



Hoshin Kanri Planning

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The Hoshin Kanri planning process addresses both the long-term strategic direction for the company and the short-term daily management activities.

- Hoshin Kanri planning systematizes strategic planning and provides a structured and unified approach to develop and review the strategic plan in a fast and dynamic way.
- It allows you to successfully integrate your strategy into your daily operations.
- With Hoshin Kanri, organizations can achieve alignment, focus, acceptance, continuous improvement and speed in their effort to achieve their purpose.
- It ensures that everyone in the organization has the opportunity to participate and, therefore, are aligned and working towards the same end.
- It involves everyone in the organization and provides a sense of purpose for each member of the company.

Your Hoshin Plan must include both strategic objectives and improvement objectives for the Lean organization.

History of Hoshin Kanri Planning

After WWII the Japanese blended W. Edward Deming's and Joseph Juran's teachings (PDCA) with the concepts of MBO from Peter Drucker and began their first attempts at strategic quality planning. Each company created their own process.

In 1965, Bridgestone Tire made Hoshin Kanri planning their official term for policy deployment.

By 1975, Hoshin Kanri was widely accepted in Japan. Hoshin means direction and Kanri means management, translating into English as [policy deployment](#).

Hoshin began to creep into the USA in the early 1980s. This occurred mainly because some US companies had divisions or subsidiaries in Japan that were Deming Prize winners.

Until the early 1990s, most US early adopters of Hoshin Kanri considered the process to be a competitive advantage and classified Hoshin as company private. As a result, Hoshin Kanri is still not well known or widely understood in the US.

Main Benefits of Hoshin Kanri Planning

- It enables your organization to successfully embed [strategy](#) into daily operations.
- Maximize achieve alignment, focus, buy-in, continuous improvement and speed in their effort to achieve their purpose.
- It ensures that everyone in the organization has the opportunity to participate and is therefore aligned and working toward the same end.
- It will engage everyone in the organization and provide a sense of purpose for each member of the company.
- It systematizes strategic planning and provides a structured, unified approach for developing and reviewing the strategic plan in a fast and dynamic way.

Hoshin Kanri vs OKR

We could say that OKRs is the modern descendant of Hoshin Kanri.

In this link you will find our definitive guide about Hoshin Kanri with all the information you need to implement it in your organization.

Although the purpose is the same, Hoshin Kanri is a methodology that provokes deep systemic results, thanks to proven practices, based on Lean principles that allow you

to transform your organization completely. OKRs pursues the same objective, but due to the lack of an original source and some basic principles on which to sustain itself, OKRs has developed in multiple directions with useless and even harmful practices and techniques.

In our series of posts on OKR you will find all the detailed information about the OKR methodology, which is a modern and simplified version of Hoshin Kanri. With OKRs you can also achieve great results, but we careful with your source of information or OKR Consultants.