

Contributing Hoshin Kanri to Address ISO 9001:2015 Requirements

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Abstract

Hoshin Kanri is a systems approach to change management in critical business processes and a methodology to improve the performance of critical business processes to achieve strategic objectives. Within organizations, the use of Hoshin Kanri improves focus on strategy and objectives, linkage between strategy and daily management, accountability, buy-in, communication, and a process-based focus. It goes beyond strategic and annual planning and includes deployment and review.

The first requirement in ISO 9001:2015 (currently at the DIS stage) is: "The organization shall determine the external and internal issues that are relevant to its purpose and its strategic direction and that affect its ability to achieve intended results of its quality management system. The organization shall monitor and review the information..." The act of creating a Hoshin strategic plan summary will provide objective evidence of an organization's ability to meet this and several other requirements in ISO 9001:2015.

The output of a Hoshin strategic plan summary is commonly called an X-matrix. Creating one involves first identifying the organization's strategic goals (typically a 5 - 10 year timeframe). Then, the organization lists its core objectives (typically 1 - 5 year timeframe). Linkage between the strategic goals and core objectives are coded as a strong relationship, a direct relationship, or neither. This provides the organization with the ability to ensure that core objectives are aligned with the long-term strategy or to revise the plan to ensure adequate alignment. Once core objectives are aligned with the strategy, the organization establishes what metrics need to be established to monitor and measure progress toward objectives. Again, linkage is coded as a strong relationship, a direct relationship, or neither to ensure that objectives are being measured and measures are not being put into place unnecessarily. Lastly, ownership is assigned to core objectives to ensure accountability.

ISO 9001:2015 requires that top management demonstrate leadership and commitment by ensuring the quality policy and objectives are established and compatible with the strategic direction of the organization (clause 5.1.1). Additionally, leaders must ensure the quality policy is communicated, understood, and applied within the organization and ensure the integration of quality system requirements into the business processes. The process of developing a Hoshin strategic plan summary, sharing it with employees, and regularly reviewing the metrics that are clearly aligned with the organization's core objectives and strategy may be infinitely more effective than annually asking employees to memorize the quality policy in preparation for the upcoming registrar audit. This paper and presentation will provide an overview on developing a Hoshin strategic plan summary as well as Hoshin action plans, implementation plans, and implementation reviews and how these steps correlate to ISO 9001:2015 requirements.