

Visual management is the connection between people, project and data. It is where information is provided in a simple format that is easy to understand and available at the work place. It enables teams to view their performance and provide information on what they need to action and where they can improve. Fundamentally it involves three things:



Visual Displays

These are large central communication points focused around up-to-date team-specific information and continuous improvement activities. Displaying regularly reported information (weekly/monthly updates) to be displayed alongside more dynamic information (updated daily/weekly).



Stand-up Meetings

These are regular, mandatory meetings held in front of Visual Displays where teams can:

- Discuss work progress and commitments
- Review performance measures and improvement actions



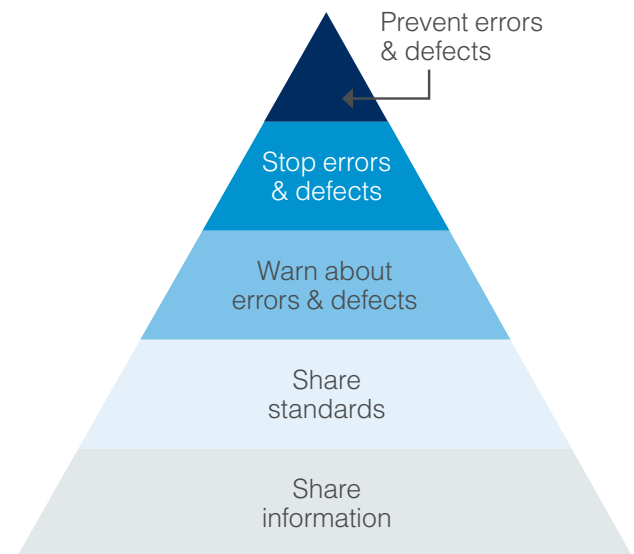
Performance Improvement

Is use of a structured approach to improving team performance using performance analysis (via Visual Displays) and improvement suggestions (via Stand-up Meetings).

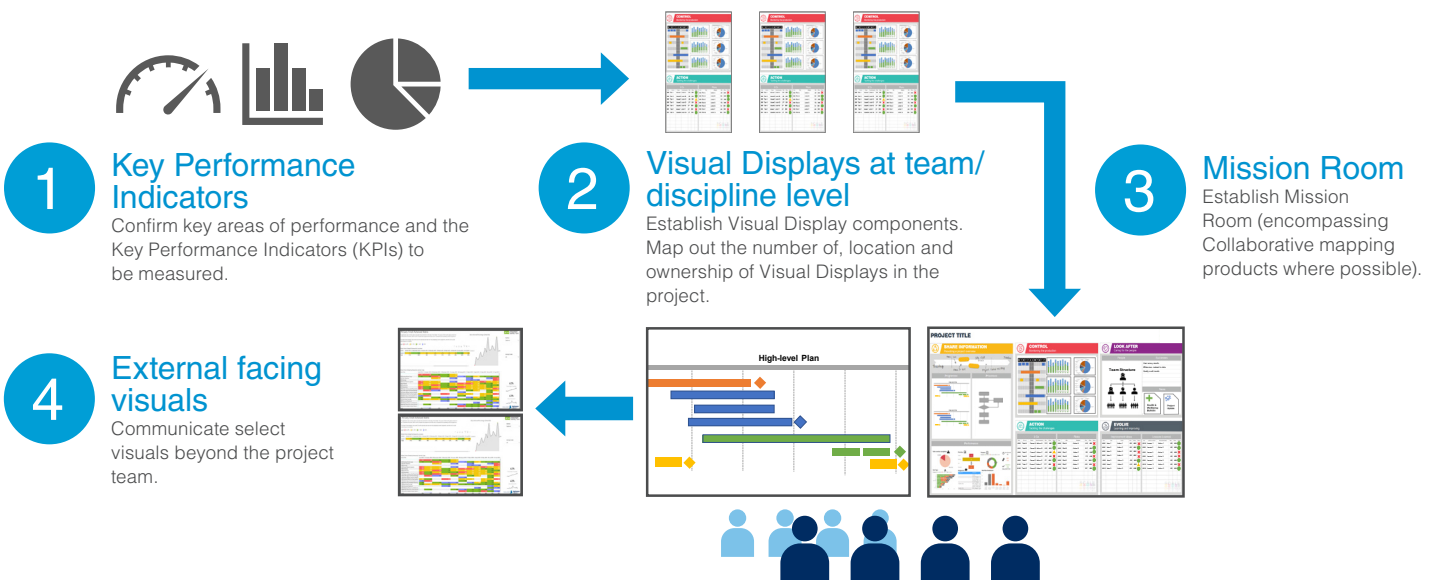
This Guide

is full of 'how-to' hints & tips for effective Lean Visual Management on your project. For further detail and templates check out the **Lean Visual Management minimum standard**.

