

PROPOSAL FOR ON-SITE VISUAL WORKPLACE SERVICES: PHASE 1

Gwendolyn Galsworth, Ph.D. is the founder/president of Quality Methods International Inc. and its educational arm, the Visual-Lean® Institute (QMI). For over 25 years, Dr. Galsworth has been assisting companies, large and small, in implementing workplace visuality as a means of achieving and sustaining: (1) precision in performance, (2) empowerment within each organizational function, and (3) strategic alignment across the enterprise.

She defines a visual workplace as:

A work environment that is self-ordering, self-explaining, self-regulating and self-improving—where what is supposed to happen, does happen, on time, every time, day or night—because of visual devices.

With the publication of Dr. Galsworth's landmark book, *Visual Workplace/Visual Thinking*, QMI established the field standard of excellence in defining what workplace visuality is and the contribution that each visual technology makes towards a fully-functioning visual workplace: visual order/customer-driven visual order, visual standards, visual displays, visual metrics, visual problem-solving, visual controls, visual pull systems, and beyond. Her latest book, *Work That Makes Sense*, focuses on operator-led visuality.

PHASE 1: VISUAL WORKPLACE ON-SITE ASSESSMENT, SEMINAR, AND PLANNING

For companies interested in strengthening enterprise excellence through *workplace visuality*, QMI proposes the combined event described in the next section (1.0) as a superior way to get started. We call it "Phase 1."

Phase 1 is typically delivered in a two- or three-day format and includes: a) a site assessment to gauge the level of current visual application; b) our flagship *Visual Workplace/visual Thinking* seminar (based on the book); and c) a de-brief and next-steps planning session. These three components are geared to help you and your group:

- ❑ Better understand the current level of your visual competency;
- ❑ Appreciate the principles, practices, and applications of workplace visuality and how these support individual, team, and company outcomes; and
- ❑ Digest, envision, and plan the vital next steps on your journey to a visual workplace.

It is easy to add (or substitute for the planning session) a hands-on session with your group if that is of interest. That might be a visual blitz, especially if operators are in the group. For a change management group, we often schedule a hands-on session that begins when the group is assessing a set of actual operational areas from a senior leadership perspective, making a case for—or against—a visual conversion, based on urgency, resources, and bottom line impact. While this requires behind-the-scenes preparation before the visit, it is very worthwhile and more relevant to leadership purposes than a visual blitz that may produce some new point solutions.

1.0. THE ON-SITE VISIT

Here is a typical agenda (as you will see, the seminar is split between the morning and afternoon of two days in order to facilitate greater attendee learning and absorption).

DAY ONE (MORNING): QMI tours one of your facilities (including offices) in order to understand and evaluate your current level of visual functionality. This assessment becomes an element in the seminar that QMI begins later in the day.

- ❑ If permitted, QMI or your staff takes video or digital photos to share during the seminar.
- ❑ During this time, QMI also seeks to understand your current training and implementation approach and results, as well as your visual vision and objectives.

DAY ONE (AFTERNOON) & DAY TWO (MORNING): At about noon, Dr. Galsworth conducts the first half of QMI’s flagship seminar, *Visual Workplace/Visual Thinking*. The second half is conducted on the morning of the next day.

- This seminar provides a conceptual understanding of the visual workplace and overviews the methodology for implementing and sustaining *visuality* on the production floor. In addition to learning about the necessary knowledge, tools, skills, and process for implementing a visual production system, the group will see and consider over one hundred examples of visual solutions from workplaces in the United States, Canada, Mexico, and Europe.
- The seminar agenda is:
 - Module I: The Basics of Workplace Visuality*
 - Module II: Doorways & Technologies: Ways to Get There*
 - Module III: Workplace Visuality: Five Reasons*
- Each seminar attendee receives a manual of the presentation (about 150 pages) for use during the seminar and as an on-going reference.

DAY TWO (AFTERNOON): QMI meets with your site improvement team for extended Q&A, method clarification, feedback, troubleshooting, and next steps planning.

- The main purpose of this session is to digest the learning from the seminar and consider the next meaningful steps for your company.
- As indicated in our cover letter, if you prefer, the seminar can be extended to include hands-on floor exercises that show seminar attendees how to put their new learning into immediate application. This is a good way to anchor the content principles and open up the sight. Fee upon your request.

The proposed agenda is typically scheduled as follows.

DAY ONE		DAY TWO	
DAY 1 (8:00-11:30)	DAY 1 (12:00-5:00)	DAY 2 (8:00-12:00)	DAY 2 (1:00-5:00)
Visual Competency Assessment (of the Facility + Current Implementation Approach)	Visual Workplace-Visual Thinking Seminar (Part 1 of 2)	Visual Workplace-Visual Thinking Seminar (Part 2 of 2)	De-Brief + Next Steps Planning with Select Team Members

2.0. FEES AND OTHER CONSIDERATIONS Please contact QMI for details.

3.0. REFERENCES AND OTHER DETAILS

QMI is fortunate to count many satisfied companies across an array of industries in our client base. While our clients have asked us to guard their time closely, most would be willing to serve as a reference to another organization genuinely interested in QMI as an implementation resource. We would be happy to arrange contact with such references when your decision-making regarding this event has matured. Thank you for your understanding in this.

