

Shorten the handoffs

Follow a request from arrival to completion.

Follow one request > Spot the queues > Try a better flow > Check end to end

SAMPLE START

40.6 h

estimated request-to-completion time

PROPOSED GOAL

16 h

business-hour goal

The constructed current-state map describes an average 40.6 business-hour request-to-confirmation path: 40 hours queued across four stages plus 36 minutes of processing. Only 26 of 40 synthetic requests arrive complete at first review.

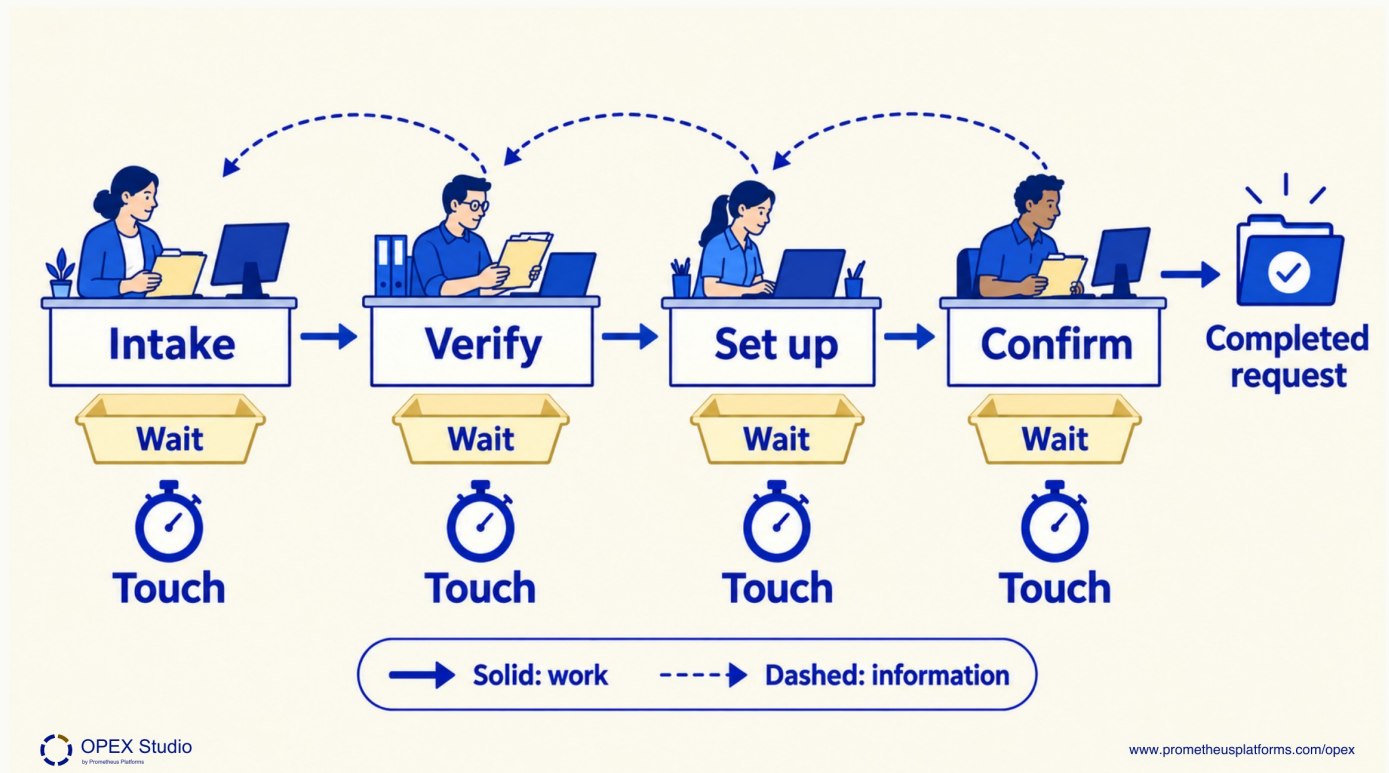
Scope: One standard business-service onboarding route, from request receipt to confirmation. No regulated decision or customer eligibility rule is removed; exception work remains visible separately.

