Leaders and managers need to prowl their units in search of the culprits (usually systems and processes, more rarely people) that provide no benefit and increase burdens to patients and providers alike. By sleuthing through their domain, they can help their staff identify those things that work effectively through the use of tools like value-stream mapping. Those areas should be accentuated.

Similarly, areas that need to be eliminated should also be identified, because they’re waste. It’s a combination of two forms of hunt, as the figure below shows.

The bounty hunt and treasure hunt approach requires leading with a new spirit, which encourages innovation in value identification and creation and a healthy disrespect for tradition in the merciless elimination of waste or non-value added processes or services.

---

**Figure 1.4: The Two Kinds of Hunts**

**Flow is...**

- A continuous *Treasure Hunt* to add value
- A continuous *Bounty Hunt* to eliminate anything that doesn’t add value