

Hoshin Kanri For The Lean Enterprise Developing Competitive Capabilities And Managing Profit

This book gathers selected peer-reviewed papers presented at the 6th European Lean Educator Conference (ELEC), held in Milan, Italy, on November 11-13, 2019. The conference topics include the following: lean trainings in university and industry collaborations; lean product and process development; lean and people empowerment; emerging contexts for lean applications; measuring lean performance; lean, green and circular; continuous improvement initiatives; lean thinking in practice; organizational culture in lean journeys; and innovative training approaches to teaching lean management. The contributions explore the latest academic and industrial findings on and advances in lean education, and identify innovative methods that allow lean thinking benefits to be achieved in practice. As such, the book presents the outcomes of a fruitful exchange between academia and industry designed to help train the next generation of lean educators.

Philip Holt is Head of Operational Excellence, Accounting Operations at Philips, and tells us exactly what Lean Leadership is, how we can learn to apply it and how you can convince the workplace never to settle for anything less than excellence. We also learn how to redefine our leadership style and how to identify and eliminate wasteful activities within the company. This way you can recognize, realize and retain the ideal situation. In *Leading with Lean*, Philip Holt shows us the best ways to arrange a high-performance organization and gives us simple tools and insights for each leader to aspire to greatness, for themselves and for their teams.

Hoshin is a system which was developed in Japan in the 1960's, and is a derivative of Management By Objectives (MBO). It is a Management System for determining the appropriate course of action for an organization, and effectively accomplishing the relevant actions and results. Having recognized the power of this system, *Beyond Strategic Vision* tailors the Hoshin system to fit the culture of North American and European organizations. It is a "how-to" guide to the Hoshin method for executives, managers, and any other professionals who must plan as part of their normal job. The management of an organization, whether it be large or small, has as one of its principal responsibilities setting the direction of the organization for the future. The most effective way to set the future direction is to develop a shared vision of what the organization will be in the future, contrast it to the way the organization is now, and then to create a plan for bridging the gap: the Strategic Plan. *Beyond Strategic Vision* shows you how to do this effectively and efficiently. Michael Cowley has been a teacher and practitioner of management and strategic planning methodologies since 1972. He is a

certified instructor for GOAL/QPC and has worked with a wide variety of clients in the automotive, manufacturing, financial, military, healthcare, and educational fields. Dr. Cowley is President of Cowley & Associates, management consultants in Carnelian Bay, California. Ellen Domb is President of the PQR Group, a consulting firm specializing in the application of TQM in Upland, California. She has a successful history of teaching and consulting for planning, management, manufacturing, product development, and business systems. Dr. Domb is the author of numerous articles and books on quality management practices.

The best healthcare organizations have developed effective approaches to develop compelling strategic visions and strategies based on long-term thinking and continue to apply Lean principles across their organizations to create a culture of continuous improvement. Establishing effective strategies and Toyota style Hoshin Kanri enables healthcare organizations to align everyone in the organizations and creates a unique competitive advantage. This book follows a regional hospital's journey through the creation of long-term strategic goals and Toyota Style strategy deployment. Lean Organization for Excellence describes the right way to implement lean thinking inside both manufacturing and service industries. After explaining the origins of the concept and discussing 'wastes' and value added, the book aims to set out a precise path of action. To this end, the so-called Hoshin Kanri method of defining business objectives and targets is explained, and a Value Stream Mapping tool that serves to identify all wastes is described. Subsequent chapters cover each of the TPS (Toyota Production System) tools, from 5S to SMED, and special attention is devoted to the Ducati case study, in which tools such as 5S and Kanban are applied. Lean metrics and the innovative Value Stream Accounting are discussed, and the closing chapter focuses on Lean Office for the service industry. Each chapter includes illustrations and tables relating to practical cases concerning the subject under consideration, based on real consultancy experiences.

