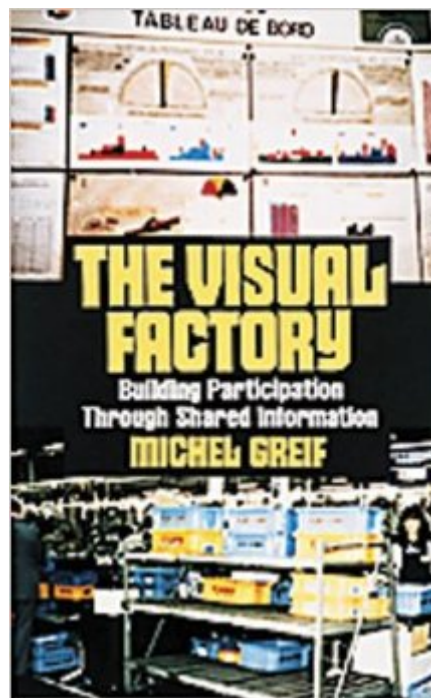


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# The Visual Factory: Building Participation Through Shared Information (See What's Happening In Your Key Processes--At A Glance, All)



## Synopsis

If you're aware of the tremendous improvements achieved in productivity and quality as a result of employee involvement, then you'll appreciate the great value of creating a visual factory. This book explains why conventional work areas, where fragmented information flows from "top to bottom," must be replaced by the "visual workplace," where information flows in every direction. It details how visual management can make the factory a place where workers and supervisors freely communicate so that every employee can take improvement action. The author's year-long worldwide research resulted in an abundance of practical recommendations. The communication techniques he suggests will: Foster cohesion within groups of employees. Turn fault-based into fact based communication. Overcome such problems as absenteeism and high defect rates. Stimulate an unending flow of suggestions from employees. A valuable resource for plant, operations, and human relations managers, this text discusses how successful companies develop meeting and communication areas, communicate work standard production controls such as kanban, and make goals and progress visible. Over 200 diagrams and photos illustrate the numerous visual techniques discussed.

## Book Information

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## Customer Reviews

I think this easy to read book is a must for all the industry sectors. It illustrates visual management (or visual communication; VC) as a very important issue to boosting the factories' or companys' productivity through increasing the effectiveness of the employees' from head management to the

shop floor workers by the effective sharing of information and by encouraging the workers to participate in developing these information. In addition; VC helps in building a sense of belonging to the factory or company within the workers themselves which will work in the factory (company) best interest. The book introduces guide lines for applying the VC. I think that the real cases covered along with the many different graphs and pictures really helped in clearing out many points.

Michael Greif has written a book on lean principles long before the MIT study resulted in "The Machine the Changed the World". The foundation of lean is generally agreed to be the 5Ss, kaizen, and visual communication. This book, while focused on VC, does adequately cover the others. Consider this... the book was written in the late 80's, when Lean Manufacturing as a term had not yet been coined. And now, the review... this is an excellent study on visual communication. Although limited in scope (most practical examples were of western European factories), it is a study that should not be limited to factories; rather, one that has application in many aspects of daily life. Practical examples, diagrams, drawings, and checklists abound. Definitely user-friendly, and as the subject matter demands, visually communicative.

This is a very readable and credible work. Chapter six on visual process indicators is my favorite. It was an a-ha moment for me!!

This is a book written in 1989 on topics that are still highly relevant. As I am a practitioner of organization design and improvements of economic efficiency and an avid researcher of the domain, I am positively impressed by the deep understanding of the positive and more challenging aspects of scientific management, lean manufacturing and integrative collaboration methods that the author presents. It is unfortunate that the visual side of "The Visual Factory" is weak but I am kind of understanding it as publishing other people's images is a challenge that might delay or even compromise the sharing of the actual story (my guess is that the author, in a time of early computer visualization capabilities, has struggled to minimize the hassles of licensing usage right, digitizing, colour printing, book pricing and other such additions to the work of producing the book). Keep in mind that a book published in 1989 is likely to have had its draft started around 1985, a time when computer graphics were based on printing overlapping ASCII character.

Michael Greif has written this book based on a deep insight in chemistry between people working within a factory. This insight is based on his experience that visual communication can be a benefit

or be a disaster! So read this book before you start some guru-communication-show in your plant. Already in his foreword he clearly mentions: 'every company that introduced visual communication was also pursuing significant changes in its modes of management and organization.' Reading this book will take much time. The essential parts of his book are not so visual and the photo's/drawings are a little bit oldfashioned now. But the content is very strong: how to build a 'village-community' within your factory with entrepreneurial thinking of all co-operators and sustained by visual communication. Do not expect a book with visual examples that you simply can copy-paste. If you expect this, you better buy a other book. But if you want to invent your own communication-style based on your mission / targets then dig into this book and you will learn/understand how to do it.

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