

What is Lombardi University?

Lombardi University is a **comprehensive BPM education program** that allows you to obtain the Lombardi BPM education and mentoring needed to guarantee the success of your BPM initiative. Starting with your first project, and continuing along your entire BPM journey.

Lombardi University can help you develop your BPM capability and scale it over time, with new role-based education tracks (including BPM Executive Training), certification of multiple skill levels, an expert Faculty Network, virtual classroom delivery, and on-line education management.

BPM Talent Gaps Put You at Risk

BPM ‘talent gaps’ can prevent BPM programs from scaling and achieving mainstream adoption. With poor adoption, BPM initiatives stall, and you can’t achieve business value.

Most BPM vendors offer traditional product training courses that, in a few days, explain the basic features and functions of their particular BPMS tool. Unfortunately, customers will testify that this type of ‘one time, one size fits all’ training does not prepare you adequately for real-world projects.

Lombardi understands that thorough, practical, and ongoing education is the key enabler for an organization to become truly self-sufficient and successful at delivering BPM improvements. Without proper education, your capability to deliver BPM success and value is **put at risk**.

Lombardi University Helps Develop Your BPM Talent

Lombardi has expanded its education offerings to provide the structure and content that you and your team need to take your BPM capability to the next level.

At Lombardi University, we’ll help you:

- ***Close your BPM talent gaps.***

At Lombardi University, we offer courses and mentoring that cover the critical skills and best practices for every role in your BPM team: analysts, developers, program managers, administrators, and executives. Our innovative **Lombardi Certification Program** provides an education roadmap for each member of your team, whether they are just starting out, or already a seasoned veteran.

- ***Tailor an education program that fits your resource model.***

You may be outsourcing some part of your BPM projects. Or you may be “doing it yourself”. We can tailor your education program to develop the business and technical skills you need for your staff to deliver success with your in-house resources, partners, or Lombardi, and become self-sufficient over time.

- ***Develop advanced skills required to scale successfully.***

Your BPM capability and skills need to expand and mature along with your BPM program. Through its extensive BPM education catalog and Faculty Network, Lombardi University offers the advanced courses and workshops you need to scale your BPM expertise and enterprise-wide governance.

Lombardi University Features

Lombardi University’s talent delivery program includes the following features, unmatched in the BPM marketplace:

Role-based Education

Lombardi University has assembled the right mix of BPM coursework and practical experience into “education tracks” designed for each role in your BPM project team: analysts, developers, program managers, administrators, and executives. Each education track has graduating levels of maturity, increasing in depth and skills testing. And we offer an exclusive **BPM Executive Training** track to develop the BPM program leadership in your company.

Hands-On Mentoring

Mentoring is an option that ensures BPM best practices are clearly understood in the context of the actual project implementation. Lombardi experts will work on-site, side-by-side with your team to provide hands-on training of proven BPM implementation and deployment techniques. Mentoring can be used to “accelerate” the practical experience needed for skill certification.

Certification of Skill Levels

Guided by our structured **Lombardi Certification Program**, we guarantee consistency of skills and practices across your in-house, partner, and Lombardi resources. Upon completion of an education track for a given role and maturity level, a certification exam confirms comprehension of skills. Exams also validate the baseline skill level you have established from previous or external training.

Faculty Network

The quality and depth of Lombardi University’s education is due to the diversity of its faculty. Lombardi University is a community where Lombardi’s instructors, architects and program managers are joined by well-known experts from the BPM industry, partner companies, and professional organizations to deliver top-notch coaching, insight, and discipline.

Flexible Delivery

As your BPM team expands – across your company, or even the world – you need easy access to education. Lombardi University delivers courses and workshops in your choice of traditional classrooms (at Lombardi headquarters in the US or UK, or at your site) or virtual classrooms (web-based). In addition, we can help you train your in-house trainers.

On-line Management

Lombardi University’s education management system tracks and administers the education plan for each member of your team. Students can register for traditional and on-line courses, take exams, and track their progress. Managers get direct visibility into the team’s overall performance, so you can measure and manage advancements toward your BPM capability goals.

