



To Japan and Back: Insights on My TWI Journey

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Or, to put it another way:

**WHAT DO WALTER DIETZ,
PABLO PICASSO,
STEPHEN COVEY,
BIKRAM CHOUDHURY AND
JOHN SHOOK
HAVE IN COMMON?**

Off to Japan in 1980



- Graduated from Drexel University and went to work for Sanyo Electric in Kobe, Japan

Mr. Shibuya: “You have many things to learn, but first, TWI.”



Then to the CD Plant in Indiana

- “Music is like fruits and vegetables, if it spoils you can’t even give it away.”
- We learned how to add value to a fast paced business
- All businesses have become like the music industry



Back to Japan, and the World



From India, to Mexico,
to Singapore and
Malaysia, to Indonesia,
to New Zealand, to the
U.K. and Germany, and
finally to the U.S.,
everyone understood TWI

Winding Up in San Diego

Sanyo's North American Headquarters,
close to the Tijuana factories and,
in the end, not a bad place to settle down



TWI Returns to the United States

Reintroducing TWI into the U.S. in its original format as maintained by the Japanese over five decades



What I Learned Along the Way

- With a gun to their heads (literally), the TWI founders had to find solid principles of human nature that:
 - Work every time
 - Inspire dedication
 - Create performance results
 - Build leadership
 - Strengthen teamwork



Dietz Explained How To Do It

The aim was to “develop a **standard method**, then **train people** who will **train other people** who will **train groups of people** to use the method.”

J.W. Dietz, *Learning by Doing*, 1970

How I Learned Calligraphy in Japan



Trained by the Master Trainer or *sensei* who himself was the student of his *sensei* and so on





Chinese character for *DO* or *Michi*

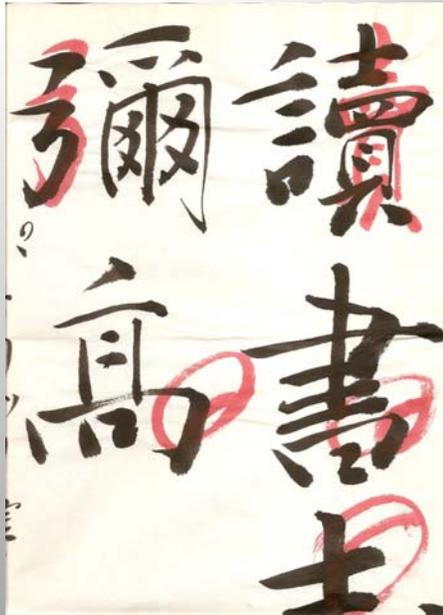
Definition: road, path, way, course,
teachings, specialty, an art

First, Strive for Perfection

- Write it **10 times**, you can understand the *kanji* (Chinese character)
- Write it **100 times**, you begin to feel the character as part of yourself
- Write it **1,000 times**, you can begin to do it on your own

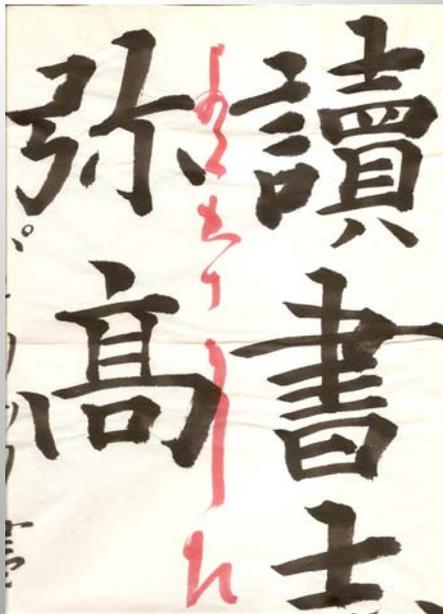
**Copy the Sensei's
Tehon or Sample**

The Sensei will
correct your "best"
efforts with his
orange ink

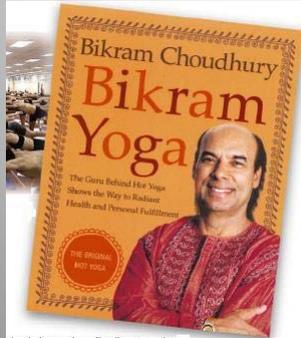


**Keep Practicing
Until You Get It
Right**

Yoku Dekimashita
— "Well done"



In Bikram's Yoga, It's the "Dialogue"



- "When you attend a Bikram Yoga class, the teacher utilizes a distinct set of verbal instructions."
- "The directions are the same every time."

