



- Using the Shingo Model to Create a Culture of Excellence

Presented by: Ken Snyder





Purpose

Based on timeless principles, the Shingo Institute shapes cultures that drive organizational and operational excellence.

Mission

To improve the process of improvement by conducting cutting-edge research, providing relevant education, performing insightful organizational assessment, and recognizing organizations committed to achieving sustainable world-class results.

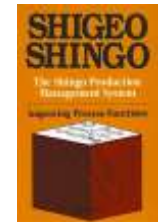
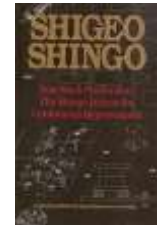
Shingo Institute and the Shingo Prize



Shigeo Shingo



*1988 Honorary Doctorate,
Utah State University
January 8, 1909 – November 14, 1990*



Brief Shingo Institute History

- 1988 Creation of Shingo Prize
- 1989 First Shingo Prize awarded
- 1993 First Version of *Shingo Model*[™] developed
- 2000 Business Week refers to Shingo Prize as “Nobel Prize for Manufacturing”
- 2005 First Conference in Mexico
- 2008 Bronze and Silver Medallion Levels Created
First Shingo Prize outside of North America
Major revision of *Shingo Model*
- 2015 First Latin American and European Conferences



Recent Shingo Prize Recipients



2020

Ipsen Pharma Biotech
Signes, France

2019

Abbott Nutrition Supply Chain
Sturgis, Michigan, USA

Abbott Nutrition Supply Chain
Singapore, Republic of Singapore

Boston Scientific Coyal
Coyal, Costa Rica

Merit Medical Systems Inc.
Tijuana, México

Regeneron Pharmaceuticals Inc.,
Industrial Operations & Product Supply
Rensselaer, New York, USA

Recent Shingo Prize Recipients (cont.)



2018

Abbott Nutrition Supply Chain Granada
Granada, Spain

AbbVie Ballytivnan - Sligo, Ireland

Ball Beverage Packaging, Naro-Fominsk Cans
Novaya Olkhovka, Russia

2017

Abbott Nutrition Supply Chain Facility, Sligo
Sligo, Ireland

Ball Beverage Packaging, Naro-Fominsk Ends
Novaya Olkhovka, Russia

Thermo Fisher Scientific - Vilnius, Lithuania

2016

Boston Scientific Cork - Cork, Ireland

Rexam Querétaro - Querétaro, Mexico

Costa Rica Recipients

- ❖ Boston Scientific Coyal - Shingo Prize 2019
- ❖ Hologic Surgical Products Coyal - Silver Medallion 2019
- ❖ Bridgestone BATO Shared Services Center Heredia - Silver Medallion 2018
- ❖ Boston Scientific Coyal - Bronze Medallion 2015
- ❖ Baxter Cartago - Shingo Prize 2008



