

Our Favorite Mistakes:

Learning from Mistakes and Creating
Organizations That Do the Same

Slides & More: MarkGraban.com/ASQDetroit

Mark Graban

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SOUTH ENTRANCE

NO POSSESSION OR
DISTRIBUTION OF
ALCOHOL, DRUGS OR
Tobacco PERMITTED
ON COMPANY PREMISES



Livonia Operating Philosophy

A Changing Business Environment Requires that:

TOGETHER through trust, communication, and respect for the individual, WE WILL BUILD an organization supportive of all employees in the development and utilization of their knowledge, ability, and skill towards the achievement of personal as well as organizational goals.

Inherent in these goals is the production of a high quality, competitive product in a clean and safe plant, contributing to the success of Cadillac and its employees.

In committing to the above philosophy, we recognize the development of the Livonia Plant environment to be a dynamic process. Our success will be dependent upon support from the entire Cadillac organization in the consistent and patient application of this philosophy.

Carlson

John

Tom

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John



2 years

2 years

200 people

What's your
favorite mistake?



Kevin Harrington
“Shark Tank” / Inventor of the infomercial

The background is a solid blue color with several large, overlapping, semi-transparent circular shapes in a lighter shade of blue, creating a layered, organic effect.

**What's a
mistake?**

Planning Mistakes vs. Execution Mistakes



Actual Decision Outcome

GAP

Expected Decision Outcome

**What is a
“favorite mistake”?**

A Favorite Mistake Might Be...

