

Getting the *Right* Things Done – A Leader’s Guide to Planning & Execution

Who should attend: Executives, Managers, Strategy Coaches, Team Leaders

Length: 2 days, in a variety of flexible formats

Objective: This working session will teach you the fundamentals of Strategy Deployment (Hoshin Kanri), the ‘world’s most powerful planning and execution system’, through enjoyable, interactive group activities and business case studies.

Description: Focus and alignment are the biggest constraints any transformation faces. In this practical hands-on workshop, you will use interactive case studies and exercises to learn the proven strategic planning and execution system called Strategy Deployment (Hoshin Kanri). You will learn how to define your Aspiration (True North), where to focus breakthrough work, how to deploy breakthrough work so as to involve all levels.

Strategy Deployment matches available resources with key activities so only activities that are desirable, important, and achievable are authorized. Strategy Deployment aligns functions and activities with critical strategic goals by developing — usually through an annual planning process — clear and aligned actions, timelines, measures, and responsibilities. It provides the support structure for the weekly, annual, and long-term cycles of the PDCA method. You’ll learn:

- What is Big Company Disease?
- The Big Questions of Strategy
- Mindset and Culture
- The Management System – Level 1-2-3
- Catchball for shared understanding and alignment
- The Key Thinker (Pacemaker) concept
- Brevity is the soul of wit – ‘A3’ thinking
- Operating Rhythms needed to animate the management system
- Blockers and how to handle them

Strategy Deployment answers the critical planning questions: What is our aspiration? How will we win? Where will we play? What capabilities will we need? What kind of management system will we need? How do we involve and motivate our team members? How do we unleash our latent energy and talent?

The success of your transformation hinges on the company’s answers. Strategy Deployment unleashes the organization’s latent energy and talent by deploying the scientific method to all levels. It facilitates transparency, alignment, clear thinking radical collaboration. Strategy Deployment is the compass and nervous system of the open, responsive and creative organization.

Curriculum

Day 1: What is Big Company Disease? What is a Management System? The Core Questions of Strategy, Common Fallacies, Mindset & Culture; Strategy Deployment system, Three strategy horizons, Catchball, Role of the Key Thinker, A3 Thinking

Day 2: Information flow and the Check process, Level 1-2-3 connected checking, Practical Problem Solving, Common Blockers & how to handle them, Developing Operating Rhythms, Rigor, Lean Digital and the Lean 4.0 R(evolution)

Practical Application: Develop your Strategy and management system *Method:*

Facilitator

Pascal Dennis – Strategy & Digital transformation Sherpa, author, 4-time Shingo Prize winner



<https://www.amazon.com/pascaldennishdd>



<https://www.linkedin.com/in/pascaldennishdd>

Flexible Formats

This workshop is offered in a variety of flexible formats including full day, half day or 2-hour sessions, or as a four-week lecture series. We use a realistic business case study to enable participants to focus on what really matters: experience the principles, tools and practices that define the Digital Lighthouse framework.

References

Getting the Right Things Done – a Leader's Guide to Planning & Execution. (Lean Enterprise Institute: Cambridge MA, 2006) by Pascal Dennis

Harnessing Digital Disruption – How Companies Win with Design Thinking, Agile and Lean Startup. (Taylor & Francis, Productivity Press: New York, 2021) by Pascal Dennis and Laurent Simon