

Utah OPS Conference

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SHINGO

INSTITUTE

HOME OF THE SHINGO PRIZE



Welcome to
UTAH

LIFE ELEVATED

What is Life Elevated? What does that mean to you? Your people? The people you serve? Does it *really* mean something important, or is it just “hot air”?

Thoughts Regarding People & Culture



“The only thing of real importance that leaders do is to create and manage culture. *If you do not manage culture, it manages you*, and you may not even be aware of the extent to which this is happening.”

Edgar Schein
Professor MIT Sloan School of Management

Exercise: Predicting Behaviors

What behaviors are evident when the culture promotes:

Power Hungry?

Fear?

Survival?

Fire Fighting?

Humility?

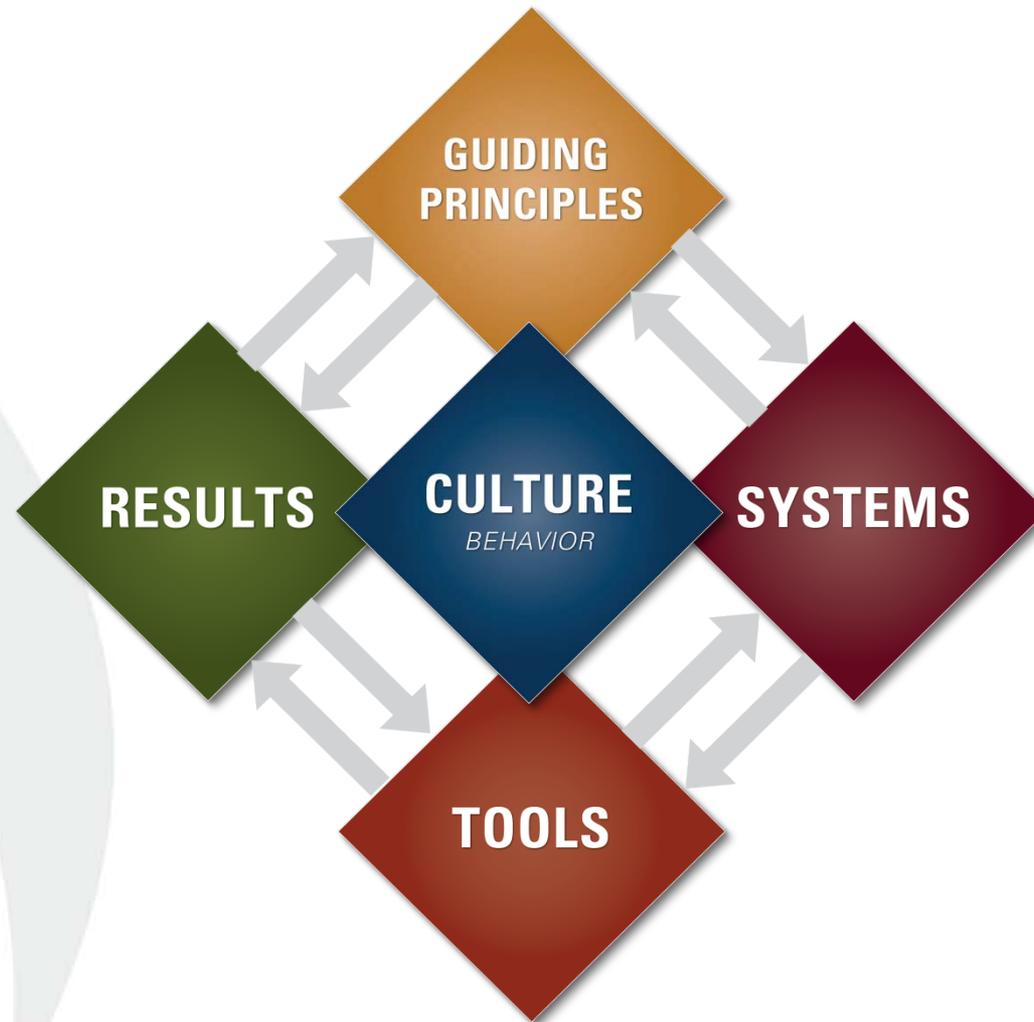
Innovation?

Respect?

Trust?

Collaboration?

