For the past few years Pure Fishing, a fishing tackle manufacturer in Spirit Lake, Iowa, has aggressively pursued a lean strategy in production.

In late summer 2009, Pure Fishing investigated implementing the Training Within Industry (TWI) Job Instruction program. According to Pure Fishing, “When our Operations Manager brought in Liker’s and Meier’s “Toyota Talent” and Graupp’s and Wrona’s “The TWI Workbook” a year ago, we didn’t know what to expect. … After reading the books, the lights came on! Here was a time tested, proven system that already existed, with no need to reinvent the wheel.”

“The TWI Workbook” led Pure Fishing to the TWI Institute in Liverpool, New York, who in turn, referred the company to Iowa State University Extension’s Center for Industrial Research and Service (CIRAS).

**BASIC SKILLS**

Pure Fishing conducted their first 10-hour TWI sessions in December with CIRAS’s help and trained twenty workplace leaders in the basic skills of Job Instruction. The company decided to also pursue two other TWI modules, Job Methods improvement and Job Relations. Participants in the TWI training sessions have included Value Stream Leaders, shift supervisors, area leads, and other workplace leaders.

**CONTINUING USE**

In early 2010, with the help and support of Pure fishing management, the team created a three-year plan for the continuing use of TWI at Pure Fishing. The plan is to reach a level of sixty workplace leaders trained in the basic skills of three TWI modules – Job Instruction, Job Methods improvement, and Job Relations. Pure Fishing is fostering continuing use and refinement of these skills through what the organization calls “brush-up” sessions. Each “brush-up” module includes 10-minute lessons, practice and review of fundamental concepts, planning, and progress updates. Job Instruction implementation is underway with two pilot projects and Job Methods improvement is being incorporated into continuous improvement projects where appropriate.

“We at Pure Fishing have been going through a Lean Transformation for a few years now. … By starting a system of training that has continual improvement in its core, we have revived our Lean Initiative, developed an improved training system, and encouraged a culture of continual improvement.”

For more information on the Training Within Industry program, contact CIRAS Project Manager, Jeff Mohr (515.294.8534, jeffmohr@iastate.edu) or check out these other resources:

**References**

CIRAS Website: [http://www.ciras.iastate.edu/productivity/twi.asp](http://www.ciras.iastate.edu/productivity/twi.asp)
The TWI Workbook by Patrick Graupp & Robert J. Wrona (Productivity Press, 2006)
Toyota Talent: Developing Your People the Toyota Way by Jeffrey Liker & David Meier (McGraw-Hill, 2007)

Your local CIRAS account manager can quickly connect you with the people and programs at Iowa State University that can solve your problem. For more information, please contact Derek Thompson at 515-419-2163 or thompson@iastate.edu
What is the Training Within Industry Program?
Training Within Industry (TWI) consists of three standardized programs that teach the essential skills needed by all people responsible for the work of others, regardless of their industry.

Each of the TWI programs is structured with its own four-step method. An ideal class would include 7 - 10 participants, who each bring in current day problems for analysis and solution using the appropriate TWI four-step method and a "learn by doing" philosophy.

TWI has three core programs:

- **Job Instruction Training (JI)** teaches supervisors how to quickly train employees to do the job correctly, safely, and conscientiously resulting in less scrap and rework, fewer accidents, and less tool and equipment damage.
- **Job Methods Training (JM)** teaches supervisors how to produce greater quantities of quality products in less time by making the best use of the manpower, machines, and materials now available.
- **Job Relations Training (JR)** teaches supervisors how to build positive employee relations, increase cooperation and motivation, and effectively resolve conflicts.