

The UNITE Approach to Value Stream Mapping

Design your core value creation processes in an ideal way. Connect the dots end to end from onstage action to backstage to supporting processes, IT and your internal setup. The ideal basis to develop an agile organization.

A part of the Digital Leadership Capability Management Reference Content: #DL-MS-VM-VSM.
More information on this model is [available here](#).

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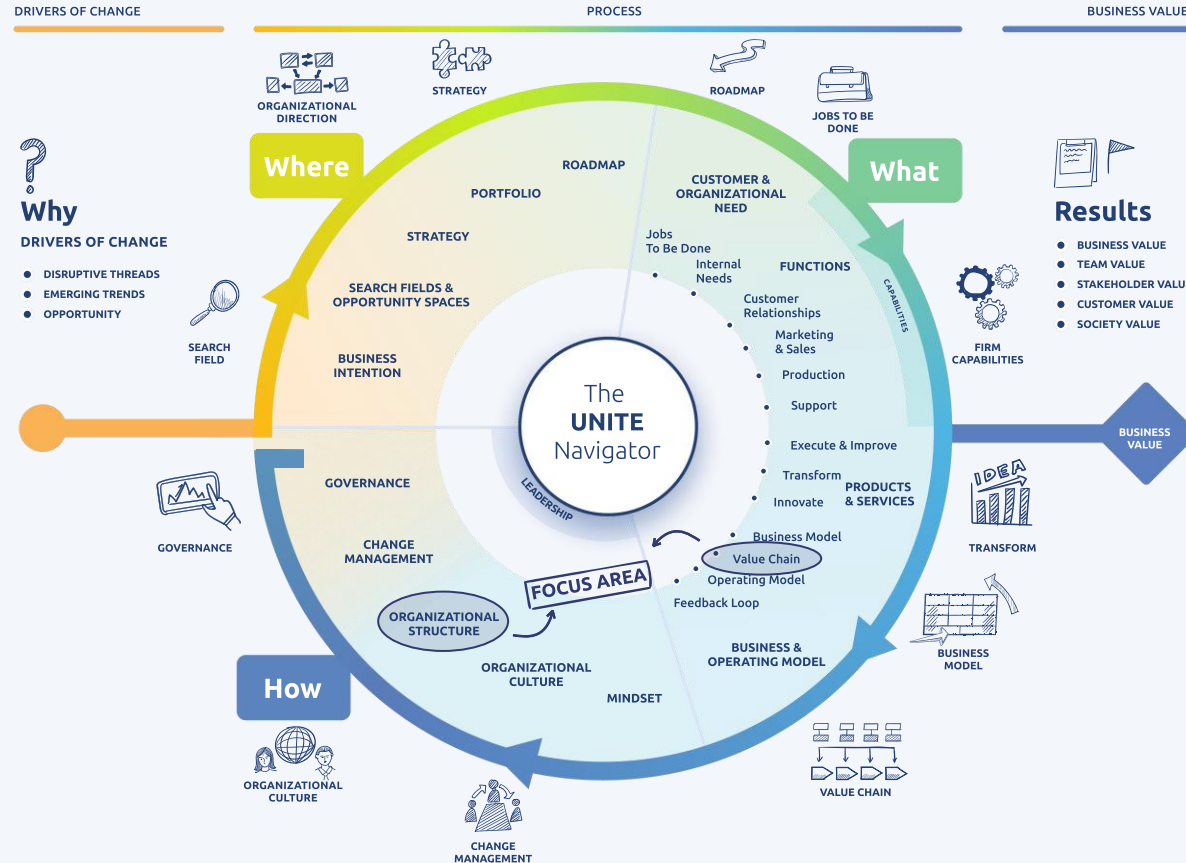
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THE UNITE NAVIGATOR – An overview and introduction to all UNITE models



- > The UNITE models are the by far largest library of innovation and transformation models on the Internet. They cover all areas of digital strategy, innovation, transformation as well as any related field.
- > The UNITE Navigator provides an introduction and overview of all digital-related fields.
- > As part of today's presentation, we will focus on *defining your core value chain and how to define the value creation process end to end in an integrated way. Defining your value streams properly is the ideal prerequisite to introducing an agile or even circular organization.*

Background to the UNITE Approach to Value Stream Mapping

Why we use it

An organization is fit for the future if it can address the customers need with a suitable service or product as simply, as quickly and as impactfully as possible.

