

METRICS-BASED PROCESS MAPPING

Identify and Eliminate
Waste in Every Process

KAREN MARTIN
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Metrics Based Process Mapping Identifying And Eliminating Waste In Office And Service Processes

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Metrics Based Process Mapping Identifying And Eliminating Waste In Office And Service Processes:

Metrics-Based Process Mapping Karen Martin, Mike Osterling, 2012-10-22 Metrics Based Process Mapping MBPM is a tactical level visual mapping approach that enables improvement teams to make effective data based decisions regarding waste elimination and measure ongoing process performance The mapping technique often used to drill down from a value stream map integrates the functional orientation of traditional swim lane process maps with time and quality metrics that are essential for designing improved processes Building on the success of its popular predecessor Metrics Based Process Mapping An Excel Based Solution this book takes readers to the next level in understanding processes and process improvement Included with the book is an interactive macro driven Excel tool which allows users to electronically capture their current and future state maps The tool also audits the maps for completeness summarizes the metrics and auto calculates the improvements Improvements to this version include Foundational content about processes what they are and how they vary A description of the difference between value stream and process level maps New content about how to bridge the gap between your current state and your desired future state Tips for effective team formation and mapping facilitation An implementation plan for those using the mapping methodology as a standalone tool and not part of a Kaizen Event The Excel based tool included on the accompanying CD provides readers with a user friendly way to electronically archive manually created maps in team settings for easier storage and distribution across your entire organization While current and future state MBPMs are initially created during team based activities using butcher paper and post its the electronic maps serve as standard work documentation for the improved process enabling training communication and process monitoring activities This flexible user friendly tool includes A custom toolbar that simplifies map creation and editing Automated calculation of key metrics An audit feature to prevent mapping errors The ability to simulate how improvements will impact staffing requirements System Requirements The tool is intended for use on PCs using Excel 2003 or later it will NOT function with earlier versions of Excel or on Macintosh computers View a demo of the Excel tool at www.mbpmapping.com

Metrics-based Process Mapping Karen Martin, Mike Osterling, 2013 **Advances in Manufacturing Technology XXXIII** Y. Jin, M. Price, 2019-08-22 The development and management of technologies and operations are key to the success of all types of manufacturing business This book presents the proceedings of the 17th International Conference on Manufacturing Research ICMR 2019 held in Belfast UK on 10-12 September 2019 ICMR has been the UK's main manufacturing research conference for 34 years and an international conference since 2003 It brings together researchers academics and industrialists to share their vision knowledge and experience and discuss emerging trends and new challenges in manufacturing research The conference theme of ICMR2019 was smart manufacturing and the book includes the 82 papers presented at the conference representing an acceptance rate of 69% These have been divided into 13 parts which cover topics ranging from robot automation and machining processes additive manufacturing composite

manufacturing design methods to information management quality control production optimization and product lifecycle management Providing an overview of current trends and developments the book will be of interest to researchers and engineers in the relevant area of manufacturing processes design and production management **The Kaizen Event**

Planner Karen Martin, Mike Osterling, 2017-07-27 Kaizen Events are an effective way to train organizations to break unproductive habits and adopt a continuous improvement philosophy while at the same time achieve breakthrough performance level results Through Kaizen Events cross functional teams learn how to make improvements in a methodological way They learn how to quickly study a process *Lean Six Sigma for the Office* James William

