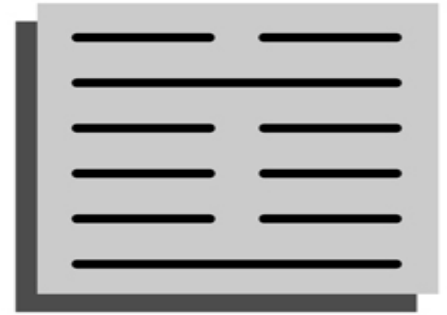


Change Management Associates



March 2014



Training Within Industries (TWI) The Foundation of Lean

Dear Drew,

I have spoken to several groups and worked with numerous companies in recent months. I always ask people about previous exposure to particular Lean concepts. It is part of 'knowing one's audience'. I have been surprised by the lack of awareness in the concepts and methodologies of Training Within Industries (TWI). I shared my experience with several colleagues. They too lamented about the lack of awareness and understanding of what has been described as 'the foundation of Lean'. How could this be? Has TWI been overlooked among the 'tools' of 5S, Pull/Kanban and others? The origins of TWI date back to WWII (and even further). The seemingly simple and time tested methodologies should be part of every leaders 'toolbox'. It is why they are introduced in our 'Lean Leadership' program. There are four methodologies, often referred to as 'the J's'. These are: Job Instruction (JI), Job Methods (JM), Job Relations (JR), and Job Safety (JS).

"We can't find good help" is a frequent comment that I hear in my travels. I typically respond by asking several questions about the skills and knowledge the organization is looking for, as well as its approach to training. The responses usually involve poorly defined descriptions of the work for which they are looking for people to perform, and a classic approach to training. Job Instruction (JI) provides a methodology to develop the 'script' for training, called a Job Breakdown Sheet. Far different than detailed procedures that are often used during the training of new team members, the Job Breakdown Sheet identifies the important steps that advance the work. Details on how to perform an important step

Upcoming Events



CMA and our network affiliates have the following events scheduled:

AME Events:

**Keys to Sustaining:
Going to See & Leader
Standard Work**
Elmira, NY

March 13, 2014

Kennedy Valve will provide a tour in the morning followed by a workshop covering the important subject of leader standard work & going to the 'gemba'. [Click here](#) to learn more.

**Toyota Kata
2-day Shop Floor
Application Event**
Chestertown, MD

April 1-2, 2014

You've read the book, now come experience it in practice. [Click here](#) for more info.

are provided when they rise to the level of a 'key point'. For every key point, a 'why' is provided that reinforces the learning and understanding. Once the 'script' has been developed, the JI teaching process can be effectively practiced.

The four step JI methodology makes use of proven instruction techniques including multiple cycles of learning and repetition. When practiced properly it avoids a common pitfall of most teaching - the 'fire hydrant' approach. JI purposely breaks down the content in a way that is more readily absorbable by the 'student'. The mantra of JI is 'if the worker did not learn, the instructor hasn't taught'. JI has proven to reduce the typical 'learning curve' by as much as 75%.

Job Methods (JM) is practical plan to examine and improve any process by making the best use of the people, equipment and materials now available. Lean Enterprises ask all members to practice 'Plan-Do-Check-Act (PDCA)'. Well, JM provides a step-by-step approach to do just that on a regular, even daily basis. The steps involve; breaking down the current method, questioning every detail, developing the new method, and applying the new method. Of course, JI can then be used to teach the new method to other team members.

A leader gets results through people, and people must be treated as individuals. This is the key tenet of Job Relations (JR). JR provides the foundations for good relations. These include; letting each team member know how he/she is getting along, giving credit when due, communicating upcoming changes, and making use of each person's ability. In addition, JR provides a four-step approach to handling a personnel problem in an effective way.

Finally, there is Job Safety (JS). The meaning of safety is to consider measures and take action before a safety incident occurs. It is not about 'after action' reporting. JS provides a four-step methodology to; spot the causes of danger, decide on countermeasures, enforce countermeasures, and check results. The mantra of JS is 'a perfect safety record is not a record of fate, but a record of the efforts of leaders'. Of course JR can be used if behavioral resistance is encountered.

Too often a person is placed in a front-line leadership role, and the organization does not properly equip them with the skills and tools to be successful. As straightforward as the J's may seem, they require deliberate and frequent practice before a leader fully develops the associated skills. The good news is that there are excellent resources now available. The TWI Institute provides education, training and certification in all four J's with resources in 31 countries on 6 continents. The annual TWI Summit will be in Nashville TN May 7-9, 2014. The 'TWI Workbook: Essential Skills for Supervisors' is an excellent and easy to read reference on the subject.

I encourage all of you who have never heard of TWI to close an important knowledge 'gap'. For those of you who have been exposed to the concepts, I suggest that you dive more deeply into the subject and be sure to put all of the techniques into practice in your organizations. By doing so you will be laying a solid foundation upon which an effective Lean Management System can be built.

Help Wanted!
Using Visual
Management to Drive CI
Webinar
April 11, 2014
[Click here to register.](#)

Lean Enterprise
Institute Workshops

Lean Transformation
Summit

Lake Buena Vista, FL
March 3-4, 2014
[Click here for information on](#)
LEI's annual summit.

Atlanta GA
College Park, GA
April 8-10, 2014
Optimizing Flow, Kata,
Change Agent Skills, VSM,
and more. [Click here for info.](#)

University of Michigan
Lean Leadership
Ann Arbor, MI
May 12-15, 2014
Attendees will create Leader
Standard Work, Visual
Management Systems, initiate
A3s and more as they work to fill
'gaps' in their current Lean
Management Systems back in
their organizations. [Click here for](#)
info.

Be sure to check out
our publications!

"Lean Office & Services
Simplified"

Best Regards
Drew Locher
Managing Director, Change Management Associates

**Lean Enterprise Institute (LEI) comes to Atlanta GA!
April 8-10, 2014**

LEI will be coming to the Westin Atlanta Airport in College Park (Atlanta) GA. Optimizing Flow in Office & Services, Kata, Value Stream Mapping, Change Agent Skills, Policy Deployment, and other workshops will be offered. Use Promo Code **Locher** and receive a special faculty discount worth \$100 for each workshop day. [Click here](#) to go to the LEI website.



**You can now follow us on Twitter
@DrewLocher**

(2012 Shingo Prize)

"The Complete Lean Enterprise"
(2005 Shingo Prize)

"Value Stream Mapping for Lean Development"

"Unleashing the Power of 3P"

Books are available at
www.productivitypress.com

Join Our Mailing List!

Drew Locher
Change Management Associates
856-235-8051
www.cma4results.com