Observe a process NOT a person

1. Identify process (activity), environment & person to observe
   - Explain/involve person(s) to be observed

2. Time & Record all activities
   - Use whole time units

3. Document everything
   - Do NOT ask questions or make suggestions during observation

4. Determine Activity Type
   - Value added (operational) or waste?

5. Review/Validate with Person(s) Involved