



# BRIDGE Academy Toolkit







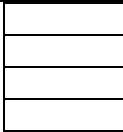
## Process Mapping

**Description:** Process Mapping is a tool used to visualize the series of steps and decisions that occur within a given business process. There are many types of process maps that can be used to visualize a process. The type most used in BRIDGE Academy is called a swim-lane diagram – in which each function involved in a process has its own designated “lane.”

Process Maps are used to:

- Visualize the current flow of a business process
- Identify the responsibility and tasks completed by different business functions
- Identify handoffs between functions
- Facilitate the identification of wastes (DOWNTIME), value-added, and non-value-added activities

### Elements of a Process Map:

	<b>Process Steps</b> <ul style="list-style-type: none"> <li>• Verb / Noun format</li> <li>• One action per Post-it</li> </ul>
	<b>First / Last Step</b> <ul style="list-style-type: none"> <li>• Verb / Noun format</li> <li>• Use the SIPOC to identify the scope of the process</li> <li>• Group must have consensus on this!</li> </ul>
	<b>Decisions</b> <ul style="list-style-type: none"> <li>• Yes / No question</li> <li>• Answer directs the next step</li> <li>• Map the entire process on the “Yes Path” first and then map other alternatives</li> </ul>
	<b>Delays and Issues</b> <ul style="list-style-type: none"> <li>• Any time information is waiting before the next process or decision</li> <li>• Provide data when possible</li> </ul>
	<b>Solid Arrow</b> <ul style="list-style-type: none"> <li>• Used to show physical movement of information or products between functions</li> <li>• Draw first with pencil; finalize with marker</li> </ul>
	<b>Zig-Zag Arrow</b> <ul style="list-style-type: none"> <li>• Used to show electronic movement of information or products between functions</li> <li>• Draw first with pencil; finalize with marker</li> </ul>
	<b>Swim Lanes</b> <ul style="list-style-type: none"> <li>• Used to differentiate one function from another</li> <li>• Label each function</li> <li>• Sketch first with pencil; finalize with marker or thin black tape</li> </ul>



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### How to Use this Tool:

1. Title the Process Map with the process name, date, and status (current state or future state).
2. Use a **SIPOC** to scope the process and identify functions.
3. Create separate “lanes” for each function involved in the process.
4. Identify the start and end points (green Post-its).
5. Maintain one voice on the steps and decision points, using “Verb, Noun” format.
6. Map the process as it happens most of the time.

### Facilitation Tips

- Only one person facilitates the Process Map
- Use the SIPOC as a guide
- Map the process as it currently is, not what you think it should be
- When recording process steps, use a simple “Verb, Noun” format
- Follow the “Yes Path” first, then fill in the rest
- Focus on what happens during the process *most* of the time
- Ask clarifying questions to develop shared understanding