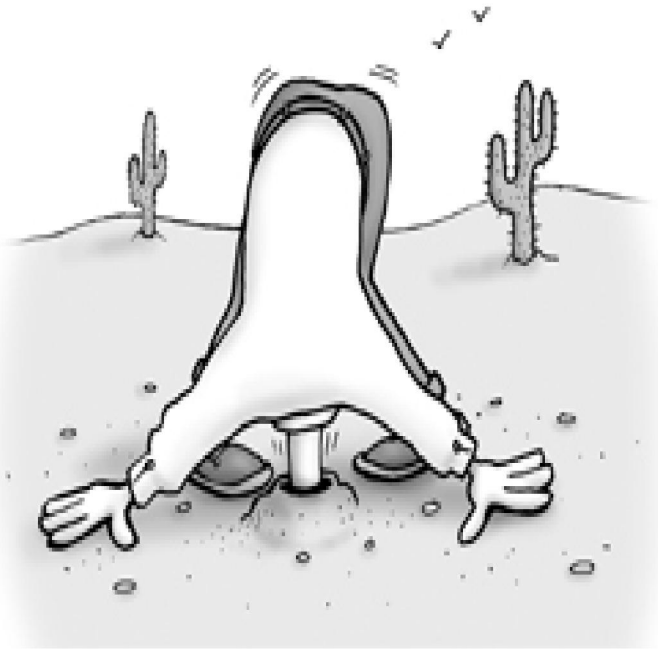
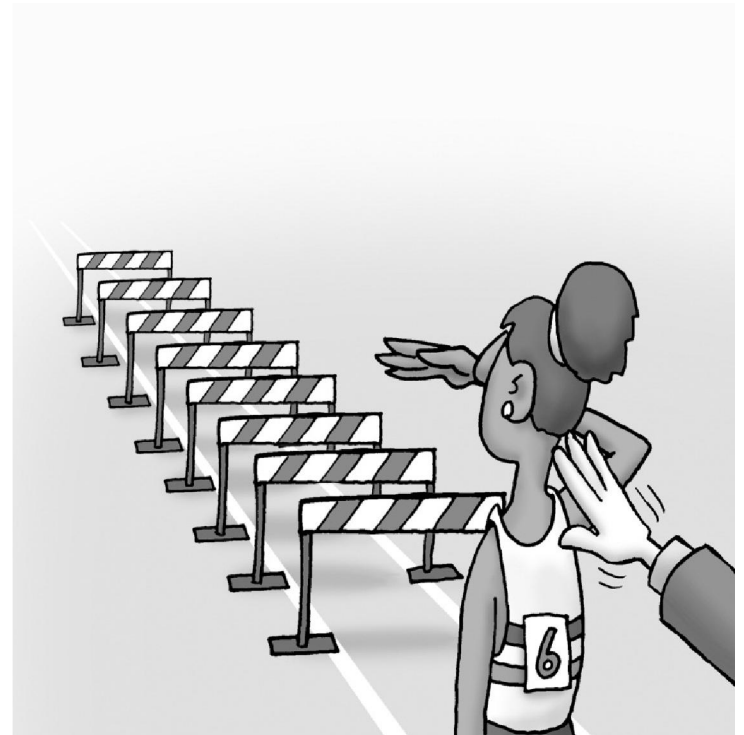


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# There are many approaches to training supervisors



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# TRAINING WITHIN INDUSTRY (TWI)

TOOLS FOR SUPERVISORS

## Where did TWI originate?

- During WW2 the US was determined to build two war machines to the enemies one – tanks, ships, guns etc.
- TWI was formed and lasted for the duration of the war – until 1945





## 1945 TWI stats

- From a survey of 600 companies
- 55% reduced scrap >25%
- 86% increased production >25%
- 88% reduced labour hours >25%
- 100% reduced training time >25%
- 100% reduced grievances >25%



## After the war

- Post War Japan needed to be rebuilt  
TWI was taken to Japan
- A few of recognizable companies that received the TWI instruction;  
Sony, Nissan, Toyota
- TWI is the basis of the training within the  
TPS



# **Training within industry focused on a simple, repeatable format**

In practice you will find that the most complicated part of using TWI training methods is keeping it simple — Ray Bagnell 2011

