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Operational phases. Organizations might start with only 1 round of catchball with mid-level managers, while mature organizations might employ every single employee in every round of catchball. 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 Follow the instructions in the Nested Experiments table (above) to 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 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 Follow the online instructions for how to prepare for and conduct a round of 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 / Action Item. Step 3) Present each proposed Team Charter to the next-higher hoshin team Expect about 20 minutes per 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 hoshin plan, and another quarter hour to document agreed-upon changes. Step 5) Publish your results It is common to publish both 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 template — to supplement 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 'Action Items' at the top of the xmatrix which serves as a high-level shared To Do List for your work team Before getting started Your leaders might personalize your master template. Find and open 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 When you're ready to start doing your own real work... click the button to '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 tool, but is the wrong place to do your real work) Rename 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 the button to 'Generate a Working Document' to generate a fully functional X-Matrix Excel template that can be used in ANY version of Excel, (including Macintosh and tablets) even by 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 templates available to unlimited users that don't own 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 — following the instructions in the next section. Working closely with other 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 strategic change initiatives, once your people get the knack, it also proves to be a powerful tool to manage just about any type of change: Improve 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 template, the Team Charter templates, the Team Roles template (to define YOUR Hoshin Team structure and responsibilities), the Balanced Scorecard, the Bowling Chart, and various Project Management templates. But at some point, you're going to expect your teams to actually accomplish their strategic objectives, right? Not just plan them... but actually accomplish them. And everyone in every hoshin team at every level of your organization is going to have different needs for 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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