

Improvement Time (Parts 1 and 2): Making Time for Improvement



Three of the many companies which Dr. Galsworth has trained, coached, and supported as they underwent a visual conversion are Harris Corp. in Quincy, Illinois, Denison Hydraulics in Marysville, Ohio, and Seton Name Plate in Branford, Connecticut. Listen as employees from these three companies share their comments, stories, and insights about improvement time and their company's official improvement time policy.

BRIEF COMMENTS BY GWENDOLYN GALSWORTH

A company official improvement time policy is an indispensable factor in the success of every improvement process. As Dr. Galsworth explains, the lack of an established improvement time policy is one of the greatest corporate roadblocks to making continuous improvement a way of life in the enterprise. Here are three key points about it:

- Improvement Time is separate from operations time and clocked as such.
- Improvement Time is not to be associated with meetings or general house cleaning.
- The policy is piloted for a few months and tweaked as needed until it works for its three stakeholders--the enterprise, for operations, and for continuous improvement.

But a written Improvement Time Policy is *only* an intent. After it is written, it must be operationalized, tested, and tracked.



FOR MORE ON THE USE AND USEFULNESS OF THIS IMPORTANT BEHIND-THE-SCENES TOOL:

- Read Dr. Galsworth's Shingo award winning books, *Visual Workplace/Visual Thinking* and *Work That Makes Sense* (available from our website)
- Join our [Visual Thinkers Club](#) and go to *Tools, Handouts, and Visual Solutions* for Gwendolyn's Improvement Time Templates.
- Search "Improvement Time" in the Articles and Radio pages on our website: www.visualworkplace.com
- Visit our website and learn about our visual workplace products and services, including seminars and training that we deliver online and onsite.
- Find on our Articles Page over 100 one-page articles by Dr. Galsworth.
- Find on our Radio Page over 60 of more than 200 podcasts that Dr. Galsworth has made.
- Call us at: +1-503-233-1784
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