

Understanding Work through Flow Mapping

Purpose:

- Learn how to visually describe work
- Develop “eyes” for seeing tasks within a process
- Improve the way we do work
- Become capable in creating “standard work” for office processes.

Objective for Flow Mapping 101

Given a work process which must be accomplished and people with content expertise

Visually describe the sequence of tasks with a Flow Map and document the process using the Standard Work sheet

So that the work is definable, repeatable, predictable and can be handed-off without loss of continuity.

Flow Mapping

- What is Flow Mapping?
 - Process improvement tool for analyzing work
 - Uses symbols to create a picture of the sequence of tasks we perform
 - Examination of our daily routines and practices
 - Allows us to “see” our work

Flow Mapping



Flow Mapping makes our process visible so that we can all see it, agree on it, examine it and improve it.

BELIEFS about FLOW MAPPING

1. Describing the sequence of events required to do work is a necessary condition for understanding the work and teaching the work to another person.
2. The first step in improving work is to understand the total context within which the work fits.
3. The people who do the work are most knowledgeable in the work itself.
4. The better I understand the processes behind what I observe with my eyes, the better I am positioned to solve problems in the work flow.
5. If work happens more than once it can be viewed as a flow not an event.
6. For a flow to be in control it must be definable, repeatable and predictable.
7. The way work is done is governed by the beliefs of the person who creates the work.
8. Work is not effectively carried out unless the purpose and products of the work are understood.
9. People's will increases and frustration decreases the more work is performed consistently.

BUSINESS PROCESS FALLACIES

FALLACY

- Ineffective business processes don't cost the organization much
- Business processes are unimportant compared to production processes
- The organization can work around business processes

REALITY

- 40-70% of white collar effort adds no value
- Eliminating errors =
 - √ reduced costs
 - √ increased capacity
- Customers are more likely to leave because of poor business processes than poor products
- Work-arounds produce
 - √ unnecessary work
 - √ redundancy
 - √ stress

85/15 RULE OF THUMB

- 85% of problems are due to problems in the work *process*.
- Only 15% of problems can be attributed to the *performance* standards of an individual working within the process.

PROCESS EMPHASIS

FROM:	TO:
Employees are the problem	The process is the problem
Doing my job	Helping to get our work done
Understanding my job	Knowing how my job fits in the overall process
Measuring individuals	Measuring performance of process (based upon customer criteria)
Change the person	Change the process
Correct errors	Reduce the opportunity variation
Who made the error?	What allowed the error to occur?

UNDERSTANDING PROCESS THROUGH FACTS AND DATA

Use the “Three Actuals” Rule:

- 1. Go to the *actual place* of the process.**
- 2. See and chart the *actual process*.**
- 3. Get the *actual* (uncensored) facts by talking to the people doing the day-to-day work.**

Flow Mapping

“The First Law of Mentat”, from Dune

“A process cannot be understood by stopping it. Understanding must move with the flow of the process, must join it and flow with it.”

PROCESS ANALYSIS STEPS



- ***- Pick a business process and define the start and stop points of the flow***
- Walk the flow and draw a spaghetti chart***
- ***- Describe each step of the spaghetti chart with a symbol and label***
- Analyze the Lead Time***
- ***- Improve the process and document as Standard Work***

Follow these steps to get started on your road to improvements.

