



Streamlining Processes and Workflows for Better Business Practices

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Streamlining Processes and Workflows for Better Business Practices

- Efficiency is a key component to successful business practices. Learn how to redefine and break down workflows and successfully implement improvements. Learn what process mapping and value stream mapping are, the difference between them, and how to effectively use both in your business.
- Learning objectives:
 - Identify the key business flows in your business and what factors are slowing progress.
 - Differentiate between process mapping and value stream mapping .
 - Show employees how to contribute to the success of the process.



What is your current role in your business?

Your poll will show here

1

Install the app from
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2

Make sure you are in
Slide Show mode

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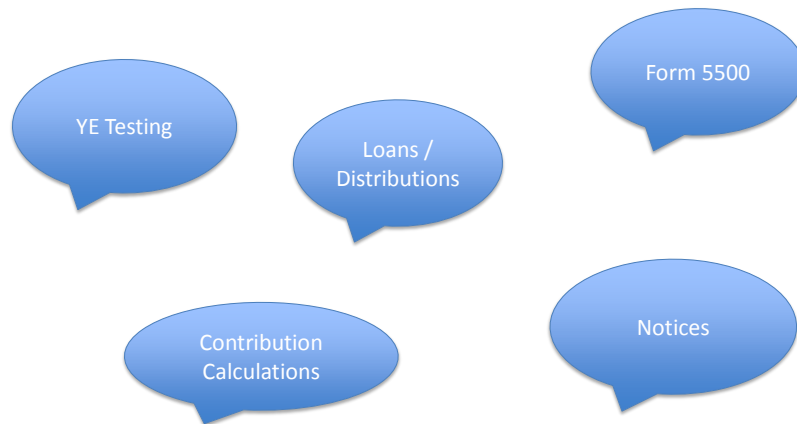


Understand where you are

- What are the key business processes (flows) for your business?
- What documentation do you have for your key business processes?
- How do you improve upon these business processes?



What are your key business processes?



What documentation do you have?

Manuals

Visio
Workflows

Video
trainings

In your head?



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How do you improve processes?

Client
Demand

Daily
change –
front line
EEs

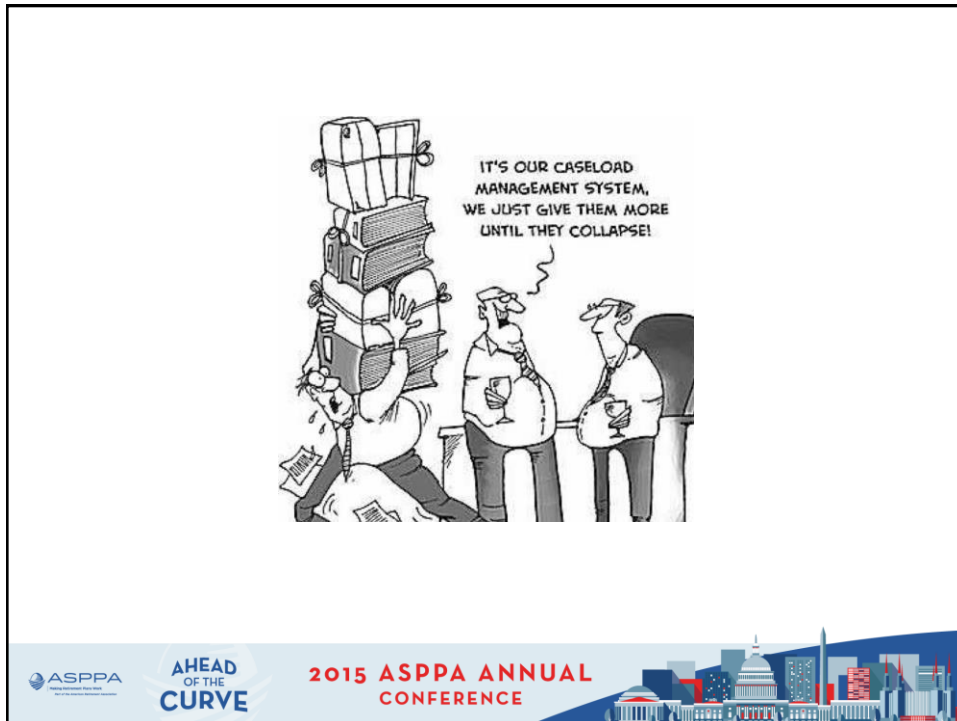
Leadership
Review



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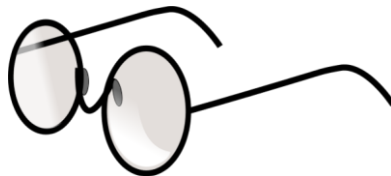


My Experience

Whose perspective....

From ours...

Or the clients?

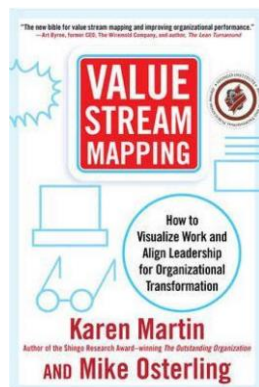


Lean Operations

- What is lean?
- For the Service Industry?



