

## **PHKPD - Hoshin Kanri (Policy Deployment)**

Hoshin Kanri is a systems approach to the management of change in critical business processes using a step-by-step planning, implementation, and review process. Hoshin Kanri improves the performance of business systems. A business system is a set of coordinated processes that accomplish the core objectives of the business. For every business system there are measures of performance and desired levels of performance. Hoshin Kanri provides a planning structure that will bring selected critical business processes up to the desired level of performance.

The term Hoshin is short for Hoshin Kanri. The word Hoshin can be broken into two parts. The literal translation of “ho” is direction. The literal translation of “shin” is needle, so the word “Hoshin” could translate into direction needle or the English equivalent of compass. The word Kanri can also be broken into two parts. The first part, “kan”, translates into control or channelling. The second part, “ri”, translates into reason or logic. Taken altogether, Hoshin Kanri means management and control of the organization's direction needle or focus. A simpler translation of Hoshin is policy deployment.



The purpose of Hoshin Kanri (or Policy Deployment) is to make it possible to change from the status quo and make a major performance improvement by analyzing current problems and deploying strategies that respond to environmental conditions. Policy Deployment cascades, or deploys, top management policies and targets down the management hierarchy. At each level, the policy is translated into policies, targets, and actions for the next level down.

### **The workshop covers the following topics:**

- What is Hoshin Kanri?
- What does it do for a business?
- How to use it?
- What is an “X Chart”?
- How to link Strategies, Tactics, Metrics and Results using A3 planning
- A sample exercise

The workshop covers the practical aspects of using systems approach to change management process.

**The workshop is suitable for** CEO's, COO's, General Managers, Owners, Directors, Operations/Manufacturing Executives, Manufacturing and Plant Managers, Production Managers, Engineering and Maintenance Managers.

### **This workshop can be linked to the following unit standards:**

**24793 (Level 5, 10 Credits)** – Develop communication strategy to support production in a competitive manufacturing environment

**24787 (Level 6, 10 Credits)** – Develop business plans for implementing competitive manufacturing in an organisation

## **Contact Productivity Institute to book your workshop(s) or for further information**