



Value Stream Mapping

Helping Your Team See The
Future State



Impact Washington Mission

Impact Washington is a non-profit organization whose mission is to improve manufacturing performance in the state of Washington through a public private partnership offering consulting, educational and advocacy services in order to contribute to a healthy Washington economy.

In pursuit of our mission, Impact Washington supports governmental and educational institutions in their continuous improvement efforts which help to create an environment where manufacturing can thrive.



U.S. DEPARTMENT OF COMMERCE



NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY
MEP MANUFACTURING EXTENSION PARTNERSHIP





Today's Objective

You will learn a ***Recipe/Drill*** so that you can help your teams see their future state.



Where Are We In the Process?

- Charter Complete
- Current State Map Complete*
(Cycle Times, Queue Times, Lead-Time, Work in Progress, Takt Time, Summary, etc.)

 **We Are Here**

- Future State
- Implementation Plan

*See Learning to See by Mike Rother, John Shook, Jim Womack, and Dan Jones



What is Lean?

A **systematic** approach
to identifying and eliminating **waste**
through **continuous improvement**



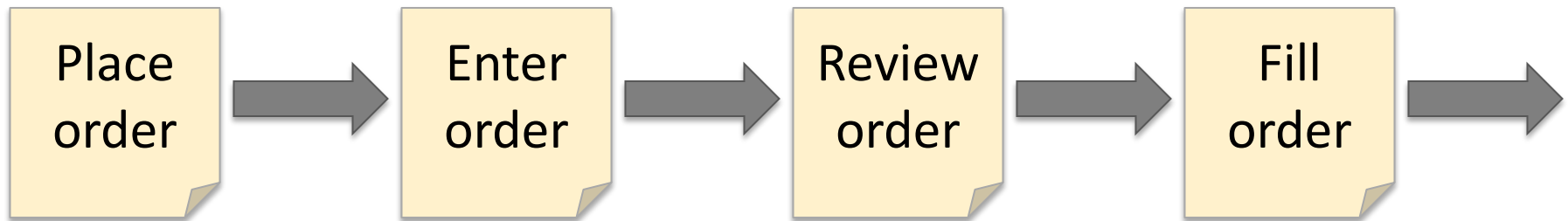
Value Added Activities

- To be considered value-added, an activity must meet these three criteria:
 - *The customer cares about it*
 - *It must change the product or service*
 - *It has to be done right the first time*



Value Stream

The entire set of activities (both value-added and non-value added) needed to deliver a specific product or service to a customer





A Reminder on Roles in Process Improvement

- There are four roles
 - **Executive Management**-*Inspires and Motivates*
 - **Process Leader**-*Is responsible for the Process Outcomes, Results, and Improvements*
 - **Participants**-*Subject Matter Experts and Sources of Ideas*
 - **Practitioner**- *Facilitator and Coach*

**You own the facilitation process not the results
of the improved process.**



Step #1- Remember the Objectives

- An objective is the result of a process
- It is what you want to achieve
 - No frustration
 - 100% Satisfaction
 - Minimal Non-Value Added Steps
 - Zero Defects
 - Project lead-time equal to some goal

To most teams, objectives are not very helpful



Step #1-Remember the Objectives

- Always keep the charter in front of you and the team
- Make sure the team is solving the problem they were asked to solve

This is going to help steer you clear from biases that may exist



Step #2-Kaizen Bursts

- Opportunities or problems keeping you from meeting the objectives
- Where are things hard, uneven, or non-value added?
- Provide a basis for possible Target Conditions

Too many
non-value
added steps

Too Many
Mistakes on
Applications

Too Many
Redo Loops



Step #3-Determine Target Conditions

- A target condition is
 - A desired condition
 - A challenge
 - The way a process should work if you are meeting your objectives
 - Sets the framework for introduction of the “right” standard work.

If you are meeting your objectives what would you expect to see and measure?



Step #3-Define the Target Conditions

- Using the bursts, define the measurable target conditions
- Define the path for the rider*



* **Switch: How to Change Things When Change Is Hard**
by Chip Heath and Dan Heath



Step #4-Standard Work

- What standard work should be implemented to achieve the target conditions.
- What **SHOULD** we do **NEXT** to get closer to the target conditions in 30-60-90 days?



