

TAKING VISUAL MANAGEMENT TO THE NEXT LEVEL

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LPPDE 2023

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CAROLYN – BACKGROUND

Education:

- BSME

Places Lived/worked



New England
Georgia
Texas
Wisconsin

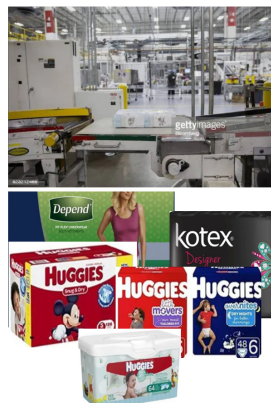
Work Travel:

Across US
UK
Argentina
Mexico

Research/Production Engineering Analytical Instrumentation



Consumer Products Manufacturing/ Product Development



Lean Consulting



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 other components of LPPD and successfully drive an improvement in business results,

Because:

- the organization will have demonstrated and practiced effective leadership and cultural behaviors
- understands how to effectively execute a change management process
- values process and continuous improvement
- builds strong leadership and team engagement

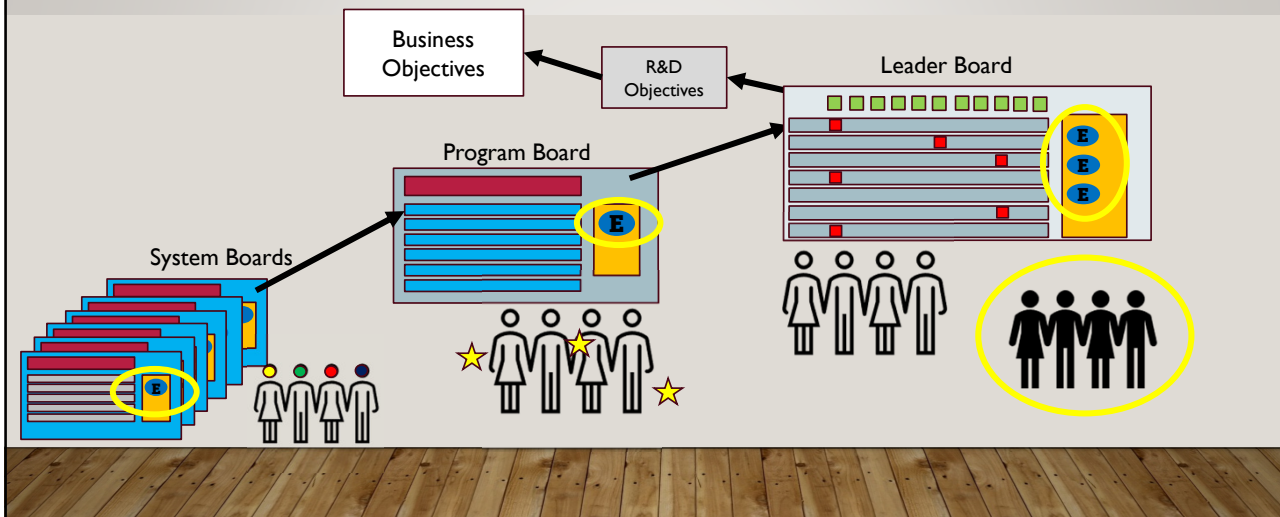
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VALUE OF VM TO THE ORGANIZATION

- Makes the status/work/issues visible
- Enables help chain
- Provides foundation for continuous improvement of business processes
- *Builds Engagement*
- *Foundation for Cultural Change*

