

Shingo Institute Events

Steven C Bell,Michael A Orzen

Hearing the Voice of the Shingo Principles Robert Derald Miller, 2018-06-14 For more than 50 years, organizations of all types have struggled to achieve lasting benefits from the many tools and programs associated with various continuous-improvement initiatives. In fact, the notion of continuous improvement is largely a misnomer -- for many organizations, continuous improvement has been anything but continuous. Responding to this challenge, *Hearing the Voice of the Shingo Principles* chronicles key insights that went into development of the Shingo Model for Operational Excellence at Utah State University. While responsible for the Shingo Prize at USU, the author observed that even recipients -- theoretically, the best of the best -- were experiencing this same up-and-down phenomenon. It was as though many of these organizations were reviewed on their very best days but then started declining from that point forward. To build long-term credibility of the Shingo Prize, the author and his team had to understand what was causing such wide variation in results and make certain they were only recognizing those organizations that could demonstrate sustainability of improvements over the long term. They found that sustainability depended less on application of the tools for improvement than on embedding principles deep into the culture of the organization from top to bottom and side to side. This book helps leaders understand their role in building sustainable cultures of enterprise excellence -- That is, how to keep the entire enterprise focused on guiding principles that will change beliefs, behaviors, and the overall mindset. In addition, managers will learn how to align systems with principles so that they drive ideal, principle-based behaviors -- the goal is for every leader to realign their values with the voice of principles and become an example so that every associate becomes self-motivated to continuously improve every aspect for which they are accountable.

Why Bother? Chris Butterworth, Morgan L. Jones, Peter Hines, 2021-10-25 This book focusses on the importance of creating an internal assessment program to periodically assess the maturity of the organizations transformation journey. It discusses the best approach to designing and implementing an assessment program by answering key questions posed when people resist. The book begins with selecting the positioning of the program not as an audit but as an opportunity to review strengths and opportunities, through to selecting senior leader support to design of the program and developing the assessors. More than 10 case studies are documented to show how organizations have approached their assessment programs, lessons learned, and successes and challenges faced. The book leads the reader through the process of selling the concept and importance of transformation and Lean assessments to embed the desired behaviors within workplace culture. With many case studies, the reader is guided to design their own programs and develop their own assessors. This increases the probability of sustainability of the transformation program by focusing on and maturing the behaviors the transformation programs are trying to drive. For example, one of the most well-known assessments is the Shingo prize -- This book explains the thinking behind the Shingo model and shares examples of assessments that support it. Other examples of assessments are covered, such as process maturity, quality and business assessments.

Discover Excellence Gerhard J. Plenert, 2017-11-03 A facility-wide improvement initiative is expensive in terms of both time and money. Perhaps the most disappointing thing about them is that they often end up as temporary measures that may produce early results but are unsustainable in the long run. The unseen cost is that after they see such initiatives come and go, employees begin to see them as futile, temporary annoyances rather than the permanent improvements they are meant to be. The Shingo Model™ begins with culture informed by operational excellence principles that lead to an understanding of what aligns systems and tools and can set any organization on a path toward enterprise excellence with sustainable continuous improvement. The Shingo Model is not an additional program or another initiative to implement. Instead, it introduces Shingo Guiding Principles on which to anchor current initiatives. Ultimately, the Shingo Model informs a new way of thinking that creates the capability to consistently deliver ideal results to all stakeholders. This is enterprise excellence -- the level of excellence achieved by Shingo Prize recipients. In *Discover Excellence: An Overview of the Shingo Model and Its Guiding Principles*, readers will learn the basics of the Shingo Model, discover the Three Insights of Enterprise Excellence™, and explore how the Shingo Guiding Principles inform the kind of ideal behaviors that lead to sustainable results. This book is the introduction to the Shingo Model and prepares the reader for a deeper dive into the Shingo Guiding Principles.

