

A Guide to Mapping Business Processes

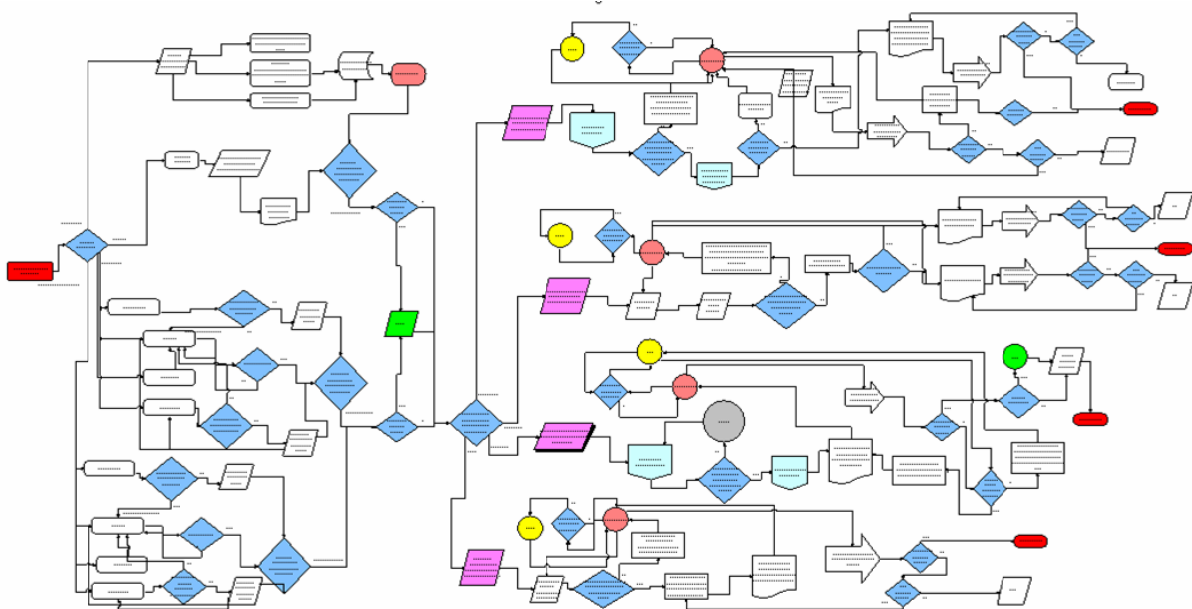


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Overview

Day to day business processes serve as arteries to carry the life-blood (data and information) of an organization. Whether these business processes are efficient, inefficient, effective, ineffective, boring or exciting (rarely are they ever exciting), they are the foundation required for all companies to function; yet they are so often ignored.

Business processes are predefined paths that have been created, either intentionally or unintentionally, in order to accomplish various tasks within an organization. It has been our experience that most companies 'think' they know their respective business processes; that is they know how the processes should work, but they are seldom documented.

Mapping business processes is a critical exercise required for any company that needs to:

1. Automate
2. Reorganize personnel and / or functional accountabilities
3. Improve business performance
4. Spin-off or sell a business
5. Effectively measure personnel performance
6. Meet increasingly rigorous business audits
7. Reduce general and administrative expenses
8. Realize accelerated growth

The reason many organizations fail to sufficiently address and document their business processes is because it's believed that everyone within the organization fully understands these processes. We find most company personnel have a general or high level understanding of certain business process flows, and a few people may know specific details of a couple of business processes. But seldom do all personnel have a consistent understanding of any one process and how it drives the affected parts of the organization.

The \$64,000 question is: How can a company automate, evaluate, measure, or improve its business without a common company-wide understanding of current business processes?

How many times have we heard technology and automation horror stories?

- The first attempt failed and a restart was the only alternative?
- The project team didn't know what they were doing so we had to stop the project and start over?
- Be careful not to assume processes are always correct or that people fully understand the processes.

Business processes evolve over time, with constantly-changing business needs, i.e. personnel turnover, acquisitions, etc. It would be foolish for a doctor to operate on a patient without understanding the patient's current condition and medical history. Yet, many companies operate businesses without continuously assessing current applicability of internal processes and without understanding why and how these processes evolved.

Successful companies invest the time and money necessary to continually update business process documentation. Benefits derived from the 'mapping exercise' are seen immediately. Comments like "I didn't know we could do that?" and "we agreed to stop doing that a long time ago", to questions such as "why are we handling that invoice three times instead of just one time?" and "if we changed this process just a little "we save time and money?" will be heard. All projects stand a better chance for success when business processes are documented and understood upfront. Similarly, evaluating, measuring, reorganizing, and improving your business performance will also be easier, more accurate and much more efficient.