Shingo Award Recipients

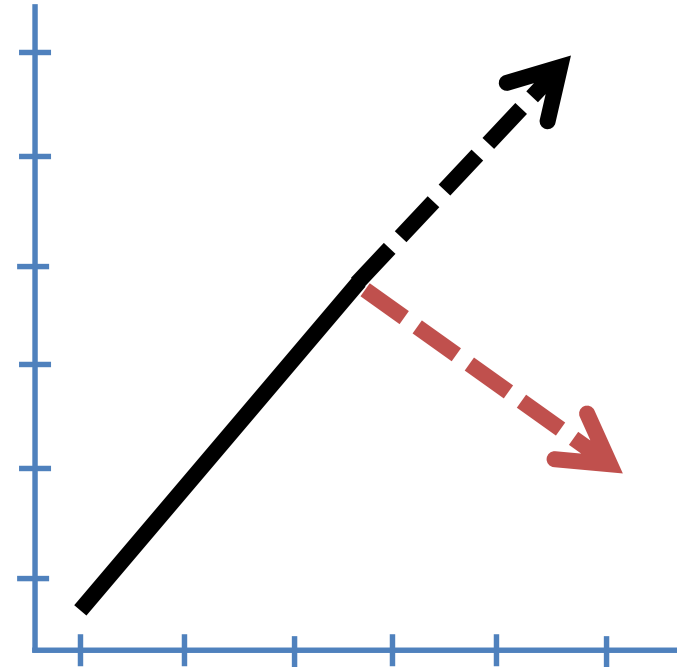


A Turning Point

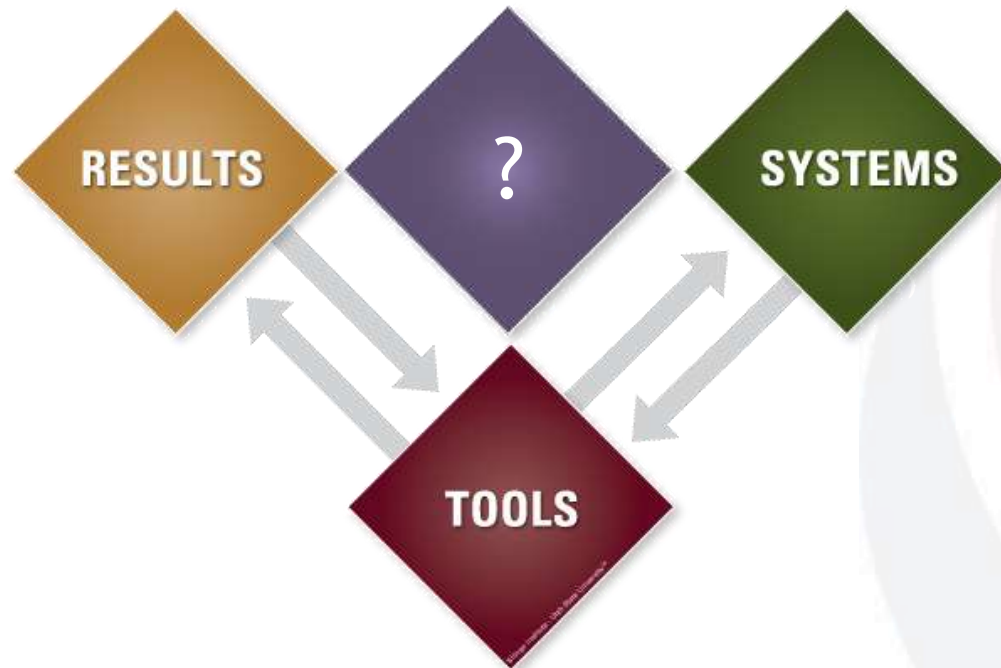
Years ago, the Shingo Institute noticed a common trend among organizations that were driving a culture of continuous improvement.

Initial gains were often accompanied with swift decline.

WHY?



Who builds **systems and tools**?



What is **culture**?

“The only thing of real importance that **leaders do is to create and manage culture. If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening.**”

Edgar Schein

Professor, MIT Sloan School of Management

