I really enjoyed learning about the Shingo Guiding Principles. Seeing the connection between results, tools, systems and guiding principles was fascinating. I think back to a project I worked on in one of my internships. It was a labor management system that allowed individuals the tracking of productivity extremely accurately. When I started on the project, it was utilizing parts of these principles. These parts included results, tools, and systems. For about a year the project went poorly, and these were the guiding principles. Eventually I took over the project and immediately redirected it. I recognized that for short term gain, the path that was being taken would be successful but to have long term success, a different path was needed. I immediately redirected the project and ensured we had solid principles guiding the project and followed our organization’s culture. The interesting part about this was higher ups did not respond well to this change. They wanted to see the results and didn’t care how it happened. To me, I wanted to see results while ensuring our partners (employees) stayed safe. It’s very interesting how sometimes the changes we make aren’t received well, I spent days on meetings with my boss, over 5 of his counterparts and all the higher ups. Getting the higher ups to understand that this path was the better path forward was really challenging. Today in class we discussed this, we discussed how Shingo said that he wasted 10 years of his life working on the principles established by another famous individual. Another interesting part was how the guest speaker discussed how quantifying a metric or bottleneck as Lean Six Sigma wishes you to can be a waste of time. I ran into this issue constantly at Schreiber, we would hit a bottleneck and need to fix it. Some people wanted to spend a day or two doing a study on how fast we needed to be. I took a different approach and made the process as fast as possible within reason. This was always faster than other parts of the process. I agree with the guest speaker in that we can spend days trying to quantify the benefits of a potential change or we can just do the change.