

Hoshin Method

What To Do

1. Articulate a single question and place it before the group. Keep the question as non-prejudicial as possible.
2. Brainstorm ideas. Have members of the group record each of their ideas or thoughts on a single 3M Post-It note.
3. Ask the group to assign a numerical value to each of their written ideas. The total of all the values must add up to 50. Have them write the value for each idea on the Post-It note.
4. Group similar ideas or pieces of information by physically moving the notes together. Sometimes teams perform this step, combining thoughts with an affinity for one another until everyone feels comfortable with the grouping. Eliminate any redundant notes.
5. Establish a "header" or title for each group of common ideas. Write each title as a "noun; verb" phrase. For example, "training conducted."
6. If there are too many notes in a single grouping, create another grouping by finding a finer distinction than the original heading. Set aside "loner cards" and give them their own heading.
7. Add up the values recorded on each note within a grouping and record it on the header.

Outcome -- A set of relationships grouped by common theme and their impact weighted.

What To Do Next

1. Phrase a single question and place it before the team. For example, use "What are the driving elements of this situation?"
2. Start with one element (Post-It grouping) and place it on the board. Add a second element and ask the question, "Which happens first?" or "Which influences the other?" Draw a one-way arrow to indicate the direction. If there is a two-way relationship, record the stronger one.
3. Keep adding groups to the board. Each time a group is added, ask the question in step two for the relationship it has with each of the groups already on the board. Draw all the appropriate arrows.
4. For each element, count the number of arrows going in. Then count the number of arrows going out.
5. Look for patterns of arrows to identify key causes or factors. Those groupings with a significantly higher number of arrows out versus in indicate that this is a driver. Any items with a large number of arrows coming in are also worth attention.
6. Look for where the groupings with the highest weighted value fall within this analysis. A driver with a high value is a strong candidate for focus.

Outcome -- A map of the cause and effect relationships, including the key drivers to a high leverage solution.