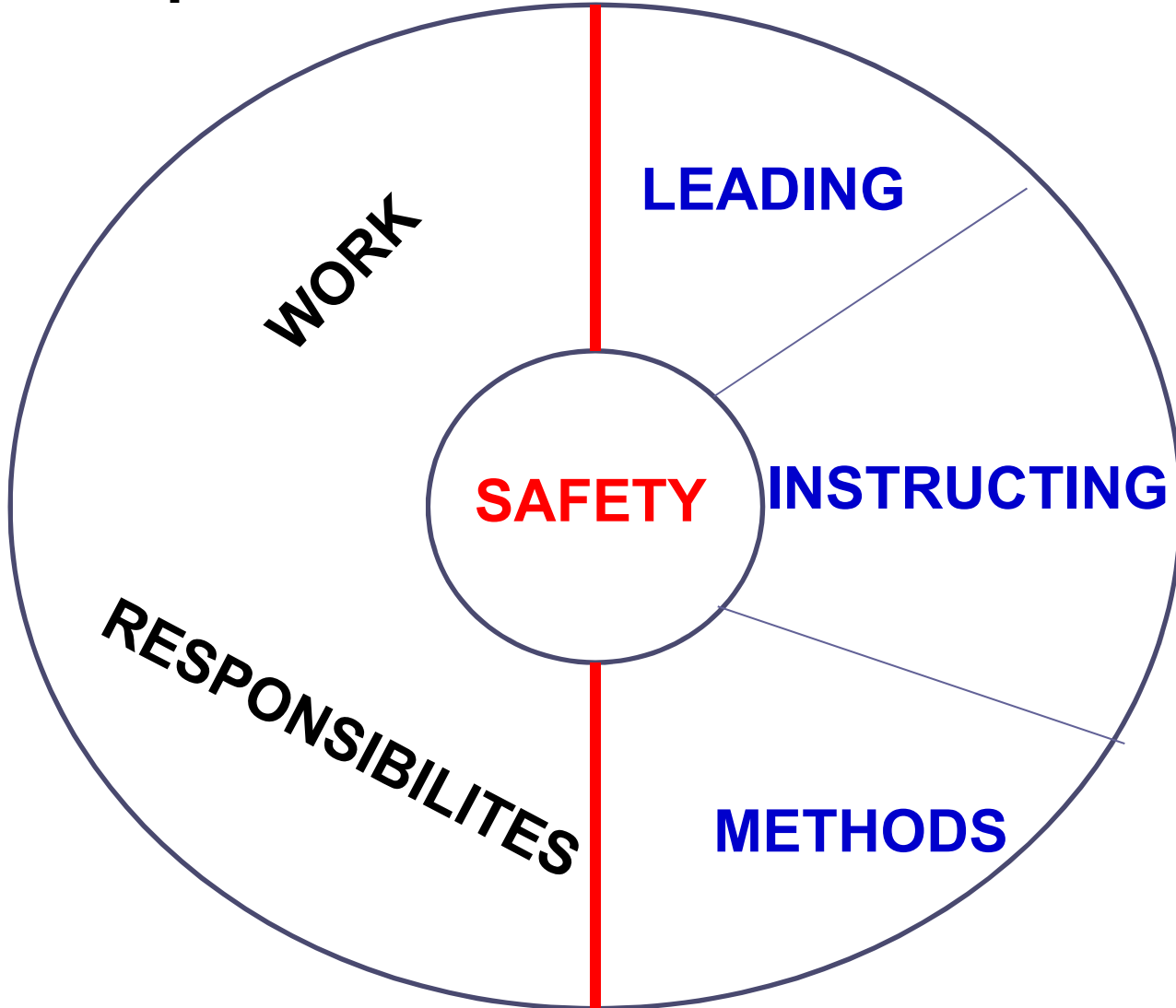


# TWI DEFINITION OF A SUPERVISOR

ANYBODY IN CHARGE OF  
PEOPLE, OR WHO DIRECTS  
THE WORK OF OTHERS

● ● ● | Supervisor : Five needs model

**KNOWLEDGE**



**SKILLS**



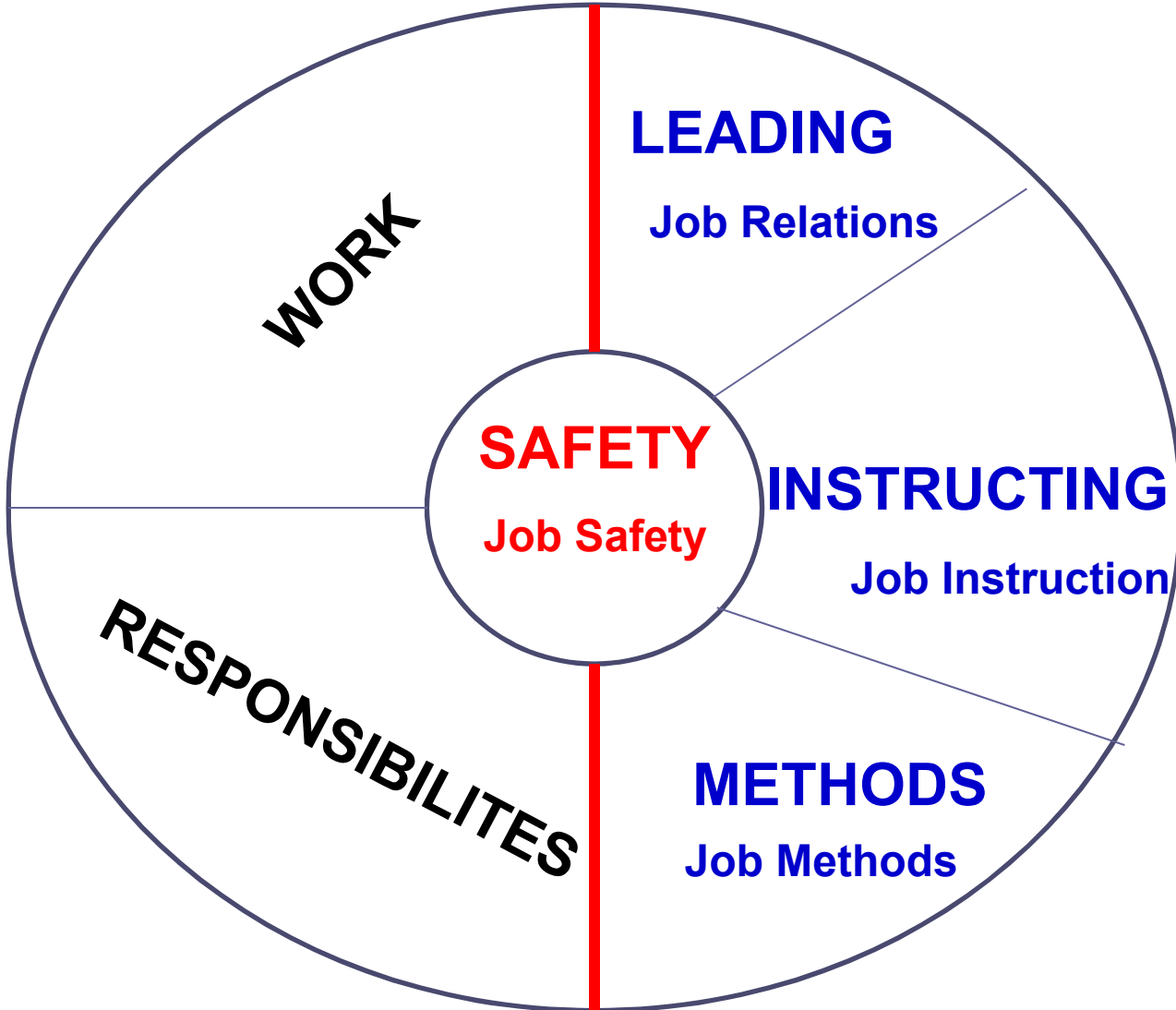


# Supervisor Challenges

- People don't come with a handbook!
- Overcoming lack of knowledge with the work
- Handling veteran workers
- Unable to instruct or mentor inexperienced workers
- Handling new workers with different work habits

# TWI PROGRAMS

**KNOWLEDGE**





# Job Relations

## **COURSE OUTLINE;**

2 Hours per day for five days

Participants bring a work relationship problem they have experienced as a supervisor to work through in course.

