

Rapid Value Stream Mapping (rVSM)

Discovery waste, friction, and opportunities to increase value

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Who Am I?

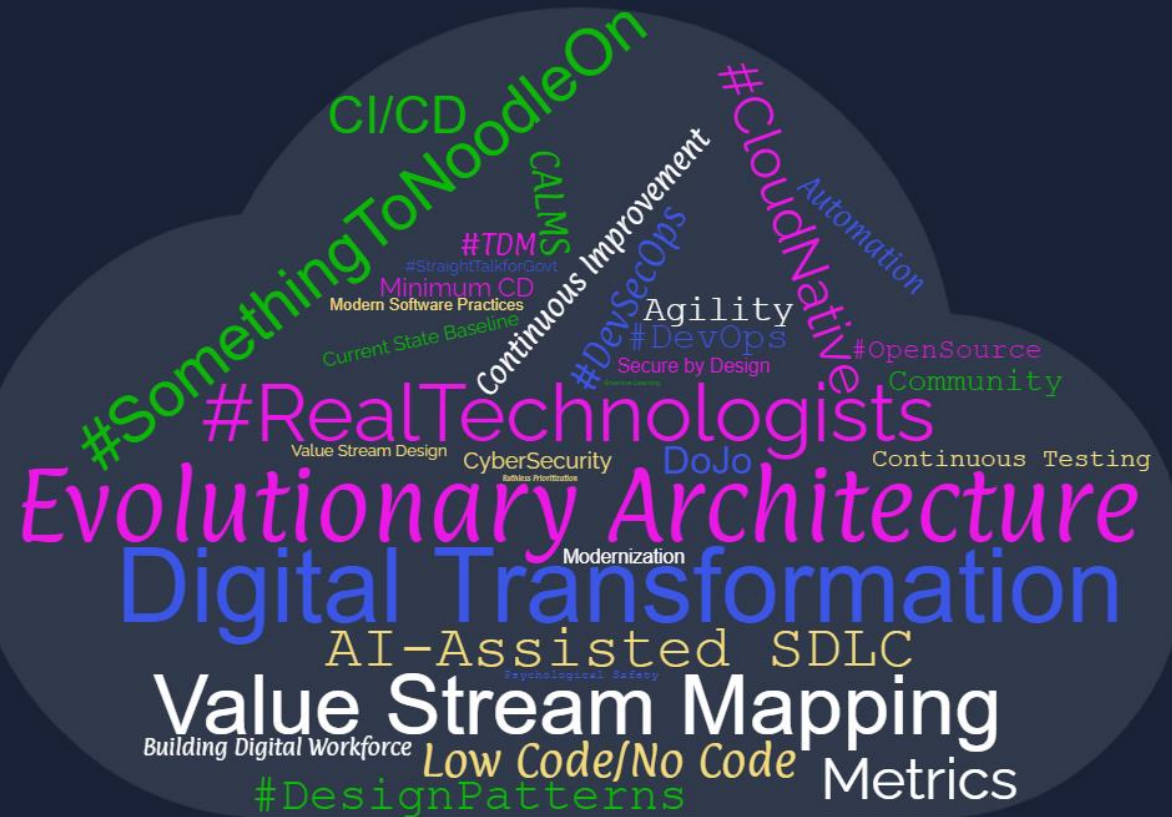


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(“Trac”)

