HOW THE NEW ART OF VISUAL MANAGEMENT
CAN BOOST PERFORMANCE
THROUGHOUT YOUR ORGANIZATION

SEEING
IS BELIEVING

EBITDA

STEWART LIFF AND PAMELA A. POSEY

This is <u>only</u> a selection of the content in order to give you a short view of the book, its main ideas and some other details that you may find helpful. It neither summarizes nor substitutes the content.

It is always advisable to read any book of choice from the beginning to the end for comprehension, benefit, and unbiased review.

Seeing is Believing

Stewart Liff and Pamela A. Posey

Imagine an organization that is a work of art; a vision statement that is more than just a bunch of words, on that captures the mission, the vision and guiding principles. Imagine that the place is decorated with a coordinated set of pictures, sculptures, banners, flags and other displays that are designed to link directly to the organization's mission. Imagine the place is where information is shared to an unprecedented degree. Imagine a work environment where all employees are celebrated through galleries, including the families of the employees…

▪ What is Visual Management?

It is a system for organizational improvement that can be used in almost any type of organization to focus attention on what is important and to improve performance across the board. This innovative system adds visual and visible depth and consistency to the organization. It appeals directly to the high level of visual literacy that exists among today's workforce.

The People-Performance Link

Visual management concentrates on aligning performance with the mission, vision and strategies to ensure end results match what was desired in the beginning.

Anticipated Outcomes of Visual Management

Each employee becomes actively accountable for performance in terms of building expertise through training and education. Performance results are posted at the organization, unit, and individual level to ensure that everyone knows how the performance results are achieved. Low performance is encouraged to improve, and they are given an incentive to do so, such as by

making less errors. Information is delivered more easily. Employee satisfaction also rises because everyone wants to be part of a winning team.

▪ What Does It Take to Do Visual Management?

An organization must review, and often, refine its systems and structures as part of the implementation process. This requires top management commitment, strong leadership, expertise in a variety of disciplines, different resources, and enthusiasm and energy from within the organization. It is a long-term commitment to changing an organization's culture with a goal of sustained improvement.

Some organizations need in as little as two or three months although the major performance gains take longer.

▪ Why Visual Is Important

Amid the deluge of information and the rapid changes in communication and information-sharing technology, leaders struggle to find ways in which to support workers who are trying to succeed.

We have become a visual society in fast-paced times- visual media. Rapid change age and technology have made communication and analysis much quicker. Speed and multitasking have become a required behavior. We are now conditioned to understand complex stories and capture their meanings through visual effects rather than through slower-paced character development.

1. The impact of overload at work turned employees bored, losing critical data.
2. Loss of connection to the work and the organization and loss of meaning at work. (which is caused part by overload). This also is interpreted as insecurity and instability.
3. The impact of longer hours leads to stress. It comes sometimes also with a reduction of vacation days, long hours of commuting, and consequently less social time.

If organizations use information-sharing and communication methods that fit the expectations and learning styles of their employees, they have greater chance of meeting their performance goals. This is precisely what visual management does.

Being visual is consistent with the spirit of the times. The organization reduces its reliance on the written word and begin to manage what people see.

▪ It's Not About Just Looking Good- It's About Working Better

Visual Management is not a new social order. It is simply not about looking good in order to appeal to this generation of workers. It is about creating workplaces that work better because they are designed with today's workers in mind.

"A picture is worth a thousand words."

We want to integrate all the organizational and fine arts design elements into a structure and a set of outcomes that is more effective than any independent or uncoordinated single structure or outcome could be.

Aligning systems, strategies, people, and competencies is crucial to achieving this exceptional performance. Today's most effective organizations are designed to ensure that technical, structural, decisions-making, information reward, and human resource systems are synchronized to best meet and serve their goals and needs.

▪ Where Does Visual Management Come From?

Visual Management originated from fine arts. It is grounded in the following:

1. <u>Strategic Focus</u>: aiming at the goals and the needs of the customers
2. <u>Leadership</u>: most expanding areas of inquiry as it is still questioned whether it is based on one robust person or an entire system working together. Quality of leadership is related to performance. Important attributes to effective leadership are honesty, commitment, a willingness to change and to deal with uncertainty, and an unerring ability to motivate and inspire people so that good outcomes are accomplished.
3. <u>Culture</u>: refers to work ethics, the expectation for behavior, and the collective attitudes, assumptions, and basic beliefs that are shared by all the people in the organization. It is a critical resource that can have an enormous impact on performance and results. An organization must invest in and sustain a culture in which all people care about the results. It is a place where all are respected and treated as important.
4. <u>Human Resource Systems</u>: Hiring and selection systems ensure that individuals who cannot qualify will not be hired.
5. <u>Management Practice and Visual Management</u>: focusing on the improvement of the organization and its performance across the board. Managers can engage people effectively in the ongoing pursuit of the mission and the sustenance of that culture. They know that using visuals for performance feedback could reinforce a culture of performance, and that it could also create an interesting setting.

▪ System Design and Visual Management

Design practice is an effort to align major organizational systems in such a way as to best achieve the mission of the unit. Organizations do not operate in vacuum: They are affected by external environmental factors, such as markets and governments as well as internal factors and characteristics. Organizations, then, are open systems that manage their contexts with a clearly defined purpose and mission and carefully designed operating systems, and effective mechanisms for feedback.

The best-performing organizations have done a remarkable job of balancing the interaction between the social and technical systems so that they work in concert to deliver the desired product or service, and this is an important concept in effective management designs.

Organization Design

Organization design brings a set of activities and principles that can help organizations determine the best structures and systems for achieving their stated mission. There are many choices of approaches and methods, such as:

1.Traditional socio-technical systems analysis and design, that is detailed, methodical and carefully documented approach

2.Accelerated design methodologies, have become popular in the speedy changes in the competitive world.

3. Participative design, which is very powerful and clearly defined design process that helps in the definition of structure and appreciation systems in changing organizations.

All require strong and devoted leadership. Failures do not usually result from the choice of methodology.

Involvement is important to the success of any project.

Choices of method must be done so that they fit the capabilities and the character of the organization. These choices are of two types:

1. It is about defining the mission, vison, principles, strategies, and goals.
2. It is about systems that will be developed to carry out the mission.

In visual management we focus on these two sets of choices. They form two of the three dimensions of the performance improvement process, and they serve as the foundation for the visual overlay, that is the third dimension.

Technical systems include procedures, technology, and the physical plant. Within the systems, we work to ensure that the workflow makes sense given the organization's mission and vision. The structural system refers to the actual structure. The decision-making and information system include those elements that are designed to develop ana d mange data, methods, and mechanisms for organizationwide communication, and the authority and responsibility structure in the organization.

Keep in mind that all the systems are not stand-alone; there is much interaction and overlap among them.

Organization a design is a deliberate activity that creates a structure, a set of reporting relationships, work guidelines, and the other supporting structures and systems that make up the actual framework of the organization.

A Trend Toward Making Things Visual

The Japanese 5-S process is a model that relies on the notion of a visual workplace in order to help organize a production operation. It is a cleanup and uncluttered workspace, but it does not address directly the design or alignment activities that are central to visual management.