Value Stream Mapping



By Karen Martin and Mike Osterling

- Prepare and engage leadership in the transformation process
- Gain a deep understanding about current work systems and the related barriers to delivering value
- Design a future state that enables outstanding performance
- Adopt the new design and lay the foundation for continued improvement



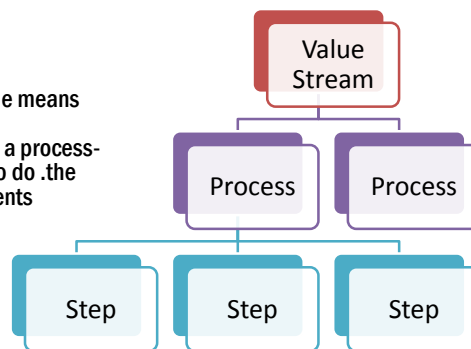
Value Stream Mapping

Wherever there is a request and a deliverable, there is a value stream



Value Stream Mapping

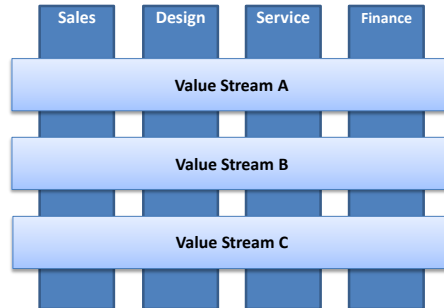
A macro perspective – Provides the means for leadership to define strategic improvements to the work flow vs. a process-level mapping enables people who do the work to design tactical improvements



Value Stream Mapping

Reflect work flow as a customer experiences it verses the internal focus of typical process-level maps.

Rethinking Tool
Visual Unification Tool



Value Stream Mapping

Other Benefits:

- Practical Means to Drive Continuous Improvement:
 - Plan – Do – Study – Adjust
 - Post maps in strategic (visual) locations – Stand-up Meetings
- Orient New Hires



Value Stream Mapping

What VSM is Not:

- Using mapping solely as a work design exercise
- Using the map to make tactical improvements
- Using mapping during a Kaizen event
- Using mapping with no metrics



Value Stream Mapping

VSM Is -

- Information Flow
- Work Flow
- Time Line



Value Stream Mapping

VSM Objectives –

Understand the current state of each Key Operational Process

Identify Value and Waste

Map a future state of common Key Operational Processes



Tips for a Successful Value Stream Map

- ✓ Have all involved parties study the process
- ✓ Identify attendees, including the executive sponsor and facilitator
- ✓ Set rules for the group (and follow them)
- ✓ Block out at least 2 days (1 for current state and 1 for future state)



Mapping Agenda

| | |
|------------------------------|--|
| Prior to Prep Day | <ol style="list-style-type: none"> 1. Read <i>Value Stream Mapping</i> book 2. Create preliminary current state map 3. Socialize process with teams/departments 4. Ensure front line teams that will participate in value walks know what to expect |
| Prep Day | <ol style="list-style-type: none"> 1. Review and refine charter 2. Share preliminary map drafts and develop rough draft maps as a group 3. Determine what data will likely need to be obtained and begin data gathering if appropriate |
| Current State Map Day(s) | <ol style="list-style-type: none"> 1. Do first gemba walk 2. Draw current state map 3. Determine what data to acquire 4. Do second gemba walk 5. Refine map and calculate metrics which should include (at minimum): <ol style="list-style-type: none"> a. Rolled %C&A b. Total process time and total lead time c. Activity ratio 6. Briefing |
| Repeated for Each Department | |



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VSM – Rules for a Gemba Walk

1. Act like we don't know what's really happening on the front lines--because we usually don't!
2. Don't be patronizing
3. Use listening skills!
4. Don't attempt to solve problems or make suggestions
5. Don't judge
6. Be grateful
7. We're learning how work flows through a system (we're not assessing the people or process)

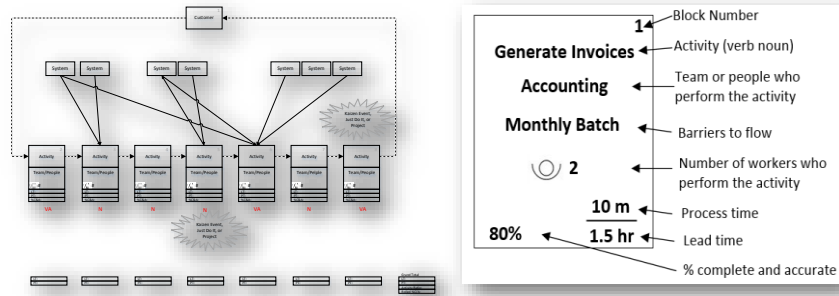


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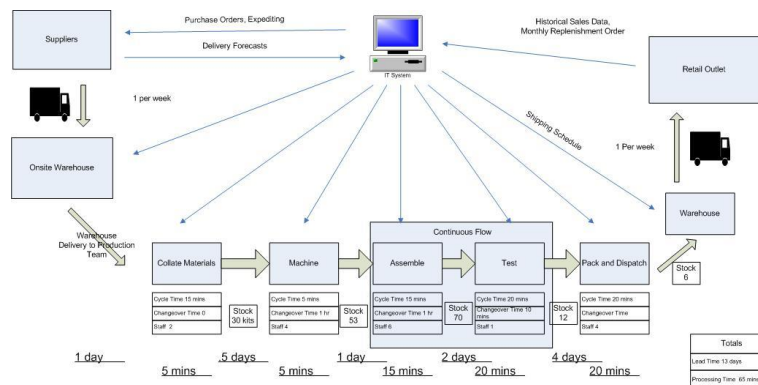
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VSM – Value Mapping



