

Policy Deployment

A key management responsibility in implementing continuous improvement is the deployment of a challenging but realistic plan that sets strategic and tactical direction for improvement. Policy deployment, also referred to as Hoshin planning, is a systematic method for matching annual improvement priorities to strategic goals. The X-type matrix also identifies the means by which priorities will be achieved, and provides a measurement component that allows on-going tracking of priorities against predetermined targets.

This policy deployment workshop will provide a step by step method for creating policy deployment using the x-type matrix and related practices. Students will learn how to:

- ✓ Establish a theme for improvement that will unite and motivate the entire workforce.
- ✓ Define three to five year goals to provide pace and direction and boundaries to the improvement process.
- ✓ Evaluate and prioritize best short-term (12 month) projects that support strategic objectives and can be achieved with available resources.
- ✓ Identify accountability for key projects.
- ✓ Effectively measure project status.
- ✓ Translate improvement results into bottom-line cost savings.

Time Commitment

Workshop time is divided between lecture and classroom examples (2 ½ hours) and workplace practice (5 ½ hours). This class is intended for top management and middle management. An optional second day is offered to assist with completion of an X-type matrix supporting improvement plans for the client company.

Course Outline:

Overview of Continuous Improvement

Function of Policy Deployment

Using Effect-Cause-Effect Technique (ECET) to clarify tactical plans

Communicating strategic and tactical plans through the X-type matrix

Using Value Stream Mapping and CEDAC to execute improvements

Define Workplace example project

Workplace practice using tools from class