Lean Leadership Way
INSTITUTE · POLSKA

YOKOTEN

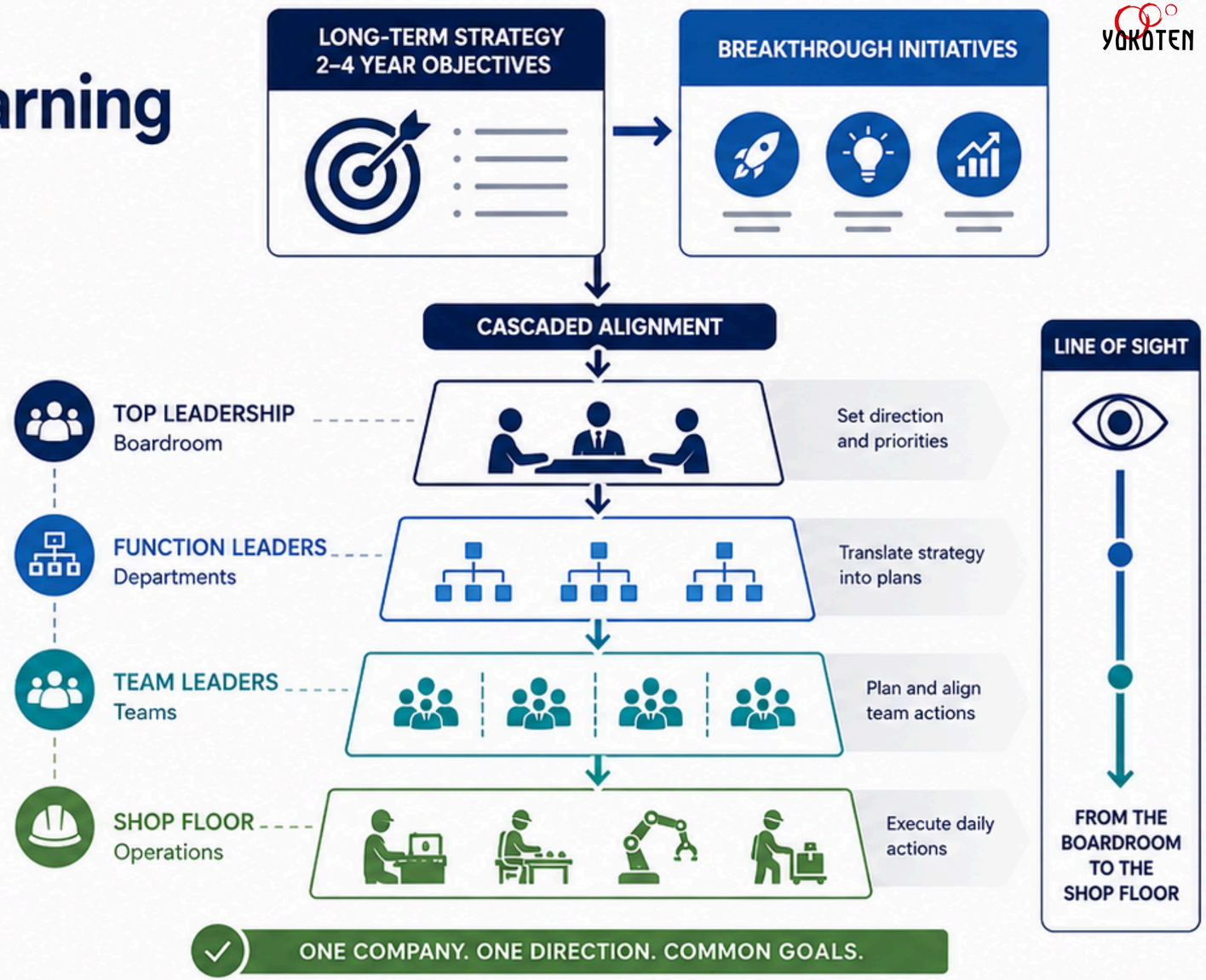
LDP 5 Hoshin Kanri –
Driving your strategy to successful implementation

From Strategy on Paper to EBITDA,
Delivery Performance, and Stronger Core Values



LDP 5 Hoshin Kanri
Strategy Deployment E-Learning for Senior Leaders

Hoshin Kanri is a disciplined methodology that links your 2–4-year strategic objectives and breakthrough initiatives to concrete actions at every level of the organisation, ensuring the whole company works toward the same vital goals. It strengthens both strategic focus and day-to-day execution, providing a clear line of sight from the boardroom to the shop floor.



With LDP 5 Hoshin Kanri, leadership teams can:

Lean Leadership Way INSTITUTE · POLSKA

YOKOTEN



Achieve group-wide alignment on 3–5 breakthrough goals, with visible line of sight from head office to every plant and business unit.



Embed people and leadership development at the heart of strategy, so that capabilities grow in lockstep with ambitions.



Strengthen organisational core values by turning them into concrete behaviours, routines, and leadership practices, not just statements on the wall.



