

# My Kaizens

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Add New Record

Delete Selected Records

	Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/>	<a href="#">306</a>	5/12/2006	Human Resources	Other	Heather Wolfe-Hall	Corporate	192.168.41.110
<b>Kaizen is Implemented - No</b>							
<b>Before Improvement</b>			<b>After Improvement</b>		<b>The Effect</b>		
The desks in the Training Room are heavy and difficult to move. As I am alone here and have to move all of them repeatedly for each event (sometimes daily), it is a physically laborious task and takes hours.			Install wheels on each table allowing one person to move each table without assistance.		Will update		
	Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/>	<a href="#">876</a>	6/23/2006	Human Resources	Other	Heather Wolfe-Hall	Corporate	192.168.41.110
<b>Kaizen is Implemented - Yes</b>							
<b>Before Improvement</b>			<b>After Improvement</b>		<b>The Effect</b>		
There was no community repository for training-related materials. I created a shared drive on the network several years ago, but my local server is notoriously slow, so accessing the files was an exercise in frustration for many users. Not to mention, with so many people accessing the files, information was occasionally lost or overwritten creating additional work for me to recreate it.			I created a Training site on the intranet where all training-related materials are housed.		Trainers and trainees alike can access the training materials over the intranet, reducing the drag on the local server. Since all training-related materials are on the site and hyperlinked together, those who require access to multiple training sessions no longer have to search through multiple folders on the shared drive - they can easily point-and-click to what they need. Also, since everything is digitized, changes to programs and materials are instantly communicated to all users - no one is operating from outdated material.		

**Secondary**

Key	Date	Category	Category	Name	Division	User
<input type="checkbox"/> <a href="#">1212</a>	7/12/2006	Accounting	Other	Heather Wolfe-Hall	Corporate	192.

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
Training event expenses are charged back to the attendee divisions. With multiple people entering payables into the system, everyone had a different list of attendees and chargebacks were inconsistent.	I created a chargeback spreadsheet that documents the attendees and the associated GL accounts to charge expenses related to training events. I put the spreadsheet online at <a href="http://intranet/Training/admin_files.htm">http://intranet/Training/admin_files.htm</a> .	This way, I can keep the information up to the n anyone needing the info can access it quickly.

Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/> <a href="#">3819</a>	10/12/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
One of the training activities for Design Consultants involves labeling the equipment and features on the display pool in the Institute. We have had difficulty in the past with labels that wouldn't come off...so I changed to post-it notes. However, those wouldn't stick.	I switched again...this time to a Multi-Use Binder label. This label sticks to any surface (even the tile and coping) and peels off easily after the activity. In addition, it is printable, so I don't have to hand-write them all!	I can run the labels through the inkjet printer...so I save time. The labels stick to any surface...so the activity can cover more items. The labels peel off easily...so I don't have to scrub sticky or paper residue off the equipment after each event.

Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/> <a href="#">3820</a>	10/12/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect

When I have a training event, I have huge orders (sodas, snacks, food prep items, cleaning supplies, etc.) to fill. It can take hours for me to go to the local Sam's Club and load up the flatbeds with the items...not to mention the toll it takes on my back!	I created an online ordering account. I can go online and pre-order most of the items I need and the warehouse pulls the items for me. All I have to do is pick it up...adding whatever items are not available through the online portal.	Online ordering saves time to traverse the store locating and loading the items. Using a standardized order reduces the instances of "forgotten" items that I have to go back and get later. Having the store load everything for me reduces back strain as well.
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	Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/>	<a href="#">3821</a>	10/12/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
We issue each new DC a sales kit with sight glasses, tape measures, scales, etc. Some of these items are difficult to find in bulk. I have to go from Home Depot to Home Depot purchasing a few here and a few there. It is an unbelievably frustrating waste of time and gas money! And there is still no guarantee that I'll find enough of what I need for the class.	When I know the number of participants for a training session far enough in advance, I order the supplies online. This is especially helpful for items like sight levels that are rare in the store.	It saves loads of running all over town (or towns) to come up with enough of each item. Not to mention the money I save on gas. The only drawback is the delivery lead time...sometimes the items can take 6 - 10 weeks to deliver...and I don't always know I need them that far in advance.

