Hoshin Kanri for Strategic Alignment and Execution Training Course



23 - 27 Nov 2026

Paris

5800 € (Per Person)

Ref: #PLA9895_127250

Course Introduction / Overview:

This course provides a comprehensive framework for mastering Hoshin Kanri, the powerful lean methodology for strategic policy deployment. It moves beyond theoretical concepts to offer a practical roadmap for aligning an entire organization, from the executive suite to the front line, around a few critical breakthrough objectives. Participants will learn how to translate high-level vision into actionable, measurable tasks, ensuring that daily activities directly contribute to long-term strategic goals. The curriculum is deeply influenced by the foundational work of pioneers like Dr. Yoji Akao, whose contributions to policy deployment are detailed in works such as "Hoshin Kanri: Policy Deployment for Successful TQM". This training course emphasizes the creation of a robust system for strategic execution, utilizing core tools like the X-Matrix and the "catchball" process to foster dialogue, consensus, and accountability. At BIG BEN Training Center, we have designed this program to empower leaders to not only plan their strategy but to successfully deploy and sustain it, creating a culture of continuous improvement and focused achievement that drives tangible business results and operational excellence.

Target Audience / This training course is suitable for:

- Chief Executive Officers and Senior Executives.
- Directors and Heads of Departments.
- Strategy and Corporate Planning Managers.
- Operations and Production Managers.
- Continuous Improvement and Lean Specialists.
- Project and Program Managers.
- Quality Assurance and Control Leaders.
- Team Leaders and Supervisors aspiring to leadership roles.

Target Sectors and Industries:

- Manufacturing and Industrial Production.
- Healthcare and Pharmaceutical sectors.
- Banking, Finance, and Insurance services.
- Information Technology and Software Development.
- Telecommunications and Utilities.
- Logistics and Supply Chain Management.
- Governmental agencies and public sector organizations.
- Consulting and Professional Services firms.

Target Organizations Departments:

- Strategic Planning and Corporate Development.
- Operations Management.
- Quality Assurance and Control.
- Project Management Office (PMO).
- Research and Development (R&D).
- Human Resources and Organizational Development.
- Finance and Accounting.
- Sales and Marketing.

Course Offerings:

By the end of this course, the participants will have able to:

- Develop a clear organizational vision and identify critical breakthrough objectives.
- Construct and interpret a comprehensive Hoshin Kanri X-Matrix for strategic alignment.
- Lead effective "catchball" sessions to ensure bidirectional communication and buy-in.
- Cascade strategic goals effectively throughout all levels of the organization.
- Define meaningful Key Performance Indicators (KPIs) to track strategic progress.
- Integrate Hoshin Kanri principles with daily management and operational routines.
- Facilitate structured review processes to monitor performance and drive corrective actions.
- Foster a culture of accountability and continuous improvement centered on strategic goals.
- Apply A3 thinking to solve problems related to strategy execution.

Course Methodology:

The training methodology at BIG BEN Training Center is designed to be highly interactive, experiential, and directly applicable to the participant's work environment. We believe that learning strategic frameworks like Hoshin Kanri is most effective when theory is immediately paired with practice. The course structure moves beyond traditional lectures to incorporate a dynamic blend of learning techniques. A significant portion of the training is dedicated to hands-on workshops where participants will work in teams to build their own X-Matrices based on real-world or hypothetical business scenarios. Facilitated group discussions and collaborative problem-solving sessions will be used to explore the nuances of the "catchball" process and strategic alignment. We will analyze detailed case studies from various industries to understand successful implementations and common pitfalls. Each module includes practical exercises, simulations, and peer-to-peer feedback sessions, ensuring that participants not only grasp the concepts but also build the confidence to apply them. Our expert facilitators guide this process, providing personalized coaching and ensuring a rich, collaborative learning experience that translates directly into enhanced strategic execution capabilities.

Course Agenda (Course Units):

Unit One: Foundations of Hoshin Kanri and Strategic Thinking

- Introduction to strategic planning and execution challenges.
- The history and origins of Hoshin Kanri.
- Understanding the core principles of policy deployment.
- The role of the PDCA (Plan-Do-Check-Act) cycle in strategy.
- Distinguishing between daily management and breakthrough objectives.
- Aligning Hoshin Kanri with the organization's mission and vision.
- The seven management and planning tools overview.

Unit Two: Developing the Strategic Plan with the X-Matrix

- Defining long-term breakthrough objectives (3-5 years).
- Translating long-term goals into annual objectives.
- Identifying top-level improvement priorities and key activities.
- Establishing clear metrics and targets for success.
- Constructing the Hoshin Kanri X-Matrix step-by-step.
- Linking strategies, tactics, metrics, and responsibilities visually.
- Workshop: Building a draft X-Matrix for a case study organization.

Unit Three: Cascading Strategy and the Catchball Process

- The concept of "catchball" (Nemawashi) for consensus building.
- Techniques for cascading objectives from top to bottom.
- Developing departmental and individual A3 strategy sheets.
- Aligning resources and budgets with strategic priorities.
- Facilitating effective cross-functional communication and negotiation.
- Ensuring vertical and horizontal alignment across the organization.
- Role-playing exercise: Conducting a catchball session.

Unit Four: Execution, Measurement, and Daily Management

- Linking Hoshin objectives to daily management systems.
- Developing visual management boards to track progress.
- Establishing a hierarchy of leading and lagging KPIs.
- Conducting effective and efficient progress reviews (bowling charts).
- Implementing a structured problem-solving process for deviations.
- The role of front-line employees in strategic execution.
- Integrating Hoshin Kanri with other lean and CI initiatives.

Unit Five: Leadership, Review, and Sustaining the System

- The critical role of senior leadership in driving Hoshin Kanri.
- Structuring the annual, monthly, and weekly review cycles.
- Conducting the annual President's Diagnosis and reflection.
- Auditing the Hoshin Kanri process for effectiveness.
- Building a sustainable culture of strategic discipline and continuous improvement.
- Overcoming common implementation challenges and resistance to change.
- Course review, final project presentations, and action planning.

FAQ:

Qualifications required for registering to this course?

There are no requirements.

How long is each daily session, and what is the total number of training hours for the course?

This training course spans five days, with daily sessions ranging between 4 to 5 hours, including breaks and interactive activities, bringing the total duration to 20 - 25 training hours.

Something to think about:

Beyond the tools and matrices, how can an organization fundamentally shift its culture to embrace the disciplined dialogue and mutual accountability required for the 'catchball' process to be truly effective?

What unique qualities does this course offer compared to other courses?

This course distinguishes itself by focusing intensely on the practical implementation and cultural integration of Hoshin Kanri, rather than merely presenting its theoretical tools. While many programs explain what an X-Matrix is, our curriculum dedicates significant time to hands-on workshops where participants build, critique, and refine these matrices under expert guidance, ensuring they can facilitate this process in their own organizations. We move beyond a superficial treatment of the "catchball" process, using immersive role-playing and case study analysis to develop the nuanced communication, negotiation, and leadership skills required for genuine strategic alignment. The course places a unique emphasis on the leadership behaviors and organizational routines necessary to sustain Hoshin Kanri as a dynamic management system, not just a one-time planning event. It provides a clear framework for linking high-level strategic objectives to the daily work of front-line teams, bridging the often-vast gap between strategy formulation and execution. This holistic approach ensures participants leave not just with knowledge, but with the practical capability and strategic insight to drive breakthrough performance.