

Operational bottleneck diagnostic checklist

Trace one recurring delay from visible symptom to a testable improvement.

Workflow / boundary

Responsible owner

☐**Choose one workflow**

Name its trigger, final output, customer and boundaries.

☐**Trace real transactions**

Review completed, delayed and failed cases; record how each moved.

☐**Separate work from waiting**

Measure touch time, queue time and end-to-end completion time.

☐**Locate the recurring constraint**

Identify where work accumulates and the downstream impact.

☐**Test the cause**

Check capacity, decision rights, missing inputs and system dependencies.

☐**Estimate the impact**

Record frequency, rework and customer consequences; label estimates.

☐**Choose one proportionate change**

Assign an owner, success measure and a reversible test.

☐**Recheck the whole workflow**

Compare with the baseline and check that the constraint did not move.

MAKE THE NEXT DECISION

Next decision: investigate further, run a limited improvement test, or seek an operational diagnostic. Record the evidence supporting your choice.

Which constraint will you test first, and what evidence would change your conclusion?