

Manager of Business Process Excellence

Department: Audit & Advisory

Organizational Relationship: Reports to the Senior Director of Audit & Advisory

FLSA Status: Exempt

Last Updated: December 5, 2025

General Summary:

The Manager of Business Process Excellence maps and diagnoses end to end workflows across business teams, identifies root causes of friction, rework, and risk, and redesigns processes for simplicity, scalability, and measurable performance improvement. The role translates findings into clear future-state designs, practical procedures, and sustainable operating models that will help improve consistency, service quality, and ease of execution.

This manager partners closely with business unit leaders and frontline teams to drive adoption, define success measures, and ensure changes stick. Where appropriate, the role develops well-grounded business cases and requirements for process digitization, automation, and AI enablement, then works with the firm's AI and technology partners who design and implement the technical solutions.

Essential Duties and Responsibilities

"Essential duties" are those that an individual must be able to perform with or without reasonable accommodation.

- Lead end-to-end business process excellence engagements, including discovery, current-state mapping, root cause analysis, future-state design, and implementation support.
- Identify inefficiencies, rework, bottlenecks, and control gaps, then define practical recommendations aligned to firm culture and operating realities.
- Develop a deep understanding of workflows by synthesizing stakeholder input, documentation, system touchpoints, and data.
- Apply structured methodologies (for example Lean, Six Sigma, and standard process and control design concepts) to improve quality, consistency, scalability, and cycle times.
- Use data and performance measures to quantify pain points, validate hypotheses, prioritize opportunities, and track results.
- Identify opportunities for process digitization, automation, and AI enablement, develop business cases and requirements, and partner with AI and technology teams for delivery.
- Facilitate workshops and working sessions, align cross-functional stakeholders, and drive decisions toward clear outcomes.
- Build trusted relationships quickly, using influence, storytelling, and change leadership to secure buy-in and drive adoption.

- Provide advisory support to leaders and teams, while maintaining accountability for measurable, sustained improvements.
- Prepare clear, executive-ready materials (process maps, operating model artifacts, recommendations, and implementation roadmaps) for senior leadership.
- Support change management by partnering with stakeholders to develop communication plans, training, and reinforcement mechanisms that ensure changes stick.

Position Specifications

Education

- Bachelor's degree in any field of science or business is required.
- MBA or equivalent advanced degree a plus.

Work Experience

- Minimum three (3) to five (5) years' consulting experience within a Big Four or comparable consulting firm, including two (2) to four (4) years' experience in the area of business process redesign.

Knowledge, Skills, and Abilities

- Proven ability to lead and manage cross-functional process excellence engagements, including planning, structuring work, driving decisions, and delivering outcomes.
- Strong command of process mapping and analysis techniques (current-state, future-state, swim lanes, SIPOC/value stream, root cause analysis) and demonstrated implementation experience.
- Fluency in structured improvement methodologies (for example Lean, Six Sigma, and standard process and control design concepts), with sound judgment on what is practical in a professional services environment.
- Strong facilitation and stakeholder management skills, able to influence without authority and build alignment across senior leaders and frontline teams.
- Ability to translate complex workflows and data into clear insights, priorities, and executive-ready recommendations.
- Strong analytical skills, including comfort working with operational metrics, developing baselines, and defining measures of success.
- High integrity and discretion, with the ability to handle confidential and sensitive information appropriately.
- Strong change enablement skills, including communication planning, training support, and reinforcement mechanisms to sustain adoption.
- Excellent written and verbal communication skills, including the ability to produce concise, high-quality deliverables (process maps, operating model artifacts, roadmaps).
- Proficiency with common productivity and analysis tools (Microsoft 365, Excel, PowerPoint), and familiarity with BI and workflow tools (for example Tableau/Power BI, process mapping platforms).

Additional Requirements:

- Travel required (10-20%)

Working Conditions

All Latham & Watkins positions are in a typical indoor office environment.

The statements contained in this position description are not necessarily all-inclusive; additional duties may be assigned and requirements may vary from time to time, and from location to location.