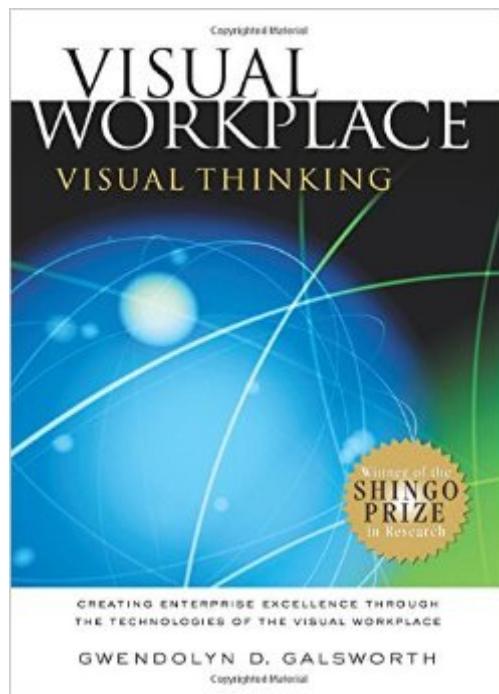


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# Visual Workplace/Visual Thinking: Creating Enterprise Excellence Through The Technologies Of The Visual Workplace



## **Synopsis**

This Shingo Award winning book is written for executives, managers, supervisors, team leaders, and coaches, providing a robust discussion of visual principles and practices, based on 30 years of field work by the author, Dr. Gwendolyn Galsworth. As world-renowned author Richard Schonberger writes: "In this book Galsworth, the foremost visual workplace authority, raises the stature of visuality, hardens soft notions about it, and embeds it in structure and theory." The goal of the book is to establish visual thinking as a foremost methodology for continuous improvement, and how to attain this by creating a workforce of visual thinkers. Over 200 full-color images and examples are shared. The first section of the book targets the basic concepts of visual information sharing, the use of visuality as a common language, and the Eight Building Blocks of Visual Thinking. Section 2 focuses on the culture of work: the role of executives, the leadership paradigm, and the empowerment inversion that results in a deeply engaged, spirited, inventive, and aligned workforce. Sections 3 and 4 map out the Ten Doorways of a Visual Workplace: visual order, visual standards, displays, visual metrics, visual problem solving, visual leadership, visual controls, visual pull systems, and visual guarantees (poka-yoke devices). In the final chapter, Galsworth discusses the visual and lean paradigms and how to bring them into the alignment needed to achieve operational excellence and make it sustainable.

## **Book Information**

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## **Customer Reviews**

Unimpressed with this book. You only learn after you get it the author says - This book doesn't tell

you how to do visual management, that is too much information and will come in a future volume. This basically just gives you high level information that doesn't really help you accomplish what you want to do with it.

This book is an expression of the excellence alluded to in the title. It has beauty and practicality in a perfect marriage. Spinning one's wheels trying to get a job done without needed answers and without appropriate equipment: this is an experience that is all too common. It wastes time and energy but, just as importantly, it causes unnecessary frustration and demoralization of personnel. Dr. Galsworth explains how to organize a workplace so that each person has the tools and information needed to accomplish the required tasks. The secret of the Visual Workplace is that, not only does it lead to increased productivity and quality, but it also creates an environment where personnel feel respected and empowered, where indeed their ideas and insights are utilized and valued. Employee turnover declines and coming to work becomes enjoyable. Enlightened self-interest on the part of management means a harmonious, well-thought-out arrangement of objects and people. This is good feng shui on every level. With its glossy pages and high-quality paper, the book feels good in the hand. There are fascinating photos of job implementations at well-known and international companies. Various management paradigms are illustrated with clear diagrams. It is fun just to flip through the pages. Although I am a Dean in an acupuncture school, I found Visual Workplace of great interest. Its organizational concepts, such as ways to reduce "information deficit", were as applicable in our small school as they are in huge factories.

I am the Plant Manager of a parts fabrication plant and was absolutely stunned by the simplicity and brilliance of Ms Galsworth's definition of waste as "motion" - the seeking or sharing of information that takes a worker away from his/her value adding station. Many of the writings that I have read in my 15 years of lean experience have provided insight into implementation, but Ms Galsworth's definition of motion is a breakthrough in thinking as it re-defines or amplifies one of the basic concepts of the Toyota Production System. I see this waste in my plant every day, now I can see it differently and can do something about it.

I had a wonderful opportunity to meet Gwendolyn under less than ideal circumstances. She encouraged me to start a serious study of the book to enhance the way that we do business. I wasn't sure what to expect, but found that things began to improve almost immediately. We have just moved into a new warehouse and it has been fun to make the transition from "how we've

always done it" to how it should be done. We have boundaries, we have flow and we have a much cooler place to work. It just makes sense now. We even were able to save several steps by eliminating wasteful practices. Thank you so much for your help and kindness, Gwendolyn. This book is a "must study and implement", not just a "must have".

Dr. Galsworth exemplifies in Visual Workplace Visual Thinking what it truly means to have respect for people in a lean environment. In the Toyota House there are two pillars holding up the organization: (1) respect for people and (2) continuous improvement. Without respect for people, buy in will not exist and continuous improvement comes to a screeching halt. Organizations that don't respect their people fall prey to those who truly understand the principles that are taught in Visual Workplace Visual Thinking. I have toured many organizations using visual management and the expressions on the employees faces astound me every time. They are so much happier because they feel valued in the organization and ideas for improvement constantly flow from the empowered employees. No wonder these organizations are thriving even in our down economy. They have realized that their employees are their number one asset. If you really want to improve your company -- or even just make your life easier, Visual Workplace Visual Thinking is a must for your library. You will find yourself referring to the book over and over trying to extract the rich knowledge it holds within. Too bad this rating system only has five stars;) Thanks Gwendolyn!

This is an excellent book. It is well written, easy to understand and is full of useful examples. As an Organizational Development person, the most astounding element of Galsworth's FiveS+1 method, is that incorporated into the bases of her model is the bases for creating lasting and sustainable change. Sustainable change is a crucial element required for any successful Lean implementation. If applied correctly FiveS+1 definitely has the capability to create the critical mass required for lasting organizational change.

Finally, a book that details a system for applying visual techniques, including color photos and something for every department. A great in-depth treatment of the subject that goes far beyond a cursory Lean discussion. This is a practical, hands-on implementation guide that transforms the shop floor while putting responsibility in the hands - and minds - of the "value add" employees.

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