



Training Within Industry (TWI)

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- Technical Specialist at IMEC
- 19 years with IMEC

Skills

- TWI, JI, JR, JM Certified instructor

TWI – Training Within Industry



History

The real job had to be done **by industry, within industry.**

Crisis Created a Need

The TWI Service was one of the first emergency services established during World War II by the U.S. Government War Production Board in the early 1940's.

The TWI Mission:

To **help industry to help itself** to get out more materials than have ever been thought possible, and at constantly accelerating speed.

TWI Results

600 companies monitored during WWII:



55%

(330) reduced
scrap by at
least 25%



86%

(516) increased
production by at
least 25%



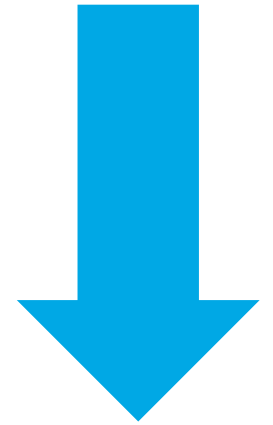
88%

(528) reduced
labor hours by
over 25%



100%

reduced
grievances by
more than 25%



100%

reduced
training time by
25% or more

TWI in Japan

Expansion in Japan

Toyota as part of the Toyota Production System (TPS). It is a foundation to Toyota's success in continuous improvement, standard work, and more importantly, in its ability to sustain those improvements.

Bring TWI Back!

In 2001 the Central New York Technology Organization reintroduced TWI; thousands of people have been trained in its methods, creating substantial competitive advantages for companies adopting it.



Supervisor Defined

Anyone Who Is In Charge Of People:

- Supervisor
- Plant Manager
- Cell Leader

Anyone Who Directs The Work Of Others:

- Engineers
- Maintenance
- Trainers

Poll

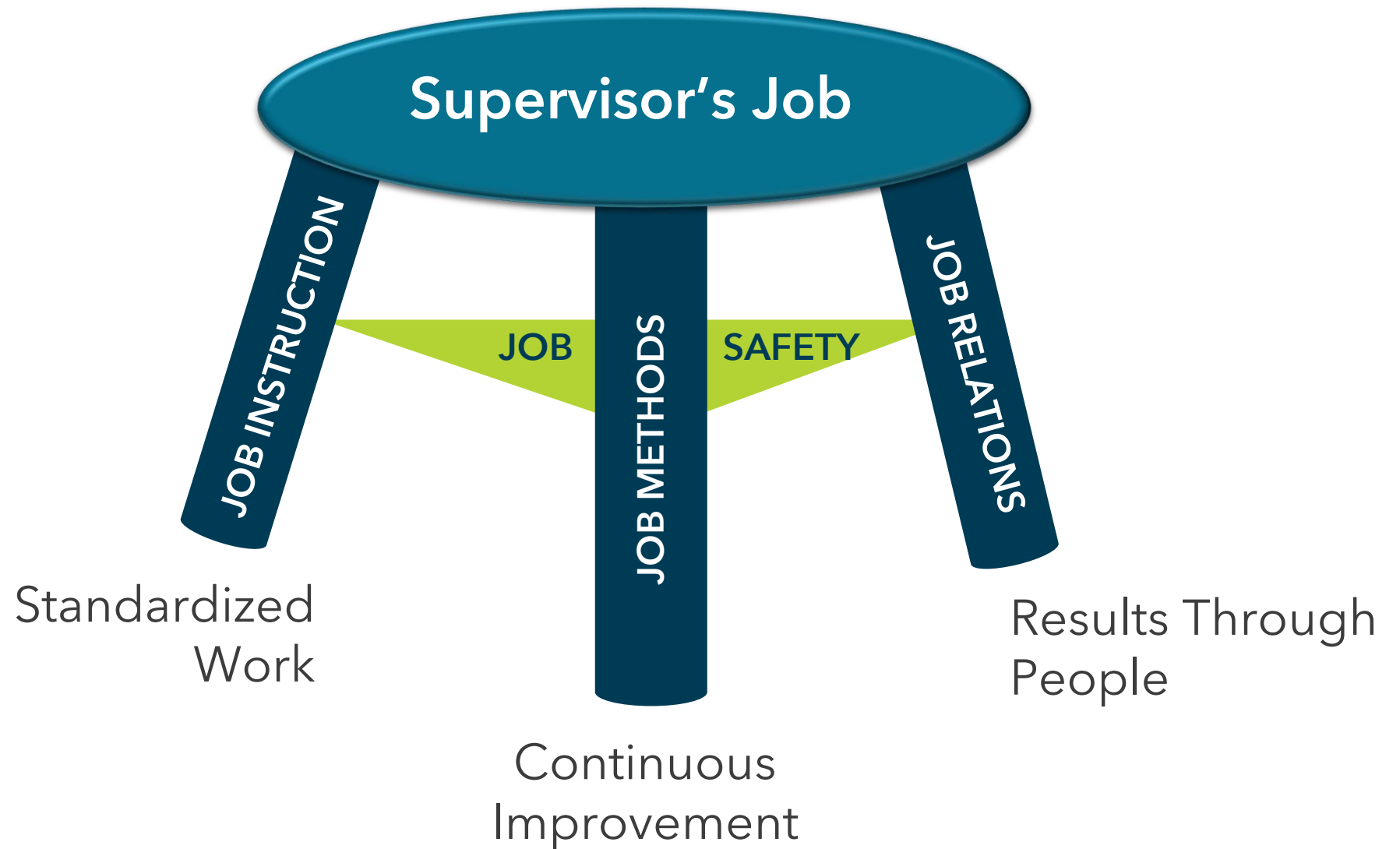
- Who fits the definition of “in charge of others”?
- Who fits the definition of “direct the work of others”?