In this book, author Nate Furuta, former chair and CEO of Toyota Boshoku America Inc., shares the story of his decades of experience directly leading the establishment of Toyota cultures outside Japan. Furuta was the first Toyota employee on the ground at New United Motor Manufacturing Inc. (NUMMI), Toyota's joint venture in California with General Motors, where he directly led the establishment of the most revolutionary labor-management agreement in the history of the US auto industry. In addition, Furuta was the first Toyota employee on the ground in Georgetown Kentucky at Toyota's first full-scale, wholly owned manufacturing operation outside Japan, where he led (working directly with President Fujio Cho) the establishment of Toyota's general management systems and culture there. This book tells the stories of establishing successful operations in those two iconic organizations as well as others. Furuta reveals details, both stories and process descriptions that only he can tell. He takes you along as he and others lead Toyota's intense

globalization from the early 1980s to recent days. He introduces you to the critical leaders in Toyota's history, such as Taiichi Ohno and Fujio Cho as well as Kenzo Tamai, the head of the company's HRM function in the 1980s. This book is not about human-resource management (HRM) policies and procedures. It provides a deep dive into the way senior leaders embody deep awareness of HRM matters, developing and executing company strategy while at the same time developing organizational capability. The role of senior leaders isn't just a matter of directing the company to achieve objectives; it is a matter of building the capability to achieve those objectives, consistently, and further developing capability as it executes. Key to this is to develop the awareness, attitude, capability, and practice of identifying problems as progress is made toward achieving objectives, which is, in fact, attained through steadily eliminating each problem as it arises. This becomes a self-reinforcing loop of the organization, tapping in to the essence of solving problems while simultaneously developing ever better problem-solving skills and better problem solvers. This loop propels an organization toward meeting its purpose while developing capability for capability development. Essentially, this book reveals Toyota's general management systems from the firsthand experience of a Toyota Japanese senior manager and describes, with stories and process examples, the attitude, behaviors, and systems needed to successfully establish and lead in a true Lean business environment.

Senior experts within the Toyota Production System often draw simple maps when on the shop floor. These maps show the current physical flow of a product family and the information flow for that product family as the wind through a complex facility making many products. Much more important, these simple maps - often drawn on scrap paper - show where steps can be eliminated, flows smoothed, and pull systems introduced in order to create a truly lean value stream for each product family. In 1998 John Shook and Mike Rother of the University of Michigan wrote down Toyota's mapping methodology for the first time in *Learning to See*. This simple tool makes it possible for you to see through the clutter of a complex plant. You'll soon be able to identify all of the processing steps along the path from raw materials to finished goods for each product and all of the information flows going back from the customer through the plant and upstream to suppliers. In plain language and with detailed drawings, this workbook explains everything you will need to create accurate current state and future state maps for each of your product families and then to turn the current state into the future state rapidly and sustainably.

This book focuses on the implementation of Hoshin Kanri. It is a response to most books on strategic planning (including Hoshin Kanri) that tend to downplay the implementation and only describe the implemented planning process and are often accompanied with a focus on analytical tools. The power of this book originates from a project in which a team of five professionals over a period of three years implemented Hoshin Kanri in 14 companies including results drawn from

130 workshops with leadership teams. The project team subsequently ran several accelerators inside large and small companies as well as public institutions. All these experiences together form the implementation focus of the book. Moreover, the organization of the book mirrors the message of its scientific thinking, which is also the basic principle of Hoshin Kanri: - Chapter 1 focuses on the basic analysis - Is Hoshin Kanri something for your organization? - Chapter 2 addresses the ambition -- What is the vision for strategy work in your organization? - Chapter 3 presents the conditions needed for effective strategic work. - Chapter 4 discusses the choice of implementation strategy and your role as change agent. - Chapter 5 describes how Hoshin Kanri works when implemented. - Chapter 6 address coaching/mentoring and the Kata philosophy. - Chapter 7 presents important analytical tools. - The appendix describes the journey made by medium-sized construction companies. Essentially, this book describes in a concrete and structured way how you -- the change agent -- can use Hoshin Kanri your organization to tackle large and complex challenges.