Standard format is practised repeatedly using real life examples

Pocket cards are used to help stick to standardized format



# JOB RELATIONS

Definition of Good Supervision;

- The supervisor gets the people in the department to do what the supervisor needs done, when it should be done, and in the way the supervisor needs it done, because they want to.



# JOB RELATIONS

**A SUPERVISOR GETS RESULTS THROUGH PEOPLE**

## *FOUNDATIONS FOR GOOD RELATIONS*

- 1) Let each worker know how they are getting along
- 2) Give credit when credit is due.
- 3) Tell people in advance about changes that will affect them.
- 4) Make best use of each person's ability.

*PEOPLE MUST BE TREATED AS INDIVIDUALS*



# Job Relations

## HOW TO HANDLE A PROBLEM

### **DETERMINE OBJECTIVE**

- 1) Get the facts
- 2) Weigh and decide
- 3) Take action
- 4) Check results

*DID YOU ACCOMPLISH YOUR OBJECTIVE?*

# Job Relations

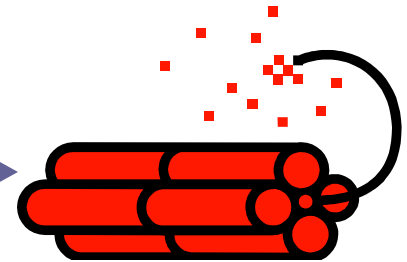
## Four stages of a problem

Sizing it up  
before it  
happens

Being  
tipped off

Coming to  
you

Running  
into





# Job Relations

## **Benefits of Job Relations**

- Structured training for supervision (Finally)
- Develop problem solving skills
- Develop relationships to stop problems before they happen.
- Supervisors and workers relationships are smoother
- Enhance supervisors ability to introduce and manage change
- Sets the foundation for Job Instruction



