

TAKING VISUAL MANAGEMENT TO THE NEXT LEVEL

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LPPDE 2023 ANN ARBOR

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CAROLYN CARTER

Education:

- BSME

Places Lived/worked



New England
Georgia
Texas
Wisconsin

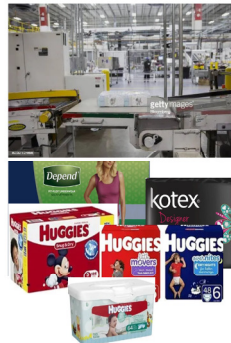
Work Travel:

Across US
UK
Argentina
Mexico

Research/Production Engineering Analytical Instrumentation



Consumer Products Manufacturing/ Product Development



Lean Consulting



Kimberly-Clark

The LEAN
MACHINE

ARGO
CONSULTING

THE SCIENCE OF
IMPROVING INNOVATION

Career Coaching

Leadership, Manufacturing, Product Development, Lean Consulting - Coach, Change agent, Continuous Improvement

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HYPOTHESIS

If: an organization is able to successfully implement Visual Management at the highest level,

Then: we can predict that the organization will be successful in adopting all the elements of LPPD and successfully drive improvement in business results,

Because:

- The Organization:
 - Will have demonstrated and practiced required organizational and cultural behaviors
 - Understands how to effectively execute a change management process
 - Values process and continuous improvement
 - Builds strong leadership and team engagement

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VALUE OF VM TO THE RESEARCH ORGANIZATION

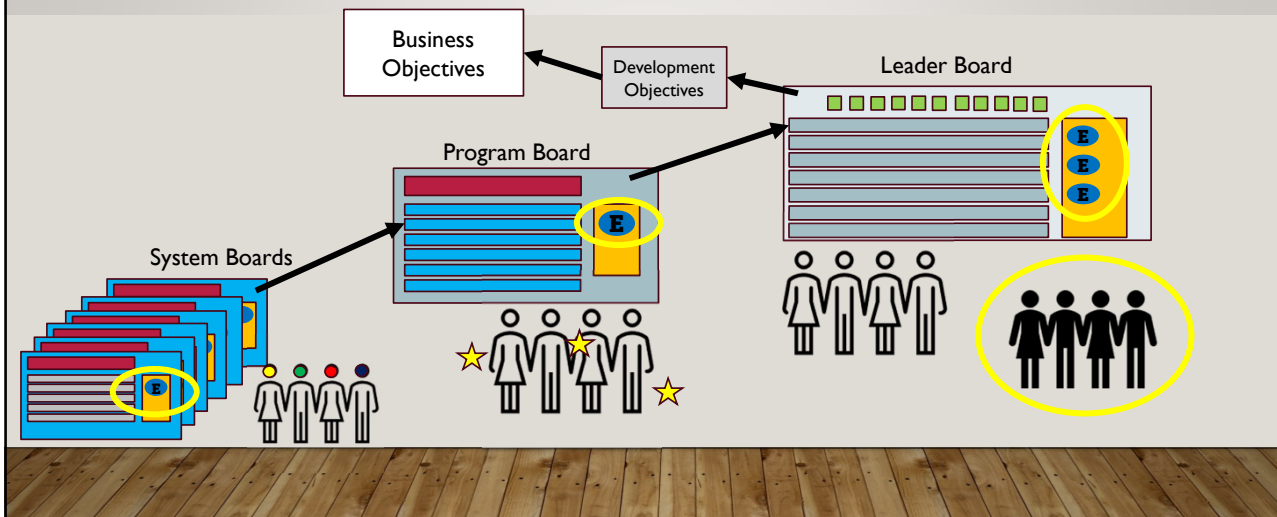
- Quickly makes the status/work/issues visible
- Enables help chain to escalate issues to the highest needed level for quick resolution
- Provides foundation for continuous improvement of business processes
- *Builds Engagement – Top down/Bottom up*
- *Foundation for Cultural Change – if they can do VM they can do others*

To maintain flow and deliver value...