Gathering



Analyzing



Strategizing



Targeting



Packaging



Distributing



Message ready
to send

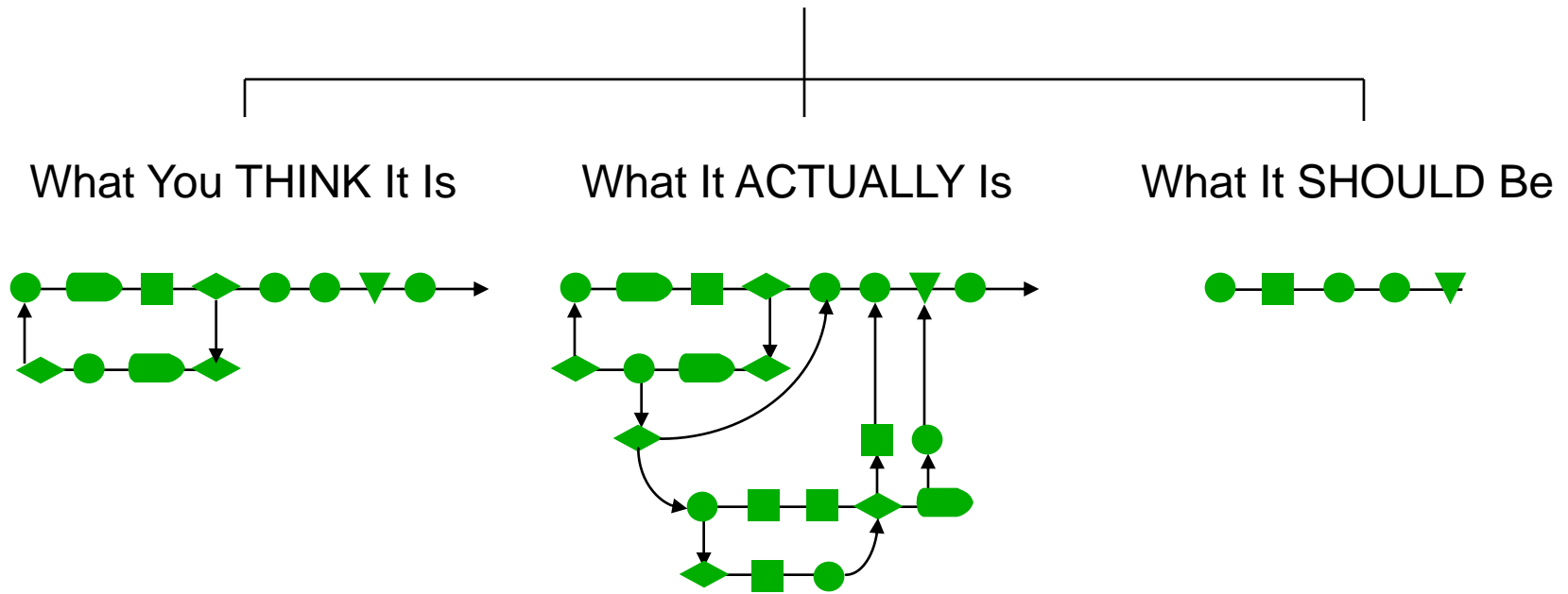
Receipt confirmed
by recipient

Example

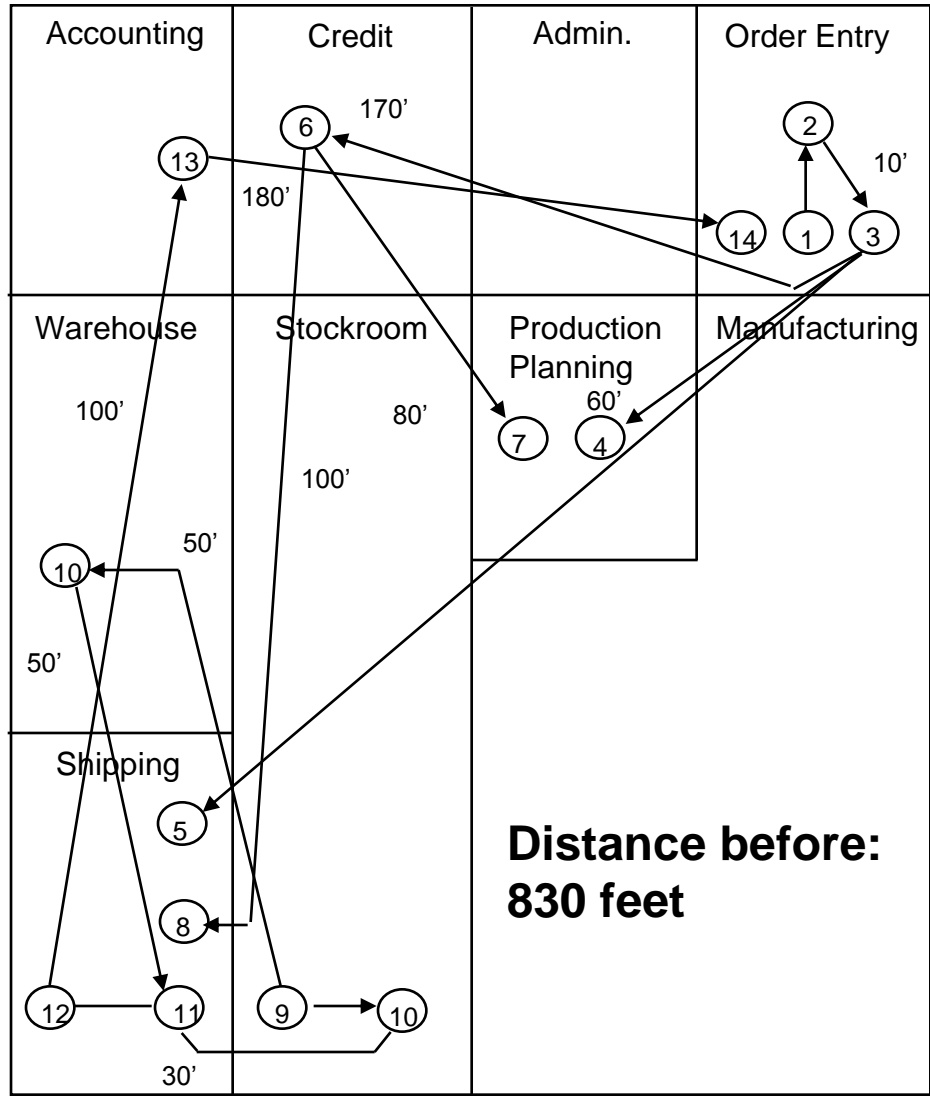
**Pick a Flow and identify
the start and end points**