The Yoga Doesn't Change

- Yoga has been around for thousands of years
- When Americans have tried to "improve" the yoga, the results disappear
- "The yoga doesn't change, YOU CHANGE."



Keep Sight of the Goal

We want to improve the quality, output and cost of our company's products and services

Our purpose is not to improve TWI—it's a time proven method

**The TWI doesn't change,
YOU (plural, your organization) CHANGE**

Same as Teaching Your Children

Modern Technology

- Computer learning software and websites
- Handheld learning devices
 - E.g. Leapster
- Educational DVDs
- Calculators
- iPods and MP3 players
 - Podcasts, blogging
- Cell phones

18th Century Learning

- Reading books
- Drawing pictures
- Spelling practice
- Multiplication tables
- Writing essays
- Make believe play

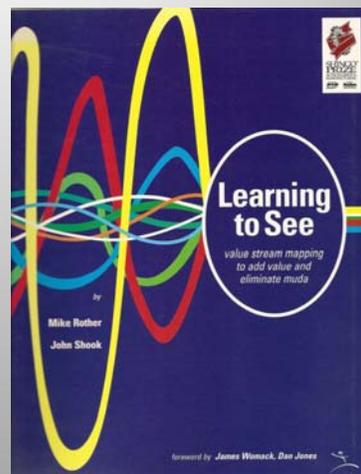
High Tech vs. High Touch

"If some teacher ten years ago got a hold of this little yellow card they would have turned it into a 3 day lecture with dozens of PPT's and we wouldn't have learned half of what we learned in the first day."

JR Participant in Toronto

Connecting TWI to Lean

- **John Shook** taught TWI at Toyota-GM joint venture
- An authority on Lean working with Womack and Jones
- Brought out the role of TWI in the development and use of lean tools



Another Lesson in People

- Lean Thinking starts with “Respect for People”
- TWI teaches, “People must be treated as individuals”
- Why is this so hard for us to do?



Covey: “Love is a Verb”



- When “the thrill is gone,” people lose motivation
- Performing “acts of love” creates the feeling of love
- For those closest to us, this must be done on a daily basis

You Have What They Want

- We hesitate, because we are afraid
 - They will demand what we cannot give
 - Closeness will prevent us from using authority
 - Fairness means everyone gets the “same treatment”
 - Admitting fault leads to a law suit
- Don't assume you know what they want
 - It won't cost a lot of money
 - It may cost you a little pride
 - Fulfilling their needs is not always difficult
 - Finding out what those needs are is the difficult part

Did Your Action Help Production?

Companies are not in the business of caring
for people's personal needs

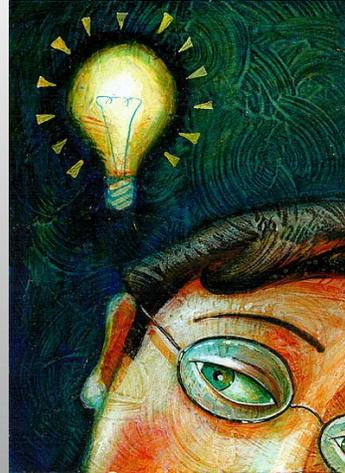
But, doing right by your people will lead
to good results

This does not mean we become permissive or soft. We counsel, we plead, we set limits and consequences. But we love, regardless.

Stephen Covey

Improvement Implies Creativity

- “I’m not an **idea** person.”
- “Mary is the **creative** one. Ask her.”
- “I haven’t had a new **idea** for a very long time.”
- “I gave my **idea** last year. I’m done.”



QUESTION: Who painted
this picture?

1896



PICASSO: "It took me four years to paint like Raphael, but a lifetime to paint like a child."

1931

Be Childlike, Not Childish

- The success of any improvement depends on our ability to develop a questioning attitude.
- Young people (**children**) ask (**lots of**) questions to get knowledge.
- Many of us (**adults**) stop questioning things too soon.
 - Job Methods Training Manual 1943
 - **Changes/additions made in Japan**

Let People Shine

- Don't have to be Picasso to express their uniqueness as human beings—even in the workplace
- Everyone is creative—just like every child is creative
- With this outlet to show their individuality, they can then willingly follow standard work

What Have I Learned?

TWI gave me a foundation, a map, upon which to view the larger world around me





1. Stick to Principles



2. Love One Another



3. Be Creative

THANK YOU VERY MUCH

Questions

The TWI Workbook: Essential Skills for Supervisors
Shingo Research and Professional Publication Prize 2007
Patrick Graupp and Robert J. Wrona
www.productivitypress.com

