

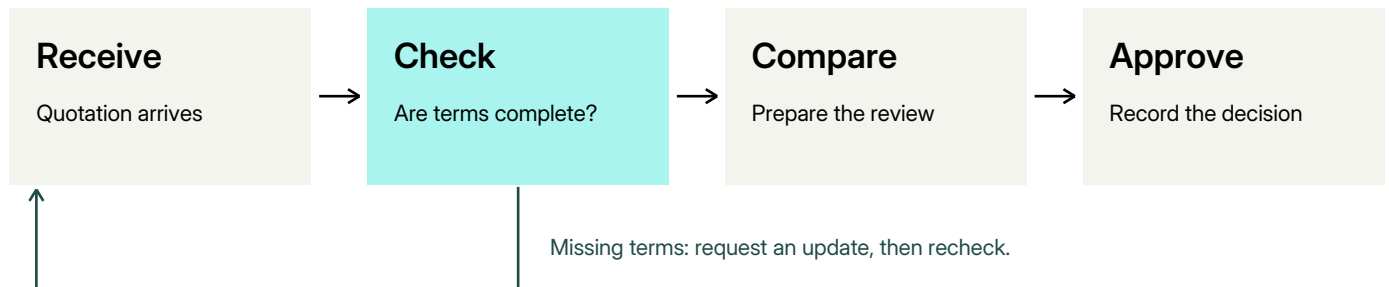
Find the constraint in your workflow

Follow real work from trigger to completion. Connect delays to evidence, then choose one change to test.

SESSION	TEAM	OUTPUT
90 minutes + observation	Operations + frontline	One countermeasure test

01 TRACE AN ACTUAL EPISODE

EXAMPLE FLOW / QUOTATION REVIEW



02 CONNECT THE DELAY TO EVIDENCE

Observe

What happened, and where did work wait?

Measure

Keep active effort and elapsed time separate.

Challenge

What evidence would contradict the explanation?

03 / CHOOSE ONE TEST

Change the suspected mechanism.

Record baseline, quality guardrail, owner and review date.

FLOW RECORD

Record the work

Use one recent completed episode. Duplicate this page for additional cases, including failures and unusual work.

WORKFLOW / CUSTOMER

PROCESS OWNER

START EVENT

COMPLETION CONDITION

01 RECONSTRUCT THE EPISODE

Step + responsible role	Input / output	Active / elapsed time	Evidence / exception

State units and whether elapsed time uses working or calendar hours. Do not add overlapping labour as elapsed lead time.

EPISODE ID / DATE / EVIDENCE SOURCE / SHIFT OR CASE CONTEXT

COUNTERMEASURE RECORD

Choose a mechanism to test

A delay is an observation. Its cause remains a hypothesis until evidence supports the explanation.

SUSPECTED MECHANISM AND THE OUTCOME IT AFFECTS

SUPPORTING EVIDENCE / PROVENANCE

CONTRADICTING EVIDENCE / WHAT IS UNKNOWN

SMALL CHANGE TO TEST / STRONGEST ALTERNATIVE CONSIDERED

BASELINE / MEASURE / ELIGIBLE CASES

COMPARISON / EXPECTED OBSERVATION

QUALITY GUARDRAIL / EXCEPTION HANDLING / STOPPING CONDITION

TEST OWNER

REVIEW DATE

DECISION AFTER REVIEW

Keep the failed and inconclusive results. Check the whole workflow.

ILLUSTRATIVE EXAMPLE

The delay is in the handoff

A hypothetical manufacturer reviews 20 supplier quotations. These figures describe an invented example, not a client result.

32**working hours**

Receipt to approved comparison

45**person-minutes**

Total active work in the episode

These measure different things. Do not subtract them to infer waiting without consistent units and an analysis of overlapping work.

01 WHAT THE TEAM OBSERVES

Missing freight terms trigger supplier clarification. Completed comparisons then wait for a twice-weekly approval slot.

02 WHAT A FASTER DRAFT CHANGES

A demo reduces comparison drafting from 15 to 5 minutes. The ten-minute local saving does not resolve missing terms or approval availability.

NEXT TEST**Check completeness at intake and agree an exception-approval route.**

Track clarification, lead time, active effort and missed critical terms.

Reconsider: complete inputs plus heavy transcription could justify an assisted extraction pilot instead.

FACILITATION AND RESEARCH

Run an evidence-led session

Keep observation, interpretation and unknowns distinct. Use the linked research companion for full source notes and limitations.

10 MIN	Bound the workflow Agree start, finish, customer and eligible work.
25 MIN	Reconstruct episodes Include difficult, failed and abandoned work.
20 MIN	Attach evidence Label measured, reported, inferred and unknown.
15 MIN	Trace exceptions Name the recovery owner and return path.
10 MIN	Challenge the mechanism Record supporting and contradictory evidence.
10 MIN	Choose the countermeasure Set comparison, guardrail, owner and review date.

SELECTED SOURCES / ACCESSED 16 SEP 2026

Rother + Shook / Learning to See / publisher overview

Gibbons / Service Blueprints: Definition / NN/g

Lean Enterprise Institute / Questions and coaching on A3 thinking

Original synthesis informed by flow analysis, service design and A3 practice. It has not been field validated. A workshop map is not causal proof. The full paid Learning to See workbook was not read or reproduced.

Complete source ledger: [companion.html](#). Original dotSuper artwork; no third-party diagrams reproduced.