



- Visible process values
- Basis for improvement
- Fresh perspectives needed

"a picture is worth a thousand words"

TIME BASED PROCESS MAPPING

VISIBLE VALUE

INTRODUCTION

Plotting the steps involved in a process, the time they take and labelling value from non-value adding steps highlights areas of opportunity for improvement.

APPROACH

1. **List** the steps involved in a process, step by step.
2. Identify for each step: the **time it should take**, and whether it is a **value adding** or **non-value adding** activity. (Value adding activities are those that create something a customer wants; non-value adding are things like administration that are often needed but the customer doesn't particularly want or care about. Alternatively think in terms of would someone pay you for doing this? If so, then its value adding).
3. Obtain **actual data** on the time each step takes by **o b s e r v a t i o n** and measurement of the actual process, or a number of repetitions of the actual processes.
4. **Draw the process** on a timescale, highlight the value and non-value adding activities.
5. Use the diagram as the basis to consider **areas for improvement**. Reduction of non-value adding items to zero would be the idea (but see Notes).

Notes:

- Non-value adding items are often necessary e.g. in the example shown, people must DIAL in order to connect to the help desk. However, sometimes there are alternatives, e.g. in this example, the service could be provided by a website perhaps in which case maybe faster access is possible through a webpage.
- Use the diagram to question WHY things are done, and HOW they could be done better.
- An external facilitator is very useful who is not afraid to ask 'stupid' questions, question established thinking, or to force fresh perspective. (There's a saying, "do what you always have done, you get what you always got.")

THE REWARDS

Performing this work brings much needed clarity and visibility to often hidden processes. This visibility is vital to redesigning a process, and especially useful if compared with a competitor process it creates undeniable evidence for the need to improve.

Requesting Support via telephone

