

Process mapping



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Antti Salonen





What is a process?

”A network of activities that are repeated over time, and that aim to create value for an internal or external customer”

(Free translation from Bergman and Klefsjö, 2003)

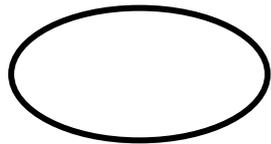
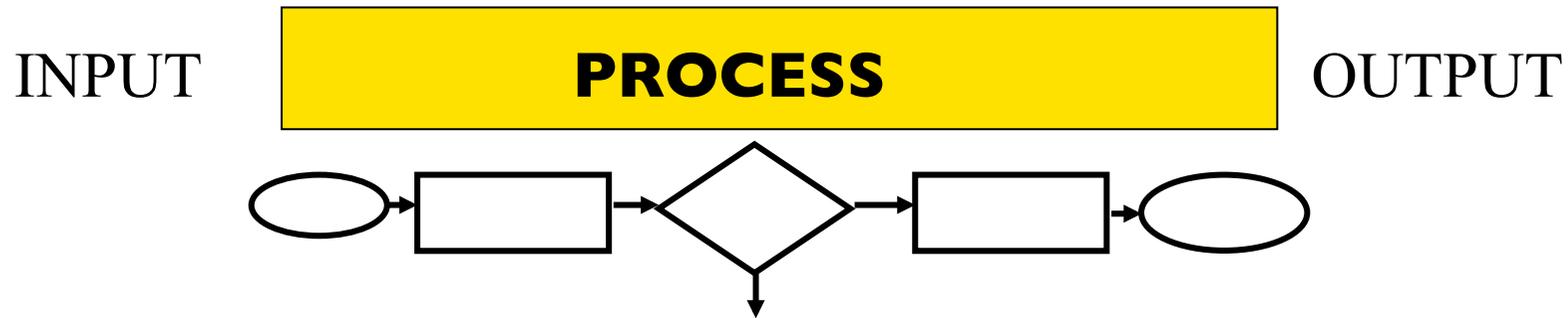


Process mapping

- Provides a good overview of the conducted work
- Helps visualize unknown flaws and shortcomings in the process.
- Helps identification of critical and weak points
- Prevents repeating faults and problems.
- Clarifies which parts of a process that really increase the customer value.
- Show the true time consumption in a process and where the bottlenecks are
- Creates a common ground for improvements.
- Creates a common view and understanding of the process



