

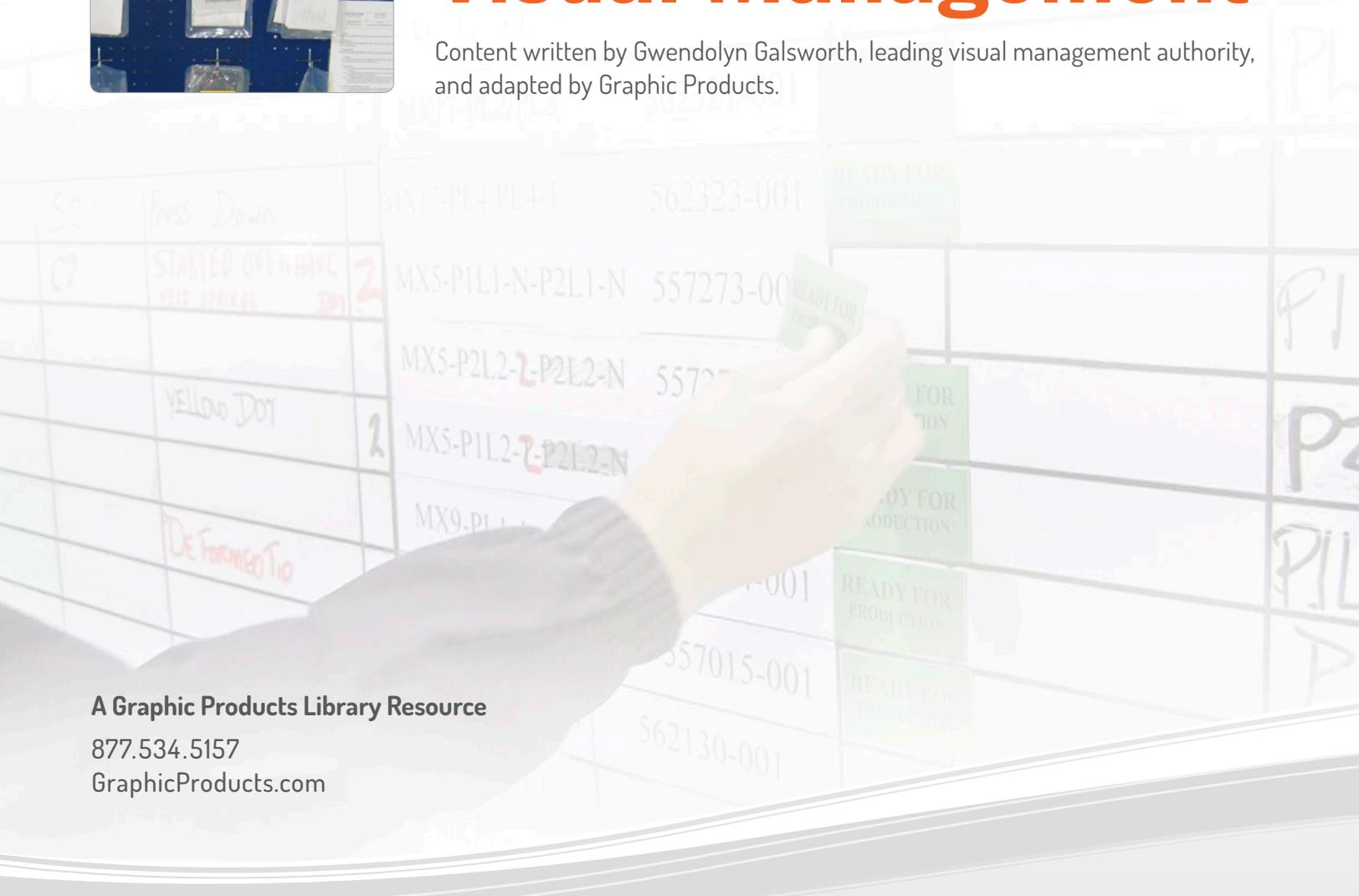


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# Visual Workplace — Visual Management

Content written by Gwendolyn Galsworth, leading visual management authority, and adapted by Graphic Products.



