

Strategic Planning & KPI Management Policy Deployment (PD) & Daily Management (DM)

方针管理



Synopsis

Policy Deployment is a systematic and structured Methodology to ensure **every level's** activities and **objectives** in an organization are **aligned with** those of **Top Management**.

Policy Deployment originated from Japan in the mid-60's, where it was known as Hoshin Kanri (方针管理). Bridgestone Tire Corporation was the first known company to use it.

But it was to become popular only after Hewlett Packard Yokogawa implemented Hoshin Planning (as it was called at HP) as part of its Deming Prize pursuit. In 1982, Hoshin Planning was credited with **turning one of HP's business divisions from the least to most profitable**.

In 1985, HP introduced it to the rest of HP as a lesson learned from the HP Yokogawa Deming Prize journey. And in the late 80's, Policy Deployment was transmitted to other big American corporations like Procter & Gamble, Ford Motors, Xerox, Florida Power & Light, Texas Instruments, etc.

Find out what Policy Deployment is all about and how it can help FOCUS the entire organization on the same mission and towards the same VISION, in this program :

What you will learn

At the end of this course, participants will :

- ✓ Understand what makes Policy Deployment succeed where MBO has failed miserably
- ✓ See how the Annual PD Process follows from the company's 3 to 5-year business plan
- ✓ Have learned to develop their own business strategies from those of their supervisors
- ✓ Have learned to align KPIs down the organizational hierarchy
- ✓ Realize that ROUTINE, religious Mgmt reviews throughout the Planning year is a critically essential feature of the PD process
- ✓ See how **Daily Management** complements PD
- ✓ Recognize that, contrary to popular belief, Daily Management is NOT about the day-to-day nitty-grittiness or fire-fighting, but is a KPI dash-board of what really matters!
- ✓ Be introduced to the concept of the Balanced Score-card (BSC)
- ✓ See how KPIs, BSC, DM and PD all work in concert to form a TIGHT, RIGOROUS organizational performance management system

Course duration

1 day

Who should attend

C-Suite; CEOs and their direct reports

This program is best run on an in-house basis, so it can be contextualized for the participating organization.

Best when incorporated into the company's Annual Business Planning Retreat.

Pre-requisite

This course is best when complemented with [Designing KPIs for Organizational Excellence](#)

Course Structure

- ✓ Policy Deployment & MBO
- ✓ Policy Deployment process
- ✓ Policies -> Strategies
- ✓ Alignment down the organization
- ✓ PD - Critical success factors
- ✓ PD - supporting competencies
- ✓ Foundation in Management by FACTS
- ✓ Management Reviews
- ✓ Balanced Scorecard, KPIs and Daily Management
- ✓ Syndicate Exercise : Application to participants' organizations

方針管理

