



K A I Z E N

*Improving
the Good*

- Ninja Services
- **Process Mapping (PM)**
- Questions & Answers

Ninja Services

What is it?



Interdisciplinary Business Excellence.
10+ years in Asia. Greenfield Experiences.

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Goals of this presentation

- **Create understanding:** What is process mapping and how does it differ from simple process descriptions or project plans?
- **Convey benefits:** Why is process mapping relevant for transparency, efficiency improvement and securing knowledge?
- **Explain structure:** How is a process map structured (start and end point, steps, interfaces, responsibilities) and which methods are used (e.g. Swimlane, SIPOC)?
- **Show areas of application:** Where is process mapping used (e.g. lean, CIP / KAIZEN, audits, process optimization) and who benefits from this?
- **Specify quality criteria:** What makes a good process map – and which typical mistakes should be avoided?
- **Create motivation:** Why is the effort worthwhile and how do you get teams to actively use the format?



KAIZEN

Method Mix / Solution Methods

Process Mapping (PM)

Definition

Process mapping is a structured format for visualizing a process, its steps, interfaces and responsibilities. It is used to analyse, optimize and clearly present processes.

Significance

Process maps are a central tool in lean management, quality management and CIP / KAIZEN. They create transparency, promote a common understanding and make it easier to identify opportunities for improvement.

Goals

- Recognizing and understanding processes and their dependencies
- Make weak points and optimization potential visible
- Documenting and standardizing standards
- Securing knowledge and promoting collaboration
- Enable teams to perform structured process analysis

KAIZEN Method Mix / Solution Methods



Visualization & Management

➤ Team Board

The team board serves as a communication tool for the team leader. Employees are informed at regular meetings and have the opportunity to make improvements.

➤ GEMBA Walk / GEMBA Talk

The GEMBA Walk enables managers to observe the actual work process, to get in touch with employees, to gain deeper firsthand knowledge about the work process and to discover practical opportunities for continuous improvement.

➤ 5S & Waste

The 5S method is a structured approach to improve workplace organization. It aims to avoid disruptions in the workplace, lengthy searches, long transport routes, and waiting times, for example. Wastes in production and administration form the basis for practical ideas for improvement.

➤ KAIZEN Maturity Level

The KAIZEN maturity level includes the implementation of the KAIZEN as a whole and is determined by these modules: Goals (solution methods), topics (dialogue), 5S audits and level of fulfilment (solution methods).

Problem Solving & Process Quality

➤ Improvement Card

The card is a tool for capturing and placing changes within the company. It will be reviewed and discussed on the team board.

➤ Problem-Solving Story (PSS)

The problem-solving story is suitable for *problems for which the cause is not known*. The specific root cause analysis is used to avoid wrong decisions and to define measures.

➤ Process Mapping (PM)

Process mapping involves analysing an *entire process*. Using KAIZEN flashes, wastage / problems are identified, a target process and a plan of measures are defined.

➤ Input-Output Check (SIPOC)

The SIPOC method highlights *process steps* with their inputs and outputs. Supplier and customer are included in the analysis, asking: What are the demands, what are the customer's wishes?

➤ Activity Structure Analysis (ASA)

The ASA is primarily used in the administrative area to analyse activities and eliminate waste in the process (waiting time, search time, etc.).

KAIZEN

Process Mapping

- **The Benefits**
- **The Method**
- **The Profile**
- **The PM Template**
- **Tracking List**
- **BPMN**

The Benefits



Every company has its own complex processes – and that's completely normal.

The important thing is not whether a process exists, but how clear and efficient it is!

This is exactly where **process mapping** comes in:

- It is a structured tool for presenting processes transparently, making interfaces visible and systematically identifying optimization potential.

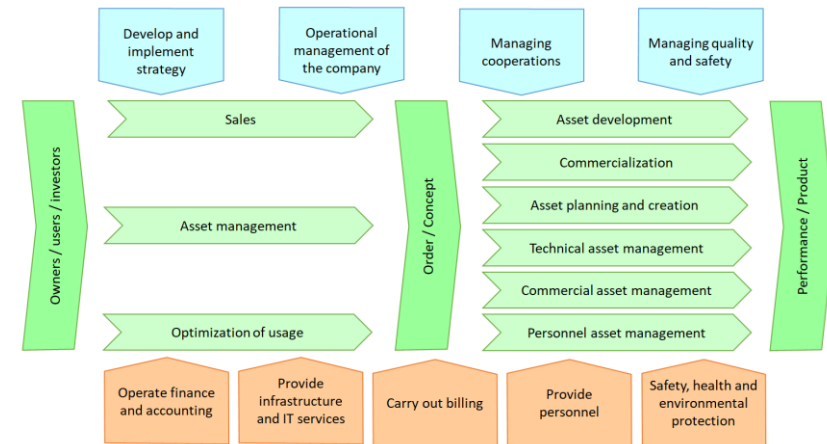
When will process mapping be used?