Culture:
Purpose, Mission, Behaviors



Three Insights of Organizational Excellence

“...Yet I came to see in my time at IBM that culture isn’t just one aspect of the game—it IS the game.”

Lou Gerstner
Former IBM Chairman

Insight #1:

Ideal Results Require Ideal Behavior

Ideal Results

Outcomes that are aligned, that are both excellent and sustainable, and which demonstrate improvement over time.

Ideal Behavior

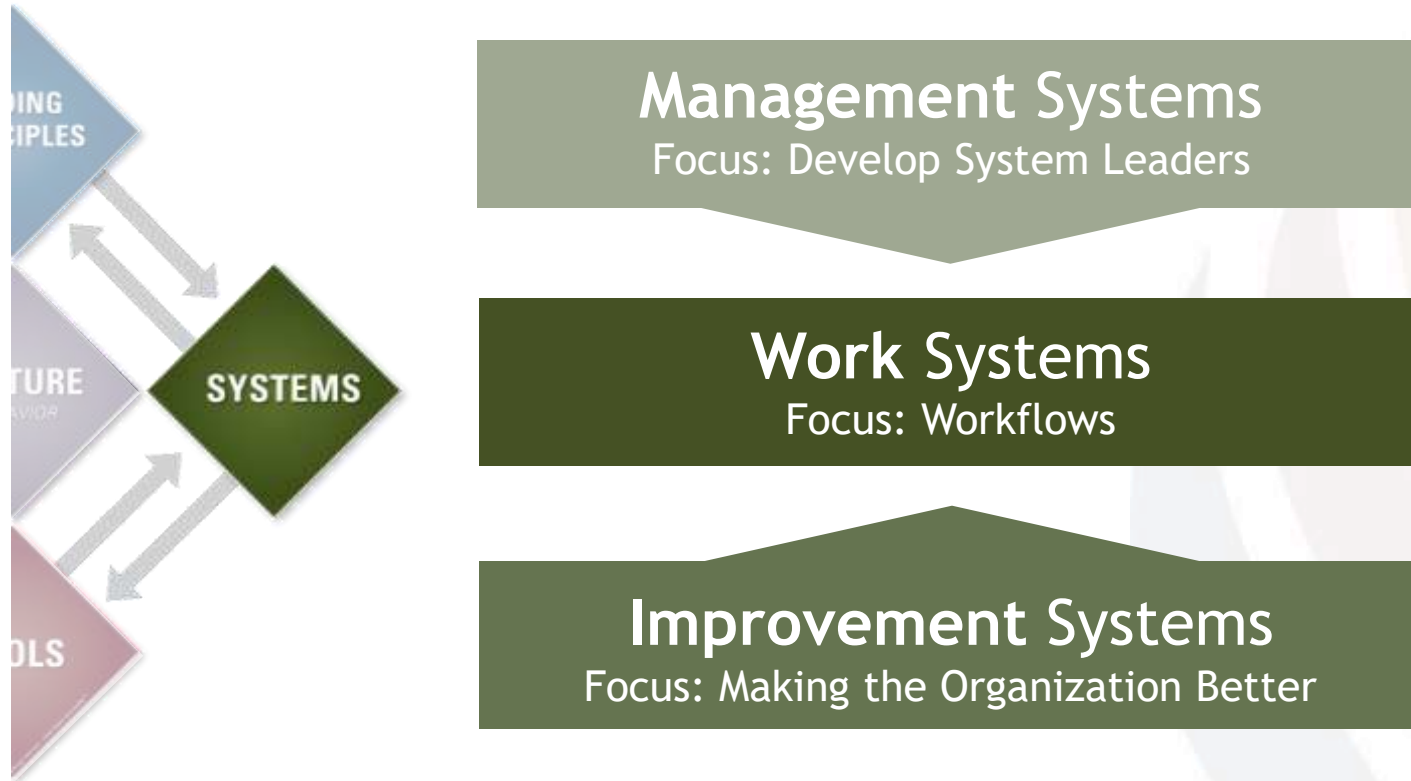
Actions that create outcomes that produce results and are both excellent and sustainable.