Software architect | engineer | mentor | community leader



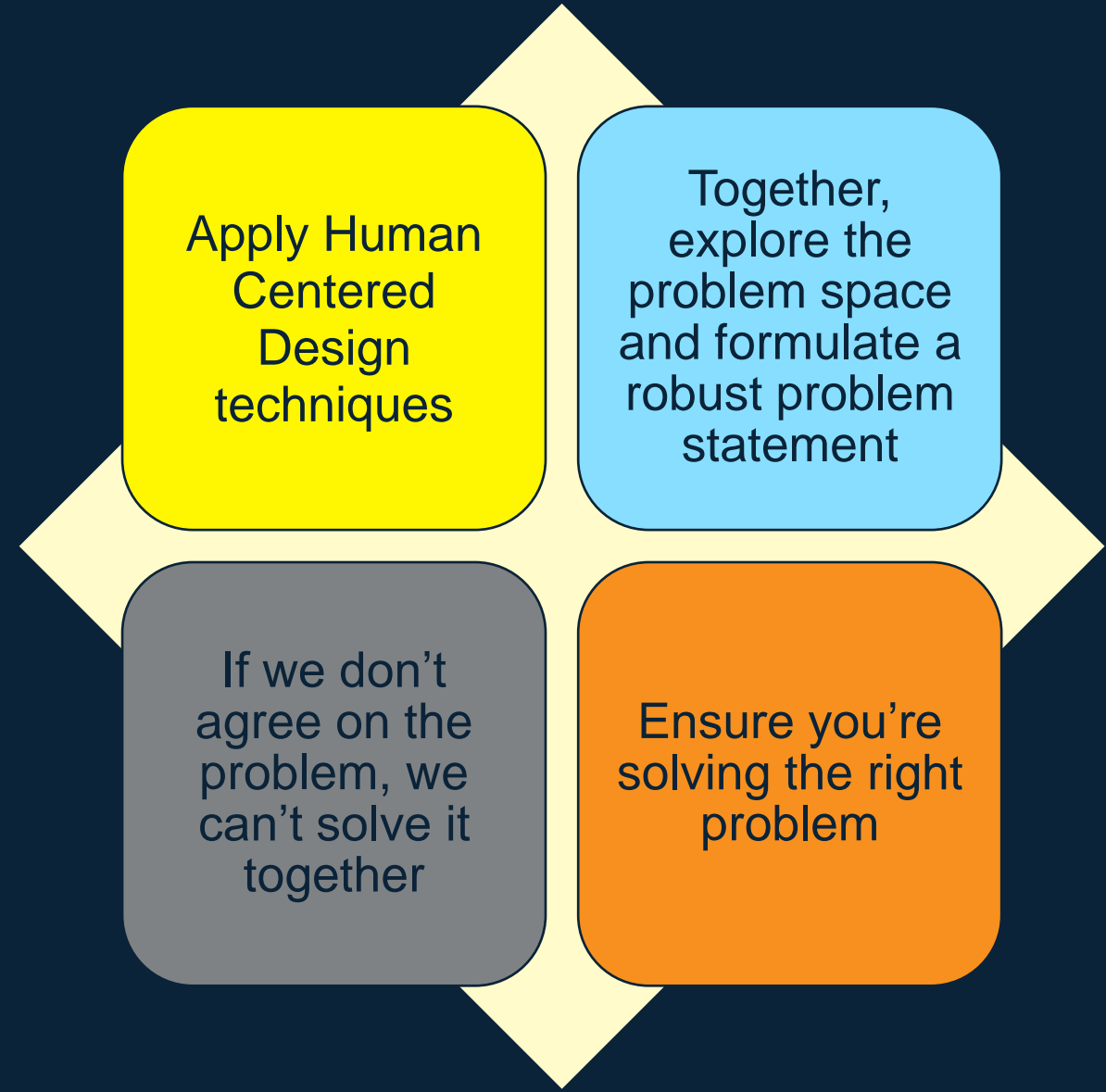
Differing Viewpoints

- Complex process problem
- Multiple stakeholders
- Time criticality
- Differing opinions on current state
- Points of view are from different vantage points





Start by problem framing



Problem Statements and Value Stream Discovery

- Rapid Value Stream Mapping is a collaborative effort
- Requires an agile mindset
- Time-boxed
- Focus on surfacing the AS-IS process
- Uncover the minimum information necessary to identify waste and opportunities
- A tool and not a goal

✓ *This is not traditional Lean Six Sigma value stream mapping*

Problem Framing Canvas:

Defining the Right Problem

- 30-second exercise if team is on same page!
- May require some collaborative conversations with other folks to broaden your perspective.
- Requires a facilitator who knows how to lead the discussion to help the team
 - broaden their thinking
 - understand assumptions & biases they inherently bring with them,
 - think of non-primary populations/stakeholders that may be impacted