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.

Show the waiting as well as the work

Shorten the handoffs



GENERATED TEACHING ILLUSTRATION / FICTIONAL WORKPLACE

Intake	Verify	Set up	Confirm
Wait 6.4 h	Wait 13.6 h	Wait 11.2 h	Wait 8.8 h
Touch 8 min	Touch 12 min	Touch 10 min	Touch 6 min

AUTHORED MAP ESTIMATE: 40 h waiting + 36 min touch = 40.6 business h

Processing share is $0.6 / 40.6 = 1.48\%$ (rounded); processing does not automatically mean customer value.

Follow one request family from arrival to completion. The authored current-state estimate is 40 hours waiting plus 36 minutes processing: 40.6 business hours in all. Show information returns as well as the forward route. Processing is not automatically value-adding; ask what serves the customer, what is required and what can change. An end-to-end map helps prevent a faster local step from simply moving the queue elsewhere.

TRY IT / DISCUSS

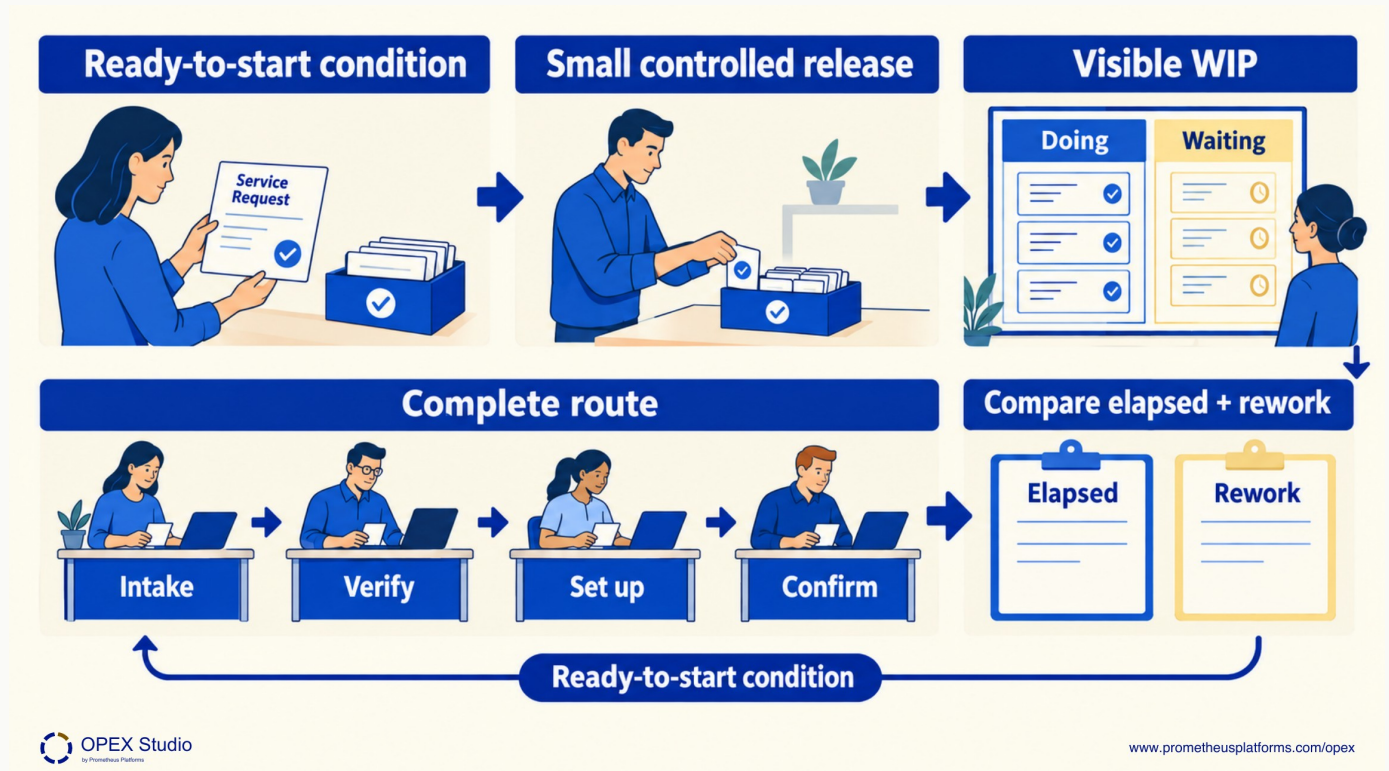
Does 36 minutes of touch time mean 36 minutes of customer value?

