



Business Process Management

Process Mapping Basics

Guiding Your Organization Toward Effective Process Mapping

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Process Mapping for Your Growing Company

Every organization that starts small shares the experience of needing to scale up as it expands. Instead of relying on impromptu, undocumented processes overseen by one person, a growing company needs to implement consistent, repeatable processes built on a shared, organization-wide understanding of how those processes should operate. To that end, process maps describe high-level business processes in terms of the tasks required to achieve a goal, dependencies between the tasks, and the roles involved.

At some point during its growth, for example, a company evolves from welcoming new employees on a case-by-case basis to considering standardized employee onboarding. The human resources manager wants to ensure that onboarding happens smoothly and correctly, without missing any steps. After all, it's embarrassing when your new hires arrive and you don't have a desk for them on their first day. This is when the organization starts to think about onboarding as a standard business process. A good way to start capturing the shared understanding required is by making a process map.

In principle, it would take only one person to draw a process map, but as well as comprehending business-process modeling concepts, this person would need to understand every detail of the specific business process. In practice, teams use process mapping to figure out both topics together and produce a collaborative process map.

Many people find process mapping a useful way to introduce business-process management concepts to an organization and help people think about their work from a process perspective. The following information can help you get started with process mapping basics.

When you initially try process mapping, the trick is to keep it simple at first and save the difficult details for later. This introduction will help you with the hardest part: getting started.

Planning a Process Mapping Session

Process mapping is easier and more fun when you work on it in a small group. Bringing people together who are involved in a process in different ways, in different roles, gives you multiple perspectives on the particular process, as well as a broader understanding of what's involved.

A good way to work on process mapping in a group is to use a workshop format that incorporates this document's ideas and structure and combines them with practical group exercises. People like to discuss their own work, but most individuals find the abstract idea of process mapping less interesting.

Process mapping tends to fill the time available when the participants become enthusiastic about it. A couple of hours is enough for a few people to get started but will not provide enough time for them to finish. Half a dozen people will need a whole day to allow sufficient time for the session.

Understanding the Purpose of Process Mapping

People usually have trouble getting started with process mapping because they don't know where to start. They don't know which business process to work on first and with which aspect of the process to begin. Before starting, you should think about what you expect to gain from process mapping itself.

Process mapping cannot solve all of your problems, but you may be able to achieve one or more of the following:

- Introduce the basic concepts to beginners to create widespread understanding of process modeling throughout the organization
- Allow experienced process modelers to practice fundamental techniques
- Improve visibility of the different kinds of work in your organization
- Generate interesting questions and discussion about how the work is executed
- Create a basis for detailed process modeling, waste reduction, process improvement, and other business-process management techniques

Before you start, choose a primary goal for each process mapping session and write it down to avoid the confusion that results from different people having different ideas about what process mapping comprises and what results it will deliver.

If you don't explicitly identify a clear and realistic purpose, you risk wasting time on a pointless exercise and producing process maps that will do no more than gather dust on a shelf.



Equipment

As with many kinds of work, the success of a process mapping session depends on using the right tools and using them the right way. With process mapping, start simple. Until you've done process mapping successfully using pen and paper, don't try using computer software.

For introductory process mapping, you can avoid getting bogged down in technical issues if you use the minimum amount of equipment:

- Lots of sticky notes in two different colors
- A marker pen that writes legibly on sticky notes for each participant
- Plenty of wall space, flip charts, or a large table for the sticky notes

In addition, you can use a smartphone to take regular photos during the session, so you can capture what the participants write on the sticky notes and share them with those involved. The first thing for which you might use a computer is to take notes that you can distribute to participants.

Choosing a Business Process

For your first process mapping exercise, you should choose a business process that will be straightforward to explore and will help you to become familiar with process mapping. The employee onboarding process example works for almost everyone. This process deals with:

- Introductions and office tours
- Desk and equipment, such as telephones
- Accounts for IT services, such as e-mail
- Follow-up actions, such as training, assignments, and evaluation

This works well as an initial business process project because it is:

- Familiar yet company specific – no two companies do it exactly the same way
- Important but doesn't directly affect daily operations or the bottom line
- Simple but still has plenty of optional details and things that can go wrong

Here are some more examples of business processes that could also work well for a first attempt at process mapping:

- Document approval (management)
- Training request approval (HR)
- Customer invoicing (finance)
- Purchase order fulfillment (logistics)
- New product or service development (any industry)

Naming a business process

Once you've chosen a process, you need to come up with a good process name. Good names are valuable but can be hard to think up. You may be tempted to skip this step and come back to it later, but a good name makes the next steps much easier. Besides, names stick, so despite best intentions, you are unlikely to return to this at a later stage.

Good process names adhere to the following guidelines:

- Use an imperative verb phrase
- Comprise two to four words
- Avoid vague words such as “manage,” “do,” “process,” or “handle”

Bad names for a process called “ship order to customer,” for example, might be:

- “Orders” – too short to be meaningful
- “Order processing” – not an imperative verb phrase
- “Process customer order” – vague and doesn't describe the process goal
- “Check purchase order and ship products to customer” – too much detail

Work on naming in a group, because naming will lead to an important discussion about the scope of the process, what it means, and what the end goal of the process really is. Don't hesitate to change the name of the process when new understanding suggests a better name.

Summary for naming a business process

Dos

- Do remain realistic about what process mapping can achieve
- Do keep business-improvement objectives in mind
- Do make the results literally visible, starting with paper on the wall
- Do make time for discussion that includes all participants

Don'ts

- Don't expect process mapping to answer every possible question
- Don't get sucked into too much detail
- Don't aim for perfection – be careful not to waste your time
- Don't create process maps that will only sit on shelves gathering dust

Identifying and Organizing Tasks

Process mapping starts with identifying the process goal and a good process name. Tasks fill in the next level of detail in your process map. This section describes how to identify and organize tasks in a process mapping session.

