Constraint Snapshot — Capture Sheet

Map how one piece of work moves. Mark where it waits. The biggest wait is the stall. Keep it fast and rough — this is a stall map, not a process diagram.

THE WORK MAPPED _____ FACILITATOR _____ DATE _____

THE ONE IDEA

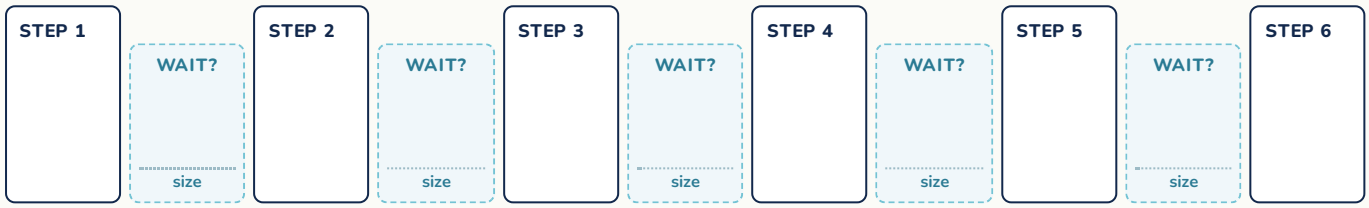
Speed comes from reducing waiting, not increasing effort.

Work doesn't slow down where people are working. It slows down where work is waiting.

The one rule — mark the waiting, not the working. A wait is time when nobody is working the item — between steps, in a queue, awaiting a handoff or sign-off. Map the busy steps and you find nothing; mark the waits and you find the stall.

Steps 1–3 Lay out the steps, and mark the waiting between them

what actually happened — not the documented process



Request › done, left to right. 5–8 steps is plenty. A wait sits in each gap — write what it waited for, in the dashed box.

Step 4 Size each wait

hours / days — proportion, not precision

Size every wait in its box above — even a few hours; small waits add up. Then compare the waits to each other, and to the actual working time. Most delay is usually waiting, not working. Unsure if something is a wait? Ask: was anyone actively working it, or was it just sitting? Just sitting › it's a wait.

Steps 5–6 Name the worst stall, then decide one move

the biggest wait wins — not the busiest step

5 · THE WORST STALL

The biggest wait — not the busiest step. This is the constraint. Circle it on the map above.

_____

_____

6 · ONE MOVE TO SHORTEN IT

The smallest change most likely to reduce the worst wait. One move — not a list.

THE MOVE	OWNER + WHEN

Done well when: the team agrees most of the delay was waiting, not working — the worst stall is circled, and one owned move is aimed at it. Photograph the board before anyone leaves.

© Witmer