Give the request a clear next step

Bring a familiar frustration and build a small test.

PROPOSED ARRANGEMENT / GENERATED ILLUSTRATION

SAMPLE START	PROPOSED GOAL
7 handoffs	**3 handoffs**
per request	next-route goal

A fictional office request. Remove confusion while keeping the decisions that matter.

Proposed completion: day 10. 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.

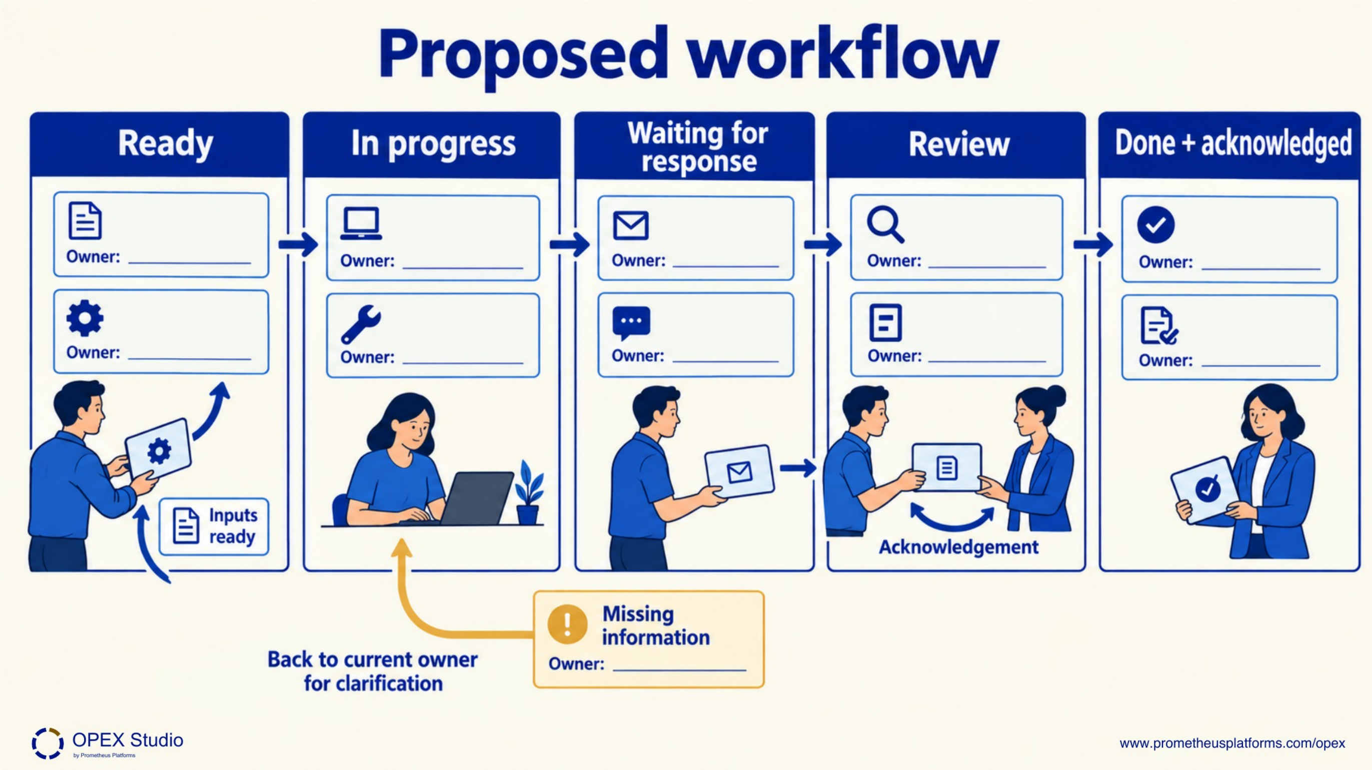
ILLUSTRATIVE STARTING CONDITION

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.

Give each request one visible next owner

Give the request a clear next step



GENERATED TEACHING ILLUSTRATION / FICTIONAL WORKPLACE

01	02	03	04	05
Ready	In progress	Waiting for response	Review	Done + acknowledged

Ready, In progress, Waiting, Review and Done are proposed board states, not the seven historical handoffs. Define which ownership transfers count.

The current case describes seven handoffs and a proposed three; it does not contain a measured seven-step route. Teach readers to trace the actual request and define which transfers count. A board makes readiness, ownership, blocked work and completion visible. Pull new work when agreed capacity is available, preserve necessary approvals and acknowledge receipt at every required transfer. A tidy desk is not evidence that the request route improved.