Remember the \$64,000 question? "How can a company automate, evaluate, measure, or improve its business without a common understanding of business processes?" It can't!

The remainder of the packet will focus on helping you launch and implement a successful Business Process Mapping initiative.

Road Map

This section provides a high-level overview of the steps involved in a typical Business Process Mapping project. Each step will be broken out in detail later in this packet.

1. **Create a Purpose Statement** – is this tied to a specific project or is mapping a project of its own?
2. **Establish Sponsor** – if the mapping project is tied to a specific project, consider using the same sponsor.
3. **Select Core Team Members**
4. **Define the Scope**
5. **Select Team Members**
6. **Conduct Mapping Sessions**

This packet includes examples for each section listed above for purposes of applying what you learn as quickly as possible. The following is a brief overview of the hypothetical company used in the examples. Additional information about the company and its employees is given throughout this packet:

XYZ COMPANY BIO -----

- 30 year old company
- Approximately 500 employees at three local locations
- Manufactures custom high-tech widgets
- Annual sales - approximately \$30MM
- Locally established
- Recently started growing after several years of decline
- New systems infrastructure is now in place – servers, wiring, hubs, etc.
- Employees have been holding things together with baling wire for several years
- Most staff-level employees have been with the company for several years
- You have the title of Project Leader reporting to the CIO

Business Scenario

XYZ Company

- Recent growth in sales and manufacturing volume has put strains on many of the manual processes and piece milled systems
- Two additional office locations (local, but not within walking distance of the other locations) have been added in order to house new employees
- A new accounting system is scheduled to be implemented in 6 months
- Your role is Project Leader for the implementation of the new accounting system
- Departments are currently working in silos and employees have developed their own ways to “get the job done”
- Several accounting, finance and I/T people are unique sources of critical business knowledge needed for day-to-day support of the company
- Most of the staff were not involved in the selection process for the accounting system
- No one on the Executive Management team has suggested a need to map current business processes
- You believe the company needs to map current business processes before implementing a new system
- Many previous implementation projects were unsuccessful
- The existing financial system is still not completely installed and fully functional after three years and multiple vendor failures
- A lot of money has been spent with systems vendors over the years – most claimed to have provided process maps, however, the maps were no more than high-level flow diagrams

Create a Purpose Statement



WHY/HOW -----

A Purpose Statement is the single most important part of your plan. Creating this statement will force you to examine the business case behind your proposal. The Purpose Statement will be used as a reference point throughout your Business Process Mapping initiative and will serve as a point of focus, or a point of re-focus.

As the name signifies, the Purpose Statement is your personal statement about this initiative and its relevance to your business. It does not need to be a statement of dry facts, but a story written to pique the interest of the reader. The Purpose Statement must be well written (grammatically correct and easy to read) to be successful.

The Purpose Statement will be the only part of your project over which you have full control. Your track record and historical facts are in the past ... they are what they are.

This statement is your chance to communicate your thoughts, not only about this mapping initiative, but about the potential for positive impacts within other areas of your business. Be sure to differentiate your ideas from the multitude of other project efforts that could be, and have been, proposed. If you believe in this initiative, you need to convince the reader that you have the knowledge, interest, and energy to see this through to a successful conclusion.

Allow yourself enough time to write and proof several drafts of the Purpose Statement. Be sure to get someone you trust to review and provide feedback. Finally, avoid the trap of listening to others telling you to simply jot something down on paper and not waste your time. Putting time in developing the Purpose Statement will save you a lot of time and grief down the road, and will set the tone for the project.

WHY BOTHER?

"...the Purpose Statement will be the only part of your project over which you have full control."



ACTION REQUIRED -----

- Write Draft
- Get Feedback
- Revise
- Discuss with 1 or 2 sponsor candidates (see next section)
- Present



CAUTION -----

- **Commit the time** to do it right
- **Don't fall into the trap** of doing what everyone else is doing
- **Get your facts correct** and use proper grammar



WARNING -----

- Don't focus on being 'Politically Correct'
- In order to be successful, these initiatives must impact processes in all affected departments of the company. Stepping on toes is likely to occur.



