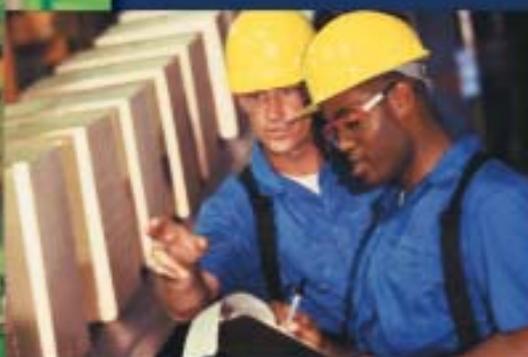


TWI ...Leveraging the Role of Supervisors and Team Leaders

Training Within Industry

- ✓ Increase Productivity
- ✓ Improve Morale
- ✓ Reduce Training Time



Proven Results in
Manufacturing
Hotels & Restaurants
Construction and Medical Services

TWI

Learn by Doing – Assures Methods are Applied and Retained



Studies show that the effectiveness and retention of training increases significantly when the material is applied soon after instruction and the learning can be directly transferred to the individual's environment. TWI optimizes this effect by allowing supervisors to use the tools learned each day in their own workplace.

Participants attend class for 2 hours per day for 5 days. Each day, after the session, trainees return to the workplace to use the techniques learned and choose real life examples to discuss and practice in class.

Small class sizes keep everyone involved and maximize success. Certified trainers assure training is delivered to quality standards and that proven TWI methodology is followed.

Training with **Immediate Return** on Investment



Businesses invest in training to improve productivity, quality and morale. Typically, the return on investment is hard to measure and occurs long after completion. TWI is different. Job Methods Training usually pays for itself by the end of the program through process improvements using only the people, equipment, and materials currently available. Employee suggestions keep the improvements coming after the program ends.

The Multiplier Effect

When medium and large size companies adopt TWI, internal trainers can be identified and attend both the programs and Train-the-Trainer classes. These qualified trainers then train groups of supervisors in using the TWI methods. The initial investment is paid back immediately and all future groups multiply the benefits without additional outside training costs.



TWI – The Missing Link to Kaizen

... **Leverage Your Lean Manufacturing Investment**

TWI is the genesis of Lean Manufacturing.

Developed in the US in the early 1940s to support the war effort by boosting industrial production, TWI was an unqualified success:

- 86% of companies increased production by at least 25%
- 100% reduced training time by more than 25%
- 55% reduced scrap by at least 25%
- and 100% reduced grievances by more than 25%.

After the war, the program in the US was discontinued and US companies, fueled by growing markets and minimal competition, spent their energies elsewhere. TWI was exported to Japan where it played a key role in quickly rebuilding its industrial base.

TWI is the foundation for Kaizen, or Continuous Improvement. Between 1950 and 1960, Toyota used TWI to train employees in the Toyota Production System, the world's first Lean Manufacturing program. Still in widespread use today by Toyota and successful businesses throughout Japan and other countries, TWI has come back to the U.S. where a new generation is finding it to be the key to productivity gains. Many companies train workers in Lean Manufacturing principles without a framework for employees to apply what they learn. TWI provides that framework by leveraging the role of the supervisor to apply the principles of Kaizen and Lean Manufacturing on an on-going basis.



Giving Supervisors the **Tools to Succeed**

TWI consists of three standardized programs covering essential skills needed by all supervisors and team leaders, regardless of their industry: *Skill in Instruction*, *Skill in Improving Methods*, and *Skill in Leading*.

Each TWI program follows a proven four-step process:

Preparation, Presentation, Application and Testing. Supervisors are given the opportunity to learn and practice the process in a confidential, low-stress, and highly supportive environment. Each program is simple, straight-forward and easy to implement. Class materials include pocket reference cards for daily use after the program has been completed.



Job Methods Training (JM)

Teaches supervisors how to improve the way jobs are done.

The aim of the program is to help produce greater quantities of quality products in less time by making the best use of the people, machines, and materials now available. Supervisors are taught how to break down jobs into their constituent operations. They question details and develop new methods by eliminating, combining, and rearranging these details.



Job Instruction Training (JI)

Teaches supervisors how to quickly train employees to do the job correctly, safely, and conscientiously.

The objective is to help supervisors develop a well-trained workforce resulting in less scrap and rework, fewer accidents, and less tool and equipment damage. Supervisors are taught how to effectively break down a job for instruction. The method emphasizes preparing the operator to learn, giving a proper demonstration, identifying the key points in the job, observing the operator perform trial runs, and tapering off coaching while continuing to follow up.



Job Relations Training (JR)

Teaches supervisors how to build positive employee relations, increase cooperation and motivation, and effectively resolve conflicts.

JR emphasizes that people must be treated as individuals. Supervisors are given foundations for developing and maintaining good relations to prevent problems from arising. Principles include providing constructive feedback, giving credit when due, telling people in advance about changes that will affect them, making the best use of each person's ability and earning the employee's loyalty and cooperation. When problems do arise, it teaches supervisors how to get the facts, weigh them, make the decision, take action, and check results.



Successes from Syracuse to Singapore

TWI has increased business productivity, quality, morale and success around the world in England, India, Japan, Malaysia, Mexico, Singapore, the USA and more. It has been deployed in a variety of industries including electronics, compact discs, castings, plastics, bearings, medical devices, and hospitals. Applications include factory, office, and other work environments. To learn more about companies using TWI and more detailed program descriptions, please visit www.tdo.org.

"Without question, the TWI programs are the most successful corporate training programs in the history of the United States."

– Alan G. Robinson & Sam Stern, authors

"Corporate Creativity: How Innovation and Improvement Actually Happen"

Job Instruction Training:

"We had a brand new employee. The team leader left for the day so I had to set her up on a packing job. I prepared myself and first went through the steps (The 4-Step JIT Method). She did a perfect job without mistakes. This was my first course in how to be a better trainer. I am going to teach it to my 5 leaders".

– Jordi LaManna, Shop Supervisor, Anoplate Corporation

Job Methods Training:

"It seems that someone turned a light on."

"It gave me the tools to improve areas that have been needed for a long time."

"It teaches us to look closely at the jobs and reap the fruits of close observation."

– feedback from supervisors in a JM program in Syracuse

Job Relations Training:

"This would have been a perfect course when I started as a leader, 20 years ago! It is simple and based on a foundation of values. This will help build trust and understanding in the workforce."

– Carl Bratt, Team Leader, ESCO Corporation



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