The GM and Toyota collaboration, NUMMI, was a joint effort from both companies to better car production in America. Toyota and other Japanese car manufacturers operated differently from how GM was conducting its manufacturing. This difference was enough to severely decrease homeland market shares of American, GM, produced vehicles, due to Japanese cars seemingly being just 'made better'. The stark difference between the two car companies wasn't in what vehicles they made, but in how the vehicles were made. In the podcast, it was stated that the workers union had a grip on the GM plant, and this limited managers ability to lay off and fire poorly performing workers. The quality of the work being output was decreasing drastically, due to both unruly workers and mismanagement. To combat the disobedient workers, management in the GM plant emphasized that shutting down the line(or conveyor belts that carted fledgling vehicles on during production) was a 'cardinal sin', and that it would minimize any idle hands on the clock. For this reason and others, GM management knew that the way they were going about tackling this insurmountable issue was wrong, and they needed the help of a third party. Toyota helped the previously employed, 'Bad' workers by showing them a Japanese facility, and for two weeks they learned how Toyota were doing things. This more agile approach allowed for workers to be able to offer solutions to workplace issues(in hopes to facilitate a better team dynamic), and encouraged stopping the line if there were foreseen issues(as to be more responsive to change). These two reasons allowed for the quality of manufacturing to go way up, and not make vehicles that were already built wrong right out of the gates. The 'Bad' workers had been inspired by the work of the Japanese, and thus the NUMMI plan was founded, as an American car manufacturer that was built on Agile methodologies.

When the NUMMI ‘commandos’ were employed to pass on further agile insight to other facilities of General Motors, things turned sour. After the ‘Toyota Production System’ was fully schemed up as a GM take on the Toyota way, they then wanted to distribute the wealth and knowledge that made their production facility such a powerhouse. The major change that spurred this discourse can be seen in the Van Nuys plant employees' refusal of adoption. When the plant closed for two weeks in attempts to educate the employees many saw these changes as more negative than positive. This is largely due to their want of control, that union workers didn’t feel was adequate enough to replace the old way, as many had been long time workers at the plant and wanted more ‘seniority’. The managers wanted their secluded benefits, and didn’t want to eat at the same table as the line workers. This bi-directional opposition made agile practices instilled set up for failure, and this led to the manufacturing plant closing down soon after. The adoption of the NUMMI plant was well received as before, those same ‘Bad’ workers were laid off and truly felt how it was to be jobless. In the Van Nuys plant, everyone expected everything would continue, as their nice, poorly ran job had always been. Though when these workers, both managers and union members, were laid off, I’d think they may have rethought their strong opposition to agile methodology.