

**Aluno:** Thiago Zschornack / **Tool:** Visualization

**Challenge:**

Águas de Joinville is a Sanitation company from Joinville, Santa Catarina, Brazil. It was founded in 2005 and currently has 380 employees. In 2007 the company's managers began the process of adopting the MEG - Management Excellence Model, a Brazilian business management model based on the Malcolm Baldrige National Quality Award. Over the years, several tools and management programs have been incorporated into the company, always seeking to meet MEG requirements, such as: strategic planning, standardization, performance management, code of ethics... However, despite the advances, employees had difficulty understanding this model, especially the connection that existed between the various programs of the company. The challenge was to get people to understand the management model of the organization and to contribute to its improvement.

**Selection:**

The tool used was Visualization. The resources used were: brainstorming, affinity diagram and infographic.

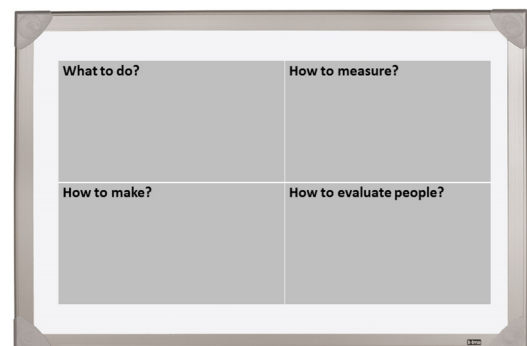
*References:*

*“Visualization has a role to play throughout the design process or the development process”. Angela Myer*

Infographics are also a great way for the left side of the brain to meet the right side. According to a recent Forbes article, the demand from many companies for creative-thinking employees is on the rise. Having employees think about how they can synthesize technical and statistical information with creative design will equip them with the dynamic thinking skills needed to work in this environment.

**Application:**

The first stage consisted of the formation of a group of 15 employees, with representatives from all areas of the company. At this stage people received a theoretical explanation on management models, which was given by me. In the second stage this group of employees was invited to put on a white board the components of a management model that Águas de Joinville should have. It was used “post it”. The third stage consisted in the organization of the information, according to the figure beside. The Affinity Diagram was used:



The fourth stage was to replace words with images. Employees should look for pictures in magazines or on the internet.

Lastly, employees needed to make the connection between all the pictures. So, an infographic was produced.

### Insight:

At the time people started to write it was possible to realize that not all of them could relate the word to some real situation. That is, the employees knew the names of the tools, but could not explain how they worked. That is, the employees could not visualize the management model of the organization.

As words were organized and replaced by images people began to understand the connection between the components of the model. This was fantastic because the images and the connections synthesized and facilitated the understanding of the management model.

The most incredible thing was that the employees were able to propose tools and programs that the company does not yet own.

### Approach:

Although the model proposed by the group of employees was very similar to the one already existing in the company, this was the best way to teach the model.

Next time I could bring preselected figures and ask people to just organize them, it would reduce time.

The visualization is a really core component of the way that we communicate, whether we're aware of it or not. When we're dealing with very complex problems, we're actually enacting a different kind of problem solving that has to bring in more than just logic.

### Final Result:

