

The *Shingo Model™* is not just another initiative. It is a New Way of Thinking

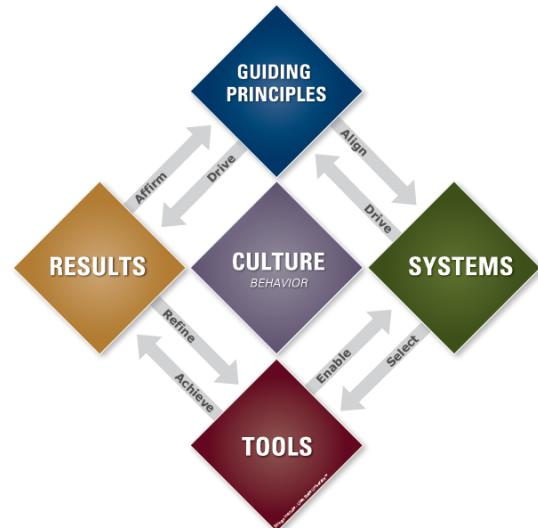
Excellence efforts are not always seamless and do not necessarily lead to the expected improvement and outcome. This is because Excellence is not easily embedded in the DNA of an organization and does not translate in the behaviors of all staff until a structured approach is utilized to support this diffusion process. Driven by the expertise we have gained working with different Excellence models for more than 14 years, Xcellium is committed to making a difference with organizations in the region by introducing them to the *Shingo Model™* (<https://shingo.org/model/>). This unique model from the Shingo Institute (USA), provides a comprehensive Organizational Excellence framework based on ten Excellence Guiding Principles to transform mindsets, behaviors, and performance. The *Shingo Model™* is supported also by the Shingo Insight assessment tool and The Shingo Prize to recognize deserving organizations.

New to Excellence?

It has been demonstrated that organizations anchoring their improvement initiatives to principles — or those who understand the “why” behind the “how” and the “what” — experience significantly sustainable results. Utilizing improvement tools is a good way to start an improvement journey, that could become distinct and outstanding when coupled with culture transformation through Excellence Principles.

To illustrate the Shingo Institute research findings on how to sustain Excellence, the Institute developed the *Shingo Model™*, the accompanying *Shingo Guiding Principles*, and the *Three Insights of Organizational Excellence*. There are also six Shingo workshops designed with the input of many seasoned instructors, leaders, and consultants to help organizations transform their culture to one of continuous improvement and organizational excellence.

- A workshop duration is 2 days with several Gemba walks exercises in host organization.
- Discover Excellence is a prerequisite for the other 5 workshops.



Guiding Principles help organization:

1. Transform their Culture
2. Define and instill Ideal Behaviors
3. Improve Continuously and most importantly Sustain

The Six Workshops



Assessment based on the Shingo Model™

The Shingo Institute has been assessing organizational performance for over 30 years and has developed a methodology for determining the degree to which an organization believes the behaviors of its executives, managers, and team members (3 levels of self-assessment) are aligned with the principles of the *Shingo Model™*. It is a simple methodology that supports frequent and regular assessment to help determine if the changes made to an organization's systems are actually changing the culture (behavior) and impacting value to the customer (results).

There are three dimensions (Cultural Enablers, Continuous Process Improvement and Enterprise Alignment) to compare against. This anonymous self-assessment, using a standard questionnaire is available in English, French, Spanish, Slovakian, Dutch, and Polish.

The reported results as presented for the organization, as well as for each category of Leadership, Support and Operations.

The Shingo Insight assessment is an organization's internal view of its culture, as opposed to a third-party assessment. Benefits of the Shingo Insight assessment are:

- Implementation/failure gap closure
- Lean organizational health assessment
- Leadership-change baseline
- Maturity milestone on the Lean journey

As a Shingo Affiliate partner, we help organizations understand the findings and prepare a roadmap for continuous improvement.

There are great examples of companies who attained higher levels of Organizational Excellence in different fields and disciplines, by implementing The Shingo Guiding Principles and Model.

We have listed herein some of these examples and we will be happy to share with you some additional detailed case studies from Shingo Prize winners/ Silver or Bronze Medallions.

- **Ipsen Pharma Biotech- Var- France (Shingo Prize Winners 2020)**
By implementing Lean and the Shingo Guiding Principles the facility achieved 10M euros of continuous improvement savings, increase in sales by 67%, increased geographical footprint by 30%, a cost reduction per unit by 55%, increased productivity by 14%, and reduction in water and electricity consumption (30-35%). And the list goes on...

