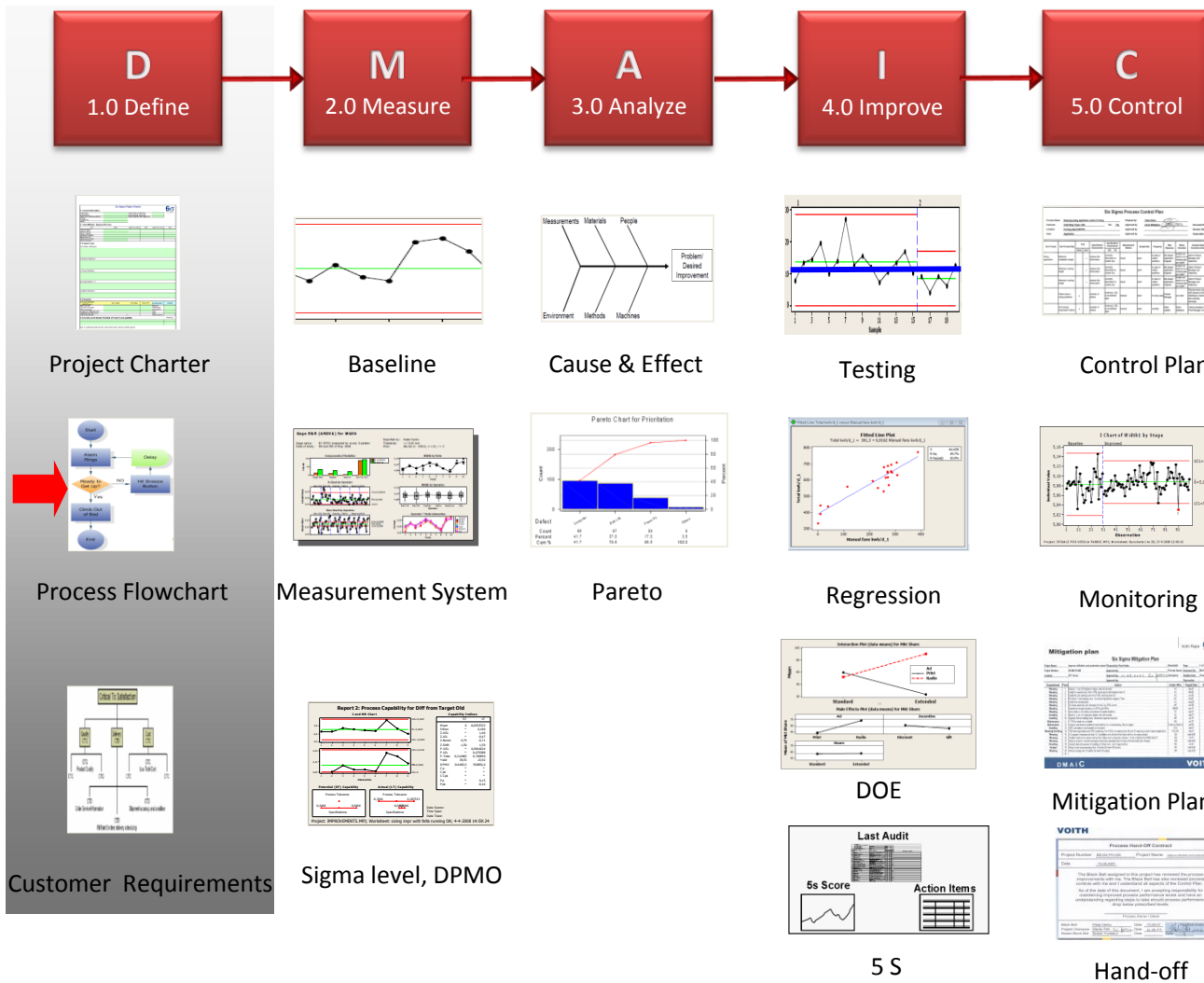


Process Flowchart

Peter Herku

Author of *Profitable Empowerment*

Lean Six Sigma Roadmap



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1. Why process flowchart?
2. Levels of detail
3. Value creation for the customer
4. Instructions

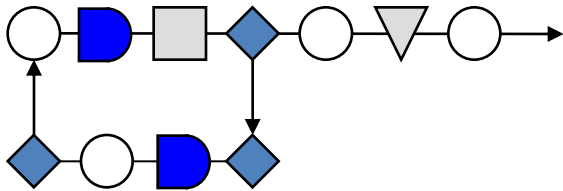
Why use process maps?