Lean-Driven Innovation Norbert Majerus, 2016-03-30 In 2005, Goodyear's research and development (R&D) engine was not performing up to its full potential. The R&D organization developed high-quality tires, but the projects were not always successful. Goodyear embarked on a major initiative to transform its innovation creation processes by learning, understanding, and applying lean product development principles. Within five years, Goodyear saw its product development cycle times slashed by 70 percent, on-time delivery performance rise close to 100 percent, and throughput improve three-fold -- all achieved with no increase in the R&D budget. *Lean-Driven Innovation: Powering Product Development* at The Goodyear Tire & Rubber Company describes in great detail how the Goodyear team was able to achieve such significant improvements. Revealing the ups and downs of this successful transformation, the book shares experiences of how this seismic change was managed, how people were engaged, and how Goodyear dramatically reinvigorated its product development and innovation processes--and, in the process, delivered substantial more value to customers and to the company. The book also explains how lean product development helped Goodyear dramatically improve revenue by having every new product available when the market needed it. Presenting wide-ranging perspectives from all levels of leadership, this book is ideal for anyone in R&D daring to take on a lean initiative in R&D or who is struggling with a lean transformation that is not delivering to its full potential. Since the book focuses on universal lean principles, it is as insightful to other manufacturing and nonmanufacturing disciplines in any industry as well. The book presents invaluable insights gained by the author during his 36 years within Goodyear, of which 10 have been directly involved in trying to develop, implement, and sustain lean to achieve the company's business objectives. It distills ideas, practices, failures, and successes into key principles that lean product development practitioners can easily implement. After reading this book, you will gain a practical path for applying lean to the innovation processes of your organization, including where to begin and what to do, regardless of the industry and the status of your transformation. Watch Norbert Majerus discuss *Lean-Driven Innovation* at: <https://youtu.be/yILJEMJIcyA>

Complex Management Systems and the Shingo Model Rick Edgeman, 2019-02-21 The Shingo Enterprise Excellence Prize Model (SEEM) has exerted global influence over the ways that exceptional organizations formulate/deploy strategy with its focus on processes, Lean thinking, continuous improvement, innovation, workforce development, and supplier strategies. This book details the SEEM, which lies at the heart of the Shingo Prize. It will link the theoretical underpinnings of the SEEM and their implications for practice. Case studies illustrate important

points. Selected tools that support practical implementation of the model are discussed and their use illustrated. This book will deepen understanding of why the model works and how implementation can be accomplished.

Creating a Lean and Green Business System Keivan Zokaei, Hunter Lovins, Andy Wood, Peter Hines, 2017-07-27 Things that are good for the planet are also good for business. Numerous studies from the likes of the Economist Intelligence Unit, Harvard, MIT Sloan, and others indicate that organizations that commit to goals of zero waste, zero harmful emissions, and zero use of nonrenewable resources clearly outperform their competition. Like lean thinking, gre

Non-Stock Production Shigeo Shingo, 1988-06-01 Shingo, whose work at Toyota provided the foundation for JIT, teaches how to implement non-stock production in your JIT manufacturing operations. The culmination of his extensive writings on efficient production management and continuous improvement, this book is an essential companion volume to his other landmark books on key elements of JIT, including SMED and poka-yoke. It includes: Fundamental flaws in European and American production philosophies. Basic concepts for improving production systems. The scientific thinking mechanism -- a new approach to improvement. Implementing a production method in an age of authorized stock production. Development of production functions in the age of non-stock production. Significance of the different production systems.