**Not necessarily
your “biggest
mistake”**

**Important
enough to stick**

**Learning that
helped your
career (or org)**

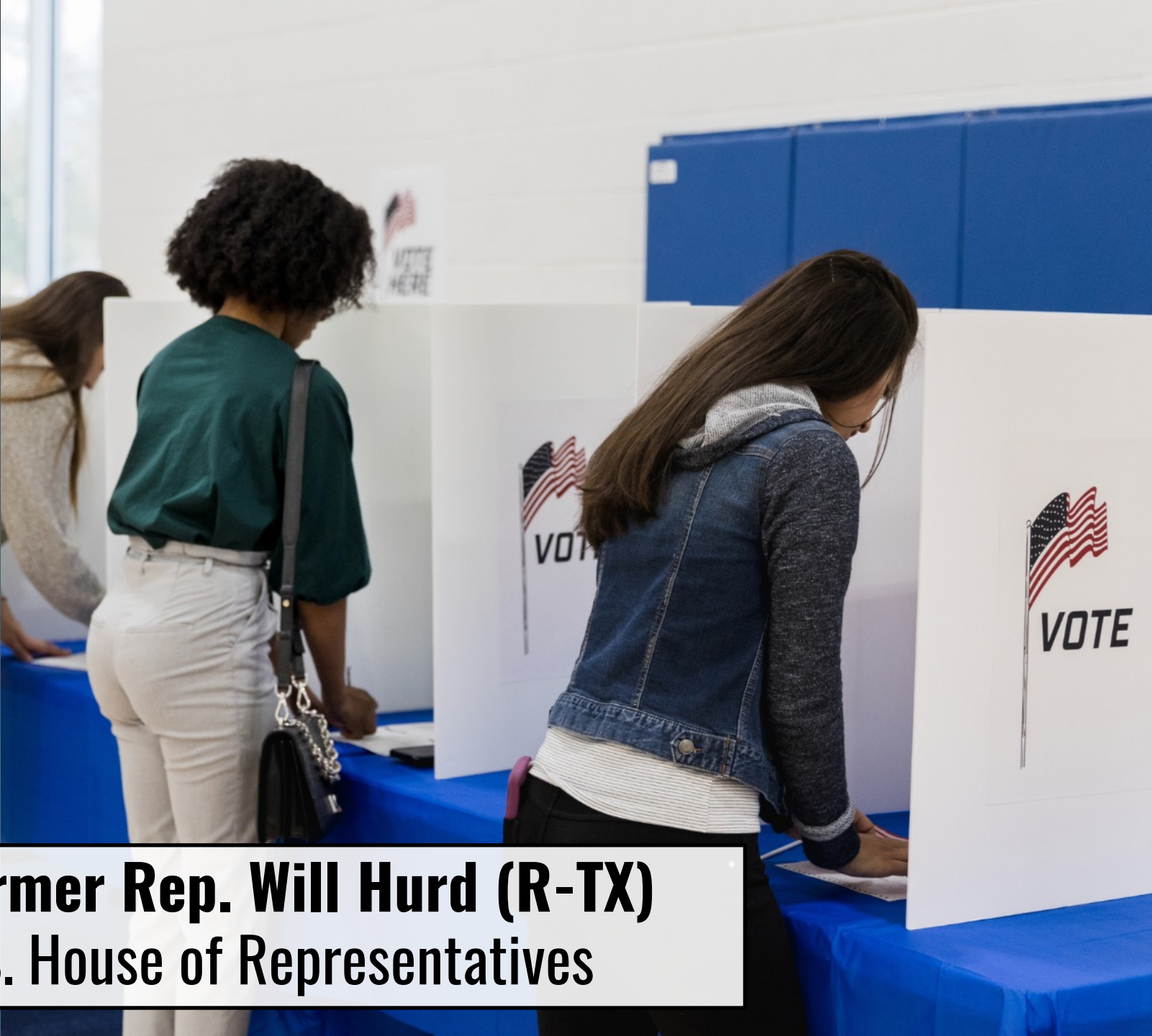
**Not repeated,
thanks to
learning**

**An unexpectedly
positive outcome**

What's YOUR
favorite mistake?

Lesson:

Successful people
learn from mistakes



Former Rep. Will Hurd (R-TX)
U.S. House of Representatives

Which statement do YOU think is more accurate about the most highly successful people in your life, compared to the average person?

You can see how people vote. [Learn more](#)

1,306 votes • Poll closed

Lesson:

Reflect, but don't
agonize over it

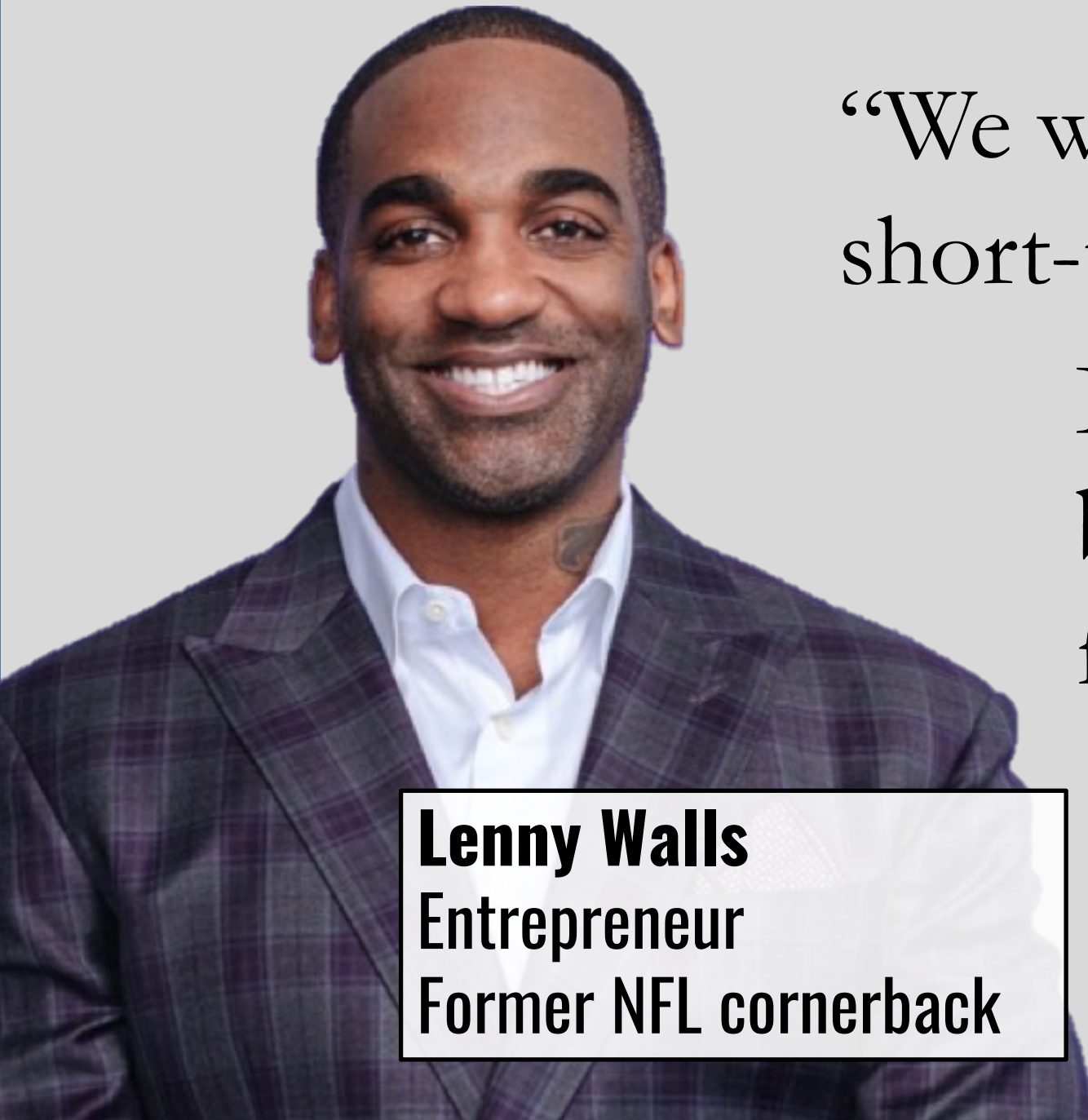


“If you keep dwelling on it, then that’s counterproductive.”

Katie Anderson

Learning to Lead, Leading to Learn

Lesson:
Reflect, but
at the right time



Lenny Walls
Entrepreneur
Former NFL cornerback

“We were taught to have a short-term memory.

It taught me a lot about bouncing back [from] failures:

Stepping stones towards winning.”

Lesson:

It's a matter
of culture



David Mayer, MD
Anesthesiologist



Patient Safety MOVEMENT



David Mayer, MD

Executive Director MedStar Institute for Quality and Safety

**Toyota people
make mistakes**

“I've made so
many mistakes in
my entire life...
big and small!”

Isao Yoshino

Retired after 40 years at Toyota





“It is our mistake,
because we did not
give you the
detailed instruction.



Don't worry... we
have to figure out
how to stop the same
thing from happening
again.”



“They could have easily blamed me, but they didn’t.”

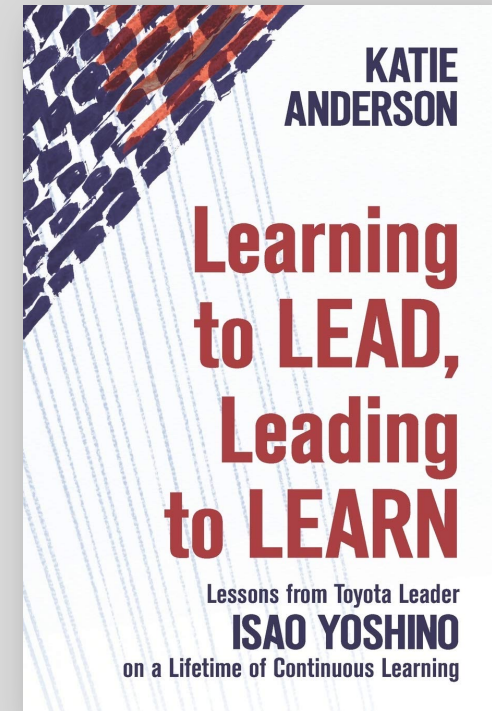


“They focused
on lessons
learned from
the mistakes.”



- “The only secret to Toyota is its attitude towards learning... its people-centered culture and culture of learning.”
- “And that's about learning from mistakes and looking at the process, not just the outcome.”

