



An Introduction to

# Training Within Industry (TWI)

Job Instruction Training



## Tom Southworth

Today's presenter

# TWI – *“The Roots of Lean”*<sup>1</sup>

## A “Lean” enterprise:

- Utilizes Standard Work
- Continually Improves
- Has Respect for People

<sup>1</sup> Jim Huntzinger – “The Roots of Lean” (2004)

# Standard Work

Standard work is everyone doing:

- the same job (task)
- the same way
- every time

Standard Work stabilizes processes

A stable process is a predictable process

# Standard Work

Standard training leads to Standard Work

Job Instruction Training *is* Standard Training

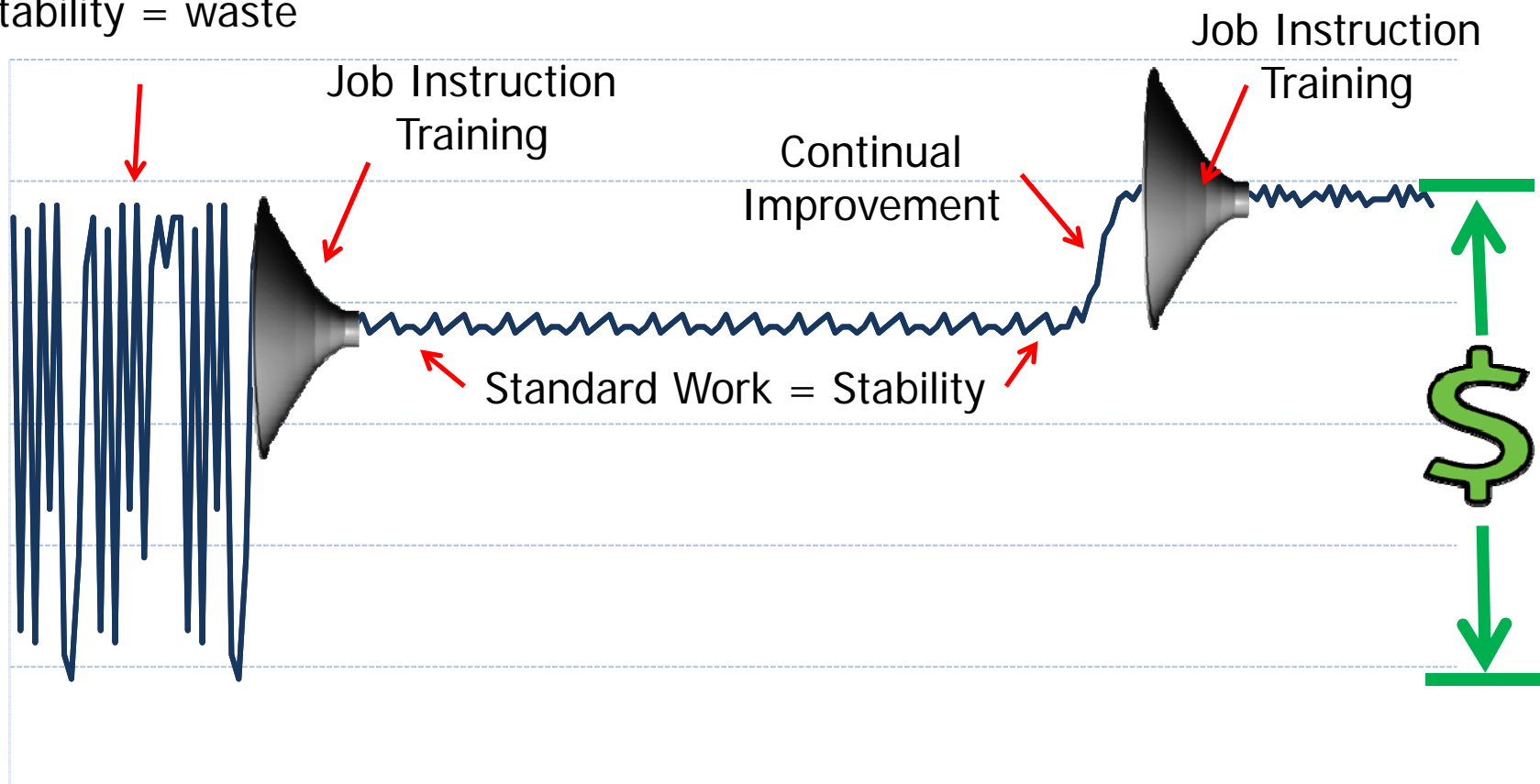
Everyone is trained:

- On the same job (task)
- The same way
- Every Time

# Continual Improvement

A stable, predictable process can be improved

Instability = waste



# Respect for People

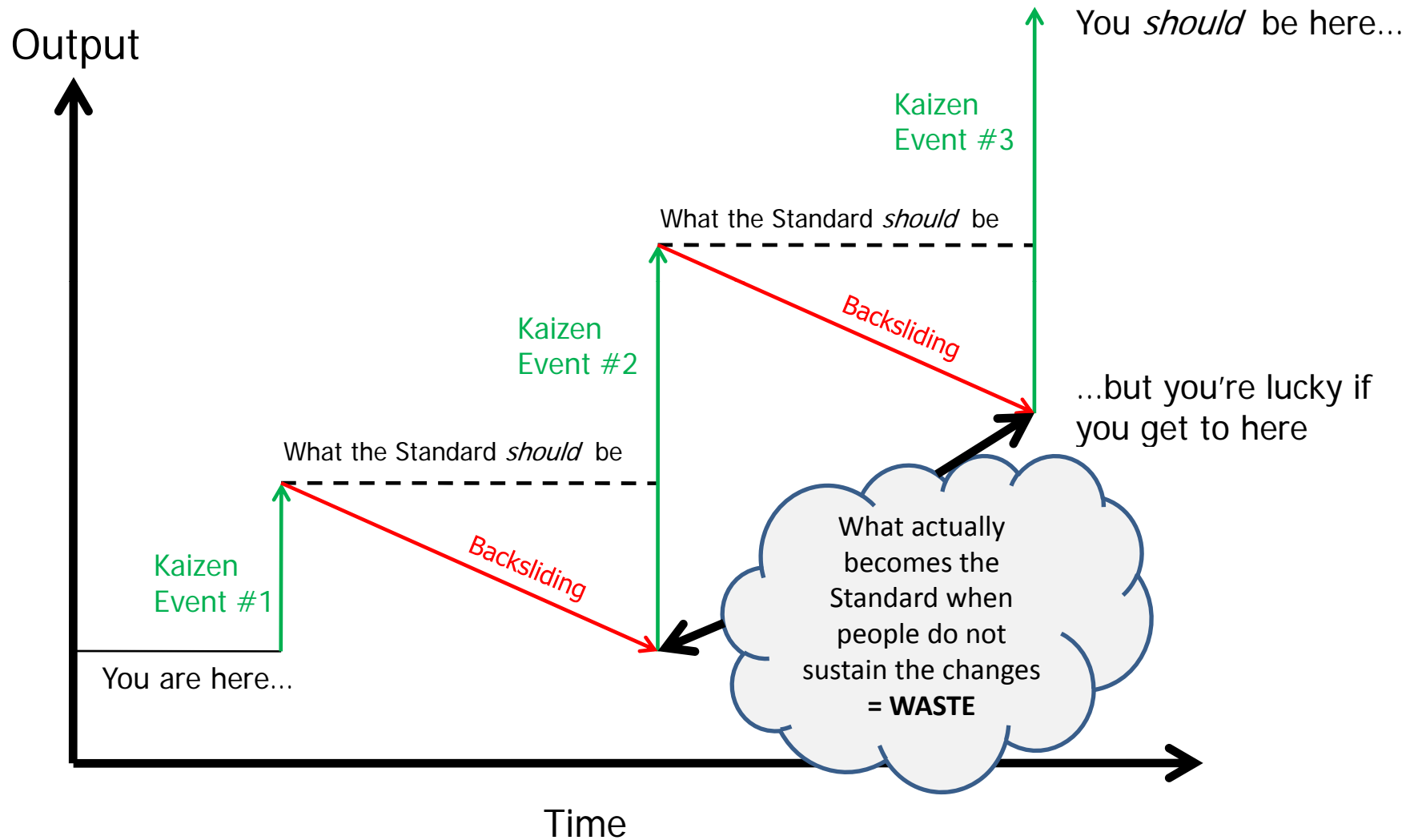
Everyone learns

- at a different pace
- in a different way

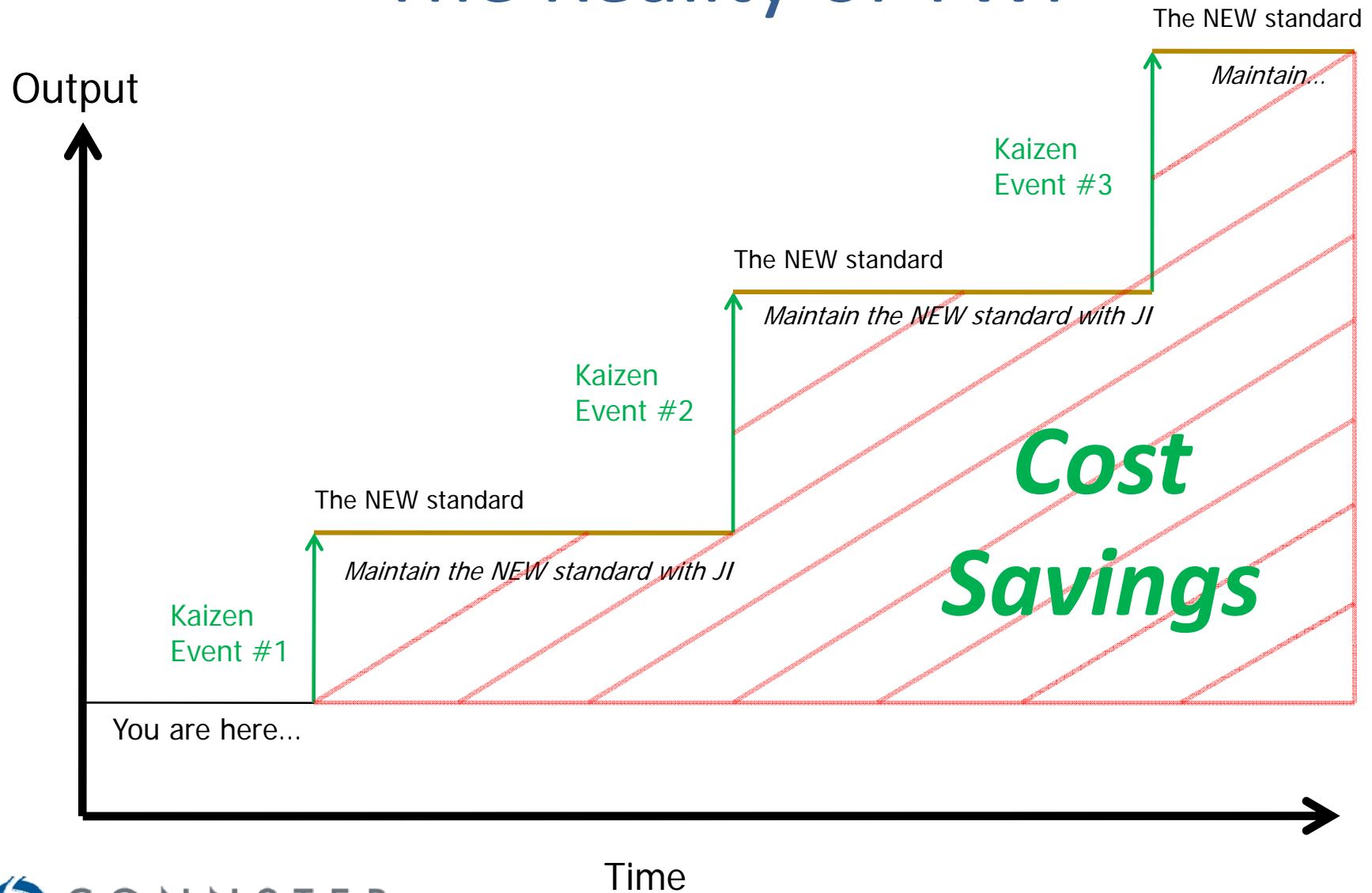
Proper instruction shows respect

Standardized training ensures fairness

# The Reality of “Events”



# The Reality of TWI



# TWI is Timeless

1. It is an *utterly simple* program
2. It uses a *tried and true* procedure that requires a minimum of time
3. It adheres to the *learning by doing* principle
4. It has built in *multipliers to spread the training*

# Job Instruction Training

1. Two-hour sessions spread over five (5) consecutive days
2. Each participant receives one-on-one coaching
3. Each participant spends about one-hour outside of class working on their Job Breakdown Sheet and practicing their training demonstration

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*Questions?*

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