Hoshin Kanri

Business Execution Process Components

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Turning strategy into action
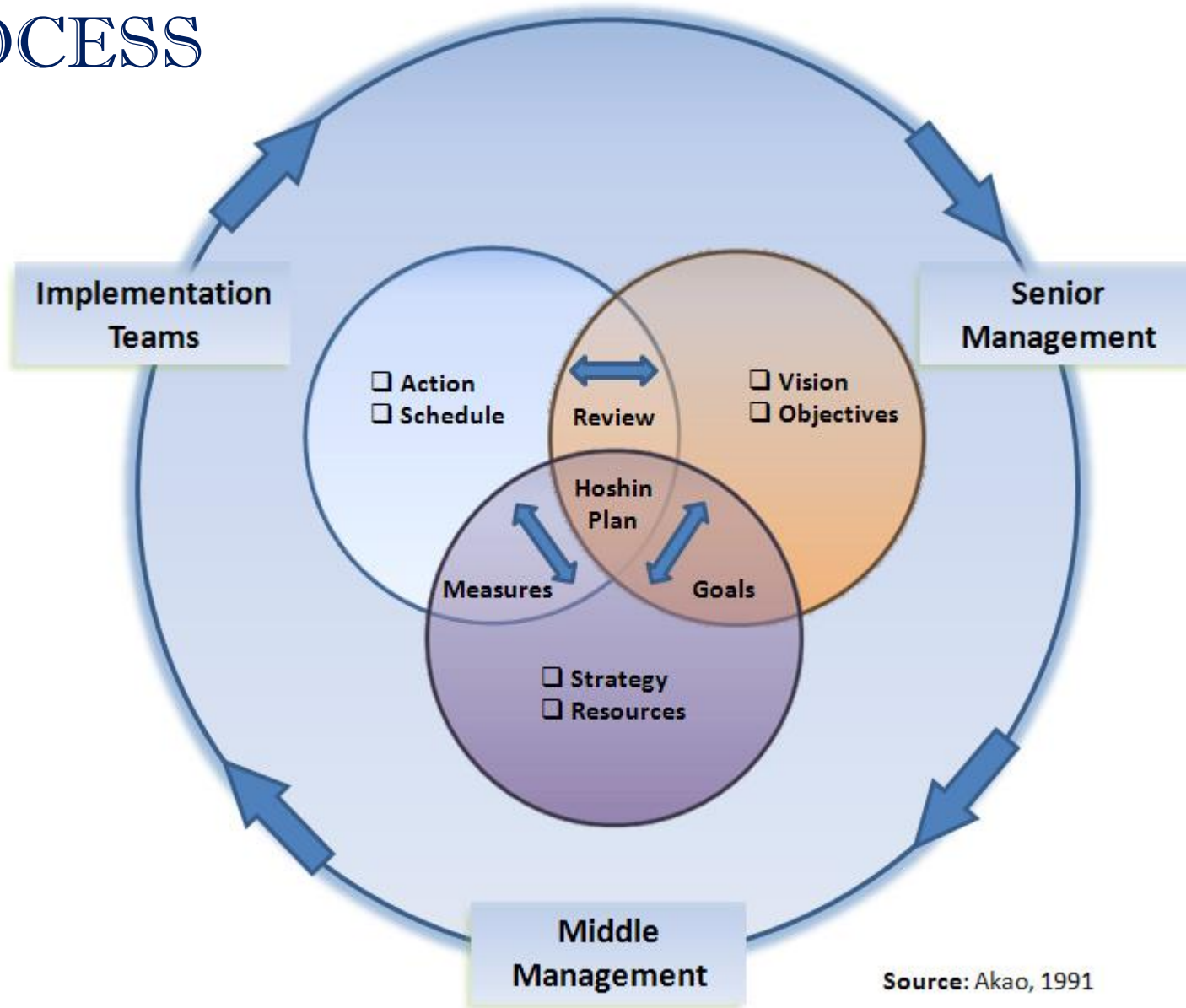
Definition