Excellence: Culture Based on Principles



The Foundation of a Principle

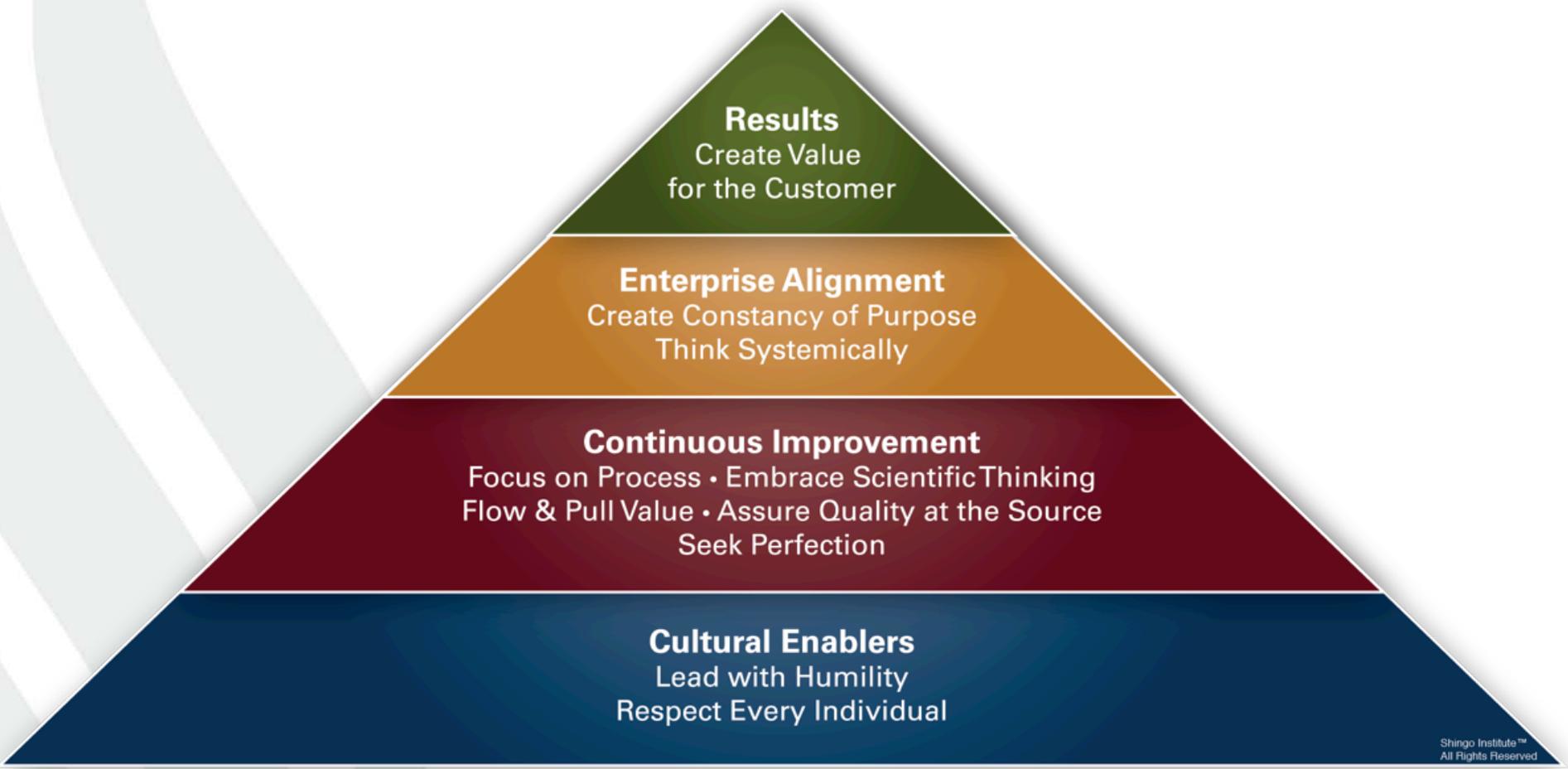
[A principle is a foundational rule
that has an inevitable
consequence.]

Principles Inform Ideal Behavior Because...

They help us to see the positive and negative consequences of our behaviors and allow us to make more informed decisions.