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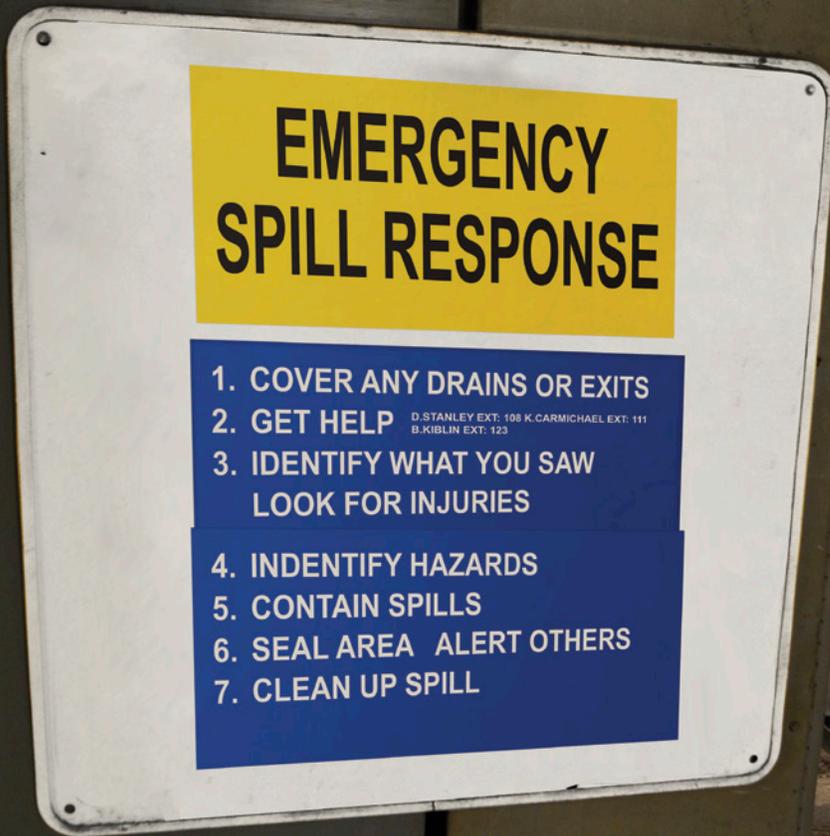
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PathFinder floor tape forms borders, which help communicate function and location.

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### Basic Definitions

**Border:** A physical outline of the footprint of workplace items on the floor and on benches, providing them with designated locations. Sometimes called “lines,” borders are a vital part of the visual where. They can visually show, for example: forklift and walking lanes, material and tool location—and, on more advanced levels, quantity, status, direction, job waiting, etc. Vinyl tape, such as PathFiander, is an excellent way to lay down borders that last.

**Address:** A visual device that provides information about where things go and what resides within each border. Sometimes called “labels,” addresses can be specific or generic depending on your needs, and are often applied on or above borders.

**Visual Workplace:** A methodology that searches for missing, inaccurate or incomplete workplace information and replaces that with devices that are designed to share that information at-a-glance, often in great and useful detail.

**Visuality:** Another term for the visual workplace.

**Visual Management:** An aspect of the visual workplace that focuses on metrics and monitoring results.

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# THE VISUAL WORKPLACE

What would happen if the decisions we make and actions we take were exactly the right ones—without speaking a word? What if they were 100% correct, safe, and on time? What would that be like in our everyday life? What would that be like at work? This is what the visual workplace does. Dr. Gwendolyn Galsworth defines the visual workplace as: “A self-ordering, self-explaining, self-regulating, and self-improving work environment—where what is supposed to happen does happen, on time, every time, day or night—because of visual devices<sup>1</sup>.”

## Visual Devices in the Community

Every day we make decisions and act based on visual information shared in our community. With a simple glance, we know what to do and how to do it. This type of information application is called a *visual device*, *visual solution*, or just plain a *visual*. These devices enable us to do the right thing, on time, and safely, based solely on information we can see.

Look at our grocery stores, with their aisle markers and complete buying details on every item. Early in our nation’s history, we had to wait at the counter while a clerk fetched what we wanted to purchase. Today, we walk into a supermarket and get what we need ourselves. We act independently and with confidence. No one has to help us—because of the vast array of visual devices in the store.

The opposite is also true. If a store does not have visual devices—or not enough of them—we need help to find what we are after. Only when we find a store employee can we ask “Do you know where I can find . . .?” Shopping becomes a struggle.

## Visual Devices Shape Behavior

Visual devices tell us what we need to know, exactly when we need to know it. They often also tell us what to do. Return to the community to see this level of visibility in action: Look at our roads and highways. Road signs tell us, for example, local speed limits and where to enter and exit the freeway. And there is even more exact information visually shared on our roads. Look at the way lines (borders) that divide the highway help cars going in opposite directions keep their distance. Some borders also share vital messages about passing or not passing, depending on whether they are dashed or solid.



Visual devices on our roads and highways, such as signs and lines, shape the way we drive.

