

Process Mapping

Business & Management

Drawing what actually happens, not what the manual says.

The basis of any process improvement.

1

Define the boundaries

Where does the process start and end? Be specific.

2

Walk it

Follow one item through, physically. Do not map from a meeting room.

3

Record every step

Including waits, approvals, handoffs and rework loops.

4

Time each step

Process time and wait time separately. Wait time is usually the majority.

5

Identify value

Would the customer pay for this step? Mark each as value-add or not.

TYPICAL FINDING

Value-add time is often under 5% of total elapsed time

Most of the rest is waiting

Handoffs are where delay and error concentrate

Count handoffs. Each one is a queue, a possible misunderstanding, and a point where ownership is lost.