Look Inward	What is the problem? <i>Describe it</i>	Why haven't we solved it? <input type="checkbox"/> It's new <input type="checkbox"/> It's hard <input type="checkbox"/> It's low priority <input type="checkbox"/> Lack of resources <input type="checkbox"/> Lack of authority <input type="checkbox"/> A (situational) inequity <input type="checkbox"/> Other: _____ <i>Explain more...</i>	How are we part of the problem?		Who experiences the problem? <i>When and where do they experience it?</i> <i>What consequences do they experience?</i> <i>How do lived experiences of the problem vary?</i>
	<i>List some symptoms</i>		What assumptions and biases surround this problem? <i>Individual, system, explicit, implicit...</i> <i>Which of these might be redesigned, reframed, or removed?</i>		
Look Outward	Who else has it? <i>Colleagues, competitors, other domains, etc.</i>	Who does not have it? <i>Colleagues, competitors, other domains, etc.</i>	Who has been left out so far? <i>Let's broaden our perspective...</i>	Who benefits when...	
	<i>How do they deal with it?</i>	Why not? <input type="checkbox"/> Avoided <input type="checkbox"/> Mitigated <input type="checkbox"/> Solved <input type="checkbox"/> Transferred <input type="checkbox"/> Other: _____		...this problem exists?	...this problem does not exist?
Reframe	Stated another way, the problem is: _____				
	Make it actionable: How might we _____ as we aim to _____? <div style="display: flex; justify-content: space-between; font-size: small;"> (action that addresses the stakeholder/user problem) (objective / desired condition to be achieved) </div>				

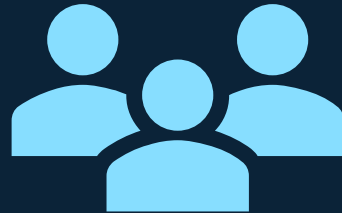
<https://itk.mitre.org/toolkit-tools/problem-framing/>

Critical Success Factors



Be comfortable with ambiguity

You will not have all the information



Have the right people involved

Involve people who have the information and can commit to participating



Clearly define your initial scope

Start with the 'as-is' and keep conversations focused on the 'as-is' to start



Explicitly communicate your goals and purpose

Explaining the "why" is imperative to getting full participation from all team members

Rapid Value Stream Mapping

Prepare

- Clearly articulate goals and purpose
- Identify key participants who know the process domain
- Start with simple lifecycle
- Pick the meeting style and tools

Execute

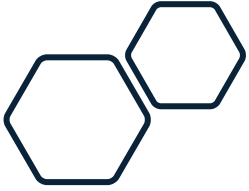
- Schedule and conduct 90 minute timeboxed session
- Use “Magic Happens” to table deep dives on single steps
- 2-3 sessions may be needed but seek to keep as small, focused, and rapid as possible

Analyze

- Organize the data visually
- Investigate the pain points
- Look for waste
- Identify barriers to flow

Recommend & Act

- Share the findings and openly and transparently
- Ruthlessly prioritize the next steps
- Set a simple, reasonable measurement to gauge and tune the effectiveness of the change



Prepare

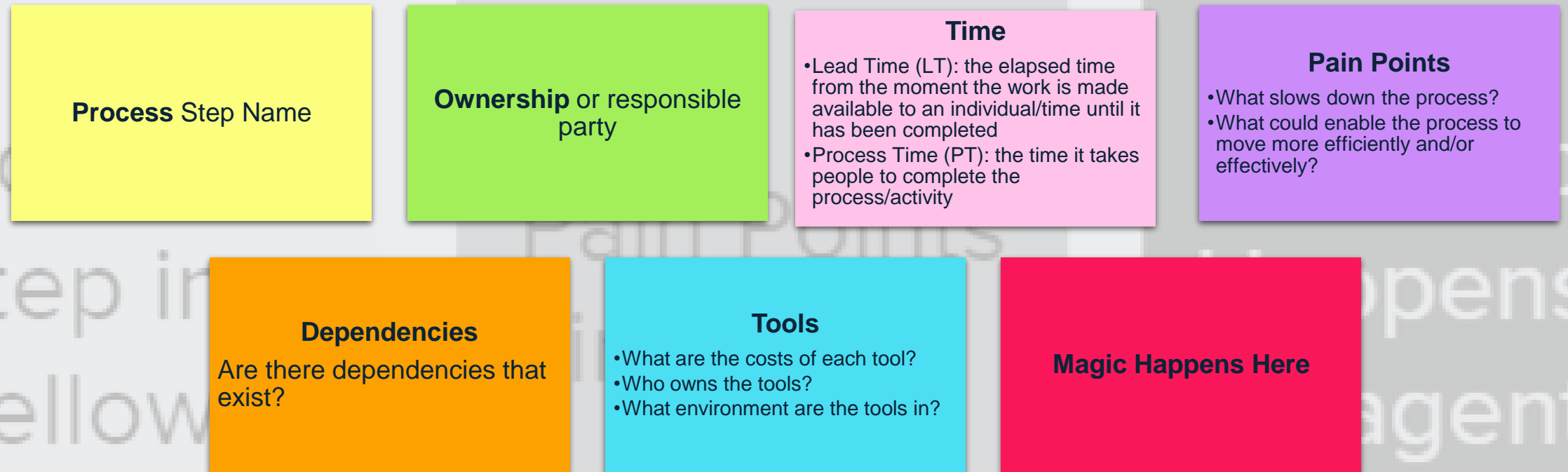
- ✓ Clearly articulate goals and purpose
- ✓ Identify key participants
- ✓ Start with simple lifecycle skeleton



