

The Sayings of
**SHIGEO
SHINGO**

**Key Strategies for
Plant Improvement**

Translated by Andrew P. Dillon

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Sayings Of Shigeo Shingo Key Strategies For Plant Improvement

Petter Ogland



Sayings Of Shigeo Shingo Key Strategies For Plant Improvement:

The Sayings of Shigeo Shingo Shigeo Shingo, 2018-05-04 Here is a great introduction to the remarkable mind of Shigeo Shingo indisputably one of the great forces in manufacturing In this soft cover book Dr Shingo describes his approach to manufacturing improvements developed and refined over the course of a brilliant career He called it the Scientific Thinking Mechanism STM The Sayings of Shigeo Shingo leads you through the five stages of STM with appropriate examples taken from notes Dr Shingo collected during his consulting trips to American and Japanese plants It shows how in many cases the most brilliant ideas are often so simple they re overlooked Or they re dismissed because they seem ridiculous A Japanese plant after first rejecting the idea as too silly finds that unhulled rice is ideal for smoothing the rough surfaces on pressure formed ebonite switches Granville Phillips in Boulder Colorado reduced defects to zero in one process after Dr Shingo suggested illuminating circuit boards from below to reduce errors involved in the insertion of diodes and resistors The Sayings of Shigeo Shingo is must reading for plant managers and engineers It formalizes the powerful and creative way of thinking that Shingo himself used time and again to overcome problems that seemed virtually insurmountable A Study of the Toyota Production System Shigeo Shingo, Andrew P. Dillon, 1989-10-01 This is the green book that started it all the first book in English on JIT written from the engineer s viewpoint When Omark Industries bought 500 copies and studied it companywide Omark became the American pioneer in JIT Here is Dr Shingo s classic industrial engineering rationale for the priority of process based over operational improvements in manufacturing He explains the basic mechanisms of the Toyota production system examines production as a functional network of processes and operations and then discusses the mechanism necessary to make JIT possible in any manufacturing plant Provides original source material on Just In Time Demonstrates new ways to think about profit inventory waste and productivity Explains the principles of leveling standard work procedures multi machine handling supplier relations and much more If you are a serious student of manufacturing you will benefit greatly from reading this primary resource on the powerful fundamentals of JIT **Non-Stock Production** Shigeo Shingo, 2024-11-01 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 covers 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 Dr Shingo pulls together all the pieces of the production puzzle and thoroughly destroys the myth of the inevitability of waste and inventory *Quality Improvement in Education* Carl Parsons, 2017-11-01 Using case studies from the full range of educational institutions this

book originally published in 1994 provides an analytical overview of the quality debate in British education illuminating the evolution of one of the most prevalent and forceful cultural phenomena in contemporary education at the time Lessons are learned from quality improvement in industry and public service and the case studies show how procedural approaches like TQM IIP and BS 5750 are being adapted to the educational context Directed towards all involved in educational management the book is of particular value to those responsible for initiating and monitoring quality improvement in their institutions

Modern Approaches to Manufacturing Improvement Alan Robinson,2017-11-01 Here s the quickest and most inexpensive way to learn about the pioneering work of Shigeo Shingo co creator with Taiichi Ohno of just in time It s an introductory book containing excerpts of five of his classic books as well as an excellent introduction by Professor Robinson **Cultural**

Enablers Mike Martyn,Eilish Henry,2023-08-15 When done well implementing the principles found in the Cultural Enablers dimension of the Shingo Model leads to an organizational culture that assures a safe environment places a special emphasis on the development of its people and engages and empowers everyone in the pursuit of continuous improvement This fifth book of the Shingo Model series is laid out in a format similar to a Shingo workshop You ll find chapters devoted to both of the principles examples from organizations from around the world an overview of key systems and ideal behaviors and a few expanded case studies to aid your learning Cultural Enablers is designed to help all organizations on their journey toward excellence You will better understand the concepts of respect and humility and how these two principles can be brought to life through the creation of your own ideal behaviors Although the systems listed here are not exhaustive you ll discover an overview of a few systems that are critical to developing a world class culture of continuous improvement that is characterized by high levels of engagement and daily problem solving **Enterprise Alignment and Results** Chris