Five Needs for a Good Supervisor



What is TWI?



Job Relations

Skill in Leading

Trains supervisors how to lead people so that problems are prevented and gives them an analytical method to effectively resolve problems that do arise.



Job Relations | Why?



**Build positive
employee
relations**



**Increase
cooperation
and motivation**



**Effectively
resolve conflict**

Job Relations

Foundations

1. Let each worker know how they are doing 
2. Give credit 
3. Tell people in advance 
4. Make best use of ability 

Job Relations

What?

1. Get the facts



2. Weigh options



3. Take actions



4. Check results



Job Relations | What?

HOW TO HANDLE A PROBLEM

DETERMINE OBJECTIVES

STEP 1 – GET THE FACTS

Review the record.

What policies, rules, and regulations apply?

Talk with individuals concerned and get opinions and feelings.

Be sure you have the whole story

STEP 2 – WEIGH AND DECIDE

Fit the facts together and consider their bearing on each other.

What possible actions are there?

Check practices and policies.

Check each action against objectives weighing effect on individual, group, and production.

Select the best actions.

Don't jump to conclusions

STEP 3 – TAKE ACTION

Should I handle this myself?

Who can help in handling?

Should I refer this to my supervisor?

Consider proper time and place.

Explain and get acceptance.

Don't pass the buck

STEP 4 – CHECK RESULTS

How soon and how often will I check?

Watch for changes in output, attitudes, and relationships.

Did my actions help production?

WERE MY OBJECTIVES ACCOMPLISHED?

Job Relations

Benefits

- Increased productivity
- Improved attendance
- Better morale
- Higher employee retention rates



Service Process

5 consecutive days

Day 1

2 hours

Day 2

2 hours

Day 3

2 hours

Day 4

2 hours

Day 5

2 hours



10 participants max

The background is a solid dark blue color. It is decorated with several light blue question marks of varying sizes, scattered across the page. The central text 'Questions?' is in a large, white, sans-serif font.

Questions?



Thank you for joining us!

Scan the QR code below to complete a survey about this webinar. Contact Ed at ehuey@imec.org.



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