116,
178, 186, 188, 216
revitalization 112–13
xBML support for DMAIC
framework 114
SLA (service-level
agreement) 229
coi-formulation 104, 113–16
SMEs (subject matter experts) 82–6, 125, 144, 145, 188, 229
Smith, Adam 5
SNPM (Standard Nuclear Performance Model) 122, 229
SOA (service-oriented architecture) 18, 19, 21, 142, 229
SOAP (Simple Object Access Protocol) 230
software tools 137
sourcing analysis 104
SOX (Sarbanes-Oxley Act 2002) 230
spreadsheets 177
Standish Group 136
Standish Reports 178
state diagrams 162, 163
statements of work 201
strategy documents 201
substitutes 2
Super-SME (subject matter expert) 230
Susquehanna power generation plant, Pennsylvania 98
system flow diagrams 201
system-to-business connectivity 70

technologies, new 2
temporal governance 68
text documents 202
theoretical foundation, poor 144
Third Law (Arthur C. Clarke’s) 177
throughput, increased 103
time frames 66–8
timing 66–9
21CC (21st century commerce) 3–5, 7, 22, 24, 134, 191–2, 231
TOGAF (The Open Group Architecture Framework) 122, 231
TQM (Total Quality Management) 8, 231
trouble ticket logs 202
true business purpose 42
two-dimensional focus 143
two-dimensional process flow 12
UML (unified modeling language) 159–65, 219, 231–2
object activity diagram example 164
object class diagram example 161
object collaboration diagram example 162
object component/deployment diagram example 165
object sequence diagram example 162
object state diagram example 163
use cases 202 example 160
understanding/communicating to others about your business 123–6
USAF 166
use case diagram 160, 160
user manuals 201
value added work 33–4
value chains 33, 201
virtual organizations 2
visionaries 28
Wachovia 134
wages and hours of work 202–3
Federal contracts 204–5
‘Wanna be’ business model 91
websites 201
WfMC (workflow management coalition) 146, 232
What model 30–2, 42, 45, 47, 49–54, 72, 74, 76, 78, 110, 134, 138, 139, 158, 169, 170, 192
BCF 94
examples 51, 196
rules 53
sample (enterprise deployment) 210
xBML example 170
When model 30–2, 66–9, 76, 111, 135, 138, 170, 192
examples 68, 197
rules 67–8
Where model 30–2, 57–60, 76, 111, 135, 138, 170, 192
examples 60, 196
rules 59
Which model 30–2, 41, 61–6, 75, 111, 135, 138, 170, 192
examples 64, 199
rules 64
Who model 30–2, 54–7, 76, 110, 111, 135, 138, 170, 192
examples 58, 196
rules 56
W5
atomic dimensions 71
and business gain 104–6, 112, 113
dimension/model 31–2, 34, 35, 170, 174, 192, 232
framework 37
individual models 49–69
integrated: *How* model 69–79
questions 35–8, 48
software editor 110

W51 232

*see also* *How* model

words vs pictures 36

work

authorization for non-US citizens 204
complexity, levels of 53
instructions 201
locations 57–60
statements 201
workflow 8, 186
diagrams 201
model 45, 74
workflow management
coalition *see* WFMC

workforce, ageing 2

workplace standards 203–4

xBML (extended Business Modeling Language) xiii, 233

automated business requirement generation 176
automation of 216–19
BPM architecture 217
as business definition standard xv

as business language 38
concept of 39–79
co-formulating laws and regulations 120
COTS selection 182–3
creation of 81–95
example: fill vacant job position 195–200
framework 30
as front end xiv
as graphical language xiii
implementing 131–40
merits 193
programmatic and ad hoc deployment 132
project model 138
creating 139
and purpose-based thinking 40
and ROI 97–129
support for Six Stigma
DMAIC Framework 114

versus other languages 167–71
*What* model example 170
xBML Innovations (xBMLi) ix, 76, 122, 174, 175, 218, 233
XML 76, 150, 218, 219, 233