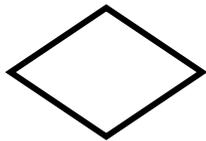
Mapping basics



Oval – symbolizes the start and the end of the process



Rectangle – an activity within the process



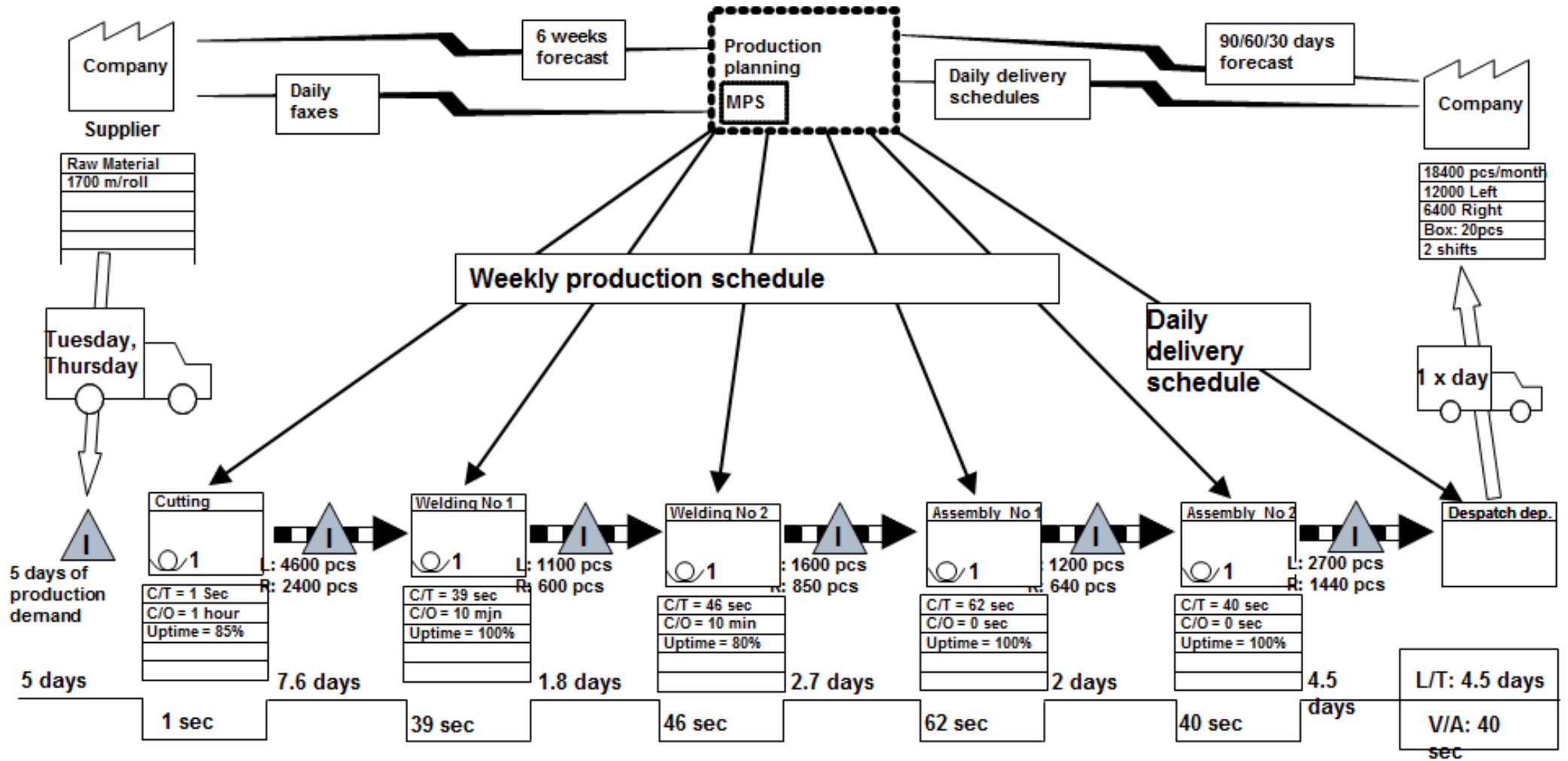
Romb – choices and decisions. Commonly designed as a question with a yes- and a no- output.