TRY IT / DISCUSS

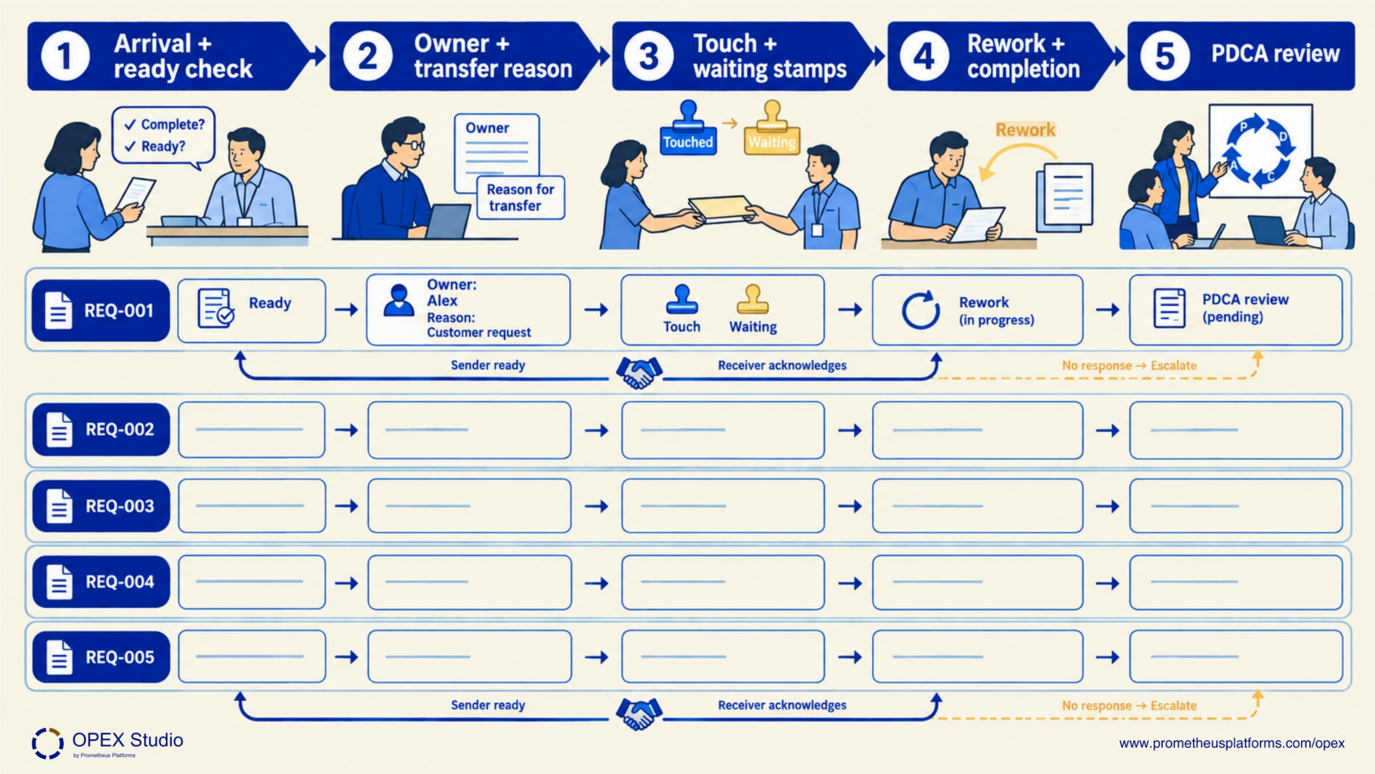
Does putting every incoming request into In progress create flow?

Check your reasoning: No. It can hide overload; make capacity, ageing and blocked work visible and use an explicit pull rule.

METHOD SOURCES / F08: Practicing Lean Fundamentals in an Office Environment | Q07: Gemba | Q01: Plan-Do-Check-Act Cycle

Trace five requests from arrival to acceptance

Give the request a clear next step



GENERATED TEACHING ILLUSTRATION / FICTIONAL WORKPLACE

Request	Owner / reason	Touch / waiting	Rework / accepted
1			
2			
3			
4			
5			

Use the planned five-request trace to discover the real route. Record who owns each next step, why the transfer occurs, when the request waits and what causes rework. Compare the whole request experience before removing a handoff. The aim is clear ownership and useful work, not bypassing controls. Review the trace with the people on both sides of the transfer and choose one small test.

TRY IT / DISCUSS

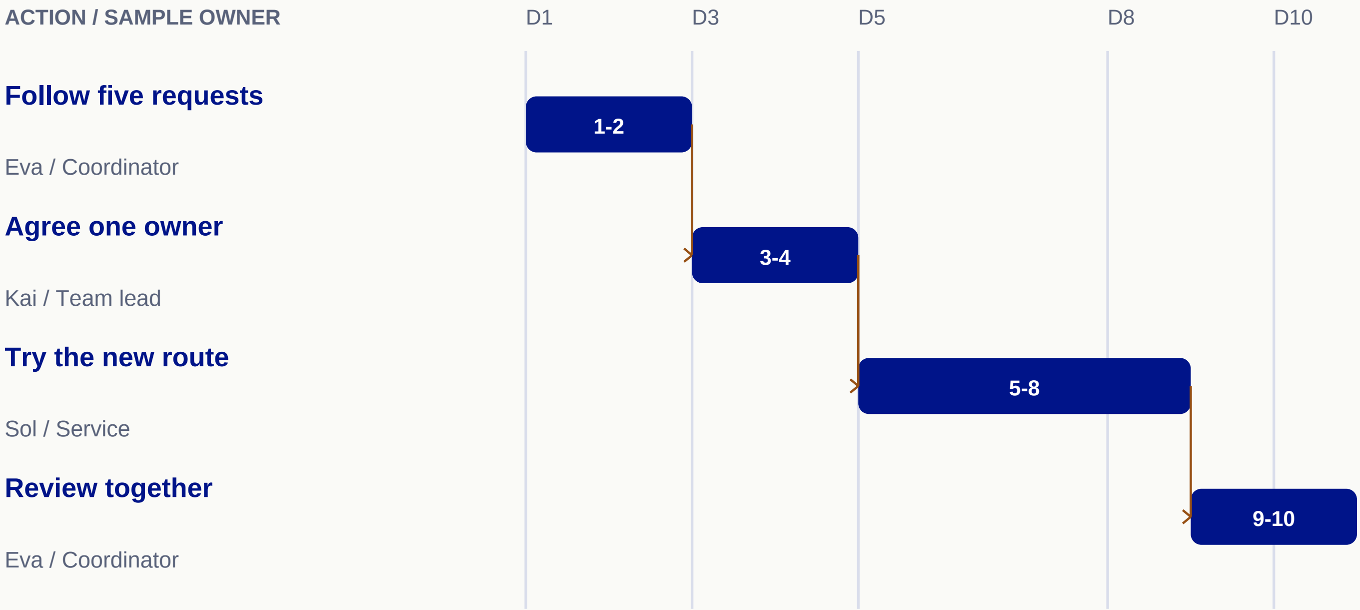
Can removing four handoffs be called an improvement without checking completion and rework?

Check your reasoning: No. Necessary decisions may have been lost or work transferred; verify the customer outcome.

METHOD SOURCES / F08: Practicing Lean Fundamentals in an Office Environment | Q07: Gemba | Q01: Plan-Do-Check-Act Cycle

A 10-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.

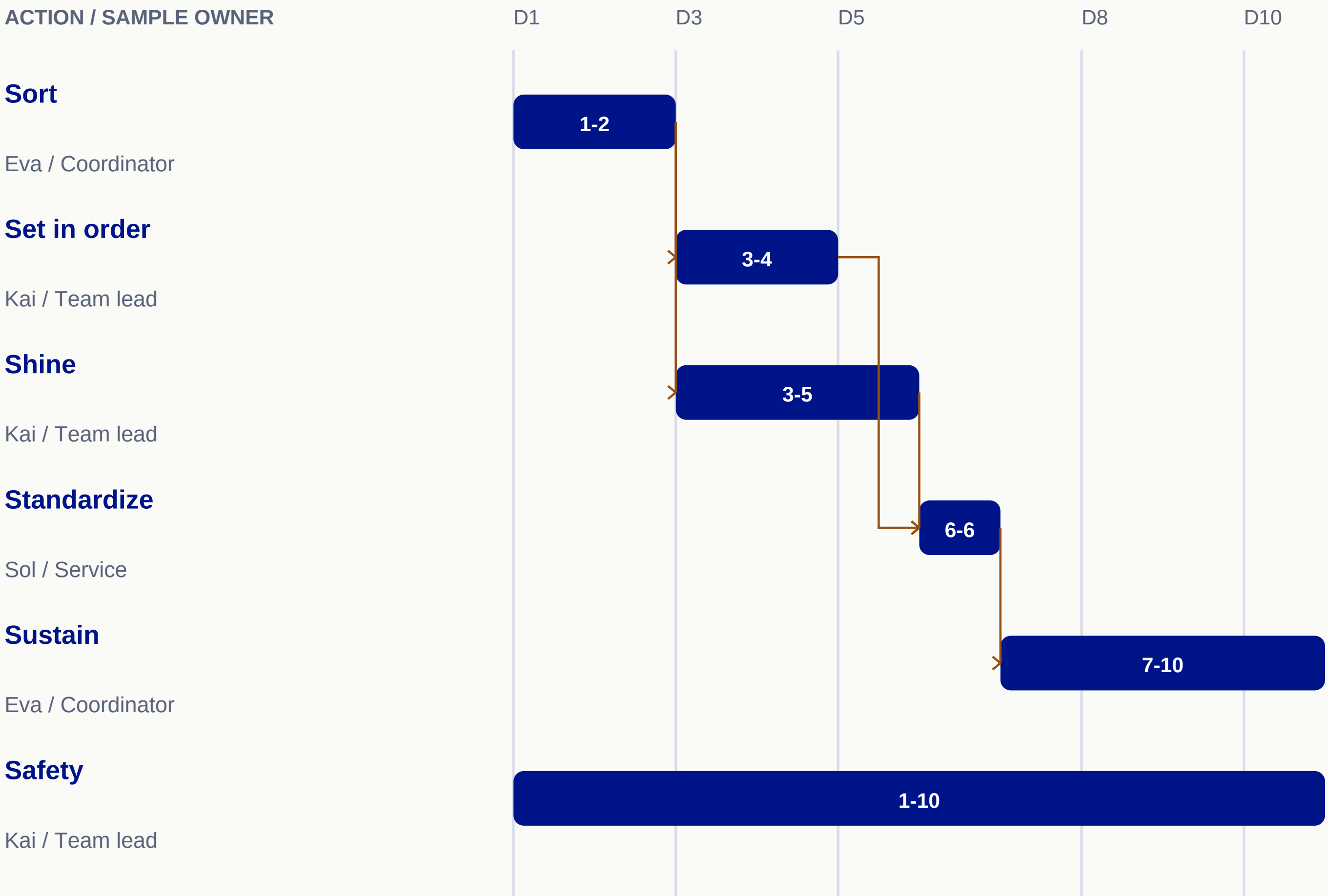


Days / owner	Project phase	Check before moving on
1-2 **Eva** / Coordinator	Follow five requests	Record every transfer and required decision.
3-4 **Kai** / Team lead	Agree one owner	Every request has a visible accountable owner.
5-8 **Sol** / Service	Try the new route	Keep required approvals and record rework.
9-10 **Eva** / Coordinator	Review together	Compare the route and check that quality held.

Planned completion decision: day 10. 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 10. 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 10: 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 Eva / Coordinator Days 1-2	**Separate current requests** Identify active requests and obsolete working copies while preserving required records and the current request history.	Each of the five traced requests has one current record and no lost required information.
Set in order Kai / Team lead Days 3-4	**Make ownership easy to see** Give each request status one receiving owner and a clear place in the shared work queue.	The next owner and next decision are visible without an extra handoff.
Shine Kai / Team lead Days 3-5	**Reset the shared desk** Clear loose duplicate notes and reset the shared workspace, reporting recurring equipment or access problems.	A colleague can take over the work without searching through loose notes or exposed personal details.
Standardize Sol / Service Days 6-6	**Agree the handoff check** Write the minimum ready-to-pass information and the receiving acknowledgement for the trial route.	Sender and receiver agree the same acceptance condition for the five trial requests.
Sustain Eva / Coordinator Days 7-10	**Review the next requests** Follow comparable new requests through the remaining trial days, retaining their actual handoff counts and comments.	Day 10 records what to keep or revise; the three-handoff goal stays unverified until measured.
Safety Kai / Team lead Days 1-10	**Protect information and workload** The team lead checks access rights, required decisions and workload before the trial and at its review.	Privacy and approval controls remain in place; an unresolved concern has a receiving owner.

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. Record every transfer and required decision.
2. Every request has a visible accountable owner.
3. Keep required approvals and record rework.
4. Compare the route and check that quality held.

Keep the result visible

Routine	Accountable sample owner	Response
Next shift / next request	Sol / Service	Record a missed reset or rejected handoff and assign a response.
Completion review	Eva / Coordinator	Compare equivalent work, actual results and staff comments before accepting the trial.
Follow-up after the trial	Eva / Coordinator	Agree the next review date and owner; record recurring concerns rather than assuming the change will last.

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.