The 5-Ss are seiri (sorting), seiton (arranging), seiso (cleaning), seiketsu (standardizing or integrating the first three into the work), and shitsku (consistency or discipline of follow-through).

This set of activities brings visual order to a workplace, ensuring that it is clean, safe, predictable, and arranged is such a way that excess motion and energy need not be expended to accomplish the task at hand.

In order to help newcomers to visual management see the power of the process, it is important to help them understand clearly and fully the foundation, upon which a good visual management process rests.

Visual Literacy

Visual literacy is a key phenomenon that we hook into with visual management. Visual messages condense the content so that it can be quickly interpreted using both sight and thought capacities that are mutually reinforcing.

▪ Fine Arts and Visual Management

The fine arts add a critical and vital dimension to the practice of visual management and to the development of effective visual management and to the development of effective visual messages that have a systematic, deliberate and coordinated focus. Each element is capable of carrying the design and of making or breaking it, guiding our choices about the physical changes we will make to a facility. For example, diagonals imply action or motion. A pyramid implies stability and performance. A V shape can imply insecurity and a circle suggests perfection.

Visual management does not mean turning a place into fun or a museum. The target is turning it into a place where focus is dominant.

▪ Visual Management in Action

The reason visual management works is that it is real, constant, and permeates culture. It requires training and education to consistently reinforce the company's needs.

How does it work?

Mission: Displays that are updated periodically avoiding the staleness that results in from lack of change.

Employee Focus: Displays that celebrates employers, newsletters, programs, photos of employee's children, and advertisements of various employee events.

Performance Metrics: Metrics are the performance indicators that organizations use to determine how they are doing. Good leaders train employees to understand metrics, not only post them. Metrics can be posted in different ways, such as flip charts, grease boards, computers, television monitors.

Education and Training: Employees need the best tools to achieve the metrics, the goals and rewards.

Two thirds of employees are visual learners. That's why only written material for training and education may not be enough.

▪ The Transparency of Core Processes

Great leaders acknowledge that they can't get things done alone. They must surround themselves with other leaders. Ensuring that everyone ha s the skills and knowledge to do ehat is required creates more value and initiates more commitment.
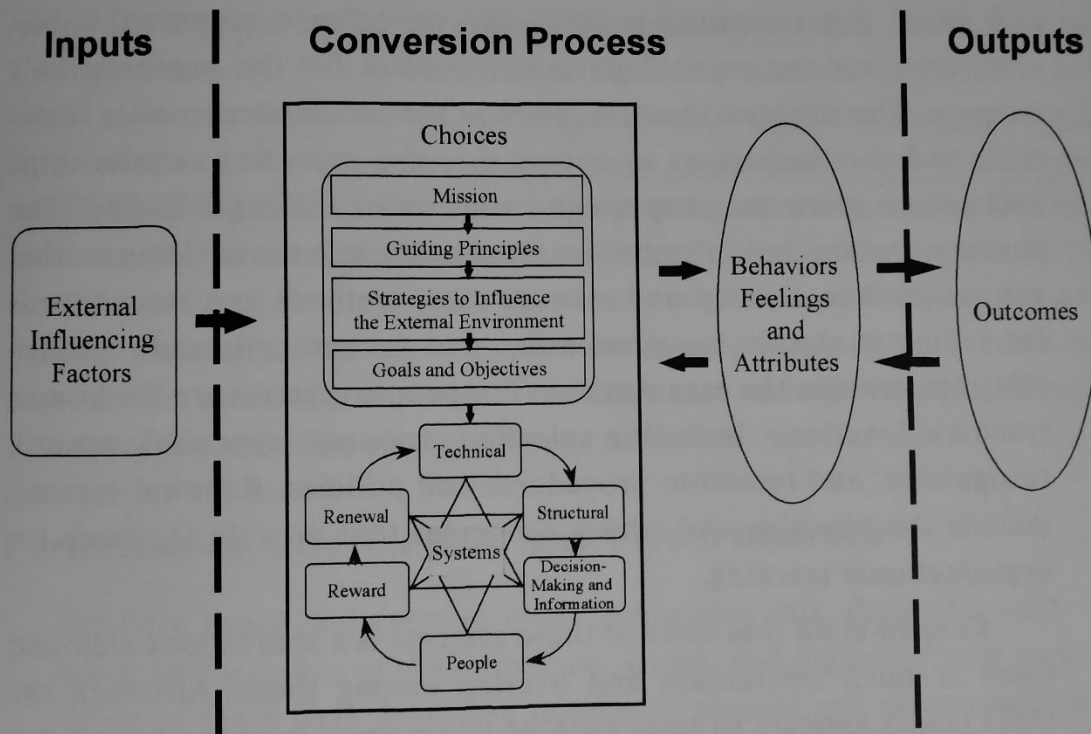
<u>Some Texts and Tables from the Book</u>

Inputs | **Conversion Process** | **Outputs**

Choices

- Mission
- Guiding Principles
- Strategies to Influence the External Environment
- Goals and Objectives

