The Shingo Model: An Overview

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About GBMP

- Non-profit with mission to *keep good jobs in the US.*
- Hands on workplace improvement coaching and mentoring.
- Focus on Lean and Six Sigma methodologies.
- Registered Affiliate of The Shingo Institute.
- Producer of best-selling Lean DVDs, games and workbooks.
- Website: [www.gbmp.org](http://www.gbmp.org)

Blog: [www.oldleandude.com](http://www.oldleandude.com)
An Overview of the Shingo Model

Countermeasures to close the gap between current & ideal.

Strategy, organization & policy to close the gap between current & ideal.

Bottom Up Lean and 6σ Tools

Top Down Leadership

Technical Science

Social Science

Human Development Principles

The Shingo Institute and the Shingo Prize

Shingo Institute | © Utah State University
Brief Shingo 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
2010 - First Shingo Prize outside of North America
2015 - First Latin American and European Summits

Recent Shingo Prize Recipients

2017
Ball Beverage Packaging Europe - Naro Fominsk, Russia
Thermo Fisher Scientific - Vilnius, Lithuania

2016
Boston Scientific Cork - Cork, Ireland
Rexam Querétaro - Querétaro, Mexico

2015
Abbott Diagnostics Longford – Longford, Ireland
Envases Universales Rexam de Centroamerica, S.A.

2014
News UK-Newspinters Ltd. – Holytown, Motherwell, UK
Barnes Aerospace OEM Strategic Business – Ogden, Utah, USA
DePuy Synthes Ireland – Cork, Ireland
Abbott Vascular – Clonmel, Tipperary, Ireland

2012
Ethicon Inc. – Juarez, Chihuahua, Mexico
Rexam Beverage Can, Águas Claras Cans - Águas Claras, Rio Grande do Sul/Viamão, Brazil
Other Shingo Prize Recipients

- Autoliv Airbag Module Facility – Ogden, Utah, USA
- Autoliv Inc. – Promontory, Utah, USA
- Autoliv Inflator Facility – Brigham City, Utah, USA
- Autoliv Querétaro CMX Facility - Querétaro, Mexico
- Baxter – Cartago, Costa Rica
- Baxter Healthcare, North Cove Plant – Marion, North Carolina, USA
- Baxter S.A. de C.V., Cuernavaca, Mexico Plant – Jiutepec Morelos, Mexico
- Boston Scientific, Maple Grove Operations – Maple Grove, Minnesota, USA
- Carestream Health Inc. – Guadalajara, Mexico
- DENSO Mexico S.A. de C.V. Guadalupe Plant – Guadalupe, Mexico
- DENSO Manufacturing Tennessee Inc., Instrument Cluster Division – Maryville, Tennessee, USA
- Goodyear do Brasil Produtos de Borracha Ltda – São Paulo, Brazil
- John Deere Power Products – Greeneville, Tennessee, USA
- O.C. Tanner Company – Salt Lake City, Utah, USA
- Sandia National Laboratories, Responsive Neutron Generator Product Development Center - Albuquerque, New Mexico, USA
- US Synthetic – Orem, Utah, USA

A Turning Point

Years ago, the Shingo Institute noticed a common trend among organizations who challenged for the Shingo Prize:

Initial gains were often accompanied with swift decline.

WHY?
Why do organizations exist?
What do we use to create results?

Tool: A single device or item that accomplishes a specific task.

System: A collection of tools or tasks that are highly integrated to accomplish an outcome.

Who builds systems and tools?

Culture: Values, beliefs, behaviors

Behavior can be observed, described and recorded.
Who are the people who make up culture?

- **Leaders**: Corporate executives, BoD, President, VPs - those who have responsibility over a group of managers and associates AND provide strategic direction for the organization.

- **Managers**: Middle Management - those who have responsibility over a group of associates AND have tactical responsibility for the execution of the strategy.

- **Associates**: Supervisors and shop floor employees - those who work under the direction of a manager and have responsibility for the work that they perform.

Do they all influence culture in the same way?
Does this look familiar?

What do leaders tend to focus on most?

Three Insights of Enterprise Excellence

Insight #1: Ideal Results Require Ideal Behavior

“...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
Three Insights of Enterprise Excellence

Insight #1: Ideal Results Require Ideal Behavior

Insight #2: Purpose and Systems Drive Behavior

Insight #3: Principles Inform Ideal Behavior

What guides us toward ideal behavior?
What are principles?

A principle is a foundational rule that has an inevitable consequence.

- **Universal and Timeless**
  Principles apply everywhere, always.

- **Self-Evident**
  We can't invent principles, but we can *discover* them through research and study.

- **Govern Consequences**
  Regardless of our understanding of the principle, we are subject to the consequences of that principle.

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**Shingo Model Dimensions**

“Think in terms of categorical principles.”

Shigeo Shingo
What are principles?

Shingo Guiding Principles

- **Results**
  - Create Value for the Customer

- **Enterprise Alignment**
  - Create Consistency of Purpose
  - Think Systemically

- **Continuous Improvement**
  - Flow & Pull Value
  - Assure Quality at the Source
  - Focus on Process
  - Embrace Scientific Thinking
  - Seek Perfection

- **Cultural Enablers**
  - Lead with Humility
  - Respect Every Individual

Cultural Enablers Principles

- **Cultural Enablers**
  - Lead with Humility
  - Respect Every Individual
What are principles?

**Continuous Improvement Principles**
- Flow & Pull Value
- Assure Quality at the Source
- Focus on Process
- Embrace Scientific Thinking
- Seek Perfection

**Enterprise Alignment Principles**
- Create Constancy of Purpose
- Think Systemically
Results Principle

Results
Create Value for the Customer

DISCOVER EXCELLENCE (prerequisite)
Behaviors that lead to enterprise excellence

CULTURAL ENABlers
Behaviors that enable a culture of respect & humility

CONTINUOUS IMPROVEMENT
Behaviors that improve a continuous flow of value

ENTERPRISE ALIGNMENT & RESULTS
Behaviors that align people, systems & strategy

BUILD EXCELLENCE (capstone)
Driving strategy to execution
“...employees are offering a very important part of their life to us. If we don’t use their time effectively, we are wasting their lives.”

Eiji Toyoda, former President and Chairman of Toyota Motor Corporation and cousin of the company’s founder, Kiichiro Toyoda.

Thank you!

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