Build cross-functional teamwork and communication that breaks down silos and accelerates problem-solving, innovation, and engagement.



Improve competitive business results (EBITDA, quality, on-time delivery, cost and productivity) through focused operational excellence and better execution discipline.

Who This Module Is For

This module is designed for:

Group-level leaders:

Group CEO, COO, CHRO, HR Directors, Strategy and Transformation Directors

Business unit and plant leaders:

CEOs, General Managers, Operations Directors, HR Leads, Strategic Planners

Functional leaders

who sponsor or own strategic initiatives and enterprise-wide change

---

Hoshin Kanri is equally applicable in **production-led**, **industrial**, and **service** organisations, and can be deployed for a **large project**, a **single business unit**, or **multiple facilities** across your group.



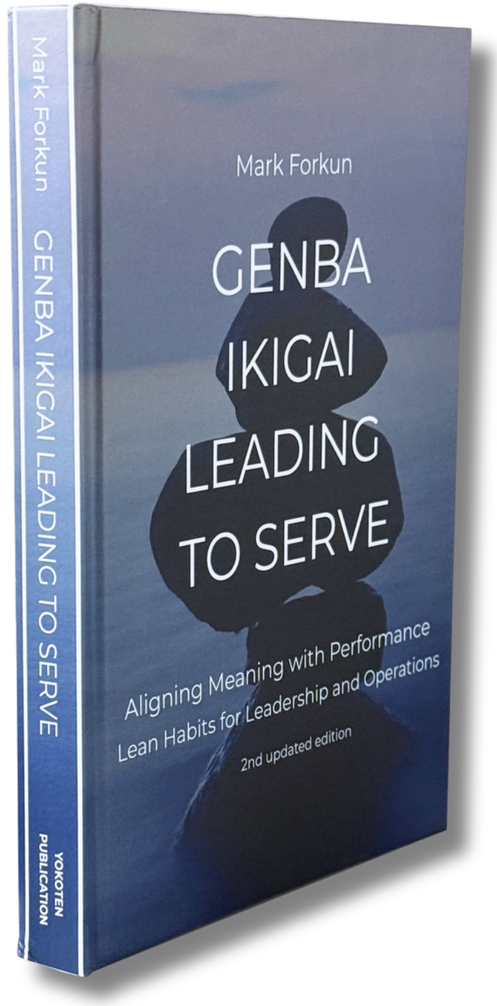
Lean Leadership Way INSTITUTE · POLSKA

YOKOTEN

Proven Experience and Foundations

The LDP 5 Hoshin Kanri module has been developed by ex-Toyota and other senior executives from global organisations, bringing together more than 60 years of experience in strategic design, planning, and execution. It builds on nine core concepts from the LDP 2 and LDP 3 modules, both rooted in Toyota Production System (TPS) & Deming principles and leadership habits that have been proven over decades in complex operations.

The module is closely linked to Mark Forkun's book Genba Ikigai – Leading to Serve, which deepens the people-centric leadership dimension of Hoshin Kanri and is recommended as supplementary reading for executives and HR leaders.



Mark Forkun is also the author of **"GENBA. IKIGAI. LEADING TO SERVE".** The second, expanded edition is currently available.

Flexible Delivery for Executive and Site Teams

LDP 5 Hoshin Kanri can be used:

- **As an individual e-learning module** (3–4 hours for a senior leader to complete)
- As a structured team-based strategy development exercise over several days, with your leadership team working directly on your own strategic planning and deployment

The module can operate as a stand-alone e-platform or be supported by our consultants through online coaching and, by arrangement, on-site Genba coaching and workshops. This allows you to scale from a pilot site or BU to group-wide deployment, with support calibrated to your internal capability and maturity.