Long dashed white lines and arrows can help us negotiate a left or right hand turn safely, as these lines curve in alignment with the cars on both sides. We all successfully complete the turn, even though the drivers in other cars are complete strangers who may (or may not) have the same high level of driving skill as we do. Yet, because the road gives them the same message at exactly the same moment, they complete the task with a confidence and a skill that matches our own. Why? Because that’s how visibility works. It’s our performance partner. It lets the roadways speak.

## Visual Devices in the Workplace

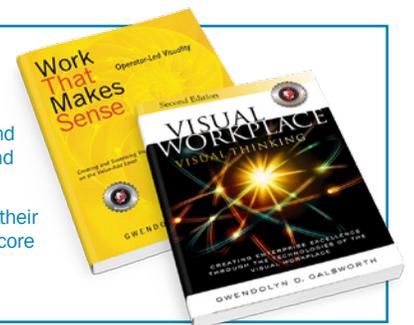
When we realize how visuals help to keep us safe and informed on the road, it is easy to see why visuals can be so important at work.

The enemy is always information deficits—missing answers. The solution is to hunt down and identify that missing information and then transform it into a visual device.

### About Gwendolyn Galsworth, Ph.D.

With over 35 years of hands-on experience, Gwendolyn Galsworth is founder and president of Visual Thinking Inc., an international training and consultancy firm. A recognized thought leader in her field, Dr. Galsworth has conceptualized and codified workplace visibility into a single framework called the “visual workplace”. This powerful framework of thinking and application produces transformational bottom-line and cultural outcomes, in every setting.

Author of seven books—two of which won the Shingo Prize—Dr. Galsworth helps companies around the globe accelerate their rate of transformation, strengthen cultural alignment, and achieve long-term sustainable results through visibility’s nine core improvement technologies. To learn more or arrange for Dr. Galsworth to help your company, visit [VisualWorkplace.com](http://VisualWorkplace.com).



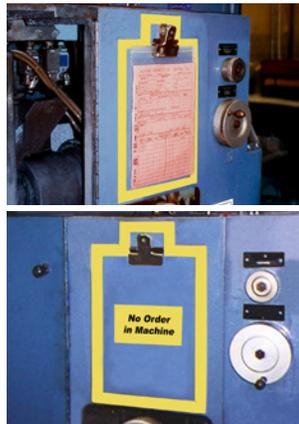
<sup>1</sup>Galsworth, Gwendolyn. *Visual Workplace-Visual Thinking*, Productivity Press, NYC, 2017

Imagine an environment where the benches, tools, fixtures, and even the floor itself are intentionally designed to direct, change, or even prohibit behavior. What if the “things” of the workplace could help us do the right thing, every time, and safely? What if they became our adherence partners? This is what a visual workplace does.

Also known as workplace visibility, the visual workplace builds information directly into the process of work and so becomes a powerful way to ensure adherence to both technical standards (specs) and procedural standards (SOPs). That means visibility-at-work is a gigantic adherence mechanism where it becomes easy for employees to comply with their minute-to-minute work requirements, every day.

To better understand the power of the visual workplace, let’s look at how simple yet powerful borders can answer specific questions, improve efficiency, and even prevent potential errors.

Example: The operator used yellow vinyl tape to outline a clipboard with a work order on it so she and the new planner could see what order is now running on the machine. When the machine is available, the yellow square is empty. (See the words, "No Order in Machine.") There's no time wasted looking for the work order or for someone who can tell you if the machine is available or not. You can tell, all by yourself. The workplace speaks—by design, as part of your journey to operational excellence through visibility.



Photos courtesy of Gwendolyn Galsworth

These visuals infuse the physical workspace with information we can instantly see, making work “safer, simpler, more logical, more standardized, more fluid, and far less costly<sup>2</sup>.” That is the power of sharing information visually, where and when it’s needed, as it’s needed—without speaking a word.

### Visual Management vs. Visual Workplace

Visibility in the workplace is important to every company’s journey to operational excellence—on every level, not just for operators. That is why there are visual workplace methods for: (1) supervisors (visual scheduling and displays), (2) maintenance (visual machine<sup>®</sup>), (3) quality (visual

guarantees/poka-yoke devices), (4) office and other non-production functions (visual-lean<sup>®</sup> office), to name a few.

As Dr. Galsworth explains, the visual workplace technology that targets the first-level of needs for executives and managers (also supervisors) is called *visual management*. It includes highly visual ways to track and monitor performance, outcomes, and results. Look around and you will see visual management examples like:

- Key Performance Indicator (KPI) boards that publish the latest measures for a facility or a specific work area.
- Large LCD monitors that show the production schedule and the status of individual work orders.
- Smaller monitors tied, for example, to the performance and output of a single machine, with added information on changeover time and quality.

