

Visual Management

You would use this approach to enable a team to understand and improve its own performance.

Projected performance gains



Improved

- Performance in key metrics, typically across Safety, Quality, Cost, Delivery and People related measures.
- Provision of relevant and timely information
- Team decision making
- Achieve targets more successfully.

What investment is needed to understand the concept?

DIFFICULTY



Low/Medium

Companies often find it harder if they try to start with too much information. It is much better to start simply then evolve.

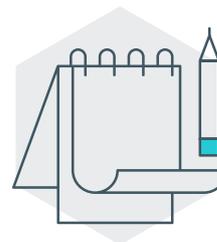
ACTIVITY



Team and Individual

Best results come from a cross-functional team representing all major process stakeholders.

EQUIPMENT



Display materials

A white board or magnetic board will be required, with means to attach a number of A4 or A3 documents. Wall space for display.

Electronic data display can be used, but it is not recommended initially, as it is often harder to achieve the same levels of flexibility and team ownership at the beginning.

Explanation of the concept

Visual Management has a broad meaning within Lean Manufacturing, typically including:

Visual Controls

Enabling the team to use visual triggers in the workplace to control such things as:

- Replenishment of Stock Levels (using “Kanban” triggers)
- Location of Tools and Materials (5S organisation – making abnormal conditions visible)
- Training status (using a Training Matrix)
- Machine Status (using “Andon” lights on machines)
- These topics are covered within other factsheets available at www.businessgrowthhub.com/manufacturing

Visual Management Boards

Enabling the Team to understand the key questions:

- Are we winning?
- If not, what are we doing about it?

Visual Management Boards are the focus of this particular factsheet.

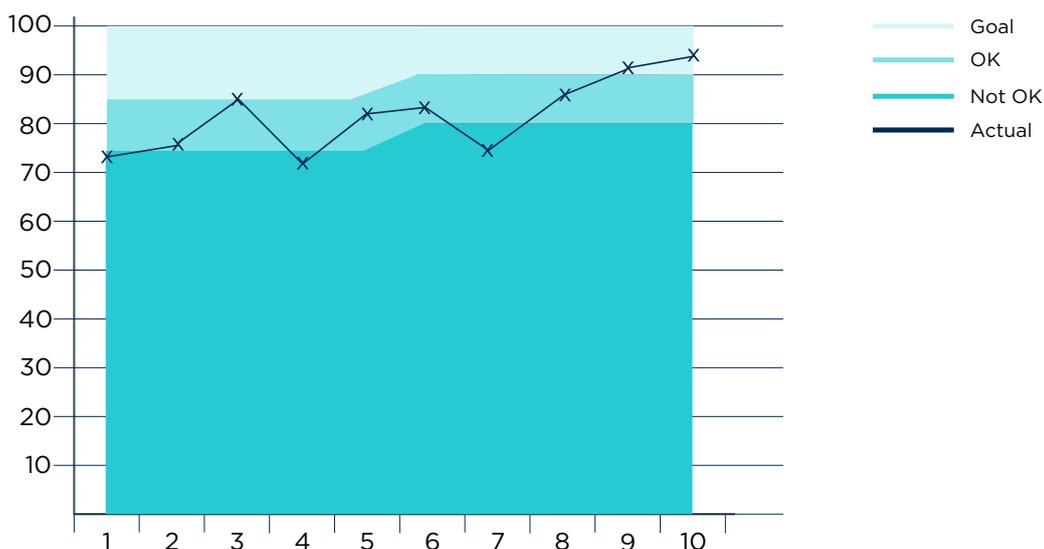
Good practice for any Visual Management Board should be:

- In 1 second: “Can we understand if we are winning?”
- In 3 seconds: “Can we understand the trend?”
- In 10 seconds: “Can we understand what we are doing about this?”

Visual management is an effective way to communicate important information in an easily understood format. This can take a number of different forms.