Driving the Enterprise to Sustainable Excellence Gerhard Plenert, 2021-02-16 This book presents a big-picture overview of the entire Shingo improvement process. It fully discusses the needs and benefits of the Shingo process, and what is required if you seek to execute the Shingo Model in your enterprise and focuses on creating an enduring organization-wide continuous improvement process. It gives the reader a discussion of the entire Shingo experience while the most existing books on the model are course specific. There are numerous discussions, conference talks, and webinars of why the Shingo process is beneficial, and what types of improvements can be achieved, but the crucial material has not been assembled in one concise book, giving the executive, manager, or supervisor an overview and understanding of what the Shingo experience entails. The main purpose of this book. It is for the executives who want to understand their role in supporting and leading middle management with its implementation. Many executives from developing countries all over the world are seeking a concise definition of what the Shingo model is, and this book functions as the perfect primer. Even those who have attended and implemented the lessons from the Shingo Institute's courses would find this book a benefit as it serves perfectly as backup and reference material. In addition, this book helps anyone who has started their journey with the Shingo model and may be confused about what to do and expect -- It gives them a vision of what the continuing journey will look like. The Shingo process is being taught at numerous universities and this book could indeed serve as the appropriate textbook or supplemental reading. Essentially, this book teaches an innovative and extremely successful approach to continuous improvement, referred to as the Shingo process. It is based on a set of universally accepted principles that are endorsed by improvement leaders such as Covey and companies such as Toyota. This book is not a detailed review or a replacement of the Shingo workshops. It is an overview of the entire Shingo process, starting with a discussion of the challenges that many of today's enterprises are experiencing. The author, in his role as a PhD in economics, has studied industries and has worked closely with many of them attempting to understand their weaknesses. Next, this book builds upon an understanding of these weaknesses. The book discusses how the over-all Shingo methodology fits into these organizations and highlights the benefits. The next step is then to discuss what requirements are necessary for an organization to get ready for a Shingo transformation. What are the steps that the organization needs to go through, and when will it know that it is ready to begin? The book briefly reviews the Shingo Insights and Principles and explains how the Shingo courses should be best utilized to facilitate the desired transformation. It suggests some alternative plans for over-all implementation based on the current state of the enterprise. It explains why there is no "one way" for successful implementation and how the implementation sequence needs to be customized. It also discusses the length of time needed for success and how this differs depending on the current enterprise environment. Lastly the book explains how the implementation and Shingo training is never finished. It is an on-going process and success is defined by internal improvements, not by some arbitrary external benchmark. The book is intended to be educational, thought provoking, entertaining in its stories and examples, and a guideline towards the development of a plan for continuous improvement. This book is filled with stories and examples, showing successful and not so successful implementations. The stories are used to highlight many of the pitfalls that have arisen and may arise for you and which can be avoided if the reader is aware of them and knows how to watch for them.

The Gold Mine Michael Ballé, 2010-01-12 Mike Woods urges his retired father into helping out a friend's failing company. But for Bob Woods, another struggle to introduce lean manufacturing quickly rehashes production battles that he's long since fought. And not even the senior Woods, son Mike, or friend Phil and his colleagues really grasp what's in store for them.--Cover.

Hospital Quality Doug Johnson, 2023-10-24 In healthcare, quality management refers to the administration of systems design, policies, and processes that minimize, if not eliminate, harm while optimizing patient care and outcomes. Whether you are a hospital with 1,000 beds or 25, the fact remain that every hospital must navigate and manage the many complexities associated with a quality management system. Why is quality management important in healthcare? There are numerous reasons why it is important to improve quality of healthcare, including enhancing the accountability of health practitioners and managers, resource efficiency, identifying, and minimizing medical errors while maximizing the use of effective care and improving outcomes, and aligning care to what users and patients want in addition to what they need. *Hospital Quality: Implementing, Managing, and Sustaining an Effective Quality Management System* demonstrates a practical approach to managing and improving quality. Whether you agree with the premise that these activities are complex, this book will outline a standardized approach that any organization can adopt to meet their needs while accommodating the foundational concepts of quality improvement by accreditation agencies. It also outlines how to set-up and manage a quality management program as a part of continuous process improvement initiative, as well as the purpose and managing of a patient safety organization. The purpose of this book is twofold. If you're a senior healthcare manager or director tasked with setting up a quality management system, this book will provide tools and techniques you can immediately apply. If you're a healthcare professional preparing for the CPHQ certification exam, this book will take you beyond study guides by explaining what you need to know and the why behind each concept.