In a business process, each task describes work that you must perform to achieve the process goal. The tasks depend on the process goal, so you must understand the goal before identifying the tasks in a process. You could start with other aspects of the process than identifying tasks, but tasks are usually the most concrete part of the work.

The introduction used the example of an employee onboarding process. Onboarding has the advantage of being familiar to everyone, important to do well, and simple enough that you can use it for an introductory process mapping session without getting bogged down in detail. For this example, you can name this process “onboard new employee.”

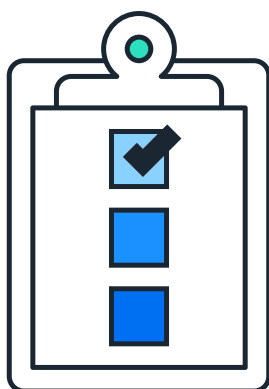
For this part of a process mapping session, you also need sticky notes and marker pens, as well as a wall, flip chart, or table on which to arrange the sticky notes.

Identifying Process Tasks

Start by identifying and naming the tasks in your business process. For the onboarding process, you can start by listing things that you need to achieve the process goal. To start with, a new employee needs office facilities, tools, and access to IT systems. Examples of what a new employee needs include:

- Desk and telephone
- Laptop
- E-mail account

You can translate these requirements into tasks that someone must complete to make them available. In general, you identify tasks by talking about the work someone has to do to achieve the required results.



In a business process, **each task describes work** that you must perform to achieve the process goal.

Naming Process Tasks

When you talk about the work that someone must do to reach the process goal, you will find it easier to have a name for each task. Onboarding tasks, based on the requirements above plus other first-day tasks, can include the following:

- Allocate desk
- Order laptop
- Configure laptop
- Create e-mail account
- Tour office
- Eat lunch with the team

Task names should concisely and consistently describe the task activities. In fact, good task names follow the same guidelines as good process names. They should:

- Describe the result of completing the task
- Use an imperative verb phrase – usually starting with a verb – that can complete a sentence such as, “Your next job is to . . .”
- Comprise two to four words
- Avoid vague words such as “manage,” “do,” “process,” and “handle”

Task names have the same purpose as process names because tasks and subtasks may themselves be processes at another level of detail. If you break down the work in a single task, you may discover subtasks that form a process of their own.

To identify and name tasks in a group, write each task name on a sticky note and put them on a table, wall, or whiteboard, as shown in Figure 1. This works better when you write down ideas for tasks before you discuss them, instead of discussing each idea before writing it down. Visualizing the work by writing task names on sticky notes as you think of them gives input to the discussion, whereas writing them down only after the discussion merely records the result.

Note that if you put sticky notes on the wall, you must make sure you use a correct technique so they don't fall off during the workshop. You may still lose sticky notes anyway, so take regular photo “backups” of your work.

