Using Hoshin Kanri to Accelerate Lean and Six Sigma

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Workshop: May 19, 2013
Motivation

- Lean Manufacturing and Six Sigma are powerful philosophies backed by several tools for improving quality, productivity, profitability and market competitiveness for any corporation in a holistic manner.
Learning Objectives

In this workshop, attendees will:

1. learn about Hoshin Kanri,

2. learn how to capture strategic goals and integrate these goals with the entire organization’s daily activities, and

3. learn how to integrate lean and six sigma into the strategic vision of the organization using Hoshin Kanri.
Outline

• Overview/Introduction
• Lean
• Six Sigma
• Lean Six Sigma Strategy Deployment
• Lean Six Sigma Deployment Roadmap
• Hoshin Kanri
  • Measure the system performance
  • Set core business objectives
  • Evaluate the business environment
  • Provide resources
  • Define system processes
• Policy Deployment
• Summary
Lean

• Lean focuses on eliminating waste and improving flow using various proven methods.

• Lean was initially pioneered by the Toyota Manufacturing Company under the banner of the Toyota Production System (TPS).

• VSM, standard work, 5S, SMED, visual management, etc.
Six Sigma

- Six Sigma is focused on reducing process variation using problem solving and statistical tools.
- Six Sigma methods were first perfected by the Motorola Company and deployed with ferocious gusto by Jack Welch while he was the CEO of General Electric.
Why should we combine them?

By combining the Six Sigma DMAIC methodology with lean manufacturing tools, companies have a more appropriate toolkit to address all types of process problems and can reap even more dramatic gains.
Moving away from the silo... 

- Change our focus from applying the tools in silos
- Integrate lean throughout the entire supply chain
- Become a lean enterprise
Taking it to the next level. . .

- How do the steps of the Lean Enterprise fit together?
- How do we get the biggest bang for the buck?
- Want a holistic approach to continuous improvement throughout the enterprise.
Lean Strategy Deployment

• *What do we need?*

• A business management system designed to achieve world class excellence in customer satisfaction. The system, beginning with the voice of the customer, continuously strives to improve quality, delivery, and cost. The system provides the necessary tools to achieve specific business objectives with the involvement of all employees.
Business System

Policy Deployment

Quality and Timeliness of Service

Cost Improvement

Customer Deliver

Customer Satisfaction

Sales Growth

Voice of the Customer

Employee Involvement

5S SMED Visual Mgt Cellular Mfg Standard Work

Six Sigma QFD TPM Takt Time Flow Kanban DFM

Cost Improvement
Lean Deployment Roadmap

- Hoshin Kanri/Policy Deployment
- Value Stream Mapping
- Gap Analysis
- Current State VSM
- Future State VSM

Deploying formalized lean and six sigma training

5S
SMED
Six Sigma

Standard Work
TPM
Visual Mgt
Hoshin Kanri

• Links business goals to the entire organization
• Promotes breakthrough thinking
• Process oriented not task oriented
• No bad people just bad processes
Define System Processes

- Hoshin enables consensus planning and execution