

TWI and the Learning Organization

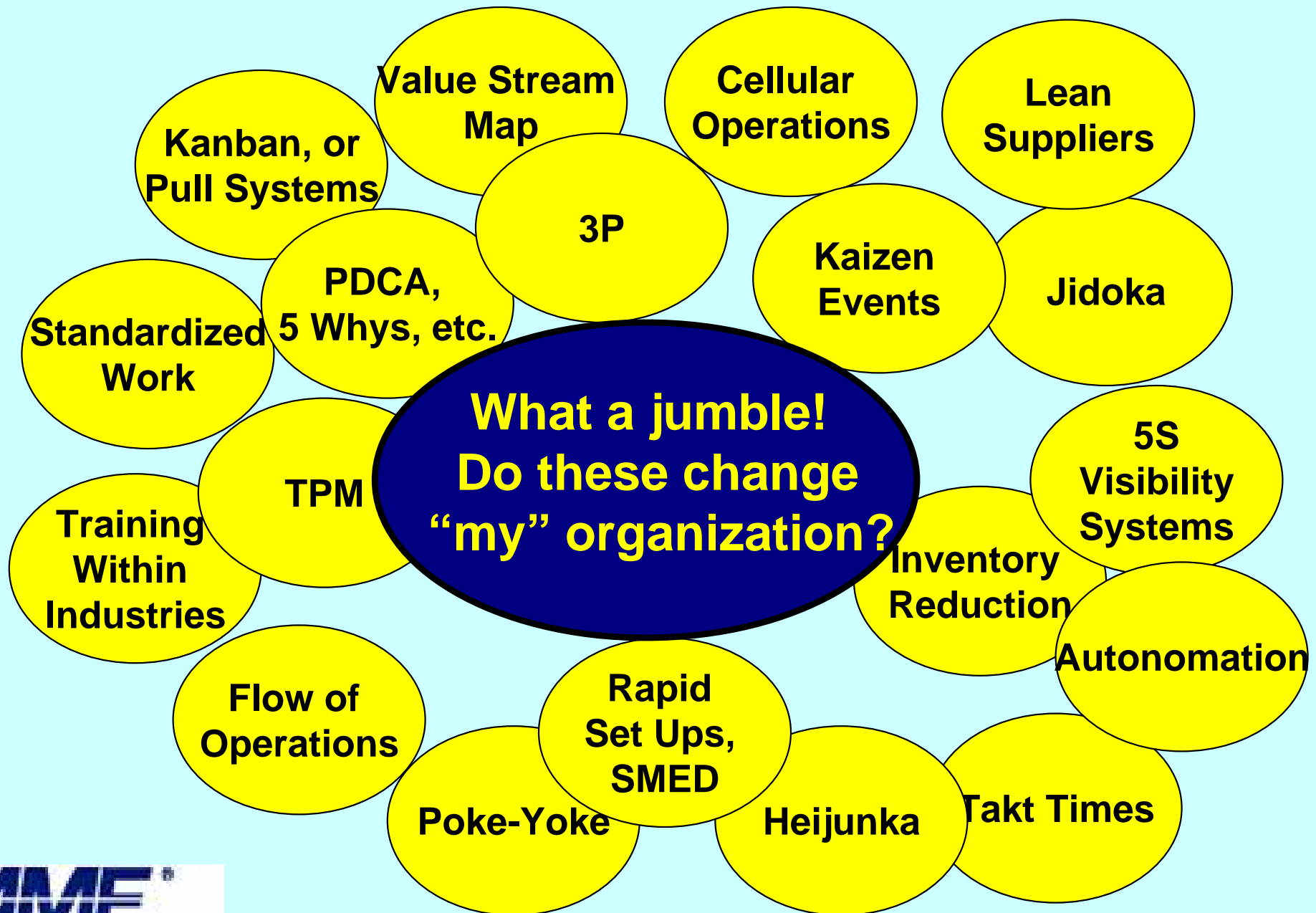
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Four Stages of Adult Learning

1. This is insane!
2. Interesting viewpoint, but perverse.
3. Good some places, but not here.
4. I've always said so!

A Tool Kit View of “Lean”



Work Culture Definitions

1. “How we do things around here.”

2. Common systems, symbols, myths, experiences, stories, words, habits, training, technologies, and expectations of each other.

“Tool Culture” and “Learning Culture”

Tool Culture: Develop people and organization sufficient to sustain operations gains. A vain hope.

Learning Culture: Develop people to use the tools daily to see and solve problems. Develop them for process learning in the broadest context possible.

A Management-Directed Culture (usually using financial controls) can't see either of the above.