Step #5-Seek Consensus

- Consensus
 - General Agreement
 - It is not agreement that this is the best solution EVER.
- A 30% solution toward the target condition today is better than doing nothing and waiting for a 100% solution next year.

Consensus mean there is general agreement that the solution will move us closer to the target condition in the next 30-90 days.



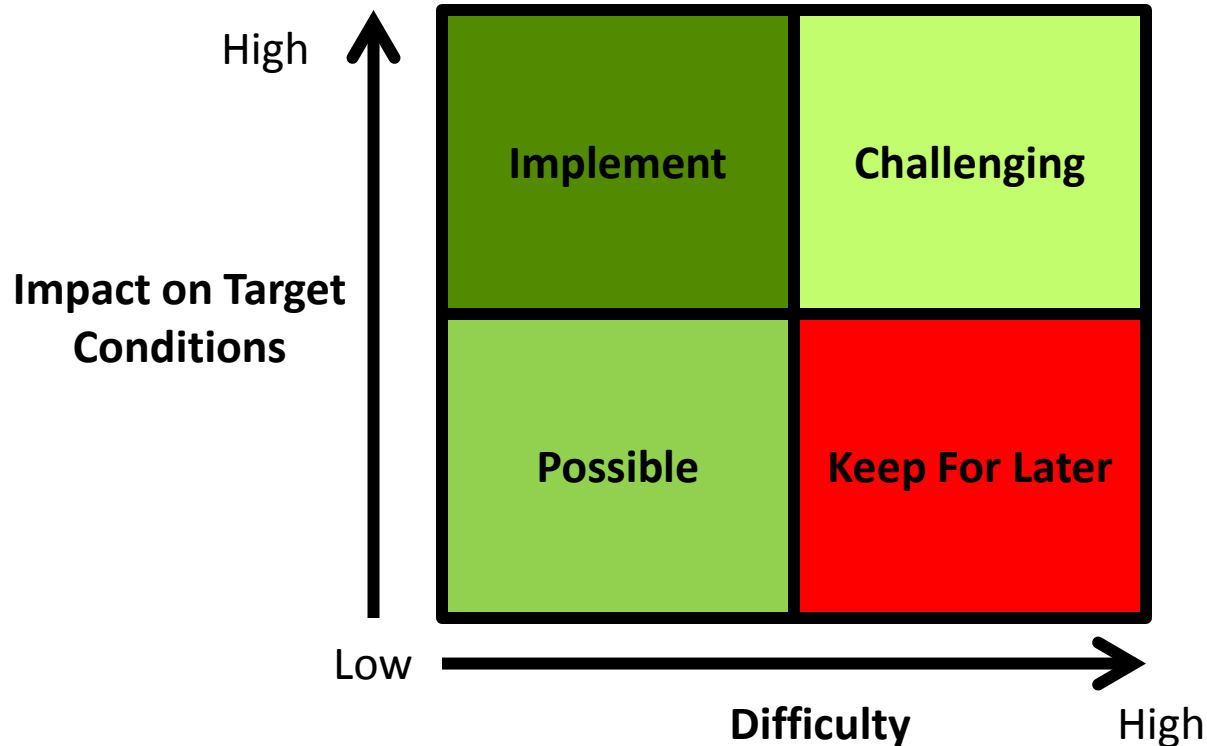
Seek Consensus

- First, work hard to try to build on the idea
 - Add to the idea
 - Compliment the idea
 - Take the idea to new levels
 - Facilitate the discussion so that the team works hard
- Second, facilitate the discussion to name the death threats
 - What is the bad thing(s) that could happen?
 - Determine the root cause
 - Use the group diversity and problem solving tools solve the death threats



Seek Consensus

- Third, use Pick Classification





What If They Want to Add Non-Value Added Steps?

- Normally non-value added steps are added for insurance.
- Facilitate the discussion to name the death threats
 - What is the bad thing(s) that could happen?
 - Determine the root cause
 - Use the group diversity and problem solving tools solve the death threats



The VSM Event is Just the Start

- Meant to be an injection
- The real work begins after the team has learned and continues to solve problems

If your internalized view of failure is anything that is not perfect, then you are disempowering yourself from exercising your inherent creativity.