These handy visual management formats help managers and supervisors oversee operations and get a quick view—a snapshot—on how things are going and if the department or the entire site is on or off course.

But there is also a common mistake—people sometimes think the term *visual management* refers to all visual workplace technologies. But the truth is the opposite. “*Visual workplace*” is the umbrella term. Getting this straight is important because visual management has an important role to play—but it is not powerful enough to address all of a company’s informational needs. Why? Because visual management devices simply *tell us*; they cannot *make us* do anything. They can tell us, for example, the result of performance; but they cannot directly control performance and therefore cannot impact results directly. They can tell us the *what* but not make us do the *how*. Look at the example set below.



<sup>2</sup>Galsworth, Gwendolyn. *Visual Workplace-Visual Thinking*, Productivity Press, NYC, 2017

# GETTING STARTED USING THE SIX CORE QUESTIONS

One simple way to start your hunt for missing answers is to ask a very specific set of questions. Galsworth calls this set *The Six Core Questions*<sup>3</sup>. Although using this simple approach is not as reliable as implementing a systematic visual workplace methodology, it is nonetheless a shortcut that can get you started and help you and your teams understand the importance of workplace visuality.

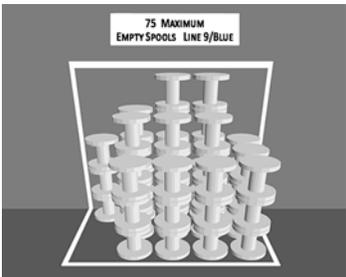
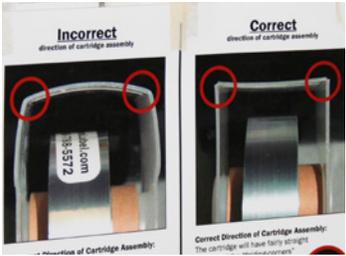
## The Six Core Questions and Visual Adherence

The six core questions are: Where? What? When? Who? How Many? and How? When we use visual devices to make the answers to each question visible, the workplace begins to tell us what we need to know exactly when we need to know it.

Study the chart below to better understand the Six Core Questions and how to answer them visually. Then try it for yourself.

Step 1: Ask the core question	Step 2: Respond with a visual answer—a visual device
<p><b>1 WHERE?</b></p> <ul style="list-style-type: none"> <li>• Where are my needle-nose pliers?</li> <li>• Where are my materials?</li> <li>• Where are today's work orders?</li> <li>• Where are those ECNs?</li> <li>• <b>Where should I set up the cable spool?</b></li> </ul>	<p><b>THE VISUAL WHERE</b></p>  <p><b>Question:</b> Where do I place the next cable spool for a quick spool changeover?</p> <p><b>Answer/The Visual Where:</b> Operators in this cabling factory used yellow floor tape to designate a spot for the next spool. Then used white tape to map exact locations for the two blue jack stands. Then they used yellow tape vertically, to align Spool 2 with Spool 1.</p> <p><small>Photo courtesy of Gwendolyn Galsworth</small></p>
<p><b>2 WHAT?</b></p> <ul style="list-style-type: none"> <li>• What job do I do next?</li> <li>• What are this job's quality specs?</li> <li>• What material do I use?</li> <li>• What are the steps in this assembly?</li> <li>• <b>What do I do if there's a toxic spill?</b></li> </ul>	<p><b>THE VISUAL WHAT</b></p>  <p><b>Question:</b> What do I do if there is a toxic spill?</p> <p><b>Answer/The Visual What:</b> Here is the seven-step procedure for handling toxic spills—big, bold, and handy, printed using a DuraLabel 9000 large-format printer.</p>
<p><b>3 WHEN</b></p> <ul style="list-style-type: none"> <li>• When is this order due?</li> <li>• When do I put this material into heat treat?</li> <li>• When will the quality tech get here?</li> <li>• When is the next training session?</li> <li>• <b>When is the next mail pick up?</b></li> </ul>	<p><b>THE VISUAL WHEN</b></p>  <p><b>Question:</b> When is the next mail pick-up?</p> <p><b>Answer/The Visual When:</b> This handy notice, with a bright red arrow that moves up and down, uses a magnetic label to tell us exactly when. This makes it easy to accurately communicate the time of the next pick-up, without speaking a word.</p>

<sup>3</sup>Galsworth, Gwendolyn. *Work That Makes Sense/Operator-Led Visuality*, Visual-Learn® Enterprise Press, Portland, OR, 2011.

