Visual management using pictures, diagrams, **Better Thinking** and accessible information leads to better thinking and better results. Computer system are very important to almost every business - including lean companies. But ... We need to use computer systems for what they are good at, and use visual and hand-written methods for the thinks people are good at. **Computer Ststems** Computers are very good at arithmetic, data analysis, printing useful charts, and sharing information over long distances. People are good at doing things that require variability, making decisions, collaboration, resolving errors and problems, improving their processes, and innovation. The delivery requirements are easy to see. The delay is seen in real time; not in **On-Time Delivery** meetings or computer reportd Delayed production or administration is

immediately seen and prioritized.

WHY VISUAL

MANAGEMENT?

Information is open and easy to see Information is in plain English; not **Understand Information** cryptic terms or language Status information uses colors or shapes or placement so the status can be immediately identified. Every one can see when problems occur **Identify Problems** Problems are not obscured by other things, other materials or hidden in computer files. Everybody can identify improvement **Share improvement Ideas** opportunities because they can be easily observed. When problems are resolved it is easy to see if the solution **Sustained Improvement** is sustained over time, or falls back to the old way.