


The Shingo Model: An Overview

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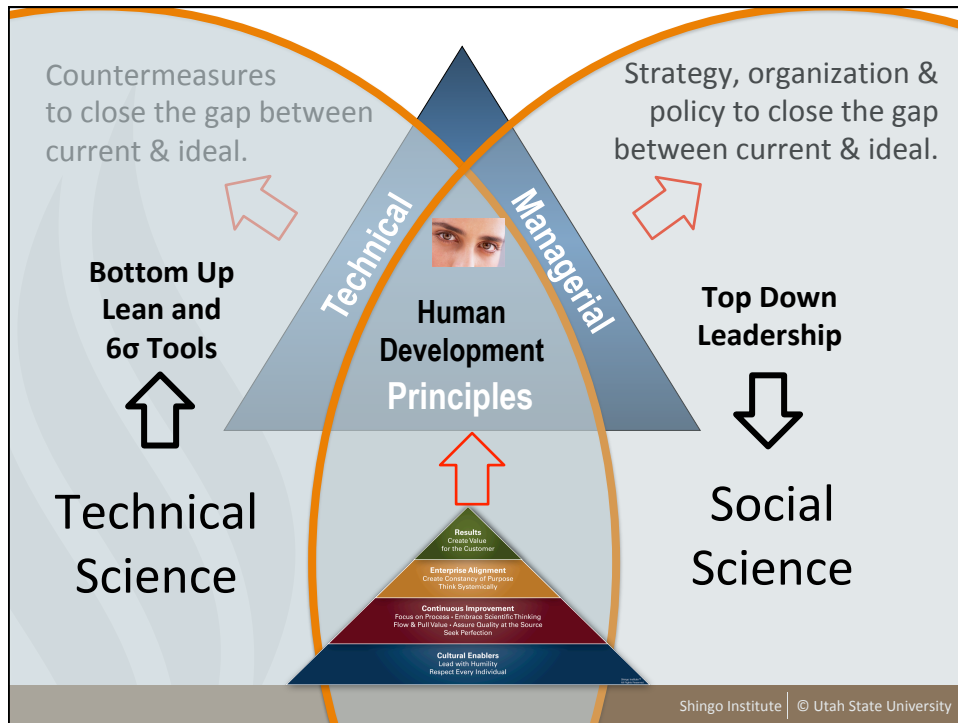
About GBMP

- 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.
- 14th Annual Northeast Lean Conference Oct 10-11, 2018.
- Website: www.gbmp.org



Blog: www.oldleandude.com

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The Shingo Institute and the Shingo Prize

JON M. HUNTSMAN
SCHOOL OF BUSINESS
Utah State University

SHINGO
INSTITUTE
HOME OF THE SHINGO PRIZE



Shigeo Shingo



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



THE SHINGO PRIZE
for OPERATIONAL EXCELLENCE™



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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
First Shingo Prize outside of North America
Major revision of *Shingo Model*
- 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-Newsprinters 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