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<input type="checkbox"/>	<a href="#">3822</a>	10/12/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
I have received lots of requests for photography that supports the 60th anniversary...old	I scanned in the photography that is posted throughout the Institute and created a Powerpoint	Anyone can access the photoshow to use in sales meetings, construction meetings, etc. There is a version that can be downloaded onto individual computers for DCs to use on a sales call as well. It is one thing to tell our

marketing pieces, aged photos, etc.	photoshow. I posted the file on the intranet for everyone to access.	customers about the company history...it is another thing to be able to show them. A really great sales tool and separator.
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<input type="checkbox"/>	<a href="#">3823</a>	10/12/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
Most of the photography throughout the training programs is antiquated. While using some aged photos in a sales situation might be seen as beneficial (demonstrating the long history of the company), it is imperative that the training materials be current. Unfortunately, there was no repository for updated photography.	I created a folder on the shared drive for people to be able to add their photos...finished pools that are great examples of A&S quality workmanship, pools under construction demonstrating our crews at work or the specific steps of the process, etc.	This repository allows for updated examples to be used in training for Design Consultants as well as Project Managers...and it is constantly evolving. The subfolders allow for DCs to update their pitch books with real world current photos, PMs to see leakage examples to look for, etc.

	Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/>	<a href="#">3824</a>	10/12/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
Catering for a training event can be a nightmare in planning - setting up menus, delivery times, coordinating, etc.	I set up standard menus, including pre-determined delivery options (i.e. delivery time, setups needed, method of payment, etc.), with several of the local catering companies. All I have to do is let them know how many and they take care of the rest.	It saves tremendous time determining, communicating and verifying orders. It creates a better working relationship with the catering companies as well since they know my preferences ahead of time, it is faster/easier for them.

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<input type="checkbox"/>	<a href="#">3825</a>	10/12/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
I produce a group photo for every training event (or try to). The photo is traditionally taken on the last day of training. However, most of the participants dress down for the travel day and some leave early and aren't there for the last day. On some occasions, the group photo was overlooked in the rush to get everyone onto the shuttle to the airport.	I moved the photo op to the graduation ceremony. The majority of the people are there, everyone looks nice, and they are not pressed for time.	It saves a lot of headache on the last day of training...when we are typically pressed for time anyway; the photo quality is improved since everyone is dressed up for the dinner; and fewer people earn the caption "not pictured."

	Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/>	<a href="#">3827</a>	7/12/2006	Accounting	Payables	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
Most of the invoices I pay are charged back to a long list of GL accounts. Since I don't have access to Solomon to enter the payables myself, it would take the Accounting department forever to key in each line item. Double duty, since I had to look it up and write it all out in the first place to send it to them.	I produce all of my multiple line payables on an expanded Check Request.	The information can be cut and pasted directly into the Solomon system, saving time for the Accounting dept to process, and eliminating any data entry errors that might occur.

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<input type="checkbox"/>	<a href="#">3828</a>	10/12/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
I am often asked to produce training materials between training programs. Printing each individual file (there are over 80 files for the Design Consultant Training alone), creating and stuffing binders, and copying handouts and other materials takes hours. Then the binders have to be shipped across the country which can become quite expensive.	I digitized everything that could be converted and posted them to the intranet.	Employees that need training materials can go directly to the intranet and print only what they need wherever they are. This saves immense time and effort on my part, reduces the wait time for materials for the employee, and reduces the shipping expense - as only items that cannot be digitized need to be shipped.

	Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/>	<a href="#">3869</a>	10/13/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
People would toss cigarette butts onto the ground, into bushes or into the parking lot in front of the Institute. In addition to looking terrible (and adding work for me because I was the one that had to go out and pick them all up), it was a huge fire hazard. Florida is a drought state, and on more than one occasion, I looked up to see the mulch around our bushes smoldering.	Purchased a "Smoker's Outpost" to put outside the front door.	Cleaner - smokers have a clearly designated spot to deposit cigarette butts so I don't have trash all over the front walkway; Safer - the design of the outpost extinguishes the cigarettes as they fall into the waste receptacle; Less work for me - I don't have to pick up after everyone.

