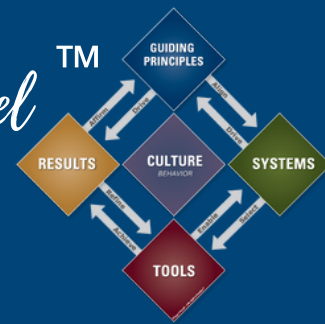


THINK SYSTEMICALLY

Shingo Model



THE SHINGO MODEL & DIGITAL LEADERS

The Shingo Model emphasizes the importance of thinking systemically—a principle that encourages leaders to view their organizations as interconnected systems where every decision impacts the whole. This approach is particularly critical for digital leaders. By seamlessly integrating technology into workflows and focusing on creating value across the organization, they can drive sustainable innovation and continuous improvement—key tenets of the Shingo philosophy.

HOW CAN ADOPTING “A SYSTEMIC THINKING APPROACH” HELP DIGITAL LEADERS CREATE AN AGILE AND INTEGRATED ORGANIZATION?

Here’s how:

- **Understanding the Bigger Picture:** Digital leadership requires leaders to consider the entire organization as a connected system where technology, people, and processes interact. Leaders need to understand how digital tools and strategies impact not just isolated areas but the broader value stream.
- **Breaking Down Silos:** Thinking systemically encourages collaboration across departments, which is essential in digital transformation. Digital leaders focus on aligning teams, systems, and technologies to achieve organizational goals.
- **Driving Innovation and Continuous Improvement:** Systemic thinking emphasizes anticipating the ripple effects of changes, which is crucial when implementing digital technologies. Digital leaders must foster a culture of innovation that supports ongoing improvements across all parts of the organization.
- **Integrating Technology with People and Processes:** Thinking systemically aligns with how digital leaders evaluate the integration of technology into workflows, ensuring that human behaviors and processes are adapted and aligned to achieve ideal outcomes.

THE SHINGO MODEL PERSPECTIVE

By understanding the relationships and interconnectedness of a system, people will make better decisions and improvements that will more naturally align with the desired outcomes of an organization.

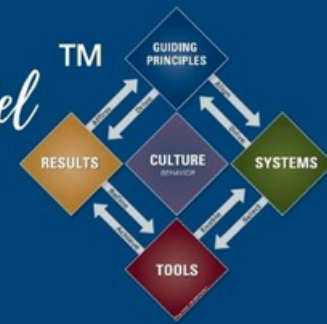
Think About
The Whole System

Improve Look Think



EMBRACE SCIENTIFIC THINKING

Shingo Model



THE SHINGO MODEL & EMPLOYEE ENGAGEMENT

Scientific Thinking, a core principle within the Continuous Improvement dimension of the Shingo Model, highlights the critical connection between employee engagement and organizational growth. By fostering a culture of continuous learning, systematic problem-solving, and iterative refinement, this principle actively engages employees in the improvement process. It empowers them to take ownership of challenges, experiment with solutions, and drive meaningful changes, thereby cultivating a deeper sense of purpose, collaboration, and commitment to organizational success.

HOW CAN SCIENTIFIC THINKING BUILD EMPLOYEE ENGAGEMENT?

Empowerment through Problem-Solving:

When employees are encouraged to identify challenges, test solutions, and improve outcomes, they feel a sense of ownership and purpose in their roles. This active involvement drives engagement.

Fostering Collaboration: Scientific Thinking often involves teamwork, as employees collaborate to brainstorm ideas, test hypotheses, and implement improvements. This strengthens interpersonal bonds and enhances team dynamics.

Recognition of Contributions: As employees engage in the cycle of testing and learning, their contributions to innovation and process improvement are more visible, leading to increased recognition and motivation.

Development and Growth: Organizations that adopt Scientific Thinking invest in employees' learning and skills development, reinforcing a growth-oriented culture that keeps employees motivated and engaged.

Aligned Purpose: By aligning employees' problem-solving efforts with the organization's goals, Scientific Thinking fosters a sense of shared purpose and connection, which is vital for engagement.

Embracing Scientific Thinking to foster employee engagement brings transformative benefits to organizations. Engaged employees are more likely to stay, reducing turnover costs, while their commitment to continuous improvement drives superior customer satisfaction. A culture rooted in scientific thinking not only motivates employees but also positions the organization for sustainable growth and long-term success.

THE SHINGO MODEL PERSPECTIVE

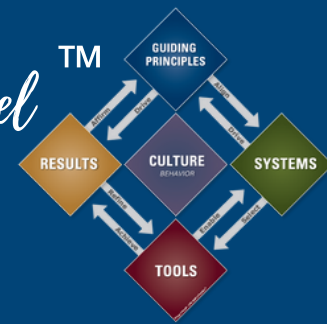
Innovation and improvement are the consequence of repeated cycles of experimentation, direct observation, and learning. A relentless and systematic exploration of new ideas, including failures, enables us to constantly refine our understanding of reality.