VERSIONS OF A PROCESS

Any Process Has at Least Three Versions



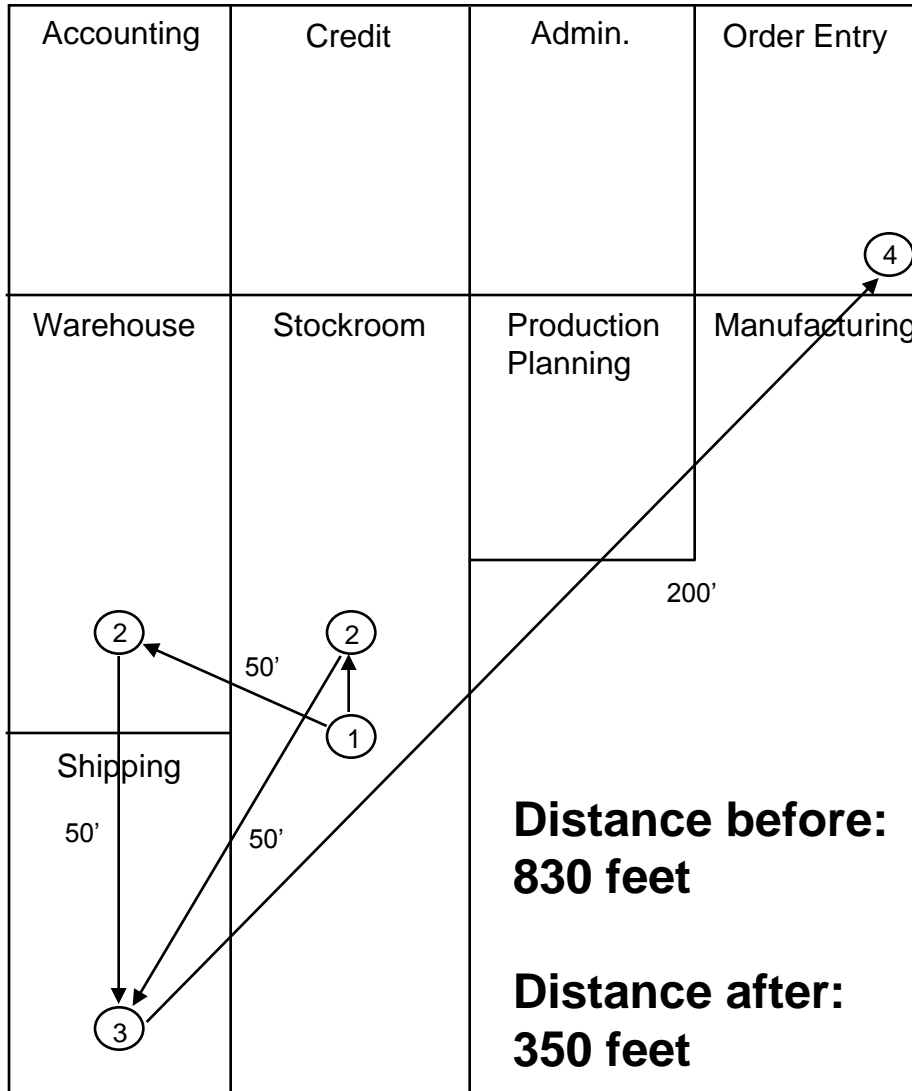
SPAGHETTI CHART (BEFORE)



Make sure you go around walls and machines when documenting flow.