EXAMPLE -----

Scenario

- New accounting system scheduled to be implemented in 6 months
- Departments are currently working in silos
- Most of the staff have not been involved with the accounting system selection
- No one on the senior team has suggested mapping current business processes
- Your role is Project Leader for the implementation of the new accounting system

[See the Purpose Statement example on the following page]

To: Name, Title

From: You

Date: xx/xx/xx

Subject: Purpose Statement for Mapping Business Processes

As Project Leader for the Accounting System implementation I recommend we undertake an initiative to map our current, and related, business processes. **I believe the mapping of our current processes supports the business objective of successfully implementing a new accounting system.**

PURPOSE STATEMENT

The Purpose Statement should link to at least one pre-established business objective.

The following is a list of major factors which led me to this conclusion:

1. No single employee has a clear understanding of all accounting related business processes
2. Our current accounting system is not effective, but we need to be clear on the issues that are process-related versus systems-related (otherwise we could have the same issue with the new system)
3. Processes used within other departments (sales, operations, I/T) will impact the processes associated with our new accounting system; thus, those processes need to be documented and understood
4. Current processes have evolved and been modified from within individual departments, resulting in inconsistencies and data integrity issues
5. Lack of process documentation could result in higher installation costs from our solution provider
6. Risks associated with not mapping these processes include automating current processes that may not be able to support increased growth / volume.

I believe we can map our major business processes in less than 120 days. Time requirements would include 1-2 days from key department personnel and 120 days

each for me and one analyst. We currently have mapping tools so no additional costs would be incurred for tools [iGrafx, Visio, etc.].

Our internal cost for personnel time, based on our current pay structure and 2 days from 15 people, would be between \$5500 and \$7000. The worst case scenario shows it costing us more than \$8000 if our solution provider has to spend an additional 35 hours on the project.

I believe we will realize additional measurable benefits based upon our findings and improving our processes. Cost benefit analysis can be performed before undertaking any process changes, once current processes are documented.

Consider including in your Purpose Statement:

- Description
- Rationale
- Strategy or initiative this effort supports
- Risks if not implemented
- Effort and resources required
- Areas impacted
- Tools required
- Budget
- Estimated benefits

Establish the Appropriate Sponsor



WHY/HOW -----

Projects that impact more than one group or department usually fail without a Sponsor. In a crude sort of way the Sponsor is the person who will cast the tie-breaking vote in the event one is needed.

The Sponsor can make or break a project so selecting the 'right' Sponsor is a critical step in this initiative. Keep in mind; even if you are not the person to make the final decision, you can influence the decision if you plan ahead.

It is human nature for people to be passionate about their work. Consequently, I will always believe my work (or my way) is as important or better than yours. Why should I change the way I'm doing things? You get the idea.

THE SPONSOR

“The Sponsor can make or break a project so selecting the ‘right’ Sponsor is a critical step in this initiative.”

The following is a list of attributes to consider when selecting your Sponsor:

- Respected by peers
- Empowered by his/her boss
- Capable of influencing others outside his/her direct line of reporting
- Willing to empower others
- Skilled at multitasking
- Leads by example
- Knowledgeable of the overall business



ACTION REQUIRED -----

- Create a list of individuals you believe to be qualified Sponsors
- Select the top two individuals and share your thoughts and Purpose Statement
- Modify Purpose Statement if required
- Create Sponsor's Charter (see example at the end of this section) outlining the Sponsor's role and responsibilities
- Ask Sponsor candidates if they agree with Sponsor's Charter

- Ask top Sponsor candidate to present Purpose Statement (along with you)
- Plan next steps with selected Sponsor



CAUTION -----

- **Be careful** not to select the Sponsor based solely on personality
- Be sure to consider individuals you do not know personally
- **Allow time** for potential Sponsors to absorb and process your idea



WARNING -----

- Do not select Sponsors based upon them “having the time”
- The project will fail if the Sponsor does not have company-wide influence



EXAMPLE -----

Scenario

- You report to the CIO
- The CIO is one of six ‘C-Level’ executives in the company
- Snapshot of each executive:
 - **Arnold – Chief Executive Officer**
 - Ex-Navy Seal
 - Results-focused
 - Financial background
 - Clearly understands how his compensation is tied to business objectives
 - Allows himself to get caught up in too many details
 - Once on his ‘bad list’, it’s over
 - You like him but do not trust him
 - **Malcolm – Chief Financial Officer**
 - 2 years with company
 - Liked by most employees
 - Experience includes positions in other industries
 - Spends most of his time with CEO
 - Delegates most of his work to Controller
 - Non-confrontational
 - You like him and trust him

