



Office Process Mapping

A Practitioner's Perspective of Applying Lean Manufacturing Techniques to "Soft" Business Operational Processes and Practices

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Voices from the Market Place

What the "Customer" Is Saying Will Provide You Direction

Not-So-Positive Feedback . . .

- ✱ We need quotes turnaround in three hours
- ✱ Reduce your costs by 5%
- ✱ Improve the "ease-of-doing" business

Refreshing, Positive Feedback . . .

- ✱ Down loading engineering drawing saves time
- ✱ "Time-to-market" is three times faster today than 5 years ago
- ✱ "You can trust us to manage product claims"

Office Process Mapping – Successful Assignments

- ✦ Strategic planning and implementation
 - Interconnection; time management; information sources
- ✦ New business/product development
 - Time-to-market; information sources; feedback loop
- ✦ Responding to “request-for-quote” (RFQs)
 - Response time; waiting for input; routine information
- ✦ Order receipt, processing and shipping
 - Routine steps; customer feedback; timelines
- ✦ Warranty claims and problem resolution
 - Performance issues; physical handling; corrective action
- ✦ *Most consulting assignments are rooted in some type of process misalignment*

Office Process Mapping – Consulting Observations

- ☀ Processes rarely work the way people explain
- ☀ Processes usually takes much longer than you think
- ☀ Waste is normally “right-in-front-of you”
- ☀ Change just does not happen; it is hard work
- ☀ Once implemented, start continuous improvement

Office Process Mapping – Typical “Time-Wasters”

☀ People:

- Waiting
- Approvals
- Communication
- Inconsistent goals

☀ Process:

- Management control
- Non-standardization
- Errors & checking
- Work around roadblocks

☀ Information:

- Missing data
- Irrelevant information
- Inaccurate facts
- Translating meaning

☀ Physical Assets:

- Computer terminals
- Faxes and copiers
- Data bases/files
- Available resources

Process Mapping - *What Is Your Operating Model?*

☀ *Where Are You Today?*

- Current State Assessment
- Multiple Process Loops
- Operating Issues/Pressures
- Feedback from Users

☀ *Where Are You Going?*

- Future Landscape
- User Wants and Needs
- Anticipated Roadblocks
- Vision-of-Success

☀ *Gap Analysis: What Needs to be Improved?*

- Where Are the Priorities?
- What Is Acceptable Risk?
- Are Cultural Shifts Required?
- Behavioral Implications/Changes

Integrating Office Value-Stream Mapping

What Is Your Operating Model?

☀ Functional Differences:

- *Remove the Obstacles, Whether Real or Imagined*

☀ “Real” Conflicts:

- *Define Magnitude and Resolve Quickly and Fairly*

☀ “Clear and Decisive” Leadership:

- *Create Pathways and be the Advocate for Change*

☀ Implementation and Results:

- *Seek Understanding, Acceptance and Action*

Reality of Office Value Stream Mapping:

- ★ Value Stream Mapping Is Visual - *“Think in pictures”*
- ★ Not everyone will get it - *“Have the right ones involved”*
- ★ Focus on the results, not the process - *“Improvements”*
- ★ Have mentors actively involved – *“Constant coaching”*
- ★ Quietly get the job done – *“Make it simply a-way-of-life”*

Hadley Associates – *Lessons-Learned*

What Office Process Mapping Has Taught Us!

☀ Common Attributes

- Have a vision
- Put it on paper
- Take “bold” moves

- Communicates well
- Crisis creates attention
- Willing to experiment

☀ Formula Success

- “Leap-frog” current ways
- Focus on “value-added”
- Devote the effort needed

- Facilitate work-group teams
- Question and learn
- Continue quiet improvements

Hadley Associates – “*Lessons-Learned*”

What Office Process Mapping Has Taught Us!

☀ Applying the Lessons

- Study, analyze and decide
- Recognize it is progressive
- Measure results with data
- Continue the daily discipline
- Get started now - *TODAY*
- Work the plan and change

☀ Final Observations

- Question and listen
- Be “bold and creative”
- Be receptive to new ideas
- Manage/encourage change
- Measure the important results
- Be a “proactive” participant