**Isao Yoshino &
Katie Anderson**



KaiNexus

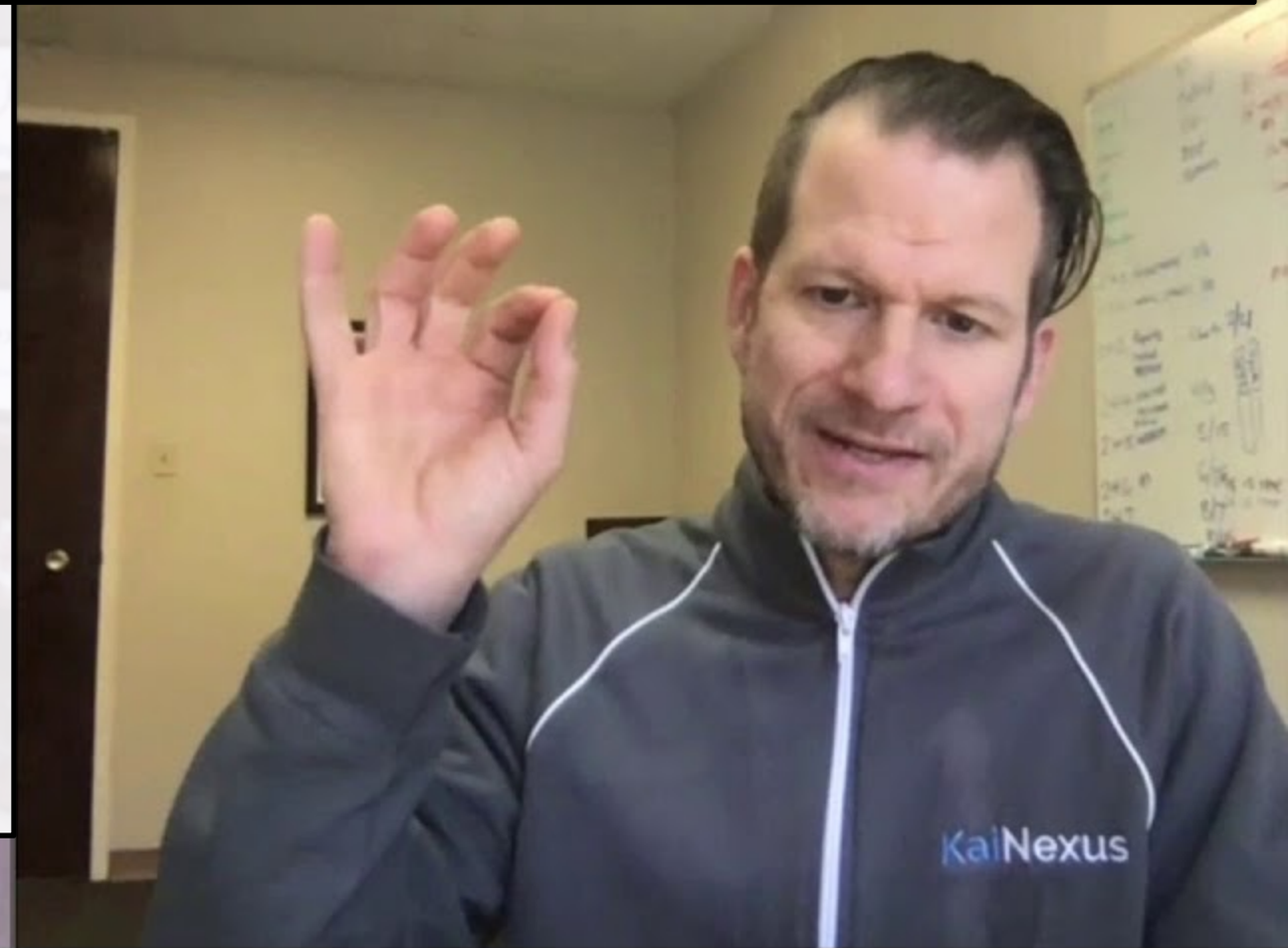
**KaiNexians make
mistakes**

**Our CEO makes
mistakes**

Greg Jacobson, MD
CEO, KaiNexus & Emergency Physician

“I don’t have a
problem talking
about my
mistakes.”