- **Elizabeth – Chief Marketing Officer**
 - One year with company
 - New to Sales and Marketing – experienced in Operations
 - Experience includes multi-sized companies within same industry
 - Well-liked by staff
 - Shares thoughts and praise
 - Willing to stand up for what she believes is right
 - Medium amount of influence with peers
 - You like her and trust her
- **Jackson – Chief Operations Officer**
 - Twenty years with company – only place he has ever worked
 - Moved up through the organization
 - Currently working 70 hours a week and has a lot of outside interests
 - Manages by intimidation
 - Tells you exactly what is on his mind, but ... see next point
 - Waffles like a string in the wind
 - Not well-liked
 - You do not trust him
- **Wally – Chief Administration Officer**
 - Twenty years with company
 - Experienced in Operations
 - Not liked by anyone except CEO
 - Spends two hours to save one penny
 - Becomes the bottleneck on many initiatives
 - Non-confrontational
 - Will not tell you what he is really thinking
 - You do not like him or trust him
- **Dan – Chief Information Officer**
 - Three years with company
 - Liked by most people
 - Aggressive and well-organized
 - Not afraid to ruffle feathers or shake up the status quo
 - Experience includes positions in multiple industries

- Does not possess in-depth knowledge of the industry
- Respected by peers
- He is your boss
- You trust him

You need Arnold's (CEO) support but you don't want him in the details. You need to meet with him in an informal manner just to kick around your idea so not to blindside him later. Don't put him in a position to make any decisions at this point. Your comments should be like "Oh, by the way ...". Check his pulse just to be sure this topic isn't a sore spot that could provoke a negative reaction

You need to get Jackson (COO) involved and keep him involved but you don't want to depend on him for any deliverables. Be sure to document everything with him because he is so busy he won't remember your conversations from day to day. You want to be sure you can get his resource support when needed, and keeping him "in the loop" makes him feel important.

Keep Wally (CAO) as far away from this initiative as possible! Wally prides himself in knowing everything that's going on and tends to hinder momentum. Obviously, you can not exclude or alienate a member of the senior management team; however, you can be proactive in how you manage Wally by soliciting input but not feedback.

Malcolm (CFO) will be a real ally, but is not the person to push things ahead. He will be great to have involved when it comes time to measure results from a bottom-line perspective or if you need help tipping something off the fence.

Elizabeth (CMO) will be your sounding board and someone who will provide sound guidance. Too much visibility on this project might cause others, such as Jackson, to act defensively if she appears to have too much influence over the project.

Your best bet is to see if Dan (CIO) will Sponsor this initiative. First, he is your boss and you have a good working relationship. Second, he is not afraid of making waves if needed. Third, process mapping should tie perfectly (or close to perfectly) with data and information flow. Dan will need to work closely with Jackson, using him as an "advisor".



Sponsor's Charter

Purpose

Clearly define the Sponsor's role and responsibilities as well as the conditions of "sponsorship".

The Sponsor has responsibility for aligning the objectives of the sponsored initiative with overall company objectives and to make sure they are consistent with the company's strategic direction.

The Sponsor is accountable to the owner, in this case the CEO. The Sponsor should help maintain the appropriate level of visibility at the highest levels within the company. The Sponsor must be available to the Project Leader on a regular basis.

Other areas of responsibility include:

- Finalizing business justification (Purpose Statement)
- Assisting in the process of defining key success factors
- Arranging required funding
- Facilitating acquisition of human resources
- Providing direction to Project Leader
- Assisting in removal of barriers

Feedback from various project participants will be gathered throughout this initiative. If the Sponsor is unable to fulfill his/her responsibilities as outlined in this document, or if the feedback gathered indicates the Sponsor is not fulfilling his/her responsibilities, the Sponsor may be removed and replaced.

NOTE: The Sponsor's Charter may include more detail such as the number of hours required of the Sponsor, specific meeting times, etc. The main purpose of this document is to ensure a common understanding of the Sponsor's role prior to starting the initiative. Signature lines should be included for the Sponsor, Project Leader, and Owner/CEO.

SPONSOR'S CHARTER

"The Sponsor has responsibility for aligning the objectives of the sponsored initiative with overall company objectives ..."

Select Core Team Members



WHY/HOW -----

Creating the right core team is important for a variety of reasons, some of which we will cover in more detail later. What is the difference between team members and ‘core’ team members? How many ‘core’ members do I need? What do we even mean by ‘Team’?

