**Process Mapping Protocol**

*The purpose of this protocol is to better understand the process leading a particular outcome,*

*and identify potential breakdown points where we should focus our improvement efforts.*

**Roles:**

* **Interviewee**: the person being interviewed who can provide a helpful perspective on the process.
* **Interviewer/Facilitator**: the person who interviews the interviewee, and who facilitates Step 3.
* **Process Mappers**: one to two people who map the process while listening to the interview.

**Norms:**

* **Resist Solutionitis**… get your map out first, then interrogate it
* **Share the Air**… step up, step back
* **Seek to Understand, not Confirm**

**Step 1: Identify your End Point (5-7 min.)**

Before mapping the process, you need to articulate the end point (i.e. goal) you are after.

* **Individually brainstorm** (2 min) possible endpoints for the process you want to map. See if you can express it in one short sentence. Examples: *A student secures an internship. A student applies to a 4-year college. A teacher plans a project that integrates math.*
* **Whip**: Each person shares one endpoint, and the whip continues until all ideas have been shared.
* **Choose one or create a new one** (without getting hung up on the perfect wording).

**Step 2: Create the Map (10-15 min.)**

Using the roles above, the interviewer interviews the interviewee to understand the process (i.e. the reality) leading up to that goal, while others map the process on paper.

*Helpful questions/sentence frames:*

* **Start with**: So if X is your goal, where do you begin?
* **Then what?**
* **Listen for decision points.** Is this a decision point? What happens if… (yes)? What happens if… (no)?
* **End by asking:** “What was most challenging about the process you just described? What changes could we make to address that challenge?”

**Step 3: Interrogating your Map & Identifying Change Ideas (15-20 min.)**

The interviewee may no longer be present. The rest of the team engages in a discussion about what they heard *starting with a whip, where each person shares one thing that struck them from the conversation*. Looking over the process maps, discuss the following as a group:

* What are we learning about this process?
* Was there anything important that we heard that is missing on the process map? (capture it)
* **Where/how might this process breakdown, especially for students from traditionally marginalized groups?**
  + **Put an X** over those places in your map where the process could breakdown.
* What might we do (i.e. change ideas) to improve this process?
  + **Write change ideas** on your map by the breakdown points.

*This protocol has been created by the High Tech High GSE Center for Research on Equity and Innovation.*