**Distance before:
830 feet**

SPAGHETTI CHART (AFTER)

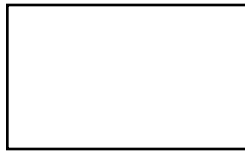


Transformation



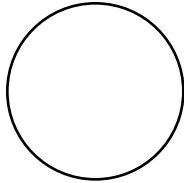
DECISION

...reaching a conclusion, picking a course of action which defines follow-on activities such as buy it, book it, hire, fire, yes, no



ACTIVITY

...*doing something* such as data entry, compiling, sorting, gathering, logging, issuing, listing, recommending or recording



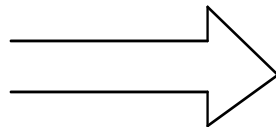
INSPECTION

...*examining against a standard* to ensure completeness or correctness such as cross-adding, review panels, balancing accounts, auditing, supervisor approval



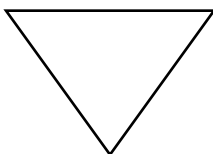
DELAY

...*waiting for something to happen* such as sitting in queue, in-baskets, out-baskets, lost on the desk, the “to-do” pile, waiting on information



TRANSPORTATION

...*moving from one place to another* such as hand-offs, mail, driving, email, phone-calls, fax, inter-office mail