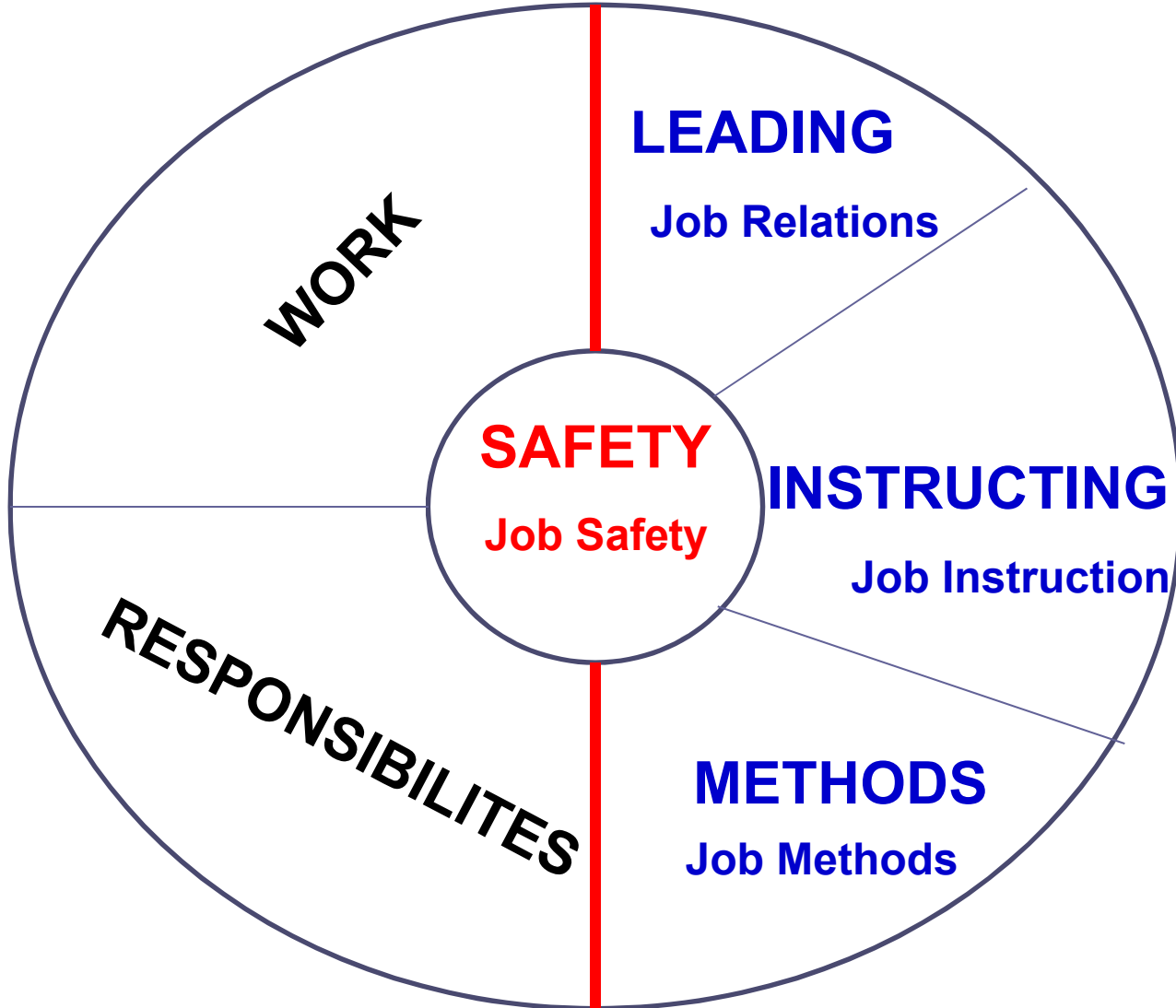


# JOB INSTRUCTION

- Definition of a supervisor: A supervisor is anyone who is in charge of people or anyone who directs the work of others.

# TWI PROGRAMS

**KNOWLEDGE**





# Job Instruction

## **COURSE OUTLINE;**

2 Hours per day for five days

Participants bring a job that can be taught in the course, breakdown the job into Important Steps and Key Points

Standard format is practised repeatedly using participants and instructors sample jobs.

Pocket cards are used to help stick to standardized format



# JOB INSTRUCTION

- Definition of Job instruction: The way to get a person to quickly remember to do a job, correctly, safely, conscientiously



# JOB INSTRUCTION

## HOW TO GET READY TO INSTRUCT

Before instructing people how to do a job:

- 1) Make a timetable for training
- 2) Break Down the Job
- 3) Get everything ready
- 4) Arrange the work site.



# JOB INSTRUCTION

## *Job Instruction Breakdown*

- Consists of two major parts, Important Steps and Key Points.
- Important Steps are “WHAT YOU DO”
- Key Points are “HOW YOU DO IT”
- JIB is for the trainer, not the learner, use a simple repeatable pattern of phrases that go with the movement.
- Training progresses using a layered affect, building in complexity as the worker “learns by doing”



# JOB INSTRUCTION

## *HOW TO INSTRUCT*

- 1) Prepare the Worker
- 2) Present the Operation
- 3) Try out Performance
- 4) Follow Up

IF THE WORKER HASN'T LEARNED,  
THE INSTRUCTOR HASN'T TAUGHT



# JOB INSTRUCTION

*FAULTY INSTRUCTION*

~~TELLING ONLY~~

~~SHOWING ONLY~~

LEARN BY DOING

IF THE WORKER HASN'T LEARNED,  
THE INSTRUCTOR HASN'T TAUGHT





# JOB INSTRUCTION SUMMARY

- Standard training =Standard work.
- Focus on Safety
- Experienced workers contribute
- Creating JIB's clarifies each movement, small incremental changes can be made.
- Increase retention rate, efficient use of training time
- Delivers a clear message about production and safety expectations
- Does not replace a SOP, supports it.
- JIB's are not typically posted at work area, they are a trainer's guide. Reference documents or SOP are better suited for posting.



# Benefits of TWI

- Accessible – no jargon
- Develops a questioning culture
- Tools for supervisors
- Standardization
  - **Of instruction**
  - **Of problem solving**
- Structured & Repeatable
- Basis of continuous improvement culture
- Sustains continuous improvement