- **Ball Beverage Packaging- MONT facility- France (Shingo Silver 2018).**
By implementing the Shingo Guiding Principles the facility achieved millions in savings from its Lean activities, decreased repair day and increased End per Man Hour. They also won several gold awards in Lean audits. As a consequence, they established the ambitious “Zero Loss” concept to become the benchmark in their industry (0 defects, 0 stoppages, 0 injuries)

Shingo Prize



A worldwide recognized symbol of an organization's successful establishment of a culture anchored on principles of organizational excellence.

Shingo Silver Medallion



Organizations maturing on the journey with a primary focus on tools and systems for improvement.

Shingo Bronze Medallion



Organizations in the early stage of cultural transformation with a primary focus on tools and improvement.

Hosting a Shingo Workshop

An organization can demonstrate its high commitment towards Organizational Excellence by hosting a Shingo workshop, either in a private format or a public one, virtual, hybrid or in-person.

For a **PRIVATE** workshop, a host is required to enroll a minimum of 12 participants. The list of students' names and email addresses must be provided to Xcellium at least two weeks before the start of the workshop. The Host will receive a free seat for one attendee and a complementary 8 hours virtual gap analysis to survey its alignment with the Shingo Model



Principles and its maturity on the Lean Journey. In addition to a report that outlines the roadmap for improvement.

For a **PUBLIC** workshop, a host will authorize people from outside its organization to attend the workshop in addition to its employees. The host will receive up to 3 free seats for attendees from his organization and could host overall 30 attendees if event is virtual/hybrid and up to 25 attendees if event is in-person.

In all formats virtual, hybrid and in-person, the host organization of public workshops, will have the possibility to provide an overview of its work to participants to help them understand the company, this also gives the host possibility to showcase the work done on Lean.

[Assess your organization's readiness to host a Shingo Workshop](#)

Attending a Shingo Workshop

Pricing of Shingo Models vary based on attendee's country of residence.

Developed and Developing Markets are determined by the International Monetary Fund (www.imf.org) – See page 5

Developed/Developing Markets List

Developed	Andorra Anguilla Antigua & Barbuda Aruba Australia Austria Bahamas Bahrain Barbados Belgium Bermuda British Virgin Islands Brunei Canada Cayman Islands Cook Islands	Cuba Curacao Cyprus Czech Republic Denmark Egypt Estonia Finland France French Polynesia Germany Greece Greenland Hong Kong Hungary Iceland	Ireland Israel Italy Japan Kuwait Latvia Liechtenstein Lithuania Luxembourg Macau Malta Monaco Montserrat Netherlands New Caledonia New Zealand	Norway Oman Palau Palestine Portugal Puerto Rico Qatar Saint Kitts & Nevis San Marino Saudi Arabia Seychelles Singapore Sint Maarten Slovakia Slovenia	South Korea Spain Sudan Sweden Switzerland Taiwan Trinidad and Tobago Turks & Caicos Islands United Arab Emirates United Kingdom United States Uruguay
Developing Tier I	Albania Algeria Argentina Armenia Azerbaijan Belarus Belize Bosnia/Herzegovina Botswana Brazil Bulgaria Chile China	Colombia Costa Rica Croatia Dominica Dominican Republic Ecuador El Salvador Equatorial Guinea Fiji Gabon Georgia Grenada Guatemala	Guyana Indonesia Iran Iraq Jamaica Jordan Kazakhstan Lebanon Libya Macedonia Malaysia Maldives Mauritius	Mexico Mongolia Montenegro Namibia Nauru North Korea Pakistan Paraguay Peru Poland Romania Russia Saint Lucia	Saint Vincent and the Grenadines Samoa Serbia South Africa Sri Lanka Suriname Swaziland Syria Thailand Tonga Turkey Turkmenistan
Developing Tier II	Afghanistan Angola Bangladesh Benin Bhutan Bolivia Burkina Faso Burundi Cambodia Cameroon Cape Verde Central African Republic Chad Comoros	Djibouti DR Congo Eritrea Ethiopia Gambia Ghana Guinea Guinea-Bissau Haiti Honduras India Ivory Coast Kenya Kiribati Kyrgyzstan	Laos Lesotho Liberia Madagascar Malawi Mali Marshall Islands Mauritania Micronesia Moldova Morocco Mozambique Myanmar Nepal Nicaragua	Niger Nigeria Papua New Guinea Philippines Republic of the Congo Rwanda Sao Tome and Principe Senegal Sierra Leone Solomon Islands Somalia South Sudan Tajikistan	Tanzania Timor-Leste Togo Tunisia Tuvalu Uganda Ukraine Uzbekistan Vanuatu Venezuela Vietnam Yemen Zambia Zimbabwe