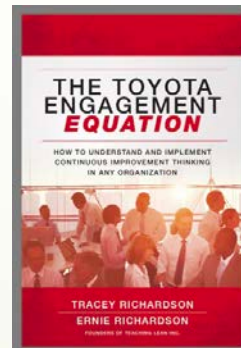


Lean Summit 2019



**Develop and Cascade Hoshin Kanri
(*Directional Management*) Thinking/Goals
vertically & horizontally**

Teaching Lean Inc.
Ernie & Tracey Richardson





The importance of Hoshin Kanri

1. Establishes the organization's vision as the starting point for all levels of planning (Annual/Mid/Long) (1-3-5-10 yrs).
2. Engage all levels of the organization to clarify their own targets and strategies with measures that cascade up and down.
3. Thoroughly analyzes problems (based on standards) that occur during previous planning/development cycle.
4. Involves those who will carry out the implementation (engagement and communication)
5. Aligns departmental & individual efforts with organizational vision (Line of Sight steps).
6. Acts as a built-in kaizen cycle (PDCA)

Vision and Strategy of Company


True North



Daily Management

Nichijo- Kanri

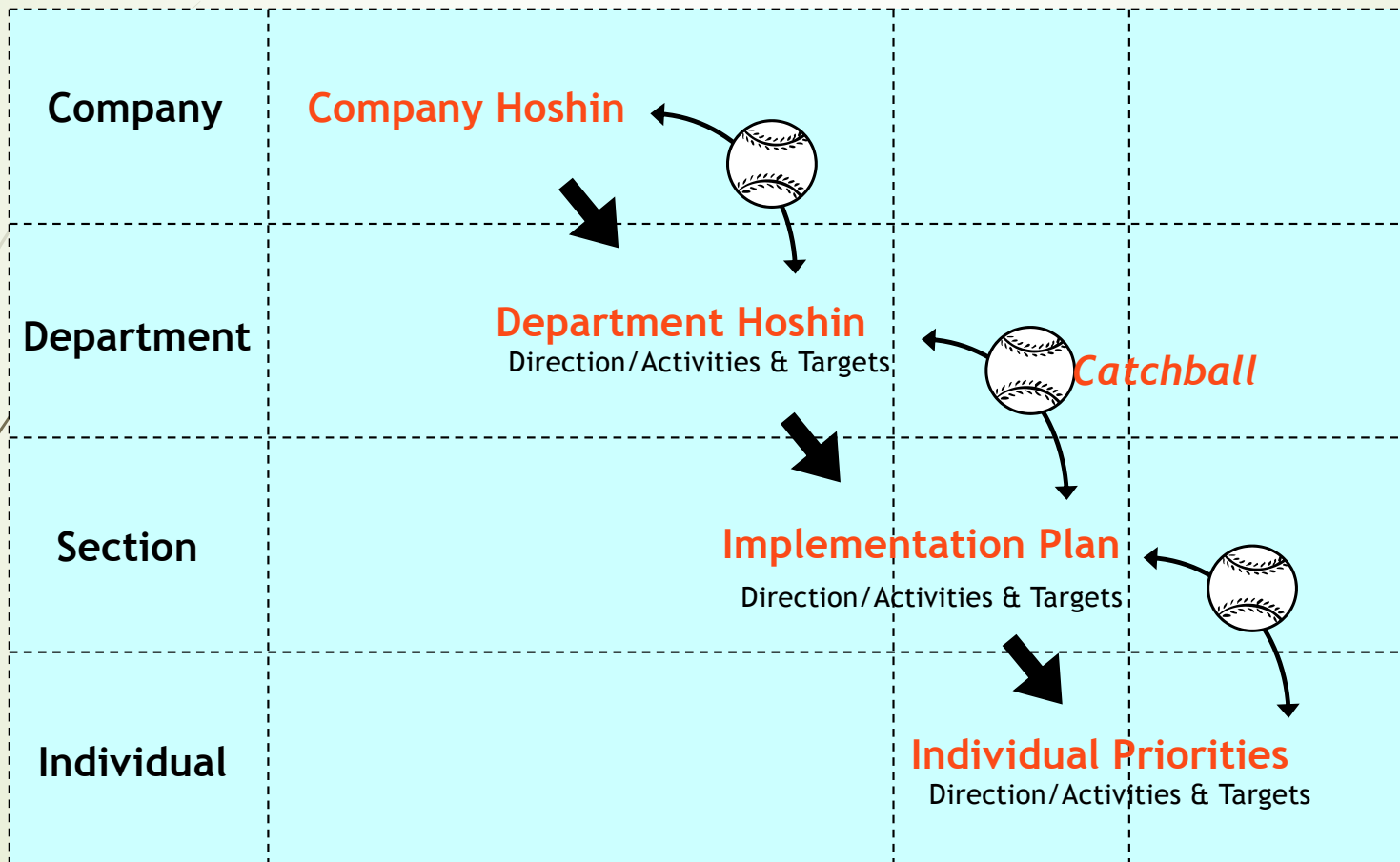
Nichijo- Kanri



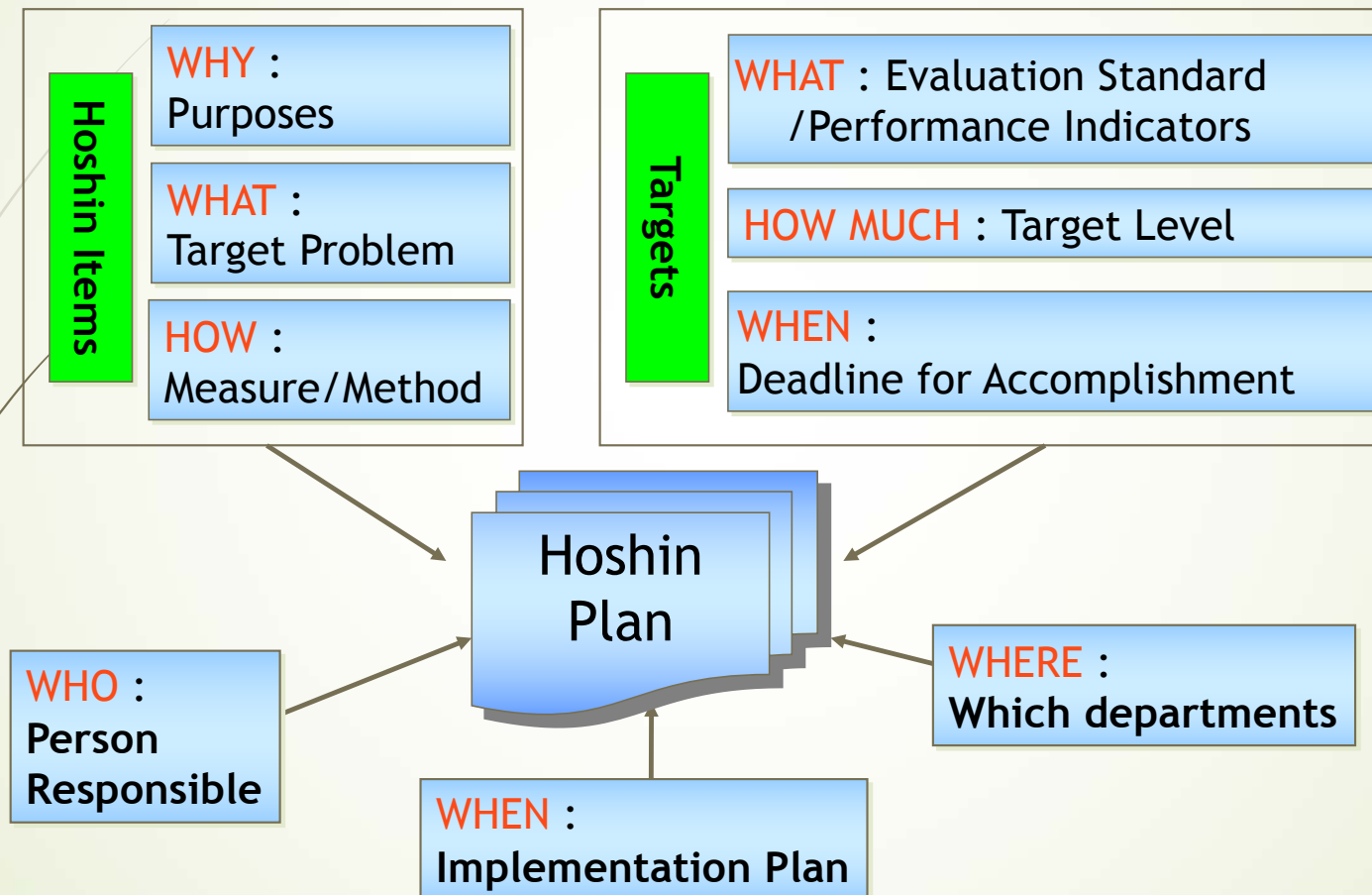
- Workplaces are activated by good communication.

