

# Learning Enrichment Activity

## Hoshin Kanri Planning

Oakland University  
Pawley Lean Institute  
6633 18 Mile Road  
Sterling Heights, MI 48314

### What is Hoshin Kanri?

A strategic planning process to establish high agreement and align people in a common direction with agreed upon methods to improve. Planning asks where are we going and how are we going to get there?

The Hoshin planning process provides focus by being rationally developed, well defined, clearly communicated, monitored and modified based on continual feedback. The Hoshin process is systematic and standardized.

Hoshin = a course, a plan, an aim  
Kanri= control, administration, charge of

### Why apply Hoshin Planning?

- To learn
- To improve as individuals and as an organization
- To compel renewal and reinvention
- To ensure high agreement of all individuals involved in the project
- To ensure that insight and vision are not forgotten or ignored once the plan is implemented

### Key elements

- Mission statement
- Goal setting
- Defined roles
- Communication
- Monitoring
- Feedback
- Adaptation
- Continuous improvement

### Hoshin Methodology

#### Plan:

1. Create a mission statement in order to articulate clearly what needs to be accomplished. A clear statement of purpose is vital to the Hoshin planning process.
2. Identify critical issues.
3. Establish objectives and set clearly defined goals.
4. Define everyone's role and responsibilities.
5. Create process performance and business fundamental measures.
6. Establish a timeline for when planned activities should be completed.

#### Do:

1. Implement the plan.

#### Check:

1. A Hoshin plan has a systematic and standardized way to measure progress.
2. Information is collected and analyzed in order to ensure that the planned events are occurring.
3. Discover any differences between the expected and actual results.
4. Monitoring progress is the key to Hoshin planning.

#### Act:

1. Causes for any differences in the desired outcome versus the actual results are identified. Continuous review is necessary for continuous improvement.
2. Problems are discussed.
3. Corrective action is determined.

**Activity:** This activity is to be used at the beginning of the term in order to achieve high agreement of members among each team for the class project.

1. Save chart to your computer.
2. Insert the project name and desired task due dates.
3. Download to Moodle.
4. Divide class into teams and instruct them to go to Moodle and save and complete chart. The chart is in table form and information can be easily imputed.
5. Allow 2-3 hours for the teams to complete the chart.
6. Obtain a copy from each group to track their progress according to task completion dates.
7. Post on Moodle for teams to use weekly to document and track progress, critical issues, problem solving and corrective action results.