Vince Lombardi, a successful leader of football teams, and of men in general, said this about teams; *"Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work."*

Lombardi knew the secret to success was not in ‘knowing’ something that others did not, but rather, in executing a plan in a way others would not, or could not. There are several attributes to consider when creating your team and your core team:

1. **Knowledge** – broad, narrow, niche, etc.
2. **Respect** – not to be confused with popularity
3. **Influence** – not to be confused with authority obtained via organization structure
4. **Work Ethic** – not to be confused with the number of hours a person works
5. **Personality** – not to be confused with being outgoing or extroverted
6. **Self-Confidence** – with respect to being secure with one’s self and position
7. **Authority** – formal or informal

For this example initiative at a company the size of XYZ, I would consider selecting two core team members plus yourself. In addition to the team member attributes listed above, the core team members should:

1. Have mutual trust for one another
2. Have mutual respect for one another
3. Be willing to share both positive and negative feedback
4. Be willing to disagree and in a productive manner



ACTION REQUIRED -----

- Select Core Team Members
- Gain approval for Core Team Members to work on this project
- Meet with Core Team to ensure alignment
- Review project materials with Core Team
- Discuss potential team members
- Plan next steps for defining 'Scope'

TEAM MEMBERS

DO NOT jeopardize the entire project by caving in to pressure to include the 'wrong' team members



CAUTION -----

- Be aware of the role '**politics**' play within and across departments and how the role differs from group to group
- **Lack of clear direction** and organization will negatively impact results of recruiting team members – no one wants to board a sinking ship or a ship without a rudder



WARNING -----

- DO NOT jeopardize the entire project by caving in to pressure to include the 'wrong' Core Team members



EXAMPLE -----

Scenario

- See Purpose Statement for Mapping Business Processes
- Purpose Statement has been reviewed by Sponsor and presented to the Owner (CEO) and approved
- You are ready to select your core team members
 - **Navin – Project Manager**
 - Three years with company
 - Has earned several project management certifications
 - Experience with current business processes and mapping tools
 - Non-confrontational and is liked by everyone
 - Works for Wally (CAO)
 - You have worked together successfully in the past
 - Trustworthy

- **Jean – Business Analyst**
 - One year with company
 - Great people skills
 - Talented in simplifying complex issues
 - Creative thinker and quick learner
 - Works for Dan (CIO – your boss)
 - You work well together

The selection of Navin is important for obvious reasons such as his knowledge of current processes and mapping tools. But, another reason for including Navin on the core team is to help you manage Wally. Past experience tells you that Wally will get involved regardless of what you try to do. Including Navin allows you to proactively manage Wally by feeding him the information you want him to see, when you want him to see it.

Besides the obvious, Jean is a good fit for the core team because she is close to systems and data personnel and she is aware of current project efforts within each of those areas. It will be important to coordinate process mapping and process changes with these two groups.

Define Scope



WHY/HOW -----

Defining the Scope of an initiative provides individual team members an opportunity to express, validate, and align their thoughts and concepts with the entire team. The Scope also provides clear boundaries in which the team will work. These boundaries should not be considered unmovable walls, but rather guidelines for day-to-day operations. As Project Leader, you should meet with the Sponsor if you believe these boundaries are being challenged. There may be good reason for challenging, thus changing the Scope, but more often challenges arise due to personal preferences.



ACTION REQUIRED -----

- Determine which business processes to address
- Determine the order / priority in which to address each process
- Consider the various departments, systems, vendors, and individuals that provide or receive data through each process
- Consider both automated and manual interactions implicit in each process
- Develop a list of team member candidates – consider the attributes defined in the Core Team Member section, as well as which departments and groups are involved with each business process being considered

WARNING!

DO NOT fall into the trap of skipping current processes and going directly to the way you think processes need to be in the future.



CAUTION -----

- **This step is not the mapping step**; but a step to get a high-level perspective on the breadth and depth of each process
- Be sure the processes selected for mapping **link directly with the business strategy** supported which was mentioned in the Purpose Statement – in this case the processes must link to the account system objectives
- Be willing to **revisit the Scope** once you learn more about the details of each process – you may find you need to expand or reduce the Scope



WARNING -----

- DO NOT fall into the trap of overlooking current processes and going directly to the way you think processes need to be in the future
- Read the first bullet point again



EXAMPLE -----

Scenario

The XYZ Company will be implementing a new accounting system later this year. Prior to implementing this system XYZ must document (or map) current business processes associated with its accounting function. Mapping current business processes supports the business objective of successfully implementing the new accounting system on time and within budget.

