

EPISODE 339

# Muri, Mura, Muda: Identifying Waste with The Toyota Production System & CAIRO



INSTRUCTIONAL  
LEADERSHIP SHOW



# Essential Question



How can we identify our best Tier 3 improvement opportunities in the CAIRO areas, using concepts from the Toyota Production System?

# Is Variation Good or Bad?



- We rightly treat people as unique
- Schools are not factories
- Consistent quality is still a goal
- Variation should be a source of evidence for improvement

# Variation in TPS



- Variation creates defects
- Variation is away from customer needs
- Standardization creates quality
- Feedback about variation is crucial

# Differentiated Curriculum?



“During the first half of the last century, there was a nationwide search for a way to successfully differentiate reading instruction. What bugged me was that all the schemes that were proposed focused on altering the curriculum rather than adjusting the teaching.

Instead of proposing different ways of teaching kids to read (instruction) so that more of them could accomplish the goals (the curriculum), they simply decided to establish different goals for everyone. That means some kids would be taught to read well enough to allow for their future success and some would not. By design.”

—Timothy Shanahan, *What We Talk About When We Talk About Reading Curriculum*



# What Vs. How



- Variation in *how* we teach is likely good to an extent
- Variation in *what* we teach in a given course is not
- Equity concerns demand consistent quality

# Source of Waste: Ad Hoc Work



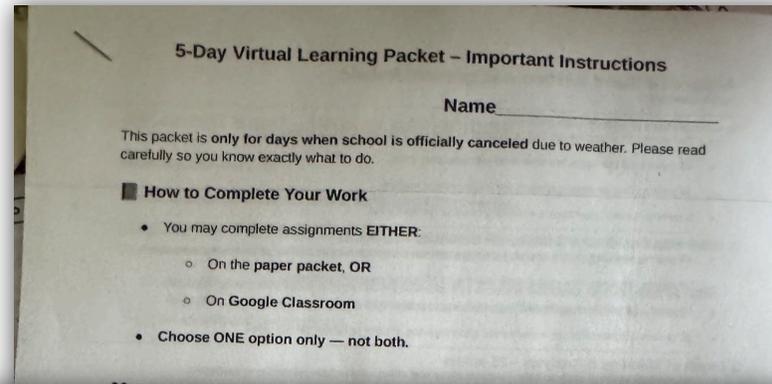
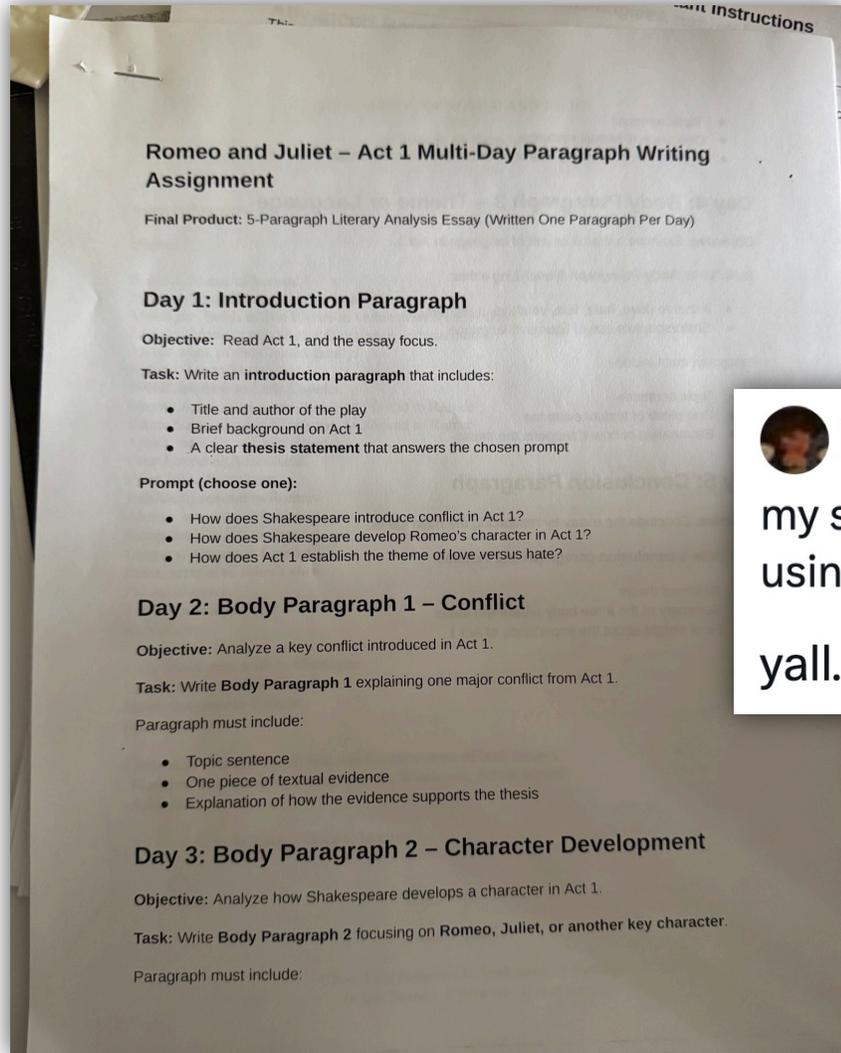
–Taichi Ohno, Toyota Production System

# Muri (Overburden)

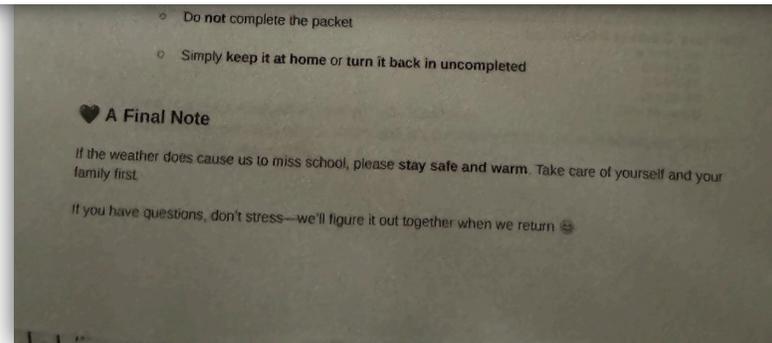


- Demanding unreasonable levels of work from people
- Making the job too complex
- A design feature of the system, not a personal issue
- Leads to poor quality and subpar shortcuts

# A Viral Example



 **leah**  @lcvebyers · Jan 22  
my sister (8th grade) just told me all her teachers make all their lesson plans using chat gpt  
yall...this is her ACTUAL homework for this week. i'm in disbelief



# Mura (Unevenness)



- Huge variation from school to school
- Significant variation from class to class
- Inconsistent prior exposure to content
- Wide range in benefit from new teaching

# Muda (Waste)

- Paperwork/data for its own sake
- Too many initiatives
- Wasted effort adapting & customizing
- Wasted human potential



# Areas of Opportunity: CAIRO



- Curriculum
- Assessment
- Instruction
- Rules
- Operations

# Introducing CAIRO.education



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TIER3