<p>Step 1: Ask the core question</p>	<p>Step 2: Respond with a visual answer—a visual device</p>
<p><b>4 WHO?</b></p> <ul style="list-style-type: none"> <li>Who is in charge of motor production?</li> <li>Who is picking up the MRO cart?</li> <li>Who is my supervisor on this shift?</li> <li>Who do I ask about this problem?</li> <li><b>Who has my tool?</b></li> </ul>	<p><b>THE VISUAL WHO</b></p>  <p><b>Question:</b> Who has my tool?</p> <p><b>Answer/The Visual Who:</b> Because you left your name tag on the hook for the wrench, Joe, I know you have it. I'll be needing it when you are done.</p>
<p><b>5 HOW MANY/HOW MUCH/HOW LONG?</b></p> <ul style="list-style-type: none"> <li>How many do I have to make?</li> <li>How many are needed?</li> <li>How long does this need to cure?</li> <li>How much sand do I use in this mix?</li> <li><b>How many units go in this box?</b></li> </ul>	<p><b>THE VISUAL HOW MANY/HOW LONG</b></p>  <p><b>Question:</b> How many empty spools do we need before we send them back?</p> <p><b>Answer/The Visual How Many:</b> This area sends empty spools back to the supplier in lots of 75. This border is sized to contain exactly that number so that the answer to "how many" is instantly apparent.</p>
<p><b>6 HOW?</b></p> <ul style="list-style-type: none"> <li>How do I wrap a wiring harness?</li> <li>How do I install this bracket?</li> <li>How do I complete this report?</li> <li>How do I change over this machine?</li> <li><b>How do I assemble the cartridge?</b></li> </ul>	<p><b>THE VISUAL HOW</b></p>  <p><b>Question:</b> How do I correctly assemble the cartridge?</p> <p><b>Answer/Visual How:</b> This visual standard shows you, at-a-glance, the correct way to assemble the cartridge. The photos tell the story, aided by the circles and insets that give you detail.</p>

Take a closer look at these examples and you will see that these answers represent the details of your technical and procedural standards—details that are often missing from the workplace or hard to find.

When you make answers visual, you not only take the first step in documenting your standards, but also make them part of your workplace—creating a gigantic adherence mechanism that ensures work is always done the right way.



Once you've come up with visual answers to the core questions, you'll need the right tools to help you make those visual devices part of your workplace. Graphic Products offers an extensive array of PathFinder floor tape to improve workflow; DuraLabel shadow board vinyl to help organize your tools; and label and sign printers to help identify what things are and where they go by creating addresses (a type of label that not only identifies where an item goes, but also draws attention to other important information).

Create highly visible addresses with DuraLabel Toro, using Premium Vinyl label stock. With a variety of colors to choose from, it's perfect for identifying tools and supplies; creating labels and signs; as well as color-coding items for quick retrieval.

# GETTING STARTED USING THE TEN DOORWAYS

You can begin building your complete visual workplace through almost any organizational function. Galsworth identifies ten and calls them the Ten Doorways into a Visual Workplace.

Let's look at four doorways and see how they contribute to a workplace that speaks.

- Doorway 1: Use 5S to empower operators and achieve the visual where.
- Doorway 2: Teach supervisors and engineers why and how to develop visual standards.
- Doorway 3: Empower supervisors to make their scheduling visual so they can control it.
- Doorway 6: Teach quality techs and engineers why and how to mistake-proof so they can teach others.

## Visuality Empowers 5S (Doorway 1)

Many companies begin their journey to a visual workplace on the value-add level with 5S. When associates learn how to make their 5S highly visual, you open Doorway 1—to what Galsworth calls *operator-led visuality*.

If you're familiar with 5S, you know it is a five-step process, each step beginning with the letter "S." Its purpose is to help your employees de-clutter and clean the workplace and put things in sustainable order. 5S is popularly translated as follows (though Galsworth translates the steps differently):

- **Sort** - Remove unnecessary tools, supplies, and material that gets in the way of the actual work.
- **Set in Order** - Organize the area and everything in it to improve the quality and flow of work.
- **Shine** - Clean the area and all items in it, restoring things to their like-new condition.
- **Standardize** - Put rules in place so 5S is applied uniformly and regularly.
- **Sustain** - Develop ways to ensure that each 5S step becomes a daily habit.

