

# Step 4: Mapping Guidelines—The Current State

**Purpose:** To provide step-by-step guidelines during the mapping process.

**Directions:** Review these value stream guidelines before mapping the current state.

## Before You Leave the Meeting Room

- Gather as much data as possible before you start
- Review the basic production steps before going to the shop floor
- Communicate to all areas the purpose and activities of the team

## Lean Attributes Reference Guide

- |                       |                          |                      |
|-----------------------|--------------------------|----------------------|
| • Cycle times         | • Reliability or uptimes | • PM schedules       |
| • Changeovers         | • Number of shifts       | • Economic lot sizes |
| • Number of operators | • Line speeds            | • WIP inventory      |

## On the Shop Floor

- Gather data at the source—on the factory floor (not from memory)
- Introduce yourself to operators, show them what you are doing, ask them questions, and get them involved
- If you need to time a changeover or cycle time, explain why you are doing this
- Use as much “real” data as possible, or use an average from the last three months
- Everyone should map the process or take notes while on the floor
- Always draw the *customer* icon first, then the *supplier* icon, then the process.
- Identify attributes for each operation or function (such as shipping, which is more a function than an operation), and show them on the map
- Note only the details of the process, not the exceptions to the process
- Draw *both* material and information flow
- Think in terms of upstream and downstream flow

## Back in the Meeting Room

- Use a white board to create your drawing—when it’s complete, transfer it to paper
- Draw in pencil
- Select a scribe and combine your drawings
- List and discuss the problems and wastes you detect
- Try to discuss the situation in terms of demand, flow, and leveling
- Be ready to make a 10- minute presentation to management if required