

**PROPOSAL FOR PHASE 1:
VISUAL WORKPLACE ONSITE SERVICES**

SAMPLE

VISUAL THINKING INC. & THE VISUAL-LEAN® INSTITUTE

1.0. BACKGROUND: VISUAL THINKING INC. & GWENDOLYN GALSWORTH



For over 30 years, Visual Thinking Inc. (VTI) and its founder/president, Dr. Gwendolyn Galsworth, have been in the business of assisting companies, large and small, to implement visual workplace technologies as a means of achieving and sustaining: (1) precision performance with trackable bottom-line results, (2) an empowered workforce, and (3) strategic alignment within and across the enterprise.

Here’s how Dr. Galsworth defines a visual workplace:

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.

VTI has developed a robust array of visual workplace technologies and successfully implemented them in companies all over the United States and abroad. We now offer them on-site, on-demand, and through the Visual-Learn® Institute, our educational arm. The Institute’s curriculum of nine core visual workplace methods is shown on the right. We train and certify in-house trainers in all of them.

With the publication of Dr. Galsworth’s award-winning books, *Visual Workplace-Visual Thinking* and *Work That Makes Sense*, VTI set the field standard for excellence in defining what a visual workplace is and how to achieve it through people in any and all work settings: automotive, aerospace, electronics, semi-conductors, offices, hospitals, medical/bio-medical devices, chemical and food processing—and in high-complexity/low-volume work venues such as research laboratories and military depots.

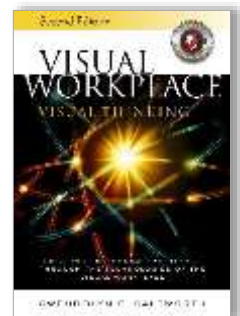
Her next book, *The I of the Leader*, focuses on the principles and practices of visual leadership as an area of distinct contribution for managers, supervisors, and executives. (See Attachment A for Galsworth’s bio.)

Visual Thinking & The Visual-Learn® Institute Curriculum		
Course Number	Course Title	
Course 1	Visual Workplace-Visual Thinking Briefing + Pre-Launch Planning	
Course 2	Visual Order-Visual Inventiveness Implementation Suite	
Course 3	Work That Makes Sense: Operator-Led Visuality	
Course 4	Becoming a Leader of Improvement (1): New Role for Supervisors & Managers	Management by Sight: Visual Displays-Control Boards
Course 5	Visual Machine® Implementation Suite	Machine Lubrication: Visual & Effective
Course 6	Becoming a Leader of Improvement (2): Creating a Business Systems Template	Policy Deployment (X-Type Matrix) & The Operations Road Map
Course 7	Visual-Learn® Office Implementation Suite	
Course 8	Becoming a Leader of Improvement (3): Visual Metrics-Visual Results	The ScoreBoarding Process: Visual Process Solving/Visual Standard Setting
Course 9	Visual Adherence Visual Standards-Visual Controls	Achieving Zero Defects: Visual Guarantees (Poka-Yoke)

VISUAL-LEAN® INSTITUTE CURRICULUM

2.0. PHASE 1 SERVICES: SITE ASSESSMENT, VISUAL WORKPLACE/VISUAL THINKING SEMINAR & NEXT-STEPS PLANNING

For companies interested in learning more about how to strengthen operational excellence through *workplace visibility*, VTI delivers its flagship *Visual Workplace/Visual Thinking* seminar, based on the Shingo award-winning book of the same name. When this seminar is paired with a *Visual Site Assessment* and *Next Steps Planning Session*, we call it *Phase 1*—preparation for planning for a visual workplace conversion. Phase 1 typically spans 2.0 to 2.5 days of onsite services.



Phase 1 is designed to help you and your group of executives, managers, supervisors, trainers, and coaches:

- ❑ Better understand the impact of current levels of visual applications in your company;
- ❑ Appreciate the concepts, principles, and practices of the visual workplace and how these support individual, team, and company outcomes; and
- ❑ Envision vital next steps on your company’s journey to a visual enterprise.

A. VISUAL SITE SCAN. Whether by design or default, you can assess the current level of visual competency in almost every company simply by walking through its informational landscape—its operations—if you have cultivated the mind of a visual thinker. This is exactly what Dr. Galsworth does when she arrives at your site.