The Business Mapping initiative is sponsored by Dan who is XYZ's CIO. His expectations for this initiative include:

1. Having a detailed process map for all accounting related business processes
2. Educating personnel on the value of process mapping and for the need to standardize departmental processes and operations
3. Creating a plan for implementing process changes
4. Aligning and coordinating process changes with the accounting system implementation

Processes to be **included** in this initiative include:

- The Quote to Invoice Process

Processes to be **excluded** from this initiative include:

- Process details related to Operations – high level processes must be considered, however, details involving how Operations goes about its business are not part of this initiative

Benefits anticipated from this effort include:

- Eliminating vendor partner costs on the accounting system implementation associated with mapping data and process flows
- Expediting future systems and process changes by having a current point of reference
- Ability to review current processes to find opportunities for improving the quality (accuracy and timeliness) of our quotes and invoices

Deliverables from this effort include:

- Detailed process maps in written and electronic formats
- Written report of findings
- Written recommendations for next steps
- Project plan for implementing process changes

Constraints include:

- Availability of key resources (team members)

NOTE: A Scope document usually addresses the following points:

1. Strategic objective associated with initiative
2. Project description
3. Sponsor's expectations
4. Associated business benefits
5. Specific inclusions and exclusions
6. Deliverables
7. Assumptions
8. Constraints

Select Team Members



WHY/HOW -----

Based on work you did earlier in this packet, you understand the importance of selecting the right team members. You prepared for this step back in the Scope section:

- Consider the various departments, systems, vendors, and individuals that provide or receive data through each process
- Consider both automated and manual interactions with each process
- Develop a list of team member candidates – consider the attributes defined in the Core Team Member section as well as which departments and groups are involved with each business process being considered

TEAM MEMBERS

“Consider the various departments, systems, vendors, and individuals that provide or receive data through each process”

Use your candidate list to narrow down your selection [for more detail see the example used later in this section]



ACTION REQUIRED -----

- Select key individuals from each group or department who touch each process or use data from these processes – remember to refer to the attributes defined in our Core Team Member section
- Prepare a simple high-level presentation that covers the highlights of this Business Process Mapping initiative – it should take no longer than 10 minutes to deliver this presentation
- Using the presentation just created, you (Project Lead and Sponsor if needed) should meet with each selected team members’ supervisor to review the initiative and ask for permission to discuss this with their employee(s)
- Schedule and conduct individual meetings with each Team Member, giving them an overview of the Business Process Mapping initiative – these meetings should take no more than 15 – 20 minutes each
- Coordinate your schedule with other Team Members, as is practical, to determine which two-day period will work best for an off-site mapping session [specifics of the mapping section are covered later in this packet]



CAUTION -----

- **Anticipate negative feedback** and comments such as “we tried doing this before and nothing ever came of it”
- **Do not exclude perceived “trouble-makers”** simply because they have that label – sometimes it is better to have these people on the team so you can influence their perspective and the things they are saying
- **Beware** of selecting employees the supervisor wants you to take because they are “available”; go back to our attribute criteria – don’t cave-in



WARNING -----

- Be prepared for demonstrations of “squatter” behavior and other manifestations of territorial bias – more about this topic can be found in the Mapping Session section
- If you believe you DO NOT have the right team members to see this through successfully, you MUST tell your Sponsor right away and put it in writing



EXAMPLE -----

Scenario

- Focusing on the Quote to Invoice process
- Excluding day to day details of the Operations group

Your Core Team has determined the need for team representation from the following groups / departments:

- Accounting
- Finance
- Marketing
- Sales
- Operations
- Quality Control
- Information Technology
- Administration

Your Core Team should develop a short (5-10 minute) presentation to give to the appropriate supervisors of each respective area. The presentation should cover:

1. Purpose Statement
2. Sponsor & Core Team Members
3. Benefits of Business Process Mapping – why current processes must be mapped
4. Timeline
5. Resource Requirements including specific request for the supervisor's resource(s) identified by the Core Team

Resources by area: (L = Leader, C = Confrontational, TM = Trouble Maker, R = Reserved, KIA = Know It All, UB = Understands the Business, CR = Creative, P = Positive, I = Influencer)