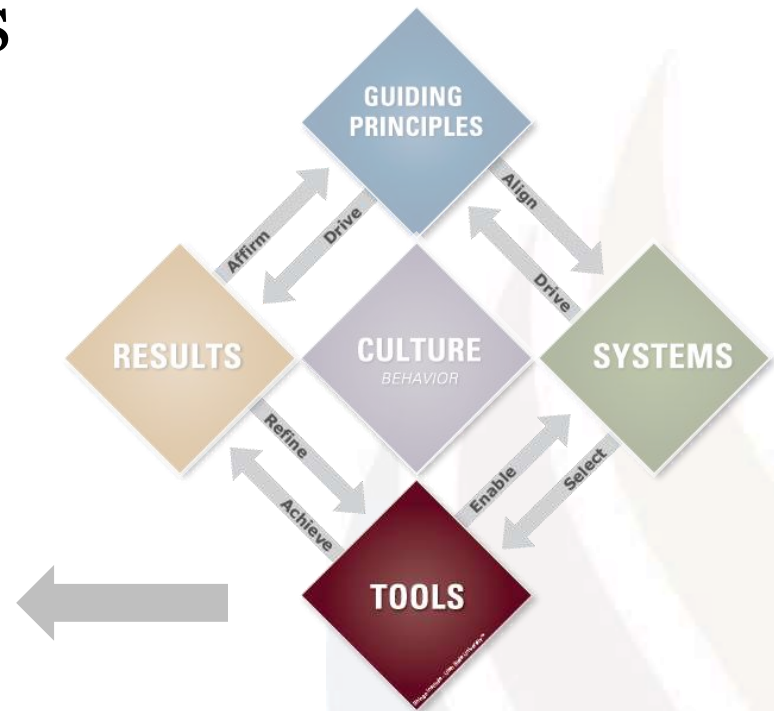
Insight #2:

Purpose and Systems Drive Behavior

Three Essential Systems



Five Required Communication Tools *for every system*





PRINCIPLES

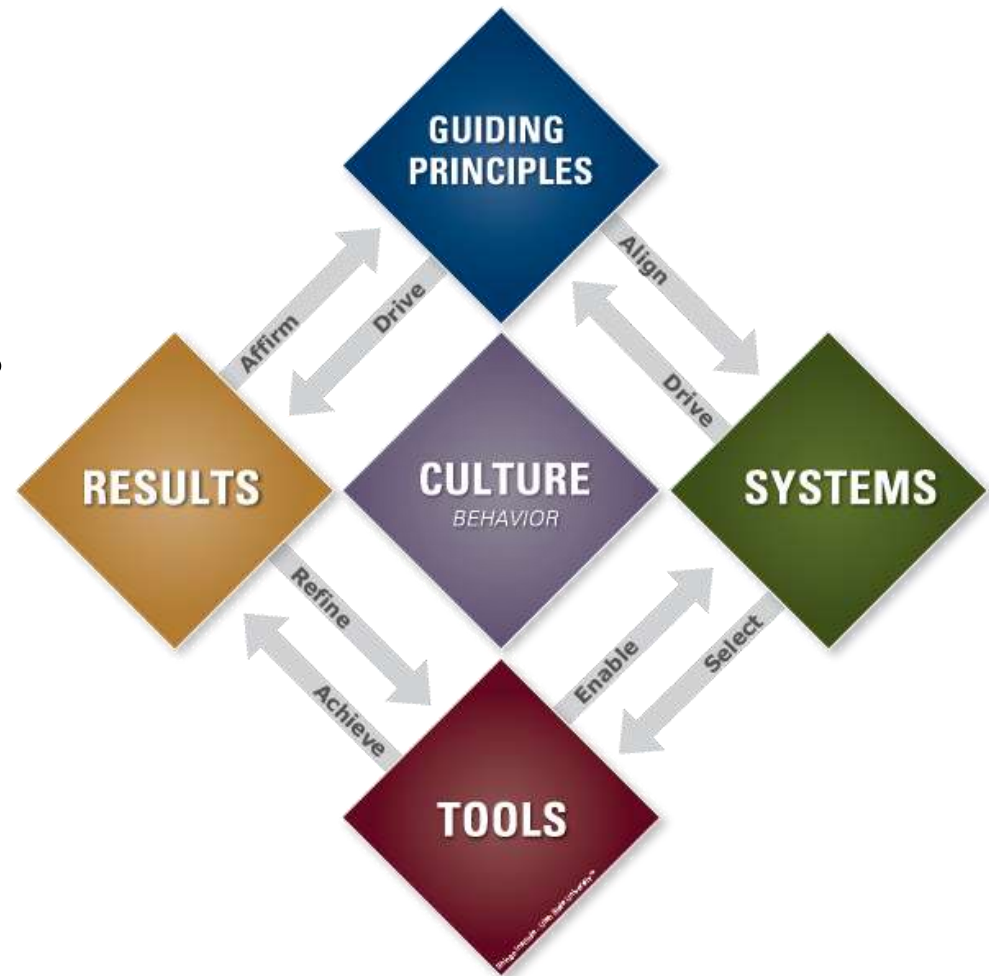
Insight #3: Principles Inform Ideal Behavior