As Galsworth sees it, 5S is fundamentally about installing the visual answer to the *where* question through borders

### Did you know?

There are 19 distinct types of borders, each mapping work and work content into operations in a defined and highly-visual way.

Teach your workforce the principles and practices of operator-led visuality through Galsworth's online Work that Makes Sense training system.

Visit: [VisualWorkplace.com](http://VisualWorkplace.com)



Always have the right tool for the job—organize and identify tools so that operators can find what they need for maintenance.

and addresses for all workplace items. This enables your employees to find anything they need at work, quickly, confidently, and at-a-glance.

While important, you can make 5S much more effective by pairing it with the visual workplace. At the start, for example, we may be satisfied by putting vinyl tape and labels in place to mark what things are and where they go. But when we realize the power of visuality, we understand we can do much more. Labeling where something goes is not the same as making a powerful visual address.

Example A shows a typical 5S label—in this case for chemotherapy medicine. But the names of these medicines are complicated; mix-ups can happen. Example B tackles this by making the address much more visual. The most important information—CIS—is larger and highlighted with a green background. Now we can quickly and accurately identify the difference between these drugs, avoid costly mistakes, and protect patients.

### A. Visual



### B. Visual PLUS



Photo courtesy of Gwendolyn Galsworth

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## GETTING STARTED USING THE TEN DOORWAYS



Floor marking, a key component of the visual workplace, establishes clear boundaries around powered machines, points out pedestrian paths, warns workers of hazardous areas, and more.

Get the tools you need to empower 5S using visual solutions. Graphic Products' extensive array of PathFinder floor tape will help you create a place for everything, using powerful borders. Whether you're color-coding for product flow or need high visibility to improve safety, Graphic Products has you covered.

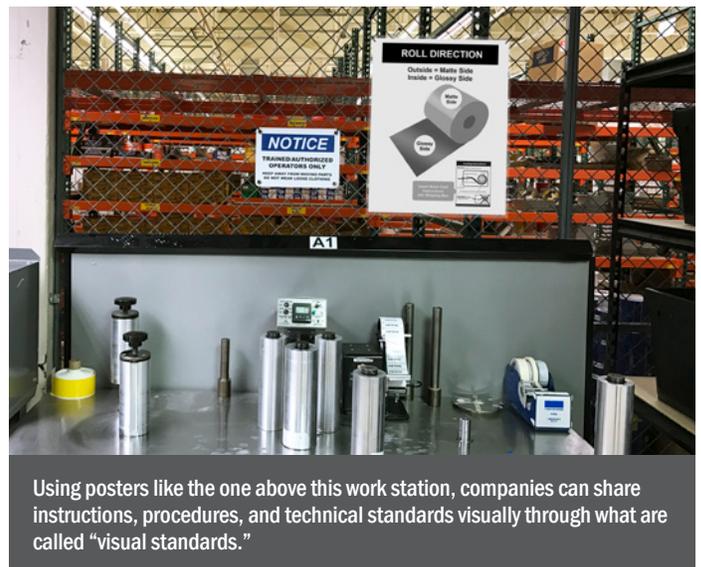
Keep your visual standards safe by laminating them with Rhino cold laminator. Quickly laminate instructions, whether they're 8.5 by 11 inches or large posters. There's almost no setup time and no electricity required. Just set the item you need laminated in Rhino and turn the hand crank.

### Visuality Empowers Quality Through Visual Standards (Doorway 2)

When defects occur, many companies schedule more inspections and more training—but often with limited benefit. Then they learn about visuality and realize that *getting visual about quality* is an easy and effective next step.

For example, supervisors and engineers learn to share procedural and technical standards through what Galsworth calls visual standards. This is the work of Doorway 2. Visual standards help newcomers learn their jobs as veteran employees share their knowledge and know-how, at-a-glance, in a long-lasting format.

Create large, highly visible visual standards using Echo poster printer by Graphic Products. Quickly print new instructions or enlarge existing instructions with the built-in enlarger.



Using posters like the one above this work station, companies can share instructions, procedures, and technical standards visually through what are called “visual standards.”

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## GETTING STARTED USING THE TEN DOORWAYS



This visual board lets us see the work orders underway and where each order is in the production process.



Visual guarantees, such as this magnetic handle that acts as a template for label alignment, ensure that workers perform the correct action (or prevent them from taking the wrong action)—all without words.

### Visuality Empowers Supervisors (Doorway 3)

Frequently, supervisors are asked to organize logistics, monitor performance, and expedite orders with only pen and paper and access to a computer to help them. You can change all that by teaching your supervisors why and how to use visual scheduling and visual display boards to help them plan, track, and troubleshoot daily production.