Martin, 2021-03-22 Historically the integration of manufacturing methodologies into the office environment has proven to be problematic Part of the difficulty lies in the fact that process workflows tend to be globally dispersed and thus rely heavily on information technology But in complex service systems that contain a mix of employees consultants and technology standardized protocols have been shown to reduce cycle time and transactional cost as well as improve quality The successful application of Lean methodologies to improve process workflows is an efficient way to simplify operations and prevent mistakes In *Lean Six Sigma for the Office* Six Sigma guru James Martin presents proven modifications that can be deployed in offices particularly those offices involved with global operations Making use of Kaizen and Six Sigma concepts along with Lean manufacturing principles this book instructs managers on how they can improve operational efficiency and increase customer satisfaction The author brings experience gleaned from his application of these methodologies in a myriad of industries to create a practical and hands on reference for the office environment Using a detailed sequence of activities including over 140 figures and tables as well as checklists and evaluation tools he demonstrates how to realize the rapid improvement of office operations and how to eliminate unnecessary tasks through value stream mapping VSM The book also emphasizes the importance of strategic alignment of Kaizen events and the impact of organizational culture on process improvement activities Latter chapters in the book discuss key elements of a change model in the context of transitional improvements as they relate to the process owner and local work team By applying the proven principles found in this book effective and sustainable organizational change can be accomplished efficiency can be improved and mistakes can be eliminated This 2nd edition provides insight into the new tools and methods Lean Six Sigma process improvement professionals need to improve customer experience and increase productivity within high transaction processes across complex information technology ecosystems It is one stop self contained reference for the application of Lean Six Sigma methods enhanced by powerful approaches for process improvement in highly complex service processes Several new leading edge topics are integrated into this new edition such as The voice of customers suppliers employees and partners Design Thinking Alignment Ecosystems in Information Technology Metadata Definition and Lineage Information Quality Governance Big Data Collection and Analytics Mapping High Volume Transactions through Systems Robotic Process

Automation Applications Automating for Solution Sustainability Governing Organizations Data Privacy General Data Protection Regulation

Lean Higher Education William K. Balzer, 2020-03-03 In an environment of diminishing resources growing enrollment and increasing expectations of accountability Lean Higher Education Increasing the Value and Performance of University Processes Second Edition provides the understanding and the tools required to return education to the consumers it was designed to serve the students It supplies a unifying framework for implementing and sustaining a Lean Higher Education LHE transformation at any institution regardless of size or mission Using straightforward language relevant examples and step by step guidelines for introducing Lean interventions this authoritative resource explains how to involve stakeholders in the delivery of quality every step of the way The author details a flexible series of steps to help ensure stakeholders understand all critical work processes He presents a wealth of empirical evidence that highlights successful applications of Lean concepts at major universities and provides proven methods for uncovering and eliminating activities that overburden staff yet contribute little or no added value to stakeholders Complete with standardized methods for correctly diagnosing workplace problems and implementing appropriate solutions this valuable reference arms you with the understanding and the tools to effectively balance the needs of all stakeholders By implementing the Lean practices covered in these pages your school will be better positioned to provide higher quality education at reduced costs with efficient processes that instill pride maximize value and respect the long term interests of your students faculty and staff This second edition contains a substantial update with expanded material and reflects the significant growth of LHE practices in colleges and universities worldwide Because of advances in best practices as well as some modest research based evidence this second edition includes many enhancements that provide particular value to LHE practitioners and higher education HE leaders Since the initial publication of Lean Higher Education in 2010 the challenges of cost and affordability competition for students and faculty and calls for efficiency and accountability have only continued to grow requiring colleges and universities to pursue more radical and transformative change to ensure their success This new edition provides a model for change based on more than 50 years of application in business and industry and almost 20 years in HE It provides the information and evidence demanded by HE leadership to understand and embrace LHE as well as best practices processes and tools for implementing LHE in targeted areas or institution wide This book provides a conceptual framework for redesigning any university process such as admitting students paying a bill hiring faculty or processing a donor gift in a way that delights the beneficiary of that process respects the employees who support the process and reduce the cost of the process A free companion guide to this book is available here https://cabaa1397c6247aeaf03e18f51efab1c.filesusr.com/ugd/f5359d_a064ca39f666408f851ffd282eb9a0a7.pdf The goal of this companion guide is to help you get the most out of your reading of Lean Higher Education The guide is designed to support your deeper understanding and application of LHE whether you are reading the book a from cover to cover or select chapters b reading it alone as a member of a workplace

reading group or as a student in a classroom c facilitating discussions of the chapters in the book or d seeking guidance as you begin your own personal Lean Higher Education journey