- Document and understand the actual process
- Show the relationship of process steps
- Develop a list of potential Xs to assist in building $Y = f(X)$
- Determine Value-Add (VA), Business-Value-Add (BVA), and Non-Value-Add (NVA) steps of a process
- Communicate information
- Train employees on the process
- Identify what measurements to take

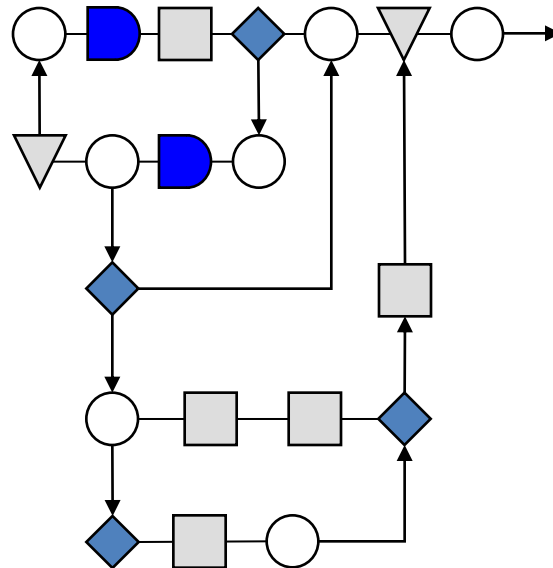
Be aware...

At Least Three Versions

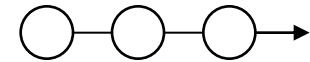
What you think it is...



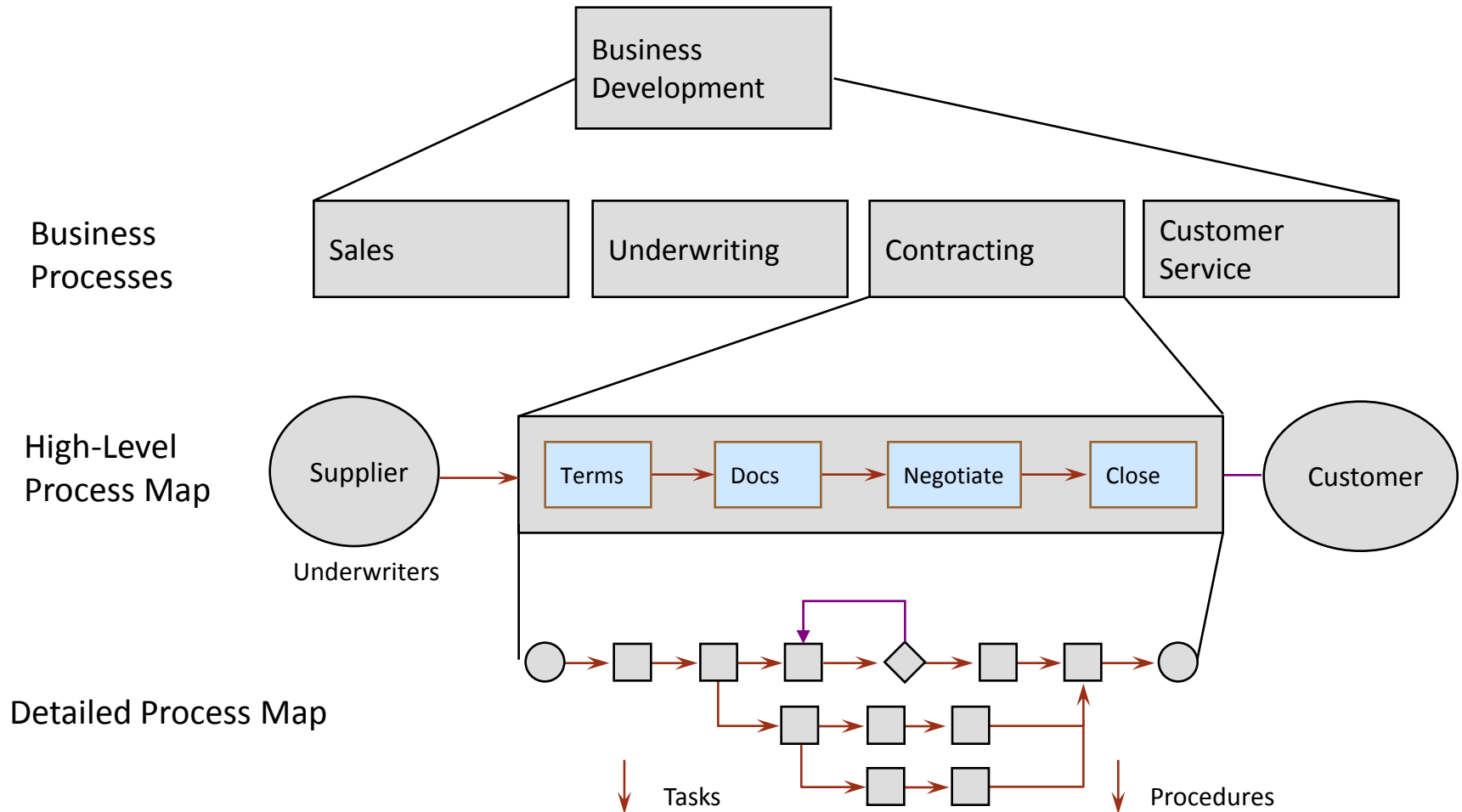
What it actually is...