Shingo Model

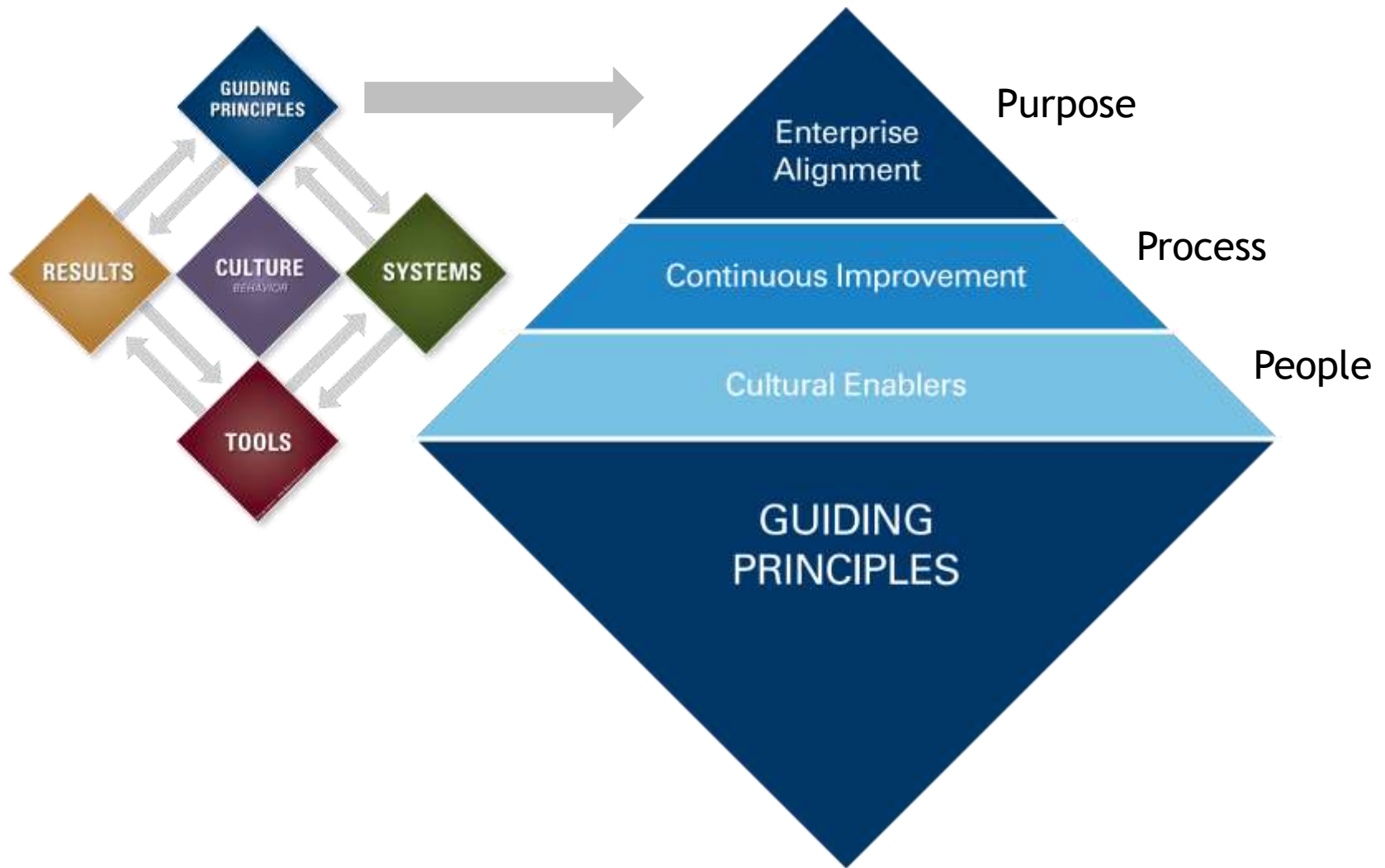
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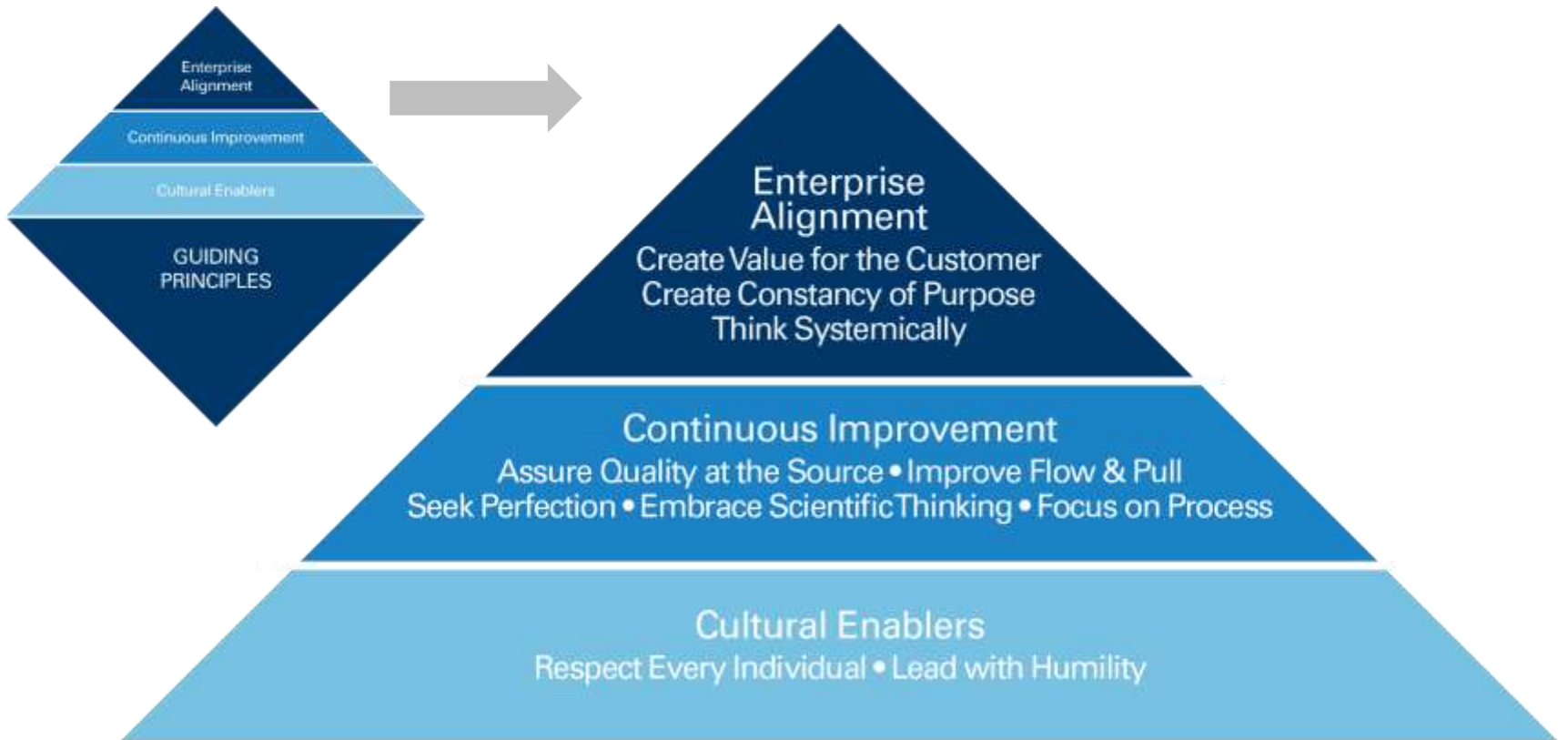
Professor, MIT Sloan School of Management