This scan usually takes two to three hours, depending on the size of your campus, and often includes questions about your current training approach and improvement journey to date—triumphs and challenges.

Dr. Galsworth prefers to conduct this scan on the morning of the first day (before the seminar), accompanied by only one or two persons. Please let us know if you prefer a different approach.

B. THE VISUAL THINKING SEMINAR. This seminar provides a conceptual understanding of the visual workplace, and overviews the methodology for implementing and sustaining *visuality* in operations, including in support functions. In addition to learning about the core visual principles and practices, your group will examine nearly one hundred visual solutions from workplaces in the United States and around the world. Galsworth’s *Ten-Doorway Model* is at the heart of the learning. We encourage you to consider inviting representation if yours is a union shop.



THE TEN-DOORWAY MODEL

PHASE 1 AGENDA OPTIONS

	DAY ONE		DAY TWO		DAY THREE
	(8:00-12:00)	(1:00-5:00)	(8:00-12:00)	(1:00-5:00)	(8:00-3:00)
OPTION A	Visual Workplace Site Scan (walk about, current implementation approach, training room check)	Visual Workplace Visual Thinking Seminar (Part 1 of 4)	<i>continues and concludes</i> (Part 2 of 4)	Hands-on Site Assessment or Site Case Studies (Part 3 of 4)	<i>continues and concludes</i> (Part 4 of 4)

SEMINAR CONTENT: The seminar spans one day and covers five modules.*

- *Module I: The Basics of Workplace Visuality*
- *Module II: Ways to Get There: Doorway One/Operator-Led Visuality*
- *Module III: Doorways 2 through 10/Layers of Visual Performance*
- *Module IV: Results/Financial and Cultural***
- *Module V: Visual Conversion Case Study/Royal Nooteboom Trailers***

* To improve learning absorption, we prefer to begin the seminar mid-day on day one. Single-day briefings (five hours) are also available. Please let us know of your interest. ** Time permitting.

1. **INSTRUCTOR.** Dr. Gwendolyn Galsworth
2. **ATTENDEES.** This seminar can handle groups of 15 to 120 participants and anywhere in between. It is scalable.
3. **MATERIALS.** Each seminar attendee receives a copy of the *Visual Thinking Participant Manual* (150 pages) for use during the seminar and as an on-going reference (at cost).
 - We encourage you to provide each attendee with a copy of Dr. Galsworth’s Shingo Prize-winning book, *Visual Workplace/Visual Thinking*, on which the seminar is based. Let us know of your interest.
 - We also recommend the distribution of Dr. Galsworth’s other Shingo award-winning book, *Work That Makes Sense: Operator-Led Visuality*. Above rates apply.
4. **LAYOUT & LOGISTICS.** We will send you a complete set-up packet once the agreement is in place. Let us know if you want to review a copy ahead of time.



C. FOLLOWING THE SEMINAR/YOU DECIDE. When the seminar concludes, the group focuses on one of two topics: a) visual case studies presented by three to four participating sites—with Galsworth providing feedback and next steps coaching; or b) a real-time visual site assessment of the Host Site (when the time comes, we will send you a Host Site Fact Site with full detail).



D. NEXT STEPS PLANNING. After the site assessment (or case studies) are complete, you can schedule a planning session during which a range of implementation considerations comes under discussion, including possible next steps. This can include the status of your improvement infrastructure, role of supervisors, how to decide where to begin, training and train-the-trainer options, pacing logistics for the site, time burden, and the like.

ATTENDEES. Typically, the group size for this segment is reduced to a select team of three to ten managers and improvement specialists. Please make your selection based on your own needs and goals. We request that attendees have participated in the Visual Thinking Seminar.

3.0. FEES AND OTHER CONSIDERATIONS

Kindly contact us with your interest. Once we understand your goals and anticipated group size, we will provide you with an exact quote.

Thank you!

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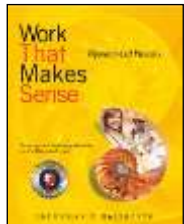
Dr. Galsworth's bio is on the next page.