We aim to shape the organizational structure according to our value creation to enable product thinking and achieve a stable organization.

How it works

We break down our top 3-5 products and service into their steps of creation: from customer interaction to process steps.

Then we assign required systems, data, machines or manual steps for the work to be completed.

This will give us the understanding on how to group our colleagues into circles to be able to work in the most efficient way to create the value we need for our customers.

What is the goal

Developing a proof of concept of your ideal value stream.

Ultimately, we want to arrive at an ideal organizational setup. That involves defining the best possible value stream, placing your colleagues in circles, operating in an ideal setup to create value for the organization and its customers.

We introduce a product thinking approach for all our service and products. This allows us to switch to product life cycles, measure the health of the organization, focus investments efficiently and gain a maximal possible stable organization.

> Please read the [related chapter in the book](#) to fully understand the concept of of Approach to Value Stream Mapping.

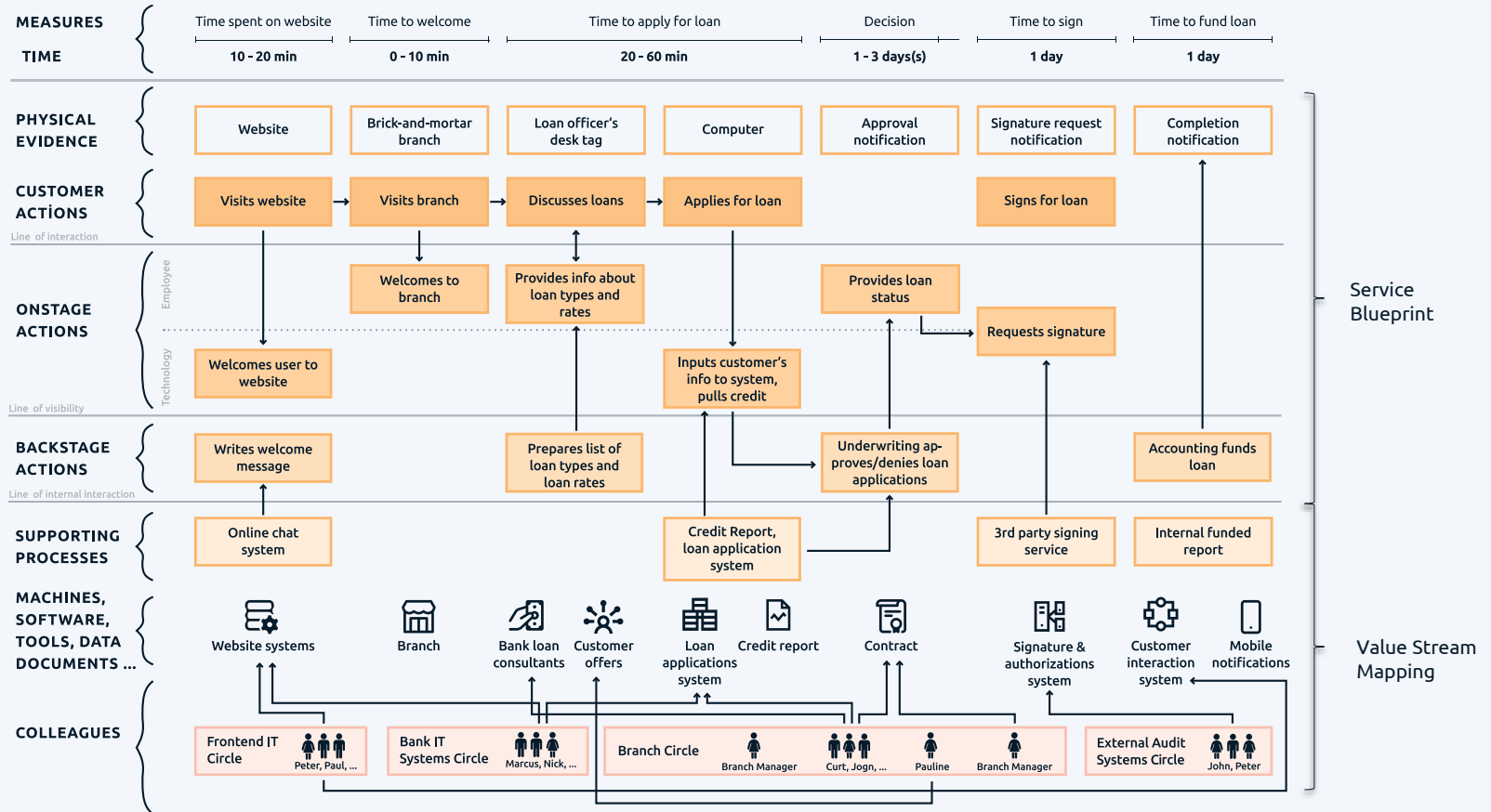
The challenge of organizing for innovation