For companies to be competitive, leaders must engage people at all levels in order to focus their energy and enable them to apply lean principles to everything they do. Strategy deployment, called hoshin kanri by Toyota, has proven to be the most effective process for meeting this ongoing challenge. In his new book *Getting the Right Things Done*, author and LEI faculty member Pascal Dennis outlines the nuts and bolts of strategy deployment, answering two tough questions that ultimately can make or break a company's lean transformation: * What kind of planning system is required to inspire meaningful company-wide continuous improvement? * How might we change existing mental models that do not support a culture of continuous improvement? *Getting the Right Things Done* demonstrates how strategy deployment can help leaders harness the full power of Lean. Organization leaders at all levels and the management teams who are responsible for strategy deployment will find this book especially insightful. It tells the story of a fictional (yet very real) midsized company, Atlas Industries that needs to dramatically improve to compete with emerging rivals and meet new customer demands. *Getting the Right Things Done* chronicles the journey of the company and its President/COO, an experienced lean leader who was hired five years ago to steer Atlas in the right direction. While Atlas had already applied some basic lean principles, it had not really connected the people and business processes so that the company could dramatically improve. Atlas' challenge: "Something was missing: a way of focusing and aligning the efforts of good people, and a delivery system, something that would direct the tools to the right places." Enter strategy deployment. The book is designed to provide readers with a framework for understanding the key components of strategy deployment: agreeing on the company's "True North," working within the PDCA cycle, getting conse

Proven to increase efficiencies in the manufacturing sector, Standard Work has become a key element in reducing process waste, ensuring patient safety, and improving healthcare services. Part of the Lean Tools for Healthcare Series,

this reader-friendly book builds on the success of the bestselling, *Standard Work for the Shopfloor*. *Standard Work for Lean Healthcare* explains how to apply this powerful Lean tool to increase patient safety and reduce the cost of providing healthcare services. It illustrates how standardization can help you establish best practices for performing daily work and why it should be the cornerstone for all of your continuous improvement efforts. Presented in an easy-to-assimilate format, the book describes work in terms of cycle time, work in process, takt time, and layout. It also: Defines the key concepts of standard work and explores the essential elements of a continuous improvement culture Provides detailed guidance through the process of creating, maintaining, and improving standards Illustrates the application of standardization and standard work in healthcare with a range of examples Includes access to helpful websites and further reading on standardization, standard work, the 5S System, and Lean healthcare A joint effort between the Rona Consulting Group and Productivity Press, this book presents invaluable insights from pioneers in Lean thinking to help you avoid common mistakes that can lead to unnecessary wastes of time and resources. Each richly illustrated chapter includes a chapter summary, reflection questions, and margin assists that highlight key terms, how-to steps, and healthcare examples—making this an essential resource for healthcare professionals starting out on their Lean journey. *Leading Lean Six Sigma: Research on Leadership for Operational Excellence Deployment* assesses the impact of organizational leadership on the deployment of Lean Six Sigma in organisations. This book details what leadership traits are needed for a successful deployment, presenting a ground-breaking leadership dependency model.

With the renewed emphasis on Strategic Planning effectiveness, the need is greater than ever before for a strategic planning, deployment and audit system that can help to successfully lead an organization into a competitive future. The Hoshin Kanri methodology offers a means to focus an organization on what is critical for its future and to deploy those goals in such a way that the organization is aligned both vertically and horizontally in its effort to achieve success. In addition, the Hoshin Kanri system provides the visibility to track progress of the strategic plan strategies and projects so that the leadership of the organization is able to respond to unexpected challenges and roadblocks as they arise. Hoshin Kanri is the key to driving Lean and Six Sigma initiatives across the organization.

This publication is in collaboration with the University of Buckingham and is the result of a combined research and review process carried out by the three Editors who belongs to the University of Ferrara, Italy, the University of Buckingham, UK and Swansea University, UK. The book deepens the debate about the lean enterprise from both an academic and a professional management perspective. It thus provides the reader with a sound understanding of the modern lean enterprise and its current evolution. A range of innovative topics are covered, with individual chapters addressing the combinations of lean with hoshin kanri, green management, IT, organizational learning, flow accounting, system thinking,

problem solving, internationalization aspects, luxury industry, and product innovation. Since the term “lean” first entered contemporary operations management language in 1990 to describe a set of practices proven to deliver superior performance over mass production systems, the lean approach to waste reduction and value generation has moved from vehicle production to other manufacturing sectors. It has reshaped the support functions of manufacturing businesses and has evolved from private industry into the public sector. Lean thinking is now a dominant model of operations management and has brought with it a new language and toolbox.