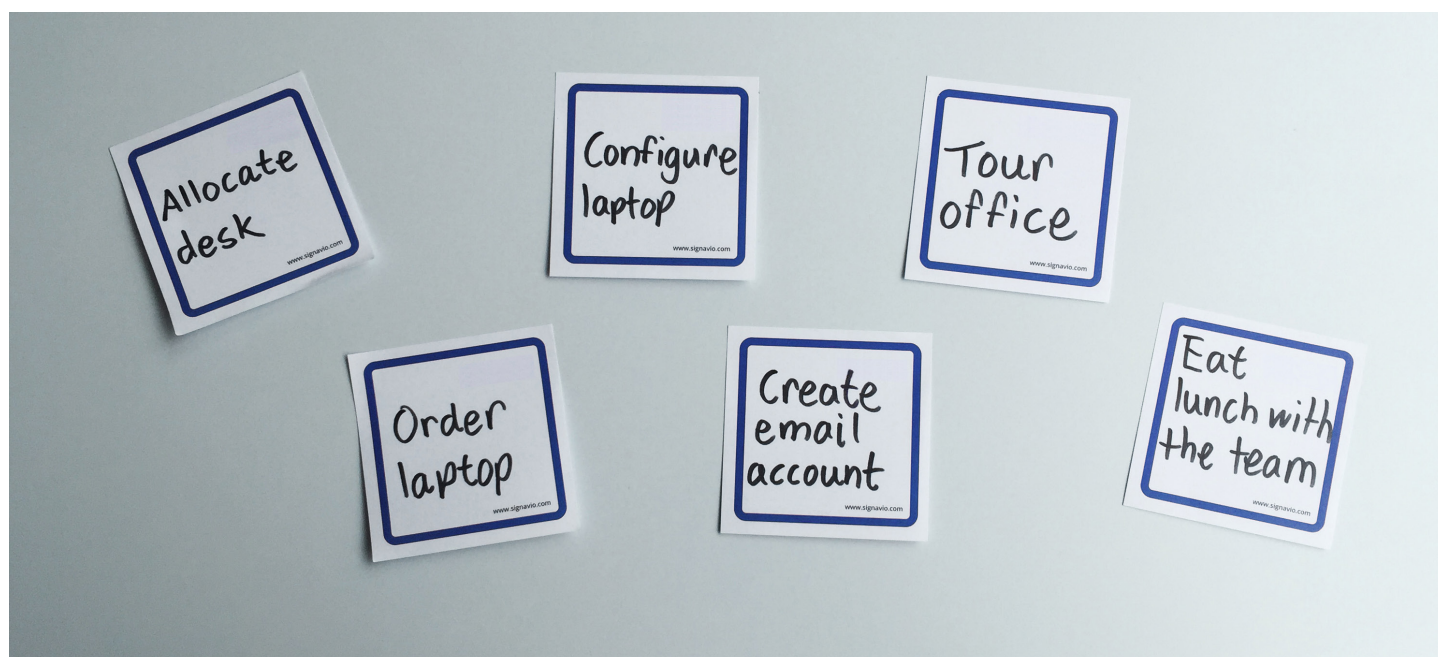


Figure 1: Examples of Task Names Identified During a Process Mapping Initiative

Making a Timeline

The next step starts to introduce relationships between tasks. For example, you have to order a new laptop before you can get one and configure it. You also have to create the new e-mail account before you can configure the laptop to use it.

You can show dependencies between tasks by arranging the tasks into the order they have to happen in, from left to right, to make a timeline of the flow, as shown in Figure 2. Lining them up neatly is optional, but some people like it better that way.

In this example, both the “order laptop” and “create e-mail account” tasks must be completed before you can start to “configure laptop.” However, you can do them both at the same time because they don’t depend on each other. You can indicate this in the timeline as well.

When two tasks may happen at the same time, arrange them vertically in the timeline. By laying out tasks like this, you literally see your process take shape.

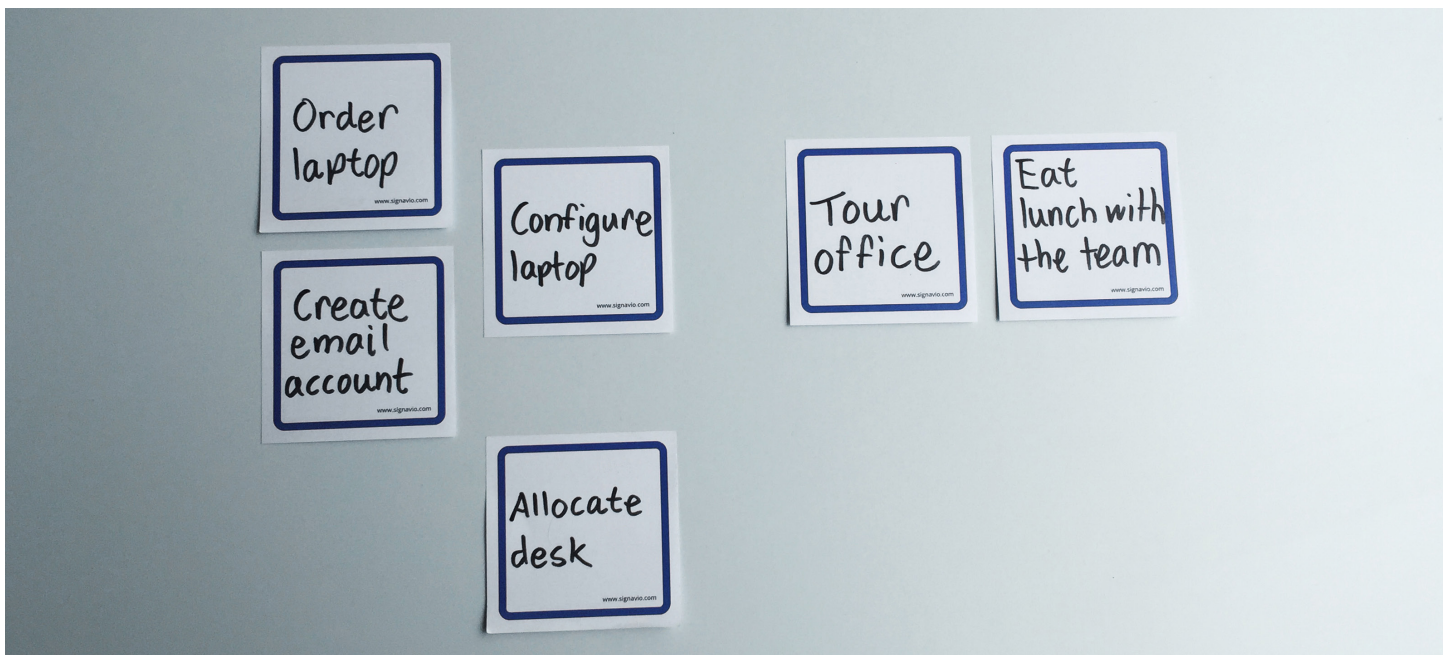
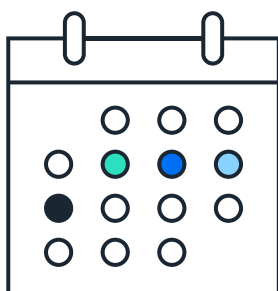


Figure 2: Timeline Showing Dependencies Between Tasks in a Process Mapping Initiative



You can show **dependencies between tasks** by arranging the tasks into the order they have to happen in, from left to right, to make a timeline of the flow.

Causes and Events Involved in Process Mapping

Process mapping starts with choosing a process, identifying process goals, and choosing a good process name. Tasks and events add the next levels of detail in a process mapping session. This section describes how to identify and organize business process events.

Business Process Events

Business process tasks describe the work in a process. First, you work out the order in which they happen and which tasks you can perform in parallel. This is the framework you established in the previous step, as shown in [Figure 2](#).

However, each (or every) task may have an associated set of questions before it can be started. These questions may include:

- What do I need before I can start working on this task?
- How do I know when I can start working on this task?
- How do I know when someone else has completed the task?
- What is the result of completing this task?
- What are the implications of completing this task?

