

TWI Framework: How DO I Do TWI?

Introduction

This short white paper describes a Framework for learning and doing TWI (training within industry) as described in brief on the website www.whatistwi.com.

How do you build a foundation which will create, deploy, and support a lean culture of standard work and continuous improvement and move it at a substantial velocity throughout your entire organization? We at Lean Frontiers, Inc., Gemba Academy, and the TWI Institute will explain a framework which will guide you to successfully build a lean culture supported by continuous improvement and sound standard work. The framework is built around the development of people in the skills and practices to apply PDCA (scientific method) to their daily routines from the ability to observe and ask questions relative to solving problems at all levels for applying flow and improving customer value.

At the core of this foundation is Training Within Industry (TWI), which has been effectively utilized in organizations around the globe for success in developing skills in instruction, improvement and industrial relationships; as well as, being the underpinning of Toyota's famous and very successful business model, the Toyota Production System. Lean Frontiers, Inc., Gemba Academy, and the TWI Institute have jointly developed a basic framework

which will allow your organization to expand and spread this success at a magnitude and velocity which is the exception in business and industry today.

The approach uses three fronts which interplay, connect, and reinforce each other and will greatly enhance the velocity of learning combined with the magnitude and depth of learning. The framework is relatively simple, the work comes from how to develop and deploy it for your own circumstances and organizational situation. But, although that is the difficult part, that is where the deep learning takes place which creates an immense competitive advantage.

The Framework

A diagram of the Framework described here can be found on page 2 of this document.

Gemba Academy

Gemba Academy now offers a series of training videos which instructs people in your organization on the J-Programs (Job Instruction, Job Methods, and Job Relations), in the manner in which the J-Training was and is currently taught successfully for many decades. Utilizing these *Gemba Academy's* J-training videos creates a head-wave of knowledge which proceeds the hands-on learning and instructing which would be followed up by

strategically deploying onsite coaching and J-Training from the *TWI Institute*, which is the essence, Learn-By-Doing, of developing the deep experience of the skill of the J-Programs. The *TWI Institute* has been helping organizations for many years successfully learn and deploy TWI throughout their organization. Both the video learning from *Gemba Academy* and onsite training and coaching from the *TWI Institute* must be part of an organization's strategic objectives in order to give proper directional guidance to the deployment and to meet organization objectives. The third from to this framework comes from *Lean Frontiers* who organizes the TWI Summit (along with the Lean Coaching Summit, Kata Summit and Lean Management Summits which also include guidance, strategies, case studies, and content from the world's leading experts) where organization can go to learn directly from other practitioners and experts on all aspects of being successful in J-Training deployment and training, multi-plant or division deployment, aligning TWI with organizational strategic objectives, and nearly all other learnings needed for success in your organization. Also, at *Lean Frontier's* Summits, and specifically the TWI Summit, meet and connect for long term relationships from others who have already blazed these trails.

There is no reason to travel this road alone and blind. The knowledge and experience is

already there and available for you and your organization to learn from those already well-traveled.

TWI Institute

Yet there is more from the Framework which continues to enhance and drive your organization's learning and success. As your organization strategically deploys the TWI learning through the leading wave of knowledge from *Gemba Academy's* TWI videos, and the *TWI Institute's* hands-on coaching and training, turn back to *Gemba Academy's* videos to create a reinforcing back-wave of learning from the fore-learning that has been established and continues to roll through your organization.

TWI Summit

A deep learning results. And with the continued broader knowledge and experience which *Lean Frontier's* TWI Summit supplies, the breadth and depth of knowledge will be unequaled to other options available. Before you realize it your culture has transformed into a culture of daily improvements *and* continuous daily learning (knowledge) at a pace (velocity) and level (magnitude) that none of your competitors can grasp, nor even keep close to you. You have created a continuous level of competitive advantage unequaled in your industry.

This framework is simple *but* very powerful. It can be developed within your organization's own needs and strategies and will lead to success. And it is yours for the taking. Those of us at Lean Frontiers, Inc., Gemba Academy, and the TWI Institute sincerely hope you will take on the challenge, because we genuinely love to see businesses and people be successful.

Learn More

Gemba Academy:
www.gembaacademy.com

TWI Institute:
www.twi-institute.org

TWI Summit:
www.twisummit.com