What you would like it to be...



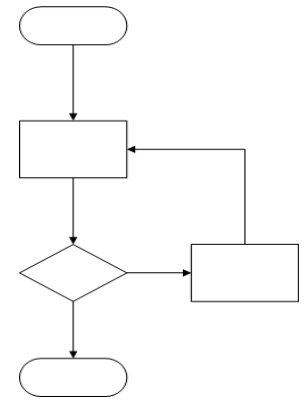
Levels of a Process



Detailed Process Map

A detailed Process Map should describe:

- All of the steps within the scope of the project
- Clearly define the Beginning and the End
- The flow relationship between the steps including loops and decision points
- All inputs and outputs by step
- The Value-Add status of each step – VA, BVA, or NVA



One of the best tools to develop the list of Xs.

Definitions – Activity Types

1. Value-Added

- Any activity or task that transforms the deliverables of a process in such a way that the **client is aware of it and is willing to pay for it**
- Any activity that, when left out, would impact product performance and/or customer satisfaction

2. Non-Value-Added

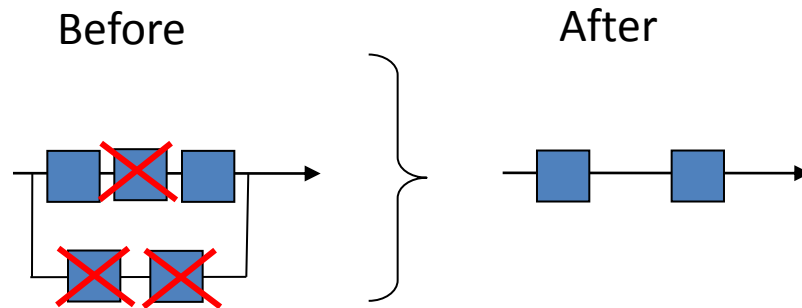
- Any activity that, when left out, does not directly impact the customer or the business.
- If customer would know it, would **not be willing to pay for it.**

3. Business-Value-Added

- Necessary to support Value-Added steps in the current process
- Includes those activities that do not add value but are currently required by regulation or law
- When left out, may not directly impact the customer or incur dissatisfaction

Value creation for the customer

- 1. Eliminate Non-Value-Added activities**
- 2. Minimize Business-Value-Added activities**



Every loop and decision-making step gives you an opportunity to increase value in the process

Instructions

- Clarify process boundaries
- Use verbs to describe steps
- Do not include “who” in step description
- Combine, eliminate duplicates, clarify steps
- Analyze/review from finish to start
- Process Mapping is best done as a team
- Involve stakeholders
- Cross-functional teams are generally recommended
- “Walk the process”, repeatedly
- Ask lots of questions
- Map the process at the “right” level

Involve people who know (focus on) the “current” process.