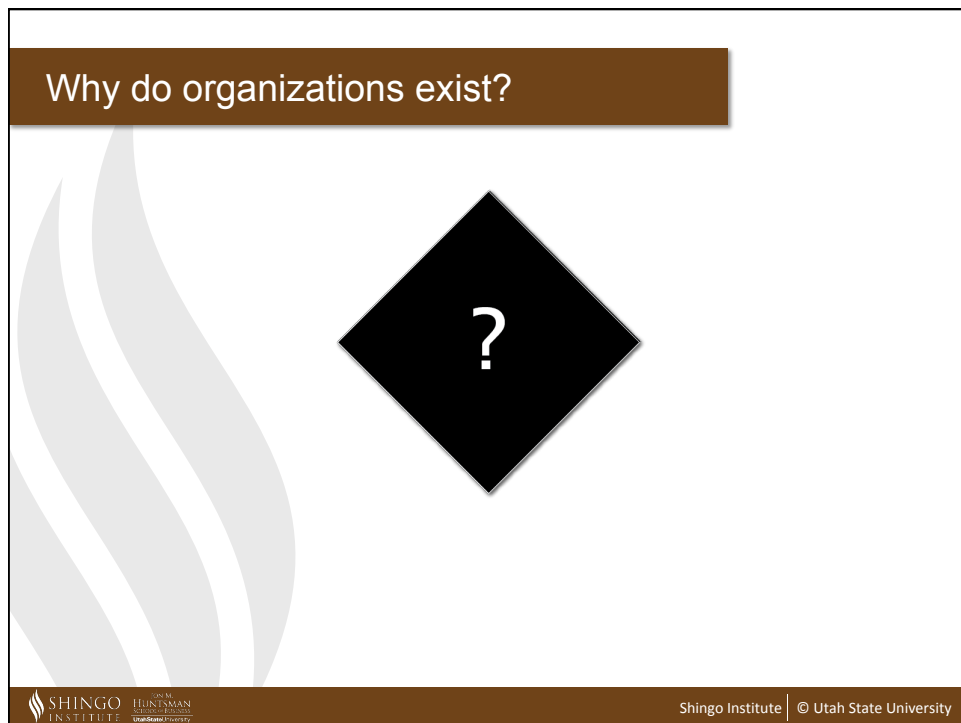
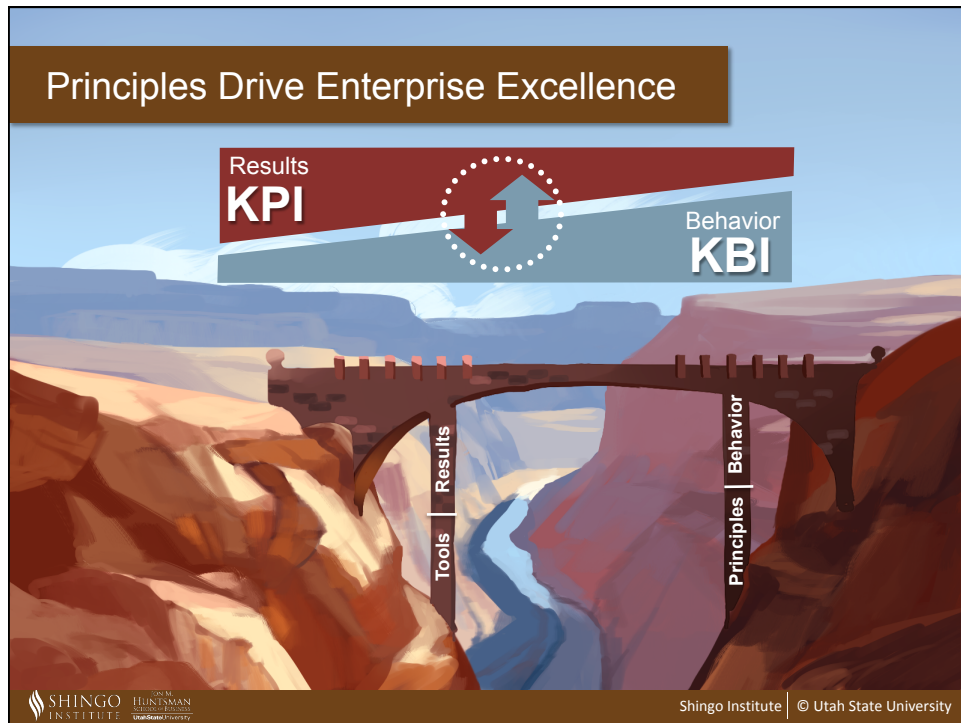
Years ago, the Shingo Institute noticed a common trend among organizations who challenged for the Shingo Prize:

Initial gains were often accompanied with swift decline.



WHY? →





What do we use to create results?

RESULTS

TOOLS

SYSTEMS

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.

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Who builds systems and tools?

RESULTS

?

