



The Twi Workbook: Essential Skills for Supervisors (with CD)

Patrick Graupp, Robert J. Wrona

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Winner of a Shingo Research and Professional Publication Award

What can we do to make more people productively useful?

Striving to answer that question more than 60 years ago sparked the development of the most powerful training methodology that has impacted U.S. industry -- **Training Within Industry (TWI)**. During World War II, major production increases were demanded by the U.S. military - TWI, which trains supervisors, was developed comprising three separate programs:

- *Job Instruction*--how to instruct employees so they can quickly remember to do a job, correctly, safely, and conscientiously
- *Job Methods*--how to improve methods for producing greater quantities of quality products in less time by effectively using available workforce, machines, and materials
- *Job relations*--how to lead employees so that problems are prevented and analytical methods are used to effectively resolve problems

Toyota was the earliest company to adopt TWI after World War II, and this methodology planted the seeds for the development of the Toyota Production System -- the gold standard of manufacturing excellence.

In **The TWI Workbook: *Essential Skills for Supervisors***, Patrick Graupp and Robert Wrona teach supervisors how to apply a four-step method for each of the three respective programs with numerous examples and exercises. In these exercises, supervisors will participate in hands-on application of the four-step method to actual jobs and employee problems from their own worksites. In addition, a CD companion includes blank forms needed to complete the exercises and implementation case studies.

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