

Find it. Use it. Reset it.

Start with a photo and a small change you can check.



PROPOSED ARRANGEMENT / GENERATED ILLUSTRATION

SAMPLE START

126 sec

time to find an item (median)

PROPOSED GOAL

60 sec

retrieval goal

In a fictional restaurant dry-store, the authored inspection exercise scores 45% across 15 of 25 criteria. A separate synthetic timing sample has a 126-second median retrieval time and a request log has 8 stock misses in 40 requests. Generated pantry images illustrate the layout opportunity; they do not establish these measurements or an achieved result.

Scope: One restaurant dry-store, stock retrieval and return, and its local aisle. Food safety, allergen controls, expiry rules and technical storage requirements stay with the competent local operation; this example provides no compliance assessment.

Proposed completion: day 30. The following pages show the project phases, six-S workstreams, named owners and evidence for the closing review.

Fictional project and team. Starting figures are authored samples. Goals and future arrangements are proposed, not achieved results. Photographs do not supply the measurements.

See the change. Make a practical plan.

Two illustrative views of the same workspace. The report belongs to this example.

ILLUSTRATIVE STARTING CONDITION



PROPOSED ARRANGEMENT



Discuss the arrangement with the people doing the work. Confirm local operating requirements, technical suitability and the actual result before accepting a change. This is not a completed project photograph.

Make Find, Use, Return a dependable routine

Find it. Use it. Reset it.



GENERATED TEACHING ILLUSTRATION / FICTIONAL WORKPLACE

01 Sort unnecessary items	02 Set clear homes	03 Shine + inspect	04 Standardize the reset	05 Sustain checks; safety throughout
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The 20 illustrative retrieval times have middle values 124 and 128 seconds: median $(124 + 128) / 2 = 126$ seconds. The 60-second goal is not a measured result. 8 / 40 stock misses and 3 / 40 wrong selections may overlap; do not add them into an overall defect rate. Sustain evidence remains unknown.

The pantry example starts with a 126-second median retrieval time across 20 tasks and a 60-second goal. A clear home makes an item easier to find; Shine also exposes conditions that need attention. Standardize describes the reset, owner and response. Sustain requires repeated evidence that the routine works across shifts. The proposed after image cannot supply that evidence. Keep stock identity, access and required hygiene controls part of the routine.

TRY IT / DISCUSS

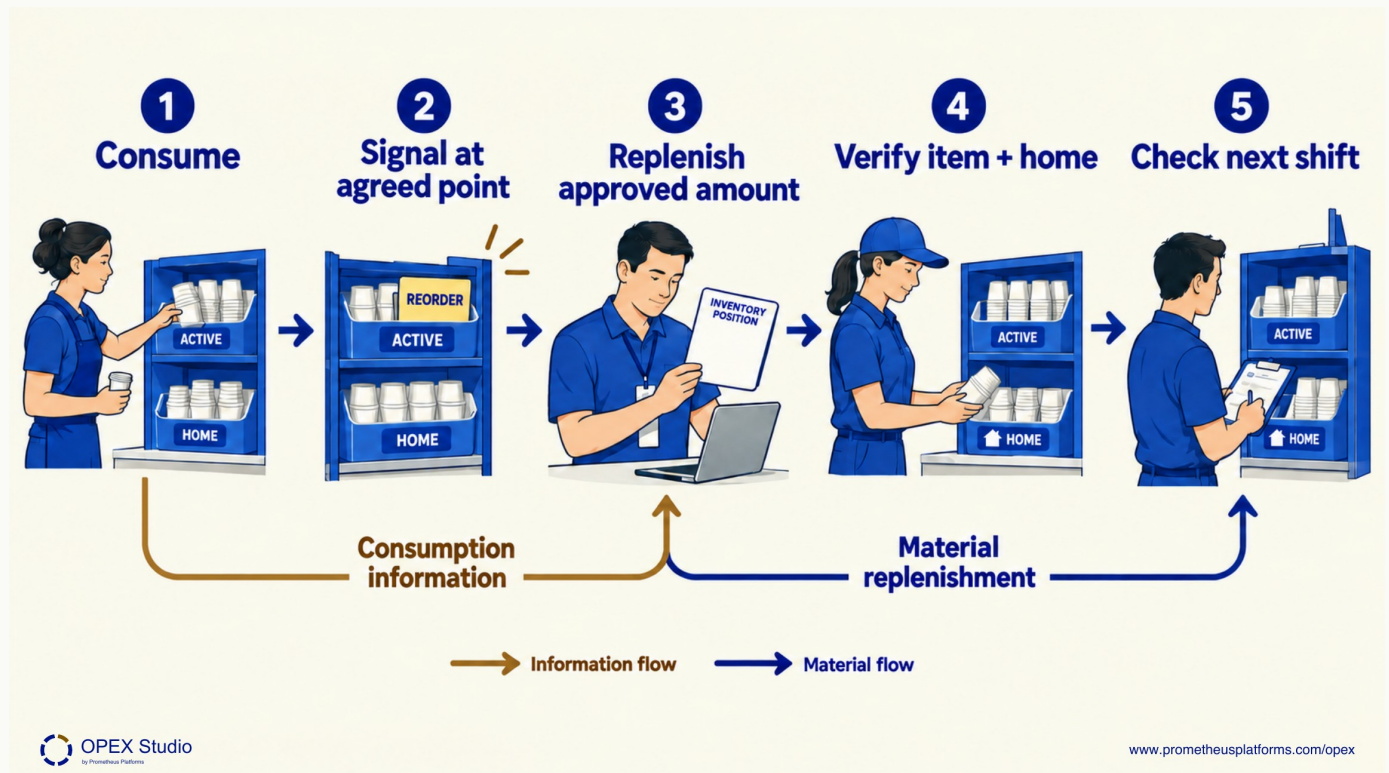
What would distinguish a completed tidy-up from evidence of Sustain?

