



## 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...

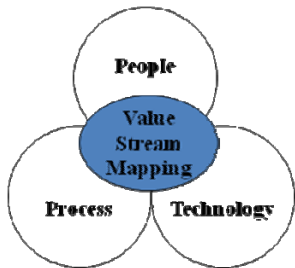
### Mapping

Mapping is accomplished by three steps:

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

### The Hinge

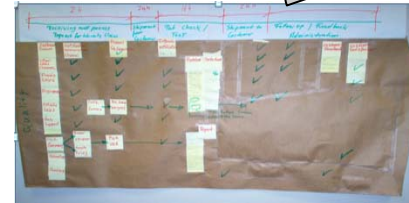
Value stream / process mapping is the hinge for people, process and technology and creates the tactical means by which operational level personnel can perform according to senior management's strategic direction. Lean tools / thinking link everyday activity to Plan-Do-Check-Act.



### 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

### It really is simple



### 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
  - 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*