The answers to these questions do not belong inside the task. Instead, events between the tasks answer these questions. These events describe both the reasons for the tasks and their consequences.

In the context of process mapping, a business event describes a noticeable change in either a business process or the context in which it occurs. An event is an occasion, such as lunchtime or a delivery arriving somewhere, or a result, such as a management decision.

Identifying Process Events

The employee onboarding example includes two events that you could have identified before thinking about tasks:

1. A new hire signs an employment contract, which starts the onboarding process and marks the end of a successful recruitment process.
2. The new hire arrives at the office for the first day of work.

These process milestones are independent of tasks in the onboarding process. In general, a process has a number of key milestones that correspond to events. For the onboarding example, you can skip the end event if you haven't yet decided what marks the end of the process.

You can look for business process events in several places:

- Start and end events that describe when the process starts and finishes
- Other natural process milestones that are independent of individual tasks
- Nonobvious results of previously identified process tasks
- Requirements for process tasks that aren't already covered by an event

If you look for events that relate to a task such as “create e-mail account,” you might end up with requirement and result events such as “employee name recorded” and “e-mail account created,” as shown in Figure 3.

These events don’t add much to your understanding of the process. If the process starts with a signed employment contract, which includes an employee’s name, then “employee name recorded” already happened. Similarly, the successful result of creating an e-mail account is obviously “e-mail account created,” so the event doesn’t add anything to the process model.

Excluding obvious events, the tasks in the onboarding process example suggest some more events:

- The “order laptop” task eventually results in the laptop being delivered, which you have to wait for before you can “configure laptop.”
- The multiple laptop tasks form a group of tasks that result in the laptop being ready.
- After touring the office, the new hire knows about important locations, such as fire exits and coffee machines, and generally where things are.
- It makes the most sense to “eat lunch with the team” at lunchtime.
- Although lunch results in less hunger, having introduced the new hire to the team is more relevant for an onboarding process.

Next, before you can add these to the timeline, you need to come up with good names that fit on sticky notes.

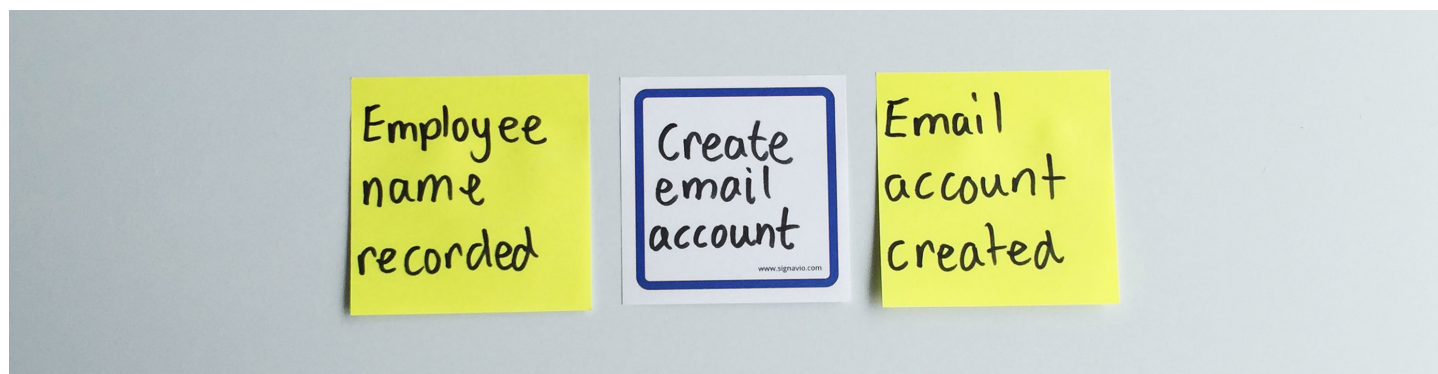


Figure 3: Requirement and Result Events Relating to a Task

Naming events

Good naming is good communication, for events as much as for tasks. For the onboarding example, a consistent set of event names for the onboarding process looks like this: “contract signed,” “laptop delivered,” “laptop ready,” “desk ready,” “new hire arrived at office,” “new hire familiar with office,” “new hire introduced to team,” as shown in Figure 4.

Good event names describe some kind of change, so the naming guidelines differ from those for processes and tasks. Good event names do the following:

- Describe something that happened
- Start with the name of whatever resource or piece of information changed
- Use an adjective, such as “ready,” or a past participle, such as “signed,” to describe the result of the change
- Comprise two or three words, when possible, to keep it short



Figure 4: Examples of Event Names for the Onboarding Process

Adding Events to the Tasks Timeline

Having named the events, you can now add them to the tasks timeline. To do so, write the event names on differently colored sticky notes from the tasks, and position them between the tasks. You'll have to move the task sticky notes to make space, as shown in Figure 5.

At this point, you will probably want to revisit the tasks. The last tasks don't look like the end of the onboarding process. Therefore, considering what comes next after getting to know the team and the office will result in additional tasks, such as "assign new hire to project" or "plan training." You may also want to split tasks into separate tasks in cases where an interesting event happens in between.

You might also struggle with how to represent the order of events. In this example, the new hire's laptop and desk can be prepared in parallel, but you don't know, or necessarily care, what happens first – "desk ready" or "laptop ready."

What you do want is for both of those events to happen before "new hire arrived at office," but you probably can't guarantee that unless you take the unusual move of telling new hires not to turn up until their desk and laptop are ready. These issues don't belong in this high-level model, so you are better off representing the ideal case. Similarly, you can ignore everything else that can go wrong, for now.

