

THE WTMS ONLINE TRAINING AND IMPLEMENTATION SYSTEM

The *Work That Makes Sense System (WTMS)*—based on Dr. Galsworth's Shingo Prize-winning book of the same name—is a complete package of materials for training and implementing operator-led visibility, no matter the venue: factories, utilities, mining, offices, government agencies or health care.



The heart of the WTMS System is a series of on-demand instructional modules—narrated by Gwendolyn

Galsworth—that demonstrate what a visual workplace is, why it's important, and how operators can create a fully-functioning visual work area of their own, using WTMS principles, practices, methods, and tools. Operator-led visibility is a *system of thinking* first, then a system of doing.

Each module is about one-hour in length, divided into learning segments of about 10 minutes, with each segment precisely available through our built-in navigation software. In that way, you can pick and choose the segments most relevant to your company or simply present all of them.

In addition to the twelve operator-based modules, your system includes three special behind-the-scenes management modules for planning and preparing a successful WTMS launch—and, once underway, for maintaining and troubleshooting the process. Also included is the *WTMS Resource Folio*, a treasure trove of exercises, handouts, hit lists, checklists, and other templates you can customize for your company—as well as other tools to support your implementation success.

Based on her 30+ years of research and visual workplace implementations, Gwendolyn Galsworth created this system using the exact same designs and materials she utilizes with her own clients.

Containing over 900 actual visual solutions, your online WTMS Implementation System is designed for training large groups at the touch of the remote—and has set the field standard for excellence in training and deploying visibility at a fraction of the cost of having Galsworth herself on site.

A thumbnail description of each WTMS module follows.

12 OPERATOR-FOCUSED TRAINING MODULES

WTMS OPERATOR MODULE 1

THE BASICS OF WORKPLACE VISUALITY

In this first operator module, Dr. Galsworth defines what a visual workplace is and why it is so important to operational excellence. As part of this, she presents dozens of visual solutions from the community and the workplace that help operators understand and appreciate the power of visuality to stabilize and connect.



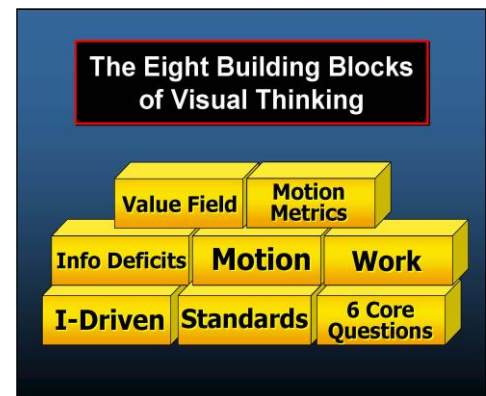
Galsworth draws your employees into a new understanding of reducing waste through visuality—inspiring them to create their own imbedded system of visual performance. Through a vivid discussion with lots of good humor, your employees begin to see how the visual devices they invent can translate the vital information they need in their daily work into their own exact behavior. The process of visual thinking has begun.

WTMS OPERATOR MODULE 2

THE BUILDING BLOCKS OF VISUAL THINKING

In this second module, your group learns about—and applies—the eight elements (or building blocks) of how to think about and solve problems using the tools of visual thinking.

The first is *I-driven*, a core principle that recognizes that when workplace information is missing, individual performance suffers—and that adds up to collective trouble.

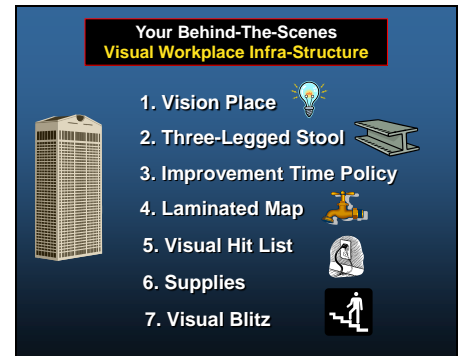


Galsworth then defines the remaining seven building blocks and anchors them with examples that teach and inspire: Standards, Six Core Questions, Information Deficits, Motion (moving without working), Work, Value Field, and Motion Metrics. These form the foundation of creating powerful visual devices that minimize or even eliminate information deficits at work—missing answers. As a result, operators learn to dramatically reduce risk, struggle, and mistakes through visuality. The benefits go straight to the bottom line.

