



THE TWI JOURNEY AT ALLSTEEL --- A REAL STORY

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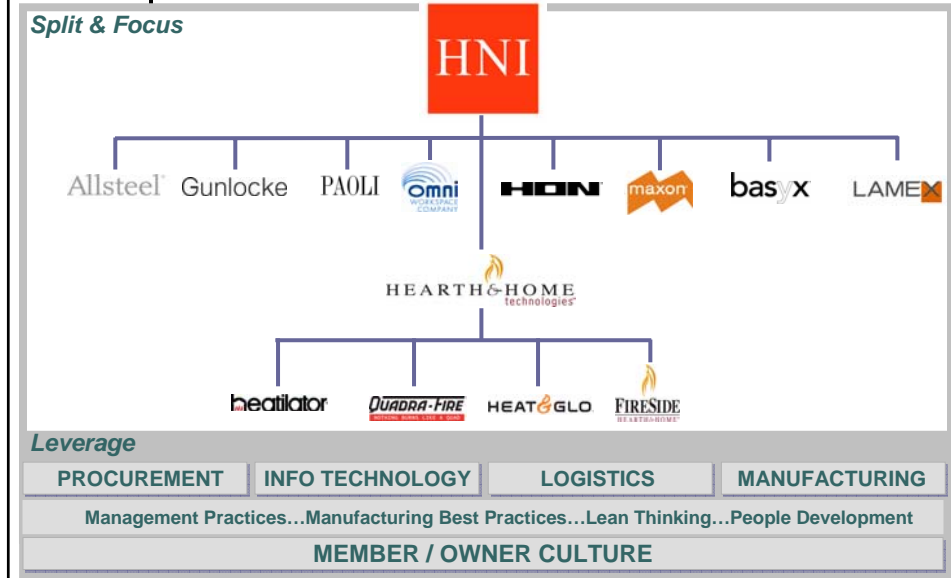


HNI Corporation



- Publicly traded company on NYSE
- 61 years old
- Based in Muscatine, IA
- International scope
- 2004 sales of \$2.1 billion
- Member Culture

Structured to Perform



HNI/Allsteel International

- Manufacture, distribute HNI office furniture worldwide
- Service HNI corporate clients globally
- Single source for office furniture solutions worldwide



Global Locations



100+ servicing partners in over 50 countries

Customer Experiences

- **IBM** – Mexico
- **Sun Microsystems** - Malaysia
- **NCR** - Hong Kong
- **Eli Lilly** - Ireland
- **Ericksen** - China
- **Merant** - Australia/France/UK
- **General Electric** - China
- **Goodyear** - Mexico
- **BMW** - Thailand
- **FedEx** - Philippines
- **Readers Digest** - England
- **Kuwait University** - Kuwait
- **Aramco** - Saudi Arabia
- **Booz Allen Hamilton** - China
- **Publicis Dialog**– Mexico
- **FCIB** - Caribbean
- **HSBC** – Mexico
- **Mobil Oil** - Venezuela
- **Pennzoil** - Bolivia
- **Caterpillar** – Mexico & Singapore
- **Kodak** - Russia & Mexico
- **MasterCard** - Guatemala
- **NW Airlines** - Japan
- **AMC Theatres**-Spain & Japan
- **Bank of N.Y.** - Singapore
- **Lloyds Bank** - Honduras
- **Ernst & Young** –Trinidad, Barbados
- **Duty Free Shops** – Guam
- **Eulen** - Mexico
- **US Embassy** – China & Nicaragua
- **Wells Fargo** – Mexico, Puerto Rico
- **American Express** - Mexico, UK
- **Santander Bank** – Mexico
- **Winterbotham Darby** - England



RCI – Learn by Doing



- Our journey since 1992
 - Relentless waste elimination
 - Aggressive improvement goals
 - Formalized biomimicry process (back to nature)
 - Right-sized processes (not catalog engineering)

Allsteel



HNI - Culture of Improvement

- HNI has won the SHINGO Prize in four of our manufacturing facilities
- HNI has been recognized the last two (2) years as a top 50 manufacturing company by Industry Week.
- Despite all this, HNI took on TWI because we believe there is always something we can be doing better!

