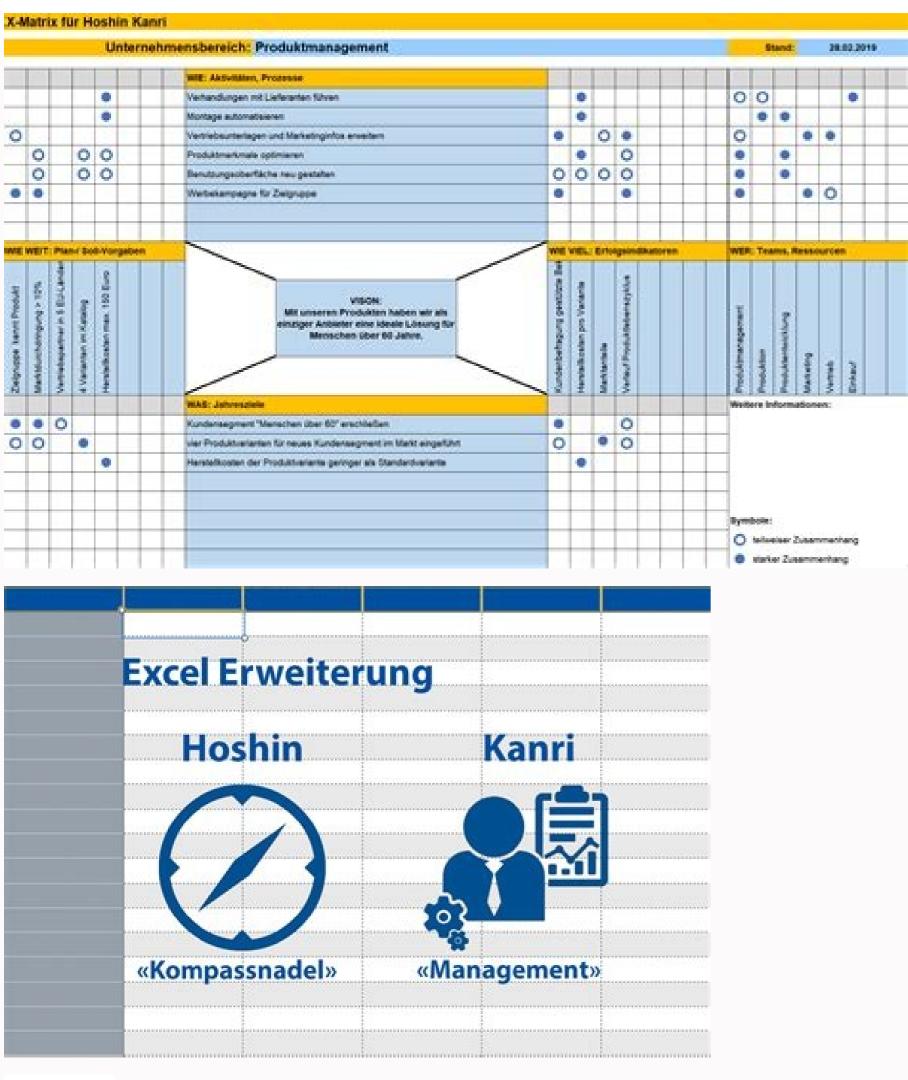
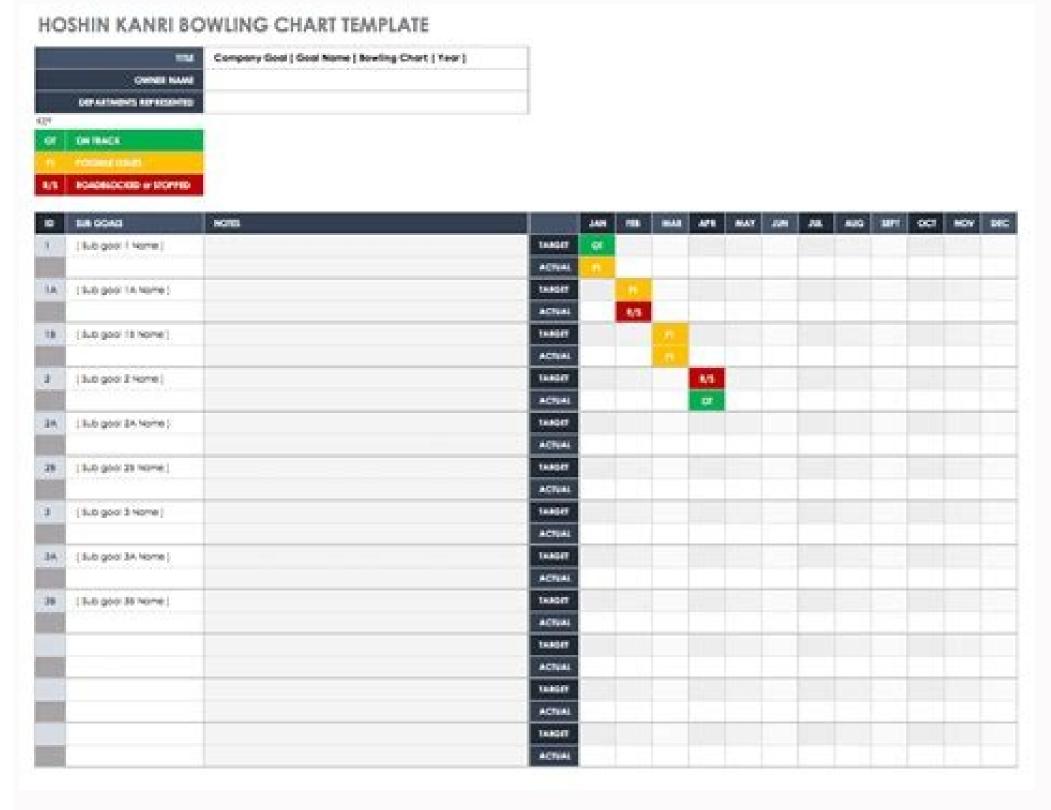
Hoshin kanri matrix excel template

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Years back, Fortune Magazine found that 80% of Fortune 500 companies use some sort of strategic planning approach. But it also found that when a company fails, 70% of the time it wasn't because of bad strategy—it was due to bad execution. Hoshin planning can help mitigate that risk. Creating a vision is easy, but implementing it is far more

difficult. Hoshin Kanri planning is a strategic planning method—derived from Japanese traditions and developed in the '60s and '70s—that helps organizations with issues and enables them to more easily connect their strategy to execution. See Also: Hoshin Planning: What Is It & How Can You Use It? The Hoshin Kanri Matrix Template: How To Read It Below is a great example of a Hoshin Kanri matrix template, created by the Lean Methods Group: There are four critical aspects of the Hoshin planning template, which are found in the "X" (see example above): To the north are your action items or "top-level improvement priorities": These make up the high-level to-do list for your team. In other words, they are the top priorities to achieve over the next few months. To the east are your action programs, initiatives, or "targets to improve": Your initiatives will help you take the next step toward where you want to be at the end of the year and, ultimately, at the end of five years. Different teams may have different targets to improve upon and may want to focus on something that is important to their team's objectives. But keep in mind, some team members may become frustrated during this process if their project isn't deemed necessary to the Hoshin planning process. That's where the Hoshin-specific concept of "catchball" becomes important. (Check out this article if you're unfamiliar with the term.) To the west are your measures or "annual objectives": Three to five years is pretty far away—and it can be easy to let a year or so go without doing much to help with your five-year plan. Hoshin planning helps you break down your big objectives into yearly outcomes for your teams. To create these, you'll want to consider what you need to accomplish first to keep you on track—and then build out from there. Perhaps one of your breakthrough objectives is to achieve a certain number your organization thinks is achievable for year one). To the south are your "breakthrough objectives is to achieve a certain number of sales in five years—that means your annual number may be a fifth of that (or whatever number your organization thinks is achievable for year one). objectives": These are major, top-level goals that the senior leadership team has created. All of your annual objectives, measures and targets, measures and targets, measures programs, and action items. All four of the quadrants below feed each other and show alignment between the differentiator between Hoshin and other planning frameworks. Nine out of 10 organizations fail to execute strategy. Avoid failure with this free toolkit. Hoshin Planning May Be Right For You If... You're dealing with really long lead times before you see any kind of improvement. Your vision doesn't align very well with the activities you have going on at the organization. You need to ensure that come January, your annual goals are clear and ready to go. A lot of organizations don't have their annual goals available until March or April, which is over a quarter of the way through the year. You need to be the to break it up into yearly plans that build on each other. So if you are missing the clear link between your five year and one year plans, Hoshin planning can be a big help. You have too many projects that are important and necessary to your strategy, and they all have