

# Hoshin Kanri

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Pick a few goals. Let the people who deliver them decide how.

## HOW I USED TO WORK

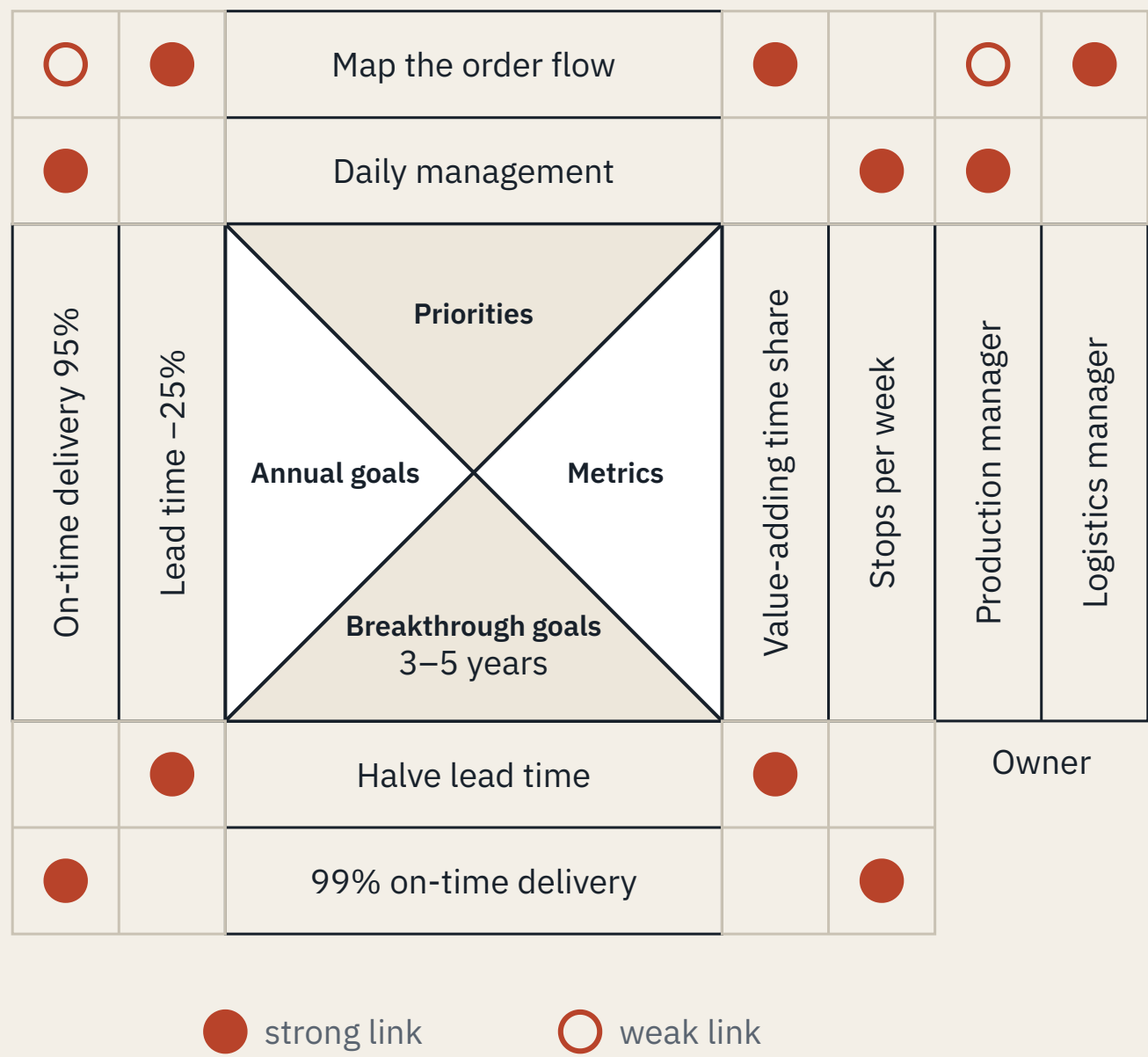
**I was used to strategies with a long list of initiatives.**

Every department added its own projects, and all of it had to happen in the same year. Nothing was dropped.

So people worked on everything at once, and much of it stayed half-done.

WHAT IT LOOKS LIKE

The whole plan on one page.



A simplified X-matrix. The dots show how goals, priorities, metrics and owners connect.

## HOW IT WORKS

# Every level has its say.

Leadership sets out what needs to happen.

The next level comes back with what they can deliver, and what they need to do it. The plan goes back and forth a few times. This is called catchball.

It takes longer than handing down a finished plan. But at the end, everyone knows why they are doing what they do.

## THE PRINCIPLE BEHIND IT

**The people doing  
the work usually  
know best what can  
be done.**

When they help shape the plan, it becomes their plan too. They own it, and it has their backing from day one.

## WHAT IT TAKES FROM LEADERSHIP

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### 01 **Saying no**

Putting projects on hold if they don't serve the few goals.

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### 02 **Monthly follow-up**

The same metrics all year, and acting when things drift off course.

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### 03 **Being patient**

Full effect often takes more than a year. Change course after a quarter and you'll never see it.

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# Olof Hällerman

Hällerman Konsult. I help companies make plans that hold up in practice, and then make them happen.

## CONTACT

[hallermankonsult.com](http://hallermankonsult.com)

[olof@hallermankonsult.com](mailto:olof@hallermankonsult.com)