WTMS OPERATOR MODULE 3

YOUR IMPLEMENTATION TOOL BOX

In WTMS Module 3, the learning targets a set of tools that help the visual conversion of a work area get off to a strong start. First, Galsworth explains the three main outcomes of all visual improvement. Then your group learns about seven keys tools that keep the improvement focus tight as the work area improves: your Vision Place, 3-Legged Stool, Improvement Time Policy, Laminated Map, Visual Hit List, Visual Workplace Supplies, and the Visual Blitz. Each tool is described in detail, with plenty of exercises and hands-on opportunity to put these tools into practice right away.



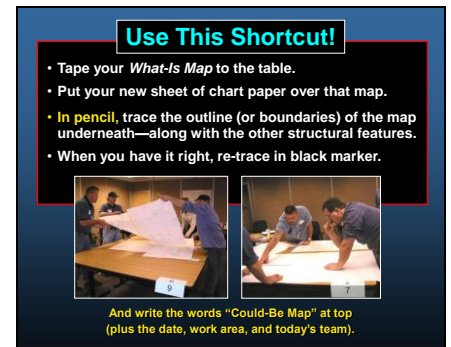
WTMS OPERATOR MODULE 4

SMART PLACEMENT: THE PROBLEM/FORMULA/WHAT-IS MAP

The next Operator Module begins the discussion of *Smart Placement*, an indispensable process that prepares the work area for the Visual Where. This training segment spans four modules.

In this one, we study un-smart placement: the unplanned location of work function and how that triggers many hidden problems and a ton of motion/moving without working. Dr. Galsworth then explains the core smart placement formula for finding smart—and un-smart—placement: *Function + Location = Flow*.

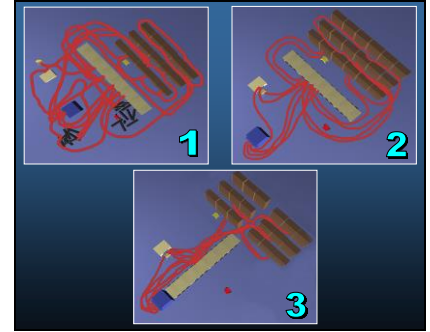
Next she walks through a company case study that demonstrates the struggle caused by the casual or illogical placement of function. Your group then develops the first of two maps—*The What-Is Map*—in order to see the current level of motion in their work area, triggered by un-smart placement.



WTMS OPERATOR MODULE 5

SMART PLACEMENT: THE LOGIC & PREPARING FOR THE COULD-BE MAP

Operators continue to learn and apply Smart Placement in Module 5. First, they return to the case study and learn what happened when the case-study company applied smart placement principles and practices. Galsworth further un-nests the formula of "Function + Location = Flow."



Then your team learns about the *Four People Process Tools* that will help them to keep new ideas flowing and growing within each department—even in the face of resistance or indifference. With this in place, the group is ready to tackle the second of the two Smart Placement maps: *The Could-Be Map*—taught in the next module.

WTMS OPERATOR MODULE 6

SMART PLACEMENT: PRINCIPLES 1-7

In Module 6, operators develop *Could-Be Maps* of their own work areas (also called the *Dream Map*).

With that map on the table (and the *What-Is Map* on a nearby wall), operators apply the first seven of the fourteen principles of Smart Placement and learn how to speed up the flow of materials, people, and information into and through their cell by re-thinking the location of function.

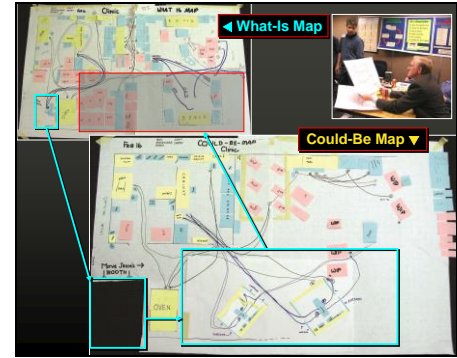


Using these first seven principles, they begin to locate function based on flow: at/near point-of-use, no drawers/no doors, put it on wheels, capture the full function, nothing on the floor/nothing on top. These are a sample of the principles that value-add associates learn and apply during this module. Exciting changes are on their way.