benefits and considerations to keep in mind. But the most important thing to do is select one and stick with it—not use a "frankenstein" approach that pieces together a strategy from many different systems. Pick what is best for you and get started as quickly as possible! The Hoshin Kanri X Matrix is used for policy deployment. It was designed to develop and implement strategic, tactical, and synchronized plans across not only people, but also across an organization. A Hoshin Kanri X Matrix ensures ownership and accountability at ALL levels; and thus encourages organization. A Hoshin Kanri X Matrix ensures ownership and accountability at ALL levels; and thus encourages organization. Hoshin Kanri X Matrix? Please note that there are 4 quadrants found within this planning tool: Long-term Goals Short-term Toolis Short-term Goals Short-term Go center. Now that your plan has started to take shape, re-evaluate and recognize your most important objectives you will then input into the Short-term Tactics | Improvement Objectives/Actions. What is/are the most important objectives/actions that need to be completed, in order for your short-term goal(s)! Once you have inputted information in any of these four fields, you will notice Correlation Matrices located in the bottom-left, top-left and top-right of the planning tool - fill each of these boxes in with the Correlation Strong Correlation Stron notation manually, or use the available drop-down option to select the correlation notation. QI Macros installs a menu into Excel's sub-ribbon. To access the Hoshin Planning": Other charts included in QI Macros add-in for Excel Hoshin Planning Xmatrix Excel template for Hoshin Kanri Strategy Deployment X Matrix template for Policy Deployment Why use your Hoshin Kanri template To develop & implement strategic plans and unique competitive advantages benefiting from input & ownership from all levels of the organization in a way that greatly accelerates organizational learning and leadership development. The Japanese characters for Hoshin translate as 'shining needle', 'direction', or 'compass', and Kanri is an organizational learning method to deploy the PDCA scientific method systematically and relentlessly designing and testing nested experiments, deep through the tissues and layers of your entire organization. It is a systematic way to develop and continuously improve your unique competitive advantages For the first time, people really 'get it' In the past, your strategic planning process may have been mostly an 'ivory tower' academic exercise where once a year all the executives get away to huddle together to dust off the Strategic Plan that no one has looked at in 11 months, and come up with some new grand plans that no one will be able to remember a month from now. With your X Matrix template, people at all levels of your organization truly understand (and are motivated by) how their team's To Do List fits in with your company's over arching strategic Objectives. Sample X matrix example Note: Your company might have a different label for 'Action Programs'. Maybe 'Strategic Initiatives', or whatever, how How to do Hoshin Planning First — take a few minutes to get oriented Before you get started, we suggest that you take a few minutes to digest two concepts that are foundational to the Hoshin Kanri approach to strategic planning: Nested Experiments Catchball Nested Experiments Teams Nested Exper value stream) Might also include high-level representatives of other stakeholders, such as parent or sibling organizations, suppliers, customers, unions, etc. The Hoshin Team Leader is either the leader of the business unit, or at least someone who reports directly. Long-term Strategic Intent Define your Mission, Vision, SWOT Analysis, competitive positioning, core competencies, in a flexible long-term Strategic