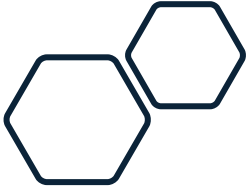
- ✓ Pick the tool to match audience location
 - **Co-located?** Use physical whiteboard, pens, and sticky notes
 - **Remote?** Use online whiteboard
 - Mural
 - MS Teams Whiteboard
 - Zoom Whiteboard

To foster inclusivity, avoid hybrid meetings.

Execute: Typical Discussion Topics

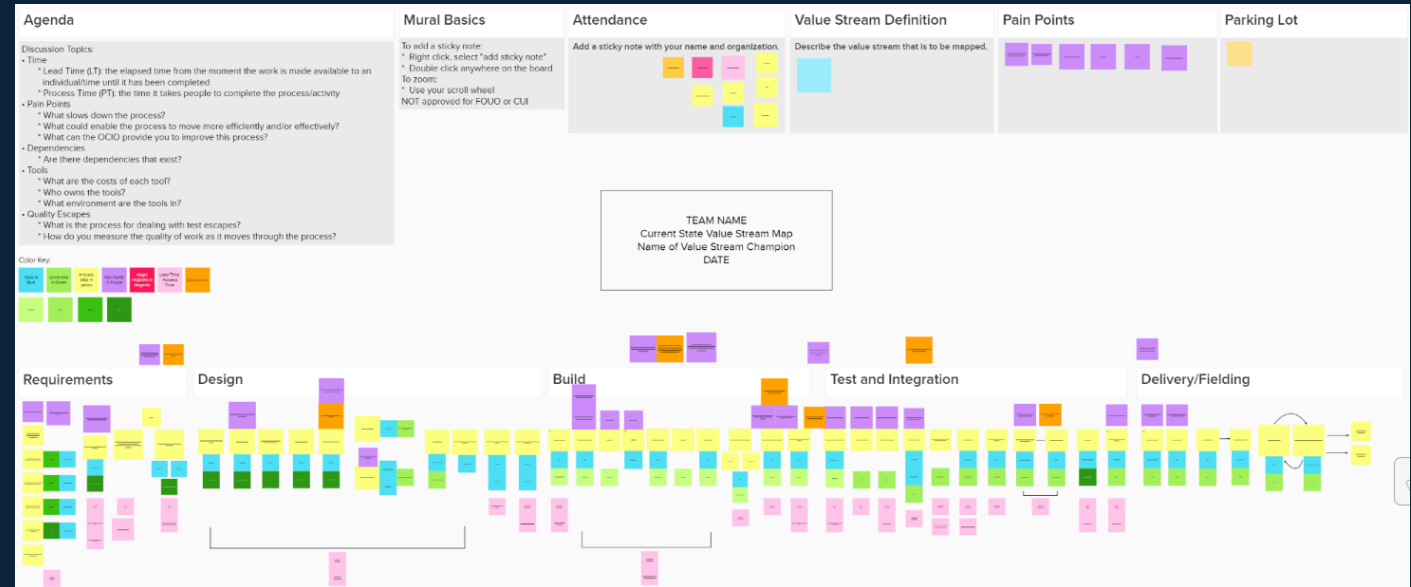


✓ Have and use a parking lot!