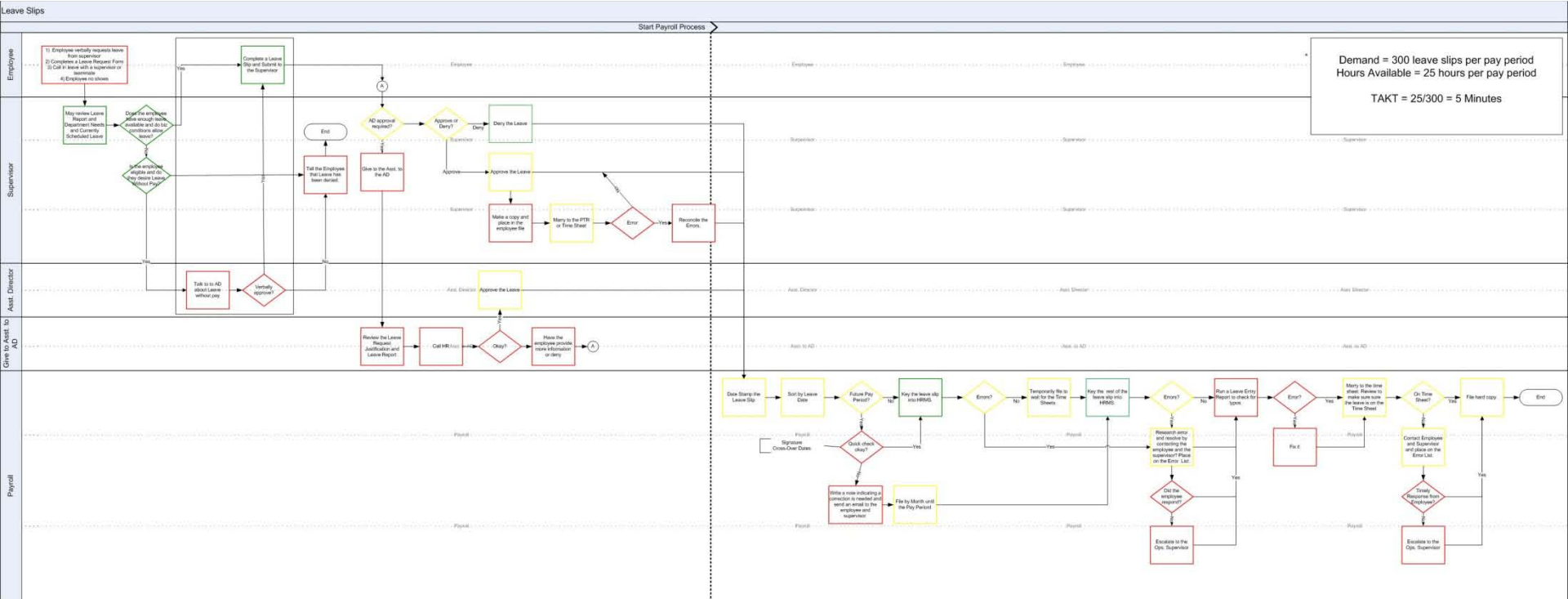


Steps to See the Future State

- Step #1- Remember the Objectives
- Step #2-Kaizen Bursts
- Step #3-Determine Target Conditions
- Step #4-Standard Work
- Step #5-Seek Consensus