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<input type="checkbox"/>	<a href="#">3870</a>	10/13/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
We have so many trainers coming and going from the	Purchased and	

Institute, and each needed a key to the building - just in case. I can't tell you how many times I had to change the locks or have more copies made since people kept forgetting to bring their key when they came down, or neglected to return it to me as they left.	installed a key box on the front door. Now, all I have to do is communicate the code to the trainers that require access to the building.	Saves time and frustration, reduces cost, reduces overburdening. Trainers don't have to try to keep up with the keys; and I can change the code whenever necessary and it doesn't require making new keys - just communicating the new code.
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	Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/>	<a href="#">3871</a>	10/13/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
I had to keep all the food service paraphernalia under the table that I serve lunch on. This was an improvement over keeping everything in the kitchen and having to lug it all the way through the building before and after each meal, but it required that the serving table remain in the same location at all times. It also looked tacky if the table cloth didn't reach the floor and guests could see all the stuff!	Used one of the pool equipment storage chests leftover from the last Retail Convention (a product that a vendor shipped for the trade show - then left behind) and put all of my materials in it. The storage chest is located in the serving room, which provides easy access to the chafing dishes, extra plates and utensils, etc.	Saves time and energy - I don't have to cart chafing dishes, extra plates, utensils, etc. around the building and I don't have to move everything every time I need to move the serving table. It is cleaner since the items don't have to sit on the floor under the table and It looks much nicer - no one knows that the chest in the room is crammed full of odds and ends!

	Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/>	<a href="#">3873</a>	10/13/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
I was always picking up	Moved the recycle	

wadded paper waste around the copier. If the machine jammed, people would just discard the paper onto the floor instead of putting it in the trash/recycle can next to the door.	bin next to the copier. Now when people have to clear a paper jam in the machine, I don't end up with a paper jam on the floor!	Saves time - I don't have to clean up as much; Cleaner and neater - no trash piling up on the floor.
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	Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/>	<a href="#">3874</a>	10/13/2006	Information technology	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
When Design Consultants come in for training, they plug in their laptops in their training space. Not only did this clutter the desks and leave little room for all the other training materials, but participants were often working on emails, internet or other computer tasks instead of participating in the training activity/lecture.	Set up a Cyber Cafe in the back of the room. Each participant has a station, labeled with his/her name where they can plug in their laptop and store any materials that are not immediately needed in the training module. During breaks and lunch or other pre-determined points throughout the day, participants can access their computers and other materials.	Participants are more engaged in the training activities without the distraction/temptation of the laptop within reach. The training space is less cluttered, so activities can be completed without participants having to search for things in stacks of notebooks and papers, or move things around on the desks. Participants can walk around the room better without stacks of materials piled behind each participant seat - and there are fewer cords plugged into the floor to trip over. It is easier for IT reps to access the individual laptops to address technology issues without disrupting the flow of training activities.

	Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/>	<a href="#">3875</a>	10/13/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
Participants in the training programs were given a pen and a highlighter for use in the		Now, the participants only have to



training activities. Invariably, one or the other were misplaced or packed away when the participant needed it causing them to rummage through materials and waste training time.	Switched to a pen/highlighter combo.	keep up with one writing instrument and they have the appropriate tool regardless of the training assignment, and I only have to order one item for inventory.
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Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/> <a href="#">3877</a>	10/13/2006	Information technology	Other	Heather Wolfe-Hall	Corporate	192.168.41.110
<b>Kaizen is Implemented - Yes</b>						
<b>Before Improvement</b>		<b>After Improvement</b>		<b>The Effect</b>		
Training participants are always asking me to print this or print that while they are here for training.		Added a printer setup task to the Introduction module and set up the local printer on everyone's computer on Day 1.		It saves time and reduces overburdening - participants don't have the delay of emailing files to me, and hoping that I have the appropriate software to access the files they need printed. They also don't have to wait for me to have time to print and bring them their materials, interrupting the flow of my work as well as the training activities.		

Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/> <a href="#">3878</a>	10/13/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110
<b>Kaizen is Implemented - Yes</b>						
<b>Before Improvement</b>		<b>After Improvement</b>		<b>The Effect</b>		
I am constantly calling the same caterers, the hotel staff and transportation services. I had to look up the numbers each time I called.		Added all my contacts to the Shoretel system and my Outlook. Now, I just type in the shorthand (i.e. LIMO or SHERATON) and the appropriate contact is called.		Saves time looking up the phone numbers since I am usually trying to make calls in a hurry!		

Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/> <a href="#">3879</a>	10/13/2006	Information technology	Other	Heather Wolfe-Hall	Corporate	192.168.41.110
<b>Kaizen is Implemented - Yes</b>						

<b>Before Improvement</b>	<b>After Improvement</b>	<b>The Effect</b>
I deal with all the divisions on a regular basis via fax - and have lots of trainees/trainers that use my fax machine as well. I had a notebook next to the fax with the company directory, but no one used it...always asked me for the information.	I programmed all the division faxes as well as the corporate faxes into the fax machine.	Push button dialing saves time...reduces misdialed numbers. Easier to broadcast faxes to multiple locations in one transmission. Transmission record denotes division name, not just a number, so it is easier to pinpoint transactions that I need to verify on the report.

<b>Key</b>	<b>Date</b>	<b>Category</b>	<b>Secondary Category</b>	<b>Name</b>	<b>Division</b>	<b>User</b>
<input type="checkbox"/> <a href="#">3880</a>	10/13/2006	Information technology	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

<b>Before Improvement</b>	<b>After Improvement</b>	<b>The Effect</b>
For every training class, there are documents that need to be distributed to all participants. I would have to type in each participant's name in the Outlook bar to send mass emails. This was made even more problematic by people whose names were spelled differently in Outlook or who had multiple listings in Outlook...I had to search for the appropriate person in the address book lookup.	When I distribute the pre-training materials, I save the distribution list as a Group. Then, any subsequent emails are sent to the Group...any naming conventions or alternate addressing issues are already solved.	Saves time, reduces variability. I only have to research addressing once, and when I need to send subsequent emails, I just select the list. It also helps after an event, if I have to search for an email I sent, I can sort the "To" column and look for the Group, instead of trying to remember which participant I may have listed first, or what date I sent it, or what Subject I specified, etc.

<b>Key</b>	<b>Date</b>	<b>Category</b>	<b>Secondary Category</b>	<b>Name</b>	<b>Division</b>	<b>User</b>
<input type="checkbox"/> <a href="#">3881</a>	10/13/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

<b>Before Improvement</b>	<b>After Improvement</b>	<b>The Effect</b>
When I am scheduling an entertainment event, I	I created a memo for each of my usual events with descriptions of the event and options	Minimizes the disruption of the training function, memos are prepared...I don't have to recreate

have to get a headcount of the people who intend to go. I had to interrupt the training activity to get the information.	with a checklist by name. I can just circulate the memo and attendees can check off their preferences and I pick up the list at the break.	everytime and I don't have to repeat the same information over and over. Checklist documentation...I have proof if someone said they didn't want to go or if they said they would.
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	Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/>	<a href="#">3908</a>	10/13/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
I have lots of ideas for Kaizens, but couldn't enter them into the system until they were "implemented" Many times, when I finally found time to enter Kaizens, I had forgotten some.	Created a Word document on my desktop to capture my Kaizen information as the ideas occur. Then, when I have implemented the idea and seen "results," I just cut and paste into the web interface.	Saves time, I don't have to devote much time to the data entry on the web since most of my thoughts were captured earlier in fits and spurts. Saves headaches and promotes accuracy...I can keep track of my ideas and go through the list when I have a moment to review, update and re-prioritize the list. Of course, that means most of my Kaizens are entered en masse over the course of a few days when I have a spare moment. :)

	Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/>	<a href="#">4305</a>	10/26/2006	Information technology	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
For all of the training programs as well as the Leadership Convention, I am tasked with creating photoshows on the spot. Powerpoint didn't have a way to import photos, so I had to insert each one separately. With some photoshows incorporating up to a hundred photos, this was really a	I found a PowerPoint add-in online that allows for mass import of photos. I installed the add-in on my computer (and created a link on the training intranet for other users to access). Now, I can import an entire folder of	Saves tremendous amount of time

daunting task. Therefore, I was creating the photoshows using a photo software that allowed me to import the huge quantity of photos all at once and create a QuickTime photoshow. Unfortunately, not all computers had the necessary viewers...and I didn't always find out that the laptop being used for the presentation lacked the required software until it was too late to fix.	photos directly into slides in Powerpoint quickly. It also allows the option of adding captions to the slides; so if my photos have descriptive filenames, I can automatically have a descriptive caption on each photo slide. All I have to do then is review the slides for formatting issues.	and frustration. Reduces variability since the photoshows are now in a Powerpoint format that is standard across all user platforms.
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	Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/>	<a href="#">5673</a>	11/14/2006	Other	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - Yes**

Before Improvement	After Improvement	The Effect
During PoolDraw training for the Design Consultants, the trainer stood at the front of the room with a laptop hooked to the projector to display the various steps he was training. It was very difficult for the trainer to monitor the participation and progress of the students. Often, students either fell behind and were afraid to speak up and slow the rest of the class, or thought they already knew the information and were off task playing with email or internet.	Set up the instructor's laptop BEHIND the students, still connected to the projection in front of them.	The instructor can easily see what participants are doing on their screens and can more effectively interact with them. He can pinpoint tasks that appear difficult and elaborate as needed...or those that are mastered quickly and don't need to be labored over. He can also identify PoolDraw Pros to help other students who may be struggling.

	Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/>	<a href="#">6805</a>	12/11/2006	Sales	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - No**

Before Improvement	After Improvement	The Effect
		The training team has immediate insight

<p>The Pre-Training activities for new Design Consultants is haphazardly implemented in the various divisions. While some divisions are very good at covering everything and ensuring DCs are well prepared prior to formal Institute training, others are challenged to cover everything.</p>	<p>In an effort to take some of the training burden off already over-burdened management, we are scheduling weekly conference calls with all new DCs throughtout the 3-week program to discuss their experiences and share best practices.</p>	<p>into the progress of pre-training activities for each candidate and can address any deficiencies at that time - sending out xupplemental training materials, directing candidates to additional resources, etc. Ensures a more level playing field when candidates arrive for formal Institute training. Keeps new DCs from feeling lost. Allows pre-training activities to be monitored by the training team - requiring less "over the shoulder" time from division level management. This Kaizen has been added to the training program and will be formally implemented for the Feb 2007 session.</p>
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	Key	Date	Category	Secondary Category	Name	Division	User
<input type="checkbox"/>	<a href="#">6806</a>	12/11/2006	Sales	Other	Heather Wolfe-Hall	Corporate	192.168.41.110

**Kaizen is Implemented - No**

Before Improvement	After Improvement	The Effect
<p>The technology portion of the pre-training syllabus for new hire DCs was scheduled for the final week of pre-training. If the DC has computer problems, there isn't enough time for IT to be able to fix them before Institute training. This creates a bottleneck in the Institute training as computers have to be reconfigured, or reimaged during the training program.</p>	<p>Switched the Technology Training to Week 2, allowing adequate time for any computer issues to be solved. Also gives DCs additional pre-training time to work with the technology, especially SlaesLogix and PoolDraw, in advance of the training program.</p>	<p>Reduces "rush" work for IT. DCs are better prepared for Institute training. This Kaizen has been changed on the syllabus and will be implemented in the Feb 2007 session.</p>