CONSTRAINTS · MANAGE LOAD

Load vs Throughput Lab

Follow one real work item — and find out where your team's capacity actually disappears.

Facilitator _____

Team / date _____

1 · THE WORK ITEM WE'RE TRACING

_____

typical, recently finished — not the worst case, not the showcase

2/3 THE TRACE

*every state in order — what **actually** happened, not what normally happens*

STATE — WHERE THE WORK SAT	TIME	PROGRESSING	TRAPPED
e.g. waiting on a decision	*days*	☐	☐
		☐	☐
		☐	☐
		☐	☐
		☐	☐
		☐	☐
		☐	☐
		☐	☐

*Trapped = waiting (dependency, approval, **decision**) · switching · rework. Decision waiting hides because nobody owns it — ask: **who could have decided this sooner?***

4 · THE RATIO

the finding — write it big, read it out loud

% PROGRESSING	% TRAPPED

The effort wasn't missing. It was stuck.

5 · THE BIGGEST SINK — AND THE MONDAY CHANGE

a diagnosis without an intervention is just a dashboard

THE BIGGEST SINK	WHAT WE'LL CHANGE ON MONDAY	OWNER

☐ **Would removing this sink change the ratio *meaningfully*?** ☐ **Then fix it first — and trace another item to see if it worked.**

Teams rarely lose throughput because they're idle — they lose it because work stops moving.

Activity is easy to see. Flow isn't. · Trace what actually happened · Follow the work, don't log it · One honest trace, one system-level answer

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