



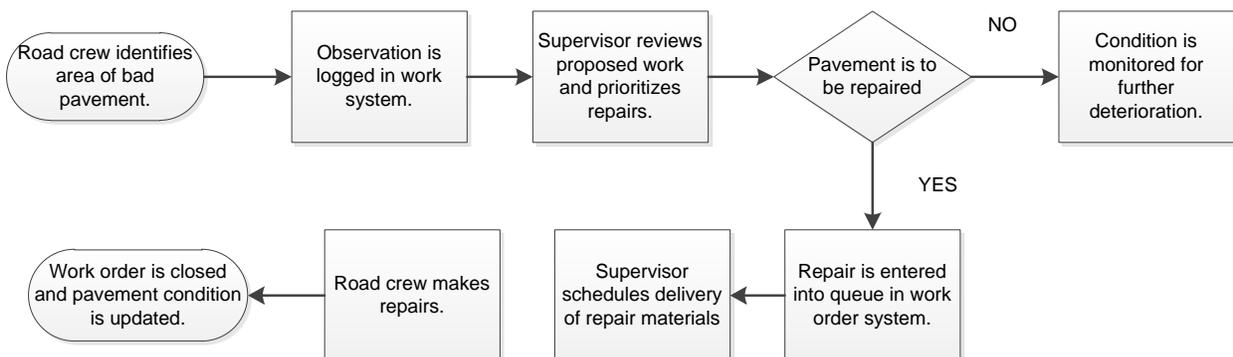
Developing Process Maps, Results Chains and Value Chains

Using tools like process maps and results chains and value maps help sponsors and agencies visualize and document the process that will be affected by the program. A sponsor or agency can use these tools to identify the connections among processes and business units, the reach of the change, the people affected, potential benefits and disincentives, and the potential time to implement.

Generally, there are four major steps in process mapping: (1) process identification or understanding all the steps, (2) information gathering, (3) interviewing individuals involved and designing the actual map or drawing, and (4) analyzing the map to consider the changes caused by implementation and identify opportunities to make the process more efficient.

Mapping produces a practical working model of the process for a specific program and the steps in achieving value and results from the program. The future state, as initially depicted, is likely to need modification over the lifecycle of the program. It may require tough strategic trade-offs and may result in dynamic changes as the work proceeds and conditions change. Process mapping and designing the future state can be accomplished in a series of self-directed meetings or in a facilitated environment, such as a kaizen event.

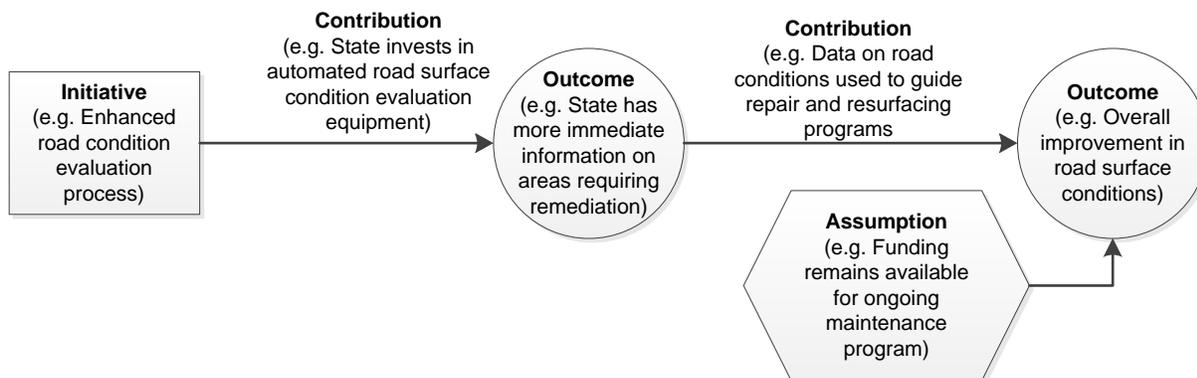
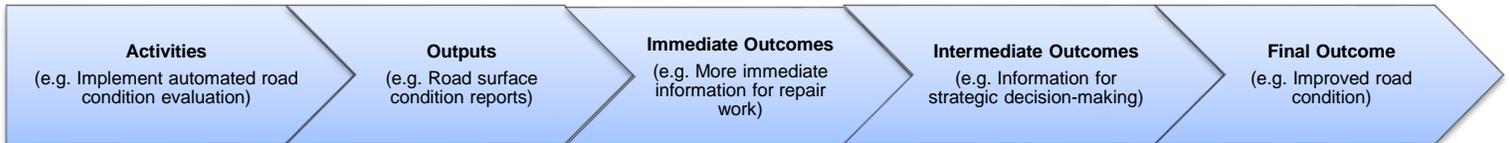
A **process map** helps define what the agency's business unit does, who is responsible for what, and what the standard processes are in the current state. The process map helps the agency identify internal processes that might change with the implementation of the program, who might be affected and how, what the downstream changes might entail, and whether there are opportunities to reduce inefficiencies through other means (or in tandem with program implementation). Usually the process map is depicted as a flow chart.