Adding the events exposes a limitation of the timeline representation. Events that you align vertically do not necessarily happen at the same time. Instead, you merely indicate that they both happen before whatever comes next – the event positioned to the right. The employee onboarding process model now addresses what happens in the work, and why.

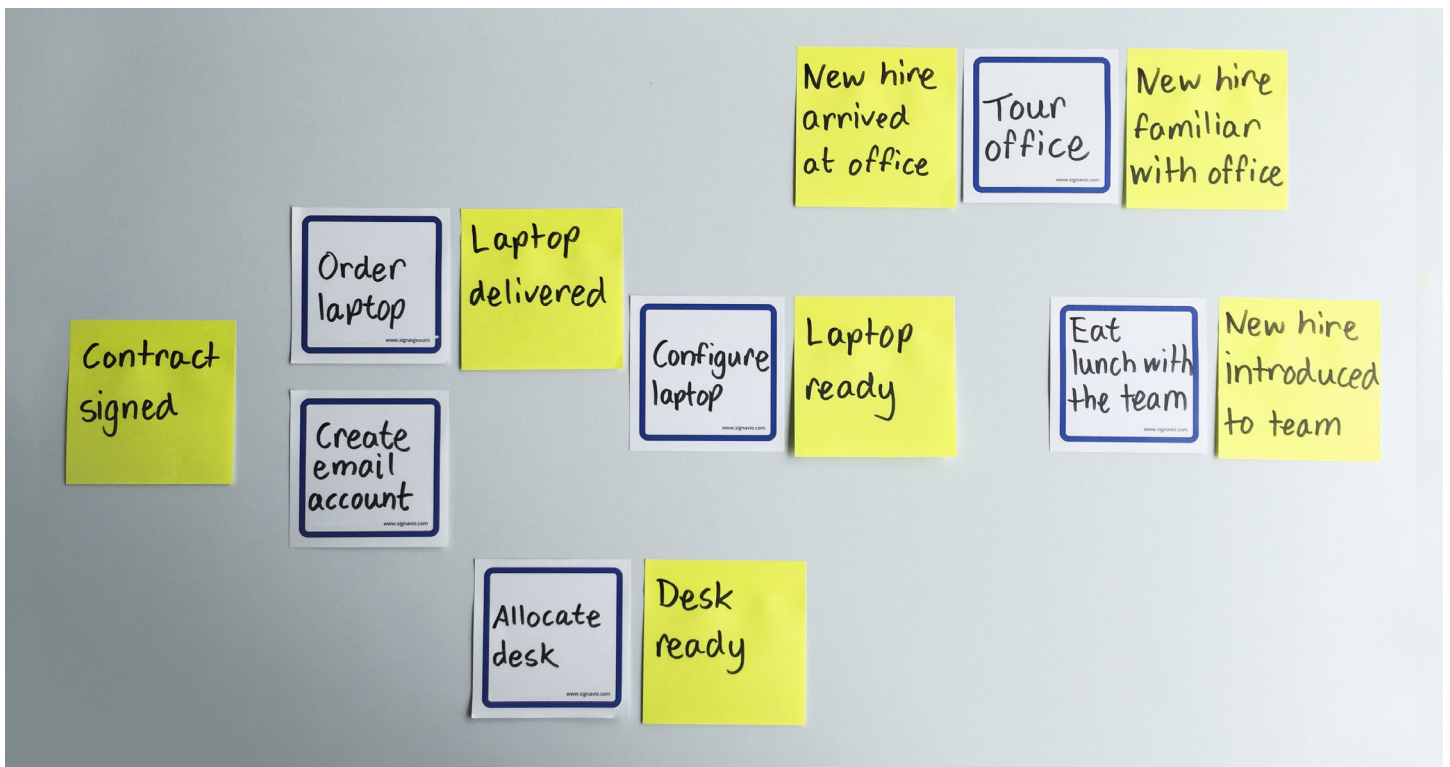


Figure 5: Adding Events to the Tasks Timeline

Roles Involved in Process Mapping

Process mapping starts with the end goal of the process and then adds detail that describes the work that contributes to this goal. In the same way that you can use a set of process tasks to identify business process events, as shown in the timeline in [Figure 5](#), you can also use tasks to identify process roles.

Process Roles

In the onboarding process example, the hiring manager introduces the new hire to the team at lunch. The hiring manager may also perform other tasks, such as choosing a project for the new hire to work on. When you describe a process, you use a role name such as “hiring manager” to avoid referring to a specific person.

Process roles are names for whoever performs certain tasks in a process. A name such as “hiring manager” isn’t a job title; it is just one of many roles that someone performs as part of their job.

Someone becomes a hiring manager in the context of a single new hire and may perform several tasks in the onboarding process as hiring manager. At the same time, this individual might also be the hiring manager for another new hire and take other roles in other processes. Meanwhile, the next new hire may have a different hiring manager.

As with task and event names, role names create a vocabulary that makes it easier to talk about a process. Creating a shared language for process participants to use is an important benefit of process mapping because it improves communication.



Events that you **align vertically** do not necessarily happen at the same time. Instead, you merely indicate that they both happen before whatever comes next.

The following summary describes the key points for process roles:

- A role is a name for a participant in a specific process.
- Roles make it easier to discuss a process without referring to specific cases.
- A role is not an organization-wide job title.
- A process may include more than one task for the same role.
- A role is assigned to a different person for each case, in general.
- A role is usually assigned to only one person for one case.
- One person may have different roles in different cases and processes.

To put this into practice, you can now identify roles that participate in your process.