- Accounting
 - Meg – Payables Clerk (TM, KIA, UB)
 - Tim – Receivables Clerk (R, CR, P)
 - Linda – Controller (L, P, I)
- Finance
 - Alan – Financial Analyst (R, UB, P)
- Marketing
 - Sue – Marketing Director (CR, P, I)
- Sales
 - Tom – VP Sales (UB, L, CR)
 - Terri – Quote Specialist (C, UB, I)
- Operations
 - Derek – Client Liaison (UB, P)
 - Claudia – Director of Operations (L, C, UB)
 - Larry – Warehouse Manager & Inventory Control (R, P)
 - Gilbert – Material Acquisition & Supplies (TM, UB)
- Quality Control
 - Kevin – Director of Q/C (L, R, P)
- Information Technology
 - Dillon – Database Analyst (C, KIA)
 - Ellen – Systems Administrator (CR, P, I)

- Administration
 - Bert – Director of Human Resources (CR, P)

Someone from the Core Team should conduct individual meetings with each Team Member to review the presentation that was given to each supervisor.

Conduct Mapping Sessions



WHY/HOW -----

Now the fun begins. This is the time you bring together employees who hold the knowledge you need to obtain and document; employees with different backgrounds, interests, personalities, temperaments, and agendas.

Your team consists of 15 members, excluding your Core Team (Navin, Jean, you). A team of this size should be divided into two groups for the purpose of effectively managing each mapping session. Sessions with too many participants tend to be dominated by a few people and are much less productive. Sessions with too few participants tend to lack the necessary perspectives required to deliver well rounded results. Core Team Members should participate in all mapping sessions.

MAPPING SESSIONS

“Sessions with too many participants tend to be dominated by a few people and are much less productive.”

Two mapping sessions should be scheduled with each session lasting two days. Sessions should be scheduled offsite in a location offering the following accommodations:

- Meeting room and conference table large enough for 12 people
- Comfortable chairs
- At least one dry-eraser board with eraser & markers
- Flip-chart and markers (with tape if pages are not self-adhering)
- Enough wall space to post 10 – 20 flip-chart pages (make sure landlord allows)
- Video projector & screen or a set up to use your own
- Windows with the option to block out the light
- Counter space (optional)
- Extension cord with multiple device capability
- Printer and copier access
- Delivery food service allowed – have working lunches so not to stop momentum
- Thermostat control within conference room
- Handy restroom facilities

- Option to come in before 8am and stay past 5pm

Participants for the two sessions:

SESSION ONE

Accounting: Meg – Payables Clerk (TM, KIA, UB)

Linda – Controller (L, P, I)

Marketing: Sue – Marketing Director (CR, P, I)

Sales: Tom – VP Sales (UB, L, CR)

Operations: Larry – Warehouse Manager & Inventory Control (R, P)

Derek – Client Liaison (UB, P)

I/T: Dillon – Database Analyst (C, KIA)

SESSION TWO

Accounting: Tim – Receivables Clerk (R, CR, P)

Finance: Alan – Financial Analyst (R, UB, P)

Sales: Terri – Quote Specialist (C, UB, I)

Operations: Claudia – Director of Operations (L, C, UB)

Gilbert – Material Acquisition & Supplies (TM, UB)

Quality: Kevin – Director of Q/C (L, R, P)

I/T: Ellen – Systems Administrator (CR, P, I)

Admin: Bert – Director of Human Resources (CR, P)

Rationale for how participants were divided:

- Strove for representation from each group in both sessions – may want to consider adding another participant from Quality
- TMs (Trouble Makers) paired with management level person from department
- Separated TMs – one in each session
- First session smaller to help with the learning curve
- Management included in both groups – reinforces importance of the initiative
- People who really know the business included in both groups
- People known for positive attitudes included in both groups



ACTION REQUIRED -----

- Select dates for both sessions
- Arrange for location and tools
- Assign Core Team Member responsibilities
 - Facilitator (you)
 - Mapper – using tools on PC connected to video projector
 - Documenter – flip-charts and note taker
- Develop agenda (include scheduled breaks, directions, and session guidelines)
- Meet with 1 or 2 influencers (I) prior to Day One of each session – create an ally by sharing your ideas and approach you have planned for the sessions
- Create a skeleton process map to be used as a starting point for Day One of each session
- Conduct walk-through with Core Team Members – test tools and equipment too
- Send out agenda one day prior to meeting
- Gather a collection of forms and documents currently being used, or produced, in the Quote to Invoice process – forms and documents that have been filled out work best – bring these to your mapping meetings
- Circulate hard copies (usually within a couple of days of the Day Two session) of the mapped processes to each participant asking them to review and return comments on the hard copy. We suggest you only provide copies that pertain to the participants’ respective area of responsibility - complete copies of the maps will be provided to the participants’ for review following the initial review. Depending upon the complexity of the processes, one-on-one participant review meetings may be justified
- Meet with appropriate participants to resolve any inconsistencies and/or contradictions – this isn’t to say you should ‘fix’ the process, but rather to make sure the map accurately reflects the way the business process functions today
- Plan next steps – modify, fix, change, and / or create future processes