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VISUAL MANAGEMENT PROCESS

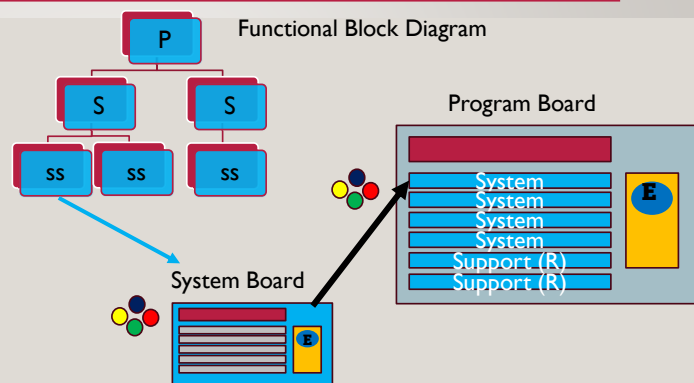


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EVOLUTIONARY VM PROCESS

Value Stream Swimlanes

- Functional Breakdown Based
- Product Systems
- Value Stream Teams

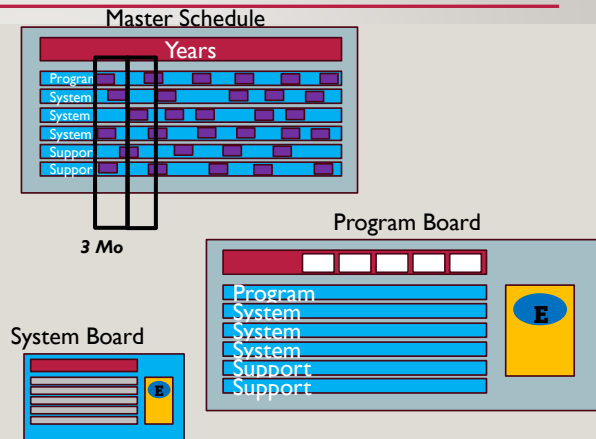


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EVOLUTIONARY VM PROCESS

• Timeline

- Leader/Program discussion (history)
- Start with 3 month window
 - 1 Month at a time
 - Bi-Weekly Review
- Formally Rolled Over – Spew Out
 - 2 weeks before
 - New Work
 - Risks/Risk Mitigations

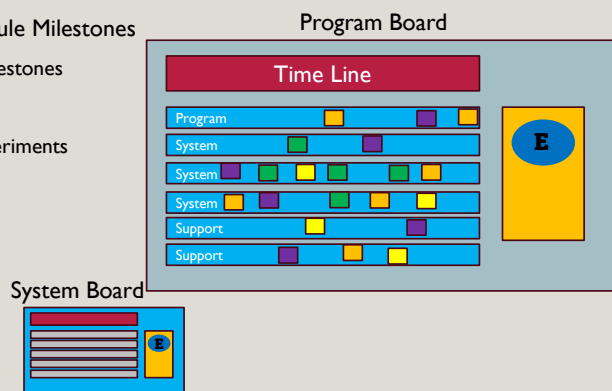


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EVOLUTIONARY VM PROCESS

• Work Represented on Board

- Deterministic – Project/Master Schedule Milestones
 - Integration/Pull Events vs Project Milestones
- Non-deterministic work
 - Key Decisions/Knowledge Gaps/Experiments
 - Org Reluctance to share/commit
- Interdependencies
 - Team coordination
- Risks/Risk mitigation plan milestones



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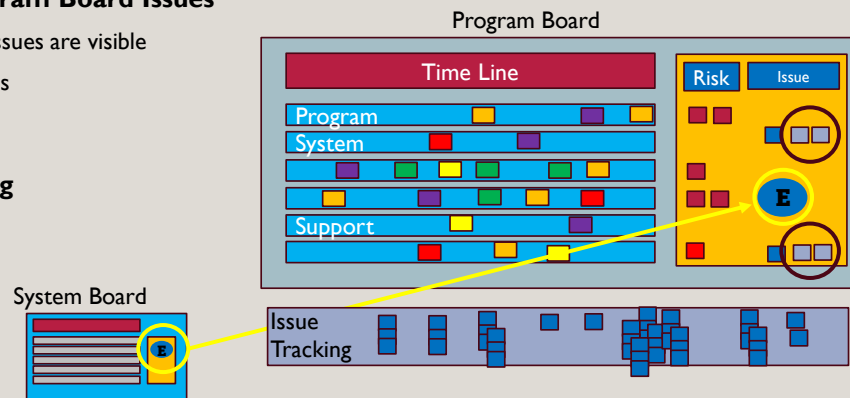
EVOLUTIONARY VM PROCESS