Identifying and Naming Roles

The next step is to identify process participants to add them to the process model. To do this in a process mapping session, start by listing the roles involved in your process. Do this on a separate piece of paper.

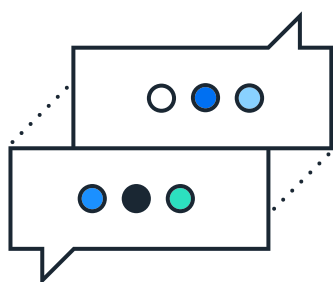
Your first attempt to list the roles involved in the onboarding process might look like this:

- Employee – is the new hire
- IT support – prepares the laptop
- HR – welcomes the new hire on the first day in the office
- Hiring manager – puts the new hire to work

You've already thought about the new employee and the hiring manager, but "IT support" and "HR" sound more like departments than individual people. This might be appropriate if their tasks encapsulate subprocesses, but you will probably find it clearer to start with individual tasks that individual people will perform. The roles are then:

- Employee
- IT support engineer
- Recruiter
- Hiring manager

To choose a good name for each role, use a name that sounds as if it refers to one person, so that you can use the role to complete this sentence: "For this new hire, Alice is the . . ."



Creating **a shared language** for process participants to use is an important benefit of process mapping because it improves communication.

Assigning Roles to Tasks

Now that you have an initial list of tasks, as shown in Figure 6, you can check that you have a role for each of the tasks in your process. This considers only the tasks, but you could also add roles to the process description before adding the events.

Now we can see that we don't have a role for the "allocate desk" and "order laptop" tasks, which involve work that neither the IT support engineer nor the recruiter do. Therefore, you can add "office manager" to the list and add a role name to each task, as follows:

- Allocate desk – office manager
- Order laptop – office manager
- Configure laptop – IT support engineer
- Create e-mail account – IT support engineer
- Tour office – recruiter
- Eat lunch with the team – hiring manager

This is a good time to discuss whether the office manager should be responsible for ordering the laptop. Perhaps the recruiter or hiring manager is managing the process at this point and could do it instead.

It sounds odd to say that "the hiring manager eats lunch with the team," since the intent is to capture that the new hire meets the team, rather than that the hiring manager meets the team. You could split this task into two subtasks: "introduce new hire to team" and "eat lunch with the team" – the hiring manager does one and the new hire does the other.

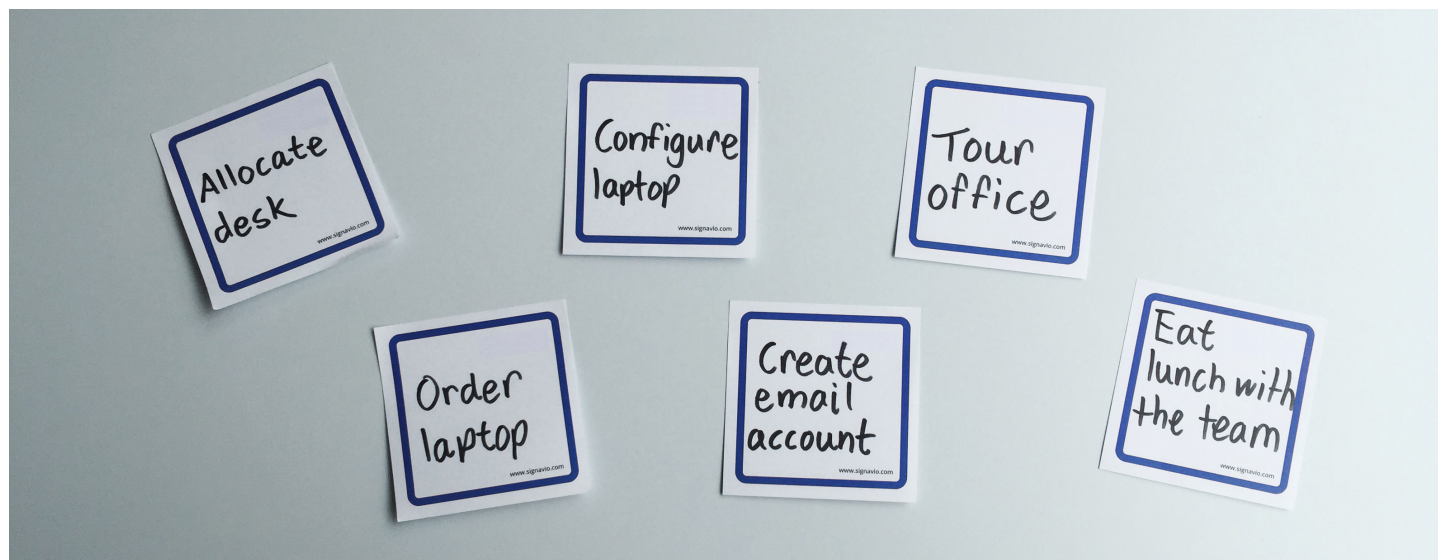


Figure 6: Examples of Tasks that Require Associated Process Roles

When you assign roles to tasks, you often discover that a task is really performed by two different people. The solution is to separate the work according to the roles, so that each task is assigned to one role. Alternatively, you could identify the single role that is accountable for completing the task.

If you're not sure who does a task, you may have discovered something interesting. If nobody performs any work, then it isn't a task at all.

Adding Roles to the Timeline

Now that you have identified the roles that participate in the process, you can indicate their task assignments on the tasks timeline. Annotate the sticky notes for the tasks with the role name or initials in the bottom right corner, as shown in Figure 7.

There is more than one way to show role assignments. You may see process diagrams that use "swim lanes," where each role has a horizontal lane for its tasks.

