



Choosing a Shingo Institute Affiliate to Support Your Journey to Enterprise Excellence

by

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Abstract

Recognizing the need to create a Continuous Improvement Culture that encourages and promotes the technical side of Continuous Improvement, many organizations are adopting the Shingo Institute Model for Enterprise Excellence. A curriculum of six separate workshops provided by Licensed Shingo Affiliates in either private or public settings form the basis for learning and effectively implementing the Shingo Model. This White Paper recommends twelve critical questions to ask potential Affiliates before selecting a Shingo Workshop provider.

Why Shingo?

In 1990, my factory had just received the Shingo Prize for Operational Excellence, and entertained many tours from other organizations hoping to better understand the "Shingo secret." How did we create an environment in which so many employees were excited about continuous improvement? Two questions that were asked most often were:

- 1) How do you get started?
- 2) How do you keep it going?

Almost thirty-five years later, little has changed. Organizations seem to be either just getting started (or restarted) or they are at a plateau and are wondering how to breakthrough. Which of these conditions best describe your site?

- Your organization is just getting started on its improvement journey, and you've heard that applying tools alone creates only short-term spot improvements. (How do we get started?) What is the missing ingredient? What additional steps can your organization take to create an environment that fosters improvement as an everyday occurrence for everyone from the CEO to the frontline?
- Your company has been on its improvement journey for several years and although you've achieved some noteworthy results, there is constant struggle to maintain momentum. Your journey has plateaued or even regressed. It just seems like your organization cannot get to the next level. (How do we keep it going?)
- Or maybe your organization's improvement journey is on a trajectory where after many years of development, you have set a goal to challenge for the coveted Shingo Prize to provide a world class benchmark and drive even higher performance.

Wherever your organization is on its journey to excellence, there is a crucial step that is often overlooked: Creating a favorable business environment that rewards transparency and problem solving as well as experimentation and improvement. For several decades, most organizations have focused solely on the technical side of process improvement while disregarding an essential motivational aspect, often called *culture*. Where can these organizations turn to acquire the "know-why" behind the know-how?

Enter the Shingo Institute, home of the Shingo Prize established in the name of process improvement innovator, Shigeo Shingo. Housed in the Huntsman School at Utah State University, the Shingo Institute has articulated a remarkable conceptual framework focusing on the development of favorable *behaviors* that encourage long-term improvement practices and results. The Shingo Model is essentially a catalyst to Organizational Excellence that captures the synergy between *tools* and *culture*; or, as Shigeo Shingo described them, *means* and *motivation*.

In 2008, the Shingo Institute recognized the need for a more rigorous educational component to share the Shingo Model, one that combines the means and motivation required to achieve enduring improvement. A curriculum of six courses was developed to clarify the importance of both the technical and cultural aspects of enterprise excellence. These two-day workshops, offered through Licensed Shingo Institute Affiliates, include two foundational trainings:

- DISCOVER EXCELLENCE an introductory workshop that explains the Shingo Model, Three Insights and Ten Fundamental Principles at a high level.
- SYSTEMS DESIGN, an insightful methodology for linking *work* and *improvement* systems to behaviors favorable to continuous process improvement.

Based on this foundation, three additional workshops, breakdown the critical linkage between systems and each of the ten Fundamental Principles from the Shingo Model:

- CULTURE ENABLERS highlights the need for new roles and behaviors, particularly by managers, which can motivate *all* employees and stimulate creativity.
- CONTINUOUS IMPROVEMENT explains the essential thinking beneath the improvement tools in order to create an environment that encourages the deep understanding and broad application of proven reliable methods.
- ENTERPRISE ALIGNMENT promotes the goals and means of strategic planning and systems thinking, focusing organizational resources to a shared purpose.

A capstone workshop, BUILD EXCELLENCE, is designed to assist students to synthesize, prioritize and operationalize concepts from each of the preceding workshops, concretely relating these to each student's unique business case.

