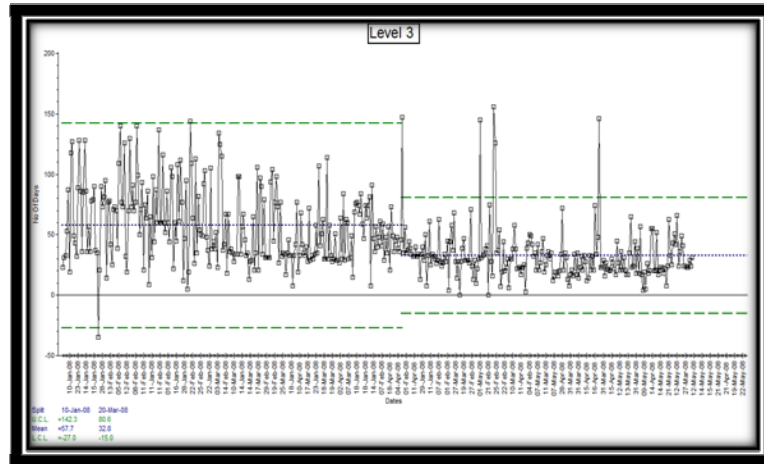
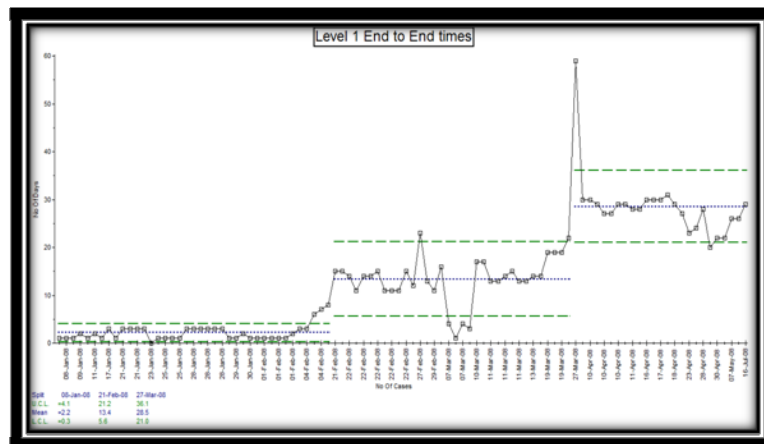




By way of an illustration, the following graphs (Figures 6 & 7) show an organisation's total time to process what they term 'Level' cases. The end-to-end time to process Level 3 cases improved, but at the same time their ability to process Level 1 cases worsened.



**Figure 6**  
Level 3 End-to-End times getting better



**Figure 7**  
Level 1 End-to-End times getting worse

Mapping the process showed that management had made a decision to prioritise Level 3 cases without really understanding the damage that might be done to other types of work. Without using capability graphs and process mapping together, the organisation would not have gained the full understanding required to solve the problem. Mapping processes gives you 'X-Ray Vision', providing a unique view of your organisation's workings.

## What should I do and how do I do it?

There are **four** aspects you need to know when mapping a process.

1. The flow of the work
2. Waste associated with each step in the flow
3. Frequency of the waste
4. The impact of the waste on customers, staff, the organisation and any associated costs

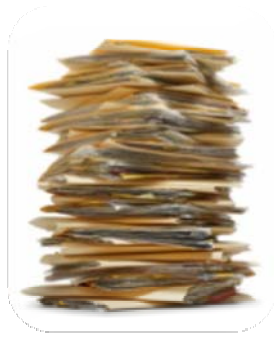
Mapping the flow of the work is essentially what it says. It ranges from all the steps in the process from when the demand transfers from the customer to the contact centre and back again. Like our early navigators who plotted global courses, the process should be detailed enough to capture each step in the flow, but not so precise that it is difficult to understand. A good rule of thumb is that each step should describe an action such as 'inputting customer details' but not to go to the level of capturing individual keystrokes!

Having captured all the steps in the flow (see Figure 8 – condensed process map for Facilities Bookings) you now need to capture the waste associated with each step in the flow.