Check your reasoning: Repeated comparable checks, response to misses and verified follow-through across operating conditions.

METHOD SOURCES / F16: Lean & Environment Toolkit, Chapter 5: 6S | F09: Lean Manufacturing: Don't Leave Home Without It! | F05: Toyota Production System | Q08: Reinforcing Lean Behavior Through Visual Management

Replenish from a signal, then verify the reset

Find it. Use it. Reset it.



GENERATED TEACHING ILLUSTRATION / FICTIONAL WORKPLACE

NEW FICTIONAL EXERCISE / CONTINUOUS REVIEW / NO PACK CONSTRAINT

34 usable + 6 on-order - 0 backlog = 40 position

Minimum 40 | Target maximum 70 | New order 30

Pending stock is already counted. Refill identity and local sizing still need verification.

A replenishment rule connects use to action. In this separate fictional exercise, the agreed minimum is 40 units and target maximum 70. Inventory position is 34 usable on-hand plus 6 already on-order, with no backlog:40. At the trigger, order 30 additional units to restore position to 70; do not order the pending six twice. These are teaching settings, not measured pantry stock needs. Real settings require item, demand, lead time, pack size and uncertainty definitions. Exclude unusable stock, then verify refill identity and the next reset.

TRY IT / DISCUSS

Can a tidy shelf photograph establish the right replenishment minimum?

Check your reasoning: No. Demand, replenishment timing, usable inventory and local constraints are needed.

METHOD SOURCES / F16: Lean & Environment Toolkit, Chapter 5: 6S | F09: Lean Manufacturing: Don't Leave Home Without It! | F05: Toyota Production System | Q08: Reinforcing Lean Behavior Through Visual Management

6S: the worked example.

Keep the original method visible. Six-S work supports the project; it does not replace its analysis or verification.

Step	Worked example	Evidence state
Sort	A defined usable quantity; unneeded items have an authorized disposition. Evidence needed: Purpose, demand and disposal authority need the area owner.	Synthetic inspection exercise
Set in order	People can find, use and return needed items with an understandable location system. Evidence needed: Retrieval time and usability require a task observation with practitioners.	Synthetic inspection exercise
Shine	Cleaning reveals leaks, damage or recurring contamination and has a response owner. Evidence needed: Cleaning frequency, cause of residue and whether faults were resolved need records and checks.	Synthetic inspection exercise
Standardize	A current usable standard defines arrangement, quantities, checks and response. Evidence needed: Document control, understanding and routine use cannot be established by a posted sheet.	Synthetic inspection exercise
Sustain	People follow, question and improve the standard over repeated work cycles. Evidence needed: Repeated observations, missed-check recovery and problem follow-through are needed; culture is not photo-scored.	Not established
Safety	Local controls and competent assessment govern work; visual concerns receive prompt attention. Evidence needed: Safe operation, training, isolation, compliance and hidden hazards require competent local verification.	Synthetic inspection exercise

Method reference: **Five S**

Read the sample.