SYSTEMS

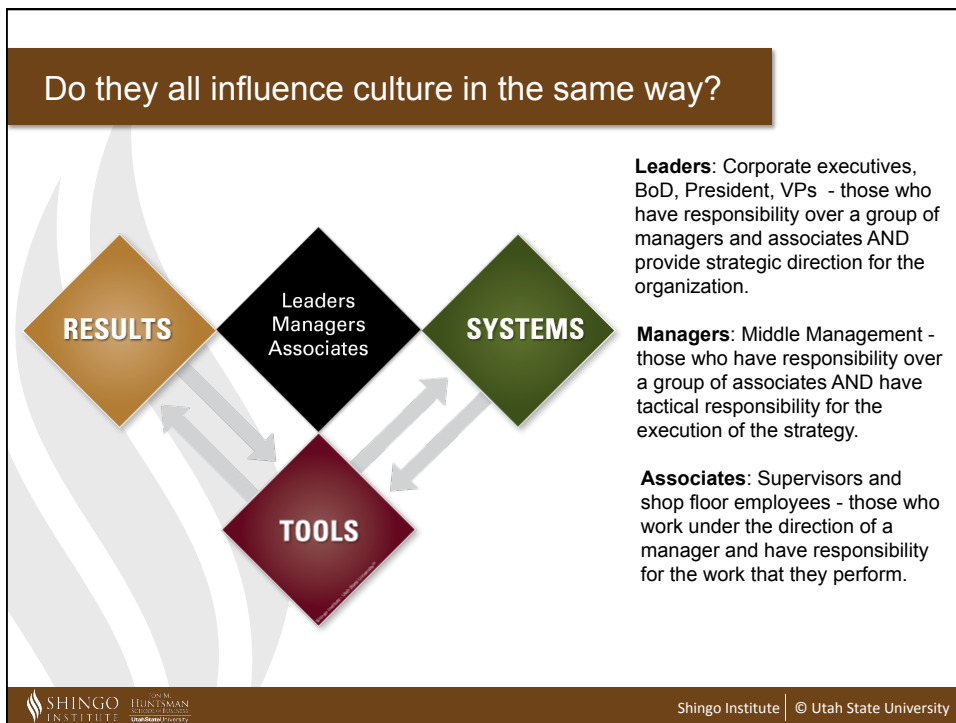
TOOLS

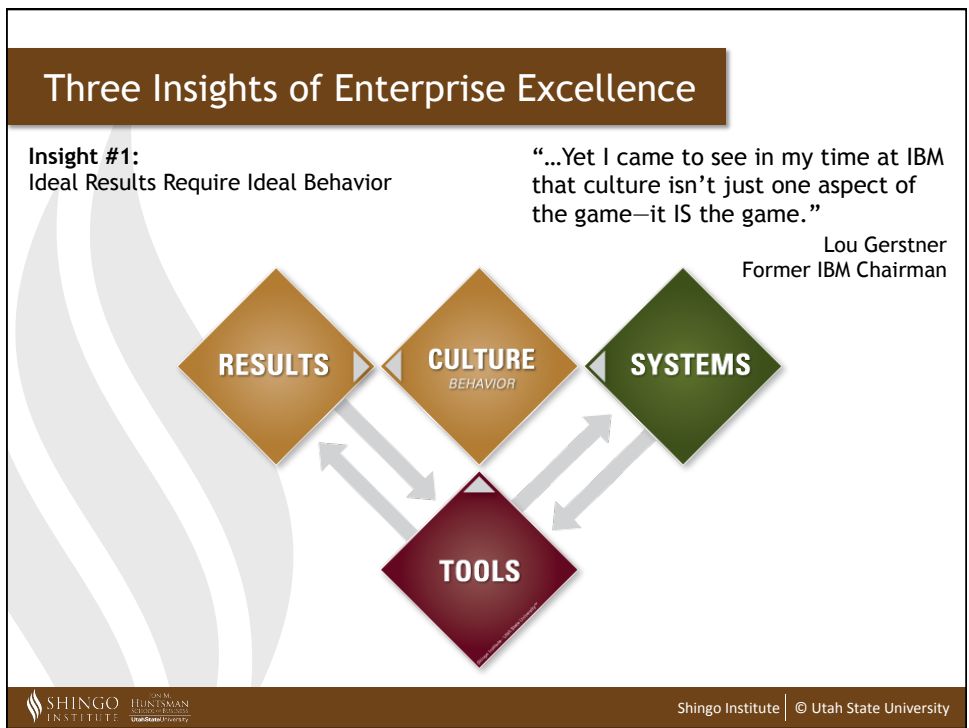
