

Visual Workplace Steering Team: Associates Help Management & Their Co-Workers



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 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 3: The Visual Workplace Steering Team is formed about two to three months after the initial launch and is made up of an hourly volunteer from each area participating in the visual conversion. The exact names of Steering Team members depend on who volunteers. This team's mandate is to: a) stay in touch with how the implementation is unfolding within each area and across departments, b) look for ways to strengthen efforts, and c) recommend plant-wide standards and policies to the Management Champion so that visibility sinks deep roots in the enterprise and spreads. (Add a fourth leg to the stool if your company has its own in-house trainers to teach and support operator-led visibility.)



FOR MORE:

- Read Dr. Galsworth's Shingo award-winning [books](#), *Visual Workplace/Visual Thinking* and *Work That Makes Sense*, available on our website.
- Search "steering team," "infrastructure," "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.
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