Add visual measurement boards and your supervisors can then learn to drive key performance outcomes. The power of visual solutions also helps supervisors and managers communicate company objectives to their teams and adhere to important daily management practices.

Take your scheduling and visual boards to the next level with DuraLabel's Magnetic labeling supply by Graphic Products. Create dynamic boards where you can move

information around or even change it with minimal effort. Using the DuraLabel PRO 300, you can print clean, powerful magnetic visuals that can be easily read and rearranged. As projects change, you can quickly tailor your visual board so it provides the greatest benefit. With a selection of colors to choose from, you can color-code departments, product lines, shipping priority, and much more—enabling supervisors to identify the most important information at-a-glance.

### Visuality Empowers Quality Through Visual Guarantees (Doorway 6)

There's more that we can do to use visuality to control, even ensure, quality outcomes. Doorway 6 focuses on mistake-proofing or poka-yoke devices. Galsworth calls them *visual guarantees* because these devices either make you do the right thing or prevent you from doing the wrong thing, both without speaking a word.

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# BENEFITS OF THE VISUAL WORKPLACE

Visuality is a language that every employee, on every organizational level, can learn to “speak” for benefits that are long-lasting and company-wide. Here are results from several companies that implemented Galsworth’s Ten-Doorway model.

## Financial Benefits: Your War on Waste

Implementing a visual workplace is an essential part of your war on waste.

In a visual workplace, complete, timely, and accurate information is at our finger tips in the form of visual solutions. These solutions attack all forms of waste: waiting, material handling, motion<sup>4</sup>, defects, inventory, floor usage, downtime, and rework.

District 8368 of Sears Roebucks Home Products Division, for example, sent nearly 350 repair trucks out on the road every work day across a two-state area. Before it decided to go visual, the district ranked 47 in a field of 67 districts in terms of revenues, customer satisfaction, number of successful repairs, re-schedules, and cancellations. Two years after its visual workplace launch, the district was in first place.

Another enterprise, an assembly company outside Boston, tracked the following set of results in the first year it deployed operator-led visuality:

-  **15%-30% increase in productivity**
-  **70% reduction in waiting**
-  **70% reduction in material handling**
-  **54% reduction in walking**
-  **96% improvement in quality**
-  **68% reduction in storage requirements (inventory)**
-  **60% reduction of floor space requirements**

A third example comes from a Canadian company that specializes in low-volume/high-complexity manufacturing. In its first year of visuality, the company *removed over 30,000 hours of waste across 200 employees* with no loss of employment. This proud enterprise then replicated that success across its other four sites.

These results are typical, not exceptional, in companies that effectively implement visual workplace technologies across the enterprise—from hourly employees to supervisors and managers, in engineering and other non-production areas, in the field, and in the board room. The result is a workplace populated by thousands of visual devices, invented by a workforce that knows how to think visually.

## Visual and Lean are Partners

"Lean and the visual workplace are two powerful improvement systems, designed to improve work processes, make work easier, and reduce costs. *Lean*, as a method, seeks to simplify and standardize work content, reduce cycle time, shrink the operational footprint, and minimize in-process inventory in every aspect of a business—whether on the production floor, in the field, or in offices.

"Visuality plays a powerful role on your journey to operational excellence—whether you have not yet started lean or have already achieved many lean outcomes."

— G. Glasworth

For more, see [Graphic Products Guides on Lean and TPM](#). Visit [GraphicProducts.com/lean-manufacturing](http://GraphicProducts.com/lean-manufacturing)



<sup>4</sup>Motion (moving without working) is the term that Dr. Galsworth uses as the anchor metric for quantifying the extent to which visuality is needed in a given work area or across a company.

## BENEFITS OF THE VISUAL WORKPLACE

### Cultural Benefits: A Workforce of Visual Thinkers

While the financial benefits are enormous, workplace visibility also transforms your company's work culture in ways that are equally powerful and measurable.

The fact is, visual workplace technologies are designed to help you build a spirited and engaged workforce if you do not yet have one—or strengthen it if one is already in place.

How does the visual workplace do that?<sup>5</sup>

1. Visuality puts an end to struggle. Study after study finds that people go to work to succeed. Employees want to contribute. However, the same employees can become frustrated, even de-moralized, by day-to-day struggles that keep them from that. The clear majority of these struggles are caused by information that is either incomplete, inaccurate, or not there at all (information deficits). When employees learn to replace those deficits with visual devices, they minimize or even eliminate daily struggle.
2. Because information deficits are—by definition—"not there," your workforce is trained to discover and isolate missing answers by identifying their footprint. Dr. Galsworth calls this footprint *motion (moving without working)*. While space in this guide does not allow for an in-depth discussion, when your employees learn to use motion to identify info deficits and then eliminate them through solutions that are visual, they become scientists of motion.
3. As employees gain control of their corner of the world through visual solutions, a remarkable thing happens. The information people turn into visual devices automatically gets shared with others in their work area—as well as with employees who visit the department but work elsewhere. Visual devices "speak" to everyone.



