**Hoshin Kanri Long-Term Failure Modes**

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| **Failure Mode** | **Yes** | **Maybe** | **No** |
| **Leadership*** Leadership not engaged, particularly the owner of the outcomes of the hoshin in the organization.
* Leadership turnover occurs in the first few years, before the culture and basic thinking have been ingrained.
* No clearly defined “owner” of the hoshin kanri process.
* Not clearly assigning one leader to lead one corporate hoshin objective.
* Organization still unaligned horizontally.
* Leads/owners for hoshin objectives still not clear.
* Support not clear and the method to support not defined.
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| **Process / Practice*** Taking on too much, too many initiatives.
* Not visualizing, regularly reviewing, and providing support to catch up on the plan.
* Too much willy-nilly changing of the hoshin/strategy or plan.
* Not showing flexibility to change the strategy if needed.
* Not reviewing the hoshin kanri process to refresh it and improve it regularly.
* Looking at hoshin kanri purely as a culture-building exercise and not a process to improve business results.
* Leading with the tools instead of principles (e.g., PDCA).
* Becoming too inward-focused and losing sight of key stakeholders, particularly the customer.
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| **People / Culture*** Looking at hoshin kanri purely as a top-down exercise.
* Not recognizing and concretely defining hoshin kanri as a capability-development methodology.
* Not adjusting HR systems to reflect behaviors and capabilities that support hoshin kanri thinking.
* Not building problem-solving capability (the muscle) throughout the organization to support execution and achieving hoshin kanri objectives (the skeleton).1
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*1. Mark Reich, “A Body Needs Skeleton and Muscles to Work,” Lean Enterprise Institute, June 5, 2014.*