Talent Assessment and Planning

To help you with your planning, Lombardi University offers a free BPM Talent Assessment and Planning consultation where together we can assess your current BPM capability, compare it to the capability you need to achieve the goals of your BPM initiative, and profile your risk level due to any ‘talent gaps’. From there, we can outline a plan for you to acquire and develop the BPM talent you need to succeed. To request your free consultation, contact your Lombardi client representative, or send us an email today at talentgap@lombardi.com.

Foundation Courses for Core Skill Development

In order to establish the core skills needed for each role in your BPM project development and delivery team, Lombardi University offers the following BPM Foundations courses:

Course Name	Audience	Description
Foundations: Process Modeling	BPM Analysts, Developers, Program Mgrs, Administrators	This 2-day course teaches participants how to model and implement business processes with Lombardi Blueprint™ and Teamworks®. This course demonstrates how Blueprint and Teamworks can support different modeling goals using actual business processes as examples. Individual exercises allow participants to practice mapping requirements into a working business process model in Blueprint and Teamworks.
Foundations: Process Implementation	BPM Developers	This 3-day course covers the development of <i>Teamworks</i> ® services. Topics such as managing variables in <i>Teamworks</i> , modeling Message Events, creating Services for integration with external applications, and handling exceptions will be covered. During the course, participants will have various labs that reinforce course topics.
Foundations: BPM Program Management	BPM Program Managers	This 2-day course supplements traditional project management concepts by considering differences when operating in a business process management (BPM) environment. Topics include iterative development, identifying and selecting processes for projects, a process project's life cycle, and the aftermath of a process project. Classroom activities and company scenarios will allow participants to practice concepts introduced in class.
Foundations: Teamworks Operations	BPM Administrators	This 3-day course trains participants to configure and administer Lombardi Teamworks. This course covers pre-installation, post-installation configuration, and various operational and maintenance tasks. Participants also learn to manage various configuration options such as user authentication and authorization, and user interface customizations.
NEW! Foundations: Process-Driven Business Leadership	BPM Executives	This 2-day course provides business leaders with a practical understanding of how process leaders and owners can use BPM to create better outcomes for customers and shareholders through increased alignment of strategy and process. Participants will learn how to identify process improvement opportunities, how to develop process leadership skills, and how to embed process-driven thinking into your organization's business practices and culture. Lombardi has partnered with BPM thought leader Andrew Spanyi (Spanyi International) to bring you this workshop.

On-Demand Courses

To augment our instructor-led courses, Lombardi University is developing self-paced courses for that can be delivered over the web, on-demand. For example:

Course Name	Audience	Description
Process Mapping 101	BPM Analysts, Developers, Program Mgrs, Subject Matter Experts	This 2-hour self-paced online course uses a mixture of narrative, simulated sessions and hands on exercises, to instruct participants in how to get started with process mapping. The student will learn how to organize a process mapping project for success and how to conduct effective mapping sessions using Blueprint.

Faculty Network Courses

As a service to our customers, Lombardi University extends our standard curriculum by offering courses taught by well-known BPM experts that have joined our Faculty Network. These courses provide unique “elective” courses to complement your core BPM skill development. Among the initial Faculty Network course offerings are:

- **“Developing a Structured Approach for BPM Project Success”** offered by Derek Miers of BPM Focus
- **“Business Transformation or Better Sameness?”** offered by Derek Miers of BPM Focus
- **“BPMN Level 1 Method and Style Using Blueprint”** offered by Bruce Silver of Bruce Silver Associates

New Faculty Network courses will be added to the Lombardi University catalog periodically. Please watch for new course announcements on www.lombardi.com.

Mentoring and Workshops for Accelerated Learning

On-site, in-project mentoring and workshops can ensure the BPM best practices are clearly understood in the context of the actual project implementation. In these engagements, Lombardi experts will work side-by-side with your team to provide hands-on training of proven BPM analysis, implementation and deployment techniques. Current offerings include:

Offering	Audience	Description
Business Modeling Workshop	BPM Analysts	In this 3-day workshop, your BPM Analysts will learn the critical analytical skills that go beyond basic process modeling. Specifically, this workshop focuses on process centric culture, change management, and Lombardi’s BPM analysis methodology using Blueprint, case studies and hands-on exercises. The workshop can be customized to use customer processes in exercises, resulting in deliverables that are project/process specific.
Process Implementation Mentoring	BPM Developers	In this 4-week engagement, your BPM Developers will learn the best ways to implement BPM projects using rapid collaborative development with “playbacks” for validation and testing. A repeatable step-by-step approach is recommended for mapping high-level designs into a working process implementation.