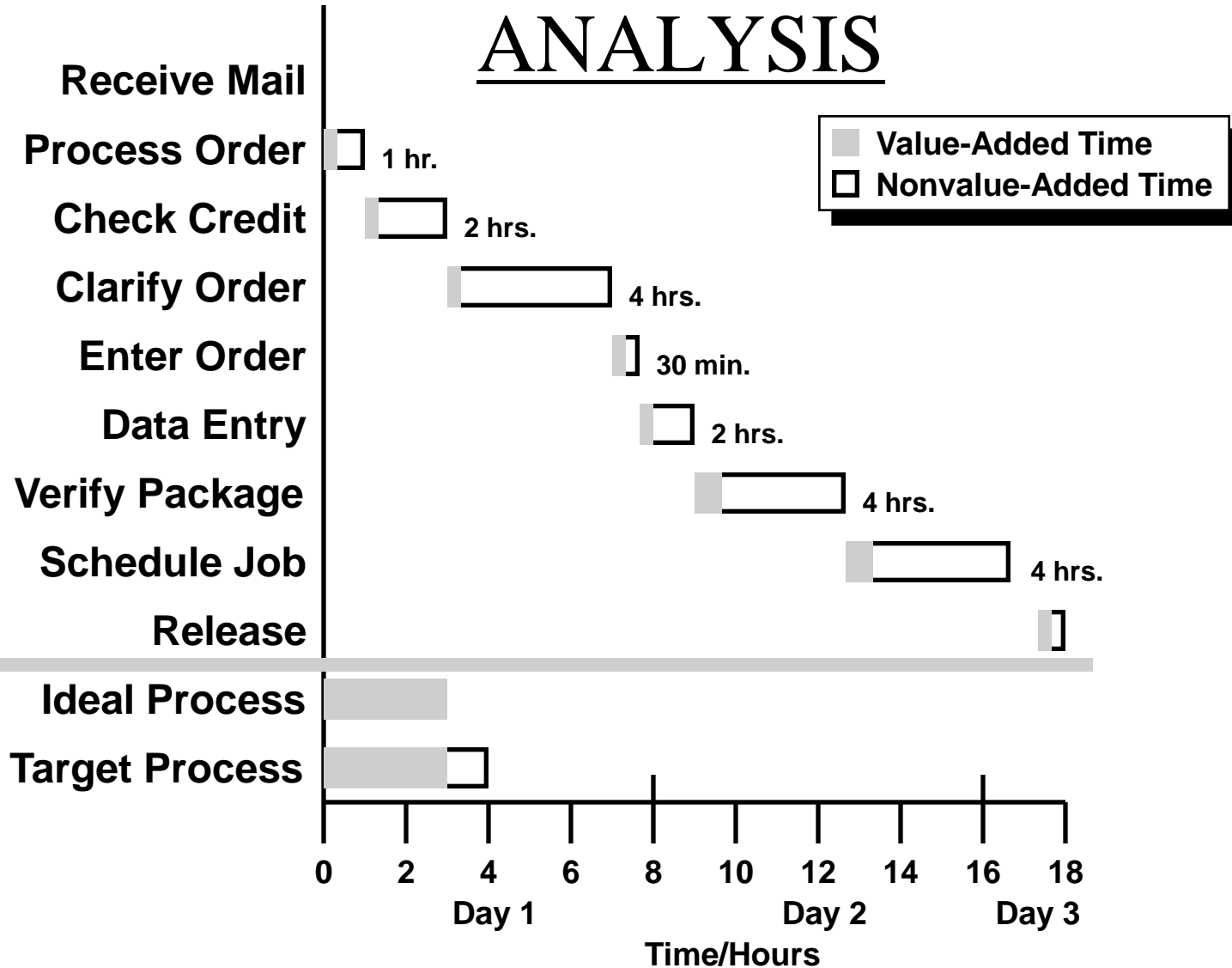


STORAGE

...*retaining something for future use or reference* such as in filing cabinets, data sets, CDs, flash, box under the desk, archives

Transaction

LEADTIME ANALYSIS



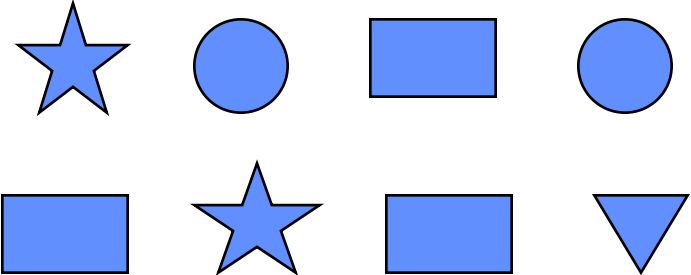
Flow Mapping

Meet the Standard Work sheet

- * Describes why the work exists
- * Describes the essence of the work
- * Describes the results of the work
- * Describes the philosophy governing the work
- * Pictorial describes the sequence of events required to perform the work.

This documentation is good for...

- * Current understanding of work
- * Training
- * Baseline for improvements

Title _____
Core Purpose
Core Process
Product
Key Beliefs
Flow Map


Key Flow: Building Healthy Workforce Relations

Core Purpose:

To create productive work environments
in a way that builds everyone's spirit and will
so that work is accomplished in the most energy-efficient manner.

Core Process:

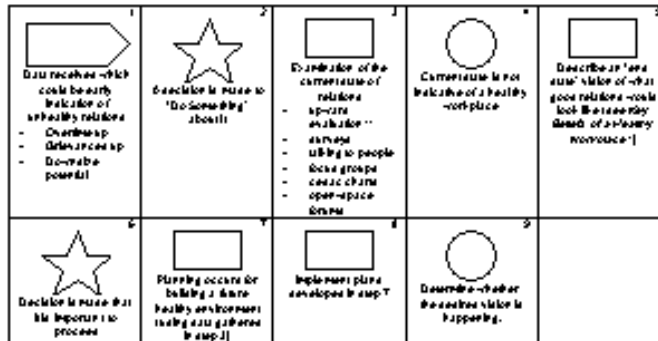
Bringing the current state of workforce relations in line with healthy workforce beliefs (*).

Products:

1. Openness of dialogue
2. Trusting relationships
3. Quality of work environment
4. Purposefulness toward accomplishing work

Key Beliefs:

1. People can create healthy environments.
2. The very way in which we create "healthy environments" must model the attributes of a "healthy environment." (No... "The fogging will continue until morale improves.")
3. Management sets the tone for healthy working relationships.



* Key Beliefs on a Healthy Workplace

1. Inclusive relations yield better performance than exclusive relations.
2. Employees have a "voice" which will eventually find a willing ear.
3. Unfettered & freedom create decision within the workforce.
4. Incremental policy administration creates stages of advantage.

~ Ref. Attachment

Example

Flow Mapping

Discussion

1. Why do I believe flow mapping the work is essential?
2. For whom are flow maps generated?
3. Why might people who do the work not like creating flow maps?
4. What are the capabilities required to generate flow maps?