Healthcare Kaizen Mark Graban, Joseph E. Swartz, 2018-06-08 Healthcare Kaizen focuses on the principles and methods of daily continuous improvement, or Kaizen, for healthcare professionals and organizations. Kaizen is a Japanese word that means change for the better, as popularized by Masaaki Imai in his 1986 book *Kaizen: The Key to*

Japan's Competitive Success and through the books of Norman Bodek, both o

Leveraging Lean in Healthcare Charles Protzman, George Mayzell, Joyce Kerpchar, 2018-06-28 Winner of a 2013 Shingo Research and Professional Publication Award This practical guide for healthcare executives, managers, and frontline workers, provides the means to transform your enterprise into a High-Quality Patient Care Business Delivery System. Designed for continuous reference, its self-contained chapters are divided into three primary s

The Dao of World Politics L. H. M. Ling, 2013-10-30 This book draws on Daoist yin/yang dialectics to move world politics from the current stasis of hegemony, hierarchy, and violence to a more balanced engagement with parity, fluidity, and ethics. The author theorizes that we may develop a richer, more representative approach towards sustainable and democratic governance by offering a non-Western alternative to hegemonic debates in IR. The book presents the story of world politics by integrating folk tales and popular culture with policy analysis. It does not exclude current models of liberal internationalism but rather brackets them for another day, another purpose. The deconstruction of IR as a singular unifying school of thought through the lens of a non-Westphalian analytic shows a unique perspective on the forces that drive and shape world politics. This book suggests new ways to articulate and act so that global politics is more inclusive and less coercive. Only then, the book claims, could IR realize what the dao has always stood for: a world of compassion and care. The Dao of World Politics bridges the humanities and social sciences, and will be of interest to scholars and students of the global/international, as well as policymakers and activists of the local/domestic.

Systems Design Brent R. Allen, April A. Bosworth, 2022-04-19 The ground-breaking Shingo Model of 2008 introduced principles, systems, tools, and results. At that time, however, the systems element of the model did not receive the in-depth attention that other parts of the model did. As a result, organizations developed their own concept of systems. Some organizations have identified hundreds of systems and tools. In fact, the distinction between a system and a tool was not clearly defined until recently with the introduction of the Shingo SYSTEMS DESIGN workshop and the information discussed in this book. With the development of the workshop, the Shingo Institute is now teaching the three essential systems—work, improvement, and management—as well as the five required communication tools that are necessary to improve an organization. You'll find that when these systems are formalized, they work together to help create organizational excellence. With *Systems Design: Building Systems that Drive Ideal Behavior* you'll learn how to formalize the process of creating these three systems. In addition, a new tool, the Shingo system design map, is introduced. This book also details how you can improve the connections you've already made between the tools, systems, results, and principles of the Shingo Model.

Lean IT Steven C Bell, Michael A Orzen, 2016-04-19 Winner of a Shingo Research and Professional Publication Award Information Technology is supposed to enable business performance and innovation, improve service levels, manage change, and maintain quality and stability, all while steadily reducing operating costs. Yet when an enterprise begins a Lean transformation, too often the IT department is either left out or viewed as an obstacle. What is to be done? Winner of a 2011 Shingo Research and Professional Publication Award, this book shares practical tips, examples, and case studies to help you establish a culture of continuous improvement to deliver IT operational excellence and business value to your organization. Praise for: ...will have a permanent place in my bookshelf. —Gene Kim, Chief Technology Officer, Tripwire, Inc. ... provides an unprecedented look at the role that Lean IT will play in making this revolutionary shift and the critical steps for sustained success. —Steve Castellanos, Lean Enterprise Director, Nike, Inc. Twenty years from now the firms which dominate their industries will have fully embraced Lean strategies throughout their IT organizations. —Scott W. Ambler, Chief Methodologist for Agile and Lean, IBM Rational ... a great survival manual for those needing nimble and adaptive systems. —Dr. David Labby, MD, PhD, Medical Director and Director of Clinical Support and Innovation, CareOregon ... makes a major contribution in an often-ignored but much-needed area. —John Bicheno, Program Director MS in Lean Operations, Cardiff University ... a comprehensive view into the world of Lean IT, a must read! —Dave Wilson, Quality Management, Oregon Health & Science University