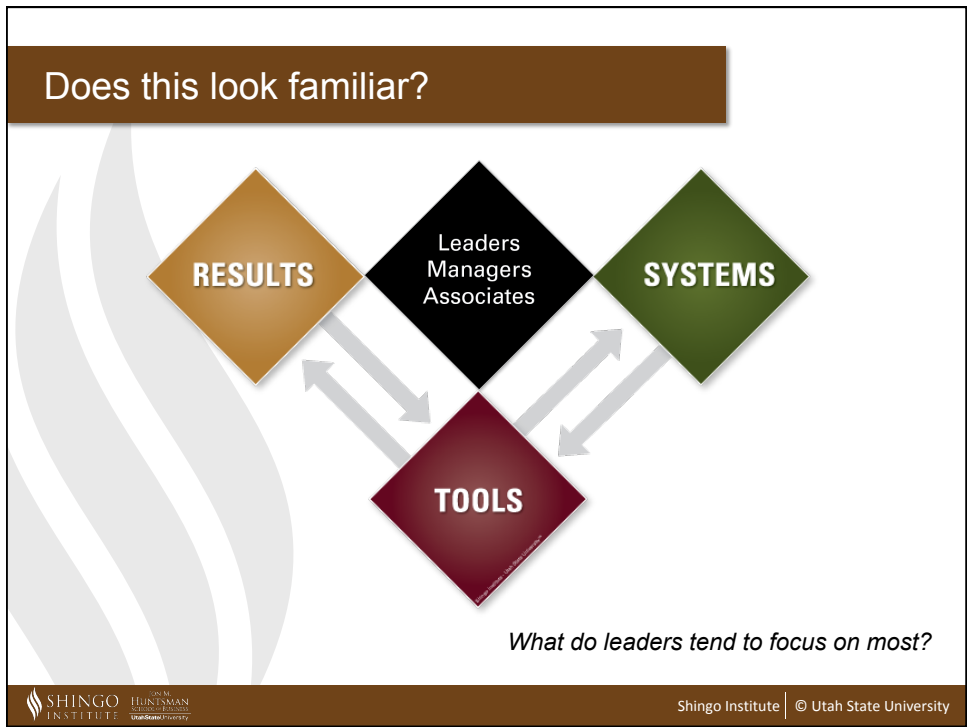
Culture: Values, beliefs, behaviors