External Influencing Factors

Technical

Renewal   Structural

Systems

Reward   Decision-Making and Information

People

Behaviors Feelings and Attributes

Outcomes

Figure 3-2. Using a comprehensive model like the Organizational Systems Design Model to develop or assess design elements is crucial to understanding the choices an organization makes about its mission and the systems it will use to achieve that mission.
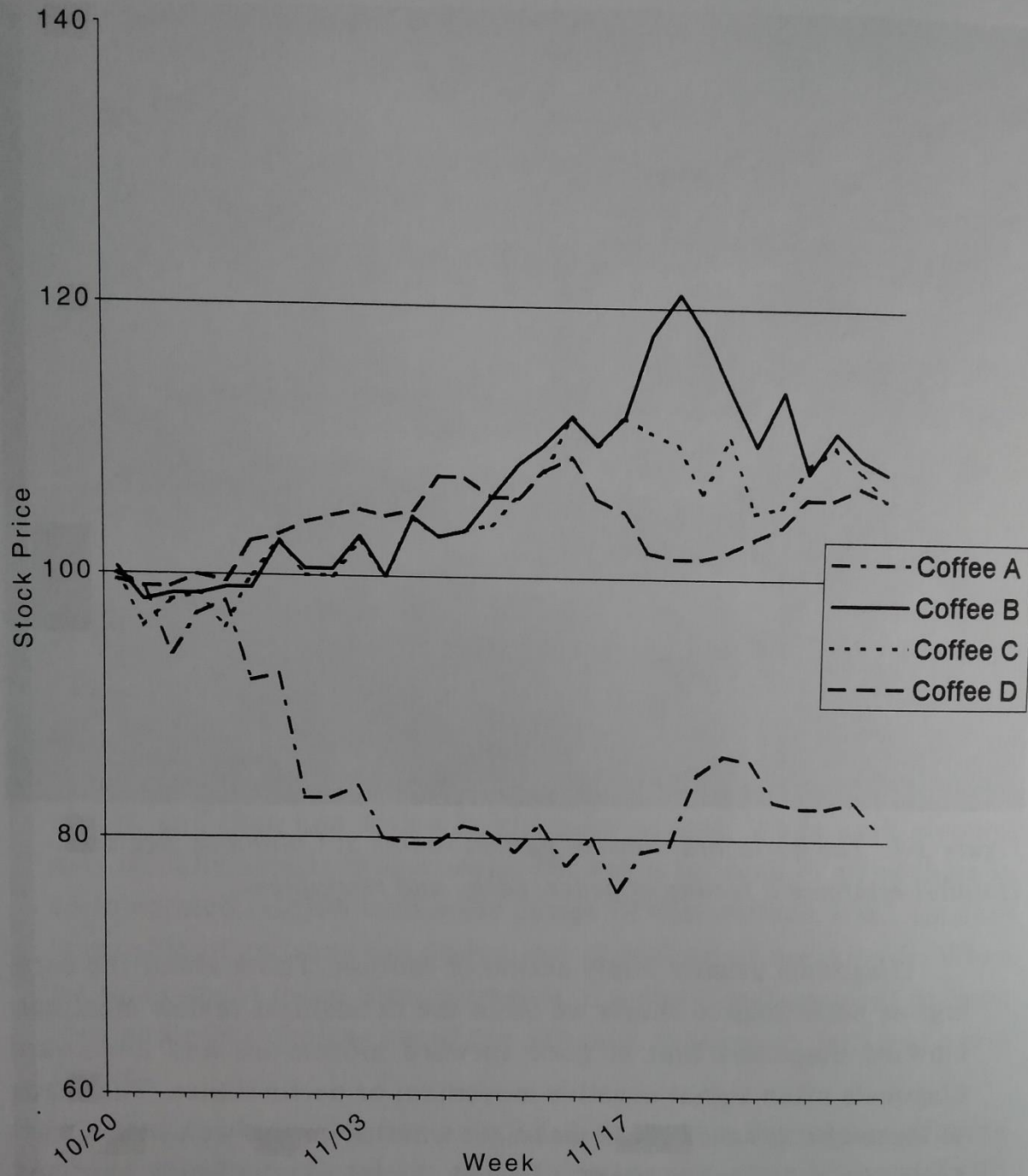
Figure 3-5. Volatile stock price performance charts are depicted with jagged lines. They typically reflect tension. Or is this a caffeine buzz?

Figure 3-4. The horizontal lines of patient rooms at Columbus Regional Hospital reinforce a feeling of peace, calm, and restfulness.

Figure 2-4. Vermeer's masterpiece, An Artist in His Studio, *is the fine arts equivalent of what visual management attempts to achieve in organizations: All of the key elements work together to produce an outcome that is much greater than the sum of its parts.* (Photograph courtesy of the Kunsthistorisches Museum, Vienna, Austria.)

Figure 2-3. The visual message in this photo of the Cypress Viaduct in Oakland, California, after the 1989 Loma Prieta earthquake carries home the destructiveness of a powerful earthquake in ways no words can convey. (Photograph by H. G. Wilshire, U.S. Geological Survey.)

Systems Theory: A Simplified Diagram

Inputs

External Environmental Factors and Factors at Production

Conversion Process
(Social & Technical Systems)

People ↔ Process
Technology

Outputs

Products and/or Services
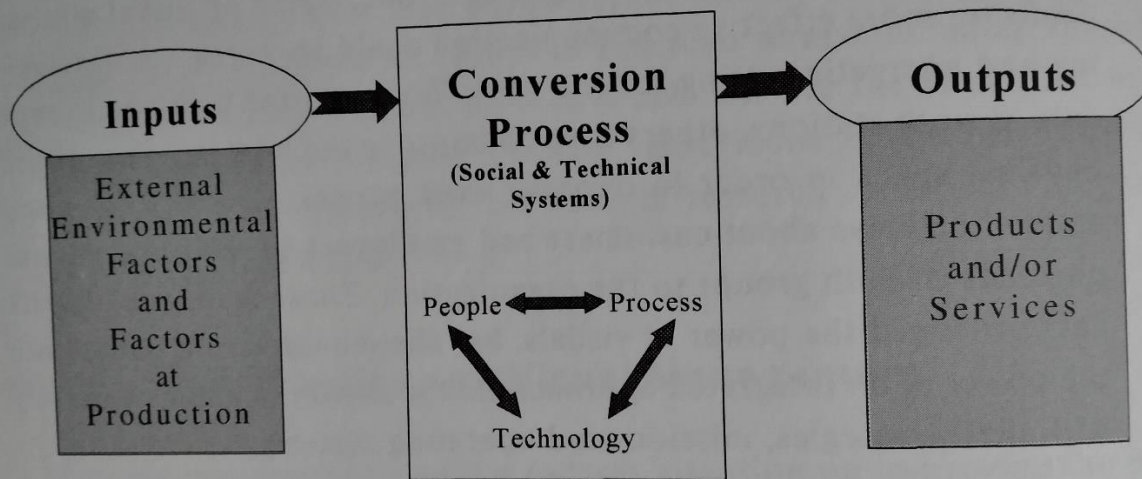
Figure 3-1. *An organization is an open system that uses purpose and mission to manage its context, frame its operating systems, and ensure effective feedback for improvement.*
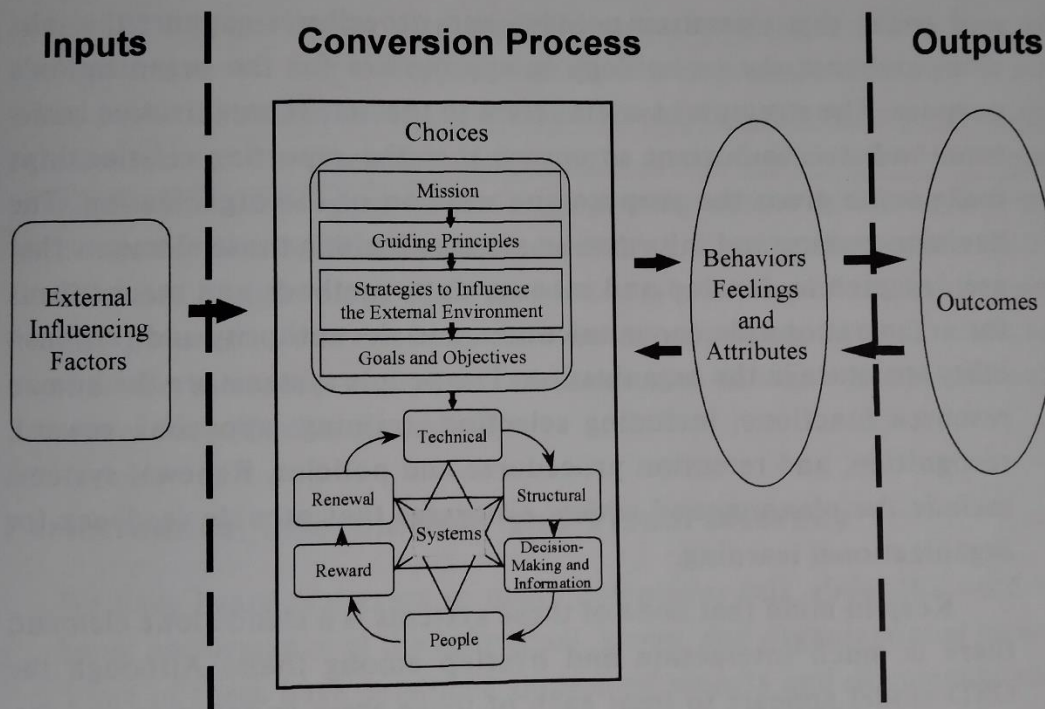
Inputs | **Conversion Process** | **Outputs**

