



Shingo Model™ – Challenge for the Shingo Prize

August 2023

Be among the few first applicants from the Middle East & Africa

The Shingo Prize is based on a complete assessment of an **organization's culture** and how well it drives **world-class results**.

The assessment focuses on the degree to which the ***Shingo Guiding Principles*** in the ***Shingo Model***™ are evident in the behavior of every employee.

- The examiners observe behavior and determine the **frequency, duration, intensity, and scope** of the desired principle-based behavior.
- They also observe the degree to which leaders focus on principles and culture, and managers focus on aligning systems to drive ideal behaviors at all levels.
- This focus is unique in the world and is the most rigorous way to determine whether an organization is fundamentally improving for the long-term, or just going through the motions of another flavor-of-the-month initiative.

The most important step in using the *Shingo Model* and assessment methodology in an organization is to fully understand the *Shingo Model*.

At first glance, the *Shingo Model* and *Shingo Guiding Principles* seem simple enough; however, deeper study will reveal insights of operational excellence that will revolutionize the way organizations view themselves, their transformation efforts, and current cultural reality.

It is recommended that an organization's people understand and use the *Shingo Model* before challenging for the Prize, to understand the assessment criteria. Most organizations do not wait to challenge for the Shingo Prize until they are likely to achieve it. Rather, they use their challenge as part of their progression as a way to guide their journey of continuous improvement. Not all organizations are interested in challenging for an award; nonetheless, we invite all to use the *Shingo Model* and assessment methodology to help expose gaps and transform their culture.

For those interested in challenging for an award there are three levels of recognition in place to encourage organizations to engage and leverage the *Shingo Model* as early as possible in their cultural transformation. Organizations have the opportunity to receive the Shingo Bronze Medallion, Shingo Silver Medallion, or the Shingo Prize.

Here are just a few benefits to consider:

- Better understand the current state of the organizational culture and the measures it achieves.
 - Recognize team members and create ownership.
 - Set a target to achieve and be better prepared for aggressive targets in the future.
 - Establish and/or refine a standard of excellence to measure by aligning it to an international standard.
 - Network with likeminded individuals and organizations.
 - Continue to raise the bar.
 - Receive feedback to move to the next level.
 - Acknowledge the timelessness of the journey.
 - Receive training and coaching while compiling the Achievement Report.
 - Discover new knowledge about the *Shingo Model* and your organization.
 - Document your journey in the Achievement Report.
 - Participate in a third-party assessment that is free of conflicts of interests
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- Being a recipient of the Shingo Prize is not just about the trophy on your shelf, but the eye-opening, non-biased assessment by a third-party in your organization and the feedback that can accelerate your cultural transformation.
 - There is no limit to the number of organizations that can be recipients per year at any level. Applicants challenge against the criteria – not each other. The number of recipients will vary depending on the level and quality of the individual applicants in a given period.
 - The Shingo Prize applies to a more significant portion of an organization, than an individual department, including operations with functions such as information technologies, human resources, accounting, etc.
 - The Shingo Institute accepts applications from around the world if it is possible to send an assessment team to the applicant's country if a site visit is awarded.
 - Organizations will receive a score sheet providing levels achieved according to the Behavior Assessment Scale and the Results Scale. For example, a Shingo Bronze Medallion recipient will receive a score sheet with the overall score level ranging between High Level 3 to Low Level 4, etc. The Shingo Institute does not provide numerical scores.
 - The scoring ranges are
 - Shingo Prize 775 or higher
 - Silver Medallion 675 – 774
 - Bronze Medallion 575 – 674
 - All business systems are scored according to a Behavior Assessment Scale. There are five different levels to this scale, each level with its own percentage range. Level 1 falls between 0-20%, and Level 5 is between 81-100%. The percentage range for Level 4 is 61-80%.
For example: An organization received an overall mid-level 4 level, which is equivalent to 61-67%. This percentage converted to a point system is between 610-670 points out of 1000

possible points. The organization's overall score falls within this range. This same method can be applied to each area of the scoring process. As stated in the guidelines, the Shingo Institute does not provide an exact score in the feedback, just a range. This places the emphasis and focus on improvement rather than points.

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 earlier stages of cultural transformation with a primary focus on tools and improvement.

Ipsen Pharma Biotech- Var- France Shingo Prize Winner 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 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. Consequently, they established the ambitious "Zero Loss" concept to become the benchmark in their industry (0 defects, 0 stoppages, 0 injuries).

Are you based in the Middle East and Africa and interested in challenging for the Shingo Prize?

Contact nancy.nouaimeh@xcellium-consult.com

Or

Attend our introductory webinar <https://www.xcelliumconsulting.com/events>

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