The conditions in which leaders apply Hoshin Planning today have changed substantially since the method was established in the 1950's. There is better and more broadly distributed understanding of statistical process improvement principles and practices in today's organizations. Executives seem to rotate in and out of organizations with more frequency. Kanban is a Lean method that builds upon the concepts of standardized work, 5S, and visual management to give hospitals a simple yet effective method for managing supplies and inventory. The goal of a kanban system is to support patients and employees by ensuring needed supplies are in the right place, at the right time. As part of the Lean Tools in Healthcare series, this reader-friendly book is designed to improve understanding of this tool. Presented in practical terms, this book includes margin assists that define key terms, supplies healthcare examples, and provides detailed how-to instructions.

Much has been written about Toyota over the last 30 years focusing on both its products (superior vehicles), and its operational excellence based on its Toyota Production System (TPS). The Toyota Template details the critical concepts and methods that Taiichi Ohno implemented in developing the Toyota Production System. This book is different, however, regarding the parallels it draws between Toyota's pre-TPS condition and companies today who are attempting to become more efficient and Lean. In view of efficiency, excellence, culture, and general "Leanness," many organizations are in the same position as Toyota prior to implementing what was once called the "Ohno System." The building of TPS, with the goal to eliminate waste, evolved as problems were encountered and solutions put in place. A wonderful byproduct of these years of work was the growth of a problem-solving culture throughout Toyota that is unique in the business world. Currently, the Toyota Production System is well established. Though constantly improving, the historical picture is visible. The question many have tried to answer for their own companies is "how can they achieve world class efficiency?" The Toyota Template answers this question. This book: Explains the critically important elements of the Toyota Production System. Analyzes the sequence of implementation as the system developed. Places these elements in a logical order of implementation based on the history and current knowledge. In addition, it addresses the effect of each element on the culture. The author was prompted to write this book because of his personal observations

of the failure of most attempts to develop Lean systems. What makes Toyota stand out is not any of the individual elements – It is crucially important to have all the elements together as a system. Most attempts have been focused on bits and pieces of the elements, or the tools. The Toyota Template is about the relevance of the Toyota Production System to "any type of business" today. It is not an all-inclusive explanation of every aspect of TPS. Rather, this book succinctly identifies the key elements, places them in a logical, sequential order of implementation, and explains how each contributed to the formation of the Toyota culture.

If you've employed consultants and embarked on a Lean transformation only to find your efforts stall after the consultants leave, this book will teach you what you must do to stay the course over the long term. Using a compelling novel format, Sustainable Lean: The Story of a Cultural Transformation illustrates the process of implementing a sustain

Does your company think and act ahead of technological change, ahead of the customer, and ahead of the competition? Thinking strategically requires a company to face these questions with a clear future image of itself. Implementing a Lean Management System lays out a comprehensive management system for aligning the firm's vision of the future with market realities. Based on hoshin management, the Japanese strategic planning method used by top managers for driving TQM throughout an organization, Lean Management is about deploying vision, strategy, and policy at all levels of daily activity. It is an eminently practical methodology emerging out of the implementation of continuous improvement methods and employee involvement. The key tools in the text build on the knowledge of the worker, multi-tasking, and an understanding of the role and responsibilities of the new lean manufacturer.

Tens of thousands of patients die unnecessarily every year as a result of errors and defects in our healthcare processes. Those that survive often pay too much for the privilege. The value stream mapping methods described in Mapping Clinical Value Streams will help you achieve more efficient health care processes and will pave the way to an improve

Lean transformations is your start-to-expert guide for Lean. It describes the crucial steps to implement lean tools which directly lead to measurable productivity improvements, while minimizing investments. Part one of the book describes the Leadership skills required to make Lean work for the organization in the long term. Part two describes why Lean can help you, your team and your organization in process improvement, based on the history and learnings of other organizations in using Lean. Part three describes The Four Levels of Lean Maturity, where the crucial steps of different tools are highlighted, and more importantly: how you use the tools to reach your organizational targets. Part four is focused on Value Stream Mapping, where the 8 step approach will help you identify the most important process design improvements to improve total performance. Part five describes another set of lean tools in more detail. Lean Transformations will give you the theory and practical steps you need to create a culture of continuous improvement in your organization in which people continuously use lean tools to find the next improvement. Get your copy now to reap the real benefits of lean, starting today!

