



Challenging for The Shingo Prize

Please refer to the Business Guidelines booklet for full details of the challenging process. All forms and examples can be downloaded from the web site www.shingoprize.org.uk.

Step 1 - Eligibility

Does your business meet the eligibility criteria?

- Applications should be made for an individual plant or a self-contained organisational unit
- Do you have 3 years performance data to demonstrate not only stability in your lean implementation but also a strong improvement trend with good levels of achievement?
- What category will you be challenging under (for pricing purposes only):
 - Small: independent entity less than 50 full time equivalent employees and not part of a larger organisation or group
 - Medium: between 50 and 250 employees
 - Large: more than 250 employees or part of a larger organisation or group

Step 2 - Training

Attend the two-day Principles of Operational Excellence and Assessment workshop in order to gain a comprehensive knowledge of the Business Guidelines, the Shingo Prize Model, writing the Achievement Report and the process for site verification visits. Please visit the web site www.shingoprize.org.uk for current workshop fees.

Step 3 - Application

Submit your application. This may be up to one year before you intend to submit your Achievement Report and should include:

- Application or Re-application Form
- A Profile Sheet – 2 page company profile formatted as per the examples on the web site
- Business Measures Form – at least 3 years of performance metrics

The application will be reviewed for eligibility and a Notice of Eligibility confirmation will be sent to you. No fees are payable at this stage.



Step 4 – Achievement Report

When you have received confirmation of eligibility and are confident about your challenge you will need to prepare an Achievement Report. This should be written in a format that closely aligns to The Shingo Prize Model and up to 75 pages in length (refer to Business Guidelines booklet for guidance on content). The submission dates for the Achievement Reports are 1st January, 1st April, 1st July and 1st October. The application fee is due with the report. Please check the web site for current fees.

Step 5 - Assessment

Your Achievement Report will be assessed by at least one senior Shingo Prize Examiner. This assessment will determine if your challenge will receive a site verification visit. You will normally be notified within 30 days if a site assessment visit has been granted. This will normally take place between 30 and 60 days of notification. If you are unsuccessful in progressing to a site visit you will receive feedback from the lead examiner.

Step 6 – Site Assessment Visit

Depending on the size of the challenging entity, a team of 4-6 Shingo Examiners will typically spend two days on site verifying, clarifying and amplifying the information contained within the Achievement Report. Examiners will use their vast experience of

the application of lean principles in world class enterprises to make both a quantitative and qualitative assessment in order to arrive at a final score and may recommend the challenger to the Board of Governors for an award:

- Shingo Bronze Medallion scoring 575 – 674
- Shingo Silver Medallion scoring 675-774
- The Shingo Prize scoring 775+

Applicants granted a site assessment visit pay an additional fee dependent on the nature and size of the applying entity and the number of examiners needed.

Step 7 – Result and Feedback

You will be notified within 30 days of the site visit on the decision of The Shingo Prize Executive Committee of your recipient status. Challengers will then receive the written feedback report.

Step 8 - Recognition

Official recognition will be given at the annual UK/US Shingo Summit and Awards Ceremony (normally held in June) where challengers will be presented with their awards.



Frequently asked questions

How do I know if we are good enough to challenge for the Prize?

The Shingo Prize achievement criteria generally do not prescribe one single best method, system, or route to attaining world-class status. Rather, each element of the criteria lists practices and techniques that might be incorporated to achieve a world-class level of quality, cost, delivery, and business results. By attending the Shingo Workshop you will gain a better understanding of the Model so as to conduct a self assessment and determine your readiness. You may also consult a trusted advisor who is familiar with the Shingo approach to obtain an independent opinion.

What kind of organisations can challenge for the Shingo Prize?

The Shingo Prize Model is meant to be flexible and is open to challengers from all industries; public or private sector; profit or non-profit arena and individual site or the entire business enterprise. Because of this flexibility, some aspects of the Shingo Prize Model may be more applicable to a particular organisation than it would be to others.

How long does it take to complete a challenge?

The timescales involved depend to a large extent on the lean maturity of the organisation and how easily it can demonstrate that it meets the criteria outlined in the Shingo Prize Model. If you have the lean systems in place and can show a track record of business results, then the process can be relatively short. Typically, a lean mature organisation will take six months preparing their achievement report and can receive notification of their award status in a further three months.

Where can I get training and support to help me prepare my challenge?

Shingo Prize Approach to Operational Excellence Workshop is run at least twice a year. In addition there are training resources available via the Shingo Prize web site and an online support network is currently being developed. The UK/US Shingo Summit features case studies from past Shingo Prize winners and presentations from leading thinkers and practitioners in lean and operational excellence.

I am not yet ready to challenge. How can I use the Shingo Prize Model to drive my lean transformation?

The Workshop will give you a good understanding of the Model and how to use it as a catalyst for change in your business. You will be talked through the scoring guide which explains what excellence looks like for each of the Shingo Prize evaluation components so you can work to emulate these in your business.

Who are the Shingo Prize Examiners?

The Board of Examiners consists of practitioners and academics who have a sound understanding and application of lean improvement concepts, systems, and techniques. There are five levels of examiner starting with Entry Level Examiner requiring a minimum of three years lean improvement experience ranging up to Leader and Mentor level which requires a multitude of criteria from seven years experience and participation in at least six site verification visits. A large number of examiners come from either Shingo Prize recipients or challengers.

Who is on the Executive Committee?

The Executive Committee consists of leading representatives of businesses, professional organisations and academic institutions who ratify Prize recipients based upon the recommendations of the Board of Examiners. Members of the Committee are experts in the field of operational excellence.

What do I get if I am successful?

The real prize is the exceptional business results and customer satisfaction that comes from using the Shingo Prize Model as a catalyst for change. Recognition of this achievement is provided in the form of the Shingo Bronze Medallion, the Shingo Silver Medallion or The Shingo Prize which is awarded at the annual UK/US Shingo Summit. Awards are valid for five years at which point the organisation must re-challenge for The Prize.

What do I get if I am unsuccessful?

All challengers will receive a comprehensive feedback report prepared by and in most cases presented in person by the Lead Examiner. This will highlight any areas where the Examiner Board feels that further improvements could be made. Unsuccessful challengers are encouraged to continue with their lean journey and re-apply at a later stage.

Can I appeal if I am unsuccessful?

Decisions made by the Executive Committee are final and not subject to appeal.

How do I become a Shingo Prize Examiner?

Periodically there will be calls for applications to become a Shingo Prize Examiner. Applicants must have significant experience with the tools, systems and principles of lean and provide evidence of leadership of rapid improvement events or kaizen events with documentation of results and activity. You will need to attend the Shingo Workshop and complete one site verification visit resulting in a satisfactory team leader evaluation. An application form is available on the web site and should be submitted with a full cv and non-disclosure agreement to the Administration Office.