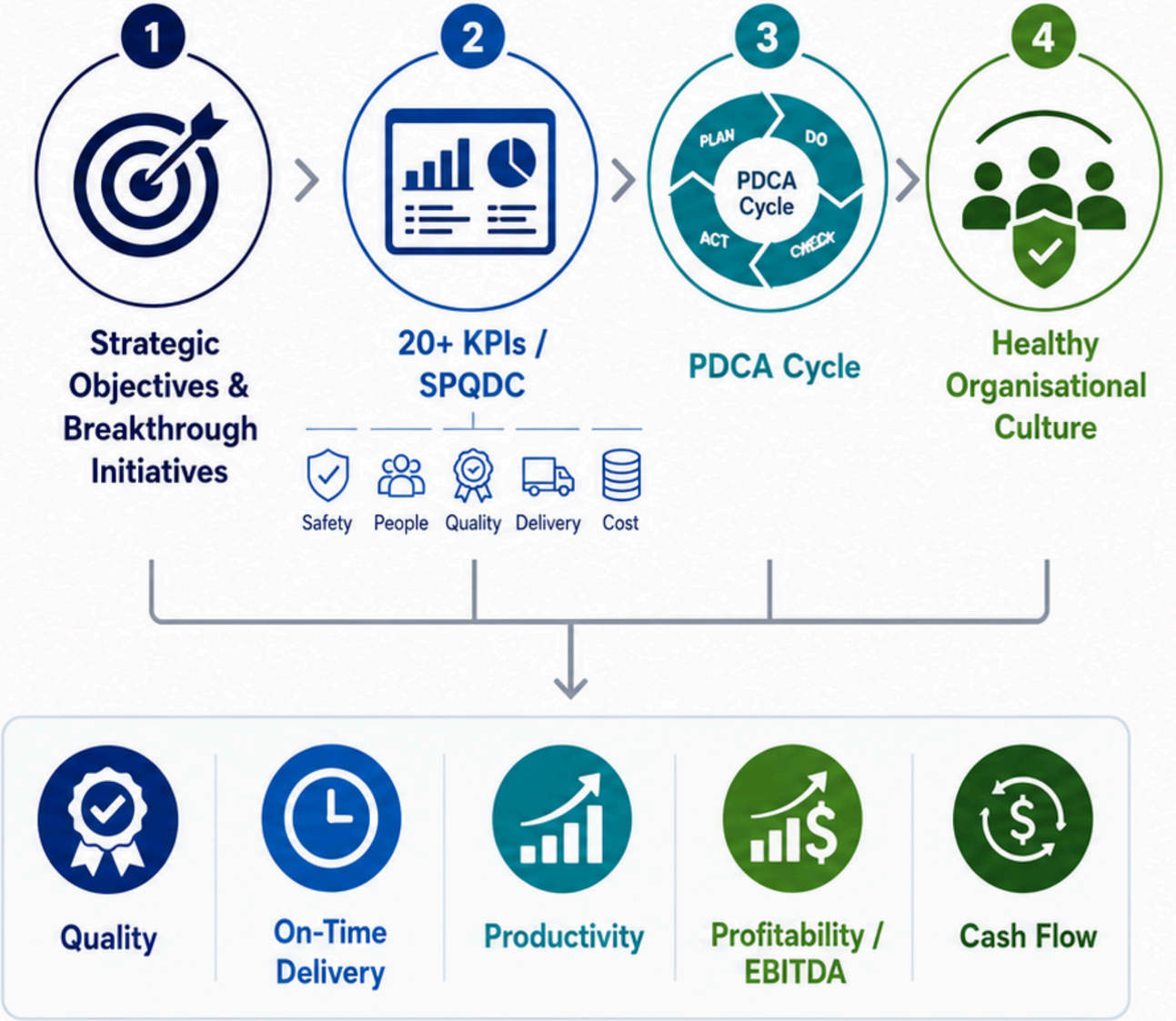


Core Leadership Content

Using your own strategic context, the module walks your leadership team through:

- **Assessment and clarification** of strategic objectives and breakthrough initiatives
- **Discussion of over 20 KPIs** underpinning SPQDC (Safety, People, Quality, Delivery, Cost), helping you choose a focused, balanced KPI set that links operational performance to financial outcomes such as EBITDA and cash flow
- **Applying PDCA (Plan–Do–Check–Act)** as the engine of strategy execution, shifting from annual target-setting to continuous learning and course-correction
- **Designing a healthy organisational culture** that supports transparency, fact-based decision-making, and continuous improvement