KaiNexus

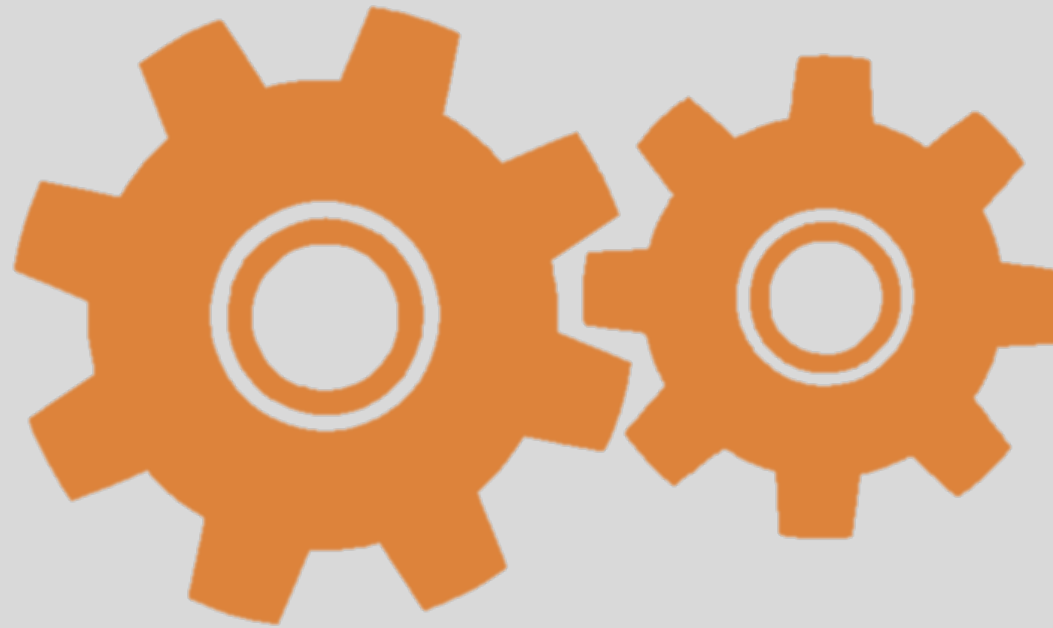


Lesson:

Leaders lead
by example

The 4 Stages of Psychological Safety, Clark

**Modeling
Vulnerable
Behaviors**



**Rewarding
Vulnerable
Behaviors**

**I try to prevent
mistakes**

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WEB PAGE
NOT DONE
YET!!!



BEFORE & AFTER | webinar checklist



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	A	
1	i	
2	TASK	WHO
17	--- Check registration & reminder emails ("Emails")	MARK
19	--- Check panelists and images ("Branding")	MG
20	--- Add MG and/or host as a panelist so you have the panelist email to forward as backup	MG
21	--- Make sure follow up email HAS the link to this webinar's TY: WR page	MG
22	--- Make sure no password is required	MG
23	--- Put time zone in Eastern and confirm correct time	MARK
24	--- Confirm that audio is configured properly (internet and phone)	MG
25	--- Make sure "Registration Required" is on in Zoom	MG
26	--- Confirm that the Hubspot KaiNexus.com page is there for survey https://info.kainexus.com/webinar-survey	MG
27	https://info.kainexus.com/webinar-survey	
28	-- and make that the ending page also	MG
29	Set up Registration page in Hubspot	DANIE
30	Set up WR:TY page in Hubspot	DANIE
31	Schedule practice session with outside presenter	MG
32	Ask presenter about doing a podcast preview	MG
33	Post the podcast into the KaiNexus feed	MG
34	Do a blog post about the podcast / webinar	MG /