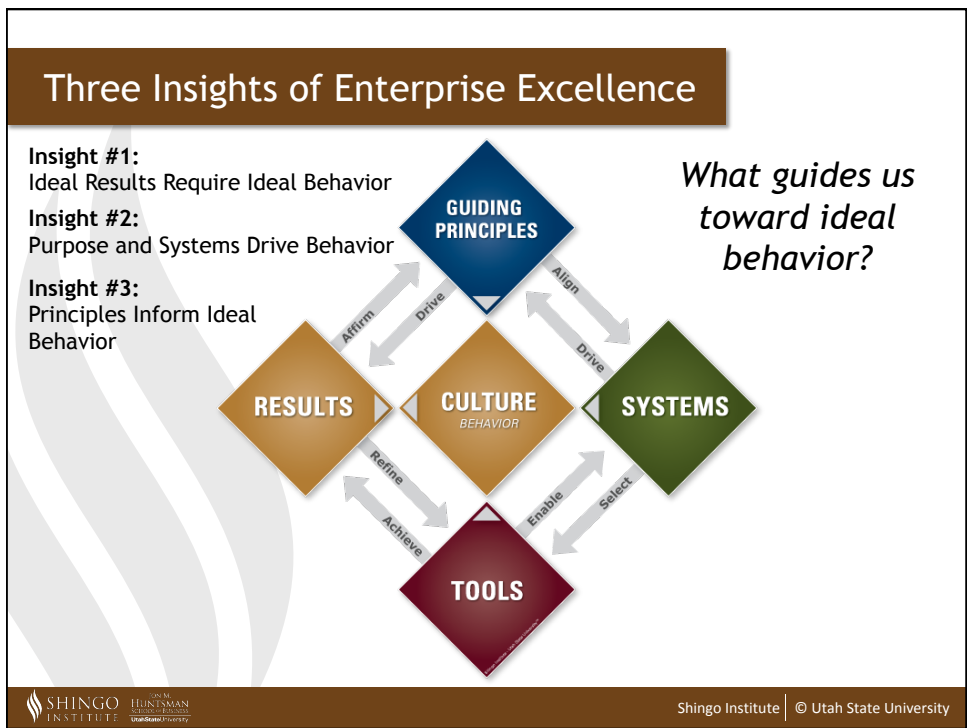
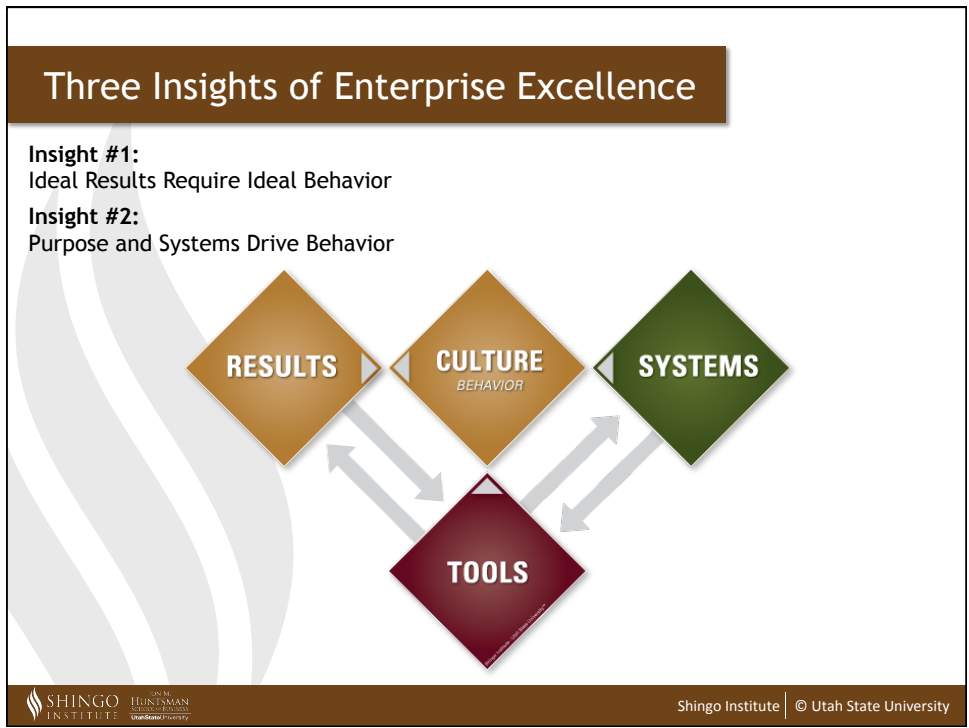
Behavior can be observed, described and recorded.

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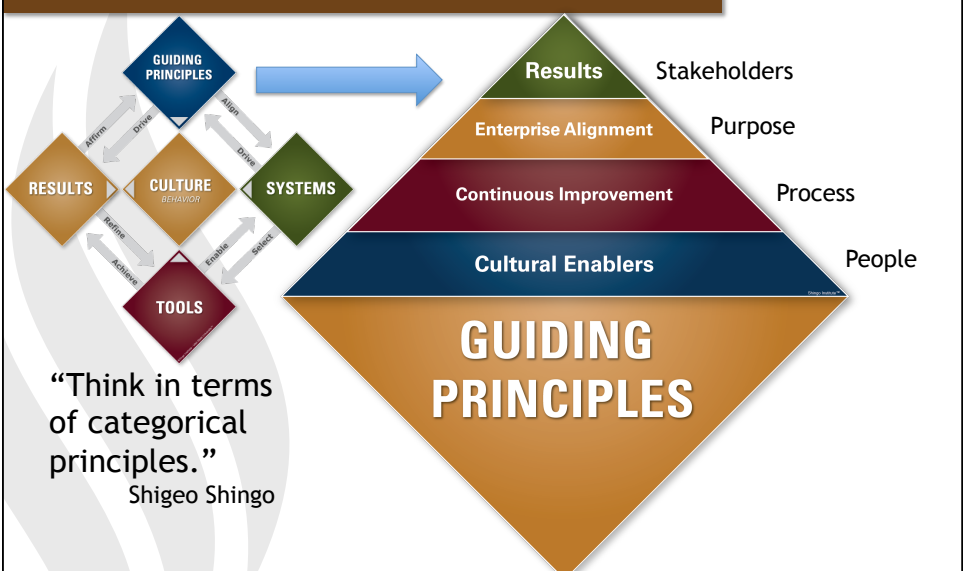
What are principles?