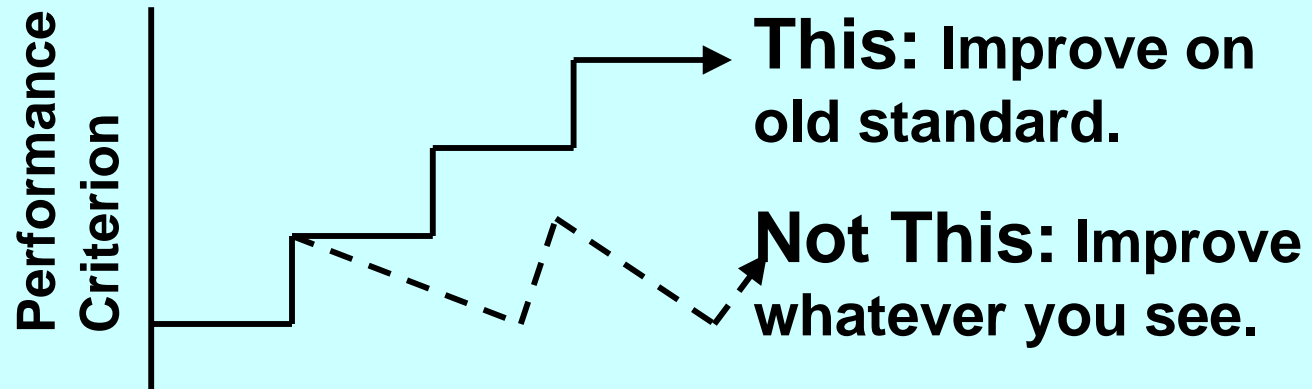
Standardized Work

(Regular, periodic mini-kaizen by everyone)

Criteria: Greatest overall efficiency considering safety, quality, waste (cost), quantity, flexibility, and visibility.

Objective:

Always improve upon the last standard state.

