

Lean Poster Series #7

Visual Management



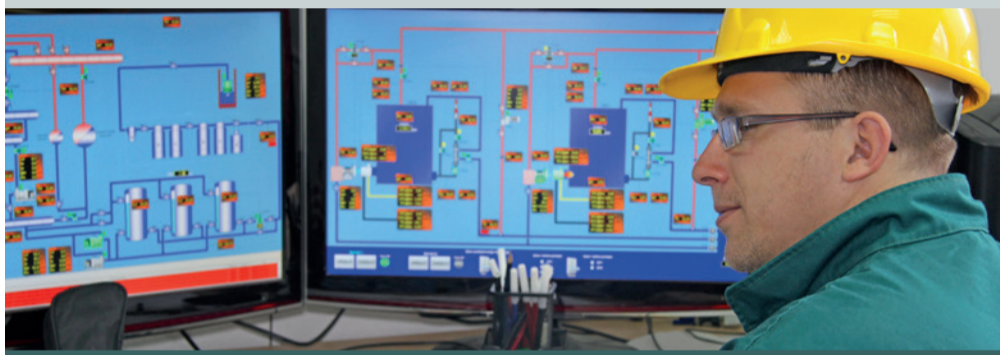
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What is Visual Management?

Voice Of the Customer (VOC) is a process used to capture and understand the requirements from the customer (internal and external), set priorities consistent with customer needs and determine what customer needs you can profitably meet.

The Big Deal

- Organization-wide nervous system, providing real-time information.
- System of visual aids in the workplace to improve efficiency.
- Allows all employees to understand how they contribute, or can contribute, to overall performance.
- Communicates a shared vision with an understanding of how each individual contributes towards the success.



Visibility is a Key Element in Lean

- Speed - no waste of time looking for information.
- Improvement - progress for all to see and celebrate.
- Up to date and clear schedules via kanban, progress boards and automatic recording.
- Making problems apparent, e.g. use of lights.
- Involvement - clarity of who's doing what and who can do what.
- Team working - team photos, team progress, skills matrix.
- Standardization - work methods at the place of work.
- Responsiveness - line maintenance performance and 'line-stop'.
- Quality - visual standards, physical samples at the place of work.

A Good Visual Management System in Should Tell Us

- How the process or workflow looks like
- What our goals and key measures are
- How we are performing in relation to those goals
- What is preventing us from reaching our goals
- How does my individual effort contribute toward success

Visual Management Techniques - a few examples

VISUAL MANAGEMENT TECHNIQUES IN THE WORKPLACE

These techniques are part of 5S - A systematic method to organize, order, and standardize a workplace; to eliminate waste materials and wasteful practices; and to sustain the new order.

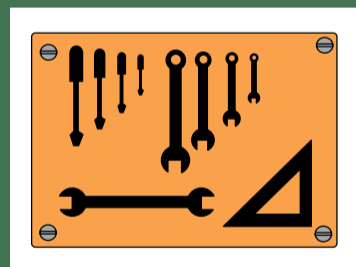
Andons

Andon is a visual aid which alerts and highlights where action is required. It can be a flashing light in a manufacturing plant that indicates that the line has been stopped due to some irregularity, or it can be a colored block, placed on top of a workstation, indicating that a process has stopped.



Shadow Boards

A Shadow Board is a visual way of storing items, using some form of outline, background or shadow to indicate where the item should be placed.



Floor Marking

In lean manufacturing, a general rule of thumb is that anyone should be able to walk into a workplace and identify the flow of work being done within 60 seconds. One of the easiest and most effective ways to visually accomplish this goal is through the use of floor marking.



VISUAL WORKFLOWS AND PROCEDURES

Work instruction visuals are extremely effective at reducing waste, especially waste of unnecessary movement. Simply placing a workflow or process diagram helps employees remember the proper workflow.

Schedules detailing the who, what and when provide an ideal check list to visually show when something has been completed. Detailed and highly visual procedures are another way to reinforce the correct work instruction.

CHARTS AND DIAGRAMS

Visual management includes use of simple graphical and diagrammatic analysis and data representation methods, such as Tally charts and histograms. Tally charts represent continuous data, such as numbers and time. This is an example of defects in an enquiries process:

| Defects/ Time | Mon | Tue | Wed | Thu | Fri | Total |
|------------------------|------------|------------|------------|------------|-----------|-----------|
| Incomplete Records | // | /// | / | /// | / | 10 |
| Wrong Data | //// // | //// / | //// //// | //// // | //// //// | 38 |
| Identification Error | | /// | | / | /// | 7 |
| Unreadable Record | /// | | /// | //// | /// | 13 |
| Not Recorded | /// | / | // | //// | | 10 |
| Other | | / | // | | //// | 7 |
| Total Defects | 15 | 14 | 17 | 19 | 20 | 85 |
| Defect Rate (%) | 1.5 | 1.4 | 1.7 | 1.9 | 2 | |

This data can be represented as a line chart. Another useful tool to support visual management is the Pareto diagram, in which the most frequently occurring category is shown as category one and is placed to the left-hand side, followed by the next most frequently occurring, and so on. Typically, a cumulative percentage scale is also provided and measured on the right-hand vertical axis.

