

# WELCOME TO THE



**Michigan  
Municipal  
Executives**

2024 Winter Institute

# Andon Cord - To Pull or Not to Pull: Practical Lessons on Cybersecurity



# Context is KEY...Let's Provide Some Background



- What was NUMMI and what is NUMMI today?
- The joint venture of GM and Toyota started producing cars in December of 1984
- What is the Andon Cord in Toyota Manufacturing?
- Tatsuro Toyoda was the son of the founder of Toyota and his example of mutual trust is what sparked a plant to become one of the best in the world
- Back when GM's plant was #1 for poor quality in the world
- Back when GM's labor force and UAW had all but given up on dealing with the laborers.
- I can or I can't, you are right, is a mindset, but it starts at the top
- Absenteeism was just over 20% at GM's plant and would fall to less than 2% at NUMMI
- What does this have to do with training our staff on security and how we show that the leadership cares?
- What does quality and production control have to do with security and vulnerabilities?



## • Smarter Faster Better

- Old rivalry system at GM/New supportive system at NUMMI
  - Individualistic approach/Team based approach
    - 100 job classification/4 job classification
      - Hire and Fire/Stable jobs.
    - Emphasis on quantity/Emphasis on quality
  - Authoritarian management/Participative style
    - Union militancy / Union as partner
  - Managerial perks and elitism / Equality and commonality
    - Rigid rules / Flexible rules
- Insecurity, layoff, and fear / Job security, growing employment and trust
  - Managerial control / Joint decision.
    - Strikes / No strikes
  - Low quality / High quality, adoption of TQM
  - Declining productivity / Growing productivity.

# How to Apply the Andon Cord to Security