The employee onboarding process model now shows who does the work, as well as what the work is and when it happens. As a next step, it's now possible to consider how to improve the process.



Figure 7: Indicating the Task Assignments Associated with Specific Process Roles

Hassle Versus Value

The previous parts of this tutorial focused on describing a process by identifying the tasks, events, and roles that make up a timeline of work that contributes to a process goal. In a process mapping session, you can use sticky notes on a table or wall to facilitate working on this in a group, as shown in Figure 8.

One way to use the result of a process mapping session is to consider how you might improve the process by reducing the amount of work required each time you perform the process. To start simply, compare how the different tasks contribute to the process goal, thereby distinguishing between “bad work” and “good work” – hassle and value.

Value-Creating Tasks

In the onboarding process, some of the tasks directly help the new hire’s introduction to the company. The new employee directly benefits from meeting the team.

Some tasks directly contribute to the process goal – they create value. We sometimes talk about “value-creating activities” – what the customer cares about. After all, the end customer – or the new hire in the onboarding example – doesn’t care what your process is; they’re interested only in the result.

There may also be optional tasks in the process. Touring the office helps the new hire, but the process goal would still be achieved without it, and the new hire could figure out where everything is at their own pace. Optional tasks are the “nice-to-haves” that aren’t part of the minimum viable process. Their value lies in between that of value-creating tasks and those that are just unnecessary hassle.

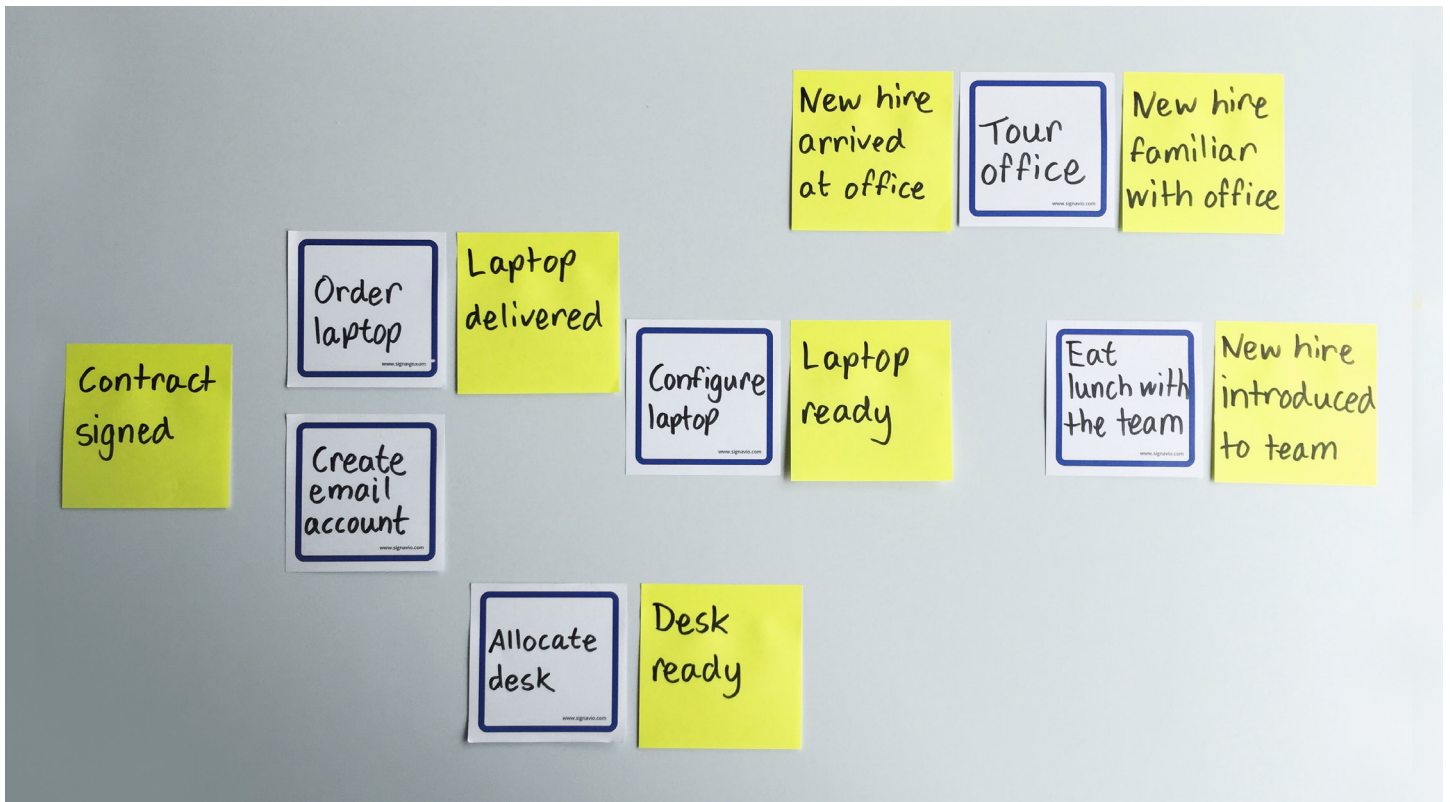


Figure 8: Using Sticky Notes to Facilitate a Group Process Mapping Session

Hassle and Waste

The new hire needs a new laptop to use for work. However, the benefits of someone else ordering and configuring the laptop are indirect. In an ideal world, a preconfigured laptop would already be available, and those tasks would not be necessary.

The first part of the hassle involved is transportation – the need to physically move the laptop from its supplier to the new employee’s desk. This ordering and purchase process also includes a transfer of ownership that requires “paperwork,” namely, administration or bureaucracy. The second part – configuring the laptop – is a different kind of hassle, a kind of transformation.