The problem with most Hoshin Kanri books is that they describe a complex methodology that is overwhelming to most leaders and their organizations. The need to essentially change the culture of the entire organization to make Hoshin work isn't practical for most companies when first starting out. The Basics of Hoshin Kanri uses an easy-to-follow story format to simplify and explain Hoshin Kanri – a method for strategy deployment. Supplying clear descriptions of the steps of Hoshin Kanri, it advocates using Hoshin as an important tool for improving an organization's existing planning and execution system while simultaneously moving the culture of the organization forward. The book provides readers with a new understanding of Hoshin Kanri as a powerful deployment system for strategic planning, defining a direction and priorities, and aligning the organization around that direction. It begins by telling the story of a manufacturing executive that uses a simple Hoshin Kanri approach to make significant change in his personal life. Next, the book illustrates how this executive prepares to apply Hoshin Kanri to deploy strategy within his business. It concludes by presenting fascinating excerpts from the author's own interviews with experts in the field of Hoshin Kanri. All business leaders want their organizations to be "great" in all respects, but the reality is that they must get to "good" before they can consider becoming "great."

The results of the quality revolution have been mixed. Global competition has elevated the most successful companies, in terms of providing goods and services, but even then initiatives such as total quality, business process re-engineering and Six Sigma have been heralded as the solution, only to have been replaced with the next 'big thing' when it came along. Hoshin Kanri is not the next big thing in quality, it is a strategic approach to continuous improvement that provides a context for all of the individual elements such as Six Sigma or Lean Manufacturing. David Hutchins' Hoshin Kanri shows you how to develop a dynamic vision for continuous improvement; to implement effective policies to support it; to link key performance indicators to Six Sigma, Lean Manufacturing and Kaizen and to sustain a strategy-led programme for improving business performance.

In Using Hoshin Kanri to Improve the Value Stream, leading lean and quality expert Elizabeth Cudney constructs a complete how-to guide that any organization can employ to start a Lean effort correctly and keep it on track. Rooted in practical examples garnered over years of hand-on practice, she illustrates the key principles of lean and value, and For Florida Power and Light, Hewlett-Packard, and Texas Instruments, policy deployment has created a critical bridge between corporate goals and their company-wide deployment. Hoshin Kanri offers top and middle managers a guide to customizing a policy deployment program especially suited to their company. This book is a compilation of examples of policy deployment and demonstrates how company vision is converted into individual responsibility. It contains practical guidelines, 150 charts and diagrams, and five case studies that illustrate the procedures of Hoshin Kanri. The six steps to advanced process planning are reviewed and include: a five-year vision; one-year plan; deployment to departments; execution; monthly audit; and annual audit. The practice of Hoshin Kanri will enable you to: Align all departmental and individual project goals to corporate goals and eliminate duplication of effort. Communicate to every employee his or her role in achieving the company vision. Closely monitor performance using carefully devised measures of progress. Learn how Hoshin Kanri can increase your company's responsiveness to social,

economic, and technical changes through flexible strategic management. (Originally published by the Japanese Standards Association)

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Hoshin Kanri for the Lean Enterprise Developing Competitive Capabilities and Managing Profit CRC Press

"Mike Woods urges his retired father into helping out a friend's failing company. But for Bob Woods, another struggle to introduce lean manufacturing quickly rehashes production battles that he's long since fought. And not even the senior Woods, son Mike, or friend Phil and his colleagues really grasp what's in store for them."--Cover.

As tech giants and startups disrupt every market, those who master large-scale software delivery will define the economic landscape of the 21st century, just as the masters of mass production defined the landscape in the 20th. Unfortunately, business and technology leaders are woefully ill-equipped to solve the problems posed by digital transformation. At the current rate of disruption, half of S&P 500 companies will be replaced in the next ten years. A new approach is needed. In Project to Product, Value Stream Network pioneer and technology business leader Dr. Mik Kersten introduces the Flow Framework—a new way of seeing, measuring, and managing software delivery. The Flow Framework will enable your company's evolution from project-oriented dinosaur to product-centric innovator that thrives in the Age of Software. If you're driving your organization's transformation at any level, this is the book for you.