External Influencing Factors

Choices
- Mission
- Guiding Principles
- Strategies to Influence the External Environment
- Goals and Objectives

Technical
Renewal — Structural
Systems
Reward — Decision-Making and Information
People

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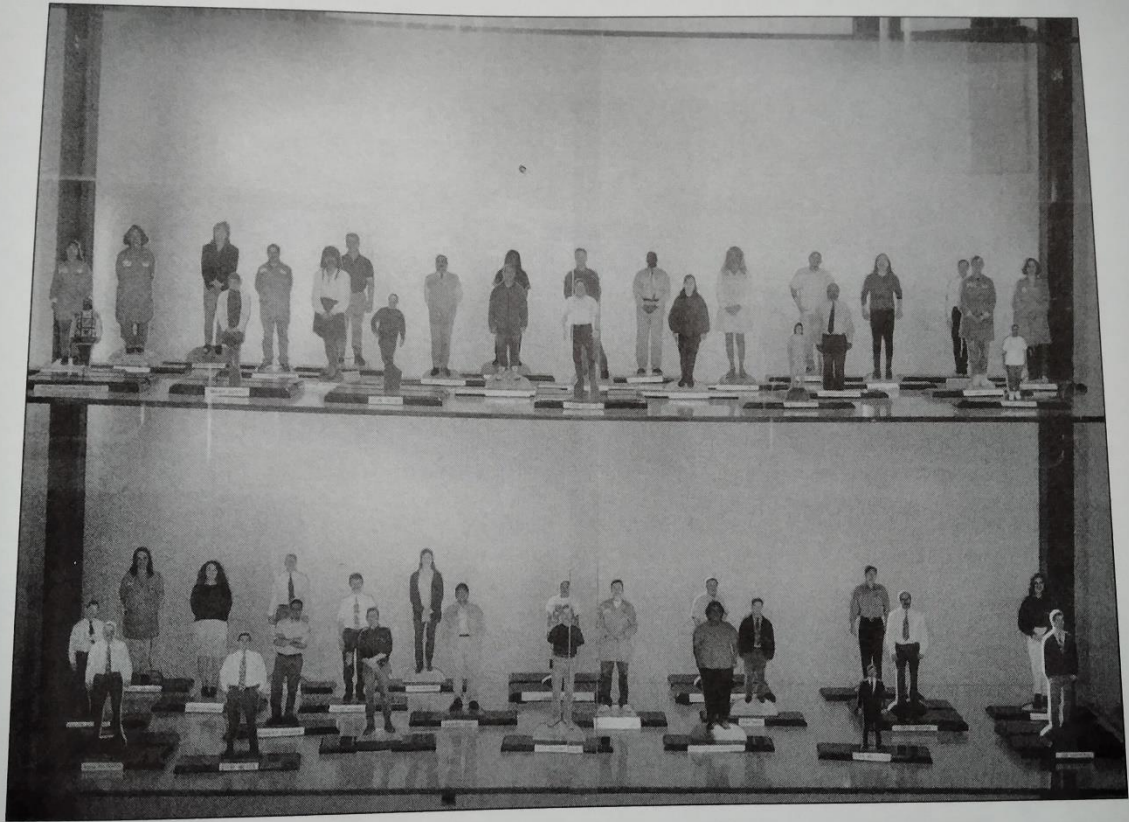
Figure 4-7. Statues of all employees greet visitors at UVDI. They reflect the company's ongoing commitment to the importance and value of its employees.

ZiLOG CP-000301-0403

How We Can Communicate with Each Other

As we continue to ride the wave to success, we need to understand HOW to communicate. To succeed in communicating messages to others, we need to be aware of all the tools of communication we can supply to ZiLOG employees. With each new "bridge" we encounter, we must cross over it by taking the first step. Some of our bridges to communication are brown bag lunches, one-on-one meetings, Town Hall meetings, forums, and social events. As we cross the bridges, we will become well-informed employees.

"The key to a successful communicator is *to know the audience*."
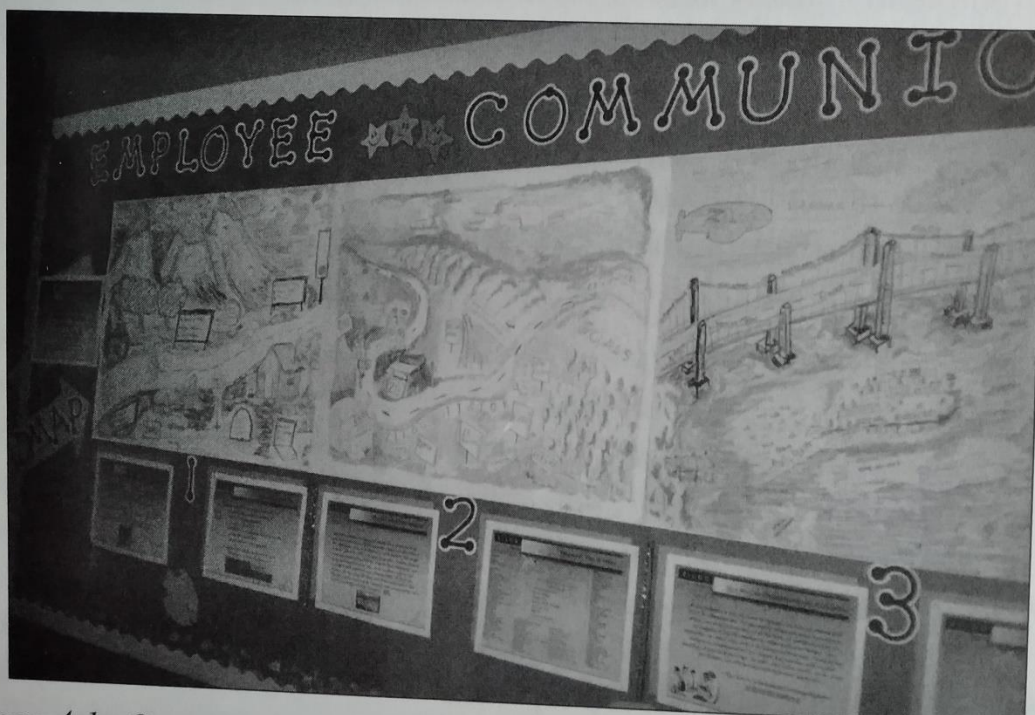
Figure 4-1. One panel from the ZiLOG employee communications board shows clearly that communication and information sharing are important here. The board has four panels, each of which reminds employees of what, when, and how to communicate effectively.