- > For an organization to be viable and sustainable, value creation becomes the focus of attention.
- > The more directly and independently colleagues can work on value creation, the greater the efficiency and quality of service from the customer's point of view. Essentially, we thereby increase the intrinsic motivation of colleagues in the organization.
- > If the value creation process is mapped onto products, you can apply a product cycle and thus be able to implement necessary changes precisely and steer the investment of time and money and measure the success of your value creation constantly.
- > To make this possible, the structure of the organization must also be aligned with your value creation to achieve the highest possible level of a stable yet agile organization.

Introducing the value stream mapping

- > The UNITE Approach to Value Stream Mapping consist of two steps:
the Service Blue Print and the Value Stream Mapping.
- > With the **Service Blue Print**, you map your value creation from the customers perspective all the way to your external and internal process.
- > With the subsequent **Value Stream Mapping**, you will understand which people are doing these tasks with which machines, tools, software and data.
- > This mapping of your value creation process allows you to group your colleagues in the most effective and stable yet agile organization possible.

THE UNITE APPROACH TO VALUE STREAM MAPPING



Getting the flywheel spinning

The following guide will help you to develop a first draft of your products and circle structure, which can then be finalized and implemented with your colleagues.

1. To define the Value Delivery Chain(s), use the “Value Delivery Chains” template to describe your most important product or service.
2. To create the Service Blue Print, map out the “Service Blue Print” template. It starts from the line «Measure / Time» down to «Supporting Processes».
3. To create the Value Stream Mapping,
 - a) List all machines, software, tools, data, documents etc. your colleagues need to complete for each process step.
 - b) Map out your Colleagues who are doing that process step with the tools you described in the previous step.

Getting the flywheel spinning (cont.)

4. Now you are able to group colleagues into circles so that they can work together as efficiently as possible. Keep the following principles in mind:
 - a) **Size:** a circle should consist of no more than 7-9 colleagues.
 - b) **Work handover:** try to reduce the number of work handover between circles, strive for an end-to-end setup. There is no such thing as the perfect circle design. You will always have a number of work handovers between circles. With this approach you will get the greatest possible stability of the circles, i.e. the colleagues can do their work in the same circle for as long as possible.
 - c) **Ring allocation:** decide in which ring the circle is best placed. Be very critical with this choice, because the organization is led by the circles in the business ring. If you overcrowd the Business Ring you might choke innovation.

Repeat these steps with other products or services you offer. You might also choose a product or service which is not a cash cow yet, but it might be the blockbuster and the core of your organization in the future and you want to setup the organization

Got it, what's next

Design the organizational setup

Learn which elements an agile organization needs so you can support the just created Business Ring, Service Ring and Coordination Ring Circles to strive for success.