Perioperative Quality Improvement - E-Book Carol J. Peden, Lee A. Fleisher, Michael Englesbe, 2022-07-30 Quality improvement QI principles are increasingly important in every area of today's healthcare encompassing efforts to make healthcare delivery safer more effective patient centered timely equitable and efficient Perioperative Quality Improvement provides up to date easy to read guidance for perioperative clinicians on this critical topic Each chapter covers a pertinent area of QI in the perioperative setting focusing on both concepts and implementation Written and edited by key international opinion leaders in the field this text is a relevant concise resource for anesthesiologists surgeons nurse anesthetists and hospitalists anyone involved in perioperative medicine regardless of specialty area Explains concepts related to understanding the tools and techniques used in improving the quality of care establishing a culture of quality prioritizing areas of improvement collecting and analyzing data communicating motivating people to change and performing ongoing evaluations Covers key topics such as patient centered care equity shared decision making process mapping and sustainability Addresses the critical areas of structure process and outcome with a focus on perioperative care and relevant case studies

Handbook of Research on Emerging Technologies for Effective Project Management Jamil, George Leal, Ribeiro, Fernanda, Malheiro da Silva, Armando, Maravilhas Lopes, Sérgio, 2019-09-13 Driven by such tools as big data cognitive computing new business models and the internet of things the overall demand for innovation is becoming more critical for competitiveness and emerging technologies These technologies have become real alternatives for the market and offer new perspectives for modern project management applications The Handbook of Research on Emerging Technologies for Effective Project Management is an essential research publication that proposes innovations for firms and markets through the exploration of project management principles and methods and the effective integration of knowledge and innovation It encompasses academic and scientific propositions reviews for conceptual bases applications of theories in new market solutions and cases of successful insertion of disruptive technologies and business models in new competitive market offers Featuring a range of topics such as innovation management business administration and marketing this book is ideal for project managers IT specialists software developers executives practitioners managers marketers researchers and industry professionals

Supplier Evaluation and Performance Excellence Sherry R. Gordon, 2008-04-15 Understanding supplier performance is vital to ensuring a well functioning supply network This unique how to book helps readers develop and implement a supplier evaluation process that can result in reduced costs lower risk and improved performance of both the user's company and its suppliers

Human Resource Management in Public Service Evan M. Berman, James S. Bowman, Jonathan P. West, Montgomery R. Van Wart, 2021-07-14 Human Resource Management in Public Service Paradoxes Processes and Problems offers provocative and thorough coverage of the complex issues faced by employees and managers in the public sector including managing under tight

budgets with increasing costs hiring freezes contracting out and the politicization of the civil service Continuing the award winning tradition of previous editions authors Evan M Berman James S Bowman Jonathan P West and Montgomery R Van Wart encourage active learning through various skill building exercises and a mixture of individual group and in class tasks The Seventh Edition includes new examples on how COVID 19 has disrupted the workplace equity and racial discord organizational diversity employee engagement and motivation leadership development training work life balance gender based inequities behavioral biases in appraisal and unionization trends *The Army Communicator*, 2004 *The Lean Practitioner's Field Book* Charles Protzman, Fred Whiton, Joyce Kerpchar, Christopher Lewandowski, Steve Stenberg, Patrick Grounds, 2018-09-03 While there are numerous Lean Certification programs most companies have their own certification paths whereby they bestow expert status upon employees after they have participated in or led a certain number of kaizen events Arguing that the number of kaizen events should not determine a person's expert status The Lean Practitioner's Field Book Proven Practical Profitable and Powerful Techniques for Making Lean Really Work outlines a true learning path for anyone seeking to understand essential Lean principles The book includes a plethora of examples drawn from the personal experiences of its many well respected and award winning contributors These experts break down Lean concepts to their simplest terms to make everything as clear as possible for Lean practitioners A refresher for some at times the text provides thought provoking questions with examples that will stimulate learning opportunities Introducing the Lean Practitioner concept the book details the five distinct Lean Practitioner levels and includes quizzes and criteria for each level It highlights the differences between the kaizen event approach and the Lean system level approach as well as the difference between station balancing and baton zone This book takes readers on a journey that begins with an overview of Lean principles and culminates with readers developing professionally through the practice of self reliance Providing you with the tools to implement Lean tools in your organization the book includes discussions and examples that demonstrate how to transition from traditional accounting methods to a Lean accounting system The book outlines an integrated structured approach identified by the acronym BASICS baseline analyze suggest solutions implement check and sustain which is combined with a proven business strategy to help ensure a successful and sustainable transformation of your organization **Metrics-Based Process Mapping** Karen Martin, Mike Osterling, 2008-08-07 Metrics Based Process Mapping MBPM is a methodology that was developed to support the adoption of lean practices in office service and technical environments Designed and developed by lean practitioners this technique integrates the functional orientation of conventional swim lane process maps with the time and quality metrics used in value stream mapping While MBPM can be used to help improve any cross functional process it is an especially effective means for understanding and acting on office service and technical process improvement opportunities identified during value stream mapping View a presentation of this valuable tool in action <http://vimeo.com/27016122> This CD provides improvement teams with an Excel based solution to electronically archive and distribute current