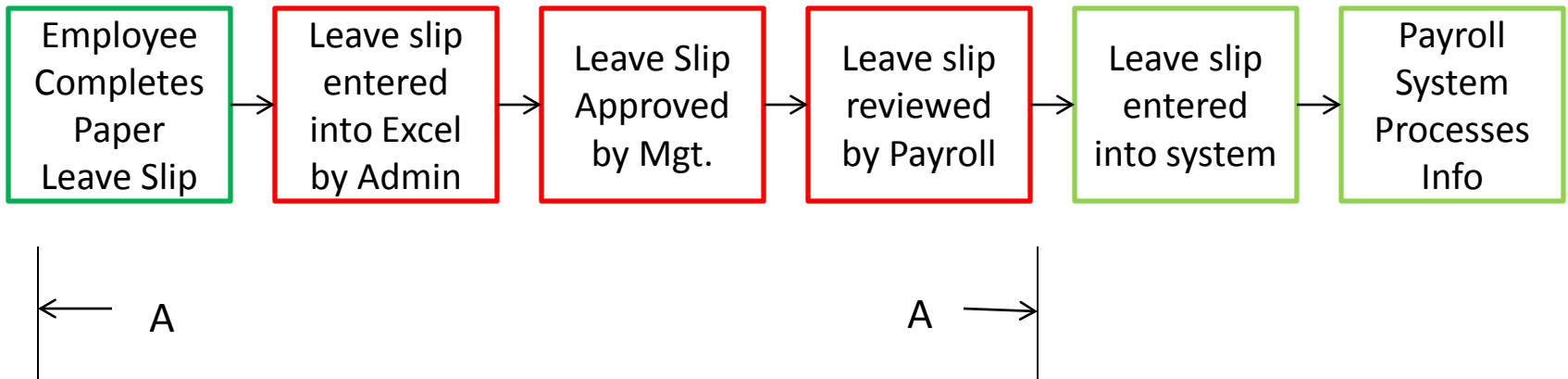
Example #1





Example #1-Leave Slips

Objectives: Streamline the process, reduce time spent by employees



Bursts

- Too many redundant systems
- Too many defects
- Too many non-value added steps
- Including fixing timecards
- Payroll cannot meet takt time because of errors
- Time to fix timecards = approximately 5000 hours per year



Exercise

#1-What are possible measurable target conditions?

#2-What standard work could the team implement in the next 30-90 days to move closer to the target conditions?

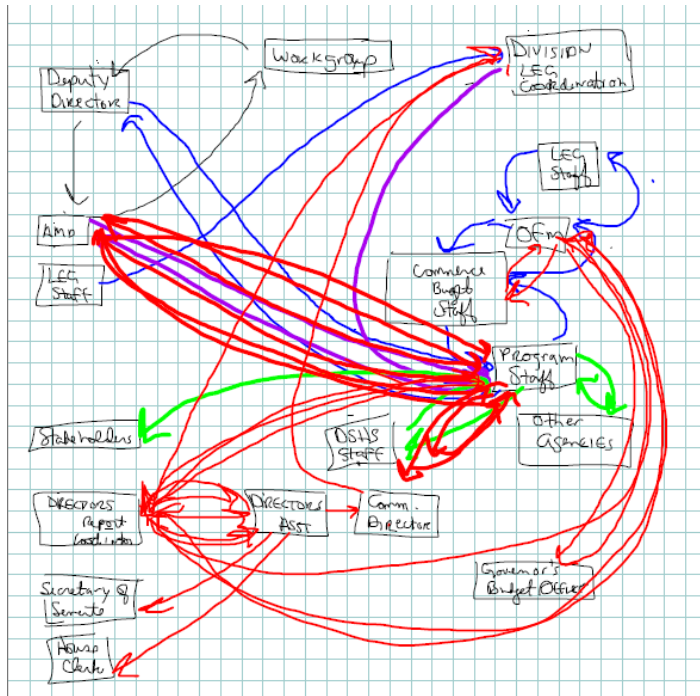
#3-What possible death threats could there be to the standard work you listed?

#4-What are the root causes of the death threats?

#5-What are possible solutions to the death threats



Example #2-Agency Reports



Objectives

- Within one year 90% of reports to legislature are submitted on time 100% within two years
- 100% of director office reviews are completed on time.

Bursts

- Too many hand-offs
- Lots of redo loops
- Lots of errors
- Errors cause Director's Office review time to increase
- Reports are late
- High level of frustration and unpredictability
- Confusion about standards and style



Exercise

#1-What are possible measurable target conditions?

#2-What standard work could the team implement in the next 30-90 days to move closer to the target conditions?

#3-What possible death threats could there be to the standard work you listed?

#4-What are the root causes of the death threats?

#5-What are possible solutions to the death threats



Example #3-Public Disclosure

- Objectives-Streamline the process. Reduce the amount of time it takes to process a public disclosure request. Improve the quality of the responses
- Bursts
 - No standard process in the agency
 - Some requests are processed without agency awareness.
 - It is unclear if results are getting “thoroughly” researched.