Arrow – shows the work order in the process



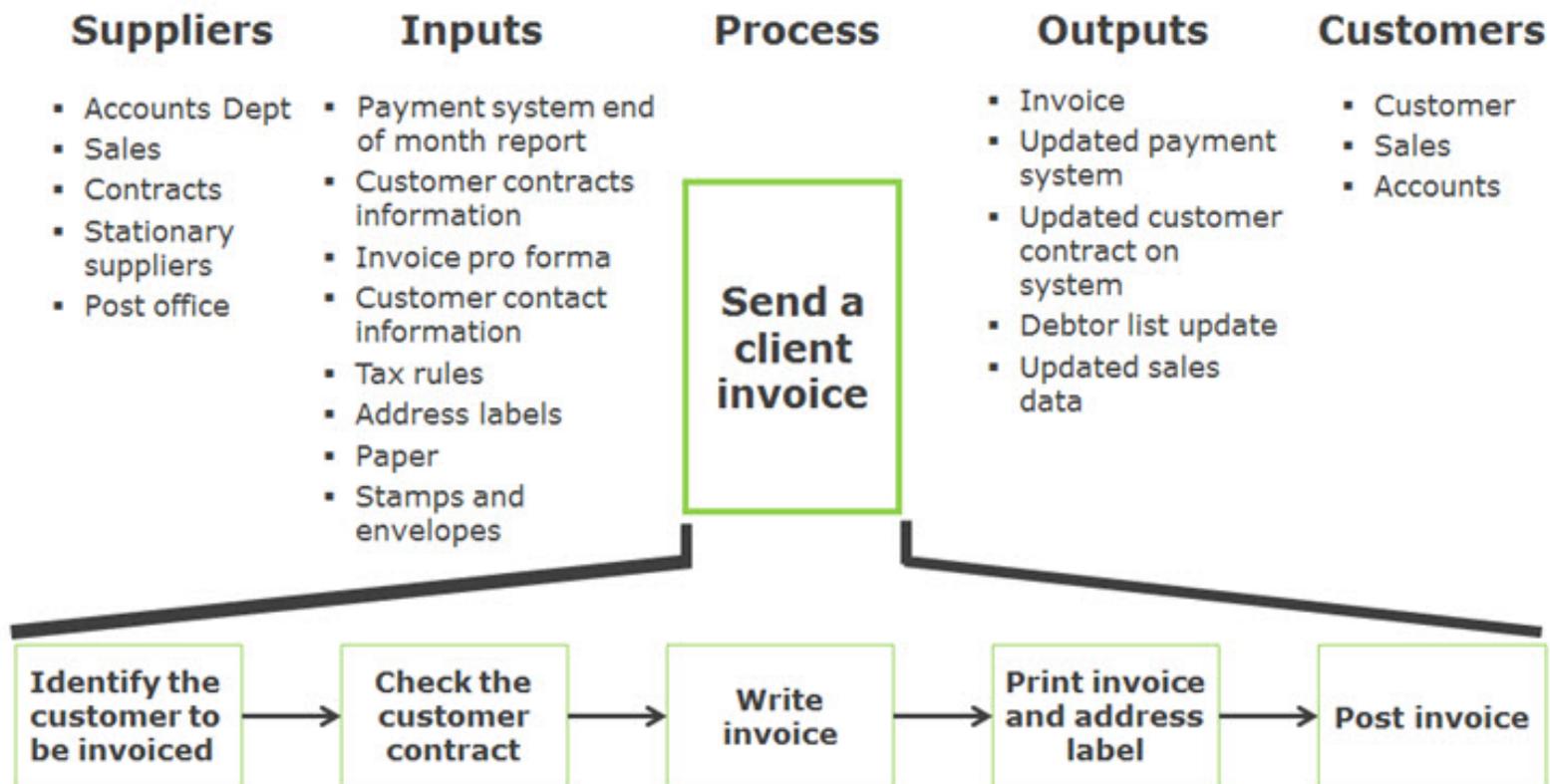
Value stream map





SIPOC

SIPOC example: sending an invoice



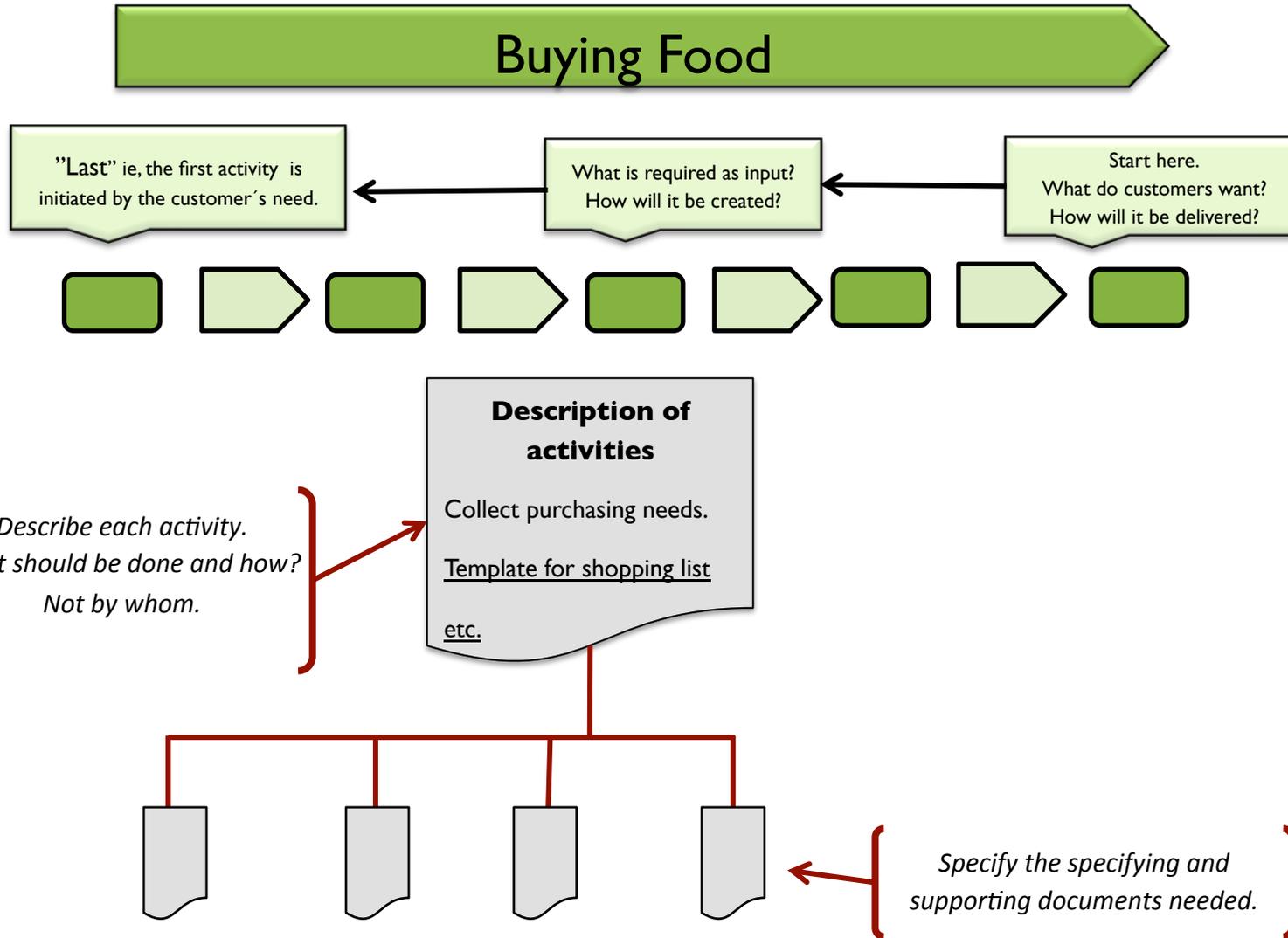


SIPOC performance

- **Step 1.** Name the process. (Use verbs/adjectives.)
- **Step 2.** Indicate the start/stop, or the scope of the process. (What are the triggers that initiate and end the process?)
- **Step 3.** Indicate the output(s) of the process. (Use nouns – what is it this process does?)
- **Step 4.** Indicate the customer(s) of the process. (Whom does this process affect/benefit?)
- **Step 5.** Indicate the supplier(s) of the process. (Which individuals/teams provide inputs into this process?)
- **Step 6.** Indicate the input(s) of the process. (Use nouns – what is needed to execute this process and deliver the outputs?)
- **Step 7.** Indicate the five to seven highest-level steps in the process as they exist today. (Use verb/adjectives – how does this process operate?)



Process mapping methodology





Workflow:

- 1. Map the process**
- 2. Descriptions of activities**
- 3. Key performance indicators
(process metrics)**



Process mapping

Left column provides some additional information

Right column describes work flow.

