



Hoshin Kanri 方针管理

目标与内容 Objectives and Content

A famous quote says „It is the set of the sails, not the direction of the wind that determines which way we will go!“. During the second half of the last century, a new concept on setting and cascading strategic goals evolved and became known as the Hoshin Kanri approach. Hoshin Kanri, based on a company-wide vision, defines mid-range goals for a time frame of 3 to 5 years and, resulting from these, sets goals for the next year. This procedure is carried out in vertical and horizontal direction along the organizational structure. The catchall process ensures that all employees along the value stream are aligned with and focus on the same targets. With this cross-functional awareness, the pursuit to continuously improve the value stream is considerably enhanced among all employees.

一句名言说“决定我们将走往哪个方向的是风帆，而不是风！”在上个世纪的后半叶，进化出了一个新的设定和梯级分解战略目标的概念，被称为方针管理。方针管理，是指根据公司层面的愿景，定义3到5年的中期目标，据此，来设定下一年的目标。这个过程是沿着组织结构的垂直和水平方向进行的。通用称为“接球”的双向沟通过程确保价值流上下的所有员工对其并专注于同一目标。有了这个跨职能意识，所有员工对于价值流持续改善的追求会得到大幅度加强。

Learn how you, as a leader can set practical goals, improve projects and success factors, thereby giving your employees an effective orientation towards a lean enterprise. In addition to the theoretical mediation of the Hoshin-Kanri method, our trainers particularly value practical interactions.

了解作为领导者的您如何设定实际目标、改善项目和成功因素，从而为您的员工提供一个有效的实现精益企业的方向。除了方针管理方法的理论外，我们的培训师也特别重视实际的互动。

参加对象 Target Group

CEOs, Plant Managers, Business Development Managers, Lean / CIP, Production / Logistics, R&D, Quality, Procurement and Indirect Areas

CEO、工厂经理、事业部经理、精益/CIP、生产、物流、增值、研发、质量、采购及间接领域

大纲 Outline

- Approaches to target agreement: differences between Management by Objectives and Hoshin Kanri
- The interrelation between vision, goals, projects and success factors
- Setting and cascading goals
- Methodologies and tools such as X-Matrix and Bowling Chart
- Employee involvement as major success factor
- 达到目标协议的方法：目标管理与方针管理之间的差异
- 愿景、目标、项目和成功因素之间的相互关系
- 设定和级联目标
- 方法和工具，如 X 矩阵和保龄球图
- 员工参与是成功的重要因素

培训顾问 Trainer STAUFEN Shanghai Consulting Academy Ltd.

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