10 Steps to become a
Lean Enterprise
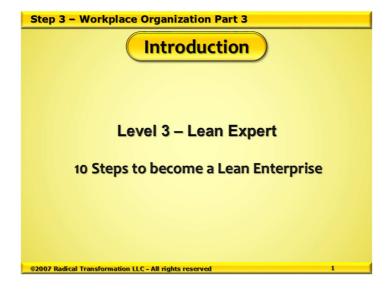
Lean Expert Training Course

Step 3
Workplace Organization
Part 3

Lean Expert Course Workbook - Step 3 Workplace Organization Part 3

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Please note that some of the screens in the online course have been omitted from this workbook. This is to protect any proprietary information that may be included in the pictures.

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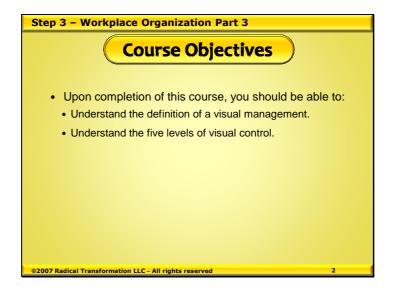
Welcome.

We would like to welcome you back to our next module in this online training course.

This training module is called "Step 3 – Workplace Organization Part 3."

This module is a continuation of our Lean Expert online course series called "10 steps to become a Lean Enterprise."

This program has been specifically designed to demonstrate our step by step methodology that will allow any organization to become a Lean Enterprise.

Let's continue your lean journey!
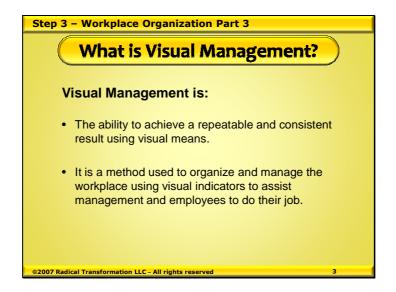
Course Objectives

Here are the course objectives for Step 3 Workplace Organization Part 3.

We specially designed this course to give the information you need to get a full understanding of each step required to become a Lean Enterprise.

Upon completion of this course, you should be able to:

- Understand the definition of visual management.

- Understand the five levels of visual control.

Now we are going to work through each course objective.
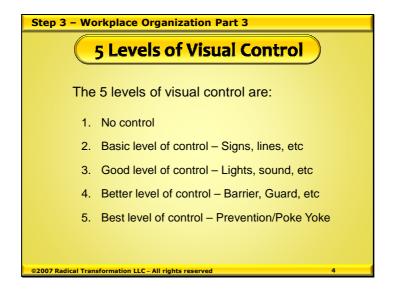
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What is Visual Management?

Visual management is the ability to achieve a repeatable and consistent result using visual methods.

It helps an organization to establish standard practices in the workplace by moving from optional to required behaviors.

It is a method used to organize and manage the workplace using visual indicators to assist management and employees to do their job.

It is a method used by a Lean Enterprise to work smarter, not harder!

Visual Management communicates and gives instructions to employees, and it identifies and eliminates waste by making it easier to recognize and differentiate between abnormal and normal conditions.

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5 Levels of Visual Control

The purpose of a visual control is to identify abnormal from normal conditions to prevent problems from occurring.

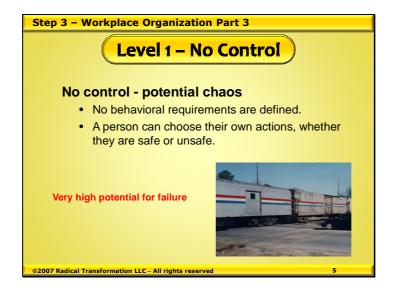It is a preventative process to help manage a system more effectively.

There are five levels of visual controls.

As an organization implements higher levels of control for their processes, they will improve their ability to detect or isolate potential failures.

The 5 levels of visual control are:

- No control
- Basic level of control   –   Signs, lines, etc.
- Good level of control   –   Lights, sound, etc.
- Better level of control   –   Barrier, Guard, etc.
- Best level of control   –   Prevention (Poke Yoke)

We will discuss each of these five levels in the following screens.