A spirited and engaged workforce of visual thinkers generates high levels of visual inventions. The red apron on the right is a type of tool belt, only for the parts you see strapped on the blue platform, color-coded to task, with a complete address on each pocket. This is also an example of another powerful principle: Store things, not air.

As their number grows, these devices clarify and give feedback on performance, goals, and outcomes within each department and across the scope of operations. Galsworth calls this *operational transparency*, the key to work culture alignment and your ability to drive tactical and strategic outcomes through people.

**ALIGNED  
WORK  
CULTURE**

1. Removes struggle by removing information deficits

2. Provides a process for individual and team inventiveness

3. Creates connectivity within and across work areas

**Spirited  
and engaged  
workforce**

<sup>5</sup>See Galsworth's book, *Work That Makes Sense*, for more on these outcomes.

# YOU CAN START TODAY

It is all but impossible to produce the required financial results or a spirited and engaged workforce when nothing flows, and even the smallest effort to complete our work is a struggle.

The visual workplace replaces missing information with permanent answers, at the point-of-use, through visual devices. The result? Employees can do their work safely, completely, correctly, and on time because they are surrounded by visual solutions that become partners in this.

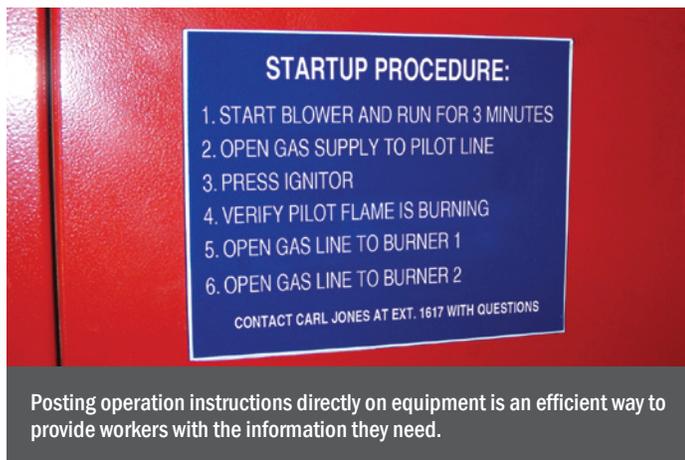
Your employees become visual thinkers—capable, willing, and skilled inventors of visual solutions. Everyone knows what they need to know, at-a-glance, because they have given the workplace a voice through visual devices.

Whether you have already begun your journey to operational excellence, are stalled, or have not yet begun, the technologies of the visual workplace provide a powerful partner in improving profit, reducing cost, assuring safety, guaranteeing quality, and building an aligned and engaged work culture.

## Get the Knowledge

Interested in learning more about the visual workplace and how you can fully implement it in your workplace? Contact Dr. Galsworth and the Visual Thinking Team at [VisualWorkplace.com](http://VisualWorkplace.com) and get started by:

- Getting trained in visual workplace concepts, principles and practices.
- Helping your workforce, including supervisors and managers, learn how to drive the enterprise visually forward to breakthrough growth and stability.



“...the technologies of the visual workplace provide a powerful partner in



improving profit,



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and building an aligned and engaged work culture.”

## Get the Tools

Get off to the right start with tools that will help you create enduring visual solutions. Create clear, impactful messages that can't help but be noticed using DuraLabel printers and supplies, as well as powerful borders using PathFinder floor tape. Some common applications include:

- Posting labels and signs with operation and maintenance information on or next to equipment, so workers will always have the information they need most.
- Using magnetic labels to strengthen visual and scheduling boards so they can keep up with projects as they move to completion.
- Using labels to create powerful addresses that do more than help things get back to where they belong—reducing errors, improving safety, and increasing efficiency.
- Color-coding tools and supplies to help workers identify items with a simple glance, reducing errors and helping items get back to their proper place.
- Using PathFinder floor tape to create powerful borders that identify where things go, how many items belong in an area, when orders are ready to ship, and much more. Add clarity by color-coding your borders to convey the most information possible and accurately.

See what workplace visuality can do for you!

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