

Dialogue Sheet – Value Stream Mapping

Process Name:

1. Start Here

This is a dialogue sheet, it is designed to promote good conversation. Team members should seat themselves equally around the sheet so each question can be read by at least one person easily. Take one question at a time, skip questions if you like. The person closest to the question should read out the question and take notes of the discussion. Each person should get a chance to read and note at least one question.

2. Prepare

Make sure every team member has a marker to write on this sheet. Agree on how much time you are going to spend on this dialogue sheet. Write down the result below.



The Retrospective Prime Directive
Regardless of what we discover, we understand and truly believe that everyone did the best job they could, given what they knew at the time, their skills and abilities, the resources available, and the situation at hand.
— Norman L. Kerth —

3. Agree

Does every one agree to follow the retrospective prime directive while working on this dialogue sheet?

The purpose of this dialog sheet is improving on the way of working. So focus on the cause of a problem, not on assigning blame.

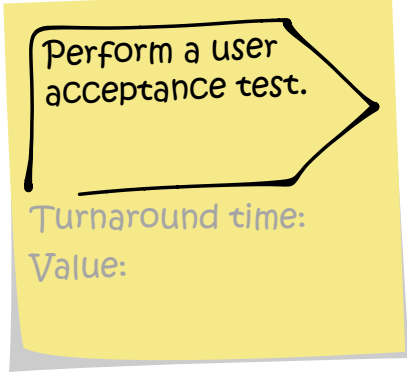
4. Choose a Process

Chose an end-to-end process to improve. Such a process starts with a wish or idea and ends with delivering value to the customer or business. Examples of such processes are the processing of an order or analysing, planning, implementing and deploying a software change. Name the process and write down this name on the sheet.

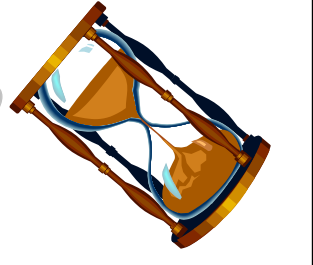


5. Make a Process Model

Which activities (steps in the process) are needed to get from a wish/idea to a usable solution, delivering value. Make one sticky-note per activity and arrange these notes in a logical order in the space above. First let everyone write down activities in silece. Then remove duplicates, rearrange and visualize the whole process. Remove exceptions, this model is about overview, not details.



How much time have you got left? Is this enough?

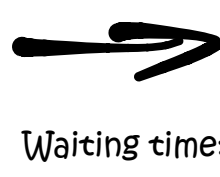
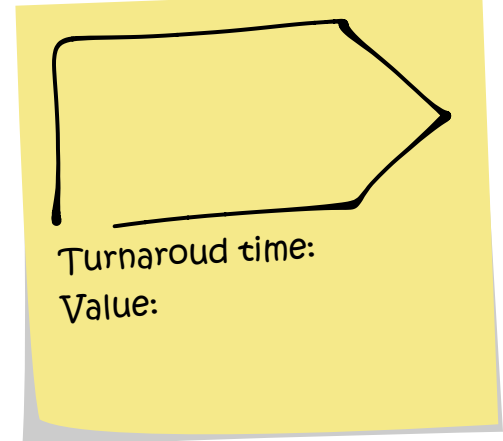


Remember that the one reading the question also leads the discussion.



Trigger (what signal from the customer starts the process):

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Waiting time:

6. Time Activities

For each activity in the process, determine the turnaround time (total time it takes to complete and deliver). Also determine the waiting time between activities.

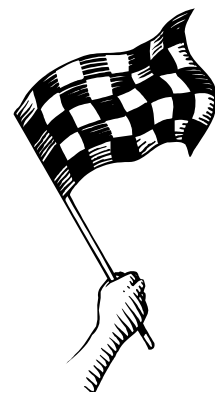


7. Value Activities
For each activity in the process, determine the value that is added, as perceived by the customer (% of the product value). Ask yourself if the customer would be willing to pay for it. Write down the result with each activity.



Result (what value is delivered to the Customer):

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8. Improve

Choose one or two process activities that you want to focus on. Make a list of things that could be handled differently to improve their effectiveness. Take notes on the sheet of all ideas. Write down as many ideas as possible. Think of at least four!

9. Plan of Action
Choose three ideas from the list in step 8 you all would like to take action on to improve the effectiveness of the process. Also discuss how you are going to assess if the actions have had the desired effect.



1.
2.
3.



10. Sign Up
Everyone who took part in this exercise, and agrees with the actions, sign-up. →

Het team

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Before You Begin

This dialogue sheet is intended for groups of 2 to 8 people. If you have a group larger than 8 then split in two or more separate groups, give each group a separate sheet to work on and compare action plans at the end. This sheet will take at least one hour to complete and maybe half a day. The goal of this sheet is identifying bottlenecks and forms of waste in your proces and defining actions to improve.

Deel je ervaringen met dit werkblad alsjeblieft met ons.
Stuur je feedback naar Remi-Armand.Collaris@ordina.nl

"Yes We Can!"
— Barack Obama —

"The road to success is always under construction."
— Chinese proverb —

"You never know in advance what the result of your actions will be, but if you do nothing you are sure to get no results."
— Ghandi —

"Delay is not so much a question of time but rather a question of timing"
— Shigeo Shingo —

You can agree or disagree with the quotes in the margin of this dialogue sheet. Their only purpose is to stimulate discussion.

"If you need a new process but don't install it, you end up paying for it without getting it."
— Ken Stork —