Check your reasoning: No. Touch time describes work duration; value requires a separate assessment of the activity.

METHOD SOURCES / F07: Value Stream Mapping | F08: Practicing Lean Fundamentals in an Office Environment | S01: LEI: Lean Thinking and Practice

Make a future-state hypothesis testable

Shorten the handoffs



GENERATED TEACHING ILLUSTRATION / FICTIONAL WORKPLACE

Authored current		40.60 h
Proposed / untested		15.58 h

Actual after-trial lead time: not measured. Same route, clock and case definition required.

Proposed queue targets: 2, 4, 5 and 4 hours, totaling 15 hours. Proposed touch times: 8, 11, 10 and 6 minutes, totaling 35 minutes.

The retained future-state design has 15 hours of queues plus 35 minutes of processing, about 15.58 hours. It is a hypothesis below the 16-hour goal, not observed performance. Record arrival, work start, completion and clarification returns in the pilot. A visible work-in-process rule should serve reliable flow; check that waiting has not moved outside the map. Review completeness and rework with elapsed time.

TRY IT / DISCUSS

What must be recorded before claiming the future-state map worked?

Check your reasoning: Comparable actual end-to-end observations and balancing evidence, not only the proposed shorter route.

METHOD SOURCES / F07: Value Stream Mapping | F08: Practicing Lean Fundamentals in an Office Environment | S01: LEI: Lean Thinking and Practice

Lean / VSM: 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
Customer and boundary	Standard service request received to confirmed setup; preserve required decisions.	Proposed / awaiting evidence
Current state	Four stages; 40 h queue plus 0.6 h processing, additive route estimate.	Synthetic baseline
Information flow	Requestors submit; specialists clarify; teams release work; confirmation returns to the requestor.	Proposed / awaiting evidence
Future-state hypothesis	Readiness check, consolidated questions, smaller releases and direct confirmation signal.	Proposed / awaiting evidence
Implementation	Pilot one route with queue, quality and workload measures; keep exceptions visible.	Proposed / awaiting evidence
Learning gate	Accept actual end-to-end improvement only if waiting is removed rather than shifted.	Proposed / awaiting evidence

Method reference: [Value Stream Mapping](#)

Read the sample.

Agree what to measure.

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

Current-state information flow

Step	Owner	Queue hours	Touch minutes	First-pass issue
Intake	Service coordinator	6.4	8	Request fields missing
Verify	Account specialist	13.6	12	Clarification returned separately
Set up	Setup practitioner	11.2	10	Work released in a batch
Confirm	Client coordinator	8.8	6	Confirmation waits for scheduled handoff

