

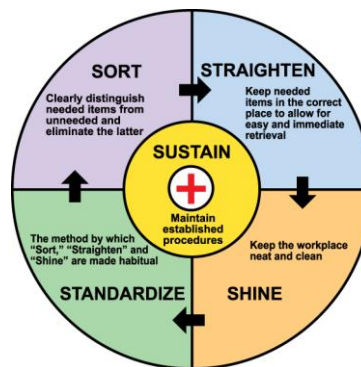


Lean Visual Management System

In times such as these, where chaos and confusion are more prevalent than usual, it is imperative to find ways to organize your business or work space so that people are safe and efficient. Paying attention to this aspect of process improvement is key when the outcome of what you do is critical, such as making masks or maintaining social distancing. Lean methodology can help by utilizing Visual Management Systems to transform work spaces into ones that are more effective, safer and error proof. Many of these tools can be implemented in any business, environment or home. Many of these systems can be implemented quickly and have an immediate positive impact.

Lean Visual Management Systems consist of 4 main Lean tools or methodologies:

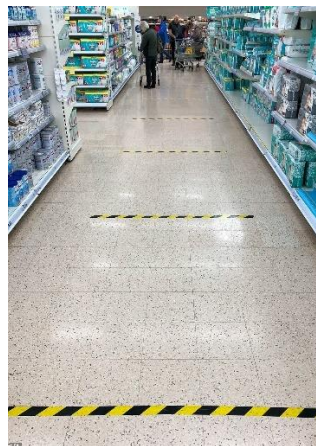
1. **5S:** Organization of a workspace in a consistent manner decreases the amount of time people waste looking for an item. Makes inventory assessment easier.
 - a. Sort: Removal of anything extra or unnecessary.
 - b. Set-in-order: A place for everything and everything in its place
 - c. Shine: Cleanliness to immaculate state. Inspect working condition while cleaning.
 - d. Standardize: Defined as going back to revisit the processes area's first 3S.
 - e. Sustain: Implementation of a standardize "audit system" to check adherence to 5S



2. **Visual Displays:** Visual displays communicate important information, but they do not necessarily control what people do. The best example of Visual Display is a safety chart that influences behavior, but it does not control behavior. There are two types of Visual Displays.
 - a. Share Information: things that must be communicated to a group or team
 - b. Sharing Standards: metrics and expectations for performance or quality



3. **Visual Controls:** Visual Controls communicate how an activity should be performed according to standards.
 - a. A business may utilize a traffic light system to communicate the status of production. “Red” means that production is behind, “yellow” is a warning that production is slowing, and “green” communicates that production is on schedule. Everyone is familiar with the traffic light system and intuitively knows what the lights mean and how to respond.
 - b. Tape or paint the floor or work area to delineate where certain activities can occur. For example, tape can be placed on the floor in a market to maintain the required 6-foot social distancing. It controls where people should stand.



- c. Healthcare workers who are donning and doffing personal protective equipment will know where to place contaminated gear based on the color of the PPE disposal bins.

4. Error Proofing:

- a. Stops Abnormalities. A Go/No Go device that stops an error or mistake from happening. An example of this is the color coding of wall oxygen spigots in the hospital. Oxygen is green and the connectors are unique. You can't plug into the wrong spigot if you tried.
- b. Prevent Abnormalities. An error has occurred, but a process is in place to warn you of the problem, giving you time to avoid negative consequences. For example, your car will let you know when you leave your headlights on, so your battery doesn't die. Some cars will even turn the lights off after a period of time after the car is shut off.



Visual Management System tools should be a part of any Lean Transformation Implementation plan. There is a need now and moving into the future for Lean if we are to stabilize the economy and thrive after the pandemic. Our OPS experts can help. We are operational excellence professionals. If you have any questions or need additional information, please contact us at www.opsinc.com or 410-871-0995.

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