



Jacob Raymer

Assistant Director for Lean Education
The Shingo Prize for Operational Excellence

Mr. Raymer oversees the development of the framework and architecture of the Shingo Prize learning management system and is deeply involved in the creation of lean course-work, simulations, and workshops. Mr. Raymer is part of the development team that refines the Shingo Prize Model and continues research and application of the model for continuous improvement. Mr. Raymer has trained numerous individuals and various companies about the lean transformation that occurs by applying the Shingo Prize model and its principles, companies he has taught include Defense, Automotive, Food/Chemical Processing, Healthcare and others.

Mr. Raymer received a Masters degree in Business Information Systems with an emphasis in Instructional Technology from Utah State University. His research has been focused on using information technology for continuous improvement with proven techniques learned from the evolution of lean manufacturing.

TSP Mapping®

Organizational Alignment of Tools-Systems-Principles

The newest Shingo Prize training course in a one day workshop:

Discover the missing link and overcome a common failure in the path to sustainability

TSP Mapping® helps an organization visualize alignment of its tools, systems and principles.

By starting at the organizations' mission, vision, core values and strategic philosophy – we create a starting point to align key lean principles across the enterprise.

Most organizations find it easier to implement lean tools to target immediate gains in the spirit of elimination of waste, but this creates serious problems later on when it becomes time to sustain those efforts. A short-term focus quickly blinds the capabilities on exponential gains of a principle-driven, long-term focus.

It is this inconsistent alignment of lean principles to an organization's vision, mission and goals that came to our attention as we used the Shingo Prize Model for training and assessments. Lean principles are widely acknowledged throughout organizations, but the failure we commonly observe is the struggle to consistently drive this principle behavior and create the systems that support them.

The most common missed link between the Shingo Prize Model and driving lean principle behavior is understanding the entire alignment of tools, systems, and principles (TSP); being able to map how your mission is tied to lean principles, and how your systems are created to support those principles, and finally how your tools were selectively chosen to support those systems.