Creating and launching circles

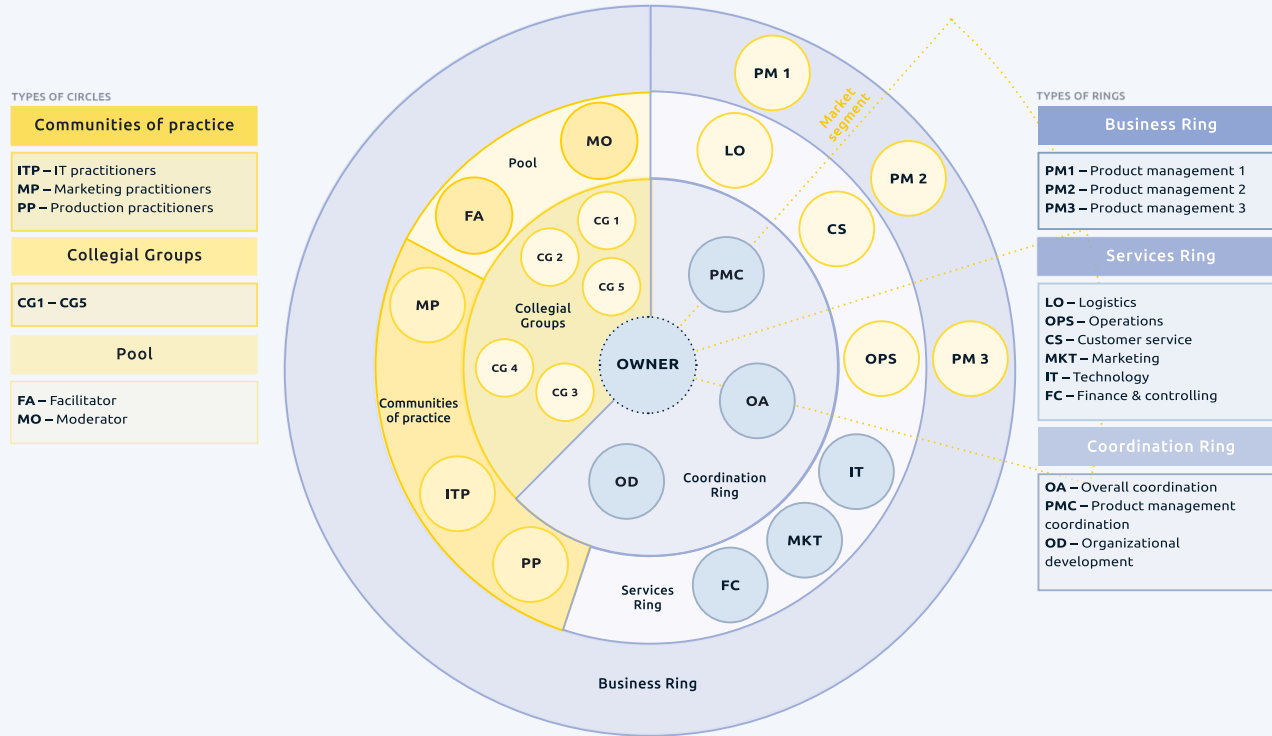
See where the constitution of a circle helps your colleagues to agree on the guidelines and way of working. The Model *"Circle Constitution"* will help you doing this.

Establish collaboration between circles

The *Company Board* helps you achieve exactly that: shape, test and evolve the way we work in the organization.

Related models

THE UNITE CIRCULAR ORGANIZATIONAL STRUCTURE



Introducing the circular organizational structure

The circular organizational structure is an alternative to a classical pyramid organizational structure. It supports in particular agile organizations who are operating in fast-paced environments and allows to tap into the intelligence of all involved.



THE UNITE CIRCULAR ORGANIZATIONAL STRUCTURE

Download the UNITE Models for FREE



THE UNITE CIRCLE CONSTITUTION TEMPLATE

NAME OF THE CIRCLE*	VISION
PURPOSE, NATURE, AREA OF RESPONSIBILITY*	FURTHER INFORMATION
A new colleague shall understand the few sentences well and quickly.	Where do we store work protocols and other information.
CONSTITUTING CIRCLE*	REGULATORY FRAMEWORK
	Mention only the circle-specific regulatory frameworks, which result from the circle's special products, business models, markets or the like and are not affecting the whole organization.
CUSTOMERS, SERVICE RECIPIENTS, REVENUE GENERATORS*	EXTERNAL REFERENCES
SUPPLIERS, COOPERATION PARTNERS	WORK EQUIPMENT
Who are our most important suppliers and cooperation partners? What special dependencies exist from, to or between them? What special framework conditions and contracts exist here?	List what tools, hardware, software, machines, licenses, algorithms, vehicles, etc. are included?
 PRODUCTION RESOURCES	
What means of production are relevant to the value creation and purpose of the circle, such as: materials, raw materials, intermediate products and data.	

