



## Structure of Implementing the TWI Programs

There are four TWI (Training Within Industry) Programs.

- Job Instruction – teaching how to instruct someone in a job; in effect, how to transfer your knowledge to another
- Job Methods – teaching how to see and eliminate waste
- Job Relations – teaching how to successfully handle personnel situations
- Program Development – teaching how to analyze and solve problems

The three ‘job’ or “J” programs all have the same 5-day, 2-hour format. Program Development has been designed especially for someone whose job it is to analyze and solve plant problems and the training takes 40 hours. All four programs include learning by doing in that the participants are working on an actual job from their area. In the case of the “J” programs, the ten hours in the initial spent is satisfactory to learn the material, but as with any skill-based activity, practice is required to develop and improve that skill. Furthermore, practice is not effective without feedback and a coach should provide that feedback. A coach is a person who knows the skill and also knows what to tell the person in order for him/her to improve. Note that a coach does not have to be expert in that skill nor how to deliver it as a trainer but just to have enough knowledge to help the person improve. In addition, coaching should be considered a continuing activity. Once an employee reaches a required level of competence, the coach should continue to observe occasionally in order for the employee to maintain that competence. Therefore, if an external trainer is used for the initial training, it is important to designate an employee to continue coaching after the initial training.

In organizations with more than say, 200-500 employees, it may be cost effective to train two or more employees to deliver the “J” Programs. They could give remedial training on a periodic basis, train new employees, train employees to be coaches and be coaches themselves.

Because of all of the above, the TWI “J” Programs can be divided into six levels or modules.

**Module A** - This is the initial “J” Program training of five 2-hour sessions.

**Module B** – This constitutes practice of the skill used in the initial training: using the training in the workplace.

**Module C** – Selected participants would be given additional instruction during the ten hours of training so that they are able to coach their fellow employees.

**Module D** – As required, individuals will be selected from the group of trained employees to be trainers. This will free the organization from having to call in an external trainer when TWI Training is required. The Train the Trainer (TTT) sessions are specific to a “J” Program. There are two options to receive this training: the classic 40-hour session or the newer 1:1 session. See Training Options for more details or call Don Dinero @ Round Pond Consulting.

**Module E** – A person who trains people to deliver a “J” Program is referred to as an Institute Conductor or Master Trainer. When a “J” Program Trainer desires to reach this level, s/he must participate in at least two TTT sessions and deliver at least one TTT session under the observance of an Institute Conductor.

Using TWI

Training TWI

Training TWI  
Trainers