and future state MBPMs created with paper and Post it notes This flexible user friendly tool includes A custom toolbar that enables mapping related functionality including the ability to insert reorder or remove steps and functions Automated calculation of key process performance metrics An audit tool that ensures a map contains the data required to auto calculate the metrics needed to compare process performance from the current to the projected future state Easy to use with no installation necessary the tool requires only basic Excel experience It includes a detailed step by step instruction guide that walks users through the process of creating a metrics based process map System Requirements The tool is intended for use on PC s using Excel 2003 or later it will NOT function with earlier versions of Excel or on Macintosh computers

Metrics-Based Process Mapping, 2nd Edition Karen Martin, Mike Osterling, 2012 Metrics Based Process Mapping MBPM is a tactical level visual mapping approach that enables improvement teams to make effective data based decisions regarding waste elimination and measure ongoing process performance The mapping technique often used to drill down from a value stream map integrates the functional orientation of traditional swim lane process maps with time and quality metrics that are essential for designing improved processes Building on the success of its popular predecessor Metrics Based Process Mapping An Excel Based Solution this book takes readers to the next level in understanding processes and process improvement Included with the book is an interactive macro driven Excel tool which allows users to electronically capture their current and future state maps The tool also audits the maps for completeness summarizes the metrics and auto calculates the improvements Improvements to this version include Foundational content about processes what they are and how they vary A description of the difference between value stream and process level maps New content about how to bridge the gap between your current state and your desired future state Tips for effective team formation and mapping facilitation An implementation plan for those using the mapping methodology as a standalone tool and not part of a Kaizen Event The Excel based tool included on the accompanying CD provides readers with a user friendly way to electronically archive manually created maps in team settings for easier storage and distribution across your entire organization While current and future state MBPMs are initially created during team based activities using butcher paper and post its the electronic maps serve as standard work documentation for the improved process enabling training communication and process monitoring activities This flexible user friendly tool includes A custom toolbar that simplifies map creation and editing Automated calculation of key metrics An audit feature to prevent mapping errors The ability to simulate how improvements will impact staffing requirements System Requirements The tool is intended for use on PCs using Excel 2003 or later it will NOT function with earlier versions of Excel or on Macintosh computers View a demo of the Excel tool at www.mbpmapping.com The Complete Lean Enterprise Beau Keyte, Drew A. Locher, 2004-07-30 Winner of the 2005 Shingo Prize for Excellence in Manufacturing Research Most lean initiatives conducted by manufacturers are focused mostly on shop floor activities mapping the value stream of raw material to the shop floor customer Much of the untapped potential for productivity

