

V. Developing the Program In Plant and Improving the Effectiveness of the Use of the Principles.

(a) Up to this time all refinement and improvement was based on manual, Institute and 10 hour session techniques.

(b) Early in 1943 it became apparent that fundamental problems were developing that were alarmingly serious and detrimental to the whole TWI relationship with a company. These problems were as follows:

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(c) After a careful analysis it was agreed that fundamental differences between JM and JI and JR had not been recognized, and an entirely different and more thorough approach was needed if success were to be achieved.

(1) This fundamental difference was that JM required the complete group co-operation of every individual participating in the use and clearance of proposals. In JI and JR the use of these

programs was primarily the relationship of a supervisor to an individual employee. If one supervisor enthusiastically used JR and JI and another did not the program did not necessarily fail. In JM this condition often meant complete stoppage particularly if the reactionary individual was a key supervisor.

(d) Thus a completely new approach to initiating a program in a company was developed.

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(e) To determine facts a thorough study was made of the Middle Western districts 10 - 18 as to results achieved in the programs than launched.

1. This study disclosed that TWI time was being seriously wasted by non-productive institutes.
2. Further it revealed few if any repeat proposals from supervisors after completing the ten hours.
3. It indicated few companies appraised results or saw even the significance of doing so.
4. It indicated that top management was not being properly approached, properly informed as to objectives, or properly informed as to their direct contribution to the program to secure results and use.

(f) Based on need as developed from their facts a plan was involved to translate TWI achievement on the basis of results obtained rather than men trained.

(1) Programs were installed in a company only when top management was fully informed and agreed to.

1. Sponsor the program

2. Develop an operating plan and approve it.
3. Either directly co-ordinate the program or delegate authority to a responsible person.
4. Check results and base success or failure against specific objectives.
5. Members to institutes were accepted only after these above requirements.
6. Starting sessions were set up before the Institute was begun.
7. Institutes were set up based on programs set up in companies and not on a definite date schedule whether companies were sold properly or not.

(g) Districts then began to check the effectiveness of other TWI programs and although there were many enthusiastic individuals, results were very indefinite.

(h) Thus many of the problems exposed in JM were actually hidden problems in the other programs and led to many constructive changes.

(i) As the revised JM program developed amazing results began to be reported.

(1) Although men trained never approached the other programs, the results in terms of production increases, scrap reduction, and utilization of materials, machines, and manpower contributed to the majority of tangible results reported from the 22 districts.

#### VI. How JM contributed to the Management Contact Procedures.

(a) Following developments in the JM program it was decided in September of 1943 to build a program of approach for all TWI programs and train