Plan that ideally features a Big Hairy Audacious Goal. Scan the environment to define the most important challenges for strategic planning tools. Mid-term Strategic Initiatives (3-5) yrs) Identify, analyze, and prioritize no more than 5 breakthrough Objectives to eliminate gaps between vision and current capabilities. Create intermediate state value stream maps. Create the Hoshin Team Charter. Populate the Mid-Term X Matrix Measures & Targets, and Action Programs — and the bottom 2 correlation sections. (leaving Action Items and Responsibilities blank) Preserve ideas for lower-priority Potential Future Improvements. Annual Hoshin Do everything you did for the mid-term Hoshin, but this time narrowing your focus to Objectives that can be accomplished in 6-18 months. Complete the entire Annual Hoshin X Matrix (including Hoshin Team Action Items, and the Responsibilities sections, and all 5 correlation sections). For each Action Item on the Annual Hoshin Team to be full or part-time members of the Hoshin Team t of intermediate layers of teams — and you can call them anything you want Chartered by the Hoshin Team to design & shepherd initiatives to develop or improve essential competitive capabilities and core competencies. Tactics to develop or improve essential competitive capabilities and core competencies. all managers to improve the Annual Hoshin and negotiate the terms of agreed-upon Tactical Teams (optional) Chartered by the Tactical Teams to design & shepherd initiatives to develop or improve specific processes, products, or services. Operations 3-6 month projects — defined by the Annual Hoshin and the Tactical X Matrices Each team goes through a round of catchball to involve all supervisors and team Project Charters. Action Teams Chartered by any of the above teams to implement specific improvement events and daily continuous improvement. If your team isn't involved in the creation and deployment of an X-Matrix, then your team is an Action Team. An Action Team simply means "next step is implementation; no more planning". Kaikaku and Kaizen Events Clearly defined projects that can be completed in 1-12 weeks to apply new tools and methods to daily standard work. Can be any mix of A3 Projects, 8D Corrective Actions or any other types of projects. Daily Kaizen Daily habits and systems for problem solving, idea generation/implementation, and the continuous improvement of daily standard work. This is where you will use most of your lean management system. Catchball The most essential difference between hoshin strategic planning and traditional strategic planning is catchball. Your hoshin team designs your catchball process to fit your organizations might play a round of catchball between each of the optional Tactical and

Operational phases. Organizations new to Hoshin Kanri might start out with only 1 round of catchball with mid-level managers, while mature lean organizations might add additional rounds of catchball to seek the insights of their board of directors. customers, suppliers, or other stakeholders. How to use your Hoshin Kanri template (continued) If you are the (top-level) Hoshin Team Step 1) Complete your plans for the first 3 Nested Experiments: Long-term Strategic Intent (5+ year horizon) Mid-term Strategic Initiatives (3-5 year horizon) Annual Hoshin X-Matrix, and proposed Team Charters for each Action Item on the Annual Hoshin Department of the Item on the Annual Hoshin Step 2) Play Catchball Be prepared to truly listen to the ideas and concerns that trickle up from the other layers of Hoshin Planning — perhaps revising the top-level Annual Hoshin based on feedback. If your team is creating a lower-level Hoshin Plan Tactical or Operational Step 1) Play Catchball. Click image to learn more Step 2) Finish completing your Team's X Matrix Transcribe Objectives from the