



Certified Trainer Programs

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

The Role of Certified Trainers

When the four TWI, Inc. specialists departed Japan in 1951, they left behind them 35 Certified Institute Trainers. That was the beginning of a large multiplier effect, which extended to over one million Japanese managers and supervisors by 1966, to many millions more by 1992, and millions of others to this day.



Patrick Graupp – the TWI Institute link to the WWII TWI Program

- 1951 – Four TWI, Inc. Master Trainers from the US train 35 certified TWI trainers in Japan, one of whom is from Sanyo.
- 1980 - Patrick Graupp joins Sanyo Electric in Japan where he is trained and certified to train Sanyo staff as the company opened plants around the world.
- 2001 - Patrick begins to replicate the original TWI supervisor and train-the-trainer programs for the TWI Institute to train and certify trainers as done by the TWI Service during WWII and by JITA in Japan.
- 2011 – The TWI Institute has trained over 400 certified trainers who have trained hundreds of thousands of people since 2001, continuing the multiplier effect begun by the initial 35 trainers trained by TWI, Inc. in 1951.

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).”

2001: Patrick partnered with The TWI Institute to reintroduce the TWI Program in Syracuse, NY

2011: The TWI Institute has trained over 400 certified trainers and has since demonstrated that the success of this program is predicated upon strict adherence to proven TWI training methods and use of proven TWI training materials by properly trained certified trainers.

Standardized Delivery

- Each program has a similar 4-Step Method
- Each method is stated in shop terms
- Compact scheduling of five 2-hour meetings to keep the subject fresh and not keep people away from their jobs over long periods of time
- Small groups of 10 to “learn by doing”
- Each participant must demonstrate in class that they know how to use the method

Standardized Method

Four-Step Learning Process *

1. *Preparation* – make the learner think to aid comprehension of the new idea.
2. *Presentation* – add the new idea to those already in the learner's mind.
3. *Application* – train the learner to apply what was presented and check results.
4. *Testing* – test the ability of the learner to apply the new idea alone.

* Developed by Charles R. Allen during WWI



Certified Trainer Programs

- Prerequisites:
 - Completion of the 10-hour program (JI, JM, JR, JS) a person wants to be certified to deliver
 - Sufficient experience with using the method in the workplace to gain practical application experience
- Each program training module (JI, JM, JR, JS)
 - 40-hours to understand and to practice delivery as dictated in each Training Delivery Manual
 - Small classes that range in size from 4 to 6 people

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, including TWI Institute Master Trainer Patrick Graupp, 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: completion of 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

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

4. SUPERVISORS

Participant's Guide Page 3
Point out definition of "supervisor"

15 minutes to have

In these meetings we are going to use the term "supervisor" a great deal. So let me say a few words about its meaning. Some of you are actually called supervisors; some of you are in positions where you have to instruct people. When you instruct, you are performing a supervisory function.

For the purpose of our discussions when we refer to the word supervisor, we mean **anybody in charge of people, or who directs the work of others.**

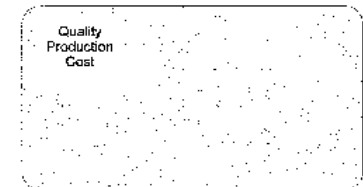
5. PRODUCTION AND PROBLEMS

Allow 10 minutes

Participant's Guide Page 3
Have trainees fill in the blanks as you bring out the three roles.

Ref. D.
Page 78

When producing goods, each one of us has our own roles. The supervisors' roles are to have the production at the work place go smoothly.



While saying, write on board:

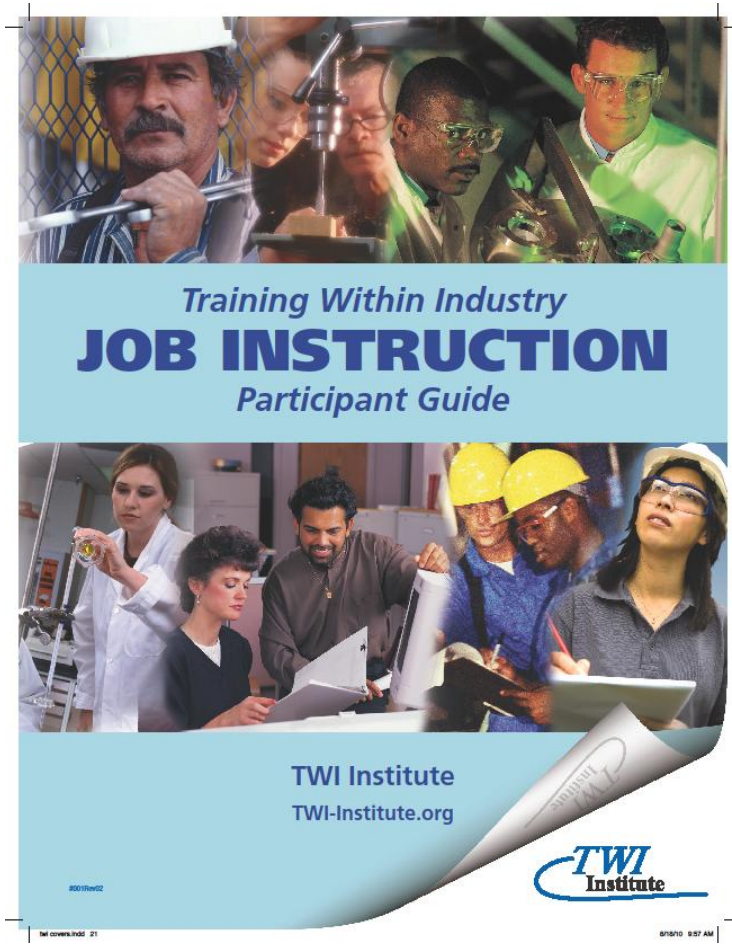
Production

Production here includes every kind of work, not only manufacturing goods at companies, factories, and work places, but also indirect work, office work and other work concerned with service.

SESSION ONE

3

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

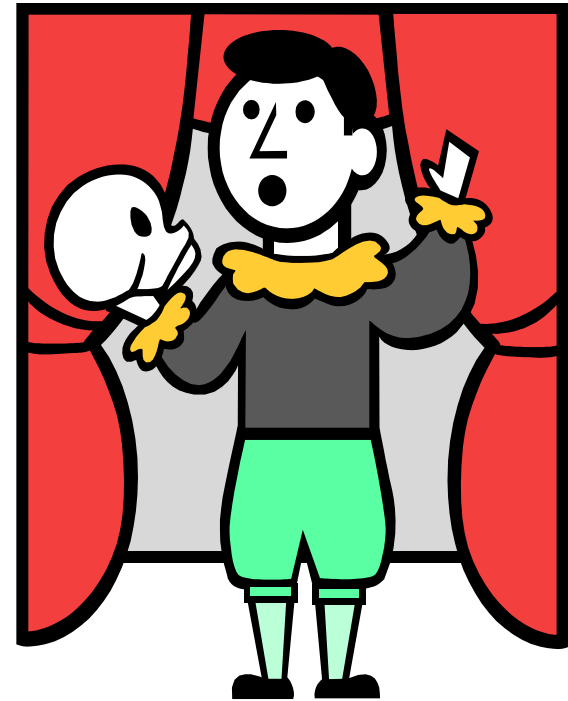
	8	9	10	11	12	1	2	3	4	5
M	<ul style="list-style-type: none"> - Review schedule - Overview of JI 10-hour Course - How to use manual 		Practice: Session One Sections 2-6		L	Practice: Session One Sections 7-8		Practice: Session One Section 9		
T	Practice: Session One Sections 10-11		Practice: Session Two 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

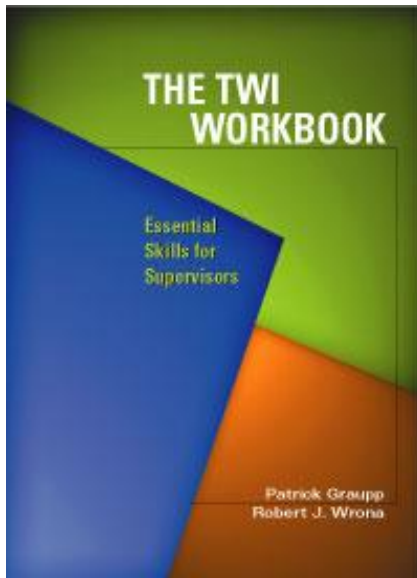
- Add your talent and passion to the performance, but stick to the script
- Contains both dialogue and action
- Certification training is like the “read through” and dress rehearsal
- BUT, in actual training you can hold and use the manual throughout



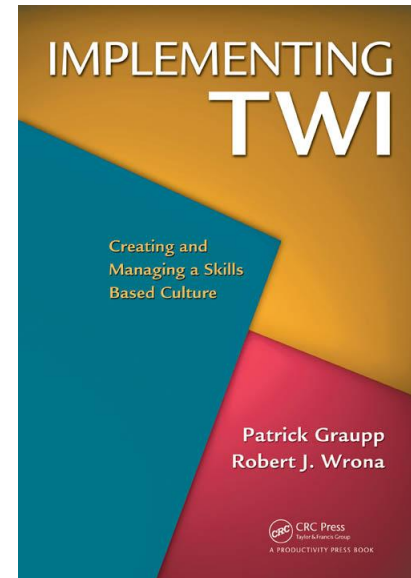
The Multiplier Effect

“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*



Questions
315.412.0303



*The TWI Workbook:
Essential Skills for Supervisors*
Shingo Prize 2007
Patrick Graupp and Robert J. Wrona

*Implementing TWI: Creating and
Managing a Skills Based Culture*
Scheduled for Publication October 2010
Patrick Graupp and Robert J. Wrona