

TWI Summit Walt Disney World, Orlando, FL
June 5-6, 2007

The Reality of Lean

- Companies rely on “events” to implement change.
- Even when companies really want to improve they don’t make the necessary commitment to engage employees in the process.
- Increased responsibility is pushed down to those who do the work without providing people with the training and skills on how to handle their new roles effectively.
- Lean emphasizes change at the process level that cannot be maximized when the time and method it takes to do individual jobs within a process varies from person to person, across shifts, departments and plants.
- Gains cannot be sustained over a prolonged time. Improvement stalls and even declines after a number of years as employees become discouraged with management and/or the process.
- Lean becomes a “flavor of the month” and the company leaves improvement until after “making the numbers.”

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The Countermeasure: Integrate Work and Worker

TWI ...Leveraging the Role of Supervisors and Team Leaders
Training Within Industry

- ✓ Increase Productivity
- ✓ Improve Morale
- ✓ Reduce Training Time

Proven Results in Manufacturing Hotels & Restaurants Construction and Medical Services

TWI The TDI Training Within Industry Program

- Indoctrinate people into an “improvement” frame of mind.
- Teach people how to identify opportunities for improving their jobs.
- Train people how to generate ideas to take advantage of these opportunities.
- Show people how to get these ideas into practice right away.
- Create job ownership for people to take responsibility for and pride in their work.

The Foundation for Kaizen

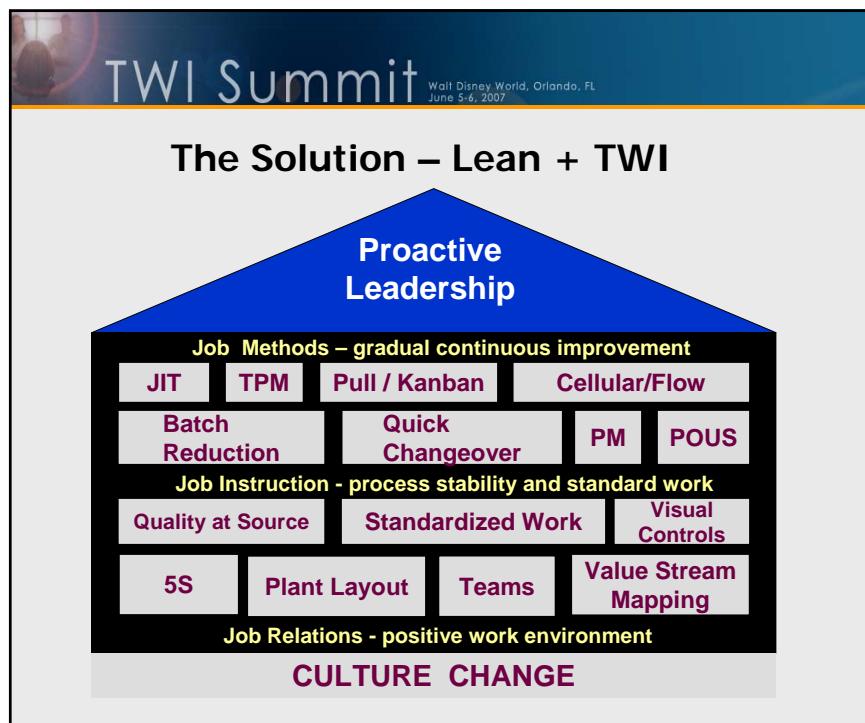
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"Make Work Productive and the Worker Achieving"
MANAGEMENT, Peter Drucker, 1974

"Personal satisfaction of the worker without productive work is failure; but so is productive work that destroys the worker's achievement."

Three elements of productive work:

1. Analyze work and arrange it in a logical order. (Taylor)
2. Synthesize work into a process of production. (Lean)
3. "It needs a feedback mechanism which both senses unexpected deviations and with them the need to change the process, and maintains the process at the level needed to obtain the desired results." (TWI)





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Roundtable Discussion Topics

- How to Implement TWI with Lean
 - Cost
 - ROI
- Support Provided by the TWI Institute
 - Marketing and Sales
 - Established network with other MEP Centers for TWI work inside and outside of your area
 - MN, TX, ND, SD, MA, PA, IN, IA, MO, NY, AK, AL
 - Universal Forest Products kicks off in MA 6/18/07
 - Standardized Trainer Training and Certification
- Bring along your questions