*The group consist of 4-7 people
Appoint a meeting leader*

Material:

Large flipchart papers, 3 sheets

Tape

Paper glue

*Post-it notes yellow 76*76*

*Post-it notes yellow 76*127*

Post-it notes green (Blue)

1 black marker pen/person

1 pencil

1 pair of scissors

I. First prepare a large sheet of paper.

Tape together 3pcs of flipchart sheets and put them up on the wall

The process to be mapped is "Shop Food", this means weekly treatment of food

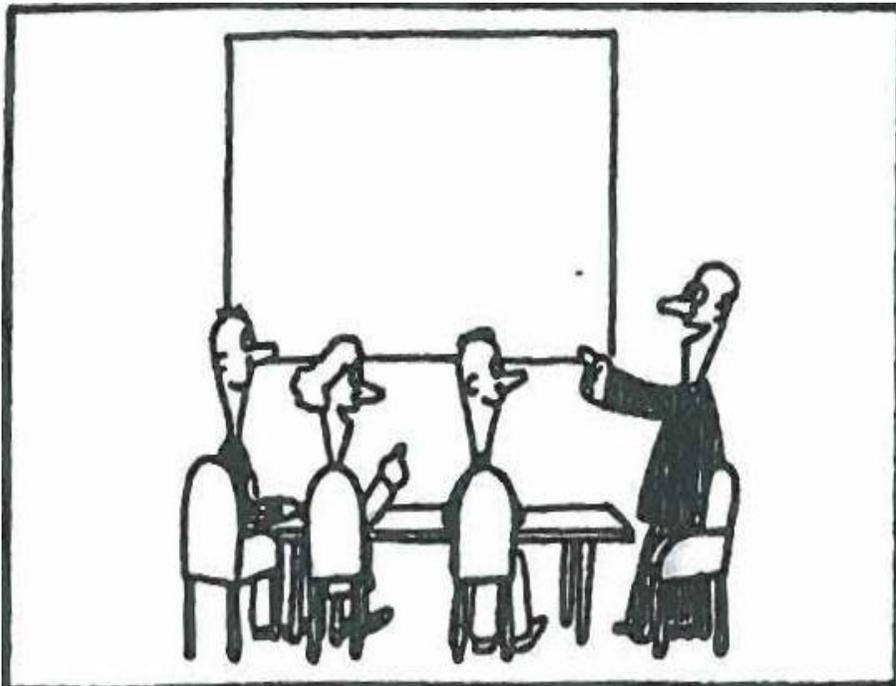
Enter the process name in the upper left corner



Process mapping

Left column provides some additional information

Right column describes work flow.



2. Warming, and delimitation of the process

Arrange work closely, sit near to each-other. The meeting leader should sit at the right hand of the place.

Delimitation of the process.

- What comes out of the process (output)?
- Who is the customer?
- What starts the process (inputs)?
- Who initiates?

The idea is to help each other getting started, and not leave the logic into the end.

(Do this for about 5 minutes)



Process mapping

Left column provides some additional information

Right column describes work flow.

	<p><u>3. Distribute sticky notes and pens</u></p> <p>Each participant should have min. of 5pcs of yellow post-its 76 * 76 and a black marker pen.</p> <p><u>4. Take the suggested activities in the process</u></p> <p>All participants write down activities, that they feel are parts of the process, on yellow post-it notes. Put all the pieces on the sheet of paper (no particular order required).</p>
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Process mapping

Left column provides some additional information

Right column describes work flow.

The meeting leader draws a 25cm (diameter), large circle with a pencil in the bottom left corner and places one of the post-it notes in it. The meeting leader should read what is written on the note, and if necessary, e.g. an explanation from the author can be added, and the text can be changed. After clarification, the note is moved back to the sheet of paper

This is repeated until all the notes have been reviewed

Listen to the note's message without preconceptions. Rely on intuition and feeling.

