



# 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.

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which one works to believe or which one the actual resource are convinced. If you receive the unstable resource then you understand it as your main information you will see huge disadvantage for you. All those possibilities will not happen within you if you take Implementing TWI: Creating and Managing a Skills-Based Culture as the daily resource information.

**Jean Ashburn:**

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**Daniel England:**

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