

Flow Review Worksheet

Use this worksheet to make a team-level delivery bottleneck visible and run one bounded system experiment. It is not a productivity scorecard and must not be used to rank individuals, decide compensation, monitor activity, or compare teams doing materially different work.

Use the team’s existing board, tracker, and retrospective practice. Keep those systems authoritative; this worksheet records the review conversation and next intervention.

01FRAME THE REVIEW

PROMPT	RECORD
Team and initiative	
Review period	
Accountable review owner	
Customer, business, or delivery commitment affected	
What decision should this review make easier?	

02OBSERVE FOUR LOCAL SIGNALS

SIGNAL	WHAT IT SHOWS	OBSERVATION	TEAM CONTEXT OR EXPLANATION
Throughput	Work completed in the period		
Cycle time	Time from active work to completion		
Work in progress	Started but unfinished work		
Age of work	Oldest active items		



Do not interpret a number as a verdict on an individual person. Ask where work waits, returns for clarification, expands, or depends on another team or decision.

03 SELECT ONE SYSTEM CONDITION

PROMPT

RECORD

Where is work waiting or aging?

What evidence supports that explanation?

What could make this explanation wrong?

What is the smallest reversible system change to test?

What work, dependency, or decision might block the change?

Examples: narrow work in progress; move acceptance discussion earlier; add coverage to a recurring review bottleneck; name a decision owner; surface a dependency before work starts.

04 RUN ONE BOUNDED EXPERIMENT

SYSTEM CHANGE

OWNER

START DATE

REVIEW DATE

WHAT WOULD COUNT AS USEFUL SIGNAL?

WHAT WOULD MAKE US STOP OR CHANGE IT?

05 SHARE THE IMPLICATION, NOT A DASHBOARD DUMP

WORKING PROMPT

Work is waiting most often at [named point].

The team is testing [specific intervention].

This affects [forecast, risk, or customer commitment] in this way.

We will review the effect on [date or decision point].

06 KEEP, CHANGE, OR RETIRE

1. What changed in the system and team experience?
2. Did the experiment improve the condition it was meant to address?
3. What next constraint became visible?
4. Should the team keep, adapt, or retire the intervention?
5. Has the review changed a real prioritization, staffing, ownership, workflow, or risk decision? If not, simplify or remove the reporting.

07 MAKE THE NEXT MOVE VISIBLE

DECISION

EVIDENCE AND TRADE-OFF

ACCOUNTABLE OWNER

NEXT REVIEW DATE

Keep / change / retire

BOUNDARY

This is a client-neutral team operating template. It is not an employee monitoring system, performance-management tool, labor-law analysis, or replacement for HR, privacy, security, or company policy.