- When processes are unclear or inefficient
- If several units are involved
- When responsibilities are not clear
- When processes need to be standardized or improved

Why is this important?

- Because transparency is the basis for improvements
- Because inefficient processes cost time, money and motivation
- Because clear procedures strengthen trust in the organization and collaboration

Process mapping therefore not only helps to understand the current process – it also promotes the learning culture, strengthens teamwork and improves procedures in the long term.



The Method



PREPARATION

1. Process Selection

What is the product of the process? What would the internal/external customer like? Is the process straightforward and open to improvement?

2. Process Definition

Where does the process begin and end? Do I have all the employees involved in the process at my disposal?

3. Process Data

Case frequency, error rate, units or employees involved, process costs, customer satisfaction, figures, data, facts (FDF)

4. Set a Goal

If possible, quantify the goal so that it can be measured in the results control (orientation towards unit goals or employee goals)

Important distinction: The process definition > Which process exactly are we dealing with in this process mapping?

IMPLEMENTATION

5. Take up the actual Process

Who?	What does it do?	What with?
Function A	Process description ☎ Process description ✉ Process description ✉ Process description	Key Information channels ☎ ✉ @
Function B		
Function C		
Function D		

6. Determine processing Time and turnaround Time

Function A	Process description ☎ Process description ✉ Process description	Process description	Process description	
Function B				
Function C				
Function D				
Processing Time	13 mins	8 mins	5 – 17 min	26 – 38 mins
Throughput Time	2 hours – 5 days	2 hours – 6 days	1 hour – 4 days	5 hours – 15 days
Litigation Costs	CHF 50	CHF 20	CHF 10 – 20	CHF 80 – 90

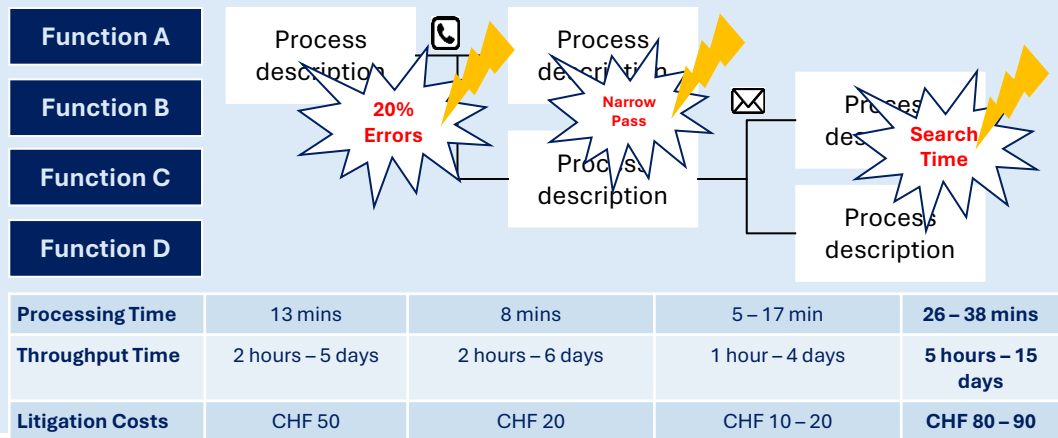
The Method



IMPLEMENTATION

7. Problem Areas – KAIZEN Flashes

Identify long turnaround times, large number of interfaces, high error rate or bottlenecks/deviations