Figure 4-2. A quick glance at this powerful graphic tells the full story of how well employees at ZiLOG are meeting the company's EBITDA goal.
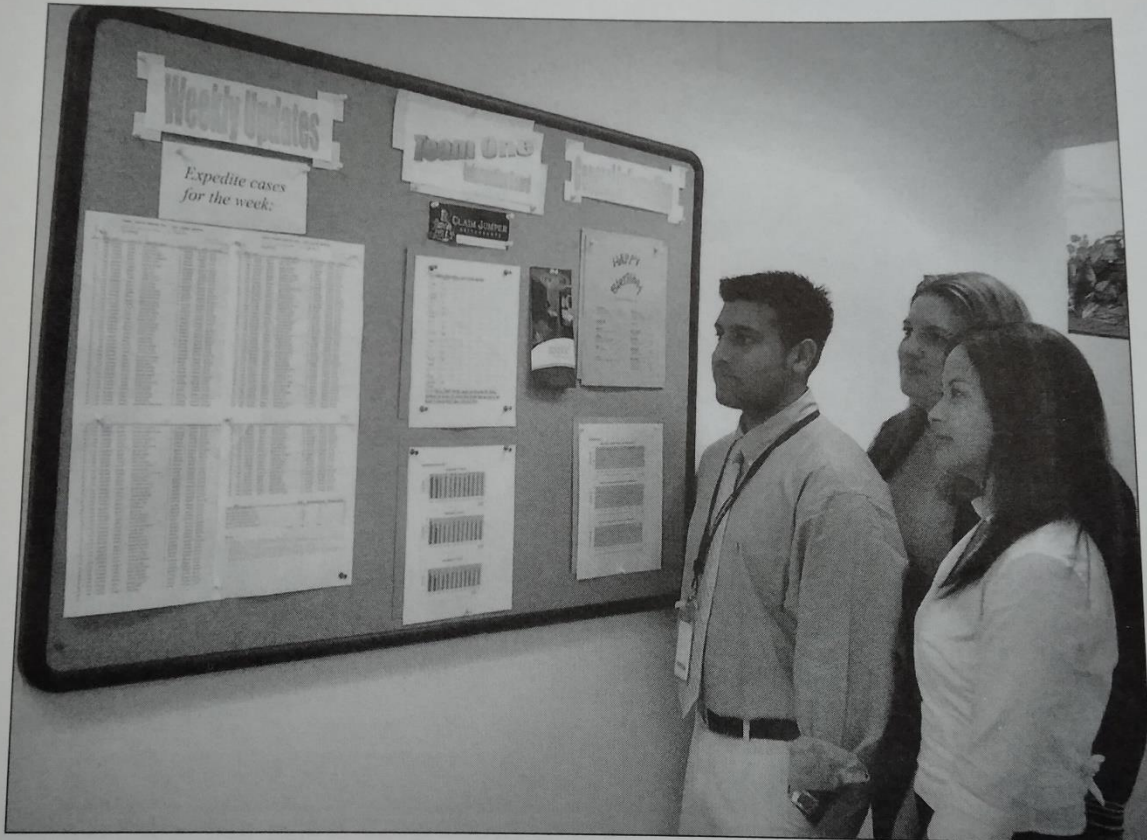
Figure 4-6. Employees check update boards regularly at QTC to determine how they are doing and what the current priorities are.
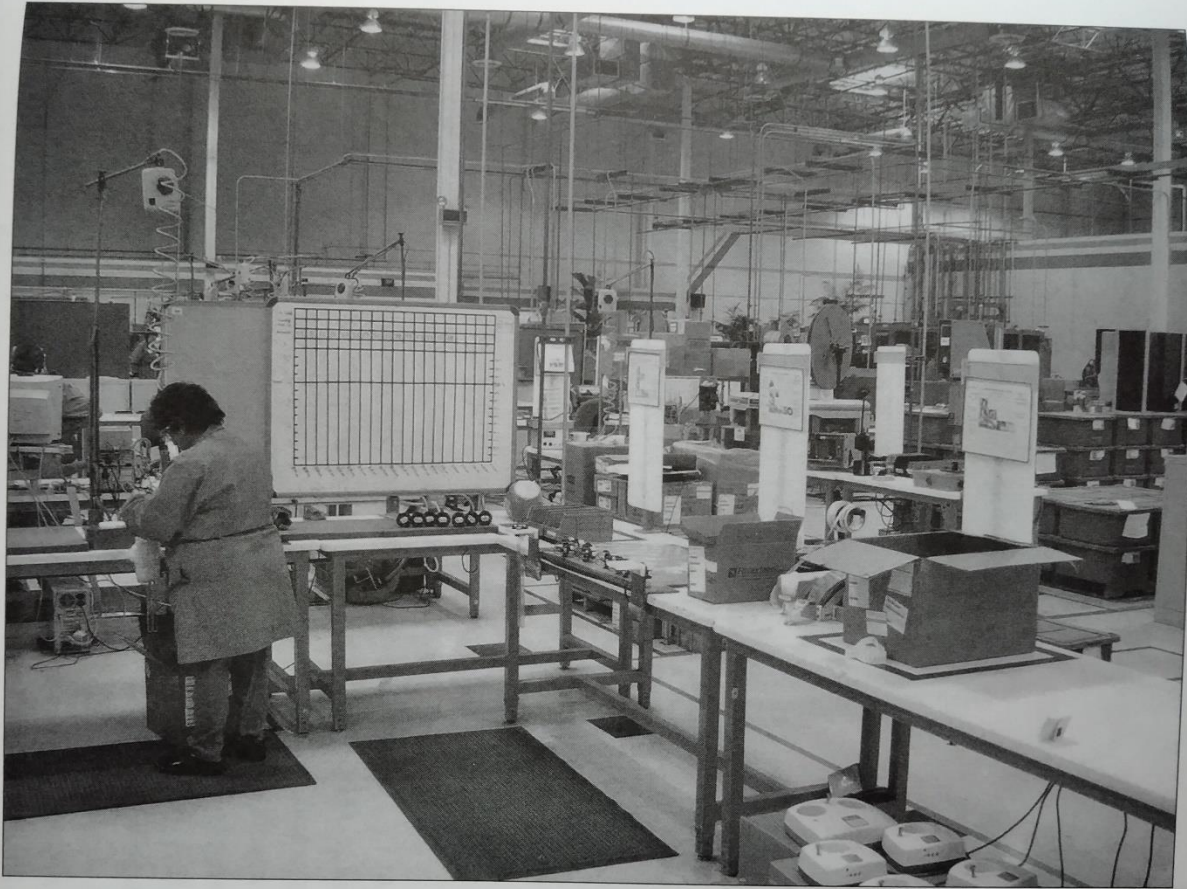
Figure 4-8. *The manufacturing area at UVDI is brightly lit and clear of clutter. Employees post results regularly on the white board to the left of center in this photo, and job aids above the work stations at the right show employees exactly how to perform the operations required there.*