Annual Hoshin (see tips on the Sample sheet of your Systems2win Xmatrix template) Use Value Stream Mapping and your Lean Management System to identify, analyze, and prioritize breakthrough Strategic Challenges. Create a proposed Team Charter and perhaps more detailed project plans for each Action Item that your team commits to accomplish. Establish Measures & Targets for your team's contributions. Transcribe Action Programs from the Annual Hoshin — editing & adding as per the tips on the Sample worksheet Define Correlations. There is a strong urge to skip this step, but it is foundational to one of the primary purposes & benefits of Hoshin Planning — understanding (and testing) cause and effect relationships. Do not skip this. Perhaps use Cell Comments to record dissenting opinions. The conversation is more important than the result. Assign part-time and full team members and a leader for each Team Charter plus extra time if proposing significant new resource requests Step 4) Revise the next-higher X Matrix and this team's project plans Expect a half hour discussion of the relationships between the proposed team plans and the next-higher Natrix and this team's project plans Expect a half hour discussion of the relationships between the proposed team plans and the next-higher Natrix and this team's project plans Expect a half hour discussion of the relationships between the proposed team plans and the next-higher Natrix and this team's project plans Expect a half hour discussion of the relationships between the proposed team plans and the next-higher Natrix and this team's project plans Expect a half hour discussion of the relationships between the proposed team plans and the next-higher Natrix and this team's project plans Expect a half hour discussion of the relationships between the proposed team plans and the next-higher Natrix and this team's project plans Expect a half hour discussion of the relationships between the proposed team plans and the next-higher Natrix and the ne printed and electronic forms of the same document: Use a plotter to publish a large printed version—somewhere very visible to everyone in your Department or Team. And replace it often enough to keep it fresh. Publish the electronic version on a server where all of your team members can share it and follow links to related documents. User-Defined Training You can optionally use the 'User-Defined Training' section at the bottom of the Help sheet of any Systems2win's (already excellent) online training with your own supplemental training. Maybe link to that PowerPoint or video that you paid your consultant to develop for you? And your User-Defined Training will be automatically found and transferred to the new version of your templates every time that you upgrade over the years — along with many other common personalizations that you might make to your master templates. template How to use your X Matrix Hoshin Kanri Template aka Policy Deployment Matrix, Hoshin Plan template, or X matrix template Policy Deployment Spiral When we originally released this policy deployment template, we called it a 'spiral', because... you start with your strategic breakthrough 'Objectives' and 'Measures & Targets' which can either be dynamically linked or simply copied from your team's Balanced Scorecard and then you spiral your way around to the 'Action Programs' the implementation of which often require cross-departmental coordination and finally spiral to the top of the xmatrix which serves as a high-level shared To Do List for your template Find and open your X Matrix template (X-Matrix.xlsx) in the same way that you find and open your other 150+ Systems2win templates. Save your working document following the usual document storage and naming conventions established by your leaders Open a Blank Sheet Excel Ribbon bar > Systems2win