CAUTION -----

- **It is easy to get off track** - be careful not to start “fixing” problems at this stage
- **People may “clam up”** once you get past the high-level processes – there are many reasons why people don’t want to share the specifics of what they do and how they do it. Don’t give up – get the detail or this initiative will be unsuccessful; ask specific questions when people seem reluctant to provide detail
- **Be sensitive to reserved people** – make sure they get “air-time” – each Core Team Member should have the responsibility to be aware of those who are dominating or not participating in discussions

- **Be prepared to document multiple maps of the same process** – you will find people within the same department performing the same function in multiple ways
- **Don't worry about using all the right symbols** – don't slow down the group trying to get everything just right on this pass – this causes frustration and gaps in continuity – as facilitator, you must verbally recap every 15 minutes or so ... depending upon your rate of progress
- **Start over** – be sure to start each 'Day One' session from the skeleton process map created by the Core Team – **DO NOT** use the 'Day One' results from session one for 'Day One' of session two – feel free to use session one results on 'Day Two' of the second session
- **Anticipate questions** – you will probably be able to anticipate several questions or comments that will come from participants on Day One – discuss these questions and prepare your answers during the walk-through with your Core Team Members



WARNING -----

- **DO NOT allow a team member to continually disrupt your team** – these people will be asked to leave – this will be covered in the meeting 'ground rules' section of your agenda
- **No detail is too small** – it is better to start out with too much detail than not enough, as long as the meeting doesn't bog down



EXAMPLE -----

See Next Page for an example of a **Day One Agenda**

Day One Agenda

AGENDA

Meeting Title

Date

Time

Location

Meeting called by [Name of Project Leader]

Attendees: Attendee List

Please read: Reading List

Please bring: Supplies List

8:00 am to 8:30 am	Introduction ❖ Review Objectives ❖ Discuss Approach ❖ Review Agenda	Project Leader
8:30 am to 10:00 am	Mapping Review current documentation used or produced via Quote to Invoice process. Select documents that are used at the beginning of the process i.e. quote forms, client evaluation forms, etc.	ALL
10:00 am to 10:15 am	Break	
10:15 am to Noon	Mapping Recap Continue	Project Leader ALL
Noon to 12:15	Break	ALL
12:15 pm to	Working Lunch Recap Continue	Project Leader ALL
2:15 pm to 2:30 pm	Break	ALL
2:30 pm to 4:30 pm	Mapping Recap Stop covering new material and 'clean up' mapping and other documentation to create an accurate starting point for Day Two	Project Leader All
4:30 pm to 5:00 pm	Wrap-up Next steps for tomorrow's meeting	All
5:00 pm to 6:00 pm	Prep for Day Two meeting	Core Team Only
Special notes:	GROUND RULES: ❖ Meetings will start & restart on-time ❖ Everyone will be on-time ❖ Cell phones & other electronic devices turned off ❖ All team members have an equal voice ❖ Respect each others opinions ❖ Take commitments seriously but have fun ❖ Hold one another accountable	

Attach directions to find meeting facility (if needed)

Gerke & Associates, Inc. has been providing consulting services to businesses since 1977. Pursuing its mission to “Create Client Success”, the firm has done significant work with start-up companies, substantial family-owned firms, major business trade associations, not-for-profit agencies, and several Fortune 500 companies. Assignments have taken Gerke & Associates’ consultants over North America and to Europe, South America, and S.E. Asia.

Gerke & Associates offers several training and consulting services related to Business Process Mapping; including:

- Training
- Train-the-Trainer
- Project Management
- Executive Consultation

Please feel free to contact us should you have any questions pertaining to this Business Process Mapping packet. Additional packets are being developed that will address implementation and on-going maintenance.

Gerke & Associates headquarters:

1123 Wilkes Blvd.
Suite 320
Columbia, MO 65201
573-875-7125
www.gerke.com
Email: gainfo@gerke.com