Value Stream Mapping



VSM – Mapping the Current State



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VSM – Mapping the Future State

- **Determine the “right work”**
 - Eliminate delays, eliminate waste, improve quality, reduce cost, reduce labor effort, reduce frustration
 - Removing steps
 - Adding steps
- **Make work flow - Make work flow effortlessly across the value stream**

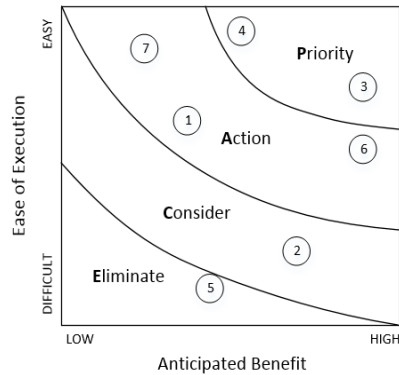


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VSM – Mapping the Future State

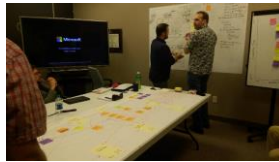


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VSM –Future State Map

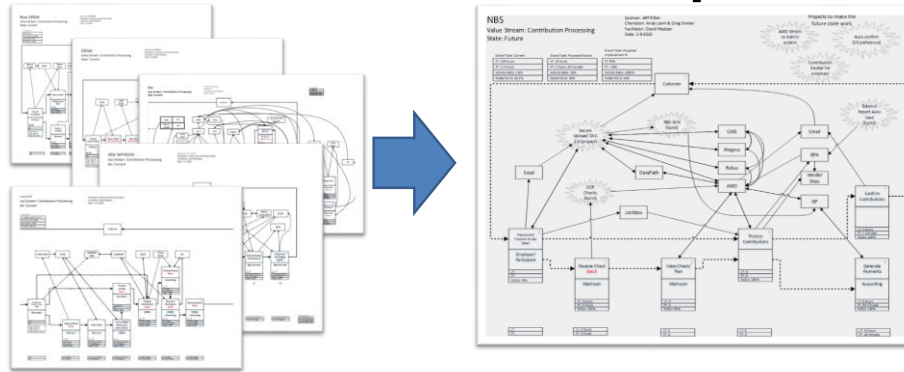


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VSM –Future State Map



VSM –Future State Map

Grand Total: Current

| |
|----------------------|
| LT: 118 hours |
| PT: 2.2 hours |
| Activity Ratio: 1.8% |
| Rolled %C/A: 58.3% |

Grand Total: Projected Future

| |
|-------------------------|
| LT: 12 hours |
| PT: 2 hours, 40 minutes |
| Activity Ratio: 25% |
| Rolled %C/A: 90% |

Grand Total: Projected
Improvement %

| |
|-----------------------|
| LT: 91% |
| PT: -18% |
| Activity Ratio: 1390% |
| Rolled %C/A: 54% |



Value Stream Mapping
30,000 foot view



Process Mapping
On the front lines



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Process Mapping

- Zoom in on areas identified in the Value Stream Mapping Process
- All about the details

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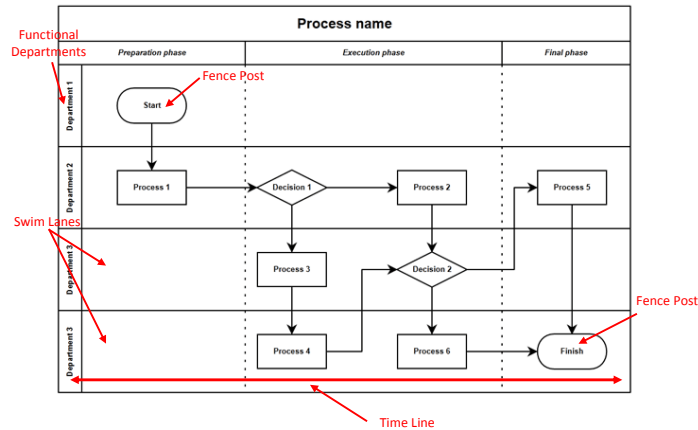
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Process Mapping Tool Belt

The Current State Process Map is created in 3 phases:

1. Map/Define the process
2. Add Key Metrics to each step
3. Differentiate Value add from non-value add activities



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Tools, not rules

Adjust to make it fit your company



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Free Webinars Online

- <http://www.ksmartin.com/webinars/>
 - Value Stream Mapping In Office & Service Environments
 - Lean 101 for Office & Service
 - Value Stream Mapping: What To Do Before You Dive In

