Agile / Lean Help-sheet

Lean: Value Stream Mapping

AGILE. simplicity > speed > success

High Level Approach

1 IDENTIFY VALUE STREAM
Identify, understand and describe the product, service or process to improve and agree who the customer and key stakeholders are

2 MAP AS-IS PROCESS
Establish the process framework, map the high level current state value stream and the lower level current state process

3 REVIEW & IMPROVE
Critique process to identify types of waste & remove bottlenecks to optimization flow

4 DESIGN TO-BE PROCESS
Map the future state and test with the customer

5 CREATE ACTION PLAN
List the required actions needed to achieve the future state

6 IMPLEMENT CHANGES
Establish team to implement

Lean Origins

Lean is set of practices that originated in the Manufacturing industry. These practices are now widely used in the services and technology industries.

Lean focuses on value. It considers the expenditure of resources for anything other than the creation of value for the end customer to be deemed wasteful, and should therefore be removed.

Value Stream Mapping

Value stream mapping is a tool that supports the removal of waste by presenting the whole process end to end in a way that is easy to understand and then allows analysis and improvement to take place.

Why use this tool?

- Improve the customer experience
- Increase efficiency
- Increase Communication & Shared Understanding
- Reduce risk
- Reduce operational costs
- Improve customer service

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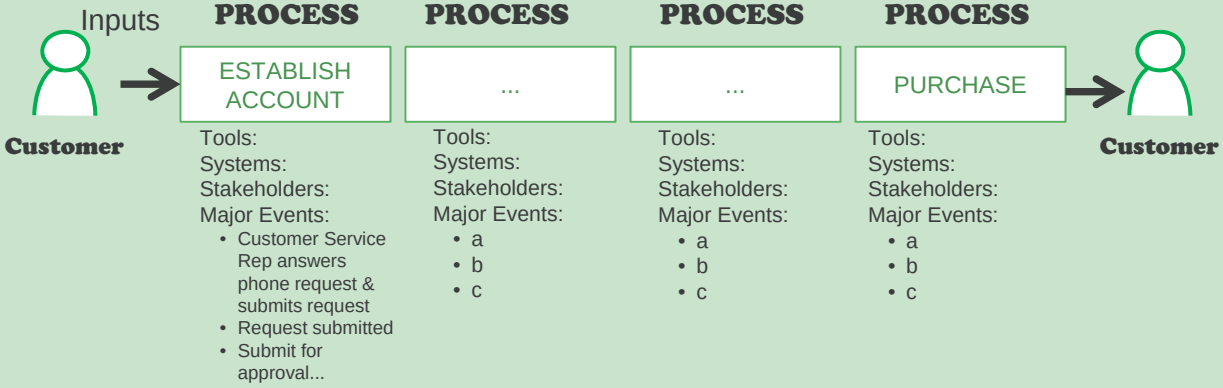
Same principles, different altitude

VALUE STREAM LEVEL

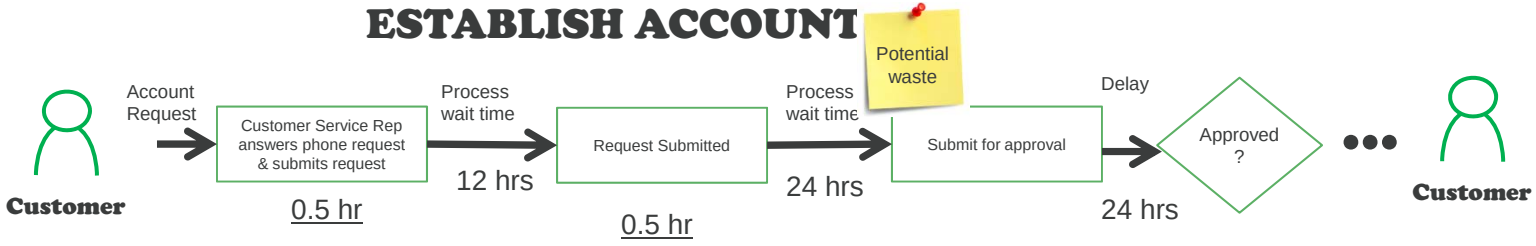
All the steps required to complete a service, product or process from beginning to end.

PURCHASE PRODUCT



PROCESS LEVEL

ESTABLISH ACCOUNT



% productivity = $\frac{\text{actual time}}{\text{total elapsed time}}$

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APPENDIX: More detail around approach

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The following pages will provide more detail on the approach. These steps detail how to capture the end to end process and then constructively critique using a team approach.

1 IDENTIFY VALUE STREAM

a) Identify product, service or process to improve
b) Understand the high level context in terms of
   - Business goals
   - Customer goals
   - How the product, process or service fits into the organisation
c) Agree who the customer is and who the key stakeholders are
d) Describe the product, process or service features, attributes and purpose from a customer perspective

2 MAP AS IS PROCESS

1) Set up the team note: if this is different to those involved in step 1) spend time ensuring there is a shared understanding with the team of the outputs of step 1).
2) Ensure you have the customer view. Confirm that the team knows who the customer is and their voice is represented
3) Establish Process Framework
   a) Agree scope of the process i.e. How big a picture do you want, have influence over and have information about
   b) Identify process boundaries i.e. where will the process start and end
   c) Determine what other processes this process interacts with
   d) Agree level of detail required based on the purpose of the process
      - Consider the audience for the process
      - The costs are if elements are misinterpreted
4) Map the high level current state value stream process
   a) Name the value stream
   b) Select a wall to post the high level process on
   c) Determine major process activities
      - Use cards and blue tack on the selected wall. This allows easy changes as you progress
   d) Identify inputs and outputs including triggers to initiate the process
   e) Keep a list any tools and systems required to perform activities
   f) Keep a list of any stakeholders that may interact with the process
   g) Keep a list of any terminology that requires clarification
   h) List any major events that occur in bullet form under each major process activity
   i) Review and check

Process Map Symbols

Process or action step

Connector or flow line

Decision box

Customer – start and end points

0.5 hr Wait time

0.5 hr Process time

APPENDIX: More detail around approach

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MAP AS IS PROCESS (continued)

5) Map the lower level current state process
   a) Check if you need the lower level process or if the high level is enough detail to meet the purpose
   b) If not start the lower level process in a new space
   c) Name the lower level process
   d) Use the list major events from the high level process to determine process boxes
   e) Capture who does the step, whether it is manual or if system based, which system
   f) Add any decisions, handoffs, approvals, other interim steps
   g) Add process time for each step
   h) Add wait time between each step

3 **REVIEW & IMPROVE**

   a) Use a team approach with sticky notes to critique process by identifying value add activities, non value add (but necessary) activities and waste such as;
      - Waiting – e.g. unnecessary sign offs, batching tasks, delays for the customer
      - Duplication – e.g. duplication of tasks such as data re-entry, repeat information on forms, excess reporting
      - Movement – e.g. non ergonomic office space set up
      - Communication – e.g. waste seeking clarification, confusion over products
      - Inventory – e.g. being out of stock of required items
      - Defects – e.g. rework required due to error
   b) Look for potential bottlenecks
   c) Challenge current thinking and approach

4 **DESIGN TO-BE PROCESS**

   a) Review items from step 3, Review and Improve
   b) Aim for a continuous flow through the process
   c) Map the desired future state
   d) Test – with the customer before implementing changes!

5 **CREATE ACTION PLAN**

6 **IMPLEMENT CHANGES**

Process Map Symbols

Process or action step

Connector or flow line

Decision box

Customer – start and end points

0.5 hr Wait time

0.5 hr Process time