Together, these six Shingo Institute Workshops create a powerful framework for sustainable improvement and enterprise excellence. Workshops are provided either publicly at volunteer host sites or alternatively presented privately at your site. All workshops can be provided either in-person or virtually. More detail about Shingo Institute Workshops is available at <https://www.gbmp.org/shingo-institute-courses>

Choosing An Affiliate Partner

The Shingo Institute has trained and vetted Licensed Affiliates worldwide. All Licensed Affiliates of the Shingo Institute have been qualified to teach each of the six Enterprise Excellence workshops, and each Certified Shingo Facilitator has been vetted for the workshops through classroom observation and customer feedback. However, experience with the Shingo Model or with specific improvement technologies or with particular industries will vary considerably from one affiliate to the next. Your strategic choice should be based on this value as well as initial Shingo Institute workshop cost. Before choosing a specific Affiliate as your training partner, we recommend that you ask **twelve qualifying questions** :

1. Shingo Organization Knowledge?

How long has the Affiliate been associated with the Shingo Institute and in what capacities? Length of service and roles within the Shingo organization can be important factors in understanding the history and changes in the Shingo Model as well as in tapping the Shingo network of excellent organizations.

2. Shingo Examiner Experience?

Is your Shingo facilitator also a Shingo Examiner? How many site visits have they been on; how many as Shingo team lead for the site visit? How many Shingo Prize Applications have they read and evaluated? Are any members of the Affiliate designated *Senior* Examiners? This hands-on experience with the evaluation process will be invaluable to advising your organization if you are anticipating an eventual challenge for the Shingo Prize.

3. Model for Implementation?

Has the Affiliate demonstrated an effective model for creating sustainable improvement? Shingo Institute workshops provide valuable theory that must be proven by practice for each student and at each site. Can the Affiliate offer a model for implementation and can they cite examples of successful operationalization of the Shingo Model?

4. Shingo Gap Analysis?

Does the potential affiliate offer a Shingo Gap Analysis that aligns with Shingo criteria and reflects the feedback you would receive from an actual Shingo Prize site visit?

5. Coaching Former Shingo Recipients?

Has the Affiliate provided technical assistance and coaching to aspiring Shingo Prize applicants? Can they cite specific organizations that have benefited from this value-added service?

6. Bandwidth?

How many certified instructors does the Affiliate have? Your training needs should not be limited by available training resources.

7. Specific Industry Knowledge?

While the concept of waste may be universal and regardless of industry, Affiliate experience within specific industry segments can be very helpful to removing communication barriers and relating universal concepts to concrete problems. Does the Affiliate organization, for example,

have demonstrated experience in discrete manufacturing or healthcare or bio/Pharma or financial industries or public corporations?

8. Shingo Recipient?

Have any members of the Affiliate or the Affiliate itself been actual recipients of the Shingo Prize for Business or the Academic Shingo Prize? This recognition signals a very high level of practical understanding that can only be achieved by challenging for the Prize.

9. Professional Recognition?

Apart from recognition by the Shingo Institute, has the Affiliate been recognized by professional bodies such as AME, SME or ASQ? For example, are instructors SME bronze, silver or gold certified. These awards reflect a depth and breadth of knowledge, which can be helpful to your organizational development and networking.

10. Trained by Whom?

Where did the affiliate representatives receive their training: From primary sources like Toyota, or from secondary sources like consultants or classroom instructors? Ultimately, there is no substitute for deep technical understanding of improvement tools and principles that comes only through hands-on practice. Does the Affiliate possess this tacit learning? Can they honestly say "I been through this before"? While Shingo Institute workshops are focused heavily on the culture that supports the technical aspects of process improvement, for many organizations understanding the technical details of continuous improvement is still a significant problem. Does the Affiliate have a deep understanding of both culture and tools? They are two sides of the same coin, both necessary but neither sufficient.

11. Additional Products and Services?

What additional services or products, for example training videos or simulations, does the Affiliate offer that might augment and support Shingo Institute workshops.

12. Pricing?

Pricing parameters for workshops are set by the Shingo Institute and charged on a per seat basis. Affiliates have some flexibility in pricing depending upon class size and travel expense, so per seat pricing is somewhat negotiable. However, pricing for supporting services (if they are offered) such as Shingo Gap Analyses or coaching support for organizations that are planning a Shingo challenge are set by Affiliates and may ultimately be as important to your enterprise excellence journey as the initial workshops.

Summary

Whether you are just beginning your enterprise excellence journey or have many years of practice and are seeking the next breakthrough, the Shingo Institute workshops can be an invaluable resource; a strategic investment, not a short-term expense. Beyond the baseline requirements for Licensed Shingo Affiliates these twelve additional factors will inform your choice of Affiliate and assure a long-term return on your investment. Affiliate experience matters.