Butterworth,2019-04-29 To succeed an organization must cultivate management systems that effectively align their work and behaviors with principles and direction These systems should be simple comprehensible actionable and standardized Establishing alignment in every value stream of an organization will ultimately create value for their customers and produce the desired results This alignment stems from an understanding of why an organization exists where it is going and how it will get there Enterprise Alignment and Results guides readers to their goal of enterprise wide alignment by providing a deeper look at the Shingo Model This book builds upon the previous books in the Shingo Model Series by continuing to define ideal behaviors and the systems that drive them and increasing understanding of fundamental beliefs and how to use behavioral benchmarks As readers examine the principles of Create Constancy of Purpose Think Systemically and Create Value for the Customer they will gain a deeper knowledge of the relationship between behaviors systems and principles This knowledge will foster an understanding of how to create alignment within their organizations thereby increasing the consistency of delivering ideal results Improve George Ellis,2020-06-13 Improve The Next Generation of Continuous Improvement for Knowledge Work presents lean thinking for professionals those who Peter Drucker called knowledge

workers It translates the brilliant insights from Toyota's factory floor to the desktops of engineers marketers attorneys accountants doctors managers and all those who think for a living The Toyota Production System TPS was born a century ago to an almost unknown car maker who today is credited with starting the third wave of the Industrial Revolution TPS principles better known as lean thinking or continuous improvement are simple increase customer value cut hidden waste experiment to learn and respect others As simple as they are they are difficult to apply to the professions probably because of the misconception that knowledge work is wholly non repetitive But much of our everyday work does repeat and in great volume approvals problem solving project management hiring and prioritization are places where huge waste hides Eliminate waste and you delight customers and clients increase financial performance and grow professional job satisfaction because less waste means more success and more time for expertise and creativity This book is a valuable resource for leaders of professional teams who want to improve productivity quality and engagement in their organizations Lean Management System LMS:2012 William A. Levinson,2017-07-27 The success of a Lean manufacturing program depends far more on organization wide leverage of Lean manufacturing tools than it does on the tools themselves To this the organization must add the human relations aspects that earn buy in and engagement by all members of the workforce to the extent that workers will react immediately and decisively to the presence of waste The synergy of the human and technological aspects of Lean form what Henry Ford called a universal code for the achievement of world class results in any enterprise and which he put into practice to deliver unprecedented bottom line results This book expands upon and systemizes this universal code into a structure or framework that promotes organizational self audits and continuous improvement The book's first section offers a foundation of four simple but comprehensive Lean key performance indicators KPIs waste of the time of things as in cycle time waste of the time of people waste of energy and waste of materials The Toyota Production System's seven wastes are all measurable in terms of these four KPIs which also cover the key metrics of Eliyahu Goldratt's theory of constraints throughput inventory and operating expense The first section then adds a proactive improvement cycle that sets out to look for trouble by isolating processes for analytical purposes and measuring and then balancing inputs and outputs to force all wastes to become visible It is in fact technically impossible for any waste of material or energy to hide from what chemical engineers call a material and energy balance Application of this book's content should therefore satisfy most provisions of the ISO 14001 environmental management system standard and the new ISO 50001 energy management system standard The second section consists of an unofficial and therefore customizable standard against which the organization *The Quality Improvement Field Guide* Matthew A. Barsalou,2017-09-28 The Quality Improvement Field Guide Achieving and Maintaining Value in Your Organization covers the key aspects that quality professionals must know to attain mastery in their field After reading this book readers will not only gain an understanding of the key quality improvement concepts but will gain the practical insight required to implement **The Lean Practitioner's Field Book** Charles Protzman,Fred Whiton,Joyce

