

TWI Institute Model for the Delivery of the TWI Problem Solving Training

Overview

The TWI Institute designed the week of TWI Problem Solving Training (PS) to provide first line plant supervisors and others in management roles with higher level skills in problem solving. Like other TWI programs PS is presented in a learn-by-doing format, with direct application to their workplace. TWI PS was developed by the TWI Inc. in 1955 from the original TWI Program and has since been in use throughout Japan as a means of leveraging the TWI skills for the task of solving specific problems. Problem Solving is the next logical step for the plant or organization looking to go to the next level after implementing at least two of the three J programs (Job Relations, Job Instruction and/or Job Methods). It incorporates the three “J” programs seamlessly into the four step problem solving paradigm shown below.

1. Isolate the Problem
2. Prepare the Solution
3. Correct the Problem
4. Check and Evaluate the Results

The results of successfully installing Problem Solving are proper identification of problem points using root-cause analysis, effective solutions, and continuous improvement.

The PS class provides a hands-on opportunity for people to use the PS method to work on a current problem at their workplace and to solve that problem. Using the TWI model, the 18.5 hours of class are accompanied by 20 hours of trainer orientation, coaching for trainees and presentations to decision makers to assist them in understanding how TWI PS training can be an integral part of their improvement strategy.

Implementation

No two companies are alike and no two plants in the same organization have the same culture. The schedule on the next page serves as a template for the week of training. To meet the unique needs of each company, the schedule may need to be modified; however, the time allotted should not be reduced. For each PS class the following should apply:

- Participants will be engaged in class for 18.5 hours as follows: Sessions 1-3, 2 hours each and sessions 4 – 8, 2.5 hours each. In addition, participants will spend 12 hours completing hands on practices.
- Six to eight participants: The mix of people should include the company trainers, supervisors, and/or union representation.
- Schedules that are flexible and allow participation of people who work on different shifts.
- Decision makers observe the class to learn and show support for the people being trained.
- Gemba activities include application of skills taught in the class.
- A meeting for management, engineers and planners on the role of TWI PS in lean initiatives, change management, process improvement, etc.
- Consultation on problem jobs or other problem areas and how TWI PS can be used as a remedy.
- Consultation on TWI roll-out or pilot project strategy and implementation.

The schedule on the next page is based on the delivery of the TWI PS class. For companies who have completed JI and JR, but not JM, PS can be an excellent gateway to JM which can be introduced following a successful implementation of PS.

Example Schedule for the Delivery of Problem Solving

	8 am	9	10	11	12 pm	1	2	3	4	5
M o n	PS Session One How to Solve a Problem		PS Session Two Problem Solving Practice		L	PS Session Three Prepare for Solution In Mechanical Problems		Time with trainer Orientation to Workplace		
T u e	PS Session Four Prepare for Solution In People Problems		Time with trainer Orientation to Workplace		U	PS Session Five Problem Solution and Results Evaluation		Orientation to Workplace		
W e d	HANDS ON PRACTICE				N	HANDS ON PRACTICE				
T h u	HANDS ON PRACTICE				C	PS Session Six Practice Demonstrations		Time with trainer Coaching		
F r i	PS Session Seven Practice Demonstrations		Time with trainer Coaching		H	PS Session Eight Practice Demonstrations				

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