Value Management Framework

A **results chain** examines the business process from the perspective of desired results and final results. It depicts the desired future state and may include the final value to the organization. These depictions vary in complexity but always begin from the “end” with the definition of the desired result, long term consequences, or value to the organization. A simple results chain and a more complex results chain are shown below:



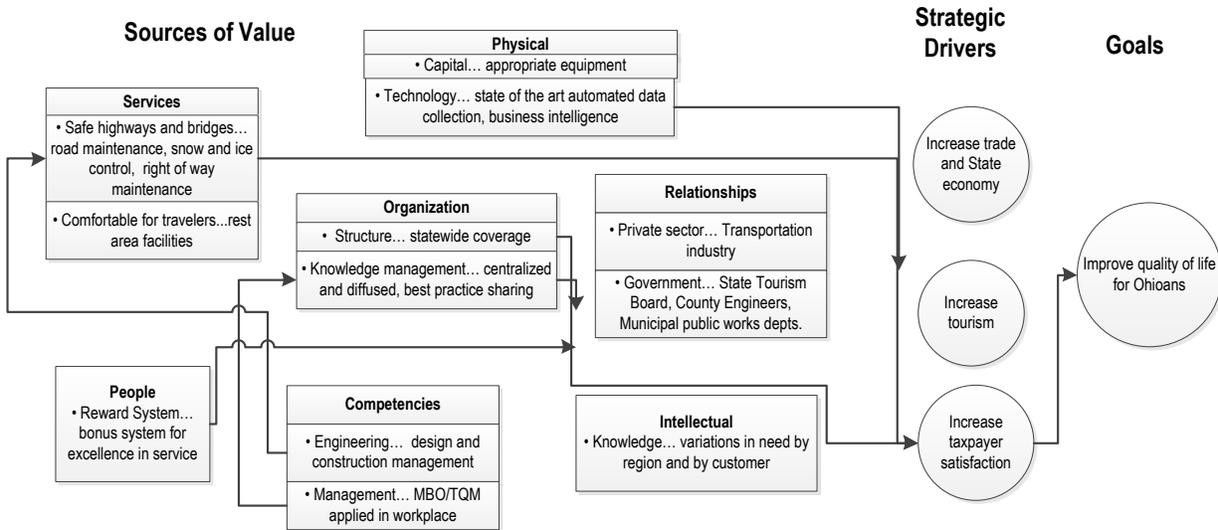
In this case, *initiatives* describe the programs or projects used to achieve the results, *contributions* describe the activities, *outputs* represent immediate, intermediate and final results, and *assumptions* deal with environmental factors outside the agency’s control. Most results chains of this type have many initiatives, contributions, outcomes and assumptions that often overlap or interweave with one another.

A **value map** bridges the gap between strategy and action. This examination helps you gauge the relative likelihood of success of a program, the risks involved, potential business process changes required, and helps identify the most important sources of value. It clarifies desired results, provides perspective into the full value network, identifies strategic drivers, and shows areas where the agency can maximize value. This process can also help identify potential conflicts. It complements the results chain but does not replace the business process depiction. Instead it is an examination of the



Value Management Framework

drivers of value in an organization and their relationships to end goals. A simple value map is depicted below:



In this hypothetical example, the goal of the organization is to help improve quality of life for its constituents. It feels it can do this through three strategic drivers—in this example, only the last, increasing taxpayer satisfaction, is mapped. Several different values of the organization contribute to this and some build on one another. For example, people desire safe highways, which are supported by competencies in engineering and design.

Other variants of process maps can be used and may include the definition of roles and responsibilities through swim lanes, or identification of cycle and lag times. In documenting desired results and value, reinvestment opportunities can be highlighted, particularly when time savings will be redirected to core activities.