

**Soft-Train**



*At Soft-Train  
Technology Works*

# Strategic Vision (2 Days)

**COURSE GOAL:** To enable the student to create a shared vision of the organization, promote wide ownership, and champion change.

**PREREQUISITES:** None

**LEARNING OBJECTIVES:**

Upon completion of this course the student will be able to:

- Create a shared vision with others in the workplace.
- Analyze the current situation.
- Set clear objectives
- Develop high level strategies to attain the vision.
- Implement the vision
- Analyze and Review the vision
- Adjust the vision as needed to stay with the changing situation.

**KEY TOPICS:**

**I. What is Planning?**

- A. What is Planning
- B. The Hoshin System
- C. Types of Planning
- D. The PDCA Cycle
- E. Objectives, Strategies and Hierarchy of Purpose
- F. Why Plan?
- G. Strategic Thinking

**II. Problems with Planning**

**III. Hoshin Planning Overview**

- A. Hoshin as the Organization's Planning System
- B. History of Hoshin
- C. Overview of Hoshin
- D. Hoshin Timing Issues
- E. Roles and Responsibilities
- F. Planning Calendar

**IV. Preparation**

- A. The Planning Team
- B. Scheduling
- C. Cross-Organizational Issues
- D. Facilities and Logistics

**V. Analyzing the Present Situation**

- A. Developing the Mission
- B. Values
- C. Critical Success Measures
- D. Performance Against Last Year's Plan
- E. Customer Needs and Satisfaction Levels
- F. Performance of Critical Processes
- G. Analysis of Competitors

- H. STEEP Factors
- I. Employee Feedback
- J. SWOT Analysis
- K. Assessment Tools
- L. Missing Information

## **VI. Strategic Vision**

- A. What is a Vision
- B. Characteristics of a Good Vision
- C. Time Horizon
- D. Other Kinds of Visions
- E. Visioning Process
- F. Communicating The Vision
- G. Creating the Vision Statement

## **VII. Setting Breakthrough Objectives**

- A. Analysis of Vision
- B. Correlation with Management
- C. Performing “Gap Analysis”
- D. Cause-Effect Relationships
- E. Strategic Focus
- F. Metrics
- G. Where do Breakthroughs come from?

## **VIII. Developing High Level Strategies**

- A. First-Level Development
- B. Metrics and Goals
- C. Time Sequence
- D. Creative Thinking
- E. Cross-Organizational Issues
- F. Emergent Strategies
- G. Ownership
- H. Alignment

## **IX. Deployment**

- A. Communication of the Plan
- B. Second-Level Strategies

- C. Tactics
- D. Timing of Deployment
- E. Documentation
- F. Responsibilities

## **X. Implementation Plans**

- A. Contingency Planning
- B. Using Implementation Plans
- C. Using Project Planning Software
- D. Resource Allocation

## **XI. Implementation and Review**

- A. Implementation
- B. Review Process
- C. Organization Learning and Improvement
- D. Annual Review

## **XII. Strategic Management System**

- A. Identify the Need for Change
- B. Lay the Foundation
- C. Teach the Concepts
- D. Pick an Issue and Focus on it
- E. Continuous Improvement

## **XIII. Tools of Hoshin**

- A. Basic Tools
- B. Management and Planning Tools
- C. Tools Help Teams
- D. Tools Themselves
- E. Why Important?
- F. Five Negative Behaviors
- G. Benefits
- H. Team Composition
- I. Affinity Diagram
- J. Spider Chart
- K. Relations Diagram
- L. Tree Diagram
- M. Process Decision Program Chart
- N. Activity Network Diagram
- O. Positive Attributes

**P.** Behavior Appropriate

**XIV. Essential Techniques for  
Strategic Planning**

- A.** Benchmarking
- B.** Process Management
- C.** Voice of the Customer
- D.** Gathering the Voice