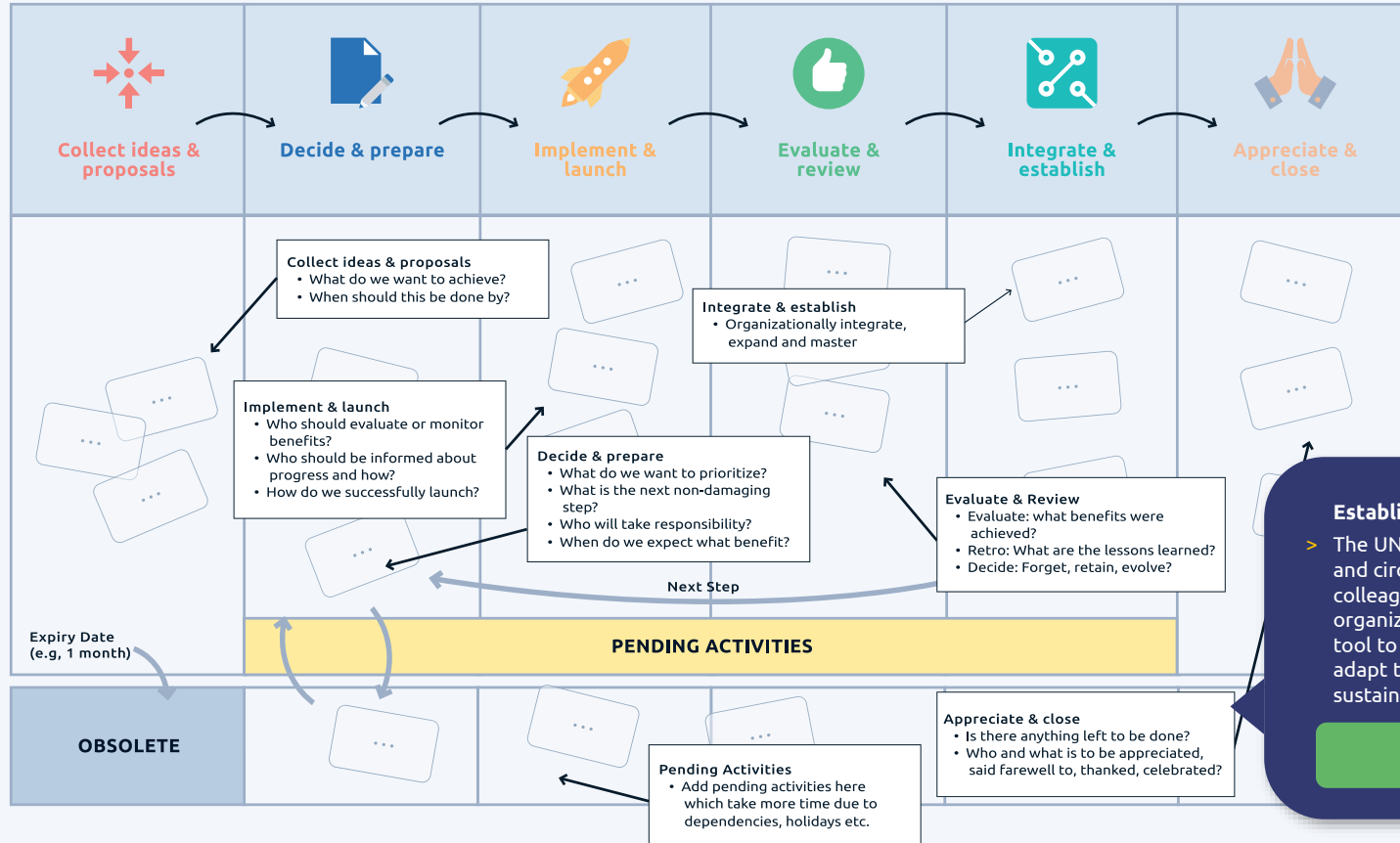
 SUB- & COMMON CIRCLES*		
CIRCLE NAME	SUPERVISOR	
 MEMBERS AND ROLES*		
NAME OF COLLEAGUE	OW H./W	ROLL
		HOST
		DOCUMENTARY
		LEARNING FACILITATOR
		ECO
 WORKING MEETINGS AND PROCESSES*		
DESIGNATION	RHYTHM	
WORKING MEETING		
RETROSPECTIVE		