Figure 3-6. *Words alone cannot capture the sense of loss, anger, and devastation felt by Americans when the* USS Arizona *was sunk at Pearl Harbor.* (Photograph courtesy of The Franklin D. Roosevelt Library Digital Archives.)
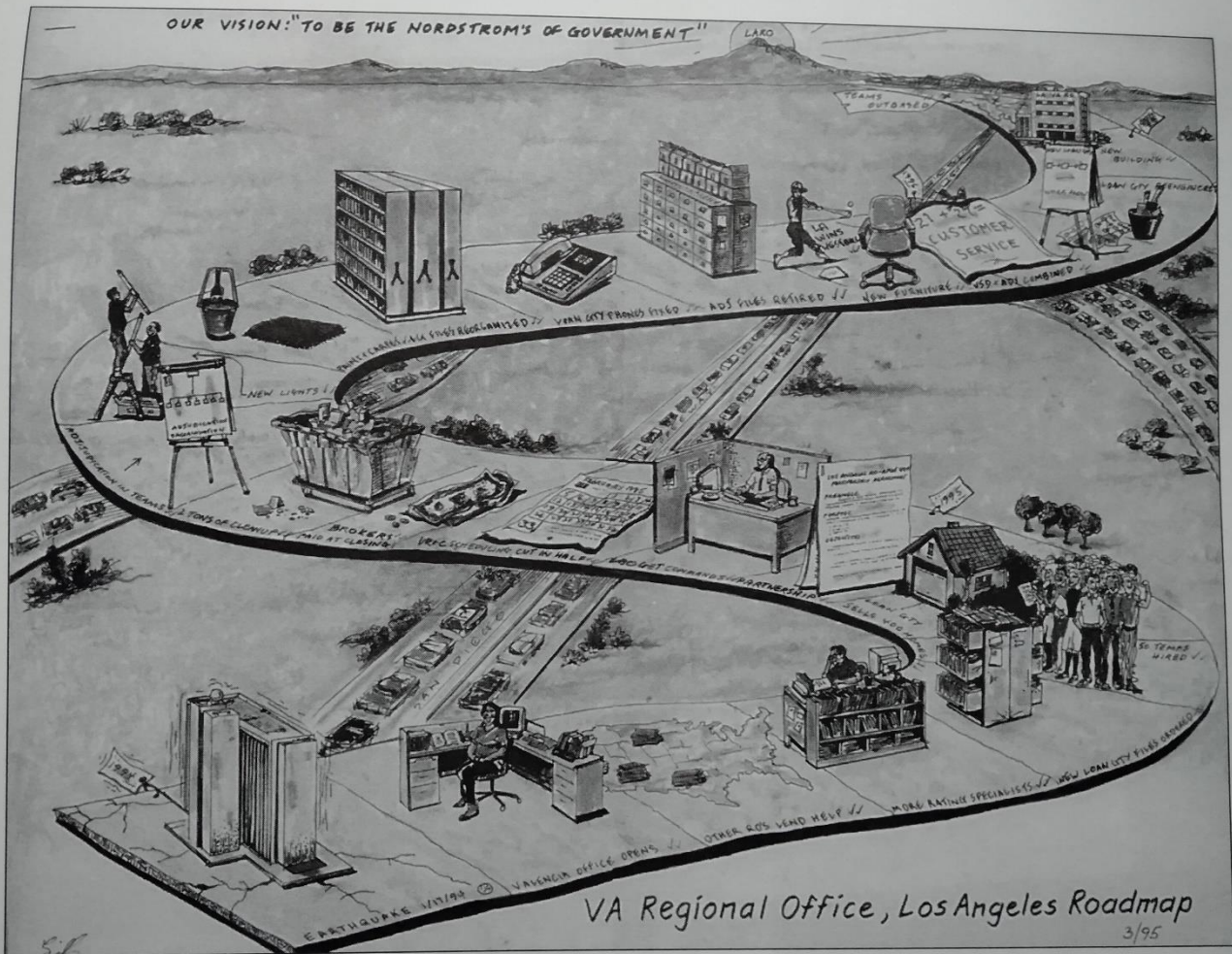
Figure 4-11. Visual management encourages organizations to develop and post personalized road maps to help keep the mission and vision in front of employees and visitors at all times.

Figure 4-21. Columbus Regional Hospital used bright, simple, and clever graphics to breathe life into its strategic plan. It is difficult to miss the goals and core values that support this plan.

Employee Name	Output*	Accuracy	Hours in Attendance**
A	4.65	91%	161
B	3.24	77%	142
C	6.25	83%	142
D	5.91	88%	123
E	2.28	63%	151
F	3.37	79%	160
G	4.59	89%	149
H	7.02	90%	157
I	4.07	81%	132
J	3.98	83%	149
K	3.32	81%	149
L	3.90	85%	129
M	2.91	72%	101
N	3.73	80%	151

*Units produced per day
**Hours in attendance per month

Figure 4-19. Posting individual results can be a powerful tool for improving performance. However, do not post individual results, even without attribution, as in this example, unless you plan to help employees improve their performance. If employees feel you are posting results for punitive reasons, it can create real morale and performance problems.

Figure 5-1. How would you like to work in this space? The clutter, low lighting, mismatched furniture, and general disorder make it an uncomfortable and disorganized workplace.

