



# Training Within Industry: The Foundation Of Lean

*Donald A. Dinero*

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## 2006 Shingo Prize for Excellence in Manufacturing Research

*Training Within Industry*, by Donald Dinero, explores a crucial piece of a Lean initiative that has been overlooked throughout U.S. industry. The Training Within Industry (TWI) program — developed by the United States during World War II — has been used by Toyota for decades! This powerful program standardizes training processes and assists front-line supervisors in teaching new operations to workers quickly and effectively.

Dinero completely explores the history and application of the four modules that compose TWI: *Job Instruction* — in which employees are trained to perform their tasks as quickly as they are capable with minimal waste; *Job Methods* — in which employees are taught how to improve their processes using existing resources; *Job Relations* — in which personnel problems are solved in an analytical, non-emotional manner so that employees are focused on a stated objective; and *Program Development* — in which robust training plans are developed to meet the particular needs of a specific plant.

Readers of *Training Within Industry* will see that standardized work imparts measurable continuous improvement because it sets a baseline. It establishes a framework for efficiency and innovation.

In addition, the book includes a CD containing the text of original TWI bulletins issued by the U.S. government in the 1940s.

### Unique and Compelling Features and Benefits:

- Provides a key to successfully implementing Lean Thinking
- Provides basic knowledge without any non-valued added material
- Applies to all positions in all industries
- Time tested - has been used for over sixty years and is still successful

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