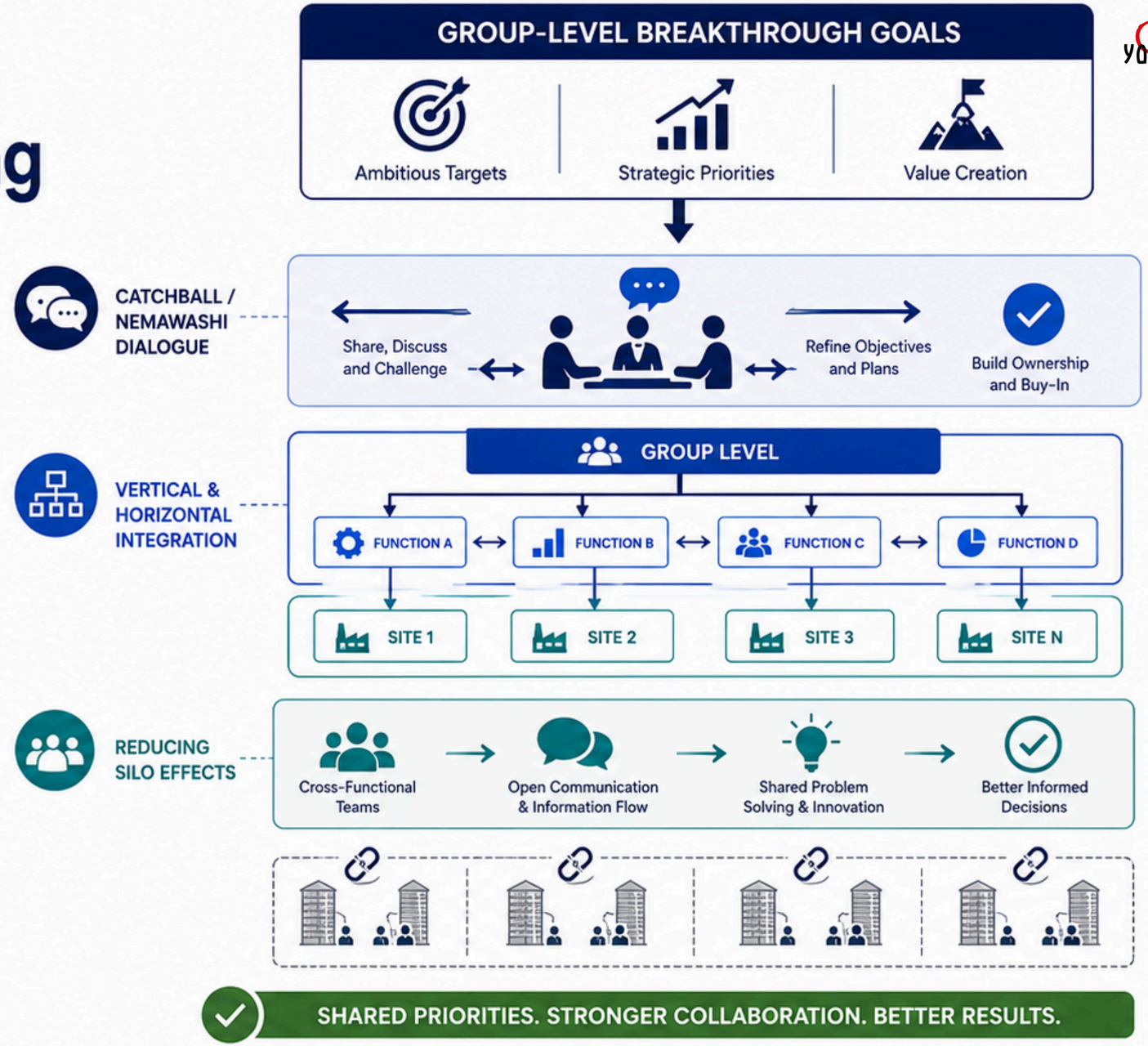
This helps senior leaders connect strategic ambition with measurable operational and financial results, including quality, on-time delivery, productivity, and profitability.



Alignment, Catchball, Cross-Functional Working

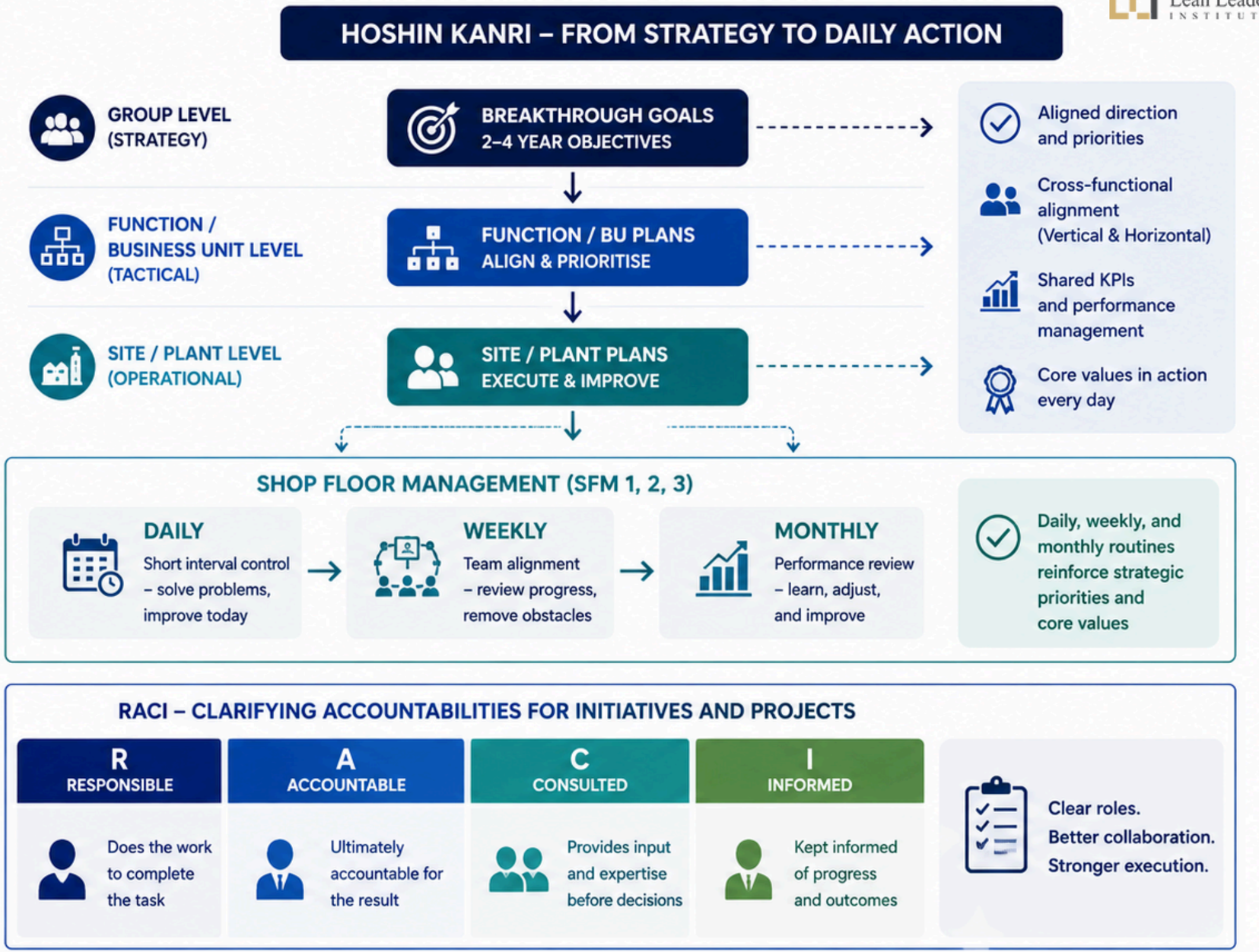
A central focus of the module is organisational alignment and collaboration:

- **Catchball and nemawashi**: how to use structured dialogue between levels and functions to refine objectives, build ownership, and secure real buy-in before commitments are finalised.
- **Vertical and horizontal integration**: how to connect group-level breakthrough goals to site-level and functional plans, and ensure cross-functional teams work on shared priorities rather than local optimisation.
- **Reducing silo effects**: how to design cross-functional collaboration so that communication improves, innovation accelerates, and decisions are better informed.



The module shows how **Shop Floor Management (SFM 1, 2, 3)** can be woven into Hoshin Kanri so that daily, weekly, and monthly routines reinforce strategic priorities and core values rather than competing with them.

The **RACI principle** (Responsible, Accountable, Consulted, Informed) is introduced as a practical tool to clarify accountabilities for each key initiative and project.



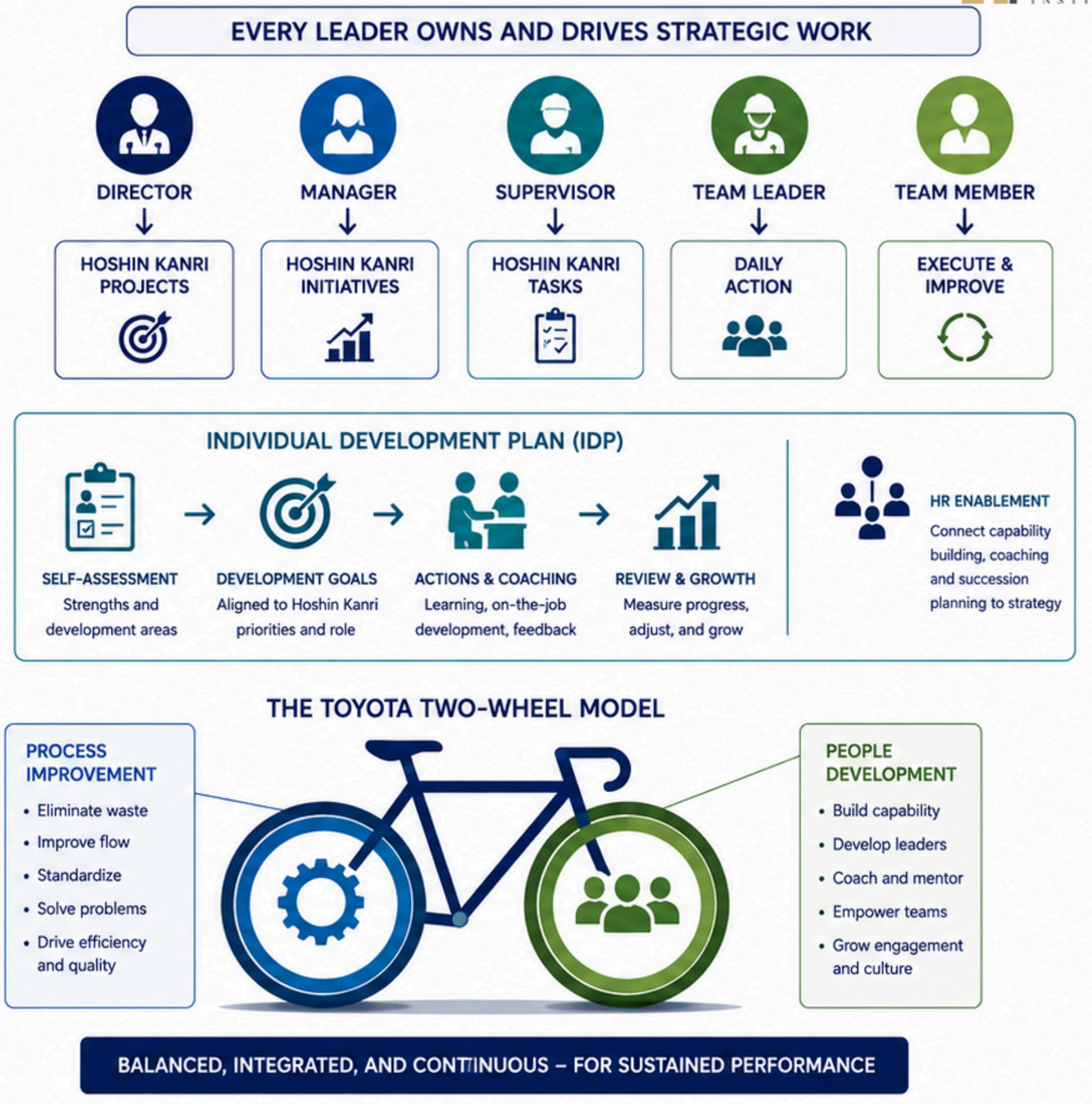
People and Leadership Development

Hoshin Kanri is presented not only as a strategy tool but as a leadership and people-development system:

Each director, manager, and supervisor is expected to own specific Hoshin Kanri projects, initiatives, and tasks, reinforcing leadership accountability and role-modelling.

An Individual Development Plan (IDP) is completed by each participant, giving HR a powerful vehicle to connect capability building, coaching, and succession planning directly to strategic priorities.

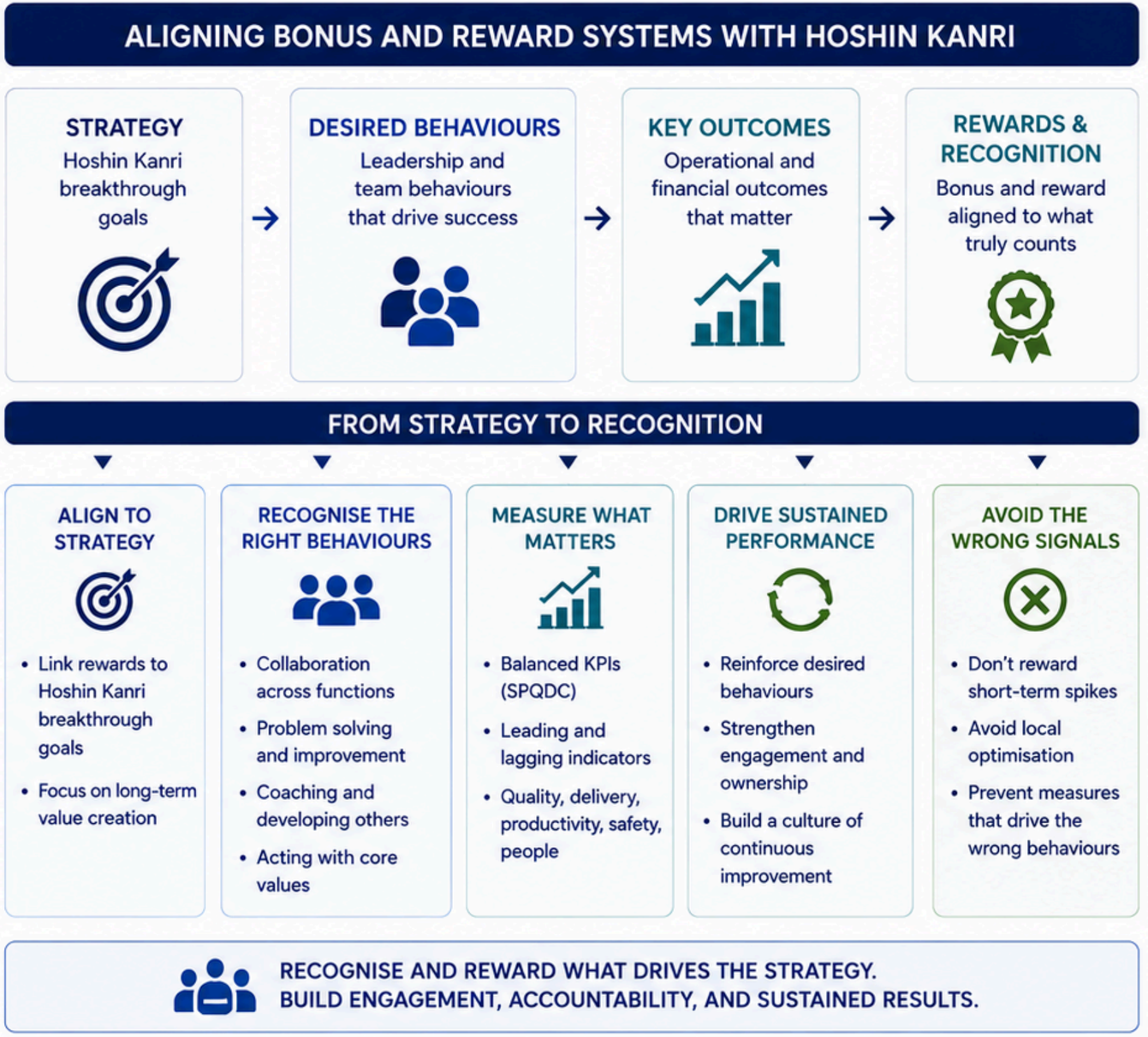
The Toyota two-wheel model is used to show how process improvement and people development must progress together to sustain performance gains.



