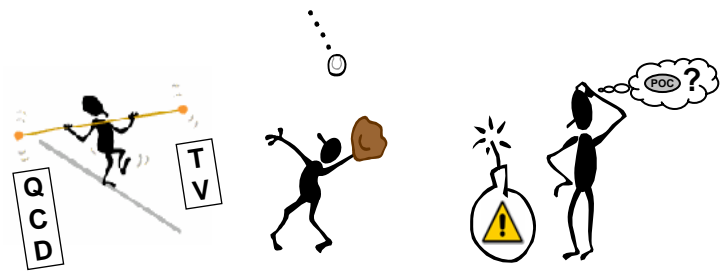# Solving Problems with **TWI**

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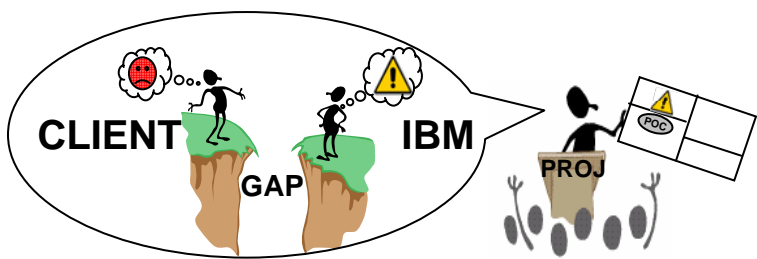
4) Kick Off TWI Session
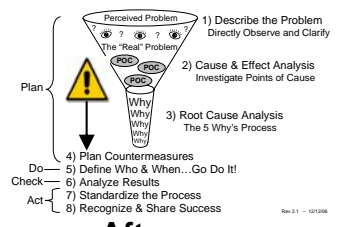-Team Sponsor opens session with description of the problem and client impact
-Goals:
   1. Communicate sense of urgency
   2. Show interest in and understanding of the problem
   3. Express commitment to TWI process

5 Day TWI

If the person hasn't learned,
The instructor hasn't taught
   1.
   2.
   3.
   4.
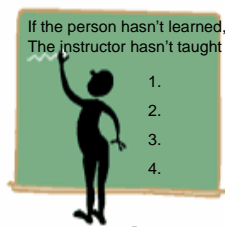
Morning   **Afternoon**

5) Conduct TWI Course
-Deliver standard TWI course each morning
-Afternoon sessions dedicated to problem breakdown and futher understanding "the real problem"
-Analyze Point of Cause and potential Root Causes
-Select demos for TWI course based on causal analysis
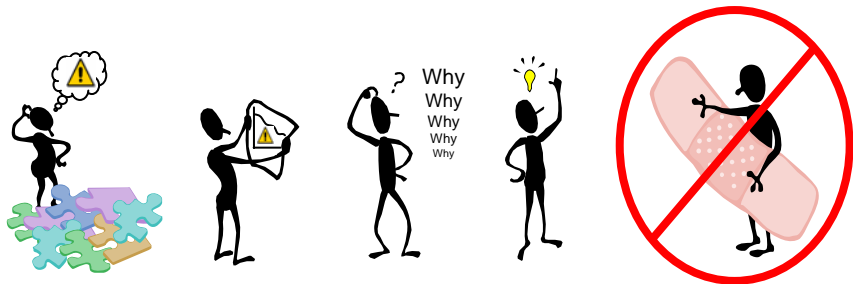
6) Develop Countermeasures
-Develop complete understanding of the problem and points of cause
-Understand Root Causes and debate Countermeasures
-Identify opportunities for standard work and develop JBS strategy
-A3 is updated with root causes and proposed countermeasures
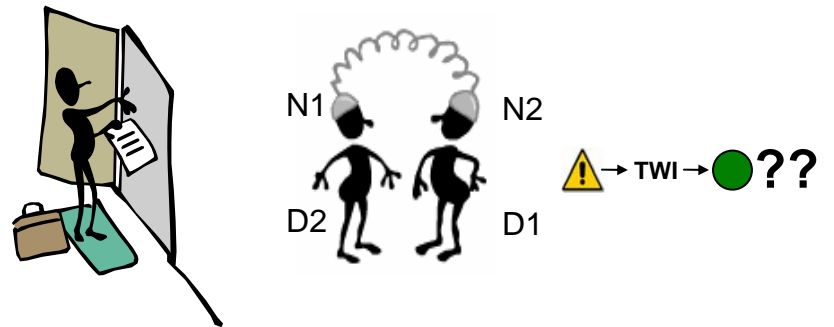
7) Collaborate for Consensus
-TWI Team Leads sell the plan to each shift and support groups
-Consensus is developed between all stakeholders: One Best Way
-JBS's and A3 are modified to reflect input from entire team
-Team Champion develops support plan to deploy JI training
-Does Everyone Agree?
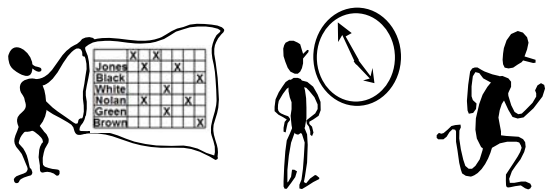
8) Implement Training Plan
-Each shift develops training matrix for who gets trained and when
-Training is delivered 1-On-1 using the JI 4-Step method
-Visual systems are deployed to support the training, expose problems
-Management participates by getting trained on each JBS
-Does Each Person Understand?
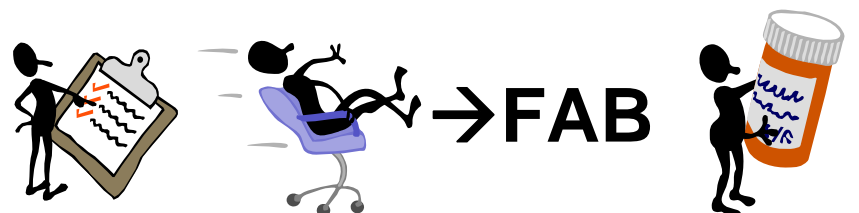
9) Check Results and Sustain!
-JI Matrix is posted and reviewed daily by team leaders
-Management team directly observes work regularly
-Expect some headaches! Remember problems are opportunities.
-Has The Training Helped The Problem?
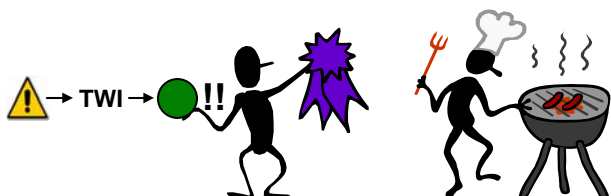
10) Recognize Results, Share Success
-Team Champion updates A3 on results compared to the goal
-Team Sponsor visits workplace and observes the improvements
-Team Sponsor and Champion arrange recognition for good work
-Other areas that could benefit are notified of results

Training:

"a way used by the plant management to solve a specific production problem which involves people"

Channing Dooley, TWI Service Director, 1946