

“People are not machines and TWI teaches supervisors how to engage both people’s hearts and minds for each job.”

—PATRICK GRAUPP

Training Within Industry (TWI)

TWI had three main training programs, collectively referred to as “J” programs:

- Job Instruction** taught supervisors and experienced workers how to teach people how to do work with fewer defects, less scrap and rework, fewer accidents, and less tool and equipment damage.
- Job Methods** taught workers to make improvements methodically by making the best use of people, machines, and materials to produce greater quantities of quality products in less time.
- Job Relations** taught supervisors how to handle people problems effectively and fairly by gathering facts, weighing them, making a decision, taking action, and checking results.

JOB METHODS

How To Improve

A practical plan to help you produce **GREATER QUANTITIES of QUALITY PRODUCTS in LESSTIME**, by making the **best use of the Manpower, Machines, and Materials, now available.**

STEP I: BREAKDOWN the job.

- List ALL the details of the job EXACTLY as done by the **Present Method**.
- Be sure details include all:
 - Material Handling.
 - Machine Work.
 - Hand Work.

STEP II: QUESTION every detail.

- Use these types of questions:
 - WHY is it necessary?
 - WHAT is its purpose?
 - WHERE should it be done?
 - WHEN should it be done?
 - WHO is best qualified to do it?
 - HOW is the ‘best way’ to do it?
- Also question the:
 - Materials, Machines, Equipment, Tools, Product Design, Layout, Workplace, Safety, Housekeeping.

Lean Enterprise Institute®

STEP III: DEVELOP the new method.

- ELIMINATE **unnecessary** details.
- Combine details when practical.
- REARRANGE for better sequence. SIMPLIFY all **necessary** details:
 - Make the work easier and safer.
 - Pre-position materials, tools and equipment at the best places in the proper work areas.
 - Use gravity-feed hoppers and drop-delivery chutes.
 - Let both hands do useful work.
 - Use jigs and fixtures instead of hands, for holding work.
- Work out your idea with others.
- Write up your proposed new method.

STEP IV: APPLY the new method.

- Sell** your proposal to the **boss**.
- Sell** the new method to the **operators**.
- Get final approval of all concerned on **Safety, Quality, Quantity, Cost**.
- Put the new method to work. Use it until a **better way** is developed.
- Give **credit** where credit is due.

**Job Methods Training Program
TRAINING WITHIN INDUSTRY**

FRONT OF CARD

BACK OF CARD

JOB INSTRUCTION HOW TO GET READY TO INSTRUCT

Have a Time Table

How much skill you expect them to have by what date.

Break Down the Job

List important steps. Pick out the key points. *Safety is always a key point.*

Have Everything Ready

The right equipment, materials, and supplies.

Have the Workplace Properly Arranged

Just as the worker will be expected to keep it.

Lean Enterprise Institute®

KEEP THIS CARD HANDY

FRONT OF CARD

BACK OF CARD

HOW TO INSTRUCT

STEP 1: PREPARE THE WORKER

- Put them at ease.
- State the job and find out what they already know.
- Get them interested in learning the job.
- Place them in correct position.

STEP 2: PRESENT THE OPERATION

- Tell, show, and illustrate one important step at a time.
- Stress each key point.
- Instruct clearly, completely, and patiently, but no more than they can master.

STEP 3: TRY OUT PERFORMANCE

- Have them do the job—correct errors.
- Have them explain key points to you as they do job again.
- Make sure they understand.
- Continue until you know they know.

STEP 4: FOLLOW UP

- Put them on their own.
- Designate to whom they go for help.
- Check frequently. Encourage questions.
- Taper off extra coaching and close follow-up.

*If the Workers Hasn’t Learned,
the Instructor Hasn’t Taught.*

JOB RELATIONS A Leader Gets Results Through People

Foundations for Good Relations

Let each worker know how they are getting along.

- Figure out what you expect of them.
- Point out ways to improve.

Give credit when due.

- Look for extra or unusual performance.

- Tell them while “it’s hot.”

Tell people in advance about changes that will affect them.

- Tell them why if possible.
- Get them to accept the change.

Make best use of each person’s ability.

- Look for ability not now being used.
- Never stand in a person’s way.

People Must Be Treated as Individuals

Lean Enterprise Institute®

HOW TO HANDLE A PROBLEM

Determine objectives

1. GET THE FACTS.

- Review the record.
- Find out what rules and customs apply.
- Talk with individuals concerned.
- Get opinions and feelings.

Be sure you have the whole story.

2. WEIGH AND DECIDE.

- Fit the facts together.
- Consider their bearing on each other.
- What possible actions are there?
- Check practices and policies.
- Consider objectives and effect on individual, group, and production.

Don’t jump to conclusions.

3. TAKE ACTION.

- Are you going to handle this yourself?
- Do you need help in handling?
- Should you refer this to your supervisor?
- Watch the timing of your action.

Don’t pass the buck.

4. CHECK RESULTS.

- How soon will you follow up?
- How often will you need to check?
- Watch for changes in output, attitudes, and relationships.

Did your action help production?

FRONT OF CARD

BACK OF CARD