[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.

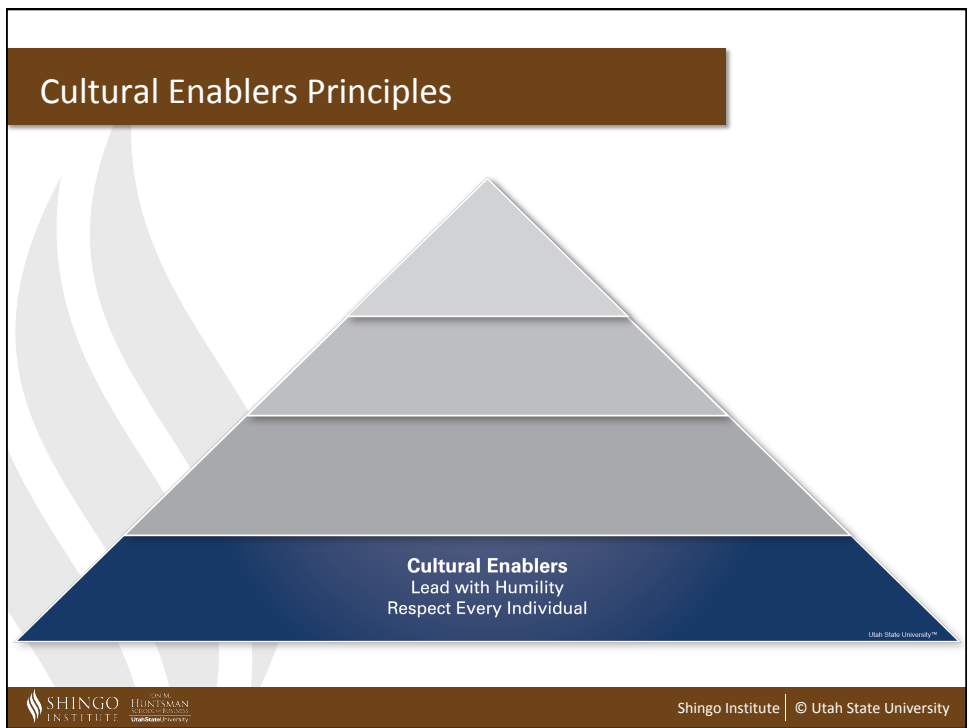
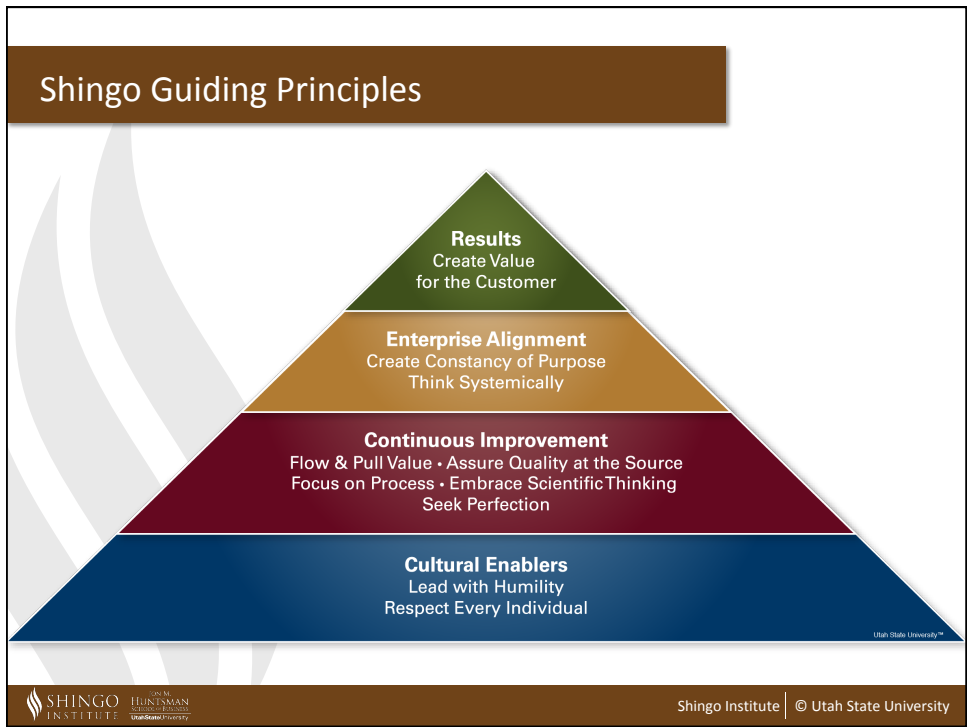

