

 **TWI Summit** Walt Disney World, Orlando, FL
June 5-6, 2007

TWI Institute Certified Trainer Programs

Patrick Graupp
TWI Senior Master Trainer

 **TWI Summit** Walt Disney World, Orlando, FL
June 5-6, 2007

Why Certification?

- “When a program is being operated nationally, quality control is necessary so that there can be a guaranteed quality standard, nation wide.”
 - 1945 TWI Report, page 178
- “There is a formal certification process to become a trainer that includes being certified in the individual tasks taught to students.”
 - Toyota Talent (Liker & Meier, 2007), page 22

Certified Trainers—Then & Now

- 1945: “The trainer who puts on each of these TWI 10-hour programs has been prepared in a two-weeks Institute (one week spent in a group work, and one week of practice under observation and coaching).”
- 2007: “The TWI Institute desires to see the Training Within Industry (TWI) training program expanded... The demonstrated success of this program is predicated upon strict adherence to proven TWI training methods and use of proven TWI training materials.”

Memorandum of Understanding (MOU)

- Recognize value of being designated a “Certified TWI Institute Trainer”
- Recognize importance of adhering to proven TWI training methods and use of proven TWI training materials
- Successfully complete training and demonstrate ability to deliver the program as trained
- (For in-house company trainers) provide TWI training exclusively for employees of your own company

Background of Current Programs

- TWI trainer development sessions delivered in post-war Japan by U.S. Occupation Forces
- Programs continued, from then to this day, by Japan Industrial Training Institute (JITA)
- TWI Institute modeled its trainer development programs on the JITA format as delivered in the 1980's by Japanese trainers trained by the original 1950's instructors
- JITA today recognizes the efforts of the TWI Institute and endorses its programs that promote TWI

Program Format

- Prerequisite: attendance in a 10-hour training session for the TWI program (JI, JM, JR) for which you want to be a trainer
- Use of the method to gain practical application experience
- 40-hour training program to understand and practice training of the course as prescribed in the Training Delivery Manual
- Actual training delivery and follow up work to perfect delivery

Program Materials



- All needed materials to deliver each program provided
- Includes hard to find parts and tools from the original TWI demonstrations
- All forms used in digital format
- Complete training manuals and pocket cards

The Training Delivery Manuals

- Contains everything the trainer needs to prepare, say, write, demonstrate and keep in mind in order to deliver each course
- Allows even non-experienced trainers to become able to master the delivery of each TWI program
- Is the “standard work” of training
- Strict adherence to the manual instructions and script allow for a successful delivery every time

TWI Summit Walt Disney World, Orlando, FL
June 5-6, 2007

Original TWI Manuals Plus

- All material from the original TWI manuals is contained in the TWI Institute versions
- Plus, manuals include extensive content added by the Japanese through a rigorous refining process over many decades
- Plus, dated language and examples have been upgraded to current usage
- Plus, modern layout and easy to use format

TWI Summit Walt Disney World, Orlando, FL
June 5-6, 2007

Participant Guides

- Contains all needed handouts and forms from original classes
- Interactive exercises and notes taken entirely from the training manuals
- Allows trainees to actively participate more in the sessions
- Take home reference for key learning points

Training Contents

- Participants practice teaching the class section by section learning the purpose and strategy of each part and how to deliver it successfully
- Master Trainer gives tips, how-to's, and "watch outs" from actual delivery experiences
- Difficult parts are repeated and the timing of each section practice is gauged
- Classes are limited in size to maximize practice time
- Actual jobs/problems are brought to the class to simulate real training conditions (learn by doing)
- Finally, sessions are practiced again in their entirety

Certified Trainer Program Schedule

Job Instruction Trainer Development Schedule

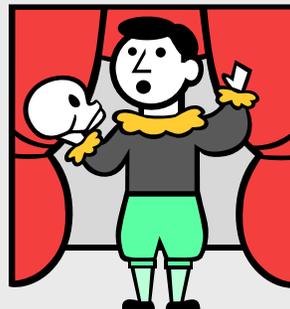
	8	9	10	11	12	1	2	3	4	5
M		- Review schedule - Overview of JI 10-hour Course - How to use manual		Practice: Session One Sections 2-6		L	Practice: Session One Sections 7-8		Practice: Session One Section 9	
T		Practice: Session One Sections 10-11		Practice: Session Two Sections 2-4		U	Practice: Session Two Sections 5-6	Practice: Session Two Sections 7-8	Practice: Session Two Sections 9	
W		Practice: Session Two Sections 10-13		Practice: Session Three Sections 3-4		N	Practice: Session Three Sections 6-8			
Th		Practice: Session Three Sections 9-10		Q&A		C	Session One Comprehensive Practice		Practice: Special Instruction Problems	
F		Session Two Comprehensive Practice		Q&A		H	Session One Comprehensive Practice	Practice: Summary And Conclusions	Closing Comments	

Training Challenges

- Participants initially resist “reading a script” but learn quickly that success requires “sticking to the manual”
- It’s not as easy as it looks
- Even after 40 hours of intensive practice, everyone agrees they will need more practice
- In the end, key learning takes place during the hands-on practices where every job is new and different and there is no script here

Like Practicing for a Play

- Add your talent and passion to the performance, but stick to the script
- Contains both dialogue and action
- Certification training is like the “read through” and dress rehearsal
- BUT, in actual training you can hold and use the manual throughout



New Master Trainer Qualifications

- Has extensive experience in delivering the TWI course (JI, JM or JR) for which he or she is to become a Master Trainer
- Is dedicated to preserving the integrity of the TWI program through the strict implementation of the program as dictated by the TWI training manuals and literature
- Excellent leadership and facilitation qualities

Master Trainer Development Process

- Stage 1: Observe Senior Master Trainer conducting an entire 40-hour class and participate as instructed
- Stage 2: Prepare and conduct a full 40-hour class, observed by the Senior Master Trainer who will participate fully but in a secondary capacity
- Stage 3: Prepare and conduct a full 40-hour class audited by the Senior Master Trainer who will not participate in any capacity
- Stage 4: Certification audit by a TWI Institute representative during first independent delivery

The Multiplier Effect

- “We recommend a minimum of one person qualified in Job Instruction for every ten employees. The people responsible for Job Instruction would not be full time-time trainers who belong to a training department. They would instead be people from within the work group who have been certified through the Job Instruction class to train others. We refer to them as ‘workplace trainers’.”
– Toyota Talent (Liker & Meier, 2007), Page 60

Contact the TWI Institute

- **You may contact us at:**
Email: twi@tdo.org
Phone: 315.425.5144
Fax: 315.233.1259
Mail:
The TWI Institute
1201 E. Fayette Street
Syracuse, NY 13210