Figure 5-2. This is the same workplace as in Figure 5-1 after implementing visual management. The clutter is gone, the space is organized and bright, and the mission is clear.
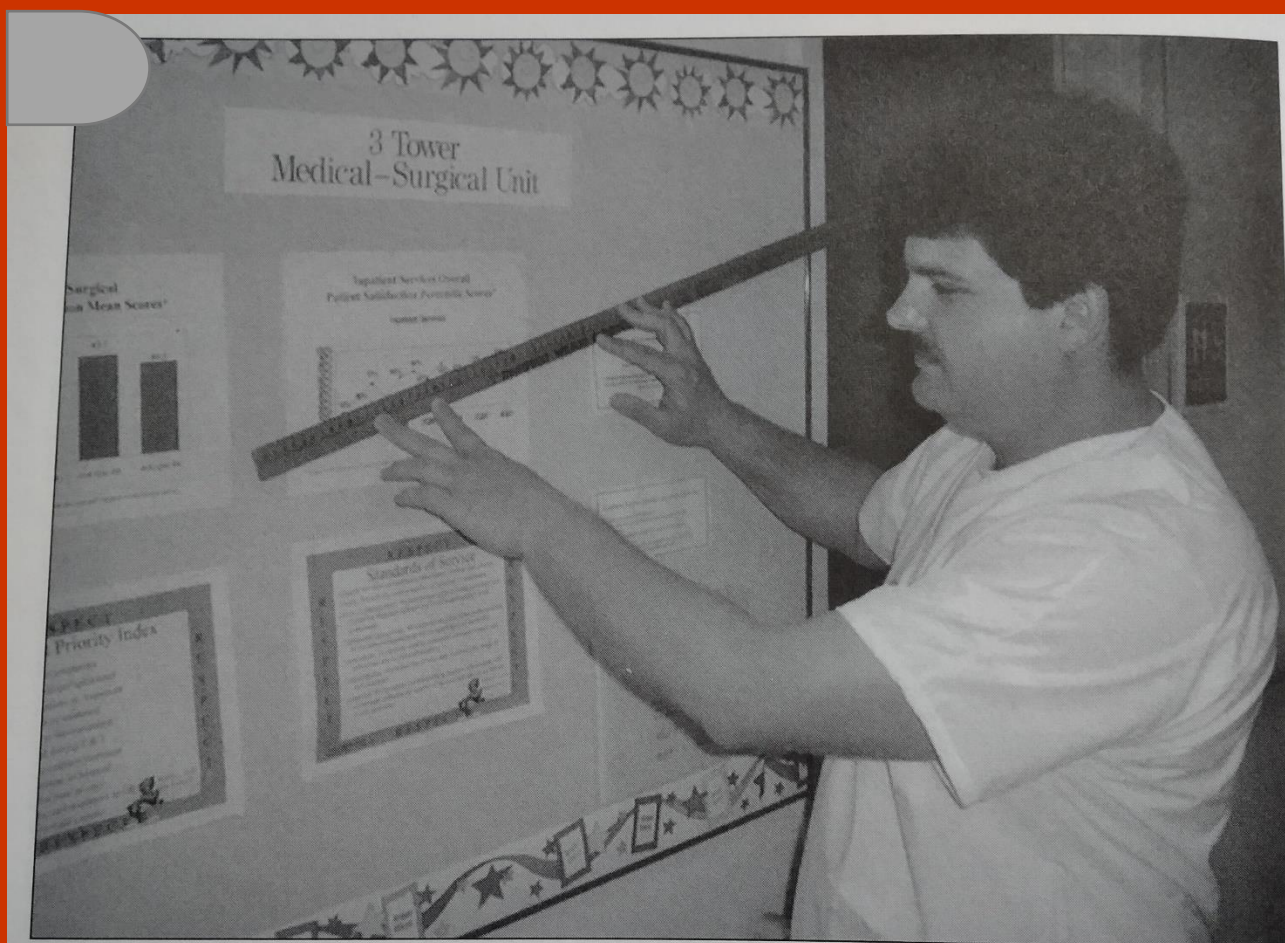
Figure 4-15. This employee at Columbus Regional Hospital is updating a performance display board used to recognize staff members of one medical-surgical department who make a difference in improving patient satisfaction. The board also communicates to patients and employees that CRH is working hard to make sure their needs are met during their hospitalization.
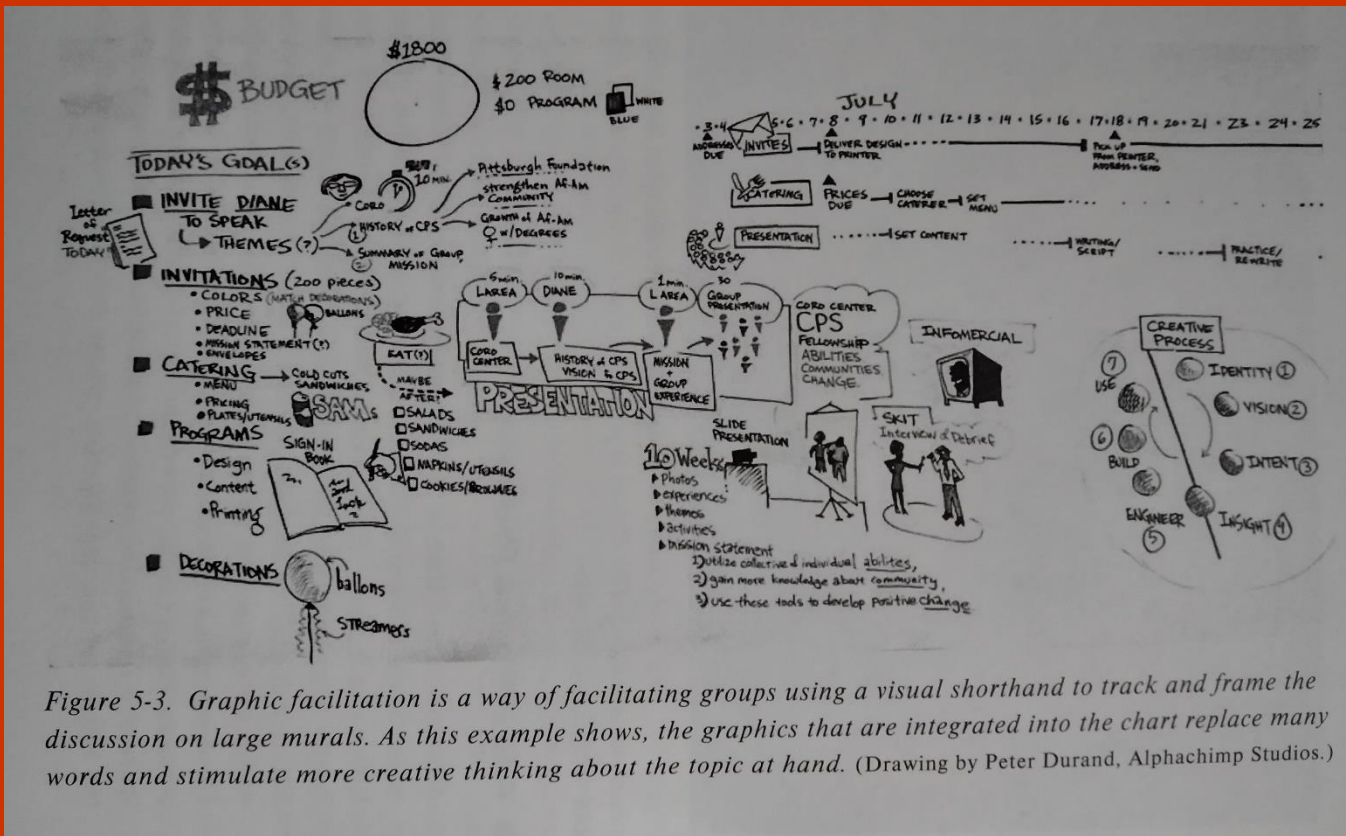
Figure 5-3. Graphic facilitation is a way of facilitating groups using a visual shorthand to track and frame the discussion on large murals. As this example shows, the graphics that are integrated into the chart replace many words and stimulate more creative thinking about the topic at hand. (Drawing by Peter Durand, Alphachimp Studios.)
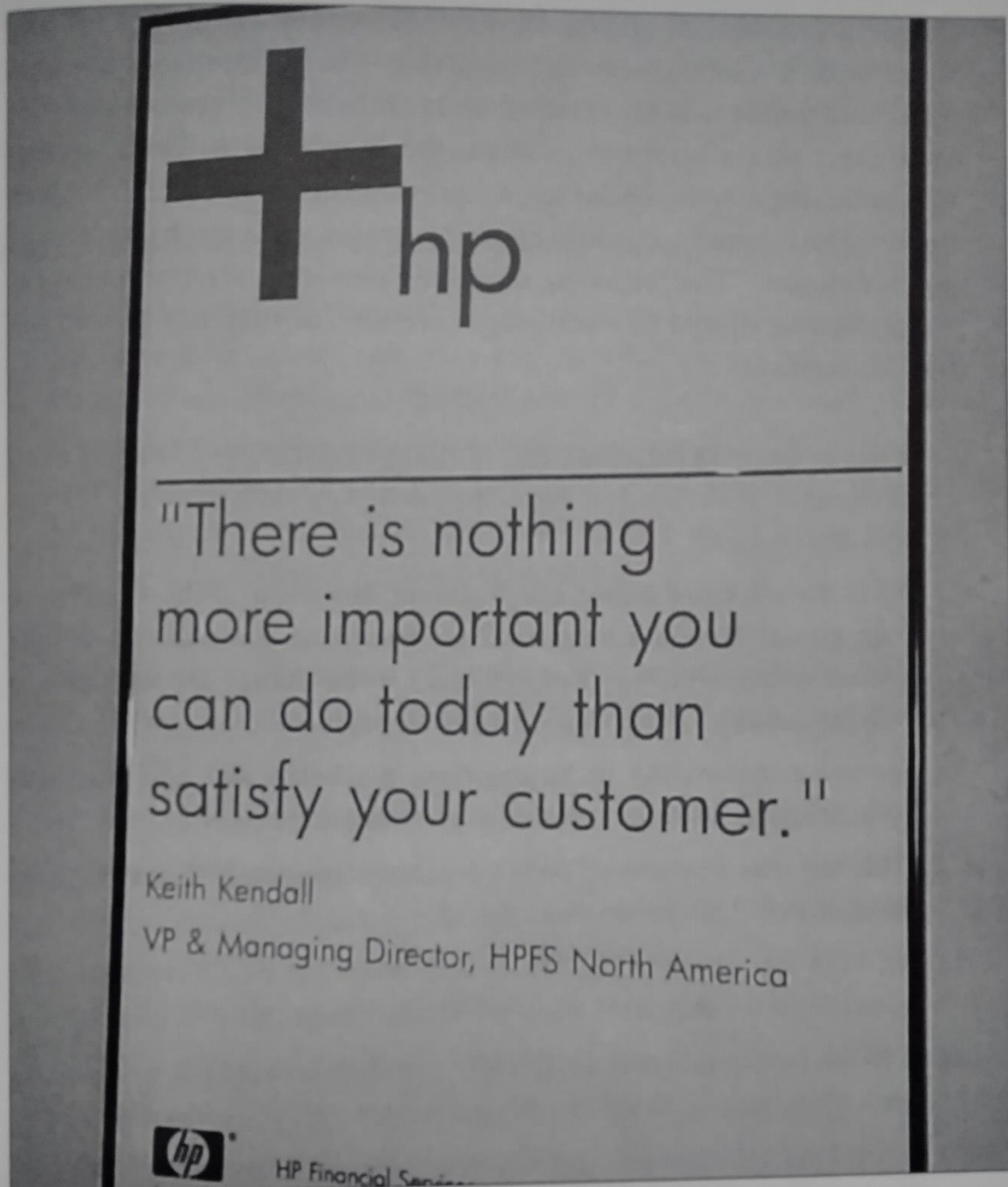
"There is nothing more important you can do today than satisfy your customer."

