

# The TWI Workbook: Essential Skills for Supervisors, Second Edition

Patrick Graupp, Robert J. Wrona

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#### The TWI Workbook: Essential Skills for Supervisors, Second **Edition**

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Since the publication of its Shingo Prize-winning predecessor, TWI programs have seen steady growth in usage. As a true understanding of Standard Work has developed, the need for the TWI skills as fundamental tools to achieve Lean objectives has been solidified.

The TWI Workbook: Essential Skills for Supervisors, Second Edition has been completely updated to the latest terminology and practice. This edition includes revised forms and tools, as well as new examples that illustrate current day TWI practice. Emphasizing the importance of accident and injury prevention, this edition includes an entirely new section on Job Safety, a fourth TWI module that was developed in Japan using the identical TWI methodology of the original three programs introduced in the original work. This updated edition includes new chapters on:

- Four Steps of Job Safety: Preventing Accidents before They Happen
- Two Key Aspects to Safety: Things and People
- Practicing the JS Method
- TWI's Problem Solving Training

In addition to a new chapter on the TWI problem-solving methodology, this edition contains a new introduction with a more complete description of how TWI was reintroduced into American industry, including detailed information on the contribution TWI made at Toyota that was not available when the original book was published.

Focusing on how the TWI skills create and support standardized work as the foundation for Lean and continuous improvement, the book includes detailed explanations on how to determine important steps and find key points that lead the way to standardized work. A new section on making a balanced breakdown has also been added, with new examples of Job Instruction breakdowns. The book also features a new conclusion that compares the historical role of TWI with what companies today are experiencing using the TWI methodology.



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