You won’t GET LEAN... until you GET VISUAL!

VISUAL management techniques to create effective SCOREBOARDS for your workplace environment

• Scoreboard Fundamentals
• Making Metrics Matter
• 10 Tips to Up-the-Score of

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“If winning isn’t everything, why do they keep score?”

Vince Lombardi

Say “scoreboard” and most of us think sports.

In football, one second can be the difference between a touchdown or a five yard penalty for delay of game. Likewise, a single inch can be the difference between a first down and a punt, or a sensational catch and an incomplete pass... Sports are full of such detailed measurements with many officiating the play action. Everyone — players, coaches, officials and fans — rely on the scoreboard to keep track of who will ultimately win and who is going to lose.

In our workplace, scoreboards also ensure that process performance is meeting expected targets and that deviations are identified and responded to in a timely manner. It is important to ensure that metrics, like quality, delivery, cycle time, waste, productivity and customer satisfaction are aligned with the business strategies of the organization.

A winning workplace uses scoreboards to keep the team on track to success.

Visual information is essential in making your facility successful.

World Champions Know How to Win!

Here's a few of the world's leading companies that use the Visual Workplace Mobile In-House Sign Shop and our other products in their operations:

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- Nike

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TOP 10: Driving Questions for Creating Scoreboards

If your facility is lacking in any of these areas because systems are not in place or poorly maintained, this document is designed to help. For more information, or to address a specific situation, please have your team leaders contact Visual Workplace.

1. Are production schedules visual? Do they communicate variance, priority, and are they located at the point of use?
2. Is the current status (real time) of the production performance vs. the production plan visible and clearly understood by the operators?
3. Are company communications posted in an orderly manner and kept current by an identified owner of the postings?
4. Are manpower levels monitored to coincide with production needs, and are they visible for quick reference?
5. Are training matrices visual and located in the work area?
6. Are Continuous Improvement plans, progress, and cost reductions visually displayed?
7. Has an owner been identified to keep this information current?
8. Are productivity, safety, and quality key measures clearly defined for each area? Is the information made visible with an owner identified to maintain data?
9. Is unscheduled machine downtime tracked and reviewed?
10. Are the costs of machine downtime calculated and displayed visually?

How does your facility score on these scoreboard concerns? Click here for a comprehensive visual management self-assessment to evaluate where you’re at now and identify opportunities for improvement.
Using Scoreboards to Solve Problems in the Workplace

Why Scoreboards?

Problem solving is key to the success of any organization. Scoreboards summarize data that reveal opportunities for improvement and guide our problem solving strategies. Scoreboards visually link data throughout the organization and establish a communication rhythm.

Scoreboard Hierarchy

Key questions to consider when creating scoreboards:

WHY is this information important to the organization? (The objective of the scoreboard should be defined and displayed with the scoreboard.)

WHO wants/needs to know this information?

WHAT information should be collected?

WHERE will the data be displayed? (Scoreboards should be available at the point of use so that those collecting the data can help to recognize opportunities for improvement.)

WHEN will the information be reviewed?

HOW will the information be gathered and displayed at the point of use?

The focus of visual problem solving is to establish a framework that can be bolted on to huddle meetings that drive data-driven corrective action.

A simple problem-solving white board is used to help focus group discussions by 5S, safety and other teams in the company.
Making Metrics Matter

Collecting the right data to solve problems:

What makes a metric valuable?

- Metric data should flow bilaterally between top level and low level decision-makers
- Metrics should be available in real time and reviewed on a regular basis
- Metrics must include goals so that abnormalities are visualized at a glance
- Metrics should have relevance to customer value and should undergo periodic audits
- Metrics should link to corporate objectives
10 Tips for Effective Scoreboards

1. Identify the Scoreboard Owner

Place a photograph and the contact information of the person responsible for maintaining the data directly on the scoreboard. This will create ownership and instill accountability. If there are questions regarding the information, they can be answered quickly and efficiently.

2. Create Homes for Each Document

Each document on the scoreboard should have a designated location that is identified with an address and border. This makes identifying missing information easier.

Here is an example of missing information, but no way to tell why or who owns it.
3. Don’t Overpay for Signage

There are many different types of materials that can be used to create scoreboards. Don’t limit yourself to the off-the-shelf products. First, determine what functions your scoreboard will need. Will your board need to be Magnetic, Dry Erase or both? Use the following material guide to ensure you don’t overpay for the scoreboard.

<table>
<thead>
<tr>
<th>Function</th>
<th>Scoreboard Material</th>
<th>Cost/Sq.Ft.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dry Erase</td>
<td>White Board or Plexi-Glass</td>
<td>$2 – 5</td>
</tr>
<tr>
<td>Magnetic</td>
<td>Powder-Coated Steel</td>
<td>$3 –6</td>
</tr>
<tr>
<td>Dry Erase &amp; Magnetic</td>
<td>Porcelain Steel</td>
<td>$13 – 20</td>
</tr>
</tbody>
</table>

Metal signs are the most durable and well-suited for relatively permanent displays and can utilize magnetic markers. Metal signs should have a powder coat enamel paint or porcelain finish for durability. Porcelain finished signs can also perform as a white board as well for maximum flexibility.

Dry erase white board, with self-stick vinyl lettering and grids, are ideal for boards that require frequent input. They offer the ability to completely reformat and modify as needed.

Plexi-glass can be silk screened, or fashioned with self-stick vinyl graphics or dry erase markers in the same fashion as white board.
10 Tips for Effective Scoreboards

4. Placement is Everything

Place data at the point of use. If possible, group metrics by category so that they are easily recognizable in team huddles and Gemba walks.

5. Color Code

Color can be very powerful to create efficiency when displaying scoreboard data.

6. Props

Draw attention to your scoreboards by using props. Your team will be inspired by data and problem solving when it is presented in an interesting way.
7. Make Abnormal Metrics Stand Out

Don’t make your management team search for the data they need. Problem solving will be more effective if the data is within reach and abnormalities are easily identifiable.

8. Make it Unique

Add a theme to your scoreboard that brings a little fun into the display. Team members and managers love a good competition and it will keep everyone engaged.

9. Use it or Lose it

Don’t lose credibility with your team by displaying obsolete scoreboard data. If you are not using the data, get rid of the scoreboard.

10. Audit

Periodically verify that the information you are collecting for your scoreboard is still useful. It should be relevant to process improvement activities and
Signage and visuals are essential to workplace organization and efficiency. Visual Workplace specializes in signage for your workplace and provides many different product options.

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