

Note to all users:

The TWI files were created by the Department of Defense of the U.S. Government back in the era leading up to World War II. As such the material falls under the rubric of public domain material and is not protected or subject to international copyright law. During the occupation of Japan after WWII the courses were transferred to numerous Japanese companies including eventually Toyota Motor Corporation. Toyota started using these courses back in the spring of 1950 and the company has maintained usage of them especially in Japan until now. Isao Kato the former Training and Development manager for Toyota notes that Taiichi Ohno himself was a certified TWI trainer and believed strongly in the benefits of Job Instruction. Even today these files comprise a significant chunk of Toyota's internal supervisor training and development program.

If you wish to learn more about the TWI material and the 3J courses (Job Instruction, Job Relations, and Job Methods) a good place to start is Jim Huntzinger's article on "TWI and the Roots of Lean" located on this site and other places on the internet. While calling the TWI material the roots of lean is an overstatement in my opinion and other Toyota personnel there is no doubt that Job Methods course within TWI influenced the development of Toyota's internal Kaizen course. Job Methods has nothing to do with key elements such as JIT, Jidoka, flow, takt time, leveling, visual control, etc. or other items that make up TPS.

I have a personal interest in preserving these files and making sure that they do not vanish from history as they accidentally have in the past (at least in the U.S.). Hence they are available to you on this site. You are free to download the files and I encourage you to study and learn more about them on your own. Mere possession of these materials however will not make you a qualified trainer of the material. In Toyota there was a two week 80 certification course in order to become an approved instructor. As you will see when you read the material there are some things that can not be discerned unless you have seen the actual demonstrations or worked with an experienced trainer. There are several small organizations starting to specialize in TWI training programs and I can suggest someone if you are truly interested in a training course or certification program.

To the extent possible I kept these files true to the original design intent of the material. There are contained in the traditional five day by two hour session formula with each day building upon the previous session. I deleted the references to the war and a few other obscure terms used in the manuals. Otherwise they are presented in their original 1940's format.

I know the natural inclination of most people is to take these materials and cut them down into one or two half day sessions and alter the material as they see fit – and this is exactly what the TWI trainers did not want to happen. I don't know of any company that has trimmed down the material or eliminated sections and succeeded in obtaining any results in implementation. Toyota has kept the five day by two hour pattern of instruction and follow up intact with great success. Frankly I don't know why anyone would think they are smarter than Toyota or the original designers of the material but I am past the point of being shocked by any such attempts. Consider yourself forewarned and good luck on your studies and improvement journey.