Lean Leadership Way INSTITUTE · POLSKA

YOKOTEN

The module also discusses how bonus and reward systems can be **aligned with Hoshin Kanri** so that leaders and teams are recognised for **behaviours and outcomes** that truly support the strategy, not just short-term financial spikes.



Tools, Case Study, and Assessment

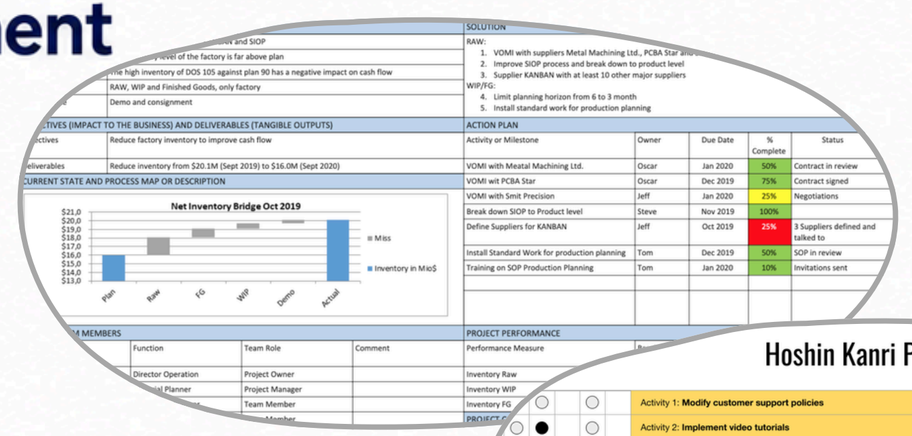
To support practical deployment and internalisation, the LDP 5 Hoshin Kanri e-module includes:

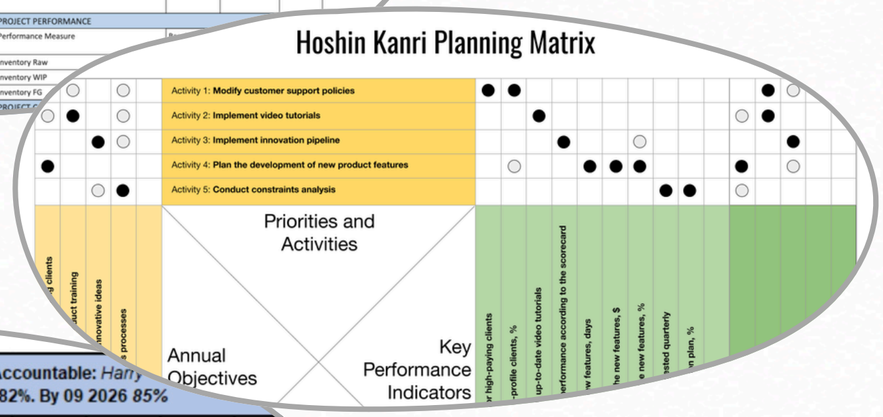
A3 problem-solving and reporting,
with free downloadable Excel and PowerPoint templates

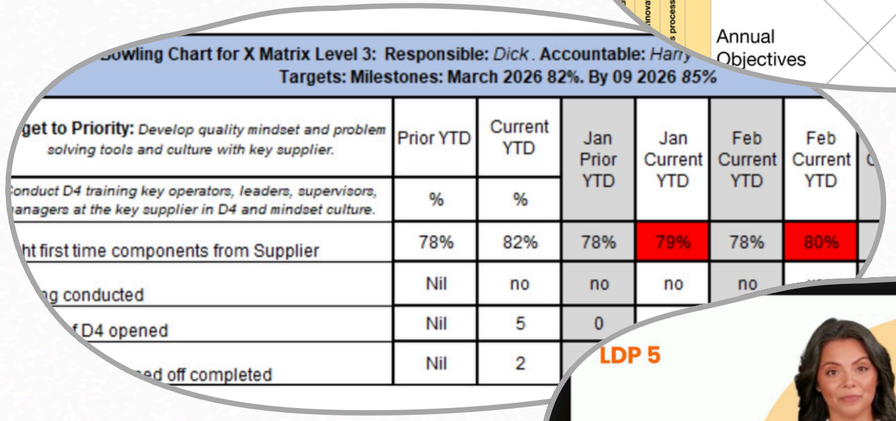
Downloadable Hoshin Kanri
Catchball and group questionnaires