- Please find details on Dr. Galsworth’s background on the next page.



Thank you for your consideration of our proposal. We value this opportunity to present our products and services to you and your team, and congratulate you on joining a growing number of leading companies that has chosen to continue their journey to enterprise excellence through QMI’s visual workplace technologies.

FOR FURTHER INFORMATION, PLEASE CONTACT:

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ABOUT GWENDOLYN GALSWORTH

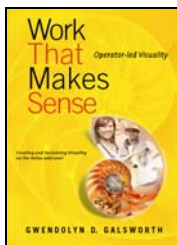
Gwendolyn D. Galsworth, Ph.D., is president and founder of Quality Methods International and the Visual-Lean® Institute (QMI).

Dr. Galsworth formed QMI in 1991 as a consulting, training, and research firm, specializing in the technologies of the visual workplace. Since then, she has focused on formulating and designing these technologies into a single, sustainable framework that includes: visual order, visual standards, visual displays/production control boards, visual measures/visual problem-solving, *Visual Leadership*, visual controls/visual pull systems, *Visual Machine*®, *Visual-Lean*® Office, visual guarantees (poka-yoke systems)—and the *Visual Exam & Awards Process*, a metrics-driven, principle-based self-audit methodology that converts one or many sites into a total visual environment and makes highly-inventive visual outcomes a way of life.

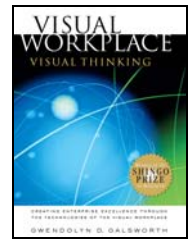


Recently, Dr. Galsworth established the Visual-Lean® Institute where in-house trainers and external coaches and consultants are trained and licensed in more than a dozen visual workplace courses—including Visual Machine®, Visual Office®, and Visual Leadership—so they can train and implement these in their own companies or for their own clients. QMI's train-the-trainer in *Work That Makes Sense* is scheduled four times a year in the United States and periodically in Europe and Australia. The goal of the Institute is help companies achieve a fully-functioning visual work environment and self-sufficiency in the process.

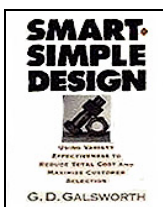
A Shingo Prize and Malcolm Baldrige Examiner, Dr. Galsworth has helped companies all over the world to accelerate their rate of visual transformation, strengthen cultural alignment, and achieve long-term, sustainable bottom-line outcomes. Her clients include: Lockheed-Martin, Hamilton Standard, Pratt & Whitney, Hitchcock Industries, Royal Nootboom Trailers/Holland, Trailmobile/Canada, Parker Denison, Harris Corporation, Seton Identification Products, Rolls-Royce/UK, TVS Sundaram Clayton/India, Crompton Greaves/India, Sears Home Services, United Electric Controls, and Wilson Transformer/Australia.



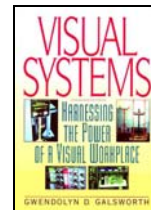
Dr. Galsworth's most recent book *Work That Makes Sense-Operator-led Visuality* (January 2011) shares over 600 visual solutions, along with a step-by-step process operators follow to convert their own work areas to visuality. Galsworth's book, *Visual Workplace-Visual Thinking*, was awarded the Shingo Research Prize and provides a comprehensive overview of her system, with over 300 visual device examples. This book was converted into an accredited Shingo Prize on-line/on-demand course (see www.shingoprize.org for more).



Dr. Galsworth and her team are continually transforming their research—new knowledge and know-how—into off-the-shelf products to assist you on your journey to workplace visuality. In 2010, QMI launched the *VisualEdge*™, off-the-shelf training packages containing the exact materials Galsworth uses when she trains her on-site clients. New *VisualEdge* packages are added each year.



An earlier book, *Visual Systems*, forms the basis for QMI's 10-DVD training system called: *Visual Workplace/Visual Order* (with Spanish sub-titles). Her first book, *Smart Simple Design*, provides a complete strategy for de-complicating the organization by simplifying product architecture. *VEP: Variety Effectiveness Process*® helps companies dismantle layers of imbedded complexity that can choke the infrastructure and new product process. Once applied, the need for



Comprehensive Visual Workplace video/DVD training system.

both visual and lean is significantly less urgent.

In the 1980s, Dr. Galsworth was head of training and development at Productivity Inc. where she worked closely with Dr. Ryuji Fukuda to adapt the CEDAC® method for western audiences—and with Dr. Shigeo Shingo to develop, among many things, *poka-yoke* as an implementation methodology for the West. While at Productivity, she was also principal developer and implementer of Visual Factory, TEIAN (worker-led suggestion systems), and *Hoshin Kanri*/X-Type Matrix Planning (policy deployment).

Dr. Galsworth holds a Ph.D. in adult learning and statistics and has led study missions to some of the world's finest production facilities, including in Japan. She is a frequent keynote speaker on visual systems, strategic leadership, and cultural conversions. When not on site with clients or teaching at the Institute, she can be found hiking—or working on her next book, *Visual Leadership*.

Dr. Galsworth can be reached at 503-233-1784 or through our website: www.visualworkplace.com □ (Dec/2010)