

Fraser Valley APICS February 25th 2009

**Hoshin Planning
Jay Warren**

What are the problems with strategic planning?:

- **Same plan, new year**
- **No visibility**
- **No accountability**
- **No time committed**
- **End of the year, asking How did we do?**
- **Manage by opinion rather than fact**
- **Everyone working on their own agenda**

Hoshin Planning

- The Hoshin planning process is a systematic approach to identify, sort and resolve issues requiring breakthrough improvement

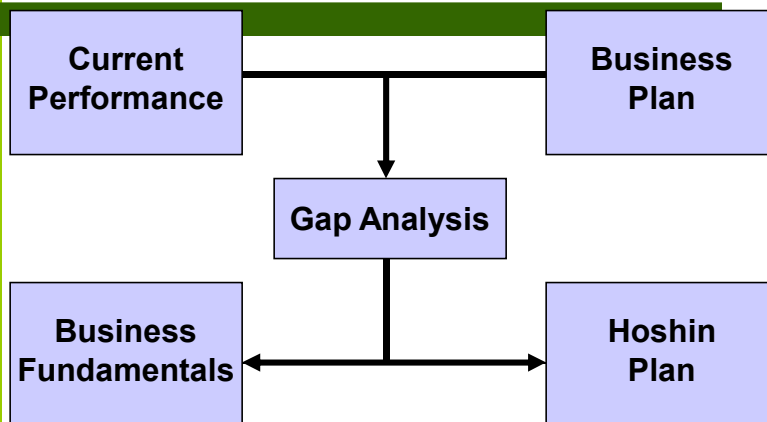
Some Terms

- Hoshin comprises of the following:
 - Plan-do-check-act
 - Nemawashi
 - Catchball
 - The control department concept

True North

- Company and it's shareholders
- Customers
- Team Members
- Community

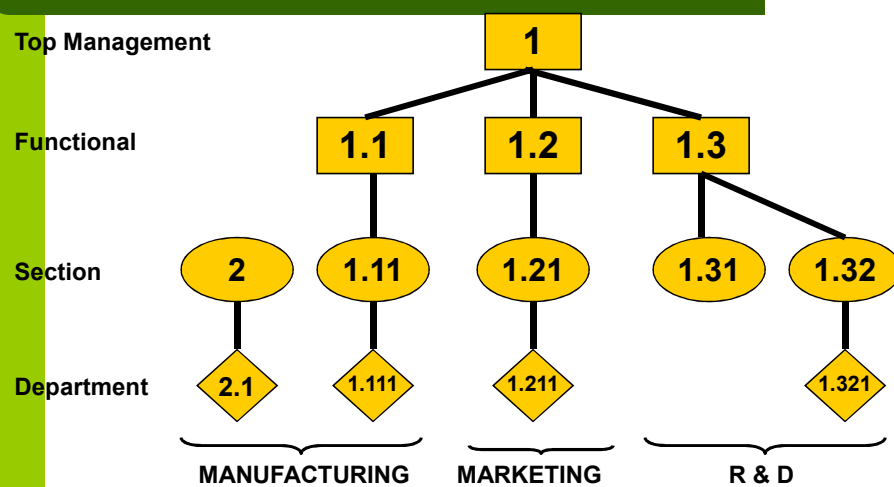
Annual planning



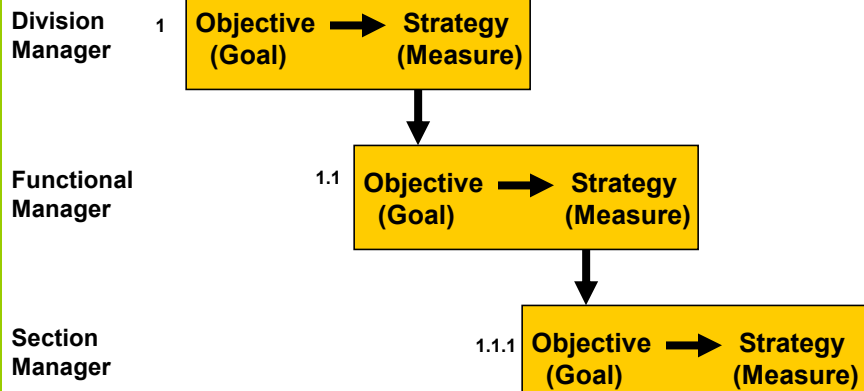
Effective planning techniques

- Identify critical few objectives
- Evaluate resource constraints
- Establish performance measures
- Develop implementation plans
- Conduct regular reviews
- Take corrective action

Cascading / linking Hoshin plans



Cascading / linking Hoshin plans



Identifying strategies

- **Strategies**
 - How will we achieve the objective/goal
- **Owners**
 - Who has responsibility for the achievement of each strategy
- **Performance measures**
 - How will we track our progress on each strategy

Good performance measures

- **Use customer focused measures whenever possible**
- **Use measures that can be checked periodically/frequently**
- **Use normalized measures when possible (e.g. per person, per unit, per \$)**
- **Use dimensionless measures (ratios, %, etc)**
- **Use judgmental measures where appropriate**
- **Measure results rather than activities where possible**

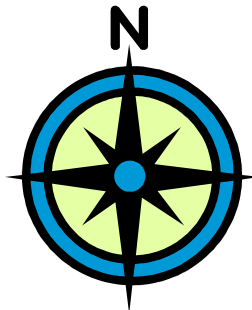
Use A3 to monitor

- Performance, gaps, targets
- Reflection on last year's activities/results
- Rationale for this years activities
- Action Plan
- Follow up

References

- Getting the Right Things Done, Dennis
- www.hpsinc.ca
- www.lean.org (especially webinars)
- Jay Warren, HPS

A Story



Find the Rocks



Play Catchball



Reach
Consensus



Make it visible



References

- Getting the Right Things Done, Dennis
- www.hpsinc.ca
- www.lean.org (especially webinars)
- Jay Warren, HPS 604-782-7609