Gwendolyn D. Galsworth, PhD, is president/founder of *Visual Thinking Inc.* and *The Visual-Lean Institute*® (collectively “VTI”). Dr. Galsworth formed her company in 1991 as a consulting, training, and research firm, specializing in the technologies of the visual workplace. Since then, she has focused on codifying the field of visuality into a single coherent framework of thinking and application.

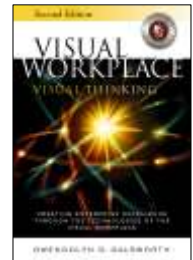


In 2005, Dr. Galsworth established the Visual-Lean® Institute where in-house trainers and external consultants are trained and licensed in nine core visual workplace courses—including in Operator-Led Visuality, Visual Machine®, Visual-Lean Office®, and Visual Leadership. In this way, they can train and implement these in their own companies (or with their clients) and achieve a fully-functioning visual enterprise and self-sufficiency in the process. VTI conducts train-the-trainer events in the United States, Europe, and Australia—and most recently in China (www.visualworkplace.com)

A former Baldrige and Shingo Prize Examiner, Dr. Galsworth helps 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 Nooteboom Trailers/Holland, Trailmobile/Canada, Parker Denison, Harris Corp, Rolls-Royce/UK, TVS Sundaram Clayton/India, Crompton Greaves/India, Sears Home Services, United Electric Controls, Crown Equipment/Mexico, and Wilson Transformer/Australia.



Dr. Galsworth is author of seven books, including *Work That Makes Sense: Operator-Led Visuality*. With over 500 full-color visual solutions, this book provides a step-by-step process that operators follow to convert their work areas to visuality that is sustainable. Galsworth’s book, *Visual Workplace-Visual Thinking*, provides a complete overview of visuality and her 10-Doorways model. Both books are winners of the prestigious Shingo Prize Research Award. Her first visual workplace book, *Visual Systems*, forms the basis of a 10-DVD training system (Spanish sub-titles).

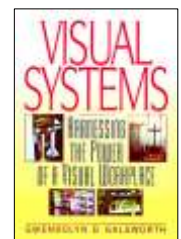


Dr. Galsworth and her team are continually developing new visual workplace/visual management products to assist you on your journey to workplace visuality. In 2013, VTI launched a new platform of eLearning systems —high-quality, on-demand training in a range of topics, including *Operator-Led Visuality/Work That Makes Sense* (English/Spanish) and, in collaboration with Dr. Martin Hinckley (author/*Make No Mistake*), *Mistake-Proofing for Engineers* and, separately, *for Operators* (English/Spanish).

Her recent book, *Smart Simple Design-Reloaded*, takes a hard look at the costs and challenges of product diversification and



how an understanding of true cost and smarter policy can minimize the negative impact of variety on the enterprise. The focus is on: 1) rooting out variety produced by negative triggers tied to internal causes; and 2) advancing positive variety—the kind pulled by the customer, the kind that sells. The *VEP: Variety Effectiveness Process* maps out a proven process for de-complicating the organization by simplifying product architecture and dismantling layers of imbedded complication that choke a company’s infrastructure and product design process. Once VEP is effectively applied, the need for both visual and lean is significantly less urgent.



All Galsworth’s books are available globally on Amazon in print and on Kindle.

Dr. Galsworth’s career in operational excellence began as the head of training and development at Productivity Inc. in the early 1980s. There 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 there, she was principal developer and implementer of *Visual Factory*, *TEIAN* (operator-led suggestion systems), and *Hoshin Kanri/X-Type Matrix Planning* (policy deployment). Later, she was a two-term Baldrige Examiner, a five-term Shingo Prize Examiner, and served as a senior fellow at the University of Dayton’s Center for Competitive Change.

Dr. Galsworth holds a Ph.D. from Indiana University, and has led study missions to some of the world’s finest companies, including in Japan. She is a frequent keynote speaker. Each week, she writes an article for The Visual Thinker, our e-newsletter. Each month some 70,000 listeners tune to Dr. Galsworth’s weekly radio show, *The Visual Workplace*. Master Class audio episodes are available from our website: www.visualworkplace.com. When not on-site with clients or teaching at the Institute, she can be found hiking or working on her next book.

Dr. Galsworth can be reached at 503-233-1784 or through our website. See Wikipedia for more. □