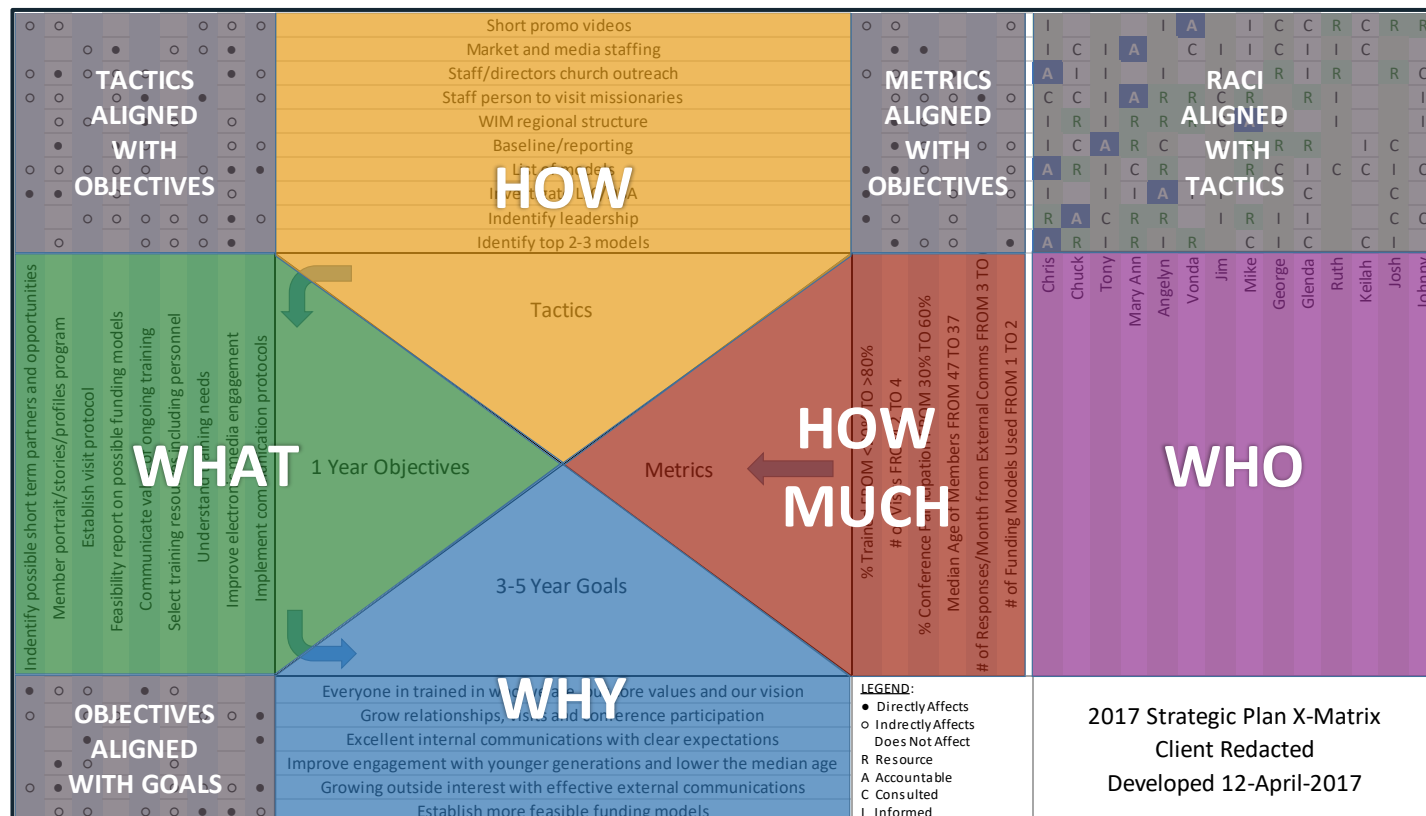


What is a Hoshin Kanri X-Matrix?



Purpose

It's been said, "If you're not doing Hoshin Kanri, you're not doing Lean." Hoshin Kanri is the premier method to develop long-term strategies in a way that translates to the tactics you can execute this week.

Hoshin Kanri ensures direct connectivity between your long-term goals, your annual objectives, your tactics (actions), your metrics, and your people. It drives remarkable organizational alignment because everyone in your organization can see how their actions are connected to the company's strategic objectives.

When deployed throughout your organization, Hoshin Kanri connects your divisions strategically while allowing them to focus on priorities.

What Is It?

Hoshin Kanri (also called the X-Matrix or Policy Deployment) is a single document that links the:

- Why – Your Organizational Goals
- What – Your Annual Objectives
- How – Your Tactics (Actions)
- How Much – Your Metrics
- Who – Your People

When properly developed, Hoshin Kanri allows anyone in the organization to see what their work today is meant to achieve (the objective) and why that objective is important (the organizational goal). It also allows everyone to see your definition of success (your metrics) and who is leading each initiative. It also clearly communicates priority, as items closest to the X have highest priority.

Why Do It?

Communicating strategy is much harder than developing strategy. Anyone can decide what they want to be when they grow up, but not everyone can translate those goals into actionable objectives with measurable success. Even with that, communication often falls short. Without a comprehensive, step-by-step approach like Hoshin Kanri, too many strategies just sit on a shelf until next year. Where is yours?

How We Do It

Hoshin Kanri should always start with the "why" from your executive team in a three-day session that delivers a fully prioritized strategy. To learn more about Hoshin Kanri, contact our sales staff today!