The Shingo Guiding Principles



Results
Create Value
for the Customer

Enterprise Alignment
Create Constancy of Purpose
Think Systemically

Continuous Improvement
Focus on Process • Embrace Scientific Thinking
Flow & Pull Value • Assure Quality at the Source
Seek Perfection

Cultural Enablers
Lead with Humility
Respect Every Individual

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One Key Shingo Principle:

[CREATE VALUE FOR THE CUSTOMER]

“Know Why” is Critical to Success



Shigeo Shingo

“Know-how’ alone isn't enough! You need to ‘Know-why’! All too often, people visit other plants only to copy their tools and methods.”

PRINCIPLES

Know Why

SYSTEMS

Know What, Who,
When, Where

TOOLS

Know How

What difference does it make when people know the why?

Create Value for the Customer Defined

Ultimately, value must be defined through the lens of what a customer wants and is willing to pay for. Organizations that fail to deliver both effectively and efficiently on this most fundamental outcome cannot be sustained over the long-term.

Create Value Behavioral Benchmarks

- 10.1 **Relationships** - We identify and build relationships with those we serve by asking questions, anticipating needs and aligning our organization to them.
- 10.2 **Integrate** - We honor every commitment and embed them into everything we do to hold ourselves accountable.
- 10.3 **Value Stream** - We align our value stream to maximize value for the end consumer of the product or service.

Exercise: What is Life Elevated?

- What is Life Elevated?
- What does that mean to you? Your people?
- What does it mean to the people you serve?
- Does it *really* mean something important, or is it just “hot air”?
- Consider the phrase “Create Value.” How does your group do that? Is this “why” you exist?
- Is everyone in your organization energized by it?
- How can you do that much better?

Another Key Shingo Principle

[CREATE CONSTANCY OF PURPOSE]

Create Constancy of Purpose Defined

[An unwavering clarity of why the organization exists, where it is going, and how it will get there enables people to align their actions, as well as to innovate, adapt and take risks with greater confidence.]