Agree what to measure.

These values describe an authored starting exercise. A new comparable sample is needed to verify a result.

Synthetic baseline retrieval sample

Cycle	Seconds
1	74
2	82
3	89
4	95
5	100
6	105
7	112
8	118
9	122
10	124
11	128
12	134
13	140
14	146
15	150
16	156
17	164
18	172
19	180
20	190

Median retrieval time: start 126 seconds; proposed goal 60 seconds. Start at first search for the required dry stock and end when the correct set is ready; 20 comparable complete cycles.

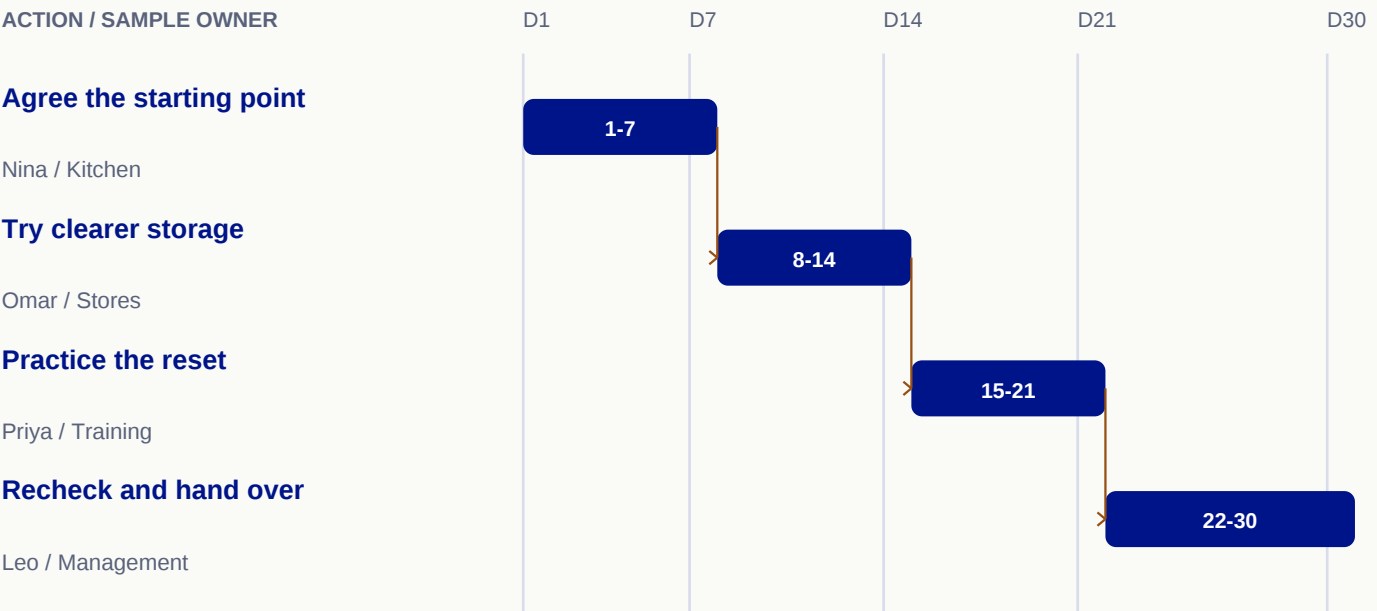
Replenishment requests with a stock miss: start 20 %; proposed goal 5 %. Requests not fulfilled with the required dry stock at the first pantry visit / requests; 8/40 baseline, proposed target no more than 2/40.

The separate pantry inspection exercise is 45% across 15 of 25 criteria (60% coverage). Sustain is unknown. Conditional potential is 70% on the same 15 criteria; neither image establishes that score.

A 30-day project.

A clear finish to work toward.