Bring Lean Improvements to the Administrative Areas of Your Organization! Extending their eight-step process to the realization of a lean office, Tapping and Shuker use a customer service case study to illustrate the effectiveness of the value stream storyboard. This popular volume provides organizations with a proven system for implementing lean pri

While there are a growing number of books based on the Toyota Production System, or lean, focused on healthcare, there are very few that detail the tools that make lean more than just a way of thinking and put the methodology into practice. Based on Hiroyuki Hirano's classic 5 Pillars of the Visual Workplace and modeled after the Shingo Prize-winning Shopfloor Series for Lean Manufacturers, 5S for Healthcare adopts a proven reader-friendly format to impart all the information needed to understand and implement this essential lean methodology. It provides examples and case studies based on the experiences of the principals involved with the Rona Consulting Group, who were responsible for the groundbreaking implementation of the Toyota Production System at the Virginia Mason Medical Center. Written to readily assist with hands-on implementation efforts, this volume offers innovative features designed to improve understanding and support application. This includes helpful how-to-steps and practical examples taken directly from the healthcare industry.

Learn how Lean IT can help companies deliver better customer service and value Lean Enterprise Systems effectively demonstrates how the techniques derived from Lean Manufacturing, combined with the thoughtful application of information technology, can help all enterprises improve business performance and add significant value for their customers. The author also demonstrates how the basic concepts of Lean Manufacturing can be applied to create agile and responsive Lean IT. The book is divided into three parts that collectively explore how people, processes, and technology combine forces to facilitate continuous improvement: * Part One: Building Blocks of the Lean Enterprise sets forth the essentials of Lean. Readers discover where, when, and how Lean IT adds substantial value to the Lean Enterprise through integrated processes of planning, scheduling, execution, control, and decisionmaking across the full spectrum of operations. * Part Two: Building Blocks of Information Systems explores the primary components of an enterprise information system and how these

components may be integrated to improve the flow of information supporting value streams. Readers learn how information systems help organize and deliver knowledge when and where it's needed. * Part Three: Managing Change with IT demonstrates how the skillful combination of process and information technology improvements empowers people to continuously improve the Lean Enterprise. Readers develop the skills to exploit emerging information technology tools and change management methods, crafting a Lean IT framework—reducing waste, complexity, and lead time—while adding measurable value. Executives, managers, and improvement teams across a broad range of industries, as well as IT professionals, can apply the techniques described in this publication to improve performance, add value, and create competitive advantage. The book's clear style and practical focus also makes it an excellent textbook for upper-level undergraduate and graduate courses in business, operations management, and business information systems.

Lean Process Creation teaches the specific frames—the 6CON model—to look through to properly design any new process while optimizing the value-creating resources. The framing is applicable to create any process that involves people, technology, or equipment—whether the application is in manufacturing, healthcare, services, retail, or other industries. If you have a process, this approach will help. The result is 30% to 50% improvement in first-time quality, customer lead time, capital efficiency, labor productivity, and floorspace that could add up to millions of dollars saved per year. More important, it will increase both employee and customer satisfaction. The book details a case study from a manufacturing standpoint, starting with a tangible example to reinforce the 6CON model. This is the first book written from this viewpoint—connecting a realistic transformation with the detailed technical challenges, as well as the engagement of the stakeholders, each with their own bias. Key points and must-do actions are sprinkled throughout the case study to reinforce learning from the specific to the general. In this study, an empowered working team is charged with developing a new production line for a critical new product. As the story unfolds, they create an improved process that saves \$5.6 million (10x payback on upfront resource investment) over the short life cycle of the product, as well as other measurable benefits in quality, ergonomics, and delivery. To an even greater benefit, they establish a new way of working that can be applied to all future process creation activities. Some organizations have tried their version of Lean process design following a formula or cookie-cutter approach. But true Lean process design goes well beyond forcing concepts and slogans into every situation. It is purposeful, scientific, and adaptable because every situation starts with a unique current state. In addition, Lean process design must include both the technical and social aspects, as they are essential to sustaining and improving any system. Observing the recurring problem of reworking processes that were newly launched brought the authors to the conclusion that a practical book focused on introducing the critical frames of Lean process creation was needed. This book enables readers to consider the details within each frame that must be addressed to create a Lean process. No slogans, no absolutes. Real thinking is required. This type of thinking is best learned from an example, so the authors provide this case study to demonstrate the thinking that should be applied to any process. High volume or low, simple or complex mix, manufacturing or service/transactional—the framing and thinking works. Along with the thinking, readers are enabled to derive their own future states. This is demonstrated in the story that surrounds the case study.

