

Management Champion: We're Going to Do This



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 companies share their comments, stories, and insights about the *Laminated Map* and how it was used in their company.

COMMENTS BY GWENDOLYN GALSWORDH

Visual conversions do not happen overnight or by accident, not if gains are to be sustainable. Your company will need a compact team of high-functioning, emotionally sturdy individuals to lead, coach, and support your visual transformation. These individuals mostly work behind-the-scenes to plan, support, assess, and troubleshoot the rollout before and during the conversion process. They are responsible for the progress of the rollout, in terms of work culture and the bottom line. I call this team the 3-Legged Stool—each leg represents a different person or group willing and qualified to be held accountable for some aspect of the visual conversion and its success. They work together to support the seat of the stool—the targeted areas. The three legs are: the Visual Workplace Champion, Coordinator, and Steering Team. (Change these names to better suit your company).

- **Leg 1:** The Visual Workplace Management Champion is the sponsor of the visual initiative—the person who authorized it and signed off on the resources (dollars, time, and people) needed to support the change. In a union shop, the champion often works hand-in-hand with union leadership. In addition to resourcing the visual conversion, he or she visibly supports the process, providing it with regular top management feedback, and going to bat for the implementation if the need arises. Once the process hits its stride, the Champion's supporting role is largely behind-the-scenes.



FOR MORE:

- Read Dr. Galsworth's Shingo award-winning [books](#), *Visual Workplace/Visual Thinking* and *Work That Makes Sense*, available on our website.
- Search "champion," "infrastructure," and "3-Legged Stool" in our Articles and Radio web pages.
- Visit our website and learn about our visual workplace products and services, including seminars and training that we deliver online and onsite.
- Find on our [Articles Page](#) over 100 one-page articles by Dr. Galsworth.
- Find on our [Radio Page](#) over 60 of more than 200 podcasts that Dr. Galsworth has made.
- Call us at: +1-503-233-1784
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