Here, "mavericks" can pop up but they will be dealt with later

5. Clarify wording

Do not argue over whether the content is appropriate or relevant, check if the statement is real and everyone has understood the content. Do not comment or defend a note if no one questions it.

6. Grouping of activity descriptions

All gather in front of the sheet and move tags. Tags that are the same or is associated are arranged in groups, near but not on another.

This is done in absolute silence

Remember, do not talk, everyone must participate. It is perfectly OK to move a note that someone else had put in a particular group



Process mapping

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*Enter the name of a group on a bigger yellow Post-It note 76 * 127.*

Put together all the notes that belong to a group.

Place them on each other under the group's post-it note

Use green Post-it notes for items and (output and input.

Cut Arrows showing direction



Check if you think something is missing in this flow, and add this.

When you think the process is OK glue Your

"Arrows" indicating group activities and also object tags

Now you have your process mapped

7. Put the name of each group of activities.

This is done together.

Remember, doing something =

= verb + noun.

You are allowed to talk

8. First Arrange in process order (chronological order)

Start with the output.

- What the customer wants?
- How will it be delivered?

- Then continue with.

- What is required as input?
- How is it made/achieved?
etc.

- "Last," the first activity is initiated by the customer's need.



Process mapping

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Use the yellow post-it notes for each "group" to list the activities that must be performed. Try to arrange them in the appropriate order. Enter them with a pen during each activity

Enter specifying and supporting documents for each activity.

9. Activity Description

Describe each activity included in the different groups (see your post-it notes).

Describe what will be done and how!

Not by whom!

If you have "mavericks" try to get them incorporated in the text of an activity description

10. Specify the documents needed

Based on the activities described under section 9 is specifying and supporting documents are presented.

Examples:

- Templates
- Checklists
- Instructions
- Policies
- It-crib
- etc.



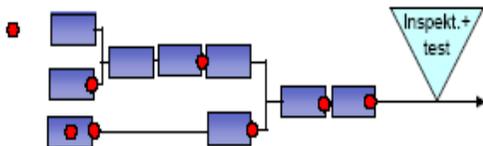
Process mapping

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First discuss and list the current process performance indicators. Once you agree, you then write the process performance indicators in the upper right corner.

Kvalitet måste mätas tidigt i kedjan, inte bara i slutprocessen



11. Enter the process performance indicators

Be sure to set both soft and hard process performance indicators. Indicators that measure the final outcome and critical steps within the process.

12. Congratulate the team

You have now made your process mapping and it is time to congratulate the participants.

Write the date and names of the participants in the lower right corner

Eat cake or grab a pizza and take a big glass of wine



Process mapping

Food shopping



Every Thursday evening:
Collect purchase needs from-
Needs listed on the blackboard
Planned meals, [links to recipe registry](#)
Needs in the cabinets, see [checklist](#)
Offers and coupons

Compile all goods after the point of purchase and purchase order

[Template for shopping list](#)

Coupons must be attached

Every Friday afternoon:
Planning routes for selected retail outlets.
Choose a mode of transportation based on route and quantity of goods.
Go to first place of purchase.

At each place of purchase:
Hold and acquire cart.
Perform purchase according to list and coupons.
Delete items on the list when they are picked.
Eventual replacement/additional goods and impulse buying is anchored via mobile or SMS.
Pay by credit cards and any coupons.
Save your receipt.
Pack goods in transport.

If needed go on to the next place of purchase in the planned route

(repeat this sub-process

At the end of the route:
Go home.
Put items in cupboards, fridge and freezers.
Delete all purchased from the board.
Save receipts for [monitoring the household budget](#).
Note [metrics](#).

Key performance indicators:

- Number of purchases by list.
- Cost relative to planned cost.
- Cumulative cost relative to budget.
- Time required for purchase.
- Number of impulse buys.
- “Sale”; etc.



Practical advice

- Make your own observations.
 - Use multiple data sources
 - Your own observations
 - The operators' statements
 - Formal instructions etc.
 - Ask the staff to verify your map
- } Compare these