tab > Open a Blank Sheet This blank sheet is where you will do your real work (not on the Sample sheet — which gives you sample data that is extremely helpful for learning how to use your new sheet. If English is not your preferred language Switch to your language, just like every Systems2win Excel template. Distribute to unlimited users 1) Using the button to 'Generate a Working Document' Simply click users that do not own a license for Systems2win See full details of License Agreement 2) Using PDF Another way to make ANY of your 150+ Systems2win is to distribute in PDF format. Your PDF's can even include active hyperlinks that your users can click to open related documents. Now your team is ready to start using your X-Matrix template for Hoshin Planning Your team(s) will then perform Hoshin Planning teams (above and below your team's level on the organization chart), each work team actively participates in the creation (and ownership) of their own x-matrix. Each team publishes their Hoshin Plan (and other related documents) where every team member can find them often printed on large plotter paper, and taped onto a highly visible bulletin board, as well as also allowing people to download the electronic version from a server which is updated more often, and is where team members can follow hyperlinks to related documents. Refer to the Help and Sample sheets of your X Matrix template for additional helpful guidance. If policy deployment has never been a strong competitive advantage in your company, then this Hoshin Planning tool can take your strategic planning (and especially implementation) to previously unimaginable levels. Use Hoshin Kanri to manage just about anything Although the Policy Deployment Matrix is most commonly used as a way to manage just about any type of change initiatives, once your value streams Integrate your supply chain Manage a portfolio of related brands, products, or value streams Launch a new product or service Manage lean six sigma projects and strategic change initiatives Manage any complex project that involves cross-functional cooperation Although the Bowling Chart template was originally introduced for hoshin deployment, it is also an excellent tool for managing any type of time-phased project. tools More templates for Hoshin Kanri As part of the actual hoshin planning process itself... your teams will use mostly the X-Matrix templates, the Team Roles templates, the Team Role various Project Management templates. But at some point, you're going to expect your teams to actually accomplish them. And everyone in every hoshin team at every level of your organization is going to have different types of lean tools and methods to make it easier for them to accomplish their unique inter-related assignments. At that point... wouldn't it be nice if your leadership provided a well-organized toolkit with dozens of the most popular lean tools that different team members might find useful? All professionally developed, with consistent standardized ways of doing things, so that when a person learns how to use any one tool — he or she knows how to use all 150 other similar tools. Wouldn't that be nice? Welcome to Systems2win. Here are some... Popular process improvement tools and methods that different members of your hoshin teams might find useful in different phases of your policy deployment cycles: Why not try them? Reading Suggested Reading and Resources for Hoshin Kanri Policy Deployment Hoshin Kanri for the Lean Enterprise, by Thomas Jackson The Basics of Hoshin Kanri, by Randy Kesterson Balanced Scorecard, by Robert Kaplan and David Norton More Suggested Readings "There is nothing so useless as doing efficiently that which should not be done at all." ~ Peter F. Drucker This X Matrix Hoshin template comes with

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