Solving Problems with TWI

1) Identify the Problem
- Set priorities with Strategy Deployment (balance through catchball)
- Directly observe the problem to gain understanding
- Initiate A3: Develop Problem Statement and explain observations
- Advance problem understanding to “Point Of Cause” (POC)

2) Assign Responsibility
- Deployment Leader (3rd) assigns Team Sponsor (2nd), reviews A3 on problem situation and current understanding
- Team Sponsor assigns Team Champion (1st) to build the team and own the problem solving effort through completion
- Team Champion assigns Team Coach who is already experienced with TWI to coach team

3) Build the Team
- Team Champion works with Peers to assemble TWI Team Leads that represent All 4 Shifts and Engineering
- Coordinate with Lean Core Team: Assign TWI Instructor, schedule session, room, etc.
- Notify participants with 3 weeks notice (especially off shift people)

4) Kick Off TWI Session
- Team Sponsor opens session with description of the problem and client impact
- Goals:
  1. Communicate sense of urgency
  2. Show interest in and understanding of the problem
  3. Express commitment to TWI process

5) Conduct TWI Course
- Deliver standard TWI course each morning
- Afternoon sessions dedicated to problem breakdown and further understanding “the real problem”
- Analyze Point of Cause and potential Root Causes
- Select demos for TWI course based on causal analysis

6) Develop Countermeasures
- Develop complete understanding of the problem and points of cause
- Understand Root Causes and debate Countermeasures
- Identify opportunities for standard work and develop JBS strategy
- A3 is updated with root causes and proposed countermeasures

7) Collaborate for Consensus
- TWI Team Leads sell the plan to each shift and support groups
- Consensus is developed between all stakeholders: One Best Way
- JBS’s and A3 are modified to reflect input from entire team
- Team Champion develops support plan to deploy JI training
- Does Everyone Agree?

8) Implement Training Plan
- Each shift develops training matrix for who gets trained and when
- Training is delivered 1-On-1 using the JI 4-Step method
- Visual systems are deployed to support the training, expose problems
- Management participates by getting trained on each JBS
- Does Each Person Understand?

9) Check Results and Sustain!
- JI Matrix is posted and reviewed daily by team leaders
- Management team directly observes work regularly
- Expect some headaches! Remember problems are opportunities.
- Has The Training Helped The Problem?

10) Recognize Results, Share Success
- Team Champion updates A3 on results compared to the goal
- Team Sponsor visits workplace and observes the improvements
- Team Sponsor and Champion arrange recognition for good work
- Other areas that could benefit are notified of results

Training:
“a way used by the plant management to solve a specific production problem which involves people”
Channing Dooley, TWI Service Director, 1946