- **Workplaces are activated by good communication.**

How do we incorporate “Catchball” back and forth between the levels?

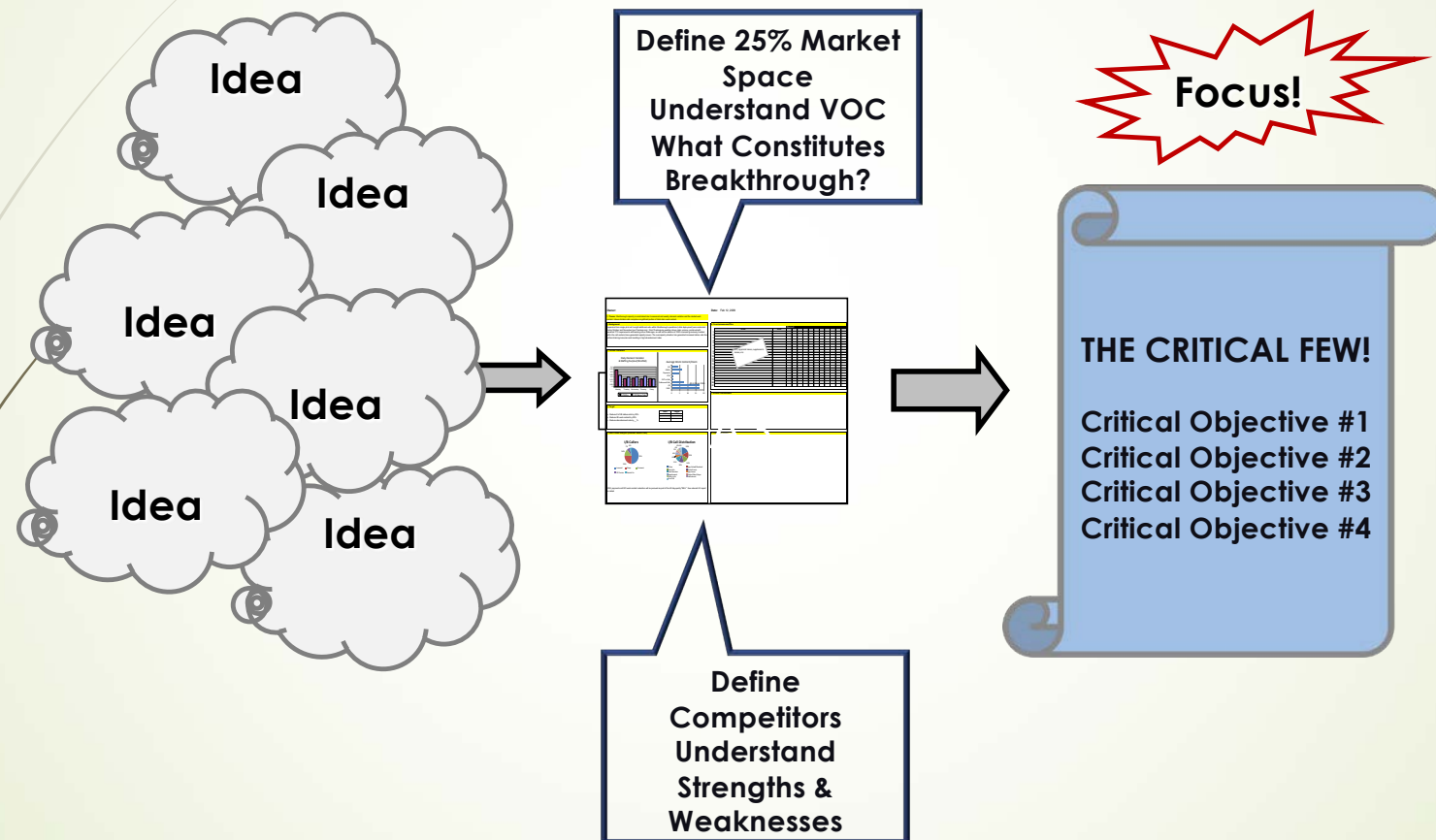


Creating Hoshin Plan

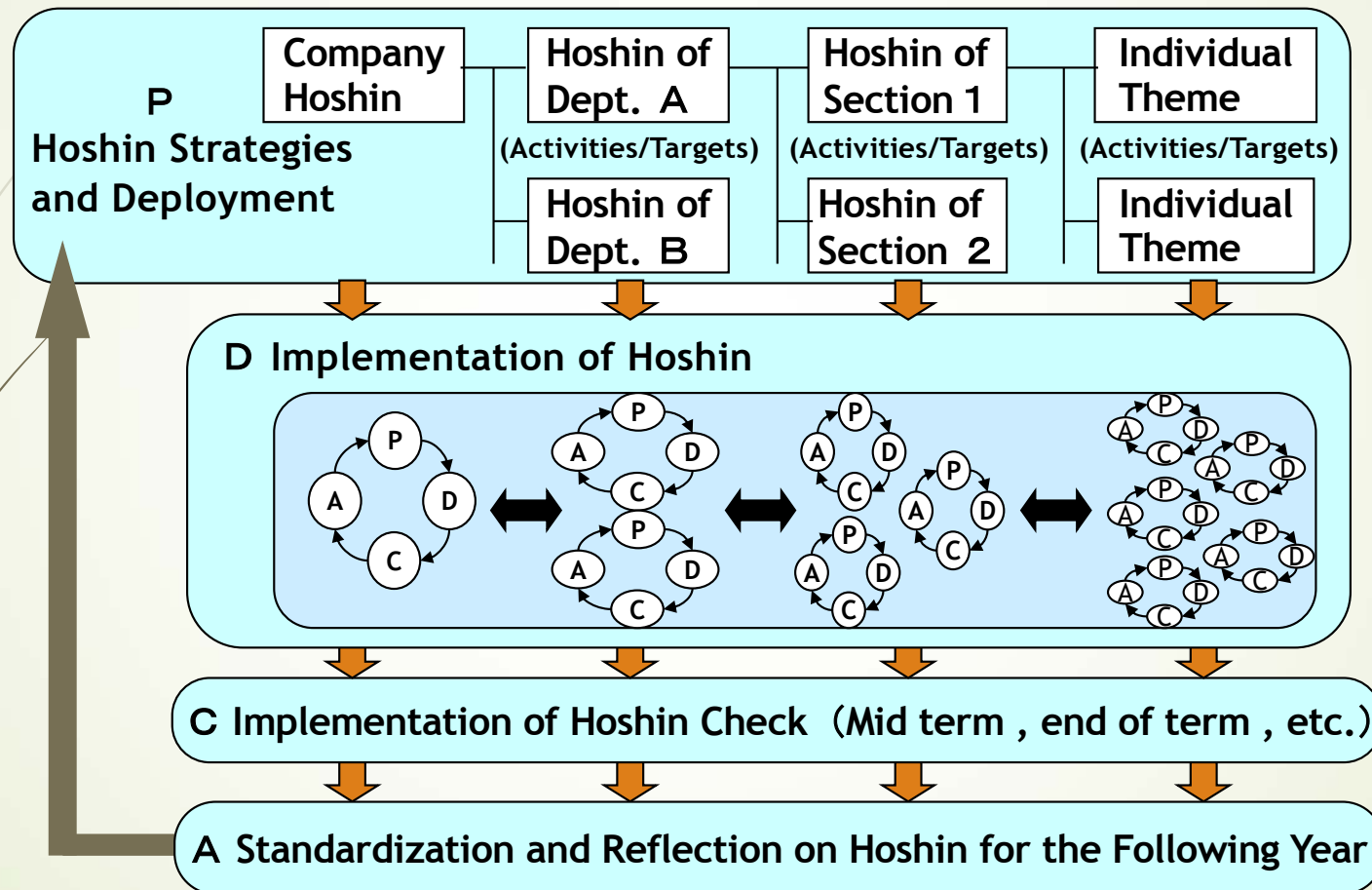


The Distillation Process

