



Getting the *Right* Things Done – A Leader’s Guide to Planning & Execution

Who should attend: Executives, Managers, Team Leaders, Board Members

Length: 8 or 16 hours (available in a range of flexible formats)

Objective: This working session will teach you the fundamentals of Strategy Deployment (Hoshin Kanri), the ‘world’s most powerful planning and execution system’, through enjoyable, interactive group activities and business case studies.

Note: This workshop is available in a variety of flexible, modular formats, both in-person and remote.

Description: Focus and alignment are the biggest constraints any transformation faces. In this practical hands-on workshop, you will use interactive case studies and exercises to learn the proven strategic planning and execution system called Strategy Deployment (Hoshin Kanri). You will learn how to define your Aspiration (True North), where to focus breakthrough work, how to deploy breakthrough work so as to involve all levels.

Strategy Deployment matches available resources with key activities so only activities that are desirable, important, and achievable are authorized. Strategy Deployment aligns functions and activities with critical strategic goals by developing — usually through an annual planning process — clear and aligned actions, timelines, measures, and responsibilities. It provides the support structure for the weekly, annual, and long-term cycles of the PDCA method. You’ll learn:

- Core Questions of Strategy
- Strategy in a Digital World – Defining Your Innovation Compass
- Mindset and Culture
- The Management System and Lighthouse
- Catchball for shared understanding and alignment
- Brevity is the soul of wit – ‘A3’ thinking
- Operating Rhythms needed to animate the management system
- Blockers and how to handle them
- The Innovation Tree

Strategy Deployment answers the critical planning questions: What is our aspiration? How will we win? Where will we play? What capabilities will we need? What kind of management system will we need? How do we involve and motivate our team members? How do we unleash our latent energy and talent?

The success of your transformation hinges on the company’s answers. Strategy Deployment unleashes the organization’s latent energy and talent by deploying the scientific method to all levels. It facilitates transparency, alignment, clear thinking radical collaboration. Strategy Deployment is the compass and nervous system of the open, responsive and creative organization.

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Curriculum

Module 1: The Core Questions of Strategy; Strategy in a Digital World – the Innovation Compass; Mindset and Culture; Management System and Lighthouse; Catchball, Operating Rhythms; A3 Thinking

Module 2: Three Strategy Horizons, The Innovation Tree; Information flow and connected checking, Practical Problem Solving, Common Blockers & how to handle them, Developing Lighthouse and Operating Rhythms, Lean Digital

Module 3 (optional): Practical Application: Develop your Strategy and management system *Method:* Group work; *Deliverables:*

- Confirm Aspiration ('True North'),
- Define strategic focus areas,
- Develop high-level strategies and dashboards for each focus area,
- Next steps and go forward plans.

Available formats (both in-person and remote):

- Full-day or half-day sessions
- Weekly two-hour sessions
- Monthly two-hour seminars

References

Harnessing Digital Disruption – How Companies Win with Design Thinking, Agile and Lean Startup (Taylor & Francis, Productivity Press: New York, 2021)

Getting the Right Things Done – a Leader's Guide to Planning & Execution (Lean Enterprise Institute: Cambridge MA, 2006)

Andy & Me and the Hospital – Further Adventures on the Lean Journey. (Taylor & Francis, Productivity Press: New York, 2016)

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