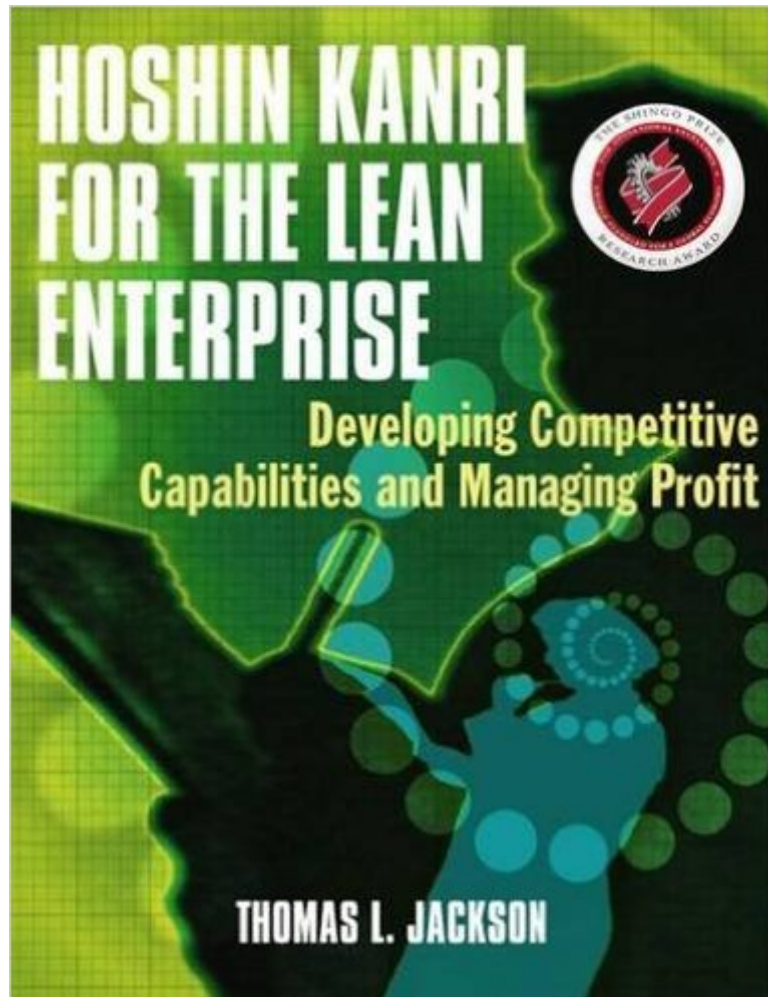# Hoshin Kanri For The Lean Enterprise: Developing Competitive Capabilities And Managing Profit

Synopsis

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.

Book Information

Paperback: 224 pages

Publisher: Productivity Press; PAP/CDR edition (August 21, 2006)

Language: English

ISBN-10: 156327342X

ISBN-13: 978-1563273421

Product Dimensions: 11 x 8.5 x 0.5 inches

Shipping Weight: 1.2 pounds (View shipping rates and policies)

Average Customer Review: 4.6 out of 5 stars See all reviews (7 customer reviews)

Best Sellers Rank: #287,919 in Books (See Top 100 in Books)   #36 in Books > Business & Money > Management & Leadership > Quality Control & Management > Lean   #55 in Books > Business & Money > Processes & Infrastructure > Office Automation   #232 in Books > Business & Money >

Customer Reviews

I've spent some time looking at several different Hoshin Kanri (hoshin - navigation or compass, kanri - control) texts, a.k.a "Policy Deployment." I personally think that this is overall the best one, hand's down. It's a tricky subject, with many "moving parts" and few examples available to view firsthand (I've seen it only a few times myself). I mention other books, but have not reviewed them, because they were so bad I couldn't even finish them and I have a rule to not review any book I haven't read.This review compares this to several other ones (as best I could), plus for consistency of philosophy with other lean/operational excellence concepts. Most lean texts I've read barely mention Hoshin, if at all. Even when they do, then do so poorly or with too little detail to help you other than to make you aware that it exists.This book helps fill a huge gaping void in the understanding and implementation of the lean enterprise.Pro:+A clear linkage to Plan-Do-Check-Act (PDCA) cycles at different levels... at last! Cascading PDCA is critical to success.+Excellent examples of the x-matrix and various styles of A3 report+A Shingo Prize winning text, and it has definitely earned this honor!+Goes well above expectation, digging deeper into "DNA" teaming elements/systems that creates deeper understanding of "why" we do hoshin, not just "how"+Sets clear roles for who should do what, when, and of course why and how+Superb examples of A3 reports of all different sorts+Generally well written and interesting despite a potentially dry subject... other books I have on this topic are boring and a fight to read, this was not in the least!

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