Success Story

Solidigm Adapts Process Mapping to Remote Work with See to Solve Flow™ and Accelerates Improvement

Actionable, "Living" Maps Bring Faster Issue Resolution, Deeper Process Understanding and Accelerated Learning

"These are not maps that you make once and then put them away. We collaborate and explore maps to get the big picture, then zoom in to understand details of hand-offs and troubleshoot issues.

With See to Solve Flow, it's much easier to get clarity on what's happening and resolve break points.

The whole point of the map is to visually drive continuous improvement and learning. With See to Solve Flow we improve faster."

— **Maria Mentzer**, *Sr. Director, Supply Chain & Business Solutions*, Solidigm

The Challenge:
Remote Collaboration Demands a New Approach

For the team at Solidigm, a commitment to process excellence and continuous improvement is a part of the culture. "We want to be a high-velocity learning organization," says Maria Mentzer, Sr. Director, Supply Chain & Business Solutions. To support this vision, in-person process mapping was a core practice.

In the Spring of 2020, when the Covid pandemic forced the shift to remote work, Maria and her team immediately started looking for a virtual solution with all the benefits of their established process mapping methodology.

The Solution:
Actionable, Information-Rich Process Maps

In the Spring of 2020, Maria and her team found See to Solve Flow. "There were three important things we couldn't find together in any other solution," explains Maria. First, collaboration was a top priority. People need to be in there together, in real time, exploring a process map together." For Maria's team, this aspect of a solution was critical. "It's a visual process to get everyone on the same page and know what we are all talking about. It brings clarity and it's a way to visually facilitate continuous improvement."

Second, the team needed a structured layout that made it easy to follow the flow of a process with clear "rules of the road" to guide consistency and make interpreting the maps an intuitive exercise.

Third was the ability to zoom in and zoom out. With large, complex processes, they knew this capability would enable them to see the 'big picture' when that was needed, but also zero in on minute details as needed. "When it's time to get executives aligned, you want to see the big hand-offs between organizations," Maria explains. "But then in order to make it actionable you need to be able to zoom in.

The Result:
Faster Issue Resolution, Deeper Understanding & Accelerated Learning

In the team's first use case with See to Solve Flow, they were able to collaborate virtually easily and resolve issues more quickly. "We'd swarm around it," says Maria. "We very quickly got alignment across multiple teams and stakeholders and resolved issues quickly."

They also found that the capacity to embed important details into the process map gave them new information-rich process maps that became the focal point for discussion and a deeper understanding of the process. "We really like that you can put a lot of information 'into the arrow'," says Maria. " These hands-offs are often where information is lacking and break points happen. Seeing these in the map is really helpful."

Lastly, they gained new capacity for tracking issues that was also easy to communicate visually. "Our vision is that these are living maps," says Maria. "They are reflections of the best knowledge the organization has. We refer to them for understanding who does what, who needs what kind of inputs to do their part, what the downstream impacts of issues might be, and so forth. This is incredibly helpful to resolve issues and drive improvement.