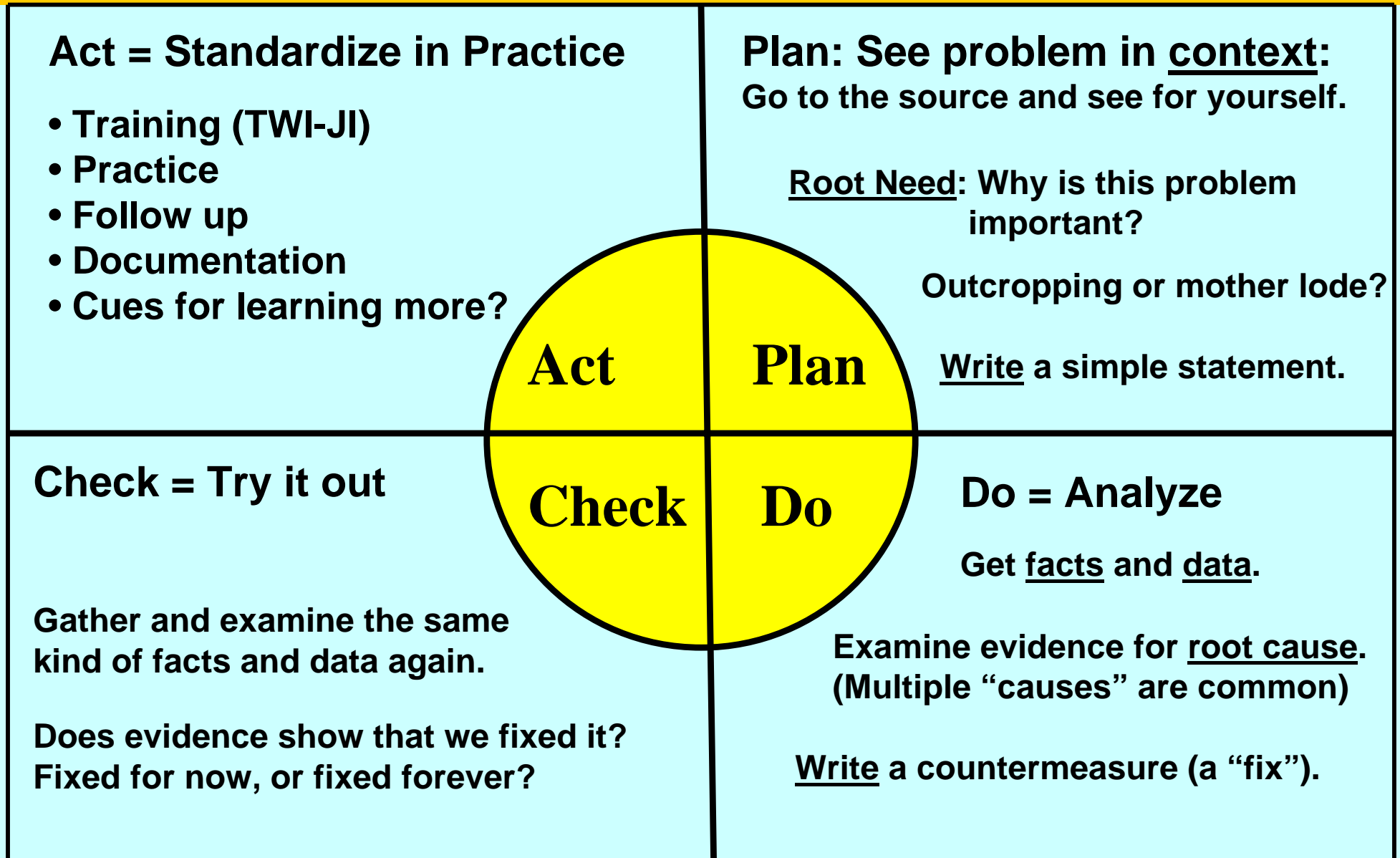


How to:

1. Observe current state: Document (or re-document).
2. Seek waste; ask 5 whys; “Plan & Do” of PDCA; etc.
3. Check proposed method; document for learning.
4. Deviations from standard by “visibility vigilance.”

When: At a minimum, every time takt time changes.
(When the schedule changes.)