DAY OF | webinar checklist



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fx TASK

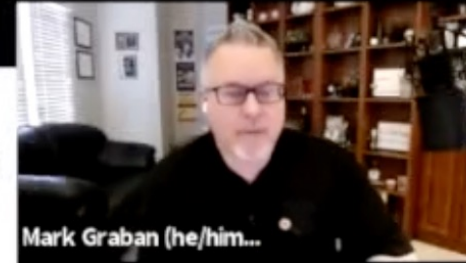
	A	B
39	Keep meeting in "Practice Mode" (don't click "start webinar" yet) - advise presenter of that	Host
43	Put links to the slides (via SlideShare) in the chat box, if available	Host
44	Be mindful about not using filler phrases, um, ah, you know, etc.	All
46	RESOLUTION- Make sure you are using your laptop screen or a monitor set to XXX by XXX	
47	Click to start recording -- record to Cloud	Host
48		
49	STARTING THE WEBINAR	
57	Make sure that cursor is in middle of screen (to avoid showing desktop via hot corner)	Host
58	Share screen and make sure full screen slides are showing (not presenter notes)	Presenter
59	Make sure the intro "sound check" slide is showing	
60	3 minutes before the top of the hour, click START WEBINAR to do sound test	Host
61	Confirm recording is starting... -- if Mark, record to computer, others record to Cloud	Host
62	"Hi, thanks for joining... we are just doing a quick sound test for a few minutes until we start for real at the top of the hour"	Host
63	Ask the presenter, "[Presenter], how are you today?" - where are you located?	Host
65	Say, "We always like to know where attendees are located... please enter your location in the Chat area."	Host
66	Read some of the locations out loud and acknowledge places out loud	Host
67	Confirm it's recording	Host
68	At the top of the hour, say "we'll get started formally in a second" and leave a few seconds pause (this helps edit the recording)	Host
69	Welcome to today's webinar titled "TITLE HERE" I'm [name], [title] for KaiNexus. Today, I'm very happy to be joined by [PRESENTER NAME(S)], as our presenter(s) today.	Host
70	Advance slide	Presenter
71	"Before I introduce [PRESENTER], let's quickly mention some of the logistics for today's webinar. The presentation will go for about 40 minutes, then we will have some announcements and Q&A at the end. Please submit questions at any point along the way by using the Q&A functionality of Zoom (please do	Host

leanblog.org

DONE

Presented by
KaiNexus

#RootCauseRacism: “The Colors of Love”



Mark Graban (he/him...)

Our Panelists:

Alexus Bertrand



Scott Bogan



Paul Critchley



Madison L. Mobley



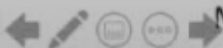
Karla Parker

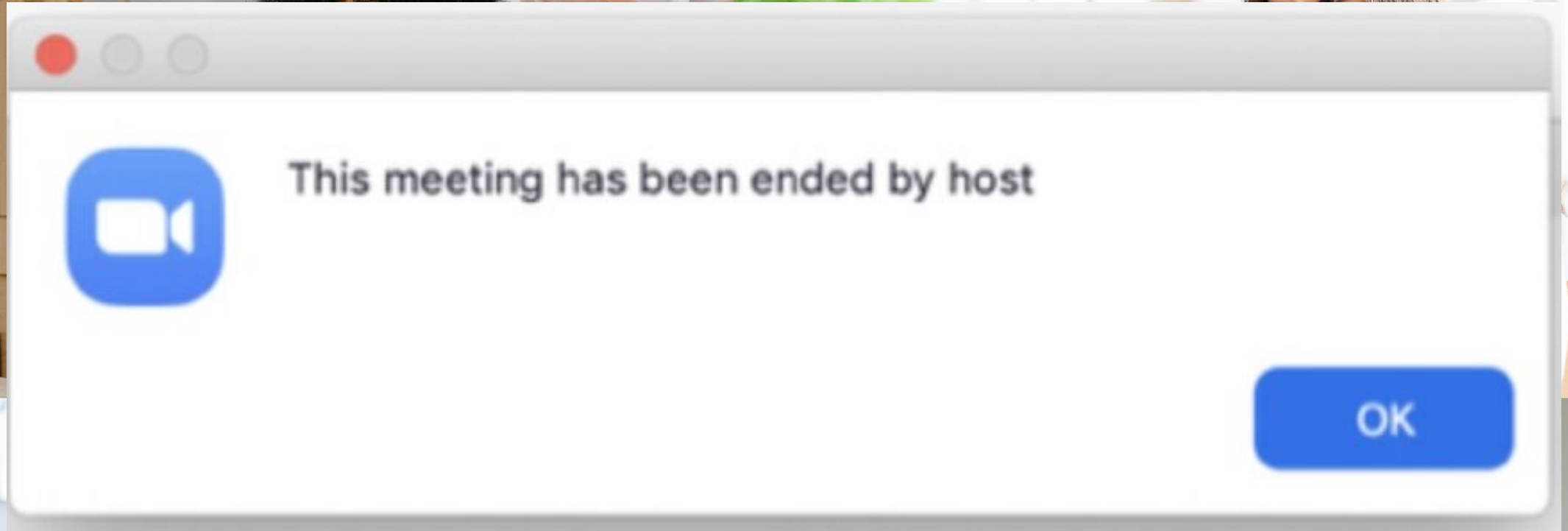


Jeff Welch



Host: Deondra Wardelle
www.deondrawardelle.com
www.RootCauseRacism.com
DWardelle@hotmail.com







Lesson:

Show grace when
mistakes are made

Lesson:

Ask “how are you feeling?”
before jumping into “5 whys”

“I’m happy you and the team were able to pinpoint the issue. Poor [KaiNexian], I’m sure he feels horrible. Please let him know I’m not upset. We can classify what happened yesterday as an opportunity for learning and improving.”

Presented by
KaiNexus

m:
/e”



Host: Deondra Wardelle
www.deondrawardelle.com
www.RootCauseRacism.com
DWardelle@hotmail.com



Mark Graban (he/him...)

Lesson:

Small mistakes can
prevent big mistakes

Lesson:

Small mistakes can
prevent big mistakes
IF YOU TAKE ACTION

Lesson:

Small mistakes can
prevent big mistakes
IF YOU TAKE THE
RIGHT ACTION

Pre
Kai



When Brothers Meet at Gem

Our Panelists:



Mark Graban



Hugh Alley



Christopher Chapman



Aric Ho



Sam Morgan



Jeff Welch



Host: Deondra Wardelle
www.deondrawardelle.com/
DWardelle@hotmail.com

Lesson:

Creating the culture takes
effort, but is worth it

- “Toyota operates a no fault, no blame culture.”
- “It took me a couple of years to clear my brain of the impulse to blame the worker.”

A photograph of David Meier, a man with dark, curly hair, wearing a dark polo shirt. He is sitting at a wooden table with two bottles of Glenlivet Cognac in front of him. The background is a plain, light-colored wall.

David Meier
Former Toyota leader

Keith Ingels

The Raymond Corporation

“We have a process of unlearning, and we teach that mistakes are positive.”






Billy Taylor

Former Goodyear executive
Author, *The Winning Link*

“We use
standards
to shape
the culture.”

Lesson:

People need to feel
safe to admit mistakes

A man in a distillery setting, wearing a headset and a cowboy hat, holding a bottle of Garrison Brothers whisky. The background features large copper distillation tanks and a mounted animal head.

“Dan has always been willing to give me the time to learn from my mistakes.”

Donnis Todd
Master Distiller, Garrison Brothers

Dan Garrison
Founder / CEO, Garrison Brothers

Lesson:

**You can't mandate
psychological safety**

- “You have to promote and invest in the behaviors that lead to psychological safety.”
- “It’s not a one-and-done” initiative.



Dr. Nicole Lipkin
Psychologist & Executive Coach

What is Psychological Safety?

A culture of rewarded vulnerability

Vulnerability =

“exposure to the risk of harm or loss”

Timothy R. Clark – Longer Definition

- “Psychological safety is a social condition in which you feel:
 1. Included
 2. Safe to learn
 3. Safe to contribute
 4. Safe to challenge the status quo
- ... all without fear of being embarrassed, marginalized, or punished in some way.”

Reference: *The 4 Stages of Psychological Safety*



How to Build Psychological Safety

**Modeling
Vulnerable
Behaviors**



**Rewarding
Vulnerable
Behaviors**

The 4 Stages of Psychological Safety, Clark





**We all make
mistakes**

“My mistake”

“I could be wrong”

Be kind to yourself

Nobody is perfect

We all make mistakes

What's important is
learning from our
mistakes!

#MyFavoriteMistake

Thank You!

- **Slides & More:**
<http://www.markgraban.com/ASQDetroit>
- **Future Book:**
<http://www.mistakesbook.com>
- **Email:** Mark@MarkGraban.com
- **Podcast:** MyFavoriteMistakePodcast.com

