Personal Hoshin Kanri

Many people think that Hoshin Kanri is complicated and difficult, and, because of this, tend to avert practicing it. But once you actually start working on it, you will find it very useful and practical for your organization as well as yourself personally. Hoshin Kanri is a planning & implementing process that was developed in Japan in the ‘60s, based on the US techniques of Management By Objectives and the classical Plan-Do-Check-Action cycle.

Background
Hoshin means “compass needle” or “direction”. Kanri means “management” or “control”.

Key characteristics of Hoshin Kanri are as follows;
1. 
   Employees involvement> All employees participate from the top down and from the bottom up.
2. 
   Focus on the biggest issues> If you run after two hares, you will catch neither. Prioritize action plans.
3. 
   Set clear target> Numerical target or concrete milestone should be established and shared with all involved.
4. 
   Process is as important as Result> “Facts” speak louder than eloquence.
5. 
   Regular review on results and process> Periodic review gives you a good chance to develop better Kaizen plans.
6. 
   People development> Hoshin Kanri holds people accountable for achieving the part of the plan.

About the workshop
In this workshop Yoshino plans to talk about how to develop “a personal Hoshin document”. Key components of this personal Hoshin are basically the same as the items mentioned above. Only 1) and 6) will not be necessary. As “the personal Hoshin” involves just yourself, it will be a little simpler & easier practice for you. Yoshino will share with you his own Hoshin document which he developed in April this year.

Learning objectives
The main purpose of this “Personal Hoshin session” is for you to understand the key concept of Hoshin Kanri and to help you to become familiar with the concept and also become ready to advance to the next step, which is “Hoshin Kanri planning of your own organization”.

Isao Yoshino
Isao Yoshino is a 40-year Toyota leader and spent a total of 14 years in the United States working on various projects; manufacturing, locally in Florida, water-ski boats equipped with Lexus engines, market research on stationary fuel cell equipment, etc. In 1979 and 1980, he became in charge of “Manager-Development Program”, which was a two-year company-wide program (called “Kan-Pro” in Japanese) for all the back office managers at Toyota HQs in Japan.
All the managers created their own Hoshin Kanri documents using an A3 and went through a presentation two times a year (in June & December) with the officers attending for Q & A sessions. Through those two years, he witnessed all the managers reconfirm their roles & responsibilities and also relearn the importance of Hoshin Kanri. Yoshino believes the “Kan-Pro” campaign is one of the key practices that made Toyota what it is now.

When
Friday 10th November 2017
09.00 – 09.30 reception and registration
09.30 – 12.30 workshop
12.30 – 13.30 lunch

Location
The workshop will be held at Van der Valk Hotel in Nijmegen, The Netherlands. See https://www.valknijmegen.nl/english.

Costs
Costs for participation in the workshop are €150 per person.

Registration
You can register through our website www.han.nl/elec2017.

About HAN University of Applied Sciences
HAN University of Applied Sciences is one of the 5 largest universities of applied sciences in the Netherlands. HAN offers high-quality, practice-based education to more than 30,000 students. HAN’s centers of expertise provide tailored research to companies and institutions. www.han.nl/international/english/

About HAN Lean-QRM Centrum
HAN Lean-QRM Centrum is an expertise center within HAN University of Applied Sciences on Lean and World Class Performance (WCP). It focusses on developing and sharing knowledge on Lean and Quick Response Manufacturing with industrial companies and service organizations. The center helps students, lecturers and others to understand and apply this knowledge. www.han.nl/lean-qrmcenrum/

More information
Doreen Tolmeijer
HAN Professorship Lean and World Class Performance

Postal address: P.O. Box 2086, 6802 CE Arnhem, Netherlands

Office: Ruitenberglaan 26, 6826 CC Arnhem
M: +31 (0)6 55 30 76 29
T: +31 (0)26 369 14 89
E: elec@han.nl
I: www.han.nl/elec2017