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VISUAL MANAGEMENT SYSTEM

VM REACHES TENDRILS INTO THE ORGANIZATION

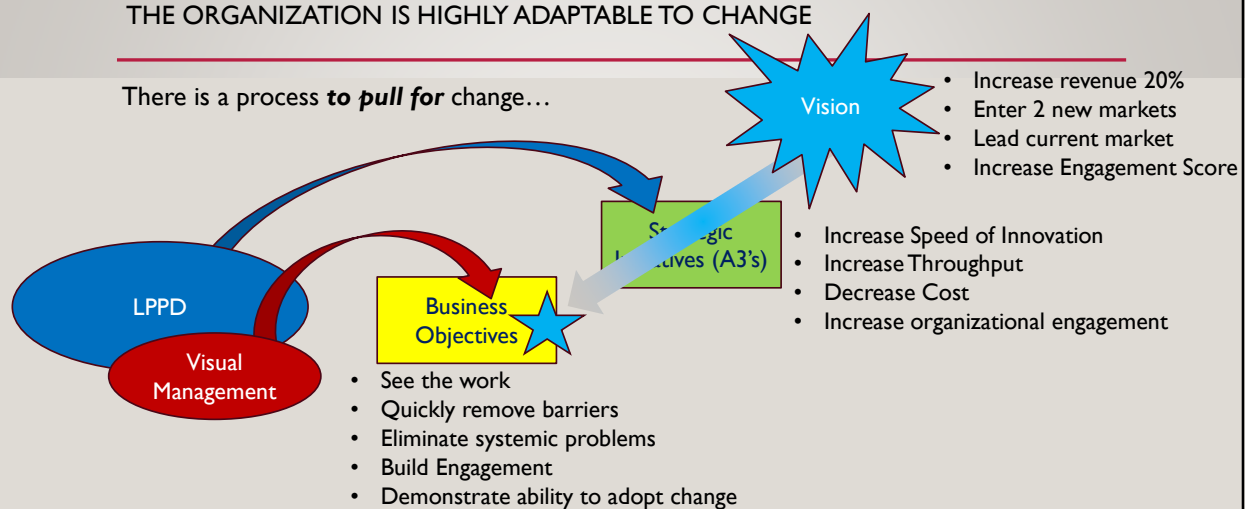


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EVOLUTIONARY VM ORGANIZATION AND CULTURE

THE ORGANIZATION IS HIGHLY ADAPTABLE TO CHANGE

There is a process **to pull for** change...

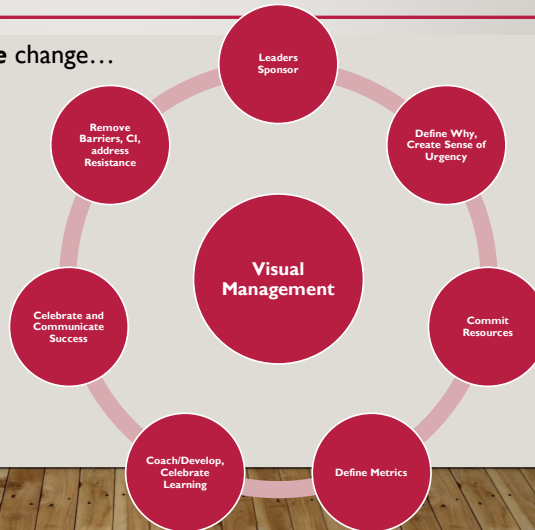


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EVOLUTIONARY VM ORGANIZATION AND CULTURE

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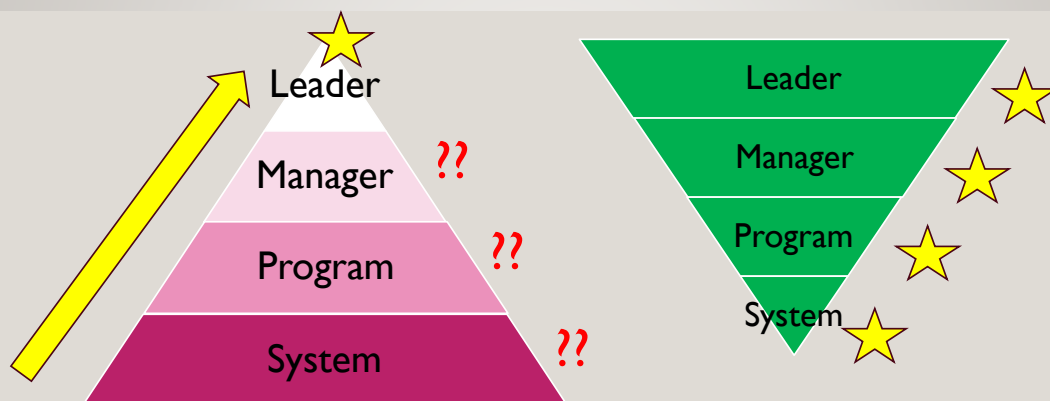
There is a formal process **to enable** change...



