

partner in the leading network of TWI implementers



TWI Training Within Industry

Leveraging the roles of supervisors and team leaders

- Standardize work
- Increase productivity and quality
- Reduce time needed for induction and training
- Work safely
- Improve the atmosphere at work
- Resolve problems

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TWI, teach people the skills they need to be successful

The Training Within Industry (TWI) programme aims to give supervisors (team, shift or group leaders and heads of departments) better support in carrying out their day-to-day duties. The TWI method offers a standard programme per skill that lets supervisors master the skill in their own organisation. There are programmes for Job Instruction (JI), Job Relations (JR) and Job Methods (JM).



An investment that pays off immediately

Companies invest in training to improve quality, delivery times, the atmosphere and safety and to reduce costs. Usually it takes some time before these investments get results, and the benefits are difficult to quantify. But TWI is different. Companies that use the TWI programme see results at once, including cost savings due to productivity improvements, a reduction in losses and wastage, improved staff retention and avoidance of unnecessary costs. And the interaction between the supervisors during the training sessions meets their need to be able to discuss things with other managers.

Learning by doing

Studies show that a training course is most effective and stays in the mind best if you apply what you learned as soon as possible after the course. Each programme consists of five two-hour sessions. After each session, the participants go to their workplace to apply the techniques they have learned and choose examples from actual practice to use in the training programme. The TWI programmes follow a standard process of four steps. The process is clear, straightforward and easy to implement. Small groups are used to create an informal atmosphere and keep the participants fully engaged. The certified trainers of the TWI Institute make sure the TWI methods are applied properly and the training meets the quality standards.



TWI programme components

Job Instruction training (JI)

Job Instruction is ideal for getting one person to quickly remember how to carry out one particular task correctly, safely and conscientiously. This reduces the risk of deviations, errors and accidents.

During the training, consisting of five two-hour theory sessions, supervisors use the exercise they submitted themselves to learn the four steps for instructing, preparing and planning the training. Because everyone has one turn giving an instruction and one turn receiving an instruction, the supervisors go on to apply the method in practice.

What the training involves:

- Putting the focus on the employee's learning process;
- Creating a training standard and training timetable
- Learning the method step by step by practising and observing.

After the training, concrete follow-up steps are planned to put the instructions into practice, reduce variation in processes and improve performance.

Job Relations training (JR)

Good supervision means that the supervisor gets the people in the department to do what the supervisor needs done, when it should be done, and the way the supervisor needs it done — because they (employees) want to do it.

During the training, consisting of five two-hour theory sessions, supervisors use case studies from their own practice to learn the basic principles of good leadership and the application of the four-step method for resolving problems. Supervisors share experiences and practise using the method, to learn how to make the right choices when taking action and following up. The aim is to bolster their relationship with the employees.

The method focuses on understanding the situation. Supervisors learn how to take the most appropriate action.

Key elements:

- Setting objectives and following up with the action;
- Collecting information from different perspectives;
- Coming up with several solutions, then evaluating them against certain criteria.

After the training has ended, supervisors practise use of the method to make sure it is embedded in the organisation. In addition to the supervisors, other managers are involved in the implementation of JR so they can coach the supervisors in the development of this skill.

Job Methods training (JM)

JM trains supervisors in how to analyse and improve the current working methods to make optimum use of the available personnel, machines and materials given the resources.

Participants learn how to split activities into subtasks. Each detail is questioned using a systematic approach to generate ideas for improvements. New working methods are developed by eliminating, combining, rearranging or simplifying steps in the process. Here too, supervisors learn the method in five two-hour theory sessions, after which they can apply what they learned in daily practice.

What they learn:

- Creating a detailed description of the current working method and the personnel, machines and materials that are used;
- Discussing all the details of the current working method and spotting opportunities for improvements;
- Describing the new working method.

After the training has ended, the method is implemented in the organisation and safeguarded by practising with it in the workplace.

TWI Instituut a success since 1940

During our years of experience with process optimisation and the introduction of continuous improvement processes, we have found many organisations struggle to maintain the improvements they made previously. Time and again, they need to revitalise efforts to keep the process going. Often, too, the goal of continuous improvement seems far removed from day-to-day practice. But if supervisors such as team leaders or shift foremen get support in their daily tasks, the organisation is able to make better use of employees' creativity and expertise and thereby achieve lasting success.

The TWI Institute aims to give that support by spreading knowledge about successful implementations, organising a common platform to share knowledge, and training and mentoring organisations in the use of the TWI methods.



Background

1940

Around this time, the original Training Within Industry (TWI) programme was developed in the United States. It played a key role in boosting industrial production to the level that was needed to win the Second World War. A train-the-trainer approach was used to teach supervisors and managers how best to train and manage their staff. Together with Deming's studies of quality control, the TWI training programmes played a crucial role in the successful post-war development of Japanese industry.

1950

This was when Toyota started developing TWI to train its personnel as part of the Toyota Production System, the world's first Lean Manufacturing programme. TWI is an integral component of modern-day Lean Manufacturing and Kaizen strategies. The TWI methods complement Lean Manufacturing solutions by training supervisors in the skills they need to create an environment that encourages change, improvements in methods and standardisation of tasks.

2001

The TWI Institute in the United States renewed efforts to raise awareness of the programme for supervisors.

2013

TWI Instituut BV was set up, making it possible to learn about TWI and exchange experiences in the Netherlands as well.

2018

Nearly 1000 TWI instructors had now been trained in the Netherlands.

If you want more information about how TWI can help your organisation, don't hesitate to contact us:

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