

# Hoshin Kanri plan health check list

## 6 steps to reviewing the health of your plan



### 1. Collate all data and A3s ☐

Look toward the associated bowling chart for each Hoshin plan for a top-line view of performance according to the Red, Amber, and Green color-coding.

Then, have the metric A3s to hand for a breakdown, e.g. via product line or region.

### 3. Go beyond the data ☐

Consider 'soft' information.

Perform a catchball review, asking:

- Were the goals and KPIs clear?
- Were results openly communicated?
- How often did BAU interrupt goals?
- Did you regularly complete journals?
- Did you have the tools to improve?

### 5. Consistency ☐

Assess how the planning, execution, and tracking process played out, asking:

- Did we apply catchball goal setting?
- Did we kick-off the year with workshops?
- Were resources properly secured?
- Were our annual goals of high quality?
- Did we review monthly, quarterly, and yearly?

### 2. Data v annual goals ☐

The data in your Bowling Chart and Metric A3s indicate your progress towards your annual goals. Ask:

- What went well?
- What didn't go well?
- What were the root causes?
- Were action plans used?
- Can lessons be learned from elsewhere?

### 4. Look at the tools available ☐

With your feedback and data to hand, turn your attention to the tools and processes being used to execute. Ask:

- Was a standardized x-matrix in use?
- Was that x-matrix available to those who need it, and safely stored?
- Did employees use a standard Bowling Chart, A3 Metrics and Action Plan?

### 6. Hoshin Heroes ☐

Remember, Hoshin Kanri decentralizes strategy, and creates leaders. That means you have Hoshin Heroes in your midst, so find those people who are at the heart of your successes and empower them to champion your cause, support with advice, and keep their colleagues on track.

**And lastly, do more of what worked!**