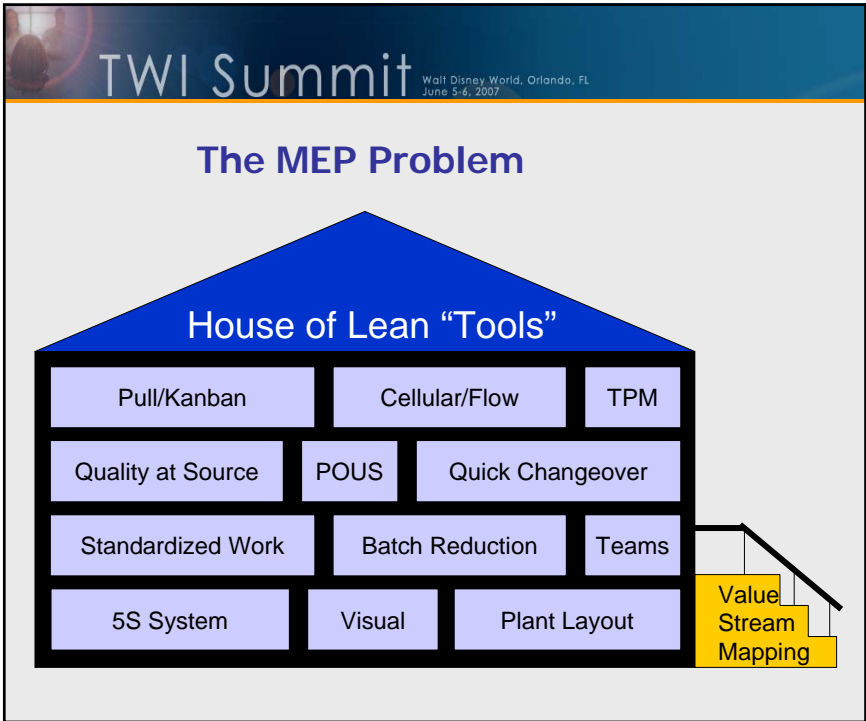


TWI Summit Walt Disney World, Orlando, FL
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TWI Institute MEP Roundtable

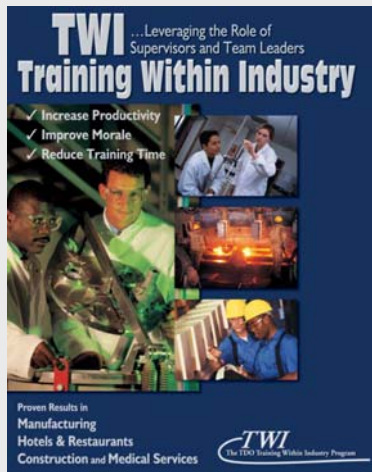
Bob Wrona
TWI Institute Program Director
June 5, 2007



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.”

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 TWI 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

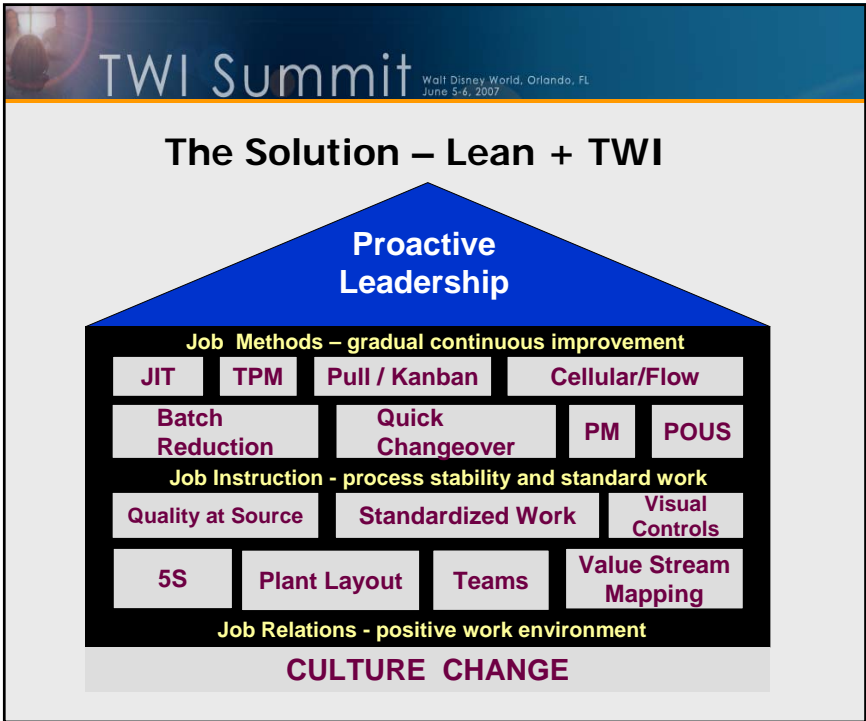
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“Make Work Productive and the Worker Achieving”
MANAGEMENT, Peter Drucker, 1974

“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)



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