Winner of a Shingo Research and Professional Publication Award! At the heart of Lean and Six Sigma is the same, unique business operating system: hoshin kanri. It is a method of strategic planning and a tool for managing complex projects, a quality operating system geared to ensuring that organizations faithfully translate the voice of the customer into new products, and a business operating system that ensures reliable profit growth. The true power of hoshin kanri,

however, is two-fold -- it is a superior organizational learning method as well as a competitive resource development system. Hoshin Kanri for the Lean Enterprise, by Tom Jackson, explains how you can implement, identify and manage the critical relationships among your markets, design characteristics, production systems, and personnel to satisfy your customers and beat your competition. This practical workbook provides— A new understanding of hoshin kanri as a grand experimental design implemented through a system of team agreements. Clear explanations of the steps of hoshin kanri. A measure of overall business effectiveness used to determine the focus of corporate strategy. A new, improved X-matrix that incorporates a lean "balanced scorecard" for identifying improvement opportunities and converting them readily into bottom line results as a value stream P&L in terms that financial managers and accountants can understand and support. A CD containing forms, meeting agendas, and examples of X-matrices that serve marketing and design engineering as well as manufacturing. This workbook will show you the mechanics of implementing hoshin kanri, so that you can systematically improve your brand equity, implement Lean manufacturing and Six Sigma, and integrate your suppliers into a Lean and Six Sigma organization.

The most complex organization known in the universe is inside of our heads: our brain. Because organizations are formed by human beings, The Lean Brain Theory aims to mimic human brain structure and functionality so as to enable the emergence of brain-like organizations in which the 'neurons' are the human-beings and the 'axons' ought to be Lean Management oriented behavioral and communication patterns. These networks ought to evolve towards brain-like configurations that display thinking-like processes and ultimately organizational consciousness. The Lean Brain Theory offers a quantifiable holistic framework to strategically design any organization as a human brain. By embedding complexity into the Strategic Organizational Design (SOD) and combining this with Lean Management and neuropsychological state of the art knowledge, The Lean Brain Theory ends up with the Brain-Organization metaphor and makes it possible. This idea of embedding complexity into organizational design is a follow up to the book The Hoshin Kanri Forest. That book dealt with the methodology of creating 'forest-like' topologies. The Lean Brain Theory aims to set the ground for Lean organizations of the future that embrace both Business Intelligence and Complex Networked Lean Strategic Organizational Design. The organization as a super-network evolves towards 'intelligent' Human-Brain-like entity. The Lean Brain Theory ultimately seeks to integrate an anthropomorphic organizational paradigm with future tendencies of technological advances. In this way, the brain-like organization emerging from it can be regarded as bionic.

What is hoshin kanri? A new form of karate? An innovative dish at your favourite restaurant? A new physical fitness system sold through television? No, try again. Hoshin kanri is a management methodology to reliably execute strategic

breakthroughs. Hewlett-Packard, Intel, Milliken, Texas Instruments, Zytec, and Procter & Gamble are among the world-class corporations that are currently using hoshin management to link daily activity with strategic objectives. If, like many managers, you don't know the first thing about hoshin management, or if you think this is just another management buzzword, then listen up. Your customers, employees, and shareholders are waiting. A simple concept, hoshin management consists of just a few simple steps: analyse changes in the external environment; select the vital few priorities; create an integrated plan of attack; execute the plan; and regularly review progress for subsequent modifications. Yet its governing principles can be summed up in two words: focus and alignment. In *The Management Compass*, Michele L. Bechtell explains that the hoshin management system is a management compass; a management tool to align people, activities, and performance metrics with strategic priorities. Bechtell shows us how it can be used to communicate direction, co-ordinate activity, and monitor progress and how it enables members of the organization to work together in the most creative way to define and achieve the strategic intent.