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EVOLUTIONARY VM ORGANIZATION AND CULTURE

DECISIONS



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EVOLUTIONARY VM ORGANIZATION AND CULTURE

DECISIONS

- Power of Formalized Decision Making
 - Decisions occur where the work is being done – at the lowest level
 - Teams empowered
 - Quality decisions
 - Decision structure to formally escalate to the required level for help
 - Coach to strengthen capability and credibility – build trust

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EVOLUTIONARY VM ORGANIZATION AND CULTURE

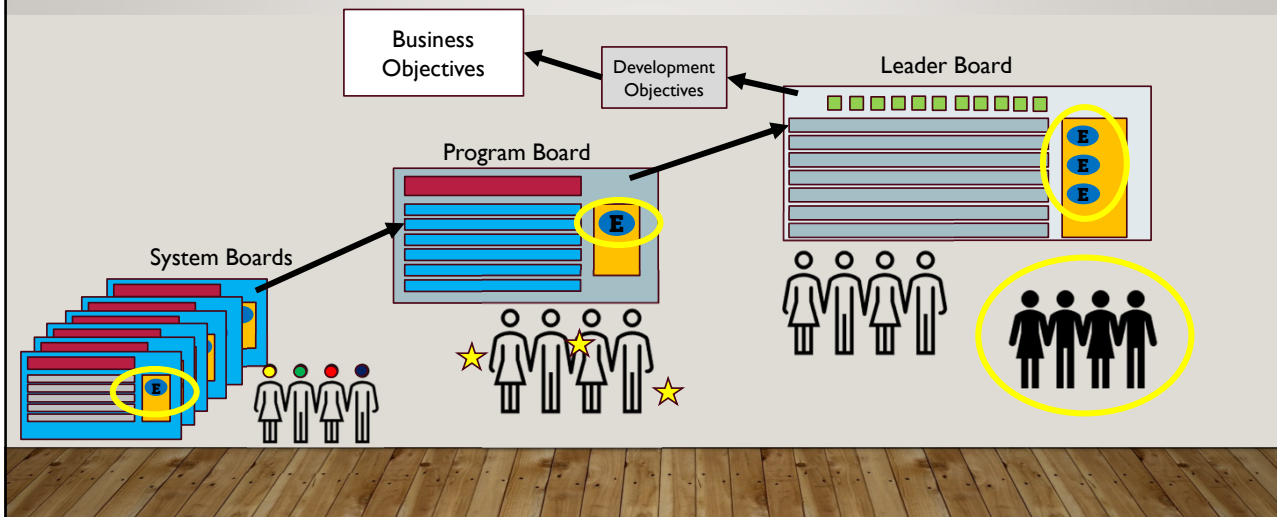
FOLLOW THE PROCESS AND CONTINUOUSLY IMPROVE

- Develop Structured Visual Management System

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EVOLUTIONARY VM ORGANIZATION AND CULTURE

FOLLOW THE PROCESS AND CONTINUOUSLY IMPROVE



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EVOLUTIONARY VM ORGANIZATION AND CULTURE

FOLLOW THE PROCESS AND CONTINUOUSLY IMPROVE

- Develop Structured Visual Management System
- Fully Adopt VM System through Accountability and Discipline
 - Practice using the boards – both defining the work and interpreting the board
 - Practice VM Meetings – all attendees, in sequence and on a cadence
 - Meeting Mindsets – System/Program/Leaderboard
- Continuously Improve the VM System and practice!

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What do you need to do to understand the status of the work?

Stop by... wait, may need to talk to several people to get the full picture...

Email...

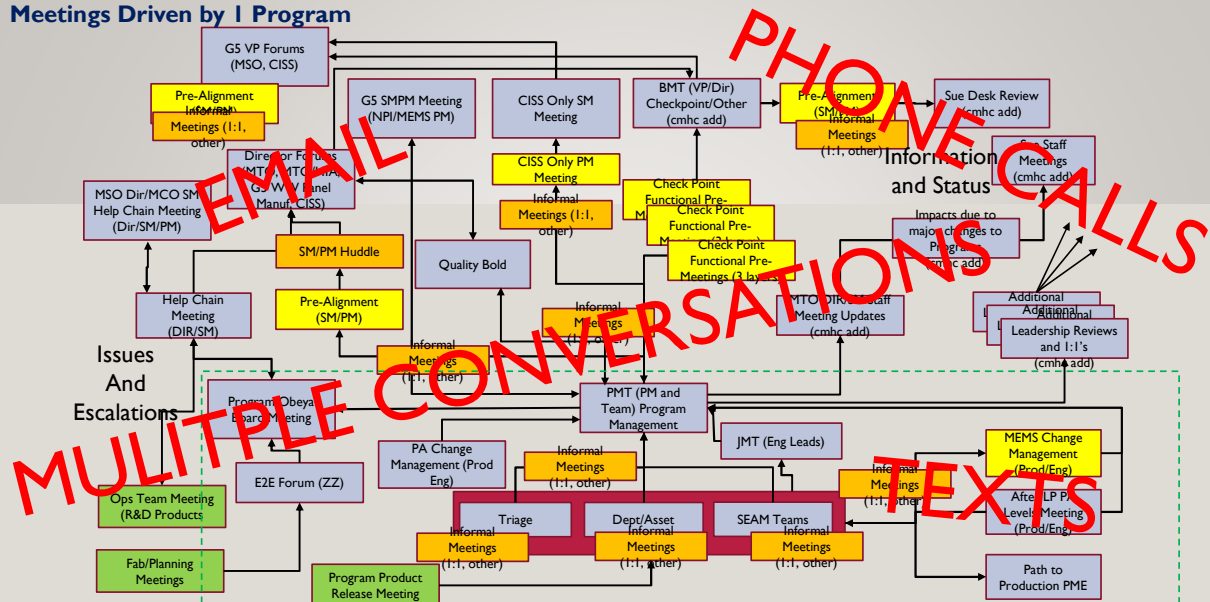
Phone calls...