- **System/Program Board Issues**

- Risks and Issues are visible
- Action Plans

- **Help Chain**

- **Issue Tracking**

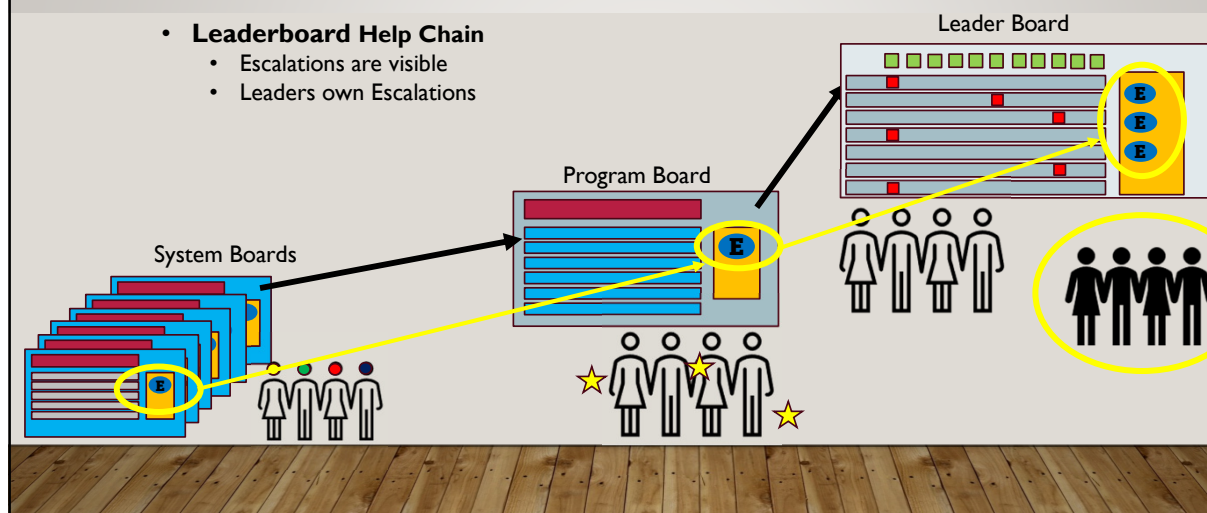


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VISUAL MANAGEMENT PROCESS

- **Leaderboard Help Chain**

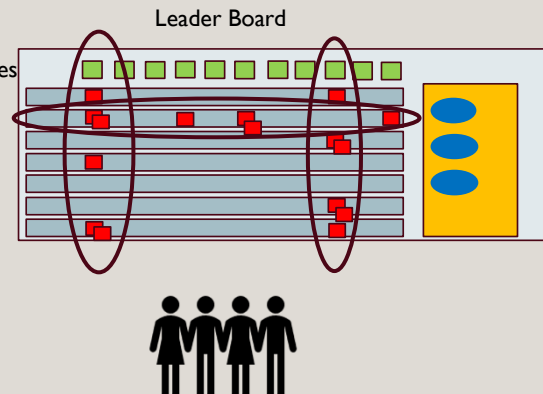
- Escalations are visible
- Leaders own Escalations



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VISUAL MANAGEMENT PROCESS

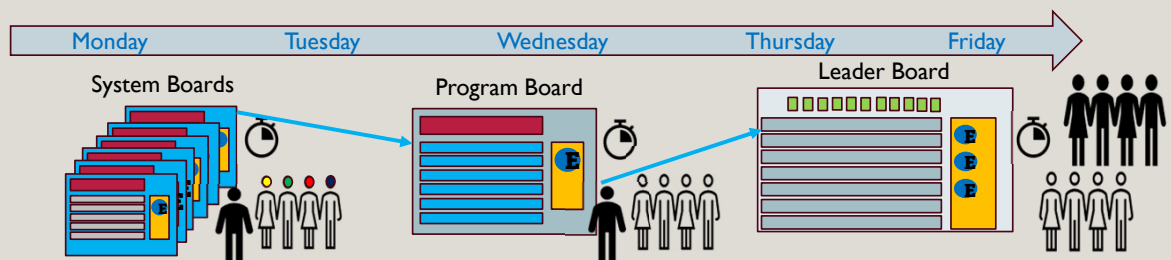
- **Restrospectives**
 - Periodic Review
 - Chronic/Systemic Organizational Issues
 - Problem Solving



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EVOLUTIONARY VM PROCESS

- **Meetings**
 - Sequence: System, Program, Leaderboard
 - Meeting Owner Coaches Team toward Exception Based 15min Meeting (protect time)
 - Program Management/Updates at VM Boards Only



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QUESTIONS

THANK YOU