Four project phases with named owners. Dependencies show the sequence; the final review decides what to retain or revise.

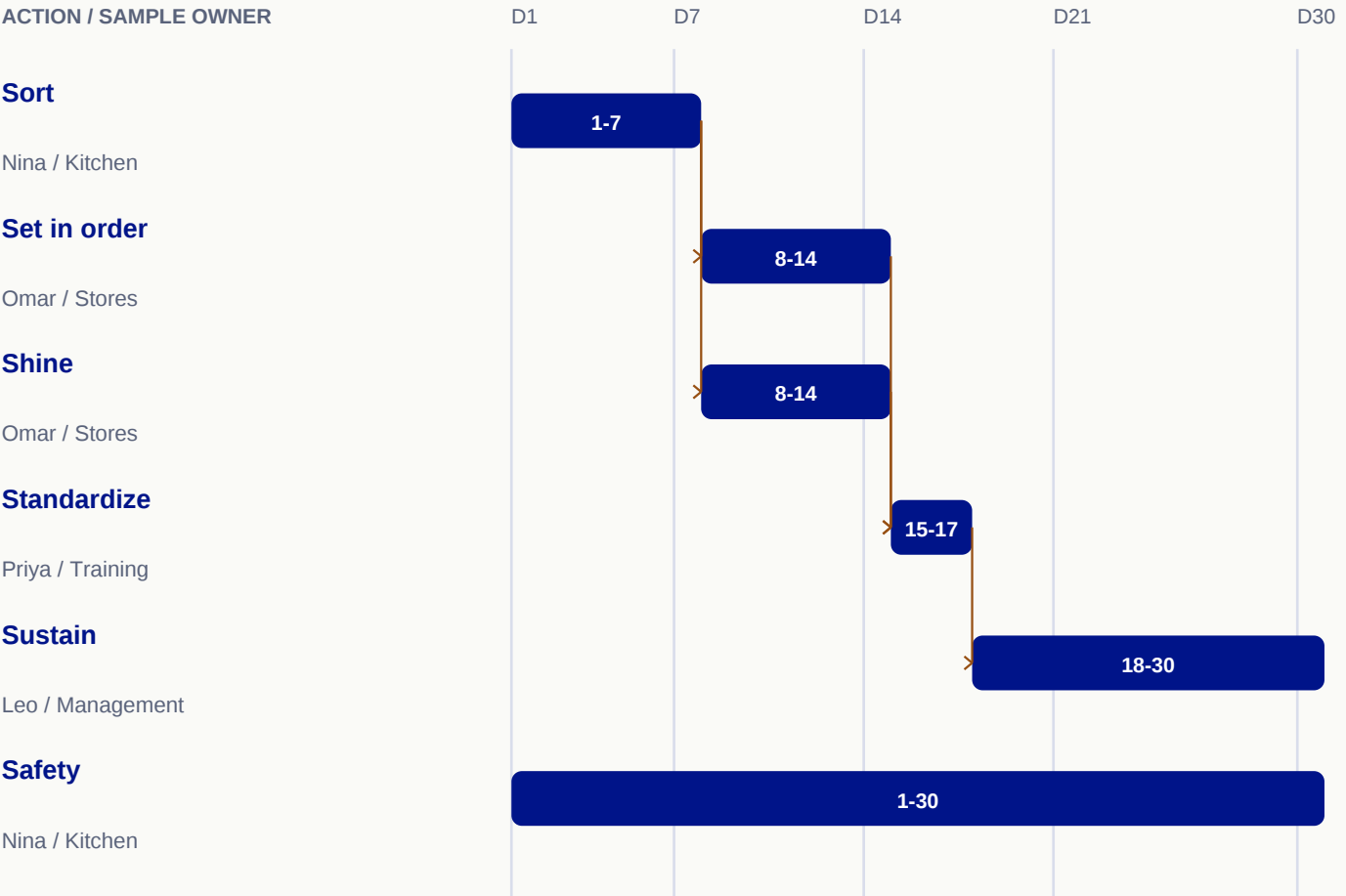


Days / owner	Project phase	Check before moving on
1-7 Nina / Kitchen	Agree the starting point	Local access decisions, item counts and timing definitions are agreed.
8-14 Omar / Stores	Try clearer storage	Both shifts test one bay; compare all 20 cycles and wrong selections.
15-21 Priya / Training	Practice the reset	Both shifts demonstrate the routine and record missed checks.
22-30 Leo / Management	Recheck and hand over	Repeat the sample, verify actions and agree the next review.