WTMS OPERATOR MODULE 7

SMART PLACEMENT: PRINCIPLES 8-14

In this, the fourth and final Smart Placement module, your group learns and applies the remaining seven principles. Their Could-Be Maps are the laboratory—but this time they focus on the larger, more abstract issues of flow: major and minor sorts, store things not air, use the existing architecture, design-to-task, double the function, and let the flow do the work. These powerful principles attack the motion in the un-smart location of function. When ready, teams present their thinking to management for appreciation and, as needed, authorization. Between this module and the next, the way is paved for actual changes to the existing layout of work. The result: improved safety, speed, quality, and timeliness.



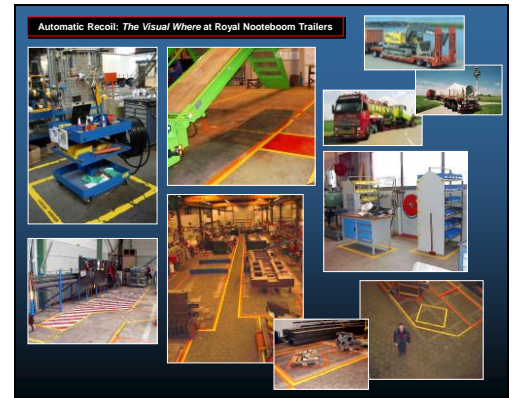
WTMS OPERATOR MODULE 8

THE VISUAL WHERE: BORDERS

Now that operators have improved the current location of function in their area through Smart Placement principles, they are ready to “nail” those locations in place by imbedding *the visual where*. That process begins with borders, the focus of this module.

In it, we learn what borders are, how they work, and why Dr. Galsworth considers them the single most important element in achieving visual order—order you can see/order that functions.

When operators commit to applying borders as a regular and required part of their visual conversion, they not only lay down the pattern of work but begin to learn and master a visual, visible operational vocabulary. The more specific the application, the more borders imbed performance and become a part of a natural communication link within and between departments.



WTMS OPERATOR MODULE 9

THE VISUAL WHERE: ADDRESSES & ID LABELS

Now Dr. Galsworth presents the two operational partners of the border function: addresses and ID labels—what they are, how they work, and their powerful impact on motion.

Too often, addresses are overlooked or merely given lip service. Inaccurate, unreadable, incomplete, or weak, they trigger more motion, not less. It is not enough to hang a "parts storage" sign and expect people to figure out the rest.

In WTMS Module 9, operators study dozens of excellent, even brilliant, addresses—some highly specific, others very general. Same with ID labels. They learn that the absence of either can result in accidents, mix-ups, defects, long lead time—and a ton of struggle. As the module ends, operators begin to implement addresses and ID labels in their own work areas.



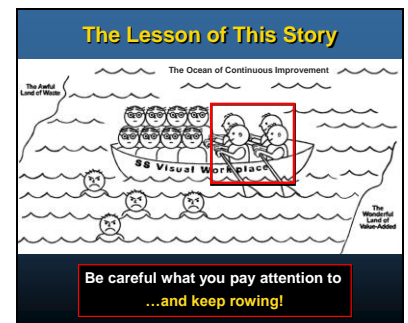
WTMS OPERATOR MODULE 10

INERTIA-RESISTANCE & VISUAL MINI-SYSTEMS

Module 9 has two parts. First your team learns the important difference between inertia and resistance in a visual conversion—and listens to Dr. Galsworth's telling of *The Parable of the Rowers*.

Then they study visual mini-systems: clusters of visual devices that work together to promote a single performance outcome. They learn what mini-systems are, why they are important, and how to use their tight operational focus to remove more struggle (more motion) from day-to-day work.

Visual mini-systems are a major way to widen visual information-sharing at work. At the close of the module, operators are ready to begin to implement mini-systems of their own.