Analysis:

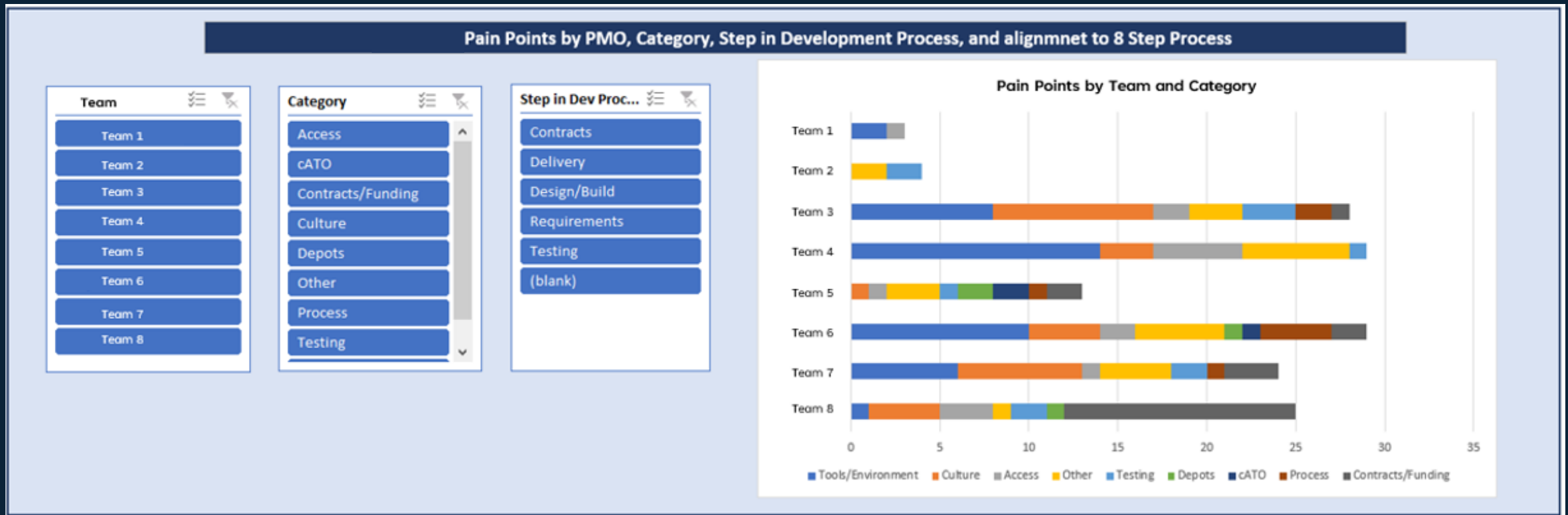
Apply a Qualitative and Quantitative Lens



When the session is over, snapshot the whiteboard to preserve


- Organize data visually logically group by theme, team, process step, or other logical categories that emerge
- Analyze pain points: often pain points may be differently phrased description of the same issue
- Look for process improvement opportunities
- Identify barriers to flow

Focusing on Pain Points Complements rVSM





Be Outcomes Focused



Understanding and **process documentation**



A **baseline** to know
where we are so we can
decide where we go

- Documented process flow
- Recurring pain points
- Rapidly gathered action items for next FY



Data to improve the flow of value



Data to shape the service offerings



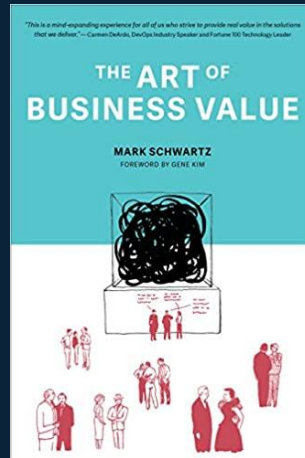
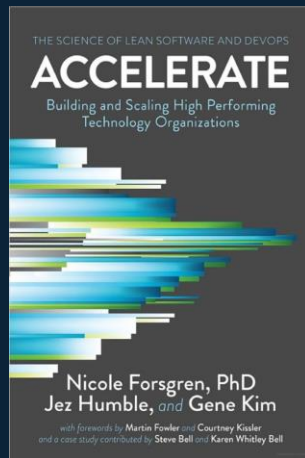
Metrics and measures that matter

**Rapid discovery
leads to rapid action**

Resources

The Innovation Toolkit (ITK): <https://itk.mitre.org/>

The Value Stream Management Consortium: vsmconsortium.org





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