Example 1 - Examples of display materials

Example 1 communications performance against target, clearly showing the relevant measure, team controls, targets and actual performance. In this example we can see that on days 4 and 7 performance is below target. Team members or team leaders can act accordingly to investigate and correct this.



Explanation of the concept

Example 2

Example 2 is used to communicate action. This displays Safety activity, highlighting any concerns or issues, logging key information and providing a status on resolution. This helps to contain risks to safety, and provides an opportunity to improve performance.

SAFETY ACTION								
DATE	TYPE	CONCERN	LOCATION	COUNTER MEASURE	RAISED BY	TARGET DATE	ACCIDENT REPORT NUMBER	STATUS

Effective visual management is not achieved by simply constructing a board and posting information. It needs to be tied in to a regular management process, ideally a daily or weekly meeting with the team. A short structured agenda usually helps people to learn this new way of working: This is not achieved by simply constructing a board and posting information. It needs to be tied in to a regular management process, ideally a daily or weekly meeting with the team. A short structured agenda usually helps people to learn this new way of working:

Leader standard work

Standard Process

- What is process for update?
- What is process for review?
- Daily (where applicable)
- Weekly
- Monthly
- What problem solving processes?

Standard Agenda

- Brevity (less than 5 minutes)
- Posture (standing)
- Location (at visual boards)
- Agenda & Content (Standard)

Example 3

Daily - Key items from yesterday	Weekly - Key items from last week	Monthly - Key items from last month
<p>Key issues from today</p> <ul style="list-style-type: none"> • Staffing • Processes <p>Daily trend data</p> <ul style="list-style-type: none"> • SQCDPE wid/mtd • Relevent items • Assess <p>Assign actions</p> <p>Accountability for previous actions</p>	<p>Key issues for coming week</p> <p>Weekly trend data</p> <ul style="list-style-type: none"> • SQCDPE wid/mtd • Relevent items • Assess "top 3" <p>Assign actions</p> <p>Accountability for previous actions</p> <ul style="list-style-type: none"> • Rolling review of A3 plans 	<p>Key issues for coming month</p> <p>Monthly trend data</p> <ul style="list-style-type: none"> • SQCDPE wid/mtd • Relevent items • Assess <p>Assign actions</p> <p>Accountability for previous actions</p> <ul style="list-style-type: none"> • Rolling review of A3 plans

What action should I take?

1.



Choose an area to pilot this in the factory.

2.



Establish a small team to work on this including team leader and/or team member.

3.



Select no more than 3 measures initially, typically around SQCDPE.

4.



Make a chart for each measure which can be updated manually.

5.



Establish a regular review process (daily or weekly) using a standard agenda.

6.



Take action on the highest priority problems and improvement ideas

7.



The board can evolve to include additional measures, controls or problem solving.

Recommended resources



Bicheno, J. & Howleg, M. (2016). The Lean Toolbox, 5th Edition. Picsie Books.
ISBN: 978-0956830753

Niederstadt, J. (2013). Kamishibai Boards. Productivity Press.
ISBN: 978-1482205299



[GC Business Growth Hub Factsheet 06: 5S Workplace Organisation](#)

[GC Business Growth Hub Factsheet 07: Value Add and the 8 Wastes](#)

[GC Business Growth Hub Factsheet 09: Kanban / Pull Replenishment Systems](#)

Glossary

Visual Management Boards: Information boards used to enable teams to manage and improve their own processes.

Visual Controls: Any visual triggers in the workplace used to enable the team to control processes (e.g. replenishment of parts, material locations, machine status).

Kanban: A visual trigger (“signal” in Japanese) to replenish a stock item.

Andon: A visual trigger (“lantern” in Japanese) to show status.

5S Workplace Organisation: A system of organising the workplace so that there is “a place for everything and everything in its place”. It is designed to make abnormal conditions visible (so that they can be addressed and problems solved)

SQCDPE: Safety, Quality, Cost, Delivery, People & Environment.

WTD: Week to date

MTD: Month to date

For more advice, case studies and additional factsheets visit: www.businessgrowthhub.com/manufacturing