Guiding Principles Dimensions



Shingo Guiding Principles



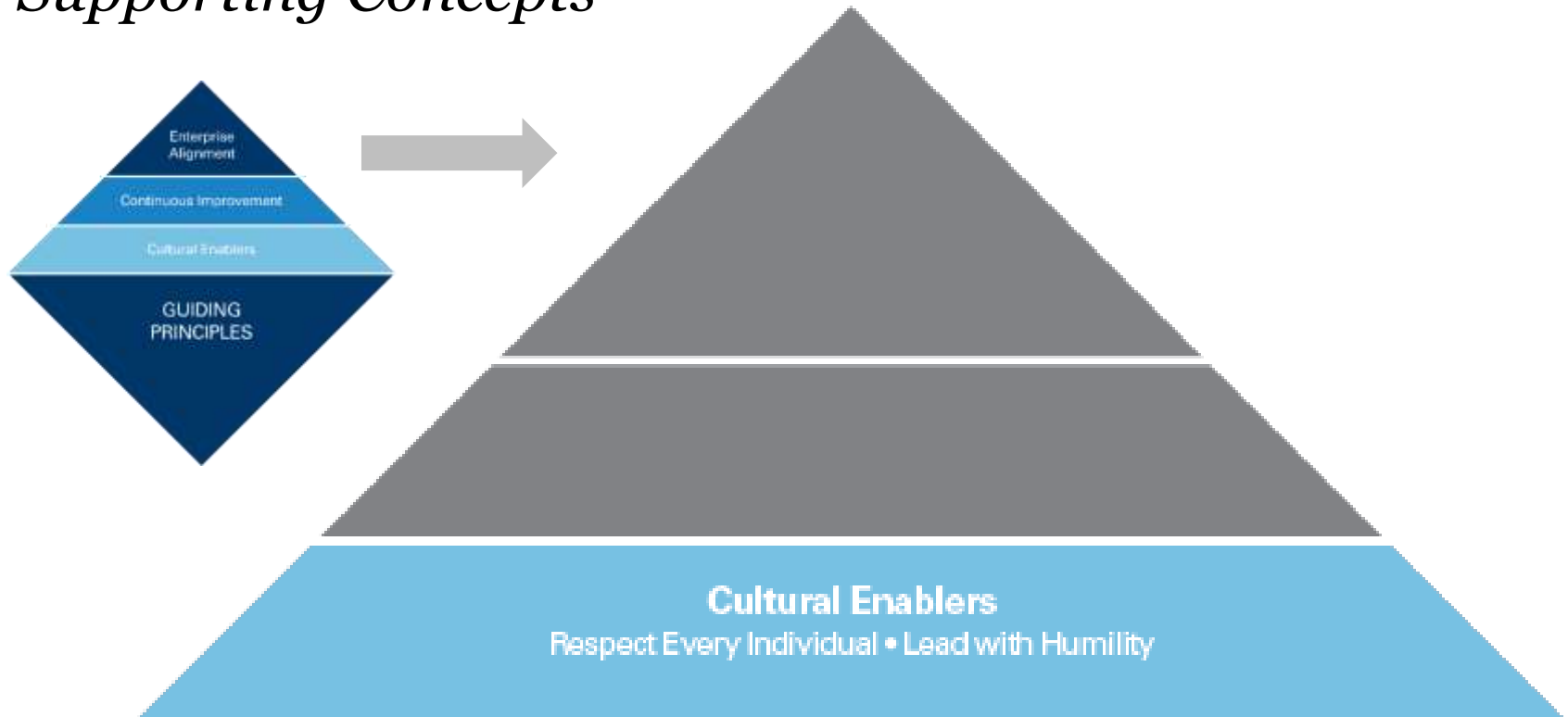
Video: **O.C. Tanner**

How Principles Influence Behaviors

Gary Peterson

Cultural Enablers Principles

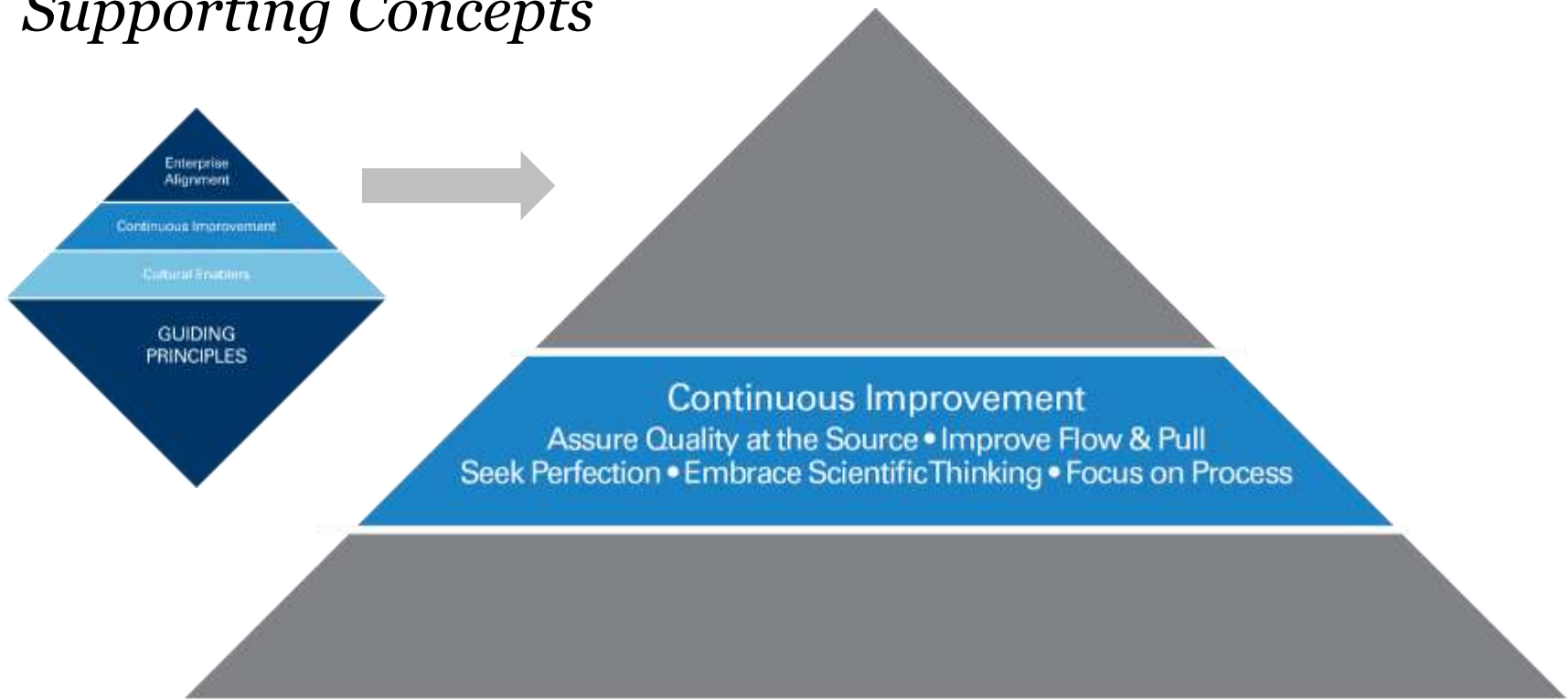
Supporting Concepts



- ❖ Assure a Safe Environment
- ❖ Empower and Involve Everyone
- ❖ Develop People

Continuous Improvement Principles

Supporting Concepts



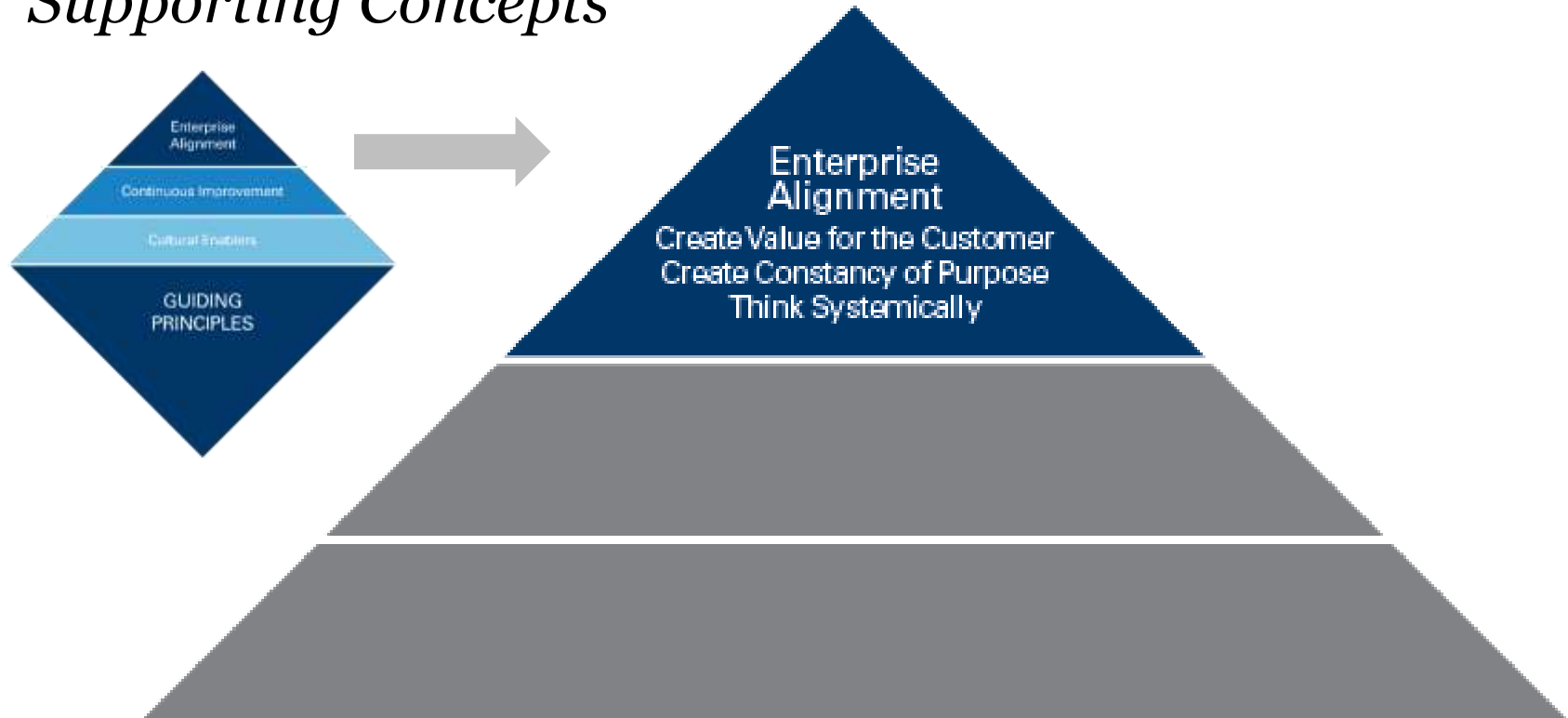
- ❖ Stabilize Processes
- ❖ Standard Work
- ❖ Go & Observe
- ❖ Focus on Value Stream
- ❖ Keep it Simple and Visual
- ❖ Identify and Eliminate Waste
- ❖ No Defects Passed Forward
- ❖ Integrate Improvement with Work
- ❖ Rely on Data and Facts

Definition of Kaizen

Masaaki Imai

Enterprise Alignment Principles

Supporting Concepts



- ❖ See Reality
- ❖ Focus on Long Term
- ❖ Align Systems
- ❖ Align Behaviors with Performance
- ❖ Policy Deployment
- ❖ Standardized Daily Management
- ❖ Measure What Matters
- ❖ Identify the Customer
- ❖ Identify Cause-and-Effect Relationships

Video: **Autoliv**

Continuous Improvement at Autoliv

Thomas Hartman

System Confusion?