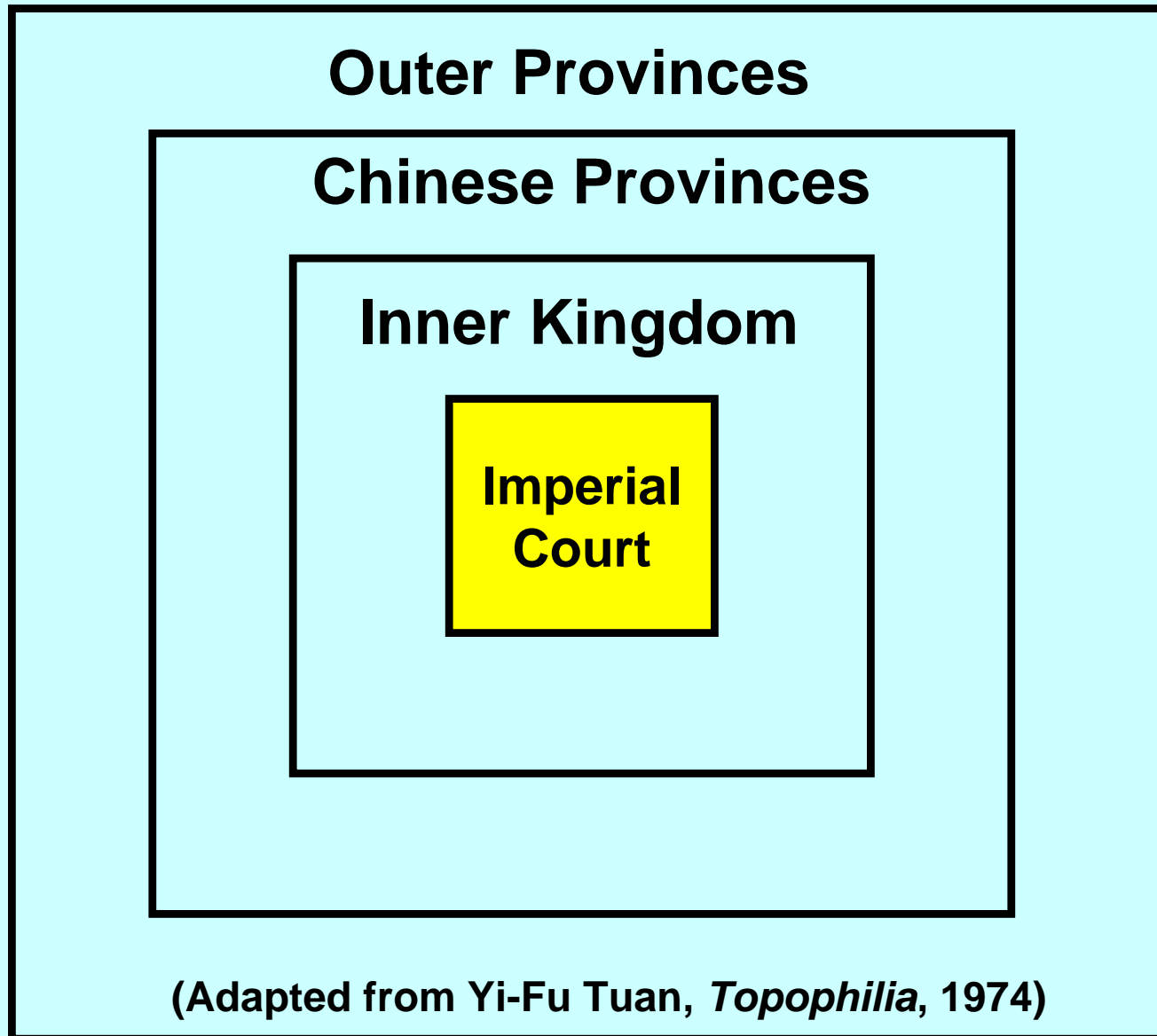
Rigorous Improvement: Deming Circle



Ancient Chinese Mind Map of World, 500 BCE

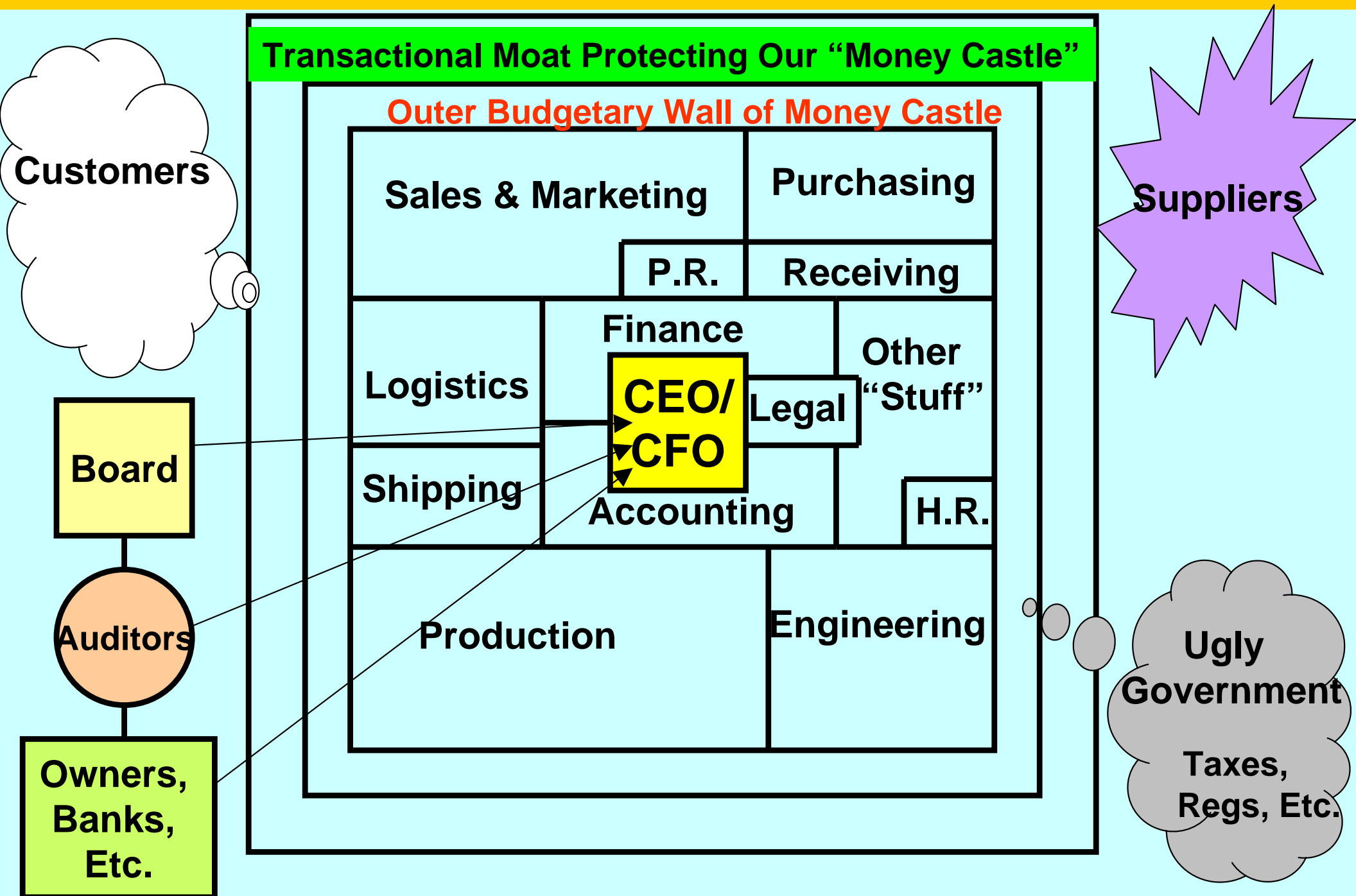
Vast Reaches of Outer Barbarity

Nothing is within our control



Unknown perils of unknown extent

Stereotyped Financial Mind Map of a Company



Learning Organization Mind Map

Develop all people; they develop work processes.

“Multi-stakeholder”
ENTERPRISE

A truly “lean” company,
has a CEO/HR pair.