Planned completion decision: day 30. Unfinished work, failed checks or missing evidence may extend the trial. Dates and owner names are illustrative and must be agreed locally.

Six S. One shared timeline.

Proposed project completion: operating day 30. Each workstream has a named owner; Safety remains active throughout.



Arrows show the checks that must finish before the next dependent action starts. Sort is followed by arrangement and correction of recurring problems; both feed the agreed standard.

Day 30: review, decide and assign the next step

Review the measured project result, all six workstreams and unresolved actions before deciding to retain, revise or extend the trial.

Required local controls are checked before the trial and remain active throughout.

Repeated checks provide evidence for review; the schedule does not establish a Sustain score.

Fictional sample team. Relative operating days; set real dates with the responsible team. A due date is a planned check, not evidence of completion.

What each S will deliver.

Proposed actions and acceptance evidence. All results remain unmeasured until the team completes its checks.

S / owner / timing	Action to complete	Evidence for acceptance
Sort Nina / Kitchen Days 1-7	Agree useful stock quantities Review dry-store stock with the responsible kitchen owner and authorize the disposition of unnecessary or expired items.	Retained quantities match demand; food, allergen and expiry decisions follow the local process.
Set in order Omar / Stores Days 8-14	Give each item a clear home Trial labeled locations for the selected stock group, preserving appropriate storage conditions and rotation rules.	Twenty comparable retrieval cycles can be observed; wrong selections and missing stock are counted separately.
Shine Omar / Stores Days 8-14	Find the cause of residue Clean through the approved food-service routine and investigate recurring spills, damaged packs or contamination sources.	The responsible owner checks the source and recurrence; wiping alone does not close the concern.
Standardize Priya / Training Days 15-17	Agree a shift reset Create a short accepted location, replenishment and reset standard that the incoming team can use.	A different shift demonstrates the reset and identifies what to do when stock or a check is missing.
Sustain Leo / Management Days 18-30	Review four weeks of use Record scheduled resets, missed checks and responses; review retrieval and request samples each week.	Repeated-practice evidence supports any later Sustain assessment; the concept image cannot establish it.
Safety Nina / Kitchen Days 1-30	Check storage and access The responsible food-service and site leads review storage, manual handling and aisle access before the trial.	Local food and work controls are confirmed; unresolved concerns retain an owner and response date.

The receiving owner checks the evidence before closing an action. Record a failed check, the next response and a revised review date; do not mark the whole project complete because the area looks better.

Finish with evidence. Choose the next improvement.

A polished workspace and a completed schedule start the discussion. Actual checks decide whether the change worked.

At the completion review

1. The report's 45% is a visible-condition score, not a rating of the restaurant or its workforce.
2. Sustain is Unscorable/Not established at baseline; no photo or future concept can create repeated-practice evidence.
3. Conditional potential 70% uses the same 15 observed criteria and 60% coverage; it is neither a prediction nor an earned score.
4. Day 30 may conclude that more evidence or a revised experiment is needed.

Keep the result visible

Routine	Accountable sample owner	Response
Median retrieval time from 20 comparable cycles Weekly for four weeks, then monthly if the owner accepts the control plan	Omar / Stores lead	Observe the work, identify the disruption and revise/test the location or replenishment rule.
Stock misses and wrong selections with denominator Review 40 requests each week	Omar / Stores lead	Investigate availability/mix, restore the safe service condition and recheck the rule.
Routine checks completed when scheduled Each operating day; weekly review	Rosa / Food-service manager	Record the cause, assign recovery and review workload/standard usability.
Potential safety concern Whenever identified plus local scheduled checks	Maya / Site safety coordinator	Follow site escalation/control procedures before relying on the changed arrangement.

Closing decision: retain, revise or extend.

Record measured results, open actions, the receiving owner and the next review date. A goal remains a goal until the evidence supports the claimed result.

Authored example, fictional people and generated imagery. This report is public teaching material; it does not certify a workplace, establish safe operation or record a customer outcome.