Kerpchar, Christopher Lewandowski, Steve Stenberg, Patrick Grounds, 2018-09-03 While there are numerous Lean Certification programs most companies have their own certification paths whereby they bestow expert status upon employees after they have participated in or led a certain number of kaizen events Arguing that the number of kaizen events should not determine a person's expert status The Lean Practitioner's Field Book Proven Practical Profitable and Powerful Techniques for Making Lean Really Work outlines a true learning path for anyone seeking to understand essential Lean principles The book includes a plethora of examples drawn from the personal experiences of its many well respected and award winning contributors These experts break down Lean concepts to their simplest terms to make everything as clear as possible for Lean practitioners A refresher for some at times the text provides thought provoking questions with examples that will stimulate learning opportunities Introducing the Lean Practitioner concept the book details the five distinct Lean Practitioner levels and includes quizzes and criteria for each level It highlights the differences between the kaizen event approach and the Lean system level approach as well as the difference between station balancing and baton zone This book takes readers on a journey that begins with an overview of Lean principles and culminates with readers developing professionally through the practice of self reliance Providing you with the tools to implement Lean tools in your organization the book includes discussions and examples that demonstrate how to transition from traditional accounting methods to a Lean accounting system The book outlines an integrated structured approach identified by the acronym BASICS baseline analyze suggest solutions implement check and sustain which is combined with a proven business strategy to help ensure a successful and sustainable transformation of your organization

Beyond the Theory of Constraints William A. Levinson, 2019-09-16 The basic principle of the Theory of Constraints TOC is the impossibility of running a balanced factory at 100 percent capacity Variation in processing and material transfer times is the root cause of longer cycle times and higher inventories which can hinder the ability to run a factory at full capacity In Beyond the Theory of Constraints William Levinson challenges this basic principle by stating that variation in processing and material transfer times comes from special or assignable causes that can be eliminated through traditional quality management techniques Even random or common cause variation can be suppressed through lean manufacturing methods This compelling book Gives a complete overview of the Theory of Constraints and its impact on engineering and managerial economics Illustrates the effect of variation in processing and material transfer times and shows why this variation prevents achievement of 100 percent utilization Describes methods for reducing variation in processing and material transfer times Discusses methods for increasing productivity and reducing cycle times these are useful for elevating the constraint increasing its capacity and reduce variation This book will teach business executives managers and technical professionals including quality and manufacturing engineers how to identify and remove variations and maximize capacity to achieve bottom line results

Lean Manufacturing William M Feld, 2000-09-28 There are some very good books available that explain the Lean Manufacturing

theory and touch on implementing its techniques However you cannot learn how to be lean from merely reading the theory And to be successful in the real work environment you need a clear comprehension of how lean techniques work rather than just a remote understanding *Kanban for the Shopfloor* Productivity Press Development Team,2020-06-29 Kanban is the name given to the inventory control card used in a pull system The primary benefit of kanban is to reduce overproduction the worst of the seven deadly wastes A true kanban system produces exactly what is ordered when it is ordered and in the quantities ordered It is essentially a dynamic work order that moves with the material Each kanban identifies the part or subassembly unit and indicates where each one came from and where each is going Used this way kanban acts as a system of information that integrates your plant connects all processes one to another and connects the entire value stream to customer demand Kanban for the Shopfloor provides a working manual for those seeking to implement this method of production control in any operation It defines the various terms and methods employed in kanbans and illustrates how when adhered to kanban is an element of continuous improvement that ultimately leads to the ideal of one piece flow In addition to reducing the waste of overproduction kanban will help your company increase flexibility to respond to customer demand coordinate production of small lots and wide product variety and simplify the procurement process About the Shopfloor Series Put proven improvement tools in the hands of your entire workforce Progressive shopfloor improvement techniques are imperative for manufacturers who want to stay competitive and to achieve world class excellence And it s the comprehensive education of all shopfloor workers that ensures full participation and success when implementing new programs The Shopfloor Series books make practical information accessible to everyone by presenting major concepts and tools in simple clear language and at a reading level that has been adjusted for operators by skilled instructional designers One main idea is presented every two to four pages so that the book can be picked up and put down easily Each chapter begins with an overview and ends with a summary section Helpful illustrations are used throughout Other topics in the Shopfloor Series Kanban 5S Quick Changeover Mistake Proofing Just in Time TPM Cellular Manufacturing Implementing IT governance in the public sector by use of bootstrap algorithms Petter Ogland,2017-11-29 It has been argued that the reason seventy percent of all IT projects fail is due to lack of a formal system for guiding and monitoring IT decisions Organisations having explicit IT governance systems are generally twice as successful as those with poor governance given the same strategic objectives but implementing IT governance can be difficult In this book Dr Ogland looks at the public sector and argues that the implementation of IT governance has to be done through bootstrapping The bootstrap algorithm BA is a time tested approach that is known to work but it is an approach that breaks with much of the logic of the public sector bureaucracy and is expected to be met with resistance By analysing patterns in a study of trying to convince a Norwegian public sector organisation to implement IT governance through the use of the BA the book is able to provide rich insights on what causes failure and how to make the implementation process succeed *All You Gotta Do is Ask* Chuck