8. Identifying Potential for Improvement

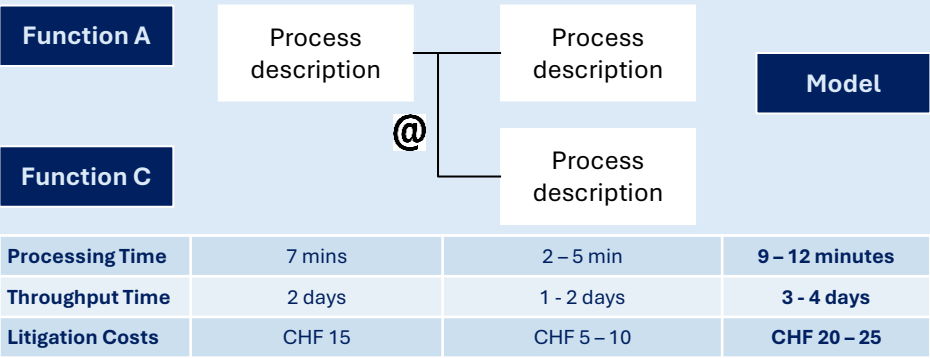
Error rate, interfaces, turnaround and processing times

9. Develop Ideas for Improvement

Brainstorming, mind mapping, etc.

10. Problem Areas – KAIZEN Flashes

Incorporate ideas into an improved process.



11. Create an Action Plan

WHO DOES WHAT BY WHEN? Everyone involved is asked and informed.

12. Solution Check (EKO, 100-day Check)

Are employees informed and do they know what needs to be done? Is the process standardized and documented? (work instructions, checklists, etc.)

IMPLEMENTATION

FOLLOW-UP

The Profile



The “Profile” for KAIZEN workshops is a compact document that summarizes the most important information in a clear way. It fulfils several key functions:

Purpose of the profile

- It provides clear guidance for all participants and shows at a glance what the workshop is all about.
- It defines the organizational framework: goals, procedure, responsibilities and expected results.
- It facilitates communication in advance, such as during invitations, votes or internal approval.
- It creates commitment by providing precise information on the time, place, target group and methodology.
- Last but not least: **It also serves as an internal order.**

Advantages of the profile

- It saves time on preparation and coordination.
- It ensures transparency, as all parties involved have the same level of information.
- It can promote motivation and commitment if it is formulated in an appealing and clear way.
- It serves as documentation and reference for subsequent evaluations or follow-up workshops.

KAIZEN WORKSHOP PROFILE		
To ensure effective and efficient preparation and follow-up of a workshop, the following profile must be completed. It also serves as an internal assignment:		
Commissioner (Name):		Place / Date:
Thema:		
Initial / Current Situation:		
Goal(s) SMART (Specific, Measurable, Achievable, Reasonable, Time Bound):		
Method(s): Which method is applied? PSS, PM, TSA, SIPOC:		
Metrics (Numbers, Data, Facts, and KPIs for Measurement):		
Duration, Date(s), Time:		Facilitator(s):
Participants Workshop:		
-		-
-		-
-		-
-		-
-		-
Material: ☐ Flipchart, Quantity ____ ☐ Pinboard, Quantity ____		Infrastructure (Room, Beamer): ☐ Brownpaper ☐ PSS Template (Paper)
Reporting ☐ Send Photo Minutes		☐ Fill in Presentation Template ☐ Invite for 100-Days-Check
Signature Commissioner: _____		



Initial Situation / Success Control



Initial Situation

→ *This information as per the profile*

- Keywords
- Keywords
- Keywords
- Keywords
- Keywords

Participants

→ *This information as per the profile*

- Name, unit
- Name, unit
- Name, unit
- Name, unit
- Name, unit

Responsible ("Hat")

- Name, unit

Solution → "100-Day Check"

Are employees informed and do they know what needs to be done? Is the process standardized and documented? (work instructions, checklists, etc.)

→ Performance review planned for... in...

Presenters

- Name, unit
- Name, unit

PM Template



Process & Objectives

→ These details in accordance with the profile



Process Selection

What is the product of the process? What would the internal/external customer like? Is the process straightforward and open to improvement?

- Description

FDF / Documents

Case frequency, error rate, units or employees involved, process costs, customer satisfaction, figures, data, facts (FDF)

- FDF / Documents

Process Definition

Where does the process begin and end? Do we have all the employees involved in the process at our disposal?