Lean Visual Management Maturity Levels



Establishing a Lean Visual Management System



Visual Displays

The expected components of visual displays can be grouped in any suitable way, such as People, Performance & Continuous Improvement. Another example is the SCALE approach seen below.

What are they?
 Typically, **wall-mounted white boards** used in combination with magnetic or dry wipe boards.
Located as close to the place of work as possible and visible to all.

Control the work

- Plan Percent Complete (PPC)
- Reasons for non completion
- Lead / Lag measures

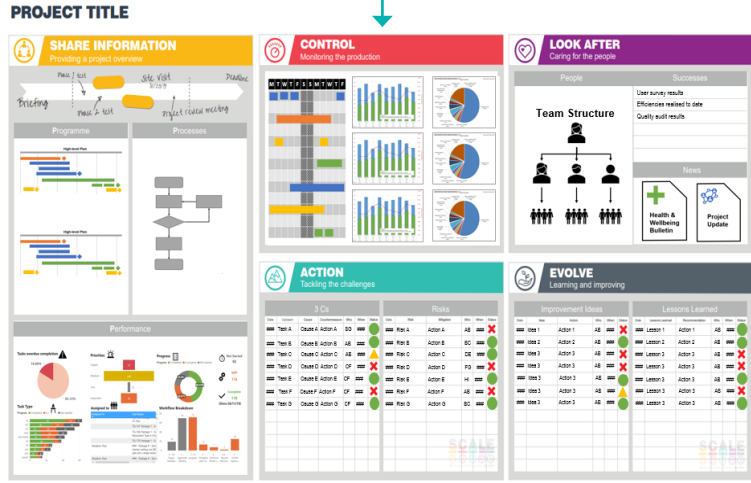
Understand Programme, Process & Performance

- Key Milestones
- High-level Plans
- Processes
- KPIs

Act on information

- 3Cs Board (Concern, Cause, Countermeasure)
- Risk / Escalation Log

Example Visual Display Board



Look after your people

- Project Notices
- Safety & Wellbeing Alerts
- Organisation charts
- Successes

Improve performance

- Improvement Ideas
- Continuous Improvement actions

Equipment

- White/magnet boards or bespoke acetate templates
- Pens, wipes & tape (magnets optional)
- Visual Display print outs
- Located with enough space to allow all of the team to view

Lookahead Plan area ensures planning occurs in a dedicated space

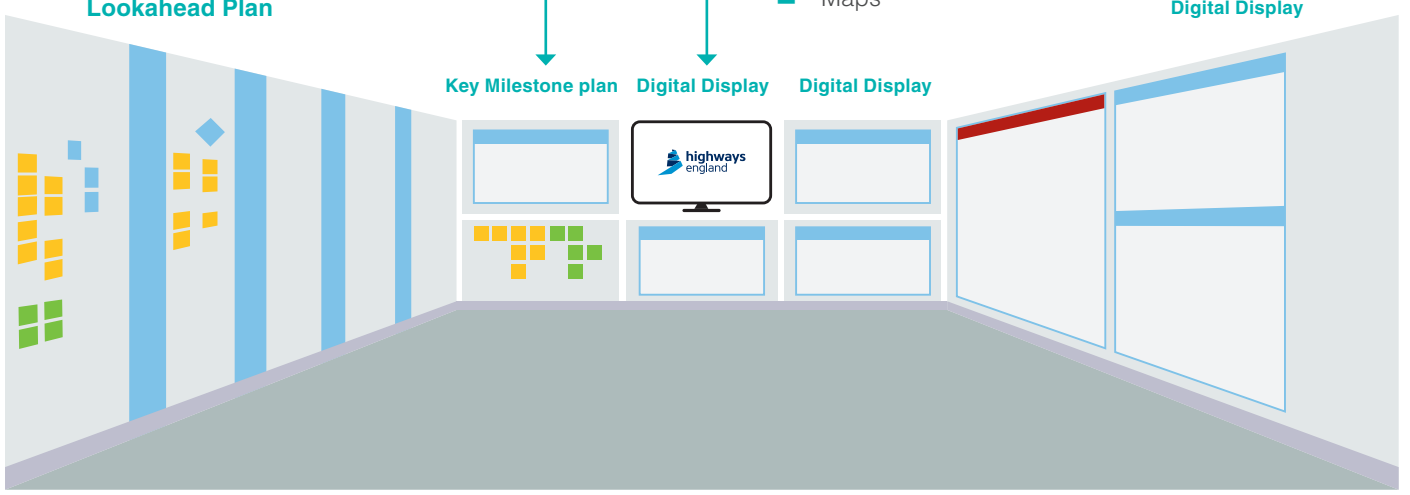
Example Mission Room Layout

Key Milestone Plan allows reference and quick update when undertaking Lookahead Planning

Digital Display can show:

- Long Term metrics
- Designs / Models
- Maps

Visual Displays for Stand-Up meetings





Stand-up Meetings

Stand-up meetings assist with efficient team communication as an effective way to warn against potential problems and reduce the impact of issues. Stand-up meetings can be held at all levels of the team hierarchy.

