

Baseline Analysis

Understand the Current State & Get the Facts

The process to collect information on the causes of the problem and the way that "things" are done. Also called current state analysis.

FACTS & DATA

understanding + data → what causes the gap in performance?

GO TO THE GEMBA

two
visualization
tools

PROCESS MAP

GO TO THE GEMBA

the purpose: **understand the process**
you can't understand the process from a conference room

"gemba" = Japanese for "the actual place"

Walk the process. Talk with the people doing the steps, learn why they do things in a certain way.

Ask questions, humbly and respectfully. You are not there to give suggestions, or correct people, you are just collecting information.

Take notes on what you observe, or map the process (you can use them as reference later).

Take pictures, when permitted to do so (not to criticize, but to capture the process as is).

Watch for the seven wastes while you observe the work.

PROCESS MAP

the purpose: **visualize the process**
simplifies communicating about the current/future state

Current state process map: visualize the steps in the process, who does them, how long does it take to perform them, frequency of when they happen, & problem areas that come to mind.

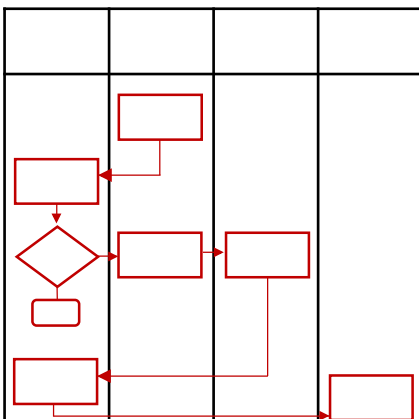
Future state process map: visualize the process as it ideally should be happening

Should follow two rules:

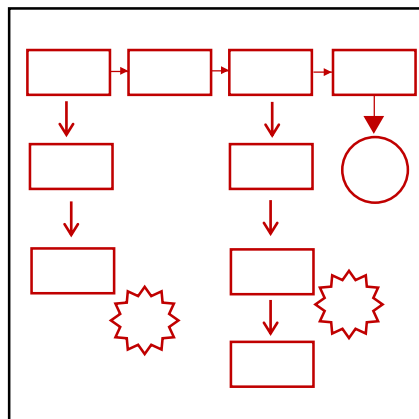
- Must be easy to understand (if a complex process is represented by an equally complex map, it has missed the mark) – it should bring clarity to the complex.
- Needs a purpose. Before you ever begin, figure out why you are mapping. What are you trying to see on your map? Delays? Errors? Travel? Information flow?

PROCESS MAP TYPES

Swim Lane Diagram



Basic Flow Chart



Spaghetti Diagram