Keith Kendall

VP & Managing Director, HPFS North America

Figure 5-5. Impressive in size, vibrantly colored, and hanging in the most trafficked areas at HP Financial Services headquarters in Murray Hill, New Jersey, motivational posters about HPFS's passion for customers are constant reminders that the number one priority here is improving the total customer experience.
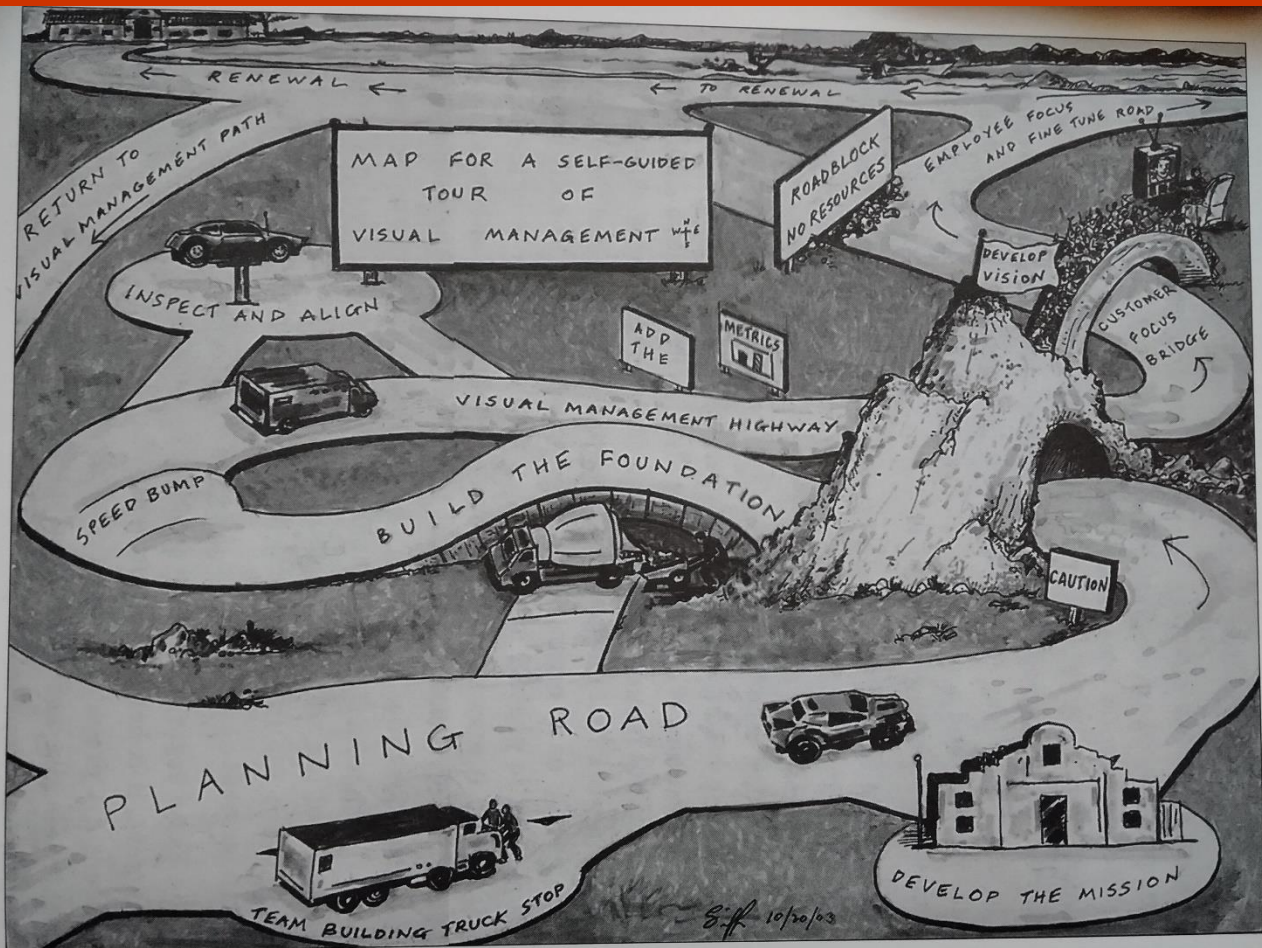
Figure 5-4. The visual management road map provides an overview of the entire process and serves as a visual point of reference for planning, development, and implementation.