What are they?

Short meetings in front of the teams' visual displays. Occurring weekly within optioneering and design phase and daily during construction.

Tips for Effective Stand-up Meeting



RAG Status

A consistent way to visualise action progress by colour and shape

- Issue which will impact budget, schedule or scope
- Issue which, without mitigation, will impact budget, schedule or scope
- Action planned or in progress, no issues identified
- Action complete

Facilitation

- Lead by example – behaviours & standards
- Challenge ideas & raise questions
- Capture all actions
- Escalate issues
- Update stakeholders and management of progress
- Consider sharing facilitation within the team

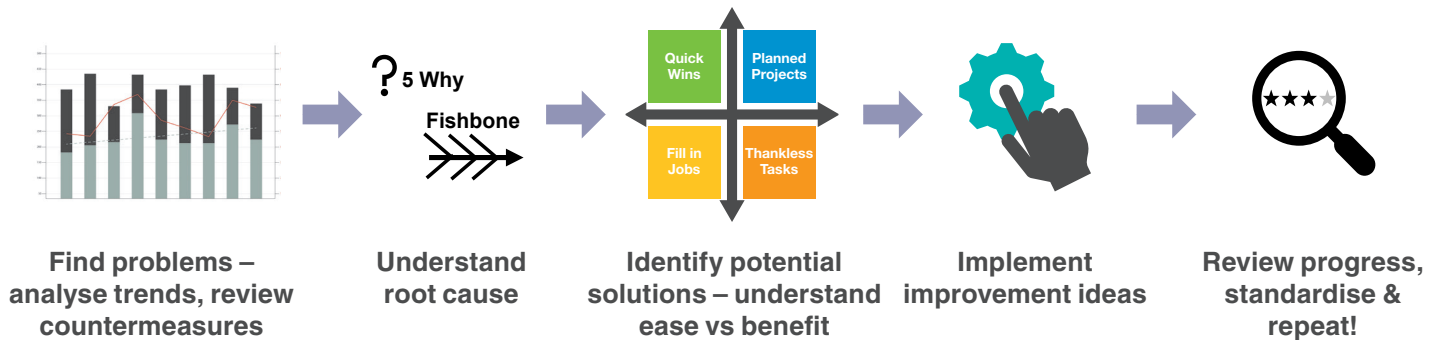
Performance Improvement

Using visual displays along with discussion in stand-up meetings will highlight problems in production. There are a range of Lean methods and tools to assist teams in the understanding of issues and development of improvement actions.

What is this?

Review work and identify problems early. Prevent future errors by understanding root causes and completing corrective actions.

Approach to Improvement

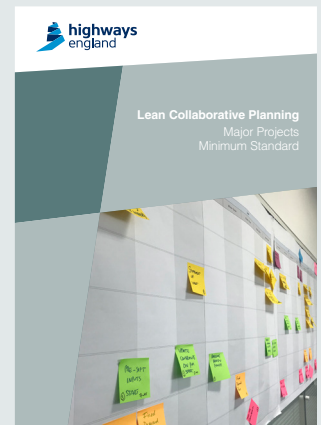


Don't forget!

Lean Collaborative Planning and Lean Visual Management go hand-in-hand. High-level and Lookahead Plans are visual displays often found within Mission Rooms. Production Control can be achieved through stand-up meetings.

Check out the Lean Collaborative Planning standard for guidance on effective:

- Collaborative Mapping
- Production Control
- Continuous Improvement



Top tips for successful Visual Management

- Visual Displays are accessible – as close to the place of work as possible
- All team members support Visual Management (from team members to senior leadership)
- KPIs and Productivity measures are shown
- 3Cs boards (Concern, Cause & Countermeasure) are used with effective mitigation actions
- Meetings follow a flow according to the visuals and keep to time – discuss large topics out of the meeting
- Actions, owners and target dates are captured during meetings
- Overdue actions are challenged
- Status updates are communicated to stakeholders and management
- Misaligned behaviour is confronted
- Improvement ideas are captured, discussed and selected on the expected net benefits
- Benefits from Continuous Improvement activity are captured and communicated outside of the team