Process Map Facility Booking		
FLOW	WASTE	IMPACT
Client phones in to book a community centre	20% of calls drop out before they are answered	Clients complain that they can never get through
	40% of calls are clients calling to see if they have got their requested date	Constant need for more agents to answer calls
	10% of clients call back to say that they never really got their issue resolved on their first call	Increased call volumes
Agent checks availability for centre	30% of centres are not in the system	Agent has to make manual call to centre to check availability
Agent explains to client that centre cannot be reserved until booking form and deposit received	Almost every client complains that this means they cannot send out invitations for children party until confirmation is received	20% of clients decide not to make a booking and go elsewhere
Agent sends out booking form		
Form is returned with deposit	20% come in without a cheque	Leads to late payment
	10% have errors and have to be returned to clients	Clients call in to complain about council attitude
	15% of the time when the form comes in, the centre has been reserved by another client	Leads to arguments with clients and stress for agents
Confirmation is sent to client		
Letter for full payment sent 1 week prior to event	25% of the time on the day of event, centre is still not paid	10% of all bookings have bad debt issues
Client pays by cheque or cash at counter		
Booking goes ahead		
Event takes place		

**Figure 8**  
Process Map for Facilities Bookings

## Waste not, want not...



Waste is anything that **stops the person doing the work from achieving its purpose or not adding value** from the customer's viewpoint. An example here might be procedures, paperwork and red tape that prevent staff from getting on with value-adding work.

Examples of waste in call centres are rework, errors, duplication, substandard work or work being passed onto the next agent with errors and so on.

## So how do you do it?

Have your pen at the ready...process mapping should follow a simple format as shown in **Figure 9**. Draw three columns on a sheet. In the first, write down questions about the steps in the flow of the work. Those doing the mapping should go to the first person in the flow and ask them to talk through the steps from the point the work arrives to the point that it leaves.

### Capturing Flow

When you map the flow start by asking, 'what's the first thing you do when the demand comes in?' Once you have captured the first step in the flow then ask 'what's the next thing you do?' and so on until you have captured the entire flow. It is quite common that one person will not deal with the complete flow so you would continue by moving to the next person in the process and so on until you have mapped the process end to end.

It is important to 'disengage your brain' when capturing flow. Do not judge or comment about how the work currently works.

### Capturing Waste

Having fully mapped the flow, return to the first step in the flow and ask questions about what goes wrong and how often this happens. This data goes in column two. Repeat this questioning for every step in the flow.

## Capturing Impact

Finally, ask questions about the impact of the problems. This data goes in column three and can be based on the impact on the customer (service), the staff (morale) and the organisation (costs). By doing this, you are helping to build the case for change.

For example, a major utilities company gathered data on the impact of costs of running a process. The costs showed that a one-time fee of £6m would reduce their annual expenditure by over £15m. Importantly, this problem and solution would not have been uncovered without process mapping. So now we know why we should map, what to do and how to do it. The next question you might ask is: 'How do I find a process?'

**PROCESS MAPPING WORKSHEET**

purpose of the process: \_\_\_\_\_

\_\_\_\_\_

please list the steps in the process | what problems arise at each step?  
how often does this happen? | what is the impact?

FLOW | WASTE | IMPACT

where does the work go after it leaves you?

**YANGUARD**  
Scotland Ltd

**Figure 9**

A blank worksheet for Process Mapping

## How do I find a process to map?

**“Profit in business comes from repeat customers; customers that boast about your project or service and bring friends with them.”**

*W.Edwards Deming, founder of the quality movement*

It therefore makes sense to map processes that begin and end with the customer in mind, processes that have a high volume of work flowing through them and also those that attract high levels of Failure Demand. For those who need reminding about the meaning of Failure Demand, this term defines failure of the organisation to do something or do something right for the customer.

For example, a call centre in a council dealing with a process that starts and ends with a customer is a request to repair a lamppost in a street. It is also a process which attracts a high volume of calls. Studied further many people are not just calling to have the lamppost repaired; they call to report the repair wasn't done right the first time, or that they are still waiting for the tradesmen to return. The council quickly found that it needed a process that worked effectively first time in order to reduce the high levels of failure demand.

Improving such processes does much for an organisation's reputation (and as a result it's brand) but reducing the failure demand also cuts costs because fewer resources are needed to handle the reduction in demand. To identify core processes, study the nature of demand. Value Demand denotes a core flow.

**So, start with processes that begin and end with the customer. It's not only good for your business performance, but also for your reputation and operating expense.**

But despite its straightforward appearance, process mapping is not as simple as it sounds and there are pitfalls...

## Dos and don'ts



The biggest change will come from studying core flows. When starting a change programme begin with processes that begin and end with customers. This way you will make a change that benefits customers, staff, the organisation and the stakeholders.

Frequently, organisations want to start with internal processes like the production of annual reports or payroll. These changes might be important but they are not as vital as doing the right thing for the customer. A disgruntled customer will leave or make repeat demands on the system and therefore drive costs up.

Another erroneous approach is to map a failure process. Again, a failure process is something that has been put in place to cope with demand caused by failure to do something or do something right for the customer. The aim should not be to improve a process dealing with failure demand but to reduce the demand such that there is no need for the process.

