

TWI Institute

The TWI Institute provides education, training, materials, and connections to TWI practitioners and leaders in industry and business. The TWI community includes a large and expanding network of certified trainers delivering the TWI Program across the globe. Program materials are currently available in English, Spanish, French and Polish. Visit www.TWI-Institute.org for more detailed information on the TWI Program. For program delivery information, contact the TWI Institute or the agency listed on the back of this brochure.

The Multiplier Effect

When medium and large size companies adopt TWI, internal trainers attend the classes and then the respective Train-the-Trainer classes. Following successful completion of the Train-the-Trainer class, these TWI Institute Certified trainers deliver the standardized classes to train others to use TWI methods. The initial investment is paid back immediately and all future groups multiply the benefits without additional outside training costs.



TWI Institute Certified Trainer Classes

The TWI Institute certifies trainers in each of the Training Within Industry classes: Job Relations, Job Instruction, Job Methods and Job Safety. Each 40-hour Train-the-Trainer class prepares the trainer in the proven TWI methodology, assuring consistent class delivery and results using the highest standards developed by the original TWI Master Trainers. Train-the-Trainer classes follow the learn-by-doing philosophy, integral to the TWI program. Contact the TWI Institute to get started.

From the Experts

"I have delivered TWI classes throughout the world for over 25 years. What is most remarkable about these elegantly simple programs is how quickly front line supervisors, whether from Japan, Mexico, India, Malaysia or the United States, become excited about the usefulness and applicability of the TWI 4-Step Methods to their work. The TWI programs transcend both time and culture."

– Patrick Graupp, Senior TWI Master Trainer, author of *The TWI Workbook: Essential Skills for Supervisors*

"TWI ... a practice and philosophy that moves people and organizations forward using a "learn by doing" approach. It enables businesses to establish standards, sustain improvements, and springboard to an ever-higher level of performance."

– Jim Huntzinger, author of *Why Standard Work is Not Standard*

"The TWI programs have a long track record of dramatically boosting productivity and quality almost wherever they are used ... In particular, they played a central role in the conceptual development of lean production and in instilling its most important principles in the minds of millions."

– Dr. Alan G. Robinson, author of *Corporate Creativity: How Innovation and Improvement Actually Happen*



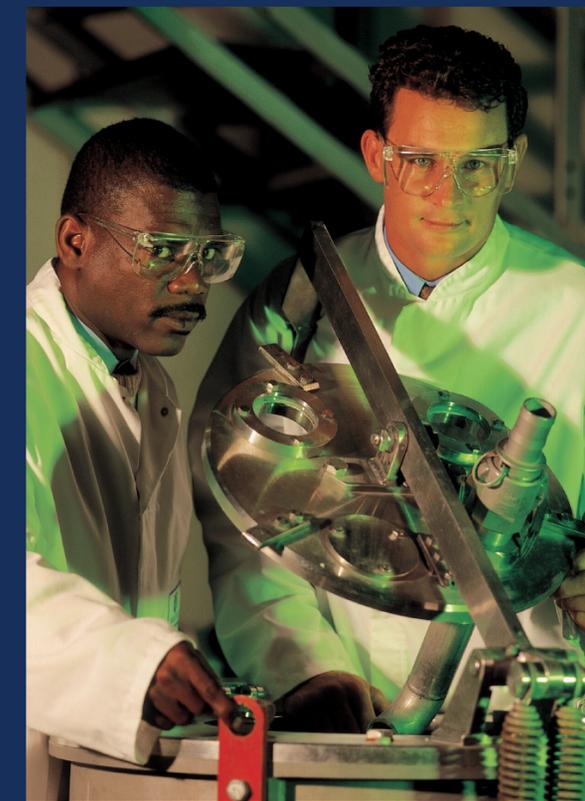
To learn more about TWI and tapping into your organization's full potential, please contact the TWI Institute or:

B901 REVE

TWI Training Within Industry

Leveraging the role of supervisors and team leaders

- **Standardize Work**
- **Increase Productivity & Quality**
- **Reduce Training Time**
- **Work Safely**
- **Improve Morale**
- **Solve Problems**



TWI Institute

445 Electronics Pkwy., Ste. 206 • Liverpool, New York 13088
315.412.0303 • Fax 315.233.1259 • www.TWI-Institute.org



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"I know the natural inclination of most people is to take these (TWI) materials and cut them down into one or two day sessions and alter the material as they see fit—and this is exactly what the TWI trainers did not want to happen. I don't know of any company that has trimmed down the material or eliminated sections and succeeded in obtaining any results in implementation. Toyota has kept the five day by two hour pattern of instruction and follow up intact with great success. Frankly I don't know why anyone would think they are smarter than Toyota or the original designers of the material..."

–Art Smalley, author of *Creating Level Pull*. Co-author of *A3 Thinking and Kaizen Methods*

TWI, Giving People the Skills to Succeed

Training Within Industry (TWI) consists of standardized classes addressing the essential skills needed by supervisors, team leaders, and anyone leading others. The program is composed of Job Instruction (JI), Job Relations (JR), and Job Methods (JM), the three “primary” classes. In addition, the Problem Solving (PS) class, which incorporates the three primary classes, and a supplementary Job Safety (JS) class are offered. Since 2001, TWI has been successfully applied in hundreds of companies worldwide.



Learn By Doing – Assuring Methods are Applied and Retained

Studies show that the effectiveness and retention of training increases significantly when the material is applied soon after instruction. Each class is taught in five 2-hour sessions. After the daily session, trainees return to the workplace to use the techniques learned and choose real life examples to discuss and practice together in class.

