

Strategy Deployment

The Quick Guide to Everything You Need
to Know About Strategy Deployment

KaiNexus



Start. Spread. Sustain Improvement.

Contents

Executive Summary	3
Chapter 1: What is Strategy Deployment?	4
Chapter 2: The Formula	7
Chapter 3: The Technology	11
Chapter 4: Improvement Software Mistakes	15
Chapter 5: Choosing Your Software	19
Chapter 6: Next Steps	22

Executive Summary

Steering an organization toward long-term strategic objectives while effectively maintaining and improving key business processes requires systematic planning and good organizational alignment. This is the idea behind Strategy Deployment.

This book is meant to introduce the methodology of Strategy Deployment so that readers understand its fundamentals as well as its lexicon, which can be quite confusing at first. Uncommon terms are defined throughout this book as concepts are introduced. For additional clarity and quick reference, a glossary of terms and acronyms complete with links to [more information](#) is included at the back of the book.



By the end of reading this book, it is expected that leaders will not only be excited by the growth that Strategy Deployment can create and nurture, but will also have a basic understanding of how to implement it across their organization as well as what technology is available to drive success.

Specifically, leaders will learn what Strategy Deployment is and what it is not, focusing in on why it's important. Key principles will be further illustrated through an examination of the general steps of implementation that an organization can expect to take place, knowing of course that any real implementation will entail making adjustments to fit the unique needs of each company. Finally, readers will learn about the technology available that can help an organization implement Strategy Deployment seamlessly and effectively, including what to look for when choosing software of this kind.

At the end of this book, readers will find some help in making the decision to put Strategy Deployment into action for their organization. If at any time before reaching this point in the book readers have any questions, concerns, or just want to speak to someone to discuss unique needs, please [contact us](#).

What is Strategy Deployment?

Getting Your Entire Organization Pulling in the Same Direction

To unknowing ears, the term “Strategy Deployment” at first sounds vague and perhaps a bit like jargon, but with a little understanding of the history and meaning behind it, the term can come to represent an entire shift in thinking that can lead to amazing results for organizations in any industry.

To start, “Strategy Deployment” and “Policy Deployment” are English translations of the term “Hoshin Kanri,” which can also be translated as “management compass.” No matter what label you give it, it is a management methodology first popularized in Japan in the 1950s based on the ideas of Dr. Yoji Akao, an esteemed Japanese professor and educator.

Translated literally, Hoshin means compass needle or direction, and Kanri means management or control. This translation is useful in understanding the term, as the key idea behind it is to have the organization’s overarching strategic goals guide action at every level of the business, from front-line staff to senior executives. The goal of Strategy Deployment then, is to have every single person in the organization pointed in, and actively moving toward, the same direction, which is referred to as “True North.”



What is Hoshin Kanri?

Hoshin Kanri, also known as Strategy Deployment, steers an organization toward its unique long-term strategic objectives and intermediate goals, while also maintaining and improving key business processes and results through systematic planning and good organizational alignment.



Aligning strategy, measures, and improvement efforts from across an entire organization toward its true north requires that every employee understands the organization’s primary goals and strives to reach those goals through continuous improvement activities, both large and small.



Most business leaders know long-term success requires a solid mission and strategic plan. Many even know how important it is to remind employees of that plan. Senior leaders say to front-line staff, "Hey, we have these three KPIs (key performance indicators) and we all need to work toward them." The problem is that those KPIs don't necessarily scale down to the work done by individual employees. The result is that effort falls flat at this point and those goals are only dusted off again when it's time to cut and paste the opening paragraph of the next report.

While setting goals and KPI's can be part of strategic deployment, it is not the whole process. For these organizations, the true challenge that proper Strategic Deployment can help them overcome is connecting small, daily improvements from front-line staff with the bigger-picture strategic goals.

A Local Example

Consider an example of one complex organization most of us have had experience with in one way or another: any mid-sized city. City Councils typically spend a great deal of time debating, finalizing, and approving reports about the city's current goals, and vision. These reports likely contain KPI's and metrics goals, and city staff provides quarterly or annual progress updates. This is all very important work that provides critical transparency into city goals and progress for taxpayers.

But does the local garbage collector know how he can help further the municipal goals set by the council? Does he/she consider - or even have the means to - discuss with management his/her ideas that could increase productivity or reduce wasted resources? Does that garbage collector have the opportunity to see what the traffic or roads department is doing to improve driving conditions in their area, and offer input if applicable? If the answer is no to any of these questions, is the city truly meeting its highest potential and serving taxpayers in the best possible way? Probably not.

