



Frontline Leader Skill Development

Training Within Industry (TWI)



A proven manufacturing system developed to help the war effort during WWII can help your business thrive today.

Frontline Leader Skill Development - TWI (Training Within Industry) was developed in the '40s to help drive the war effort. In the 1950's, TWI helped rebuild Japan's infrastructure after the war, and is the cornerstone of successful Japanese companies today.

This program is still relevant as we focus on domestic manufacturing.

More than 1 million people were trained in TWI methods during WWII, working in about 600 companies. The following benefits were realized:

- ▶ 86% increased production by at least 25%
- ▶ 100% reduced training time by 25% or more
- ▶ 88% Reduced labor hours by over 25%
- ▶ 55% reduced scrap by at least 25%
- ▶ 100% reduced grievances by more than 25%



Today, we compete globally and it's more important than ever to implement and sustain LEAN.

TWI leverages the role of front-line leaders by providing the skills needed to succeed.

- ▶ Standardizes Work
- ▶ Improves Morale
- ▶ Reduces Training Time
- ▶ Ensures Worker Safety
- ▶ Increases Productivity & Quality
- ▶ Solves Problems



Focus on the supervisors:

Competency in two general areas – Knowledge and Skill – determine the effectiveness of the supervisor. Frontline Leader Skill Development – TWI, focuses on building the supervisors’ skills to provide a base that allows them to raise the skill level of the employees. TWI offers four programs to build supervisor and employee skills:

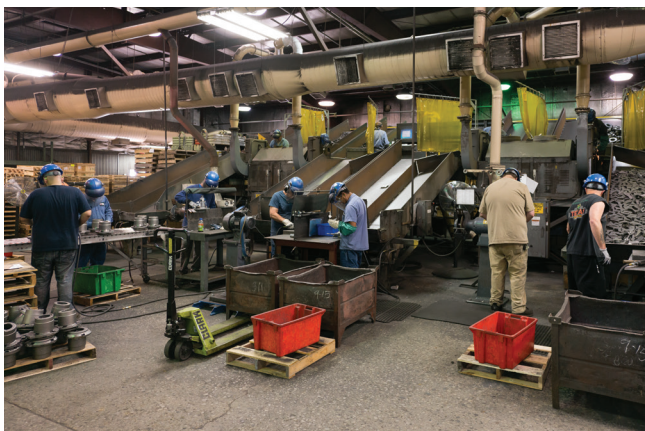
Four Programs:

- ▶ Job Relations - Building skill in leadership
- ▶ Job Instructions - Building skill in teaching
- ▶ Job Methods - Building skill in methods improvement
- ▶ Job Safety - Increasing safety on the job

Four Steps

Skills are developed through four simple steps:

- ▶ Preparation
- ▶ Application
- ▶ Presentation
- ▶ Testing



Modules based on resolving current issues are shown, told, practiced, and reinforced by supervisors. This process generates significant skill advancement that can be immediately implemented on-the-job.

The structure consists of four to five half-day classroom sessions where concepts are developed and applied. Each lesson is presented in simple language to ensure clear transfer of information and principles.



Class Structure

- ▶ Five half-day sessions with time for delivery and coaching conducted on-site to minimize time away from work.
- ▶ Approximately one hour of time working on the lesson outside the class is required.
- ▶ Attendance at all 5 sessions and project delivery are required in order to receive a certificate of completion.
- ▶ Class size is limited to a maximum of 10.
- ▶ Each participant must demonstrate the skill by using the method on real-life issues during class.
- ▶ Training can be delivered both English and Spanish.



JOB RELATIONS (JR)

JR teaches supervisors to develop employees for peak performance.

A supervisor's job is a tough one. Supervisors are expected to be experts on every job under their purview. In addition, supervisors must keep employees motivated, focused, and provide conflict resolution. Unfortunately, few supervisors have been trained to resolve conflicts, despite the fact that interpersonal issues are a major reason why people leave their jobs. Job Relations (JR) helps supervisors learn the critical skills necessary to become good people managers.

