



Implementing TWI: Creating and Managing a Skills-Based Culture

By Patrick Graupp, Robert J. Wrona



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Featuring strategies employed in Lean, this volume describes the experiences of organizations using TWI more than 60 years after the Training Within Industry program turned the U.S. into the industrial giant that won World War II. Based on their experience implementing TWI in organizations as diverse as Virginia Mason Medical Center and Donnelly Manufacturing, Shingo Prize Winners Patrick Graupp and Robert Wrona prove why many consider them the most successful TWI trainers in the world.

Their hands-on manual provides the tools and templates that can turn your company's employees into a skilled and invested workforce capable of realizing unprecedented profits.

Praise for:

If you want to get from interesting displays to true standardized work, read this book.

— Jeffrey K. Liker, author, *The Toyota Way*

... uses cases to explain how to create no-nonsense culture change by teaching people how to do work differently, and how to relate to each other differently in order to work more effectively.

— Robert "Doc" Hall, Editor-in Chief, *Target Magazine*

Graupp and Wrona bring many examples of companies that [improved] competitiveness by improving their capacity to fully engage their workforce . . .

—Steven Spear, Sr. Lecturer, MIT Sloan School of Management

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Bibliography

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Editorial Review

Review

Graupp and Wrona have been teaching and implementing the tools of TWI for years in many different types of companies . . . If you want to get from interesting displays to true standardized work, read this book.

—Jeffrey K. Liker, Shingo Prize-Winning Author of *The Toyota Way*

... explains why TWI is a basic building block for converting an organization that has engineered Lean into a learning organization . . . uses cases to explain how to create no-nonsense culture change by teaching people how to do work differently, and how to relate to each other differently in order to work more effectively.

—Robert "Doc" Hall, Editor-in Chief, *Target Magazine*, author of *Compression: Meeting the Challenges of Sustainability Through Vigorous Learning Enterprises*

Graupp and Wrona . . . not only explain the lessons learned . . . but further clarify the integration needed to develop a strategic success between TWI and other core functions of any business.

—Jim Huntzinger, Founder and President, Lean Accounting Summit, TWI Summit, and Lean and Green Summit

If companies are serious about developing skills and making improvements then I urge them to study up on TWI concepts.

—Art Smalley, President, Art of Lean, and Shingo Prize-Winning Author

... Graupp and Wrona bring many examples of companies that [improved] competitiveness by improving their capacity to fully engage their workforce . . .

—Steven Spear, author and Sr. Lecturer, MIT Sloan School of Management

About the Author

Patrick Graupp learned TWI at the Corporate Training Center for Sanyo Electric Co., Ltd. in Japan and has been a trainer of all three TWI programs for over 25 years. **Robert J. Wrona** joined the Central New York Technology Development Organization as a Lean Project Manager in 2001 and has over 20 years experience as a TQM and Lean consultant.

Users Review

From reader reviews:

Sally Watts:

Typically the book Implementing TWI: Creating and Managing a Skills-Based Culture has a lot details on it. So when you read this book you can get a lot of advantage. The book was written by the very famous author. The writer makes some research previous to write this book. This kind of book very easy to read you can

obtain the point easily after reading this book.

Nancy Farley:

People live in this new time of lifestyle always try to and must have the extra time or they will get great deal of stress from both lifestyle and work. So , when we ask do people have extra time, we will say absolutely without a doubt. People is human not a robot. Then we consult again, what kind of activity do you have when the spare time coming to a person of course your answer will probably unlimited right. Then do you try this one, reading ebooks. It can be your alternative with spending your spare time, the particular book you have read is usually *Implementing TWI: Creating and Managing a Skills-Based Culture*.

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Edward Foland:

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