

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

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Abstract:

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

Part 1: Why Shingo?

In 1990, my factory had just received the Shingo Prize 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 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 Lean journey, and you've heard that implementing Lean 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 Lean journey for several years and although you've achieved some noteworthy results, there is constant struggle to maintain momentum. Well-intended programs languish after initial progress. It just seems like your organization cannot make improvements stick. (How do we keep it going?)
- Or maybe your organization's Lean journey is on a trajectory where after many years of development, you have set a goal to challenge for the coveted Shingo Prize. Your company has turned the corner on Lean transformation and you are looking to the Shingo Institute to provide a benchmark for further improvement.

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, would-be Lean implementers have focused solely on the technical side of Lean while disregarding an essential social aspect, often called Lean *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 Lean 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 Lean *behaviors* that encourage long-term Lean practices and results. The Shingo Model is essentially a catalyst to Lean Transformation that captures the synergy between Lean tools and Lean culture.

In 2008, the Shingo Institute recognized the need for a more rigorous educational component to the Shingo Model, one that combines the tools of continuous improvement with an environment that nurtures improvement. A

curriculum of five courses was developed to clarify the importance of both the technical and cultural aspects of enterprise excellence.

These two or three-day workshops, offered through registered Shingo Institute Affiliates, include an introductory workshop, **DISCOVER EXCELLENCE** as well as three deeper dives into key dimensions contained in the Shingo model:

- **CULTURE ENABLERS** highlights the need for new roles and behaviors, particularly by managers, which can motivate 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.
- A capstone workshop, **BUILD EXCELLENCE**, is designed to assist students to synthesize, prioritize and operationalize concepts from each of the preceding workshops.



Together, the five Shingo Institute Workshops create a framework for sustainable improvement and enterprise excellence. Workshops are provided either publicly at volunteer host sites or alternatively presented privately at your site. More detail about Shingo Institute Workshops is available at <http://www.gbmp.org/shingo-institute-courses.html>.

The Shingo Institute has trained and vetted selected Registered Affiliates worldwide. However, before choosing a specific Affiliate as your training partner for this valuable investment, we recommend that you ask **twelve qualifying questions** of potential providers.

Part 2: Choosing an Affiliate Partner

Shingo Institute training is a significant investment of time and financial resources, but with a compelling value. Before selecting a Registered Shingo Institute Affiliate as your provider, you should consider a number of important factors that will be important for your strategic success. All Registered Affiliates of the Shingo Institute have been trained by the Institute to teach each of the five Enterprise Excellence workshops, and each 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. Here are twelve critical factors to consider as you invest in the Shingo Institute Workshops:

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 the Affiliate a Shingo Prize Examiner? For those Affiliates that are Examiners, 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 Lean transformation? 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 Lean 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 lean, for many organizations understanding the technical details of Lean is still a significant problem. Does the Affiliate have a deep understanding of both Lean culture and Lean 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 & 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. Your choice of Affiliate, however, is a strategic investment, not a short-term expense. Beyond the baseline requirements for registered Shingo Affiliates these twelve additional factors will inform your choice of Affiliate and assure a long-term return on your investment. Affiliate experience matters. Call Jamie Millman at 617-710-7033 for more information about getting started with GBMP as your Shingo Affiliate partner.