Ideally, some of the tasks in a process wouldn’t be necessary – they’re unnecessary hassle. We sometimes call these tasks “waste” to indicate that these tasks waste a precious resource: your time.

There are different kinds of hassle: over-production, inventory, waiting, storage, transformation, processing, rework, transportation, and bureaucracy.

Improving Process Performance by Reducing Waste

As soon as you start thinking about some tasks as waste, you will naturally try to think of ways to reduce the waste, but this isn’t easy. Although you might work out that you could avoid the need to order a new laptop by having laptops in stock, you would then be replacing the transportation waste with inventory, another kind of waste.

The challenge to remove waste is a worthy one despite its difficulty, because removing waste tends to have the biggest impact on process costs and performance. The onboarding process may require days or weeks of preparation and work, but you wouldn’t try to reduce this time by introducing the new hire to the team more quickly.

In general, trying to perform value-creating tasks faster can be counterproductive. Cost reductions are likely to be limited and offset by quality issues.



Identifying Hassle and Waste

There are no easy answers to reducing waste in a process, but you can still use a process mapping session to start a conversation, which is a good first step. In this session, you can:

1. Discuss each process task
2. Decide whether each task creates value, represents waste, or is an optional extra
3. Mark tasks that represent waste or replace them using differently colored sticky notes
4. Discuss how you could remove waste and optional tasks from the process

Removing waste is an advanced topic and is perhaps the interesting part of your job. Don't expect process mapping to do more than start a useful discussion.

The final step in process mapping is to evaluate what you have learned and consider how this relates to real business process management as part of your daily work.

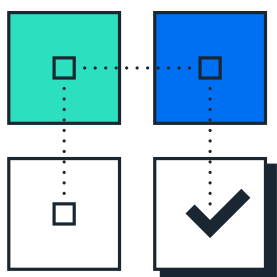
Interview Process Example

A job interview may involve the following tasks:

1. Assign interviewer
2. Plan interview
3. Invite applicant to interview
4. Wait for applicant to accept
5. Interview applicant
6. Evaluate interview

Some questions to consider are as follows:

- What if there's a second interview?
- How can we reduce waiting times and task handovers between different people?
- What if we didn't have to assign the interview and plan the interview before the applicant actually showed up?



Teams use **process mapping** to figure out business modeling concepts and understand each detail of a specific business process, thereby producing a collaborative process map.

Conclusions

Many people find process mapping a useful way to introduce business process management concepts to an organization and help people think about their work from a process perspective. This section reflects on what you discover by doing a process mapping session and what you can do next.

What's Good and What's Bad

A process mapping session isn't for everyone, and some people get more out of it than others. A good session allows participants to step back from the details of daily work and reevaluate work processes. As a secondary benefit, participants gain a broader understanding of how their own work relates to other people's work. This makes process mapping a good way to engage people who are not process management experts.

Basic process mapping lacks a focus on the details and doesn't do anything to identify any but the most obvious opportunities for process improvement. Managers who have a good overview of business operations won't learn anything new or useful and will benefit only from anything that happens to come up in conversation with colleagues about their work.

What's Easy and What's Difficult

A basic process mapping session – using only pens, paper, and sticky notes – is easy to organize, run, and participate in. The low-tech approach makes it easy to get ready and to avoid technical difficulties. In each session, participants generally find it easy to brainstorm and identify parts of the process model, starting with tasks.

The hardest part of process mapping is an important challenge: working out good names for processes, tasks, events, and roles. However, there are also practical difficulties: pen and paper make it hard to be neat, which tends to lead to results that require explanation by whomever wrote them down.

Pen and paper limits you to working with people who are in the same room, and sharing session results outside the room means taking photos of the work. This matters because process management requires organization-wide collaboration, not just local expertise. Fortunately, there are software tools available to help with such collaboration: the SAP® Signavio® Process Modeler solution and the SAP Signavio Process Governance solution.

What's Missing

Basic process mapping, as described in the previous sections, covers only a few aspects of a business process. Several things are missing, such as:

- Work instructions
- Schedules
- Data and documents
- IT systems
- Interaction between cases
- Model data for analysis

How important these are depends on the business process in question and which aspects include important details or significant complexity. In practice, it would be useful to incorporate an additional part to a process mapping session to cover the most interesting aspect of the business process.

What's Next

There are several ways to use the results of a process mapping session. You can follow up by using additional techniques, such as:

- Relating a large number of processes in an organization's process landscape
- Finding more ways to identify and remove waste
- Implementing other kinds of process improvement
- Using business process model and notation (BPMN) diagrams

Alternatively, you could repeat the exercise using a different approach.

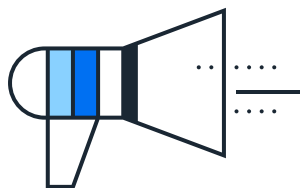
How to Use Process Mapping in Your Organization

You can help people learn more about process management by doing something practical. An organization's skills have breadth as well as depth, and business process management is no exception. To introduce process mapping to your organization, run short introductory workshops for a large number of people. Sometimes, you can encourage people to reach for better training and tools by initially offering them basic training and tools.

Process mapping can also be a continuous activity. To identify process improvement opportunities, regularly discuss process maps with the people the maps identify. You might even find it useful to post the latest maps on the wall as a conversation starter.

Process Mapping Guidelines

- Start with a clear purpose
- Involve key stakeholders
- Choose appropriate processes
- Use consistent documentation
- Beware of (process mapping) software
- Acknowledge the reality of the work



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