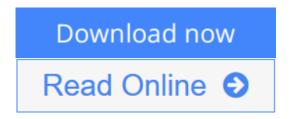# The Basics of Process Mapping, 2nd Edition

By Robert Damelio

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The bestselling first edition of this influential resource has been incorporated into the curriculum at forward thinking colleges and universities, a leading vocational technical institute, many in-house corporate continuous improvement approaches, and the United Nations' headquarters.

Providing a complete and accessible introduction to process maps, **The Basics of Process Mapping, Second Edition** raises the bar on what constitutes the basics. Thoroughly revised and updated to keep pace with recent developments, it explains how relationship maps, cross-functional process maps (swimlane diagrams), and flowcharts can be used *as a set* to provide different views of work.

New in the Second Edition:

- Four new chapters and 75 new graphics
- An introduction to the concepts of flow and waste and how both appear in knowledge work or business processes
- A set of measures for flow and waste
- A discussion of problematic features of knowledge work and business processes that act as barriers to flow
- Seven principles* and 29 guidelines for improving the flow of knowledge work
- A detailed (actual) case study that shows how one organization applied the principles and guidelines to reduce lead time from an average of 28 days to 4 days

Unlike "tool books" or "pocket guides" that focus on discrete tools in isolation, this text use a single comprehensive service work example that integrates all three maps, and illustrates the insights they provide when applied *as a set*. It contains how to procedures for creating each type of map, and includes clear-cut guidance for determining when each type of map is most appropriate. The well-rounded understanding provided in these pages will allow readers to effectively apply all three types of maps to make work visible at the organization, process,

and job/performer levels.

The Seven principles are integrated into Version 3 of the body of knowledge used for Lean certification by the ASQ/AME/SME/SHINGO Lean Alliance. This is the first publication of those principles and guidelines.

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