## Treat the cause, not the symptom



A common example is a complaints process. As customers how annoyed do we get when our complaint letters or emails are not answered? In response, organisations often spend time trying to improve their complaints system rather than trying to understand and remove the causes of complaints. As a customer I would actually much prefer not to have to complain in the first place than to have a slick complaints process when it does go wrong.

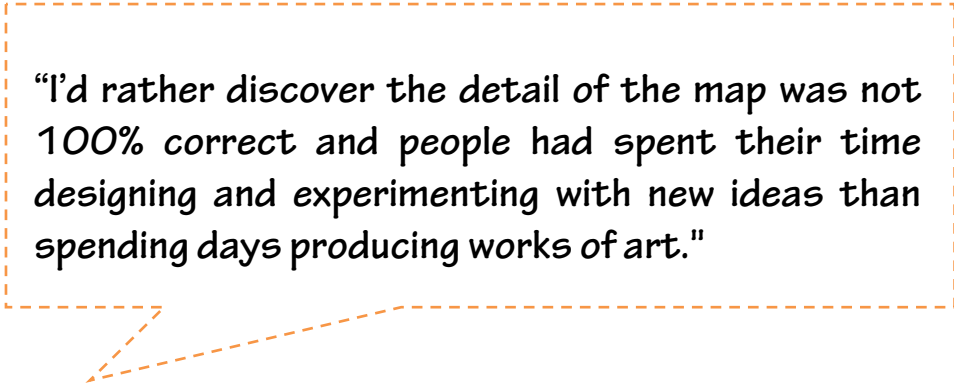
## Quality of Information

**Focus on the quality of the information, not the quality of the presentation.** Process maps should be shown visually on flipchart paper to demonstrate the timeline of improvements. As soon as a map is completed it should be redesigned and then tested.

## Putting theory into practice

Nothing beats practice over theory when it comes to process mapping. After all, it's better to have people running experiments and trying things rather than sitting at their desk typing perfectly presented process maps.

Laurence Barrett, formerly Director with the VELUX Company and now Chief Executive of Falkirk For Business, is a firm believer in this approach. He comments,



*"I'd rather discover the detail of the map was not 100% correct and people had spent their time designing and experimenting with new ideas than spending days producing works of art."*

Laurence's view doesn't mean that we don't need accurate information on the map. Far from it, information can and should be updated, crossed out and validated without having to redraw the map every time someone makes a tweak. Referring back to the earlier seafaring analogy... they did not redraw their maps every time they dropped anchor.

That same tenacity can be applied to the modern business world. **Forget using software programmes, get out there where the work happens and get mapping!**

## What are the Golden Rules of process mapping?

The first rule is selecting **who should do the mapping**. Where you are in the change management process determines who is the best person for the job.

## Mapping during 'Check'

In a similar fashion to selecting the strongest team for a football match, managers must carefully choose their best players. When processes are being mapped as part of 'Check' it is normal for a front line team to do the analysis. There are a number of benefits in having customer-facing staff map the process. One is that mapping a flow is part of the change management process - it helps staff to see things from the customers' point of view.

Vanguard's founder, John Seddon, says;

*"Mapping is important because it helps staff to change their perspective on the work. Firstly it helps them to unlearn what they think is going on in the work. Secondly it helps them to relearn how the work should be designed from the customers' point of view. In this regard, process mapping is not simply a means to an end. It is part of the change process."*

A further benefit of having front line staff conduct the initial mapping is that peers tend to tell their colleagues the truth about what's really going on at work. Often when managers map flows, the staff tell them what they want to hear and not what's really happening. They can give the impression that work is fine when really it is anything but.

As Azmi Basir, a Vanguard Scotland consultant with experience working in blue chip companies says;

*"For managers to change their thinking about how to design and manage work they first must get the truth about what's going on in the work. Front line staff who talk to their peers can greatly help the process of getting things out in the open. Of course, managers also need to be involved but a good place to start is to let the front line staff do the mapping."*

## Mapping where the work happens

For generals to effectively command their troops they must visit the battle lines and their forces in person to discover first-hand what they're up against and to inspire morale. This same approach applies to those mapping processes. They must travel to where the work is done irrespective of the geography.

*To find out what's going on you need to see it first hand and this might mean following the processes across different functions outwith your area of control.*

When Mercedes mapped their engines design process, their initial scoping showed the process began in Stuttgart, Germany and finished in Detroit, USA. Daniel Rodgers, a consultant on the project, remarked, "*There are things we discovered that simply would not have been uncovered had we not got on the plane and physically visited the plant. If you are going to map a process you really need to follow the flow even if it means a significant journey to see the whole picture.*"

Measurement in organisations is important but it should work hand in hand with process mapping. More often than not the measures tell you how the system is performing, but not why. To gain insight into organisational failures, process mapping is essential.



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