Value Stream / Process Mapping

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Purpose

Value Stream or process maps unlock hidden waste in organizational processes and systems.

Background

- Value stream mapping is used to analyze the flow of materials and information currently required to perform a task necessary delivering an organization's product / service
- Value streams may be made up of one or more process maps
 - Whether the more strategic value stream or a tactical process map, the technique is the same
- The technique can be easily applied to any office and business system, including services, financial, healthcare, academia, etc...

Mapping

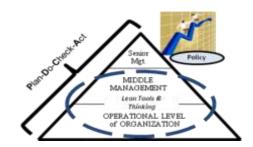
Mapping is accomplished by three steps:

- 1. Identify the current state
- 2. Identify waste
- 3. Develop the desired future state

The Hinge

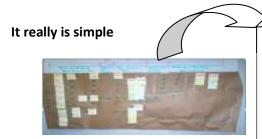
Value stream / process mapping is the hinge for people, process and technology and creates the tactical means by which operational level personnel can perform according to senior management's strategic direction. Lean tools / thinking link everyday activity to Plan-Do-Check-Act.





Requirements

- Cross functional team familiar with the business process
- Using sticky notes, the team identifies *all steps* of the process
 - "all steps" must be extremely detailed and granular in order to identify waste and make the process better and faster
- The seven forms of waste learned are identified
 - red dots or other colored visual symbols are optional means to visibly display where waste occurs
- Brainstorming possible solutions leads the way for an improved process
- Necessary actions for the desired future state are reviewed with appropriate management for approval



Examples of Waste

- Printing paperwork too soon
- Filled "In-boxes"
- System downtime
- Re-entering data
- Order Entry errors
- Walking to central filing
- Movement of paperwork
- Limited functional responsibilities

Benefits

- Find ways to improve work
- Faster customer response
- Fewer errors
- Reduce frustrations
- Have specified process owners
- Better understanding of how things work
 - Employees understand everyone's role

Summary

- ✓ ALL processes have WASTE that cost you MONEY and TIME.
- ✓ Improvement requires change. To change a process you have to understand the process.
- ✓ Process excellence will not be achieved without involving people at all levels of the organization.

Learning is not compulsory... neither is survival

Dr. Deming