● ● ● | Ergonomic

Personal Workspace is More Functional and Enjoyable



● ● ● | Versatile

Open and Spacious with unique look



Efficient



More Storage Capacity and Planning Freedom



Our Journey with TWI

- ESCO Benchmarking
- HNI Culture (Split and Focused)
- Allsteel “embraces” TWI
- Planning the TWI Experience



Patrick and TDO Arrive on the Scene

- September Overview
- HNI Sister-Companies Involved Together
- TDO as a partner
- Built bench strength within by becoming Certified as Trainers
- Invited local MEP to “come along” and join in training



HON, Paoli and HNH

- **Hearth and Home --- Mt. Pleasant**
 - Started with one cell
 - Completed JI, JR, JM
- **Hearth and Home --- Lake City**
 - Blitz approach
 - Completed JI, JR, JM
- **Paoli**
 - Completed JI and JR
- **HON**
 - Decentralized approach
 - Completed JI and JR



Allsteel's Rollout Strategies

- Managers' Overview
- Designing the JI Rollout Process
- Identifying the Pilots
- Rollout of JR and JM
- Sharing



ALLSTEEL TWI GOALS


- Take variation out of Standard Work (JI)
- Use fair and consistent plan for training all current and new members (JI)
- To hit production targets better (JI, JR, JM)
- To improve work processes (JM)
- To improve safety of members and quality of products (JI, JR, JM)
- Increase member morale (JR)
- Reduce turnover (JR)
- Improve training efficiency and validity (JI)



Organizational Development (Change) Process

TO SUCCEED...

- Need a plan endorsed by the CEO
- Need high-impact early success
- Need marketing/buy-in approach
- Need early adopters
- Need ROI “evaluation” plan
- Need champions and integration
- Need patience, persistence and C-Level Support to work the plan



Current Methods at Allsteel and TWI Rollout

J1	Standard Work taught by available Member
JR	Not taught
JM	Standard Work Combination Sheet
J1 (Prepare,,Present, Try Out, Follow Up) JR (Get Facts, Weigh/Decide, Take ,Action, Check Results) JM (Breakdown, Question, Develop, Apply)	PDCA RCI Events



Plan and Integration

- Endorsed and supported by Vice President for Operations, Tom Eberhard (Allsteel) and Dave Gardner, VP for Flow Improvement, HNI
- Identified three (3) pilot areas with General Managers (tough areas)
- Integrated into New Member Onboarding Program
- Integrated into Group Leader Accelerated Development Program (GLAD)



OJT Mentors

- Current “members” in work cell
- Job Posted
- Trained in Job Instruction
- Responsible for job breakdowns
 - Completed with Training Facilitators in pilots
 - Verified in “early trainee”
- Responsible for training new member first
- Responsible for training existing members
- Part of “audit” process



Training Facilitators' Role

- Certified in JI, JR and soon JM
- Assigned to one plant
 - (Panel, Component/Storage, Seating)
- Work with OJT Mentors on motivation, breakdowns, training timetables, training, audits
- Oversee System of keeping document library (ISO9001)
- Oversee collection of pre and post training data collection
- Kept Learning Journals



JI Rollout Process

- Identify Work Cell to complete JI
- Collect Pre-Training Data
- Breakdown Job
- Kickoff (with VP for Operations/ GM/ Training Facilitator/OJT Mentor)
- Training (both shifts)
- Post-Training Data Collection
- Audits (1week;2 week; 4 week)



PILOTS

- AMADAS
 - Vipros255
 - Aries
 - King
 - Queen
 - Pega
- Two OJT Mentors (1/shift) and Training Facilitator
- Data Collection
- Results



Seating – Sewing and Upholstery

- SUM Chair
- Data: Avg Trg. Time; Ergo Issues; Time on Task; Member Change-over time; Production Control Boards-MDI; Rework.
- Methods: Survey; Takt Time;
- Four OJT Mentors and 1 Training Facilitator
 - Sewing and Upholstery first
 - Other work stations next
- Results:



Pilot 3 – Panel Concensys Pack Out (5 work stations)

- CONCENSYS PACKOUT
 - PreTuck
 - Tuck
 - Packout
- 2 OJT Mentors and 1 Training Facilitator
- Data Collection:CQR's; Clickers; Warranty Returns; Rework; Video.
- Results



Problem Encountered and Overcome

- Data Collection Methodology
- Time in work cell
- Shifts coverage
- Turnover in OJT Mentors
- Embracing a new Onboarding System and TWI System simultaneously
- Focus in a Change Process and New Department



NEXT STEPS & CHALLENGES

- Finalize Pilots
 - Post Data Collection
 - Audits
 - Marketing throughout Organization
- Marketing and Educating the Organization to TWI
- Start Pilot in Administration (MCR)
- Rollout JR (inside GLAD)
- Become Certified in JM TTT --- plan with RCI Dept.
- TWI Coordinator
- Create system for integrating of JI, JR and JM processes



Lesson Learned

- Keep the notion “Go slow to go fast”
- Do Marketing Campaign up front
- Stay focused – OJT Mentor system requires constant care and attention
- Introduce TWI to Headquarters early on – they saw it as a production tool only
- Keep Managers’ Overviews - expand



Questions

- Thank you!
- Q/A
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