

Paper Doll Layout: Smart Placement Thinking/Real Time-Real Size



Three of the many companies which Dr. Galsworth has trained, coached, and supported as they underwent a visual conversion are Harris Corp. (Quincy, Illinois), Denison Hydraulics (Marysville, Ohio), and Seton Name Plate (Branford, Connecticut).

Watch and listen as employees from these three companies share their comments, stories, and insights about the *Laminated Map* and how it was used in their company.

COMMENTS BY GWENDOLYN GALSWORTH

Smart Placement is a step in operator-led visibility, the *Work That Makes Sense* methodology. It's purpose to make us question test and verify (or change) the location of function for things small—and very large. Applying the 14 Smart Placement principles make that very specific and oh so practical.

If smart placement plans include changing the larger flow in an area, I strongly recommend that the associates working in that area undertake a *Paper Doll Layout*. The process is easy once you identify a vacated space (noted below) that can accommodate the thinking.

First, make full-size cardboard cutouts of all floor items (benches, machines, WIP, cabinets, chairs, etc.) in as close to their actual size and shape as possible. Then lay out the cardboard pieces in a large, vacated space—for example, a section of a parking lot (weather permitting), an unused area in the warehouse, or even the cafeteria when not in use.

The whole idea is for people to check out their thinking in real-time and real-size. In that way, they can discover for themselves if they have over-estimated or under-estimated, for example, the distance between value fields, the direction and complexity of the flow—or got it just right. There are many elements to consider.

The paper doll layout allows people to validate their Could-Be Map (sometimes called the “Dream Map”)—and edit it on the spot. Supervisors can definitely lend a hand as long as the event remains I-driven (aka, operator-led).

FOR MORE:

- Read Dr. Galsworth's Shingo award-winning [books](#), *Visual Workplace/Visual Thinking* and *Work That Makes Sense*, available on our website.
- Search “i-driven” and “self-leadership” in the Articles and Radio pages on our website.
- Visit our website and learn about our visual workplace products and services, including seminars and training that we deliver online and onsite.
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