Texts...

Meetings...

Takes time away from program team, so they are not adding value...

Meetings Driven by I Program



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EVOLUTIONARY VM ORGANIZATION AND CULTURE

OPTIMIZED COMMUNICATION – DELIVER VALUE

- Coordination at the board
 - Safe Environment
 - Work is visible
 - Status, issues/risks, action plans
 - Clear and consistent message for anyone
- All program discussions occur at the board
- Go see for yourself at any board, anytime
- Attend VM meetings

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EVOLUTIONARY VM ORGANIZATION AND CULTURE

FOCUS ON REMOVING BARRIERS – MAINTAIN FLOW

- Enable low risk program from the start
- Problems visible and teams empowered to managed them at the system and program level
- Action plans are visible
- Risk visible – mitigation integrated into program plan
- Leaders focused on “How can I help?”, are their barriers I can quickly remove to maintain flow?
- **Quick** response to escalations

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EVOLUTIONARY VM ORGANIZATION AND CULTURE

FOCUS ON ADDRESSING CHRONIC/SYSTEMIC ORGANIZATIONAL PROBLEMS - MAINTAIN FLOW

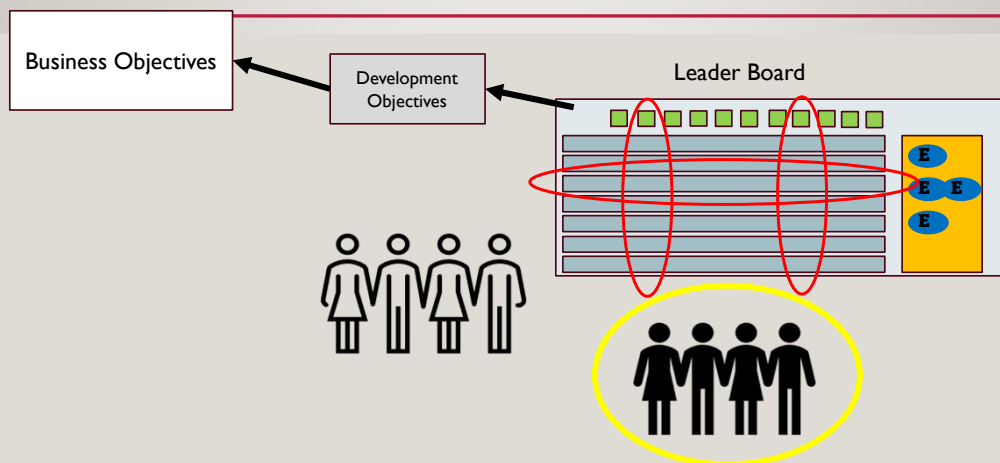
- ID major issues program teams don't have time or influence to address
 - Resource and cross organizational (matrix) gaps
 - Systemic In-Program Management issues
- Conduct chronic/systemic problem solving (kaizen)

The scope of work on the Leaderboard can be broadened to see the full scope of work

- Include all Director/VP initiatives
- Understand and manage priorities and resources
- Expand to Leader Wall

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ADDRESSING CHRONIC/SYSTEMIC ORGANIZATIONAL ISSUES



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EVOLVED VISUAL MANAGEMENT SUMMARY

TO MAINTAIN FLOW AND DELIVER VALUE

- Leader Sponsorship – Clear connection to the vision
- Formal Change Management System
- Formal Decision Making Process
- Optimized Communication
- Acceptance of Process and Continuous Improvement
- Focus on Removing Barriers
- Systemic Approach to Addressing Chronic/Systemic Issues

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QUESTIONS?

THANK YOU!

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