The important thing is to never stop questioning
- Albert Einstein -

RESPECT EVERY INDIVIDUAL

Shingo Model



RESPECT EVERY INDIVIDUAL & INDUSTRY 5.0

Industry 5.0 represents a shift toward integrating human creativity with advanced technologies. Rather than focusing solely on automation, it emphasizes the value humans bring to innovation, customization, and decision-making, while machines handle repetitive tasks. This approach aligns with the Shingo Model's guiding principle of "Respect Every Individual," which recognizes the critical role of people in driving continuous improvement. By empowering individuals to engage in problem-solving and creative thinking, both Industry 5.0 and the Shingo Model place humans at the center of operational excellence.

WHAT STRATEGIES CAN ORGANIZATIONS IMPLEMENT TO CULTIVATE A HUMAN-CENTRIC CULTURE AND RESPECT EVERY INDIVIDUAL?

Assure a Safe Environment

An organization shows true respect for its people by creating a work environment that prioritizes health and safety, protects the environment, and values the wellbeing of the surrounding community.

Develop People

To cultivate true excellence, an organization must commit to the growth of its people. This means moving beyond standard training to offer hands-on experiences that encourage personal development and behavioral change, enabling employees to become agents of continuous improvement. Executives who invest in education and training build a foundation for sustained success—a strategic investment rather than a mere expense.

Empower and Involve Everyone

For an organization to thrive, it must fully leverage the potential of its people, who have an unlimited capacity for growth. Success in global markets hinges on continuous innovation at all levels, and it's management's role to remove barriers to that innovation. The Shingo Model emphasizes teaching employees the "why" behind their actions, empowering them to take initiative and make better decisions.

Supporting Concepts of Cultural Enablers Systems

- Individual development
- On-the-job training or training within the industry
- Coaching
- Standard daily management
- Leadership development
- Idea sharing
- Suggestion
- Reward and recognition
- Communication
- Environment, Health, and Safety (EHS)
- Education and training
- Community involvement
- Recruitment and succession planning
- Accountability
- Engagement and involvement
- Leader Standard Work

THE SHINGO MODEL PERSPECTIVE

Respect must become something that is deeply felt for and by every person in an organization. Respect for every individual naturally includes respect for employees, customers, suppliers, the community, and society in general. Individuals are energized when this type of respect is demonstrated.

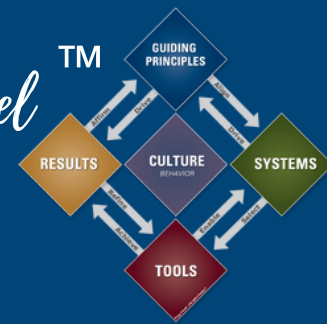
Most team members will say that to be respected is the most important thing they want from their employer.

When people feel respected, they give far more than their hands; they give their minds and hearts as well.

Ever individual deserves respect.

LEAD WITH HUMILITY

Shingo Model



THE SHINGO MODEL PERSPECTIVE

One common trait among leading practitioners of organizational excellence is a sense of humility. Humility is an enabling principle that precedes learning and improvement. **A leader's willingness to seek input, listen carefully, and continuously learn** creates an environment where team members feel respected and energized and will give freely of their creative abilities. Improvement is only possible when people are willing to acknowledge their vulnerability and abandon bias and prejudice in their pursuit of a better way.

LEAD WITH HUMILITY & CHANGE MANAGEMENT

In the Shingo Model, "Lead with Humility" highlights the need for leaders to value others' input and stay open to learning. This is key in change management, as it encourages leaders to engage their teams, listen to concerns, and adapt strategies based on feedback. Approaching change with humility fosters trust, collaboration, and a safe space for sharing ideas—crucial for overcoming resistance, building consensus, and implementing effective change

WHY IS HUMILITY IMPORTANT IN LEADERSHIP, ESPECIALLY FOR MANAGING CHANGE?

Humility is a crucial trait for leaders, particularly during change, for several reasons:

- **Enhances Accessibility:** Humble leaders are more approachable, making it easier for team members to share concerns and ideas during transitions. This openness fosters inclusion and helps manage change more effectively.
- **Fosters Innovation:** Leaders who value others' insights are better at generating creative solutions, which is vital for navigating change. Humility enables leaders to build on team ideas, driving innovation.
- **Increases Influence:** Humble leaders are perceived as more effective, which helps in gaining the necessary buy-in from the team. This influence is crucial for guiding the team through change.
- **Drives Better Outcomes:** Research shows that humble leadership leads to more effective teams and better results. This is particularly important during change, where flexibility and collaboration are key.