TWI programs follow a proven, four-step process that is simple, straight forward, and easy to implement: Preparation, Presentation, Application, and Testing. Small class sizes keep everyone involved and maximize success. TWI Institute Certified Trainers assure training is delivered to quality standards and that the proven TWI methodology is followed. Class environments are confidential, low stress, and highly supportive.

Training with Immediate Return on Investment

Businesses invest in training to improve quality, delivery, cost, morale, and safety. Typically, the return on investment is hard to measure and occurs long after completion. TWI is different.

Companies adopting the TWI program have noted unprecedented success including cost savings from productivity improvements, scrap and waste reduction, employee retention, and cost avoidance. The interrelationships of the classes provide a comprehensive solution to meeting needs of supervisors, team leaders, and other direct leaders.



“...an essential ingredient in being competitive is having a reliable system for developing skills. This is where Training Within Industry comes in: Job Instruction training to bring novices up to speed, Job Methods training so they could be active agents in improving what they did and how they did it, and Job Relations training that teaches the foundations of positive employee relations.”

-Steven Spear, author of *Decoding the DNA of the Toyota Production System*

TWI – A Strong History of Success

Developed in the U.S. in the early 1940s to support the war effort by boosting industrial production, TWI was a resounding success:

- 86% of companies increased production by at least 25%
- 100% reduced training time by more than 25%
- 55% reduced scrap by at least 25%
- and 100% reduced grievances by more than 25%

After the war, the program was discontinued and U.S. companies, fueled by growing markets and minimal competition, spent their energies elsewhere. TWI was introduced in Japan during post-war rebuilding where it played a key role in quickly reestablishing the industrial base.

TWI, Toyota & Lean Manufacturing

Between 1950 and 1960, Toyota used TWI to train its employees as part of the emerging Toyota Production System, the world’s first Lean Manufacturing Program. TWI is an integral element of today’s Lean Manufacturing and Kaizen strategies.

Faded Memory, Emerging Movement

Still in widespread use today throughout Japan, TWI has returned to the U.S. where a new generation is finding it to be the key to productivity gains. Businesses worldwide in industries such as healthcare, construction, and manufacturing are reaping modern day benefits from this proven and recently revived program.

Leverage Your Lean Manufacturing Strategy

Lean manufacturing is recognized worldwide as the most productive approach to manufacturing.

TWI methodology complements Lean solutions by providing frontline personnel with the skillset to establish a culture for change, improve methods and facilitate standard work.



Rosie-the-Riveter

Rosie-the-Riveter (aka Rose Will Monroe), the icon of the WWII workforce, was a riveter of B-29 and B-24 airplanes at Willow Run aircraft factory in Michigan.

She is fondly used by the TWI Institute to symbolize the passion and pride associated with TWI since the 1940s.

TWI Program Modules

Job Instruction Training (JI)

Quickly training employees to do a job correctly, safely, and conscientiously

The demands of developing a flexible workforce and training employees require standardized best practices. JI teaches how to effectively breakdown a job and deliver instruction for individual tasks. Developing and delivering training in this structured fashion fosters the conditions for process stability.

Class attendees are taught how to set the stage for instruction, effectively demonstrate the task, observe and coach the operator and taper off coaching with proper follow-up. Benefits experienced when practicing Job Instruction are reduced training time, less scrap and rework, fewer accidents, and increased job satisfaction.



Job Relations Training (JR)

Building positive employee relations, increasing cooperation and motivation, and effectively resolving conflict

Job Relations teaches the foundations of positive employee relations. Developing and maintaining these good relationships prevents problems from arising and is paramount to earning loyalty and cooperation from others.

When problems do arise, Job Relations teaches a proven method of getting the facts, weighing options, deciding, taking action, and checking results.

Benefits experienced from practicing Job Relations include increased productivity, improved attendance, better morale, and higher employee retention rates.



“We’ve implemented these programs and love how well they work. They’re simple, practical, hands-on, and focused on solving today’s workplace problems.”

-Sam Wagner, Director of Advanced Manufacturing,
Donnelly Custom Manufacturing



Job Methods Training (JM)

Improving the way jobs are done for continual improvement

The aim of the class is to produce greater quantities of quality products in less time by making the best use of the people, machines, and materials currently available.

Participants are taught how to break down jobs into their constituent operations. Every detail is questioned in a systematic manner to generate ideas for improvement. New methods are developed by eliminating, combining, rearranging, and simplifying steps in the process.

Job Methods yields significant benefits including reduced cost through productivity gains, increased throughput, and reduced work in process.

Problem Solving Training (PS)

Providing supervisors and other leaders with higher level problem solving skills

Problem Solving is the next logical step for the organization looking to go to the next level after implementing one or more “J” classes. It incorporates the three “J” classes seamlessly into the four step problem solving model: 1. Isolate the Problem; 2. Prepare the Solution; 3. Correct the problem; 4. Check and Evaluate the Results. Successful implementation of Problem Solving results in proper identification of problem points, effective solutions, and continuous improvement.”

Job Safety Training (JS)

Creating a safe workplace

Based on the TWI instructional model, Job Safety (JS) focuses on environmental health and safety, leveraging the skills learned in the three primary classes. JS provides a framework for supervisors to engage employees in identifying potential hazards and eliminating them in conjunction with their training and knowledge in OSHA and EPA regulations. JS was developed in Japan and, although it was not part of the original TWI program, it plays a critical role in industry today. This class teaches supervisors a method to analyze the chain of events leading to accidents and hazardous situations. Root causes are identified and remediated to “break the chain”. JS stresses that the relationship of the supervisor and employees plays a pivotal role in a safe and environmentally responsible workplace.