

Improvement Initiatives

"Change – for the better!"

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The Resurrection of Training Within Industry – *Albert J. Perotti, III*

To be competitive in today's global market, it is more important than ever to hire, train and retain great employees.

Businesses adopting Training Within Industry (TWI) have consistently increased productivity, reduced training times and improved morale.

Training Within Industry is a dynamic program that uses a learn-by-doing approach to teach essential skills for supervisors and team leaders from all industries.

TWI is composed of three programs: Job Relations, Job Instruction and Job Methods.

These programs work together to help supervisors build and maintain positive employee relations, train workers to quickly remember how to perform jobs correctly and safely & conscientiously improve the ways in which jobs are done.

What Does it Do?

Training Within Industry quickly and effectively trains supervisors in:

- **Skills in Improving Methods - Job Methods (JM)** teaches the skills needed to analyze jobs to make the best use of resources.
- **Skills in Leading - Job Relations (JR)** teaches the skills needed to evaluate and take action to handle and prevent people problems.
- **Skills in Instructing - Job Instruction (JI)** teaches the skills needed to quickly develop a well trained work force.

Attributes of this methodology

- Reduces training time.
- Standardizes training.
- Increases productivity.
- Improves morale.

History

TWI was developed in the U.S. during . . .

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**“Be non-resistant
to Learning.”**

- Jay Watson

4 Workplace Symptoms That Show a Need for TWI:

Inconsistent production results - Excessive rework

High employee turnover - Low employee moral

What happened to...



Chiclets Gum ?

When was the last time anyone ever offered you a Chiclet?

For younger readers, Chiclets were these tiny, tiny pieces of gum, covered in a candy shell.

Now owned by Kraft (NYSE: [KFT](#) - [News](#)), Chiclets are no longer easy to find in the U.S.

But the rest of the world, in particular the Middle East, still gobbles up the tiny treats.

Don't count Chiclets out just yet. Like so many candies, you can pretty much count on a return at some point, just like others snatched from the abyss to capitalize on nostalgia such as Pop Rocks and Wacky Packages.

Other lost brands, probably not coming back, include:

Tab, F.W. Woolworths (now FootLocker), and the Diners Club Card.

The Resurrection of Training Within Industry ...

WWII to train replacements of an industrial workforce off fighting a war. It provided rapid and consistent training and is recognized as part of what helped the Allied forces secure victory as they boosted industrial production and out-produced the enemy.

Expansion in Japan

TWI was introduced in Japan during post-war rebuilding. It is still in widespread use in Japan; most notably at Toyota as part of the Toyota Production System (TPS). It is a foundation to Toyota's success in continuous improvement, and more importantly, in its ability to sustain those improvements.

Emerging Movement

A prosperous post-war America gradually lost interest in TWI. But today's competitive global marketplace is forcing U.S. managers to adopt the best tools available to hire, train & retain great workers.

In what has been described as a "movement," Lean enterprises nationwide are increasingly turning to TWI as a means to emulate Toyota's ability to sustain improvements and achieve standard work.

Industries such as health care, construction, and manufacturing are reaping modern day benefits from this proven and recently revived program.

Who Will it help?

- Anyone in a position where they direct and plan the work of others.
- Any company adding workers

Impact of TWI

1,750,650 people trained in 16,511 plants and unions

Of over 600 companies monitored:

- 86% increased production by at least 25%
- 100% reduced training time by 25% or more
- 88% reduced labor hours by at least 25%
- 55% reduced scrap by at least 25%
- 100% reduced grievances by more than 25%

The Benefits of TWI

- Standardize jobs
- Standardize training
- Create training plans
- Improve your 5S readiness
- Improve shop floor communication
- Train people to think systematically about their job
- Get people to see critical links between standardization and kaizen

Training Within Industry Case Studies & Pilot Program Results – The TWI Institute

[TWI Job Instruction - the Foundation for Standardized Work](#)

ESCO Turbine Technologies - Syracuse, NY

July, 2002 - July, 2005

[View PDF](#)

TWI Summit Session: How to Deploy TWI with Continual Improvement

[View Presentation](#)

[View Session Notes](#)

Albany International Case Study: 2009 TWI Summit [View PDF](#)

Reeb Millwork Case Study: 2009 TWI Summit [View PDF](#)

Robot Assembly Project [View PDF](#)

Currier Plastics [View PDF](#)

“We hold that it is part of our industrial duty—that is, part of our service that supports the wage motive—to help people to help themselves.” - Henry Ford

A wee bit o' history - - -

In his book [The Toyota Way](#), Jeffrey Liker tells us that “The Toyota Way of going to the source, observing in detail, and learning by doing were all very much influenced by TWI and became the backbone of Toyota’s standardization philosophy” and that “standardized work should be a cooperative effort between the foreman and the worker.”

In support of this role of a supervisor, TWI training is the training of choice for “Strict adherence to standardized operations for new employee training and review of parts of the training system to enable quick learning of TPS.” (Toyota article Relations with Employees, page 50).

Here’s a Most Excellent TWI Prezo from Iowa State University !

http://www.ciras.iastate.edu/productivity/info/TWI_Supervisor_Skills_Training_Presentation.pdf

CHECK THIS OUT!

Continuous “Improvisation”



- by Kate Mackle, THINKFLOW

Why we are so good at it and how it holds back improvement ...

http://www.swimm.co.uk/events/documents/swimmpresentation170205_000.pdf

“I.N.S.P.I.R.E T.O I.M.P.R.O.V.E”

W/ J.A.Y W.A.T.S.O.N

If you love what you do, is it really work?

I go in to work truly happy. I whistle sometimes. I try to smile a lot. I say, “Hello” to people I see while walking to my desk. I try to say something nice to people whenever I am out throughout the facility. People are generally happy to see me also. It may sound funny, but - I look forward to going in Monday morning and am glad to be there.

I am in the improvement business. When I do well, others do well. When I lead a team or roll out an initiative, the organization starts to improve. By truly listening and taking an interest in people, I try to personalize them and their contributions to their work. I let them know they are valued. I also say “thanks” a lot.

A Director asked me why I smile and seem happy so much of the time. I told him if teammates see me all frowning, beat up, and droopy (like his other Managers act sometimes), they won’t be so interested in learning about improvement and indeed – improving. But if they see me “upbeat”, not beat up - they will be more likely to join in the Lean efforts and be more open to learning.

Now, I don’t know if this is a statistical proven hypothesis and really works, but it doesn’t hurt anything, does it?

How do you inspire to improve?