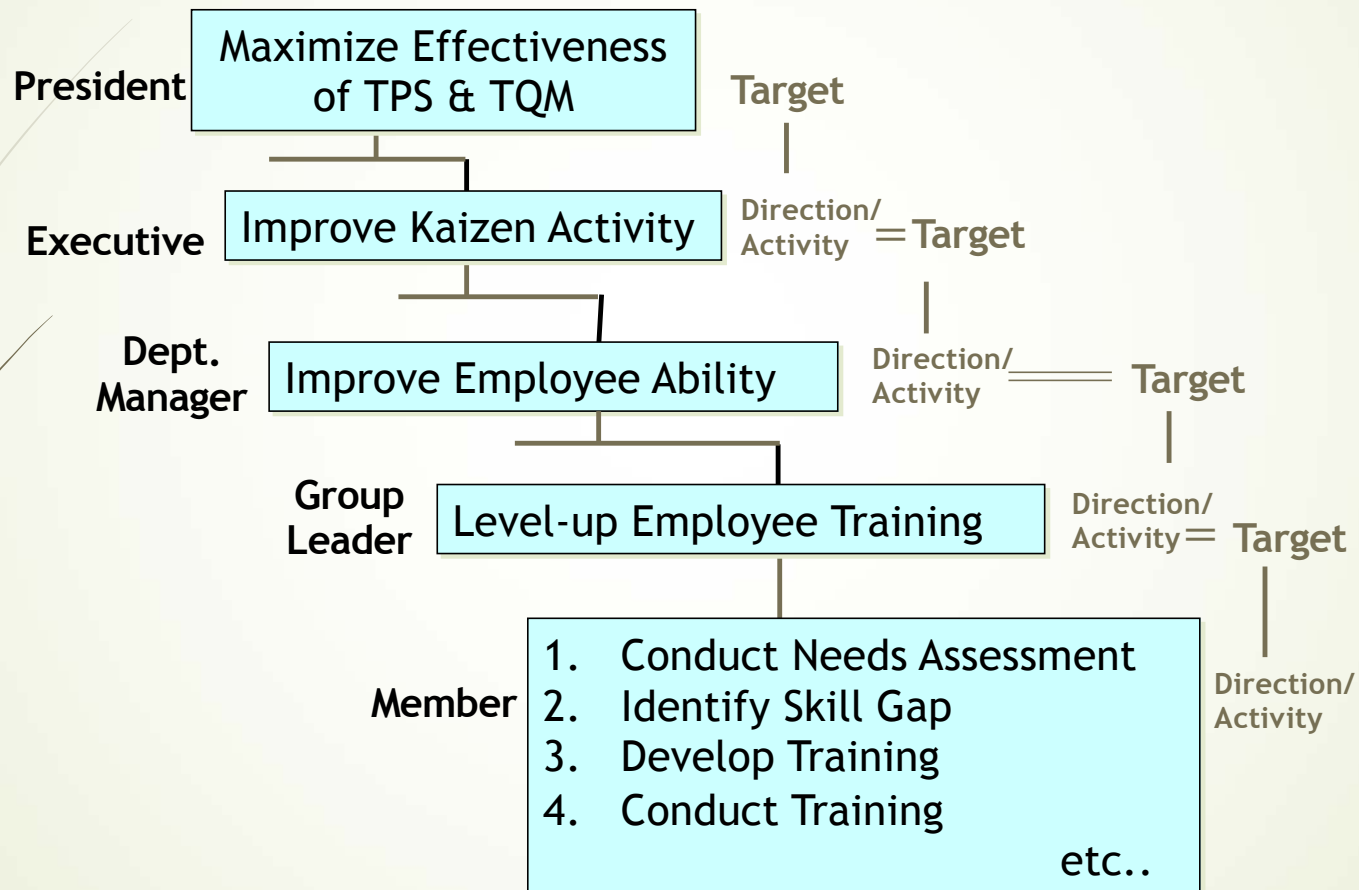
Determining the Organizational Strategy



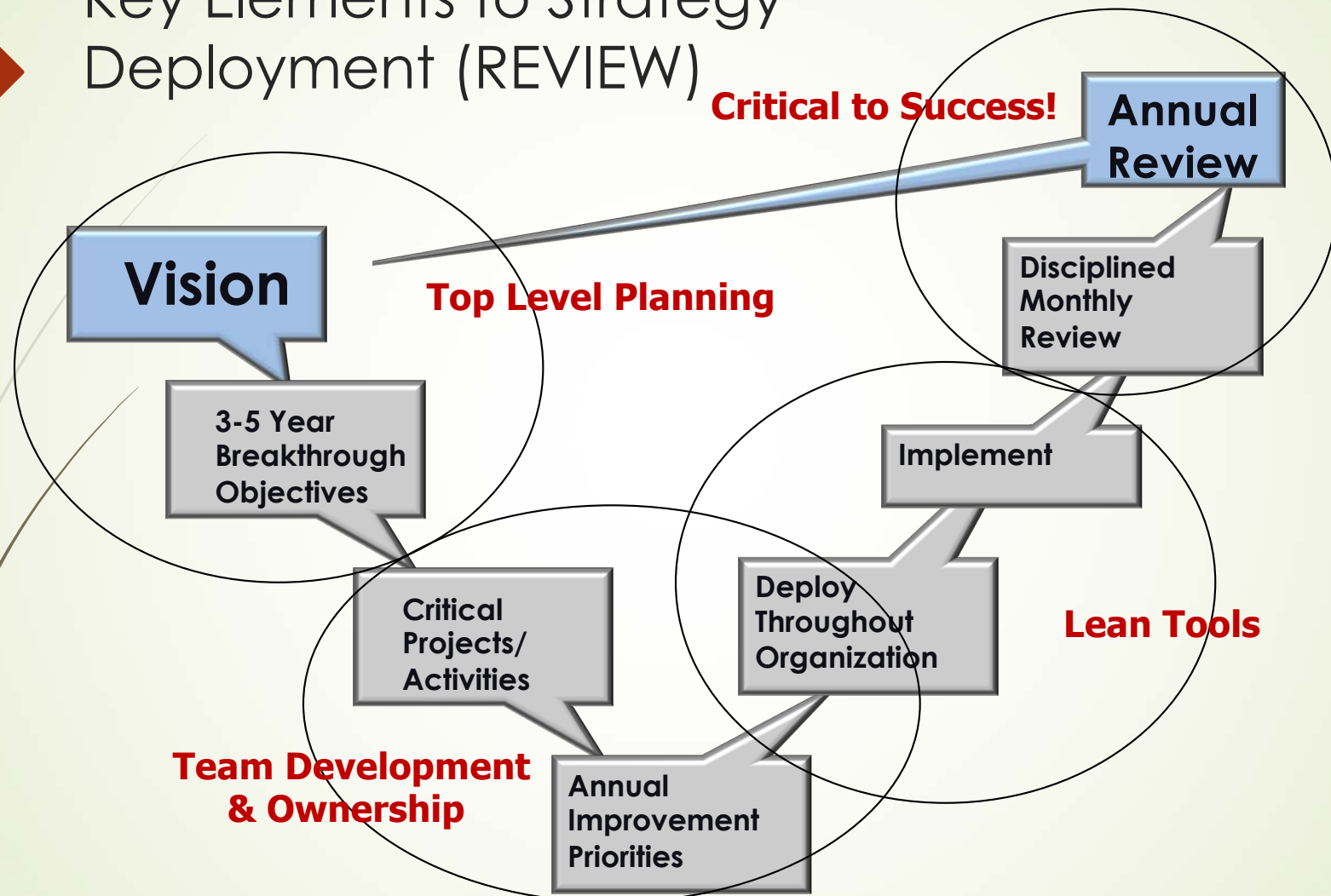
Implementing Annual Hoshin PDCA



Example of Breakdown



Key Elements to Strategy Deployment (REVIEW)



Visual Management for Hoshin Check