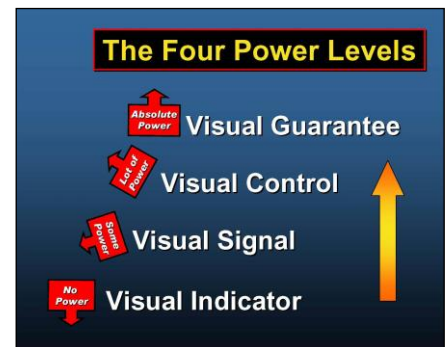


WTMS OPERATOR MODULE 11A

FOUR POWER LEVELS OF VISUAL DEVICES (INDICATORS + SIGNALS)

Visual solutions exist on different levels of power. As a result, operators can learn to upgrade their own visual solutions to make them more precise, reliable, and powerful in ensuring that what is supposed to happen—does happen.

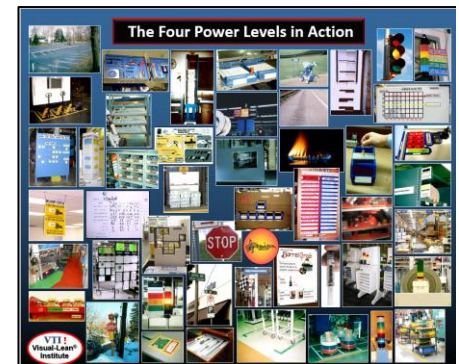
The final WTMS topic is called the *Four Power Levels of Visual Devices* and is covered in this module and the next. This module, which contains dozens of visual devices, targets visual indicators (which have no power at all) and visual signals (which have some power). When your team understands the difference, they can make their visual solutions even more effective.



WTMS OPERATOR MODULE 11B

FOUR POWER LEVELS OF VISUAL DEVICES (CONTROLS + GUARANTEES)

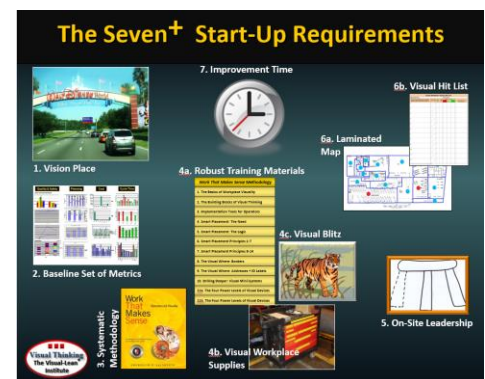
In this module, your group learns more about the science of adherence and how to make their visual devices more powerful. The focus is first visual controls, where structure forces or limits human and machine behavior. Supported by more than a dozen examples, your associates learn the secret of pull systems and controlling material consumption. Then they move on to visual guarantees or poka-yoke devices. A number of examples clearly show how these devices are in a class of their own. The boundaries of visual thinking are expanded and the benefits go straight to the bottom line.



3 MANAGEMENT-FOCUSED TRAINING MODULES

MANAGEMENT MODULE 1: SEVEN START UP REQUIREMENTS

Every successful improvement implementation requires preparation—including WTMS. In this module, you learn how to prepare for your WTMS success—from holding a clear picture of the outcome you seek (your Vision Place) to understanding which metrics help you measure your progress (Baseline Metrics). Plus: a) your accountability structure (3-Legged Stool), b) how to find and keep focus (Laminated Map), and c) how to liberate time (Improvement Time Policy). Your WTMS success and its sustainment starts here.



MANAGEMENT MODULE 2: GETTING READY TO BLITZ

The real test of knowledge is in its application: What are the results in terms of an improved work culture and the bottom line. WTMS uses a special blitz formula (called the *Visual Blitz*) for making sure that improvement happens and spreads.

In this management module, your in-house trainers and coaches pass the baton. They use this module to teach area supervisors how to organize, conduct, support, and coach effective Visual Blitzes in their own work areas. Their ability to conduct effective visual blitzes is an indispensable part of what will make your company's visual conversion a success.



MANAGEMENT MODULE 3: COLOR-CODE SYSTEM OF BORDERS

Your system of floor borders is the bedrock of the *visual where* (taught to your operators in WTMS Modules 8, 9, and 10). The effectiveness of your borders greatly increases when you add a rational color-coding protocol.

Color-coded boards do not happen by accident but result instead by applying the logic of visibility first. Using the step-by-step process mapped out in this module, a small team of managers, maintenance staff, planners, and supervisors learn about the 19 types of borders and develop a powerful color-code system that makes your operational system even more effective. If you already have a color-coded system in place, use this process to vet and verify it.



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