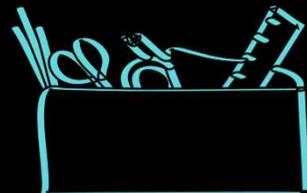


TOOL DESCRIPTION

Strategy Alignment



The Strategy Alignment tool helps to find the connection between strategy and daily business.

Hoshin-Kanri, often referred to as Hoshin planning or policy deployment, is a strategic planning methodology developed in Japan. This methodology promotes a disciplined and systematic approach toward strategic planning and execution, ensuring that organizations remain focused, aligned and responsive to changing conditions.

By providing a clearly structured framework, this methodology can be used to facilitate cross-departmental collaboration and ensure that diverse viewpoints are considered. By regularly reviewing and refining the results, organizations that use Hoshin-Kanri embrace continuous improvement, which enables them to remain adaptable in dynamic market landscapes.

Overall, Hoshin-Kanri is best utilized in scenarios involving complex strategic initiatives, long-term planning objectives, cross-functional collaboration and a commitment to continuous improvement.

Hoshin Kanri is widely used by many leading organizations around the world, and particularly in Japan where it originated. Some well-known companies that have implemented Hoshin Kanri include Toyota, Honda and Sony. These companies are recognized for their commitment to continuous improvement, disciplined execution of strategic initiatives, and ability to achieve long-term success through the effective deployment of Hoshin Kanri principles.

Duration

duration varies depending on the size of the organization, complexity of the strategic objectives and readiness of the leadership team

Participants

when executed correctly, people from various hierarchy levels are involved, facilitated by a core team (5–12 key people from the organization)

Facilitation

a facilitator with the necessary knowledge and skill set (can be internal or external)

Strategy Alignment | Process

Preparation 1–2 weeks 	Alignment 3 x 0.5–1.0 day workshop 	Deployment 4–12 weeks 	Monthly review 2–3 h 	Annual evaluation 1 day workshop 
<p>The initial emphasis lies in forming a core team consisting of senior management from different departments to develop the strategy, ensuring diversity across all functions.</p> <p>Next, it's crucial to have a moderator either within the core team or sourced externally to facilitate discussions effectively.</p> <p>Furthermore, it's important to align the strategy with the expectations of stakeholders such as the owner, community, employees, partners and authorities to prevent conflicts.</p>	<p>To align within the organization, 3 workshops (WS) are conducted:</p> <p>Workshop 1: Vision and annual objectives.</p> <p>Workshop 2: Cascading objectives throughout the organization.</p> <p>Workshop 3: Identify action plans and communication about them.</p> <p>This alignment fosters accountability, strategic focus and efficient resource allocation, driving the collective progress toward achieving the goals. Ultimately, the alignment enables individuals to understand their role within the bigger picture and work effectively toward common objectives.</p>	<p>Involving the entire organization in the delivery of annual action plans fosters a sense of ownership and commitment to strategic goals.</p> <p>By integrating strategy into daily work routines and practices, teams develop a heightened awareness of how their efforts contribute to overarching objectives, ensuring alignment and focus across all levels of the organization.</p> <p>Tips:</p> <ul style="list-style-type: none"> • Define measurable KPIs to assess progress and success. • Pilot critical changes. • Use Kanban Boards for steering and monitoring. 	<p>Monthly reviews involve gathering performance data such as key performance indicators and metrics, followed by analyzing these data to assess alignment with strategic objectives, identifying trends, successes and areas for improvement.</p> <p>Subsequently, corrective actions are taken based on the review, which may include adjusting action plans, reallocating resources, revising objectives or refining strategies to ensure effectiveness in achieving organizational goals.</p>	<p>A seven-step workshop is held for the annual strategy review with the organization:</p> <ol style="list-style-type: none"> 1. Welcome and Introduction 2. Review Current Strategy Assess effectiveness, discuss successes, challenges, and identify areas for improvement. 3. Environmental Scan Analyze external trends, threats and opportunities. 4. Internal Assessment Evaluate organizational capabilities, resources and barriers to strategy execution. 5. Strategic Plan Alignment Adjust strategy based on assessments, prioritize initiatives and ensure alignment. 6. Develop Execution Roadmap Define action steps, timelines and responsibilities. 7. Conclusion Summarize takeaways and express gratitude to participants.

