**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. |  |  |  |
| **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. |  |  |  |
| **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 |  |  |  |

*1. Mark Reich, “A Body Needs Skeleton and Muscles to Work,” Lean Enterprise Institute, June 5, 2014.*