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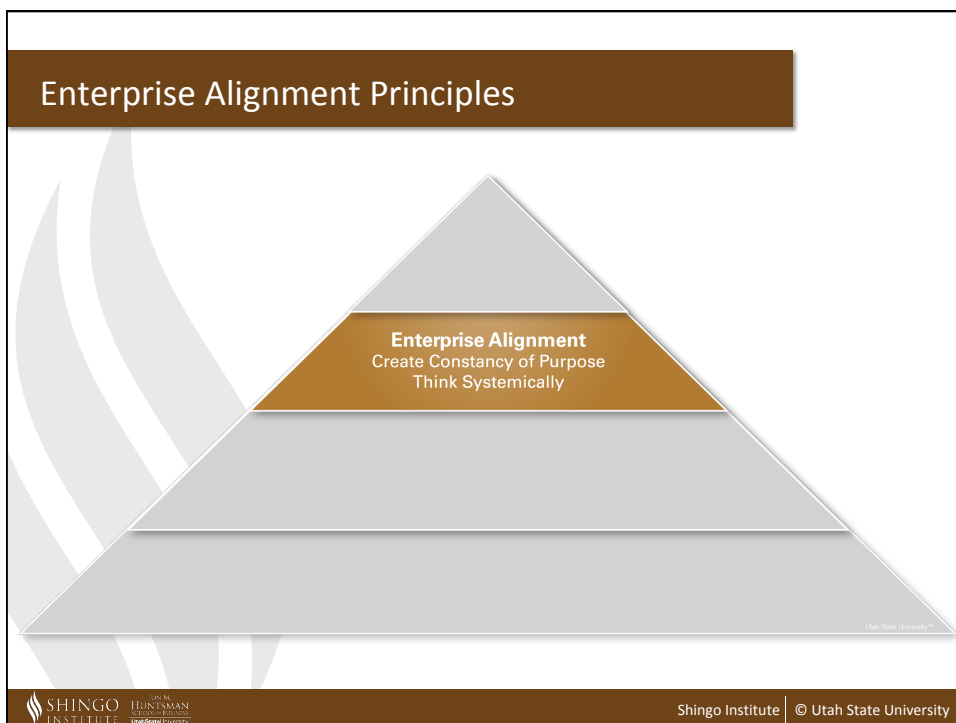
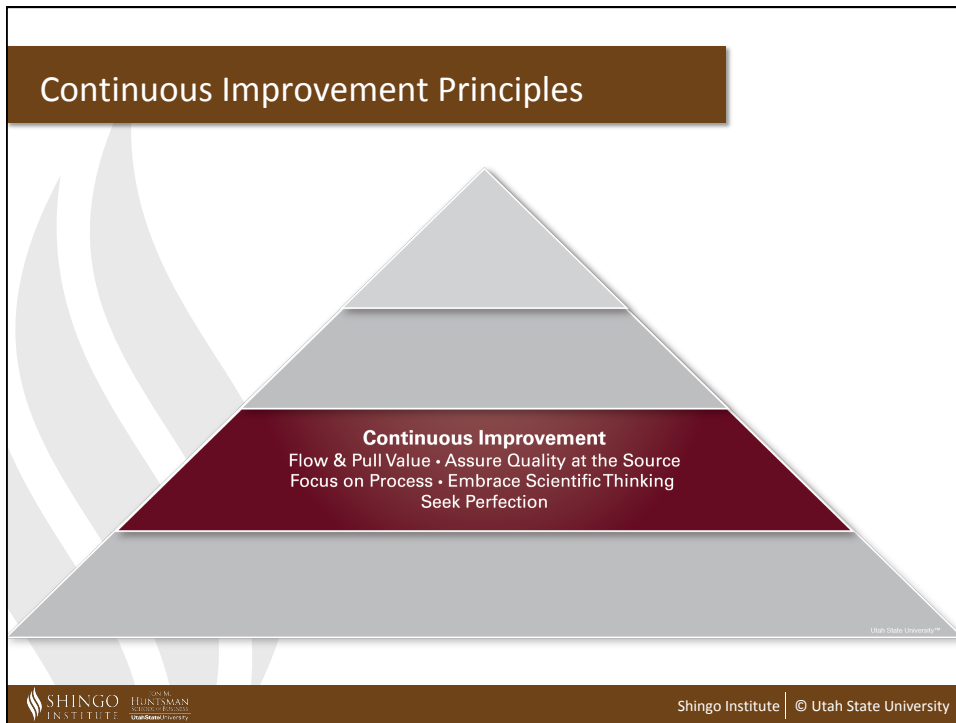
Shingo Model Dimensions