Creating and launching circles

- > See where the constitution of a circle helps your colleagues to agree on the guidelines and way of working. The UNITE model "Circle Constitution" will help you align and define the key parameters when constituting a new circle.


**THE UNITE CIRCLE
CONSTITUTION TEMPLATE**


THE UNITE COMPANY BOARD



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I have coached and advised over one hundred owners of traditional, family-owned businesses, international corporations, NGO's, C-level members and Boards of Directors. My mission is to empower people and activate their intrinsic motivation to radically simplify the complicated and uncertain path of change towards a living, thriving, self-learning and future-proof organization. My mandates includes coaching and advising of strategy development, leadership- and team development, and organizational transformation from classic hierarchical to self-governing, agile organization.

[SEND AN E-MAIL](#)

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THE UNITE MODELS are the by far largest library of innovation and digital transformation models available on the market globally. They cover all important domains end2end and uniquely – they are deeply integrated. Please be invited to leverage them in your organization. **Let's UNITE and create a world worth living in !**



**THE BOOK ABOUT HOW
TO CREATE INNOVATION**

HOW TO CREATE INNOVATION is a practical, comprehensive, OpenSource guide for successful innovation and digital transformation. The UNITE initiative and movement, supported by a global team of industry leaders and innovation researchers, aims to spark a revolution in global innovation and transformation.

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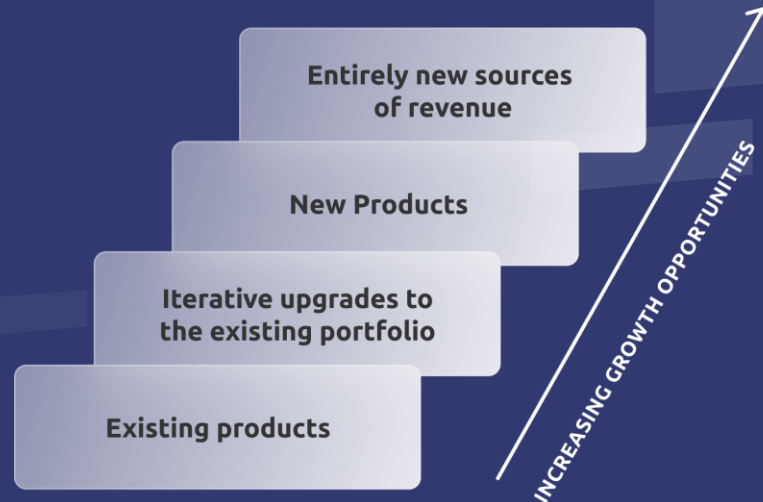
Digital Leadership has successfully helped corporate start-ups find their footing and Top-Five players in all sectors around the world identify and create new opportunities.

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Take control of your game!
Schedule your free business
assessment call with our team!



Discover our Digital Transformation Practice

Digital transformation is an art few manage well



Digital transformation is often much more complex than we think. You often touch one element to find out that it has systemic impacts on all other areas.

In addition, we find strategies to be stuck too often in silos. Rather than focusing on one bit, we bridge the silos, develop a vision everybody will buy into, and create a unifying strategy and roadmap for getting there, including realigning the value-, service-, experience- and operating model.



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Shared goals are the cornerstone of our customer approach. To date, our team has successfully led 74 projects with numerous global players across all industry sectors, ranging from \$50,000 projects to \$100 million programs. But helping our customers' build their futures is not enough. We are committed to changing the world through the sharing of powerful innovation and transformation practices. Join the UNITE movement and help us start an innovation revolution.



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Thank you!
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Share my knowledge with the world!