Hoshin Kanri is a methodology for planning, implementing and reviewing quality plans that are critical to the business.
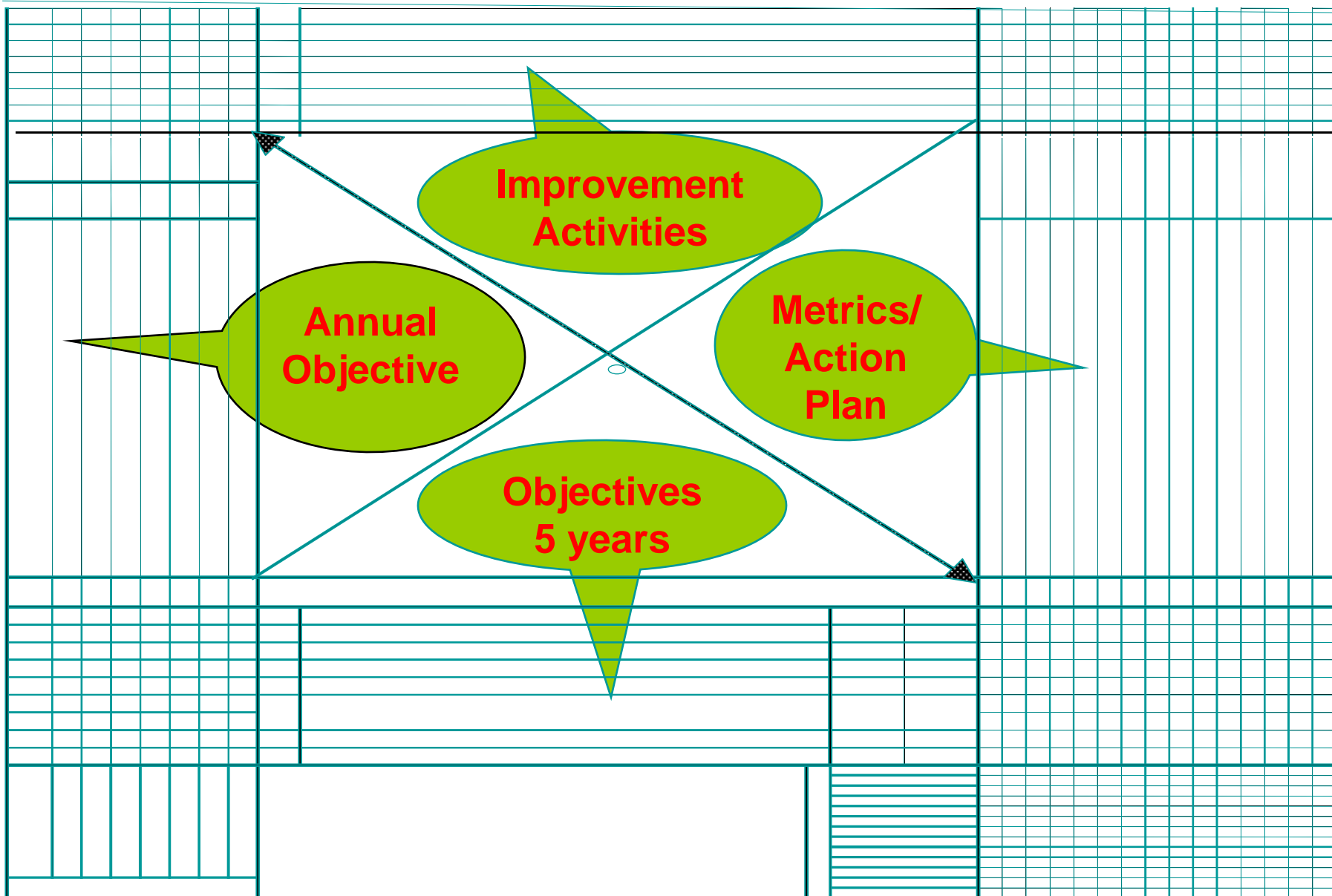
Introduction

The Windshield Tools

- The X-Matrix

- The A-3

- The Bowler/Catchball

HOSHIN PLANNING PROCESS

Source: Akao, 1991

Hoshin Kanri X-Matrix

Improvement Activities

Annual Objective

Metrics/ Action Plan

Objectives 5 years

Management by Fact

Why Businesses Need This!

Problem #1: Leadership Indifference

• Support and commitment for a A3 deployment from the leadership of an organization is the key driver for success.

• Leadership must walk the talk and continuously emphasize the importance of A3 at all forums.

• Support should be forthcoming not only from senior leadership, but also from leadership at all levels in the organization.

• No amount of good intentions, resources, effort or time will make up for missing sustained leadership support.

Problem #2: Faulty Deployment Strategy

A deployment strategy helps to align organizational business goals to expected deployment results and to maintain the sustenance of X-Matrix/A3 in the organization. Lack of alignment may cause confusion among the key stakeholders and associates about the value of the entire effort; this gap delays deployment in many organizations.

Problem #3: Stress on Training and Certification

Training and certification are important aspects of an overall manufacturing deployment effort because they build competency within the organization. But, sometimes teams are more focused on training and certification goals, and fail to support project execution. Without adequate mentoring and coaching support after their initial training, Belts may select projects simply to meet the certification targets or projects may be inordinately delayed

Problem #4: Incorrect Project Selection

A lack of focus on project selection and prioritization can lead to projects that lack data or business focus or projects focused on process areas that are outside the Green Belts' and Black Belts' realm of control. This results in delayed or scrapped projects, and quick disillusionment among the Green Belts and Black Belts.

Problem #5: Segregating the Effort

Every individual member of an organization has a stake in its growth and progress; therefore, each is responsible for contributing to and facilitating a successful deployment. Yet sometimes deployment teams fail to communicate the benefits of the A3 deployment to the key stakeholders. Often only the deployment team will make formal goals relating to tracking results.