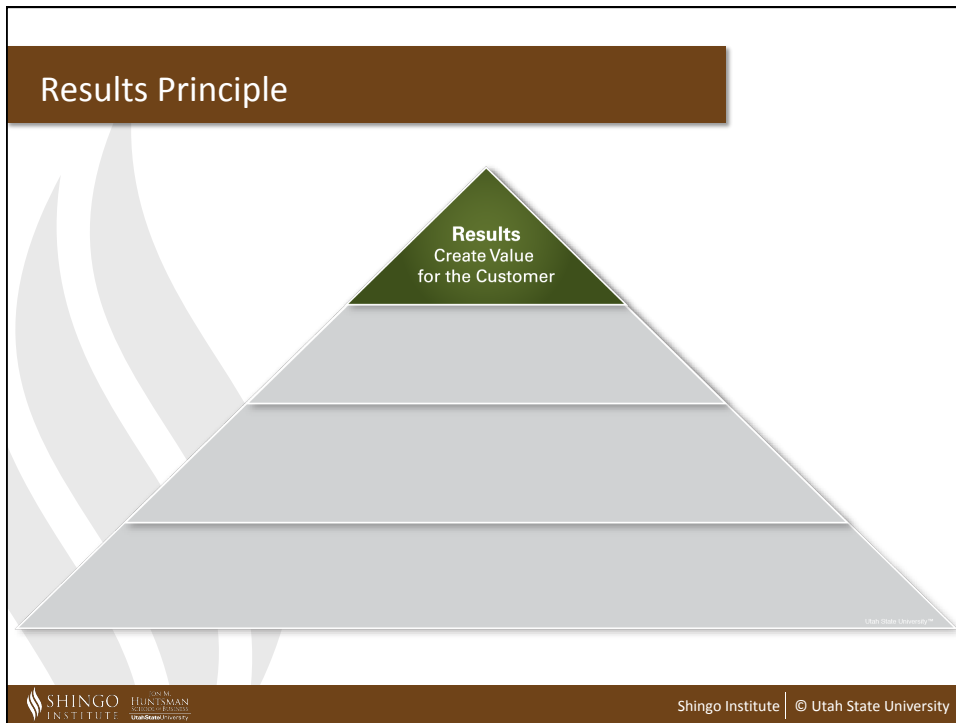


“Think in terms of categorical principles.”
Shigeo Shingo


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Thought Leadership: People & Culture



“...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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