

Workshop: Hoshin Kanri – developing the strategy

Reflecting the company strategy in objectives and annual plans for all units of the company

Target group

Managerial staff and each person willing to create an effective management system. Thanks to the workshop, managers who have started the implementation of tools and have not obtained the desired results may find the answer to the question how they should change the way they act and manage.

Get the practical insight into solving problems and responding to challenges including:

- Long-term company strategy reflected in annual plans for particular units of the company.
- Setting concise aims for particular departments of the company.
- Visualization of annual action plans.
- Disciplined implementation of plans based on the PDCA cycle.
- Using plans and the planning process for the development of the organization and its leaders.

Overview

Companies use numerous economic indicators, but they frequently lack a broader perspective on them. As a result, their development plans are not precise and consequently, difficult to execute. The Hoshin Kanri technique helps set strategic aims, define the most essential tasks, viable indicators and effective methods of implementation. The basis of the technique is cascading targets on particular grades of the organization, so that each employee is aware of both the company's aspirations, and his or her own responsibilities.

Benefits for the company

- **Common** direction of operations (also from the perspective “corporate vision – local objectives”).
- **Including** employees of all levels in accomplishing strategic aims.
- **Avoiding** conflicts of interest thanks to coordinated objectives.
- **Dynamic** reaction to the changes in the company and outside of it.
- **Improvement** to the quality of management.

Benefits for the participant

- **Understanding** root causes of problems with successful implementation of plans.
- **Understanding** the relationship between objectives for different grades of the company.
- **Ability** to prepare plans and the implementation process.
- **Ability** to effectively monitor the implementations.

AGENDA

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Module 1	9:00 – 10:30 (10:30 – 10:45 coffee break)	<ul style="list-style-type: none"> ▪ Determining the direction of an organization as one of the key roles of a leader in a Lean environment ▪ Exercise: why plan implementation may not work out – analyzing current problems with the planning process and plan implementation ▪ Definition of the Hoshin Kanri process –connection with PDCA
Module 2	10:45 – 12:15	<ul style="list-style-type: none"> ▪ Defining the „True North” and key areas ▪ Annual Hoshin Kanri cycle ▪ Defining objectives, tasks, methods and measures ▪ Visualization of plans and implementation (Hoshin Kanri boards) ▪ Exercise: preparing a Hoshin Kanri plan based on an example ▪ Hoshin Kanri levels in a company
12:15 – 13:00 Lunch		
Module 3	13:00 – 14:30 (14:30 – 14:45 coffee break)	MODULE PERFORMED IN THE PRODUCTION HALL <ul style="list-style-type: none"> ▪ A brief introduction to the production process ▪ Becoming acquainted with the Hoshin Kanri process applied in a given company, Hoshin Kanri boards on different levels. Ways of visualizing and monitoring objectives. The structure of meetings. Reacting to problems while reaching objectives.
Module 4	14:45 – 16:30	<ul style="list-style-type: none"> ▪ Ways of monitoring results and reacting to inconsistencies. ▪ Organizational roles during inspections. Organizing inspections. ▪ Exercise: a simulation game – verifying a Hoshin Kanri board on the company level including role assignment. Conclusions from the inspection. ▪ Workshop summary