Yorke, Norman Bodek, 2005 All You Gotta Do Is Ask explains how to promote large numbers of ideas from your employees something most organization do very poorly if at all In many organizations the people who manage are either unaware of the power of employee ideas or they don't know how to tap into them This easy to read book will show why it is important to have a good idea system how to set one up and what it can do for you your employees and your organization

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 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 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

A Study of the Toyota Production System Andrew P. Dillon, 2019-05-20 This is the green book that started it all the first book in English on JIT written from the engineer's viewpoint When Omark Industries bought 500 copies and studied it companywide Omark became the American pioneer in JIT Here is Dr Shingo's classic industrial engineering rationale for the priority of process based over operational improvements in manufacturing He explains the basic mechanisms of the Toyota production system examines production as a functional network of processes and operations and then discusses the mechanism necessary to make JIT possible in any manufacturing plant Provides original source material on Just In Time Demonstrates new ways to think about profit inventory waste and productivity Explains the principles of leveling standard work procedures multi machine handling supplier relations and much more If you are a serious student of manufacturing you will benefit greatly from reading this primary resource on the powerful fundamentals of JIT

The A to Z of Japanese Business Stuart D.B. Picken, 2009-09-02 Japanese industrial standards have long been the benchmark for quality products within Asia indeed within the world Major Japanese industries like Toyota Sony and Honda to name but a few are household names that have contributed to this small island nation's status as the world's second largest economy Japanese business practices and theories have permeated the mindset of its surrounding nations and the country's long term investment in the ever growing Chinese market has further secured its status as an economic powerhouse The A to Z of Japanese Business is an examination of the origins and characteristics of Japan's business culture This handy reference book includes most of the important words or company names that foreign business people visiting Japan might encounter and provides an overview of Japanese corporate culture both from an historical standpoint and with reference to its most distinctive features as they affect organization and management This is accomplished through its historical chronology detailing significant events of the past as well as recent developments within the Japanese economy and business world in general various appendixes offering lists of business expressions that are in daily use along with a selection of the most commonly used business proverbs a bibliography and hundreds of cross referenced dictionary entries on Japanese companies their founders and managers the ever present bureaucratic bodies and progress in the major industries

Henry Ford's Lean Vision William A. Levinson, 2024-11-01 Japanese manufacturers have made concepts like kaizen continuous improvement poka yoke error proofing and just in time famous When the

Japanese began to adopt these techniques from the Ford Motor Company during the early twentieth century they knew exactly what they were getting proven methods for mass producing any product or delivering any service cheaply but well Henry Ford's methods however went well beyond the synergistic and mutually supporting techniques that constitute what we now call lean manufacturing They included the soft sciences the organizational psychology that makes every employee a partner in the drive for success In Henry Ford's Lean Vision William A Levinson draws from Henry Ford's writings the procedures in his factories and historical anecdotes about the birth of lean in Japan to show that the philosophy that revolutionized Japanese manufacturing was the same philosophy that grew the Ford Motor Company into a global powerhouse and made the United States the wealthiest and most powerful nation on earth Levinson reveals how Ford was ahead of other modern visionaries and discusses why the very ideas that made his company such a success were abandoned in his own country and why they finally found acceptance in Japan Henry Ford's Lean Vision is a hands on reference that provides the reader with proven principles and methods that can be applied in any business or service enterprise It covers all aspects of building and running a successful enterprise including Ford's principles for human relationships and the management of physical resources

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