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Level 1 – No Control
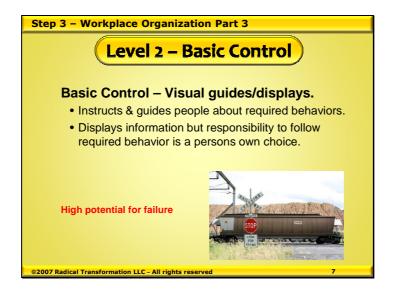
No control will lead to potential chaos.

The picture on the screen demonstrates this; notice there is nothing separating the car from the train. No behavioral requirements are defined at the railroad crossing.

When there are no controls in place, a person can choose their own actions, whether they are safe or unsafe.

How many people speed up to try to beat the train so they do not have to sit and wait for it to pass?

According to the US Department of Transportation, there are about 5,800 vehicle train crashes each year in the United States. Most of them are at railroad crossings.

This level of control has a very high potential for failure.

Level 2 – Basic Control

Basic control is where visual guides and signs are on display.

The picture on the screen demonstrates this with the stop sign and the notice advising drivers to look for trains.

However, there is nothing separating the car from the train.

A basic level of control displays specific information to direct people to follow or do things in a certain way.

However, the responsibility to follow the prescribed behavior is still a person's own choice.

This level of control has a high potential for failure.
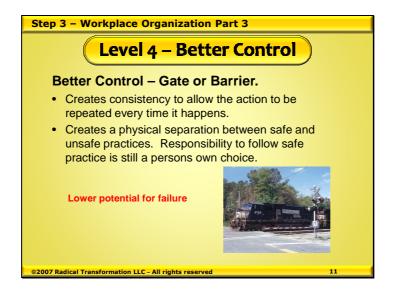
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Level 3 – Good Control.

Good control uses signals to capture a person's attention.

Flashing lights and audible signals are intended to bring a higher level of attention to the situation.

A good level of control signals and displays information, but the responsibility to follow the prescribed behavior is a person's own choice.

The driver of the car can still choose to ignore the safety warnings and cross the railroad track.

This level of control has a high potential for failure.

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Level 4 – Better Control

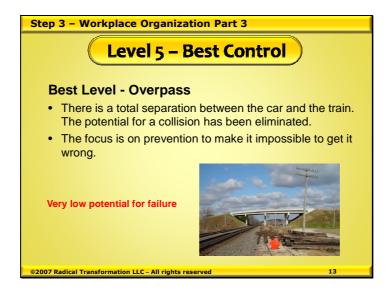Better control uses a gate or barrier to separate the car from the train.

Most drivers will follow the requirements and wait while the barrier is down.

However, some drivers will engage in an illegal maneuver and try to drive around the barrier in the hope of getting across before the train arrives.

A better level of control will create consistency to allow the action to be repeated every time it happens.

Most drivers will follow the prescribed behavior. However, the driver can still choose to ignore the safety warnings.

This level of control has a lower potential for failure.

Level 5 – Best Control

Best control level uses a system or structure to separate items.

In the picture on the screen, you can see the cars have been separated from the trains by building an overpass.
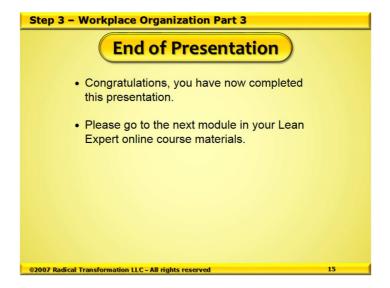
Now the cars are traveling over the railroad tracks while the train moves below them.

The potential for a collision occurring between cars and trains has been eliminated.

This level of control is focused on prevention.

The goal is to try to discover the best solution to make it impossible to do it wrong.

This level of control has a very lower potential for failure.

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End of Presentation

Congratulations, you have now completed this presentation.

Please go to the next training module in your Lean Expert online course materials.

Reference Materials

1. **5S for Operators – 5 Pillars of the Visual Workplace.**

   By: Hiroyuki Hirano. Published by Productivity Press 1996.

2. **Visual Control Systems – Factory Management Series.**

   By Nikkan Kogyo Shimbun. Published by Productivity Press 1991.

3. **The Visual Factory – Building Participation Through Shared Information.**

   By Michel Greif. Published by Productivity Press 1991.

4. **Visual Systems – Harnessing the Power of a Visual Workplace.**

   By Gwendolyn D. Galsworth. Published by AMACOM. 1997.

Lean Expert Course Workbook - Step 3 Workplace Organization Part 3

Documents List

There are no documents required for this training module.