According to a Gallup Poll, 80% of people leave their jobs because of their immediate supervisor.

The average cost to replace lost employees is approximately 1.5 times their salary.

Our Method

WMEP coaches your organization in JR through on-site facilitation. Supervisors learn to approach every production activity from an engineering perspective – by analyzing the processes, and scrutinizing the details, all while continually striving to embed Lean Enterprise principles into each process. This method is also applied to developing specific skills that will improve the supervisor's ability to prevent and resolve conflicts.



Benefits

JR training upgrades your organization's supervisory capacity by developing the skills to:

- ▶ Provide constructive feedback
- ▶ Give credit when and where it is due
- ▶ Provide advance notice for changes that affect your employees
- ▶ Develop and use the individual employee's unique talents, skills and interests
- ▶ Earn the loyalty and cooperation of each employee

JOB INSTRUCTIONS (JI)

JT teaches supervisors the right way to train employees to do the job correctly.

A supervisor who thoroughly understands a job may not have the skills to effectively teach the skills to other employees. Job Instructions (JI) trains supervisors how to become effective teachers.



Basics

Developing systematic training skills help supervisors in any organization maintain a well-trained workforce, which results in less scrap and rework, fewer accidents, and less tool and equipment damage. If an employee does not follow correct procedure, it's likely that training (or lack of it) is the cause.

In JI, supervisors are taught how to effectively break down a job for instruction. The method emphasizes:

- ▶ Preparing the employee to learn
- ▶ Giving a proper demonstration
- ▶ Identifying the key points in the job
- ▶ Observing the employee performing trial runs
- ▶ Tapering off coaching while continuing to follow up

Benefits

The process equips staff to deal with a range of training and procedural issues effectively, resulting in:

- ▶ Reduced training time
- ▶ Increased production quantity and improved quality
- ▶ Fewer accidents
- ▶ Increased job satisfaction/morale
- ▶ Less scrap and rework
- ▶ Increased profits
- ▶ Less equipment and tool damage
- ▶ Standardized work

JOB METHODS (JM)

JM teaches supervisors to improve the way every job is done.

Supervisors are under pressure to produce a greater quality of higher quality products in less time. Optimal use of resources—people, machines and materials— makes this goal a reality. Job Methods (JM) demonstrates how to do this by breaking down jobs, questioning details, and developing new methods by eliminating, combining and re-arranging each element of the process.



Basics

Supervisors are taught how to break down jobs into their constituent operations and tasks. A simple four-step process is used to analyze the present situation and develop improvements.

1. Break down the job
2. Question every detail
3. Develop the method
4. Apply the new method

Benefits

- ▶ Reduced cost
- ▶ Reduced WIP
- ▶ Reduced inventory
- ▶ Increased throughput
- ▶ Increased profits
- ▶ Continuous improvement

JOB SAFETY (JS)

JS is a proven method that helps companies prevent accidents and promote environmental health and safety awareness.

Knowing how to do the job right isn't enough. Safety is becoming increasingly important in the workplace. Job Safety (JS) teaches supervisors how to instruct employees in preventive measures that, through practice, can help reduce incidents and improve overall work quality.

Basics

Eighty percent of all accidents can be prevented through training. Accidents cause injuries, damage to equipment, scrap, lost time and decreased morale. JS emphasizes how feelings and attitudes contribute to the physical causes of accidents. This service provides a framework for supervisors to engage employees in identifying and eliminating potential hazards. Supervisors are trained to analyze the chain of events that lead to incidents and hazardous situations.

Benefits

JS leverage the skills learned in the three previous TWI modules: Job Relations, Job Methods, and Job Instruction. It integrates with TWI's "Five Needs" model by placing safety at the center. Companies that practice JS experience:

- ▶ Lower incident rates
- ▶ Better morale
- ▶ Less down time
- ▶ Improved safety records
- ▶ Better inspection results

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