improvements lies however in non production areas where the value stream is administrative i.e. order to cash. These office value streams directly support the daily production needs of an enterprise. Beau Keyte and Drew Locher's new book *The Complete Lean Enterprise Value Stream Mapping for Administrative and Office Processes* offers a step by step approach to applying lean initiatives to the administrative and office environment. It's a must read for leaders looking to improve their production support activities within their order to cash value stream. *The Complete Lean Enterprise* is a valuable tool in applying value stream mapping (VSM) to non production areas, identifying office wastes, establishing performance metrics, speeding up administrative workflow and improving office efficiency. *The Lean and Environment Toolkit*, 2006. *The Basics of Process Mapping, 2nd Edition* Robert Damelio, 2011-05-11. The bestselling first edition of this influential resource has been incorporated into the curriculum at forward thinking colleges and universities, a leading vocational technical institute, many in-house corporate continuous improvement approaches and the United Nations headquarters. Providing a complete and accessible introduction to process maps, *The Basics of Process Mapping Second Edition* raises the bar on what constitutes the basics. Thoroughly revised and updated to keep pace with recent developments, it explains how relationship maps, cross functional process maps, swimlane diagrams and flowcharts can be used as a set to provide different views of work. New in the Second Edition: Four new chapters and 75 new graphics. An introduction to the concepts of flow and waste and how both appear in knowledge work or business processes. A set of measures for flow and waste. A discussion of problematic features of knowledge work and business processes that act as barriers to flow. Seven principles and 29 guidelines for improving the flow of knowledge work. A detailed actual case study that shows how one organization applied the principles and guidelines to reduce lead time from an average of 28 days to 4 days. Unlike tool books or pocket guides that focus on discrete tools in isolation, this text uses a single comprehensive service work example that integrates all three maps and illustrates the insights they provide when applied as a set. It contains how-to procedures for creating each type of map and includes clear-cut guidance for determining when each type of map is most appropriate. The well-rounded understanding provided in these pages will allow readers to effectively apply all three types of maps to make work visible at the organization, process and job performer levels. The Seven principles are integrated into Version 3 of the body of knowledge used for Lean certification by the ASQ/AME/SME/SHINGO Lean Alliance. This is the first publication of those principles and guidelines. **Launch** Bonnie Slykhuis, Collette Saylor, Gretchen Brink, Emily Betz, 2017-01-04. This book is designed as a participant guide for those using process mapping to improve work processes. In this book, you will learn the definition of Lean, understand the importance of value to the customer and identify the nine types of common work wastes that exist within any work environment. It provides direction for mapping your current process and examples of Lean tools for help in making process improvements. You will be given directions for mapping your Future State and how to create an Action Register to guide implementation of your improvements. In addition, it also provides tips on how to make your

improvement project a success *Implementing Lean* Charles Protzman, Fred Whiton, Joyce Kerpchar, 2022-12-30 Lean is about building and improving stable and predictable systems and processes to deliver to customers high quality products services on time by engaging everyone in the organization Combined with this organizations need to create an environment of respect for people and continuous learning It s all about people People create the product or service drive innovation and create systems and processes and with leadership buy in and accountability to ensure sustainment with this philosophy employees will be committed to the organization as they learn and grow personally and professionally Lean is a term that describes a way of thinking about and managing companies as an enterprise Becoming Lean requires the following the continual pursuit to identify and eliminate waste the establishment of efficient flow of both information and process and an unwavering top level commitment The concept of continuous improvement applies to any process in any industry Based on the contents of *The Lean Practitioners Field Book* the purpose of this series is to show in detail how any process can be improved utilizing a combination of tasks and people tools and introduces the BASICS Lean concept The books are designed for all levels of Lean practitioners and introduces proven tools for analysis and implementation that go beyond the traditional point kaizen event Each book can be used as a stand alone volume or used in combination with other titles based on specific needs Each book is chock full of case studies and stories from the authors own experiences in training organizations that have started or are continuing their Lean journey of continuous improvement Contents include valuable lessons learned and each chapter concludes with questions pertaining to the focus of the chapter Numerous photographs enrich and illustrate specific tools used in Lean methodology *Implementing Lean* *Converting Waste to Profit* explores implementation methods line balancing methods including baton zone or bumping and implementing Lean in the office and machine shops The goal of this book is to introduce the balance of the tools and how to proceed once the analysis is completed There are many pieces to a Lean implementation and all of them are interconnected This book walks through the relationships and how the data presented can be leveraged to prepare for the implementation It also provides suggest solutions for improvements and making recommendations to management to secure their buy in and approval *Process Mapping, Process Improvement, and Process Management* Dan Madison, 2005 At last a simple well written survey of process redesign that will help you transform your organization into a world class competitor Author Dan Madison explains the evolution of work management styles from traditional to process focused and introduces the tools of process mapping the roles and responsibilities of everyone in the organization and a logical ten step redesign methodology Thirty eight design principles allow readers to custom fit the methodology to the particular challenges within their own organizations Additional chapters by guest writers Jerry Talley Ph D and Vic Walling Ph D discuss cross department process management and using computer simulation in redesign respectively Publisher

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