System **Plan** **Structure**
Tool **Team** **Method**
Sub-System
Program **Process**
Strategy
Organization

System Thinking - *Dr. Russell L. Ackoff*

Professor Emeritus of Management Science in the Wharton School of Business at the University of Pennsylvania



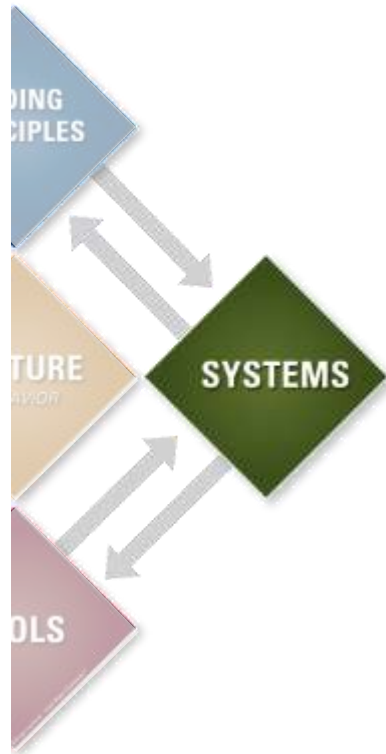
System Definition

“A system is a network of interdependent components that work together to try to accomplish the aim of the system. The aim of the system must be clear to everyone in the system.”

W. Edwards Deming



Three Essential Systems



Management Systems

Focus: Develop System Leaders

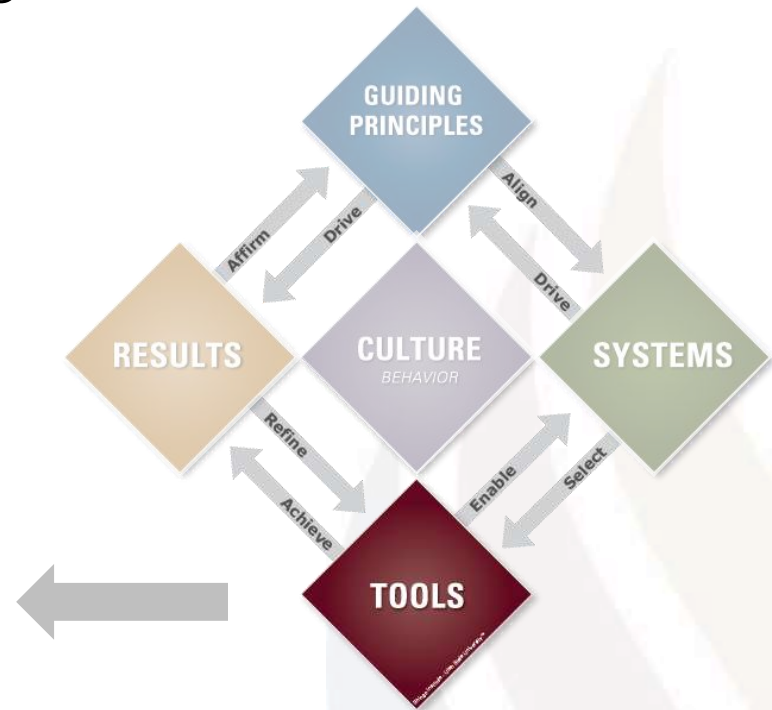
Work Systems

Focus: Workflows

Improvement Systems

Focus: Making the Organization Better

Five Required Tools *for every system*



Standard Work

Example:
Pilot's Check List



Six Courses...

How Principles Inform and Systems Drive Behavior



DISCOVER EXCELLENCE

(prerequisite)

Behaviors that lead to organizational excellence



SYSTEMS DESIGN

Systems designed to drive behavior



CULTURAL ENABLERS

Behaviors that enable a culture of respect & humility



CONTINUOUS IMPROVEMENT

Behaviors that improve a continuous flow of value



ENTERPRISE ALIGNMENT

Behaviors that align people, systems & strategy



BUILD EXCELLENCE

(capstone)

Driving strategy to execution

Shingo Alumni Benefits

- ❖ Recognition at a Shingo Awards Gala
- ❖ Discount to all Shingo conferences and summits
- ❖ Name/Company listed on Shingo website
- ❖ Shingo Alumni graphic to use in email signature line and on business cards



“Sometimes when I go into a production plant and try to do something new, I am told that it will not work because ‘there aren’t enough people’ or ‘there aren’t enough machines.’ Quite often, though, the real problem is not enough resourcefulness.

“If today is going to be any different from yesterday, we must blaze new trails every day.”

Dr. Shigeo Shingo