Invisible Man, Got the Whole World Watching Mychal Denzel Smith, 2016-06-14 A New York Times Bestseller An unflinching account of what it means to be a young black man in America today, and how the existing script for black manhood is being rewritten in one of the most fascinating periods of American history. How do you learn to be a black man in America? For young black men today, it means coming of age during the presidency of Barack Obama. It means witnessing the deaths of Oscar Grant, Trayvon Martin, Michael Brown, Akai Gurley, and too many more. It means celebrating powerful moments of black self-determination for LeBron James, Dave Chappelle, and Frank Ocean. In *Invisible Man, Got the Whole World Watching*, Mychal Denzel Smith chronicles his own personal and political education during these tumultuous years, describing his efforts to come into his own in a world that denied his humanity. Smith unapologetically upends reigning assumptions about black masculinity, rewriting the script for black manhood so that depression and anxiety aren't considered taboo, and feminism and LGBTQ rights become part of the fight. The questions Smith asks in this book are urgent—for him, for the martyrs and the tokens, and for the Trayvons that could have been and are still waiting.

The Essence of Excellence Peter Hines, Chris Butterworth, 2019

Accelerate Nicole Forsgren PhD, Jez Humble, Gene Kim, 2018-03-27 Winner of the Shingo Publication Award Accelerate your organization to win in the marketplace. How can we apply technology to drive business value? For years, we've been told that the performance of software delivery teams doesn't matter—that it can't provide a competitive advantage to our companies. Through four years of groundbreaking research to include data collected from the State of DevOps reports conducted with Puppet, Dr. Nicole Forsgren, Jez Humble, and Gene Kim set out to find a way to measure software delivery performance—and what drives it—using rigorous statistical methods. This book presents both the findings and the science behind that research, making the information accessible for readers to apply in their own organizations. Readers will discover how to measure the performance of their teams, and what capabilities they should invest in to drive higher performance. This book is ideal for management at every level.

The Work of Management Jim Lancaster, 2017-07-03

Design for Operational Excellence: A Breakthrough Strategy for Business Growth Kevin J. Duggan, 2011-09-16 Beyond Six Sigma and Lean! Design your processes to facilitate real business growth, in both healthy and unhealthy economies Design for Operational Excellence defines why companies embark upon continuous improvement—and the true answer is not to improve efficiency, quality, or eliminate waste! The reason is to achieve Operational Excellence. Duggan, an established authority on OpEx, provides the design criteria and guidelines that enable you to grow your business organically by refocusing management's attention from running the business to growing the business. Founded on eight key principles, this groundbreaking system facilitates the continuous flow of value into any

operation—from customer service to sales to manufacturing. Kevin J. Duggan is a renowned speaker, executive mentor, and educator in applying advanced lean techniques to achieve Operational Excellence and the author of two books on the subject: *Creating Mixed Model Value Streams* and *The Office That Grows Your Business—Achieving Operational Excellence in Your Business Processes*. As the Founder of the Institute for Operational Excellence, the leading educational center on Operational Excellence, and Duggan Associates, an international training and advisory firm, Kevin has assisted many major corporations worldwide, including United Technologies Corporation, Caterpillar, Pratt & Whitney, Singapore Airlines, IDEX Corporation, GKN and Parker Hannifin. A recognized expert on Operational Excellence, Kevin is a frequent keynote speaker, master of ceremonies, and panelist at international conferences, and has appeared on CNN and the Fox Business Network.

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