

TAKING VM FURTHER, INNOVATING VM?

October, 2022 Wyndham Newport Hotel



INTRODUCTION

Innovation In, AND WITH Visual Management

• We believe we can take Visual Management further by going beyond where most VM implementations stop today

• As the title says we want to both innovate VM and innovate the way technical organizations get their work done by:

- Innovate VM by suggesting new ways to take VM beyond what is typically done today
- Using VM as an enabler to innovate and change how technical organizations work

• The foundation for this presentation is based on years of experience from our colleagues and ourselves experimenting with and exploring the boundaries of Visual Management. This presentation also aligns with a blog series we started in August.

We hope you will engage with us here and in our blog dialogues to exchange/ expand the ideas

CAROLYN - BACKGROUND



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



Cimberly-Clark





Career Coaching

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

KARL - BACKGROUND



Education:

• Eng. Bachelor/MBA

Places Lived/worked



Automotive Emissions



Food Processing/ Production systems





Aerospace/Defense



People, Processes and Product Development. New cultures, change agent, continuous improvement

VM FUNDAMENTAL ASSUMPTIONS



Setting the stage for discussion of more advanced topics

T I M E L I N E	ISSUES	RISKS	СОМР
ν			
DELIVERABLES			
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WHAT TO VISUALIZE ON THE BOARDS



Today, swimlanes contain: **Program Timeline O** Deterministic SL1 information – what is known, the physical attributes of the project: SL2 milestones, builds, tasks, SL3 etc. SL4 Stage Gate Deliverables Strategic Design & Define **Phases** Develop Verify Production Intent Specify

Prototyping Deliverables

Checkpoints

SI

D



Quality Testing Deliverables

DEV

V



DS

Bill of Materials Deliverables

NUMBER	MATERIAL	MANUFACTURER	PART#
4334	FIBER SPUCES		
1564	DG TERMINATIONS		
29	MIDDLE ATLANTIC 2U HINGED HORIZONTAL CABLE MANAGER	MIDDLE ATLANTIC	HHOM-2
29	292 HINGED DUCT VERTICAL CABLE MANAGER RIT	PANDUIT	FRHD2KTYL
3	78 VERTICAL CABLE MANAGEMENT PANEL	PANDUIT	WMPV45E
2400	34° EMT CONDUIT		
5000	1° EMT CONDUIT		
2400	1 1/4" EMT CONDUIT		
2780	2" EMT CONDUIT		
5	2" EXPANSION FITTINGS		
229	4" EMT CONDUIT		
300	12" X 12" X 4" SCREW COVER JUNCTION BOX		
1	6" X 24" X 24" TROUGH WITH END CAPS AND SCREW COVER		
80	10" X 10" X 4" J&A Plenum rated junction box	16A	
16	24" X 24" X 4" J&A Plenum rated lunction box	184	
2	24" X 24" X 6" J&A Plenum roled purcher box	A&L	
1	24" X 24" X 5" J&A Flerum rated junction box	JSA	
6702	LOW PROFILE, SINGLE CHANNEL STEEL BACEWAY BASE AND COVER (VORY)	LEGRAND	V2400C
478	ENTERANCE END FITTING	LEGRAND	V2410C
174	24" X 24" TEMPORARY ACCESS HOLES/PANELS		
4	15" X 15" TEMPORARY ACCESS HOLES/PANELS		
250	18" X 18" RECESSED ACCESS DOOR WITH DRYWALL FLANGE	CENDREX	AHA-GYP
208	SOFFIT TO BE BUILT ON GUEST FLOORS IN HOTEL TOWERS		
54	20A DEDIGATED CIRCUITS TO BE PROVIDED IN VARIOUS LOCATIONS		
2	2P-30A TWIST LOCK RECEPTACLE IN HEAD END		16-30
352	OMNI ANTENNA'S TO BE MOUNTED	LARD	CMD99273P-30D43F
1	DIRECTIONAL ANTENNA TO BE MOUNTED	GALTRONICS.	PEAR M52771 4.3.10 DIN
367	10' GMA MALE 90 DEGREE TO 4.3-10 MINI-DIN MALE COAXIAL JUMPER	P50	CEL-10FT-43MOMIRA-40
10	10' 4.3-10 MALE MINI-DIN TO 4.3-10 MALE MINI-DIN COANAL JUMPER	RAD	CEL-10FT-43M43M-402J
15	ANTENNA MOUNTING BRACKETS	BAD	JM1 AND/OR JM2
4	LDP4-60A-4.3-10 MINI-DIN FEMALE CONNECTOR	AML	U30P-4P-12
1307	HELIAX LOW DENSITY FOAM COASIAL CARLE, CORRUGATED CIL, 1/2" BLK PE JACKET	COMMISCORE	1054-504

Product

Stability

MR

WHAT TO VISUALIZE ON THE BOARDS



Future, swimlanes contain:

O Deterministic information – what is known, <u>AND</u>

• Non – deterministic information - the unknown: learning plans, decisions, knowledge gaps and experiments

• Teams make the known <u>and</u> unknown visible



Functional Block Diagram "FBD"

WHAT TO VISUALIZE ON THE BOARDS

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Functional Block Diagram "FBD"

Challenges: "FBD" creation, resistance to sharing and documenting unknowns





Today:







Future:

• Organize around system function/value stream



aligned participants











Challenges: Functionally focused Swimlanes, Buy in on E2E VS alignment of the team



Using VM as an enabler to innovate and change how technical organizations work







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CONSULTING





Individuals and teams that understand the connections, the "why", perform much better

• Executives create easy to understand visions, show connections to work and team projects









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Actions Sub-system and Asset Sub-Boards

Leadership Board- single-page view of all programs

• Define actions that support vision/ goals. Use VM boards (project & leader) to track and measure impact (adjust) CONSULTIN



Individuals and teams that understand the connections, the "why", perform much better

- Executives create **easy to understand visions**, show **connections to work** and team projects
- Define **meaningful metrics** that connect the teams work to the vision, make it **easy to see "success**". Track progress to goals.

O Define actions that support vision/ goals. Use VM boards (project & leader) to track and measure impact (adjust)



Challenges: Available clarity?, Get connections built, Executives "stick" to the plan..

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Provide decision agility, quality by moving decisions as close to the source as possible:



STRUCTURE

(Top Down: Control)





Provide decision agility, quality by moving decisions as close to the source as possible:



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Provide decision agility, quality by moving decisions as close to the source as possible:



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Provide decision agility, quality by moving decisions as close to the source as possible:

• Delay decisions as late as possible in the project, "front load" projects to optimize value

Time

Many NPI processes/ projects force decisions (freeze requirements) early when we know least, front load knowledge build up early instead



Provide decision agility, quality by moving decisions as close to the source as possible:



Challenges: Create frontloading mindset, Leadership transition, Empowerment Enablers

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SUMMARY

• Hopefully we showed you some new ways VM can go beyond the typical implementations, and shared some of the challenges associated with that

Innovating VM

- What to visualize on the VM boards beyond the known -> share / discuss the un-known
- How to group the content beyond resource groups -> use functions / value streams
 - -> More effective collaboration, less rework, more predictable deliverables

Innovating the "way we work" (using VM)

- Understanding and seeing beyond "narrow views" > seeing the "why"/ connections
- How project decisions are made beyond hierarchy "yo-yo's" -> to empowered agile teams
 - -> More responsive to the un-expected, more informed decisions, faster time to customer

• What is your thoughts on this .. Is this feasible in your organization – why/why not? • As mentioned we would like to continue the dialog and get your input





THANK YCU Questions or Comments?