



**Event:** "Toyota Kata Training"  
**Speaker(s):** Mike Rother and Todd Jacobi  
**Date:** November 4, 2011  
**Location:** Masco Corporation in Taylor, MI



The Michigan Lean Consortium (MLC) hosted a Toyota Kata event at Masco Corporation in Taylor, MI on November 4, 2011.

The event led off with special guest speaker Mike Rother from the University of Michigan discussing key elements from his book, *Toyota Kata*. Lessons from the book will change the way you think about lean, innovation and management. Kata is about implementing practices in order to develop habits of continuous improvement and adaptiveness in any organization. Mike noted that today's solutions are not the ones that will meet tomorrow's challenges. *Toyota Kata* is about developing people to have the skills and ability for developing solutions that fit your organization's needs.

Todd Jacobi, Director of Manufacturing at Delta Faucet Company, followed with an excellent talk on the challenges of implementing kata in the real world of different organization structures and cultures at three locations. Todd provided specific case studies of Delta's journey to continuous improvement. Bob, Hemrick, Director of Continuous Improvement Strategy Group at DTE Energy, completed the event and told the story of how DTE is using kata to improve its organization. These "real world" case studies provided great insights of challenges and opportunities for those who pursue *Toyota Kata*.

Interaction and active discussion with the 50+ attendees made it clear that this was a



topic of great interest. Thanks to our speakers for an outstanding job. It is clear that kata is key to making Michigan the benchmark state for economic success and culture change.

A big thanks also goes to Brad Hanpeter, Director - Masco Business System Office, and his team for hosting the event. For more information on the MLC please visit [www.michiganlean.org](http://www.michiganlean.org)

Our attendees really enjoyed this event. Here's what a few had to say:  
"This was my first MLC event and it won't be my last. Good content and great to hear how companies are ahead at our activities."  
I think it was great to take beyond the book."  
Despite being trained in Kata twice, I still learned a lot!"

The mission of the MLC is to offer a diverse network of knowledgeable lean professionals who come together to share innovative practices. The organization aims to create a lean culture in Michigan to ensure sustainable competitive advantage, which could translate into healthier businesses that offer more job opportunities leading to economic growth in the state.

The charter members of the MLC include: Amway, Blue Cross Blue Shield of Michigan, DTE Energy, Johnson & Johnson, The Lean Learning Center, Northwestern Michigan College, the Oakland University Pawley Lean Institute and the Michigan Shingo Prize through The Right Place. For more information, visit [www.michiganlean.org](http://www.michiganlean.org).