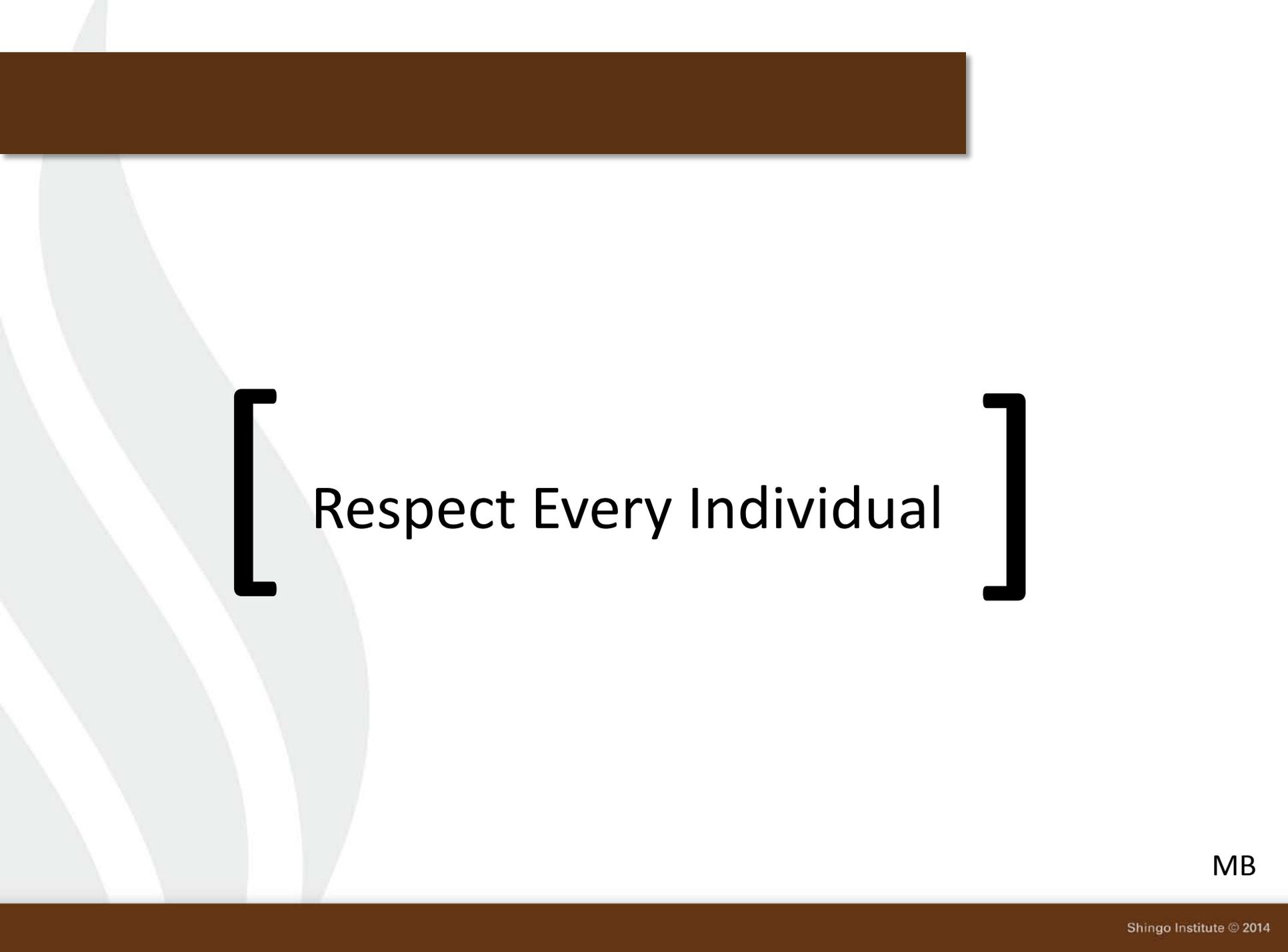
Foundational Belief

Our success depends upon a
commitment to a shared
understanding of why we exist.

- How does this broaden your perspective of the principle and its implications for your organization?
- How does it help to inform the ideal behavior we expect in the organization?

Exercise: Constancy of Purpose

- How do I communicate, cascade, engage everyone in this vision through all levels of my organization?
- Create three actions in three levels (leaders, managers and associates) that you can do to create constancy of purpose in your organization.



[Respect Every Individual]

Respect Every Individual

When people feel respected, they give not only their hands but also their minds and their hearts.

Respect for every individual is manifested when organizations structure themselves to value each individual as a person and nourish their potential.

Respect Every Individual

- What did you learn about this principle from studying the systems in your own organizations?
- What are some of the current beliefs regarding the principle?
- How have those beliefs impacted behaviors in your organization?

Why Respect Every Individual?

Everyone has intrinsic value and infinite potential.

- How does this broaden your perspective of the principle and its implications for your organization?
- How does it help to inform the ideal behavior we expect in the organization?

Behavioral Benchmarks

- 1.1 **Support** - We invest in everyone's development and encourage them to realize their potential.

- 1.2 **Recognition** – We foster dignity and honor the contributions of every employee.

- 1.3 **Community** – Within the organization we ensure a physical and emotionally safe workplace, and we strive to be good stewards of the environment.

[In your small group, use flipcharts & identify 3 ideal behaviors for each benchmark listed above. What is one behavior you would expect to see from leaders, managers and associates for each benchmark?]

Another Key Shingo Principle

[Lead with Humility]

Video: Barnes Aerospace

Insert video here

Lead with Humility Foundational Belief

[All growth requires vulnerability.]

- How does this broaden your perspective of the principle and its implications for your organization?
- How does it help to inform the ideal behavior we expect in the organization?

Lead with Humility

Definition:

Organizational and personal growth is enabled when leaders work to bring out the best in those they lead. They seek out and value the ideas of others and they are willing to change when they learn something new. Leaders trust others to make good decisions.

Foundational Belief:

All growth requires vulnerability.

Behavioral Benchmarks

- 2.1 **Servant Leadership** – We get deep satisfaction in the development and success of our people.
- 2.2 **Courage** – We recognize our own strengths and weaknesses, we acknowledge our mistakes, and we are constantly seeking to learn from others.
- 2.3 **Empowerment** – We delegate decision-making where appropriate and we trust and support each other.

[In your small group, use flipcharts & identify 3 ideal behaviors for each benchmark listed above. What is one behavior you would expect to see from leaders, managers and associates for each benchmark?]

Summary/Call to Action/Q&A

- Today we have discussed:
- Role of culture and need to manage it.
- The Basics of the Shingo Model
- The Principle of Create Value for the Customer
- The Principle of Constancy of Purpose
- The Principle of Respect Every Individual
- The Principle of Lead With Humility
- *Now What? Create, Plan and Discuss...*

Welcome to
UTAH

LIFE ELEVATED

It is empowering when you get everyone to work on building a culture of LIFE ELEVATED for EVERYONE!