Lombardi Certification Program

Beyond the content and curriculum, Lombardi's unique **Certification Program** provides a concrete, structured framework for systematic measurement and planning of BPM talent development, whether on an individual level or across your entire organization. The Certification Program includes:

- **Role-based Education Tracks** – Expanding beyond developer-only training, the Certification Program establishes a roadmap of skills required for all participants in the BPM delivery life cycle: analysts, developers, program managers, and administrators.
- **Multi-level Education** – Each track structures its courses for increasing levels of maturity: foundational, advanced, and expert.
- **Project Experience** – Comprehension of practical skills is both reinforced and demonstrated by completing actual projects.
- **Mentoring** – Lombardi experts work side-by-side with BPM delivery teams to teach proven discipline and techniques for successful delivery. Mentoring is “hands-on” as part of actual projects.
- **Certification Exams** – Exams for each maturity level guarantee consistency of skills and practices across your in-house, partner, and Lombardi resources.
- **Ongoing Education** – BPM is a journey. Lombardi continues to offer new courses so you can keep up-to-date on latest tooling and best practices.

After reviewing your BPM program goals, and assessing your current BPM capability, Lombardi will tailor a certification program and talent development plan that will meet your needs. Lombardi's training systems will track and administer the curriculum for each member of your team.

Certification Program Tracks

The Certification Program curriculum is organized into “tracks” that are tailored for each BPM participant role:

- **BPM Analysts**
- **BPM Developers**
- **BPM Program Managers**
- **BPM Administrators**

Certification Program Levels

Each Certification Program track has increasing levels of maturity, including three certification levels. Students take certification exams at each level to certify their understanding of key skills and practices. Here are the certification levels and definitions:



- Trained practitioners are trained on Lombardi products and methods, but they do not yet have certified Lombardi delivery experience.



- Level 1 certified practitioners are certified to deliver low complexity process applications with limited assistance.



- Level 2 certified practitioners are certified to deliver any process application with limited assistance. They are also certified to lead Level 1 resources.



- Level 3 certified practitioners drive program-level leadership – architecture, business process reengineering, and BPM standards development.

Certification Program: Level 1 Tracks

Level 1 in the Lombardi Certification Program is intended to certify foundational capability using Lombardi’s BPM technology and approach.

The following requirements must be completed to achieve Level 1 certification in each track:

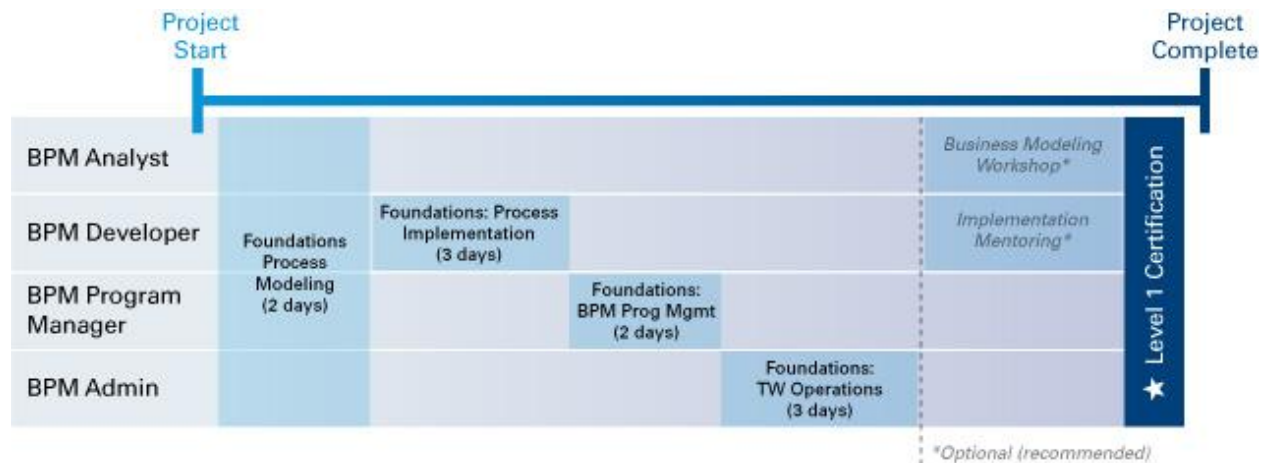
Track	Description	Requirements
BPM Analyst	This certification track will enable business analysts with the discipline and competence to analyze and communicate business needs for process-oriented solutions.	<p>Required Education:</p> <ul style="list-style-type: none"> • Foundations: Process Modeling <p>Recommended Education:</p> <ul style="list-style-type: none"> • Business Modeling Workshop <p>Additional Requirements:</p> <ul style="list-style-type: none"> • Enroll in this certification track • Complete BPM Analyst certification exam • Successfully complete project serving in a BPM Analyst role
BPM Developer	This certification track will enable developers to analyze and implement high quality process-driven business solutions using Teamworks®.	<p>Required Education:</p> <ul style="list-style-type: none"> • Foundations: Process Modeling • Foundations: Process Implementation <p>Additional Requirements:</p> <ul style="list-style-type: none"> • Enroll in this certification track • Complete BPM Developer certification exam • Successfully complete a project serving in a BPM Developer role <p>Recommended:</p> <ul style="list-style-type: none"> • Process Implementation Mentoring (can be used to meet project experience requirement)
BPM Program Manager	This certification track will enable program managers to lead a BPM project to successful deployment and ongoing improvement using an iterative	<p>Required Education:</p> <ul style="list-style-type: none"> • Foundations: Process Modeling • Foundations: BPM Program Management

	“playback-driven” approach that maximizes value and minimizes cost, time, and risk.	Additional Requirements: <ul style="list-style-type: none"> • Enroll in this certification track • Complete BPM Program Manager certification exam • Successfully complete a project serving in a BPM Program Manager role
BPM Administrator	This certification track will enable administrators to properly configure, manage and expand their Teamworks® environments to support a multi-project BPM program over time with optimal scalability and availability.	Required Education: <ul style="list-style-type: none"> • Foundations: Process Modeling • Foundations: Teamworks Operations Additional Requirements: <ul style="list-style-type: none"> • Enroll in this certification track • Complete BPM Administrator certification exam • Successfully complete a project serving in a BPM Administrator role

Certification as Part of Project Delivery

For a first project, the Level 1 certification of your entire delivery team can be incorporated into your project plan. Courses for all roles can be delivered in parallel within a few weeks. “Open enrollment” courses are offered to the public on an ongoing basis, both at Lombardi headquarters in the US or UK, as well as in virtual classrooms. Optionally, courses can be delivered privately if a customer desires dedicated instruction (3 days minimum).

Optional mentoring and business modeling workshops can be incorporated into project implementation work. Level 1 certification exams can be taken after required coursework and practical experience is complete. Example:



Recognizing Your Previous Lombardi Experience

Existing customers and partners that have successfully completed previous Lombardi training courses and projects may be eligible to get credit for that work. Previous experience can be submitted to Lombardi for review. "Refresher" courses will be made available to ensure students are up-to-date with the latest products and best practices.

Maintaining Certification

In order to keep your BPM knowledge "fresh", certification at a specific level is maintained annually. You can get credit for taking elective courses or by completing additional projects, and then use that credit to maintain your annual certification status. The Lombardi University catalog will offer a number of elective courses that complement and expand upon the standard education requirements for each role at each level.

Instructor Certification

Over time, your company may wish to utilize its own resources to deliver in-house BPM education for your process authors, managers, and end users. Lombardi can provide the necessary instruction and certification required to "train your trainers".

For More Information

For more information on how Lombardi can tailor an education plan and certification program to your needs, please contact your Lombardi customer representative, or ask us at info@lombardi.com.