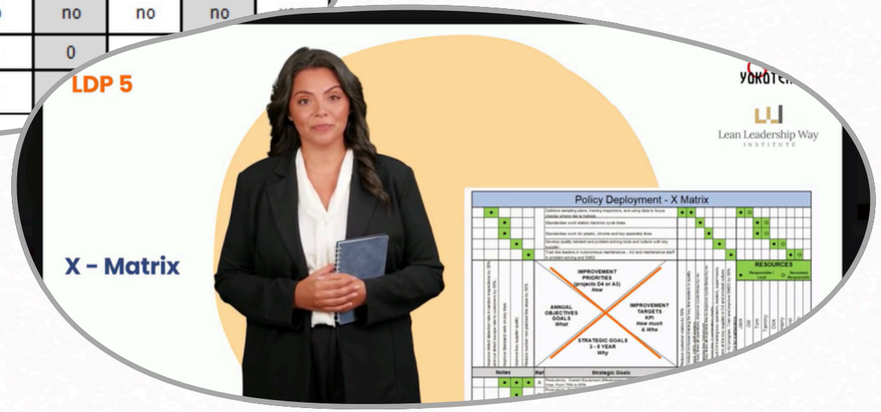
X-matrix and Bowling Chart templates
to track progress on strategic objectives in a structured, visual way

An interactive video and three "Test your knowledge" quizzes
to reinforce learning and check understanding









Lean Leadership Way
INSTITUTE · POLSKA

YOKOTEN

A comprehensive case study, “The Click & Clack Locks Company”, walks participants through strategic planning, Catchball, X-matrix development, and the use of a Bowling Chart in a way that mirrors daily/weekly performance reviews and S&OP-type meetings.

The module highlights five typical mistakes in strategy deployment and how to avoid them, stressing the importance of quarterly Hoshin Kanri health checks to keep the organisation on track.

Hoshin Kanri is clearly positioned as an **ongoing management system**, not a one-off campaign.

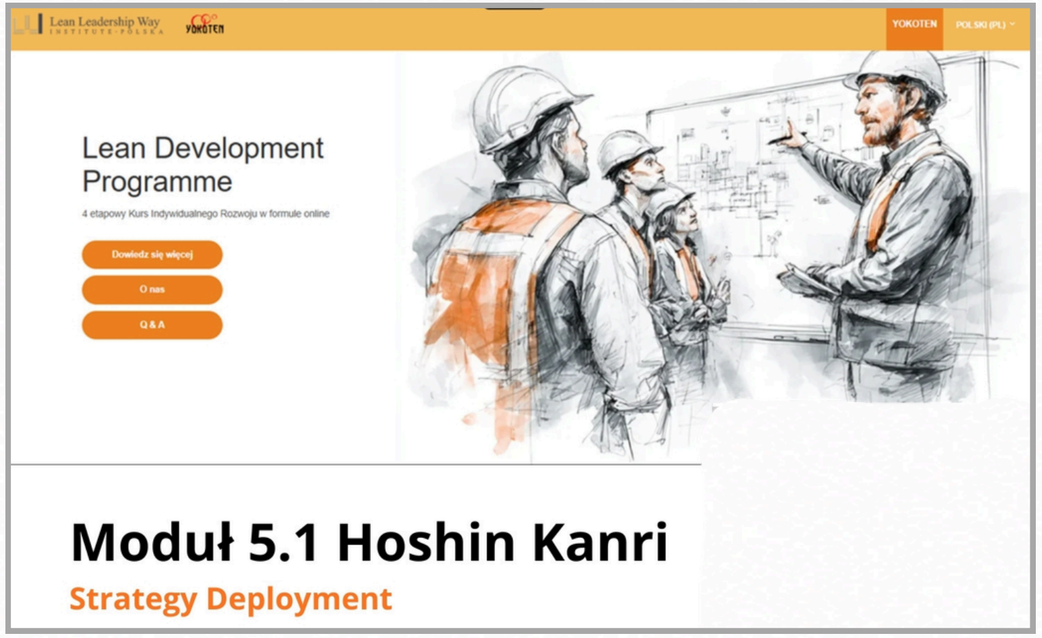


Certification and Registration

On completion of all stages, each participant receives a **Certificate of Completion** for the LDP 5 Hoshin Kanri module. This can be built into internal leadership development frameworks and talent pipelines at group, BU, or site level.

The LDP 5 Hoshin Kanri module is available as a **stand-alone e-learning solution** and can be supplemented with **online coaching** and **on-site Genba support** from our senior consultants, according to your needs.

The program is available in **English** and the **Polish** languages, with further languages being added to the system.



Certification and Registration

Lean Leadership Way INSTITUTE · POLSKA

YOKOTEN

For more details or to register for
LDP 5 Hoshin Kanri Strategy Delivery System,
or any of our LDP programs, please contact:

EMAIL
mark.forkun@llw-institute.com

MOBILE
+48 602-28-28-59



BOOK NOW

ALIGN STRATEGY WITH ACTION

DEVELOP LEADERS AND TEAMS

DRIVE PERFORMANCE AND RESULTS

SUSTAINED IMPACT THAT LASTS