Visual Management

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*Contents included in the presentation are informed by our study of the Toyota Production System
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Workshop Definition

- How do you solve a problem if you can’t see it?
- How do you build a culture where people doing the work feel safe surfacing problems and tap into their creativity in coming up with solution?

*Visual Management is a foundational Lean concept focused on making goals and actual results visible so that they can be solved.*
Visual Management: Agenda

• Why is it important?
• What is it?
• How do I apply it?
Visual Management

What is actually happening

VS

What should be happening
Visual Controls in Everyday Life

Simple

In the right place

Actionable

Intuitive
Visual Controls

You have to see it to improve it!

• Simple & Intuitive
• Easy to understand
• Visibility to problems
Visual Control: Let the Pictures Do the Talking
Visual Controls: Simple and Intuitive
KPO Availability Indicators:

= Please do not disturb

= I'm available

= If it can wait, please wait
### Visual Controls: What should be happening

**DATE:** 10/4/12

**2012 GOALS**

<table>
<thead>
<tr>
<th>GOALS</th>
<th>$1,059,693</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTD</td>
<td>$54,679.5%</td>
</tr>
<tr>
<td>YTD</td>
<td>$9,167.82%</td>
</tr>
</tbody>
</table>

**QUALITY**

<table>
<thead>
<tr>
<th>GOALS</th>
<th>95%</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTD</td>
<td>97%</td>
</tr>
<tr>
<td>YTD</td>
<td>97%</td>
</tr>
</tbody>
</table>

**CS QUEUE**

<table>
<thead>
<tr>
<th>Calls</th>
<th>94</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>2.25%</td>
</tr>
<tr>
<td>Queue</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

**TOTAL CORR**

- **What's coming in this week**
  - Daily check total: $24,227.51
  - Weekly check total: $59,456.36

**TODAY'S PLAN**

<table>
<thead>
<tr>
<th>Count</th>
<th>Order</th>
<th>M/C</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PTO**

- Monica: PTO 10-1 - 10-5
- James PTO thru 11/5
- Kathy: PTO 3:00

**TRAINING/MEETINGS**

- Track: 1on1 - Thurs 10/11 2-2:30
# Visual Control Board: Status at a Glance

<table>
<thead>
<tr>
<th>Date: 10/4/12</th>
<th>Group/Employer</th>
<th>Core</th>
<th>Customer</th>
<th>Service</th>
<th>Team Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SQM</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Team</td>
<td>FCR</td>
<td>Calls Resolved</td>
<td>WCC</td>
<td>Quality</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt;75%</td>
<td>&gt;75%</td>
<td>&gt;75%</td>
<td>&gt;93%</td>
</tr>
<tr>
<td>Jason S.</td>
<td></td>
<td>67</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Emmy F.</td>
<td></td>
<td>50</td>
<td>80</td>
<td>80</td>
<td>98</td>
</tr>
<tr>
<td>Slobhan E.</td>
<td></td>
<td>63</td>
<td>50</td>
<td>50</td>
<td>94</td>
</tr>
<tr>
<td>Robin C.</td>
<td></td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>99</td>
</tr>
</tbody>
</table>
Andon

- Alert to problems
- A call for help
- Stop the line
- A plan for action
Andons Alert Everyone to Problems

- Error - Microsoft Office Live Meeting:
  An error occurred while executing this command. If this error persists, please contact your Live Meeting administrator.

- Low Battery:
  You should change your battery or switch to outlet power immediately to keep from losing your work.

- Microsoft Outlook:
  Your mailbox is almost full.
  This message was sent with high importance.
  Sent on 10/04/2012 1:00 AM.
  To: Christina Webber

  Your mailbox is almost full.
  257MB
  250MB

  Please reduce your mailbox size. Delete any items you don't need from your mailbox and empty your Deleted Items folder.

  Sent by Microsoft Exchange Server 2007

- E-mail conversation:
  Christina Webber
  Alexander Thompson

  3:53 PM

  Good Morning!

  This message was not delivered to Alexander Thompson because one or more recipients are offline:
  Good Morning!
Andon: A Call for Response and a Plan for Action
5S: A Series of Steps to Eliminate Waste

- Sort
- Simplify
- Sweep
- Standardize
- Self-Discipline
Why 5S?

- Improves Productivity
- Cuts Costs
- Fosters Teamwork
- Promotes Safety
5S - Sort: Separate Necessary from Unnecessary

BEFORE

AFTER
5S - Simplify: A Place for Everything

BEFORE

AFTER
5S - Sweep: Make it Clean and Safe

BEFORE

AFTER
5S - Standardize: Make it Easy to Maintain

BEFORE

AFTER
5S - Self-Discipline: Maintain and Improve

BEFORE

AFTER
5S: Foundational to Continuous Improvement

- Sort
- Simplify
- Standardize
- Sweep
- Self-Discipline
Visual Controls Lead to Visual Management!

- Make it Visible
- Actual vs Expected
- Take Action
Visual Management: Seeing Leads to Solving
Celebrate Problems as Opportunities!

Recognize associates who make problems visible!