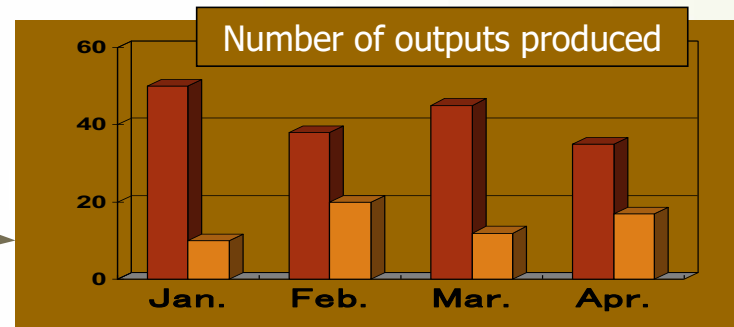
**Visualization
of progress
situation**

**Awareness
sharing of
issues**

**Quick
action**

Example of Visual Management

1. Numerical
presentation
2. Numerical data
compiled into
graphs.
3. Qualitative data
color coded and
progress
evaluated



Progress	study	start	check	confirm	delay
Sticker	●	●	●	●	●

Theme	PIC	April	May	June
Multi-processing through the creation of widget processing jig	Tim	----->	----->	----->
		●	●	●

Hoshin Kanri

Hoshin Management

vs.

Daily Management