- Description

Goals (SMART) & Benchmarks

If possible, quantify the goal so that it can be measured in the results control (orientation towards unit goals or employee goals)

- Target and benchmarks for each target

SMART = Specific, Measurable, Achievable, Reasonable, Time Bound

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Page 3

PM Template



Current Process

WHO? WHAT'S IT DOING? WITH WHAT? Processing Time? Turnaround Time?
→ Photo Flip Chart / Pinboard / > Brown Paper



KAIZEN Flashes

No.	KAIZEN Flashes (name / description)	Explanation	Effect
1			
2			
3			
4			
5			
6			
7			
8			
9			
19			

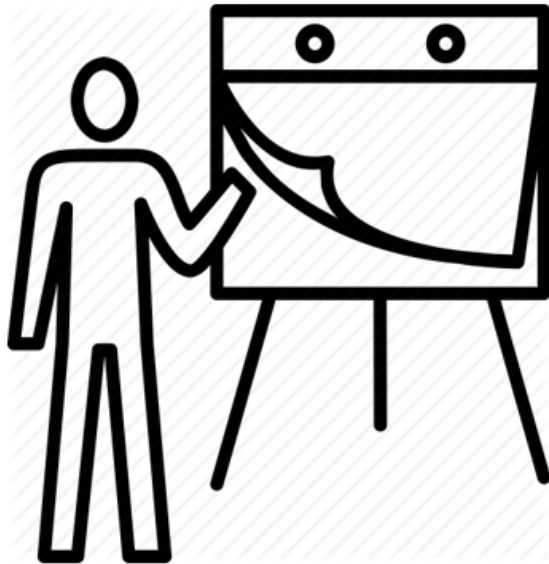
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PM Template



Solution Finding



Idea Generation

Not less is more, but more is more – this is where brainstorming comes in!

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Page 5

PM Template



Improvements / Measures



Action Plan

WHO? WHAT'S IT DOING? BY WHEN? *Everyone involved is asked and informed.*

Measure no.	KAIZEN Flash no.	Who?	What does it do?	Deadline?	Status
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

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Page 6

PM Template



Success Control



Solution Check

Which measures have been implemented? Why were measures deferred? What is the conclusion of process mapping?

Savings (estimated)
☐ Min. per Working Day _____
☐ CHF / EUR per Year _____

Level of Achievement in% Number of measures processed / Total number of measures

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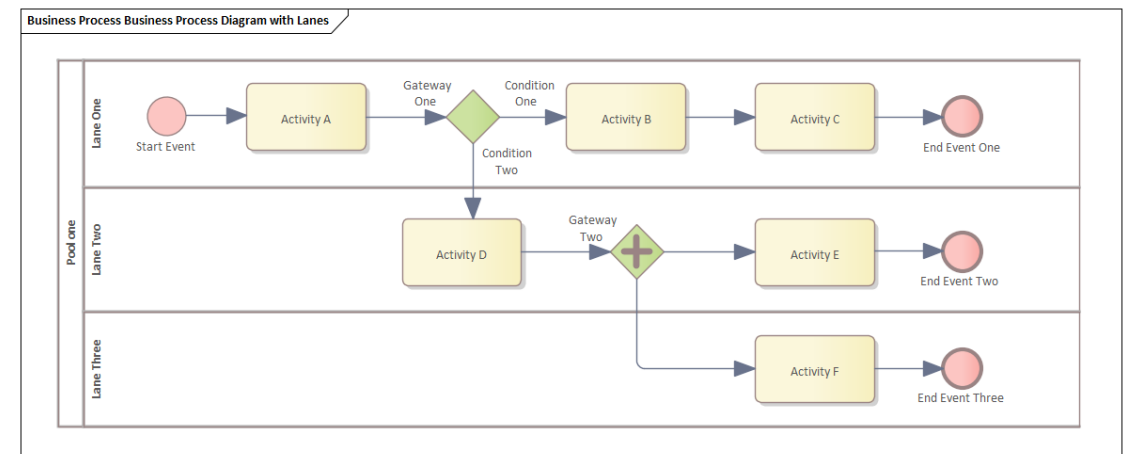
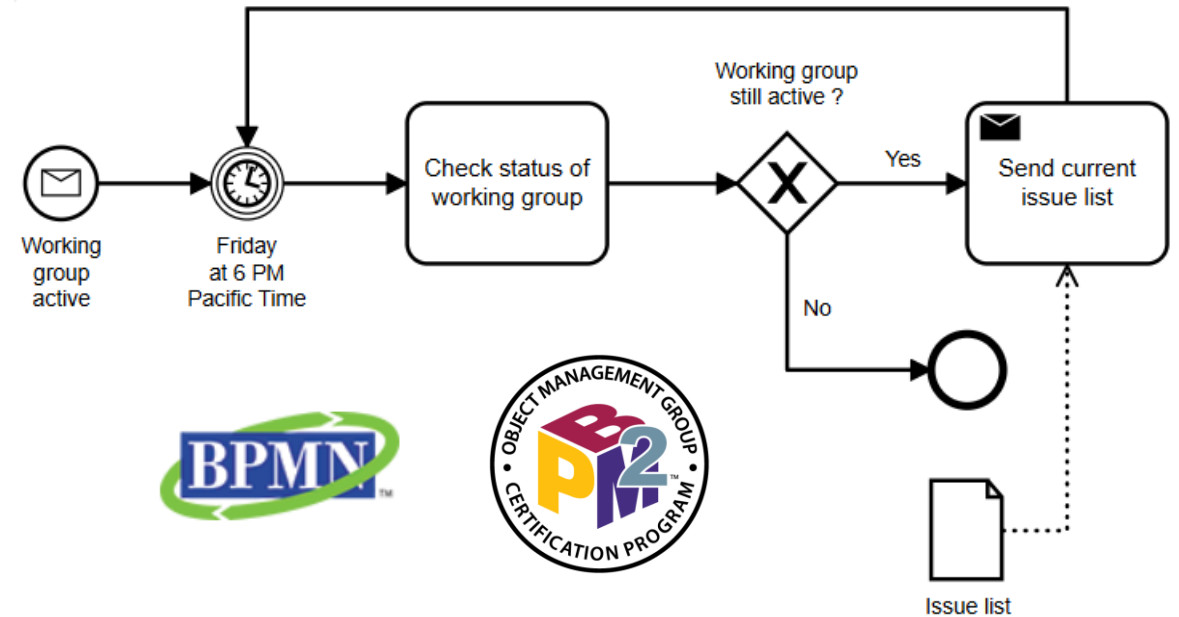
BPMN



