

Hoshin Kanri: Aligning and Executing on Your Organizational Objectives”

with Mark Reich, Chief Engineer, Strategy, Lean Enterprise Institute

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 2 Paddington Village, Liverpool L7 3FA

Background

Many leaders face difficulty not in creating a strategy, but in seeing it through—especially in distributed teams. This course provides a solution by guiding you through the hoshin kanri process (strategy development and deployment), ensuring your team stays on track toward achieving annual objectives. Get practical takeaways, not just theories, that empowers you to apply new skills as you progress. Leave with a clear framework to overcome common execution obstacles, ways to engage every level of your organization, and learn how to break down strategic goals into actionable steps.

By participating, you will benefit from a combination of instruction, coaching, and peer learning—creating a rich environment where you can practice, reflect, and refine your approach to strategy deployment. The simulation-based case study will mirror a real-world application. Complete Assignments between live sessions to apply lessons. If you’re ready to move from planning to action, this course will equip you with the knowledge and confidence to make it happen.



Objectives

The purpose of this workshop is:

- Explain the fundamental framework for Hoshin Kanri – Learners will be able to clearly describe the key components and stages of the Hoshin Kanri process.



Lean Enterprise Academy Limited

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- Identify the conditions necessary for successful execution of Hoshin planning and alignment in an organization
- Create a structure of PDCA (Plan-Do-Check-Act) at both individual and corporate levels – Learners will design a PDCA cycle and demonstrate its application in both personal and organizational contexts.

Related Materials

Managing On Purpose: : Using Hoshin Kanri to develop strategy, align teams, grow leaders, and innovate your enterprise.”

Topics and materials that will be covered are:

- Fundamentals of Hoshin Kanri
- Annually develop, communicate, and align on strategy up and down the organization and across functions, developing corporate and department objectives, activities, and targets.
- Proactively engage and develop everyone — with top-down/bottom-up and across-department dialogue — as strategic targets are pursued and actions undertaken.
- Establish systems to regularly review progress toward objectives.
- Tackle frontline problems in the work as they are encountered, adjusting quickly when strategy meets the real world and things do not go as planned.

Workshop Benefits

Through instruction, small group discussions, exercises, and a practical case study, participants will:

- Learn the fundamentals of Hoshin Kanri as practiced in Toyota
- Learn how to develop corporate hoshin objectives, activities, and targets
- Build capability to align vertically and horizontally in the organization
- Through a case study, we will cover and practice:
 - Writing hoshin objectives, activities, and targets
 - Defining and gaining alignment on corporate direction
 - Utilizing specific tools of hoshin kanri

Who Should Attend?

- Executives responsible for leading change in their organization
- Continuous Improvement leaders who must support corporate strategy
- Middle leaders who have to execute on the strategy that is defined

Notes



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- **Attendance** – 1 Day Workshop
- **Class size** – Maximum 20 people per day
- **Timings** – Each day will run from 09:00 – 17:00 breakfast & registration will be available from 08:00
- **Cost** – £460.00 (excluding VAT) per delegate
- **Materials** – A PDF copy of the materials will be available via the Lean Enterprise Academy website
- **Facilities** – Breakfast, refreshments and lunches will be provided by LEA

Book online at www.leanuk.org

The lessons learnt during this workshop fit within all elements of the Lean Transformation Framework



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