In *Developing Lean Leaders at all Levels* we build on the theory in the original book, *The Toyota Way to Lean Leadership*, and answer the questions: How can I apply this in my organization? What concrete actions can I take to begin the journey of becoming a lean leader? How can I spread this learning to all parts of the organization? What critical tools are needed to turn the theory to practice? This book adds examples from over twenty years of experience by Dr. Liker in working with companies outside of Toyota. The book treats you as a student who will be actively engaged in developing lean leader skills as you read. It acts as a tutorial for beginning the journey.

The Missing Link to Toyota-Style Success—LEAN LEADERSHIP Winner of the 2012 Shingo Research and Professional Publications Award “This great book reveals the secret ingredient to lean success: lean leadership. Not only is it a pleasure to read, but it is also deep and enlightening. This book is an absolute must-read for anyone interested in lean: it’s both an eye opener and a game changer.” —Michael Ballé, Ph.D., coauthor of *The Gold Mine* and *The Lean Manager* “This will immediately be recognized as the most important book ever published to understand and guide ‘True North Lean’ and the goal of perpetual business excellence.” —Ross E. Robson, President and CEO, DnR Lean, LLC, and the original Director of The Shingo Prize “An excellent book that will shape leadership development for decades to come.” —Karen Martin, Principal, Karen Martin & Associates, and author of *The Kaizen Event Planner* About the Book: TOYOTA. The name signifies greatness— world-class cars and game-changing business thinking. One key to the Toyota Motor Company’s unprecedented success is its famous production system and its lesser-known product development program. These strategies consider the end user at every turn and have become the model for the global lean business movement. All too often, organizations adopting lean miss the most critical ingredient—lean leadership. Toyota makes

enormous investments in carefully selecting and intensively developing leaders who fit its unique philosophy and culture. Thanks to the company's lean leadership approach, explains Toyota Way author Jeffrey Liker and former Toyota executive Gary Convis, the celebrated carmaker has set into motion a drive for continuous improvement at all levels of its business. This has allowed for: Constant growth: Toyota increased profitability for 58 consecutive years—slowing down only in the face of 2008's worldwide financial difficulties, the recall crisis, and the worst Japanese earthquake of the century. Unstoppable inventiveness: Toyota's approach to innovative thinking and problem solving has resulted in top industry ratings and incredible customer satisfaction, while allowing the company to weather these three crises in rapid succession and to come out stronger. Strong branding and respect: Toyota's reputation was instrumental in the company's ability to withstand the recalls-driven media storm of 2010. But what looked to some to be a sinking ship is once again running under a full head of steam. Perhaps the Toyota culture had weakened, but lean leadership was the beacon that showed the way back. In fact, writes Liker, the company is "as good and perhaps a better model for lean leadership than it ever has been." of innovation and growth. Yet, Industry Week reports that just 2 percent of companies using lean processes can likewise claim to have had long-term success. What the other 98 percent lack is unified leadership with a common method and philosophy. If you want to get lean, you have to take it to the leadership level. The Toyota Way to Lean Leadership shows you how.

Strategic Lean management efforts significantly fail because leaders often lack a map of their organizations. Written in a colloquial manner, The Hoshin Kanri Forest is for Lean practitioners who seek to design organizational structures that functionally support the dynamics associated with Lean Management. This book will provide a comprehensive quantifiable framework for strategically designing organizations for Lean management. Combining knowledge about strategic organizational design and Lean management, the author introduces a theory called the Hoshin Kanri Forest that considers organizations as networks with organizational structure, functional connectivity, and effective dynamic patterns for attaining an optimal strategic organizational design towards the strategic goal of Lean management. It presents the future of Lean organizations relying on strategically designing its structure, function, and effective dynamics. This book is about describing an evolutionary approach toward a peaceful Lean revolution. It includes useful insights into organizational key-performance-indicator dynamics, gives leaders an implementation roadmap, and offers real examples from the author's professional experience.

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