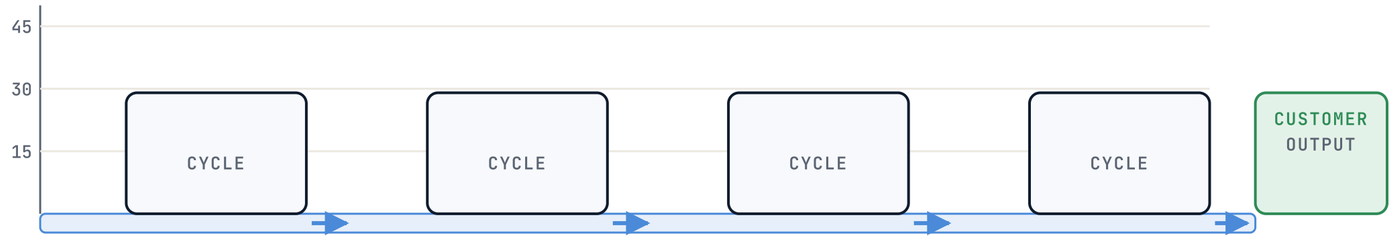
TOC FIVE-STEP WORKSHEET · CONCLUSION

SYSTEM	SCOPE	PERIOD	SHEET
PREPARED BY	CHECKED BY	FOLLOWS	BASIS

1 FLOW AND QUEUES · QUEUE TIME IS THE EVIDENCE, NOT THE LOUDEST COMPLAINT

QUEUE IN FRONT OF EACH STATION (MIN)

TAKT _____



--- rope = the constraint's pace

2 CAPACITY VS DEMAND · TAKT ÷ CYCLE

STATION	QUEUE	CYCLE	CAPACITY ÷ DEMAND	%

= 100% (TARGET) · ≥ target · up to 5 pts below · more than 5 below

CONSTRAINT

CYCLE - TAKT

3 THE FIVE FOCUSING STEPS · IN ORDER · DON'T SKIP TO ELEVATE

1 IDENTIFY
Which step limits the whole system? Use data.

2 EXPLOIT
Get the most out of it, with no capital.

3 SUBORDINATE
Everything else runs at the constraint's pace.

4 ELEVATE
Invest only once exploiting is exhausted: cost and gain.

5 REPEAT
Once it breaks, find the next one: back to step 1.

4 RESULT AND ACTION

SYSTEM OUTPUT · BEFORE → AFTER EXPLOITING

→

ACTION

WHY