A standardized **Business Process Model and Notation** (BPMN) enables companies to present their internal business processes in a graphical notation and to communicate these procedures in a standardized form.

Graphical notation also makes it easier to understand service cooperation and business transactions between organizations. This ensures that companies can better understand themselves and their business partners and adapt quickly to new internal and B2B business conditions.

Swimlanes complement BPMN diagrams by clearly visualizing responsibilities: each lane represents a role, department or organizational unit. This makes it clear who is performing which process step and how the collaboration between the participants works



KAIZEN

Communication

- **Communication**
 - **Conflict Management**



Communication



Perception

I've seen...
I heard...

Effect

That's what made me...
This makes me feel...

Wishes

I hope that...



Communication component	Description	Impact in%
Body language	Gestures, facial expressions, breathing, clothing	> 50%
Voice	Quiet, loud, listless	> 30%
Factual statement	Message content	< 20%

Gestures and facial expressions have a significant impact on the feedback!
Non-verbal communication = **80%**



***“It’s the tone that makes the music”
”How to call into the forest, so it comes back”***



Communication → Conflict Management



Typical forms of conflict

Conflict type	Description
Conflict of interest	Conflicting goals hinder cooperation
Valuation conflict	Differing opinions, values, and norms lead to disagreement
Distribution conflict	Dispute over resources such as time, money, tasks
Conflict of relations	Personal injuries, misunderstandings, lack of appreciation
Role conflict	Unclear responsibilities, hidden power issues
Conflict of power	Competitive behaviour towards line managers or colleagues
Conflict of values	No common basis for views, moral tensions

Why are conflicts so difficult?

- Emotional conflicts often operate below the surface
- Particularly sensitive during phases of life such as puberty, mourning or pregnancy
- Objective solutions do not apply to personal injuries
- Lack of communication exacerbates momentum

Dealing with conflicts

- Identifying and naming conflicts early on
- Treat causes instead of symptoms
- Clarify roles and responsibilities
- Create a common value base
- Use moderation or external support

Conflicts are part of KAIZEN

KAIZEN stands for continuous improvement – but change brings friction. Tensions can be triggered by new processes, allocation of roles or transparency. **Conflict management is therefore not a secondary issue, but an integral part of KAIZEN.** Sustainable improvements can only be achieved by recognizing and addressing conflicts and resolving them constructively.

Questions & Answers

