Company incorporates Training Within Industry in three year lean strategy

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, 2009 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.”

References:
CIRAS Website:
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)

TWI Institute: http://www.twi-institute.com/

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