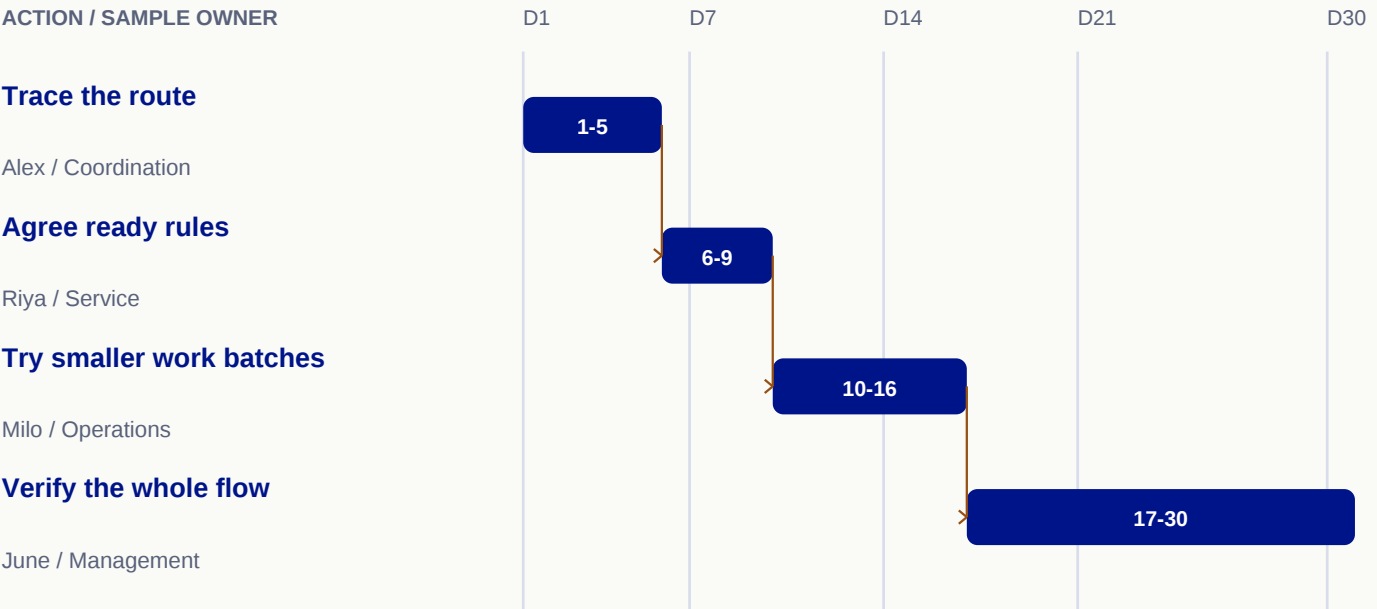
Illustrative mean end-to-end lead time: start 40.6 business hours; proposed goal 16 business hours. Sum of the displayed average queue and touch components for the defined route; this is a constructed map estimate, not a measured improvement.

Complete at first review: start 65 %; proposed goal 90 %. Requests complete at first review / all eligible requests; 26/40 baseline.

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.

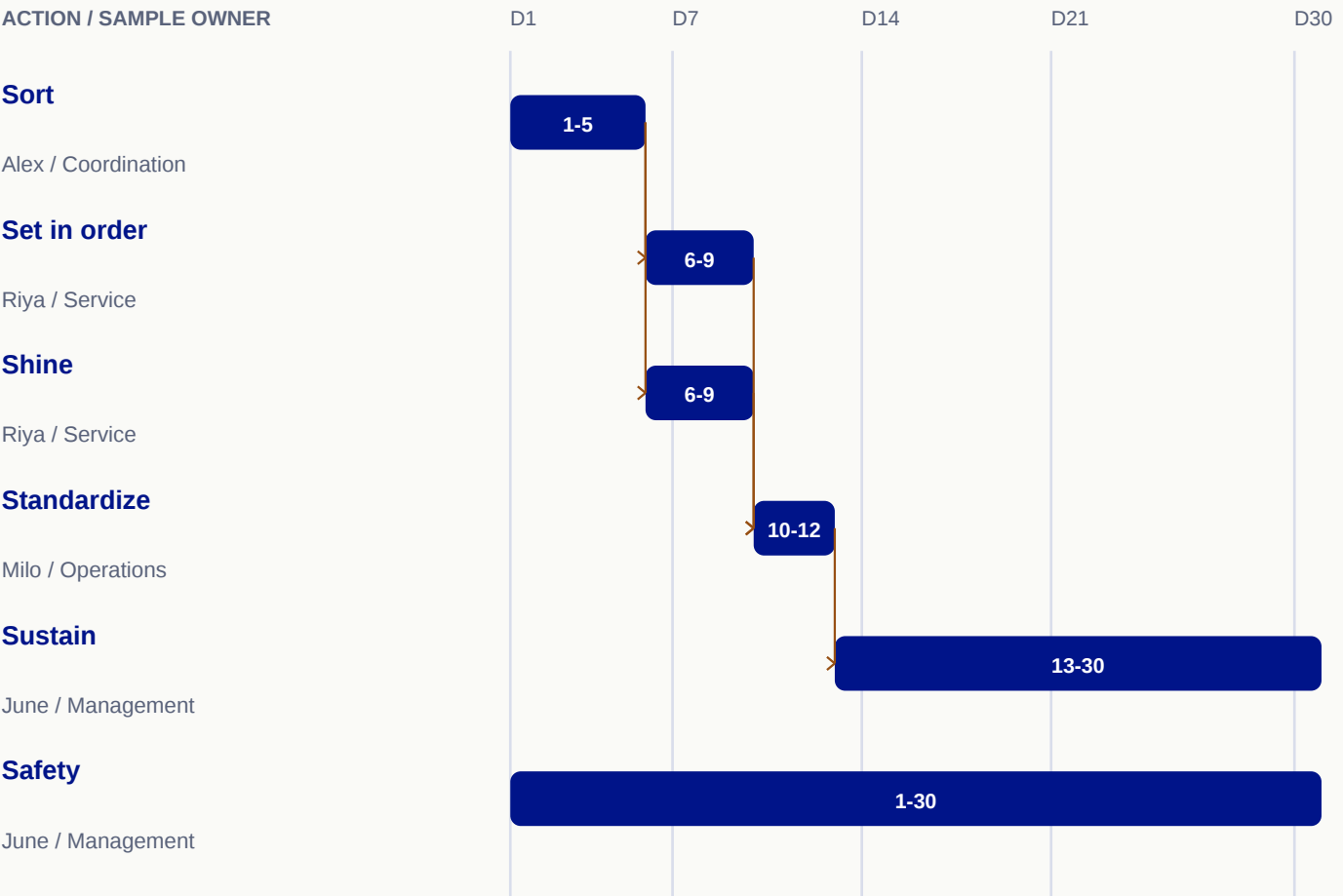


Days / owner	Project phase	Check before moving on
1-5 Alex / Coordination	Trace the route	Use one calendar and keep queue time separate from touch time.
6-9 Riya / Service	Agree ready rules	Practitioners share one usable readiness definition.
10-16 Milo / Operations	Try smaller work batches	Record end-to-end time, rework and downstream workload.
17-30 June / Management	Verify the whole flow	Check the 16-hour goal without moving delay to another team.

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 Alex / Coordination Days 1-5	Separate ready requests Distinguish ready, incomplete, duplicate and exception requests while preserving required records and approvals.	Each sampled request has one status and a documented disposition; nothing is silently deleted.
Set in order Riya / Service Days 6-9	Give each queue an owner Arrange visible request states and handoff cues with one receiving owner and an agreed release signal.	A request can be traced through every queue with its age and next owner visible.
Shine Riya / Service Days 6-9	Reset the shared work area Clear obsolete printouts and duplicate working copies; route recurring workspace or equipment faults to the support owner.	The shared desk and working folder are usable; required records remain retained and accessible.
Standardize Milo / Operations Days 10-12	Publish one ready-to-start rule Trial the completeness check and consolidated clarification on one service route without removing required decisions.	The downstream team accepts the same readiness definition and records rejected handoffs.
Sustain June / Management Days 13-30	Review the whole route Review end-to-end time, stage queues, completeness and workload together through the day 30 decision.	Waiting is reduced across the route rather than shifted to another team; actual timestamps support the decision.
Safety June / Management Days 1-30	Protect access and workload The service manager reviews information access, escalation and manageable work release before the pilot.	Required approval and privacy controls remain in place; workload concerns have 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. Use one defined business calendar consistently; 8 hours per business day in this illustration.
- 2. The 40.6-hour figure is an additive illustrative map estimate, not a median of case lead times.
- 3. Show information flow and approval requirements as well as task boxes.
- 4. Do not claim a 98.5% waste reduction: the 1.48% processing share is descriptive and does not determine value.

Keep the result visible

Routine	Accountable sample owner	Response
End-to-end and stage queue time Daily visible queue; weekly sample review	June / Process owner	Identify the blocked case and owner, resolve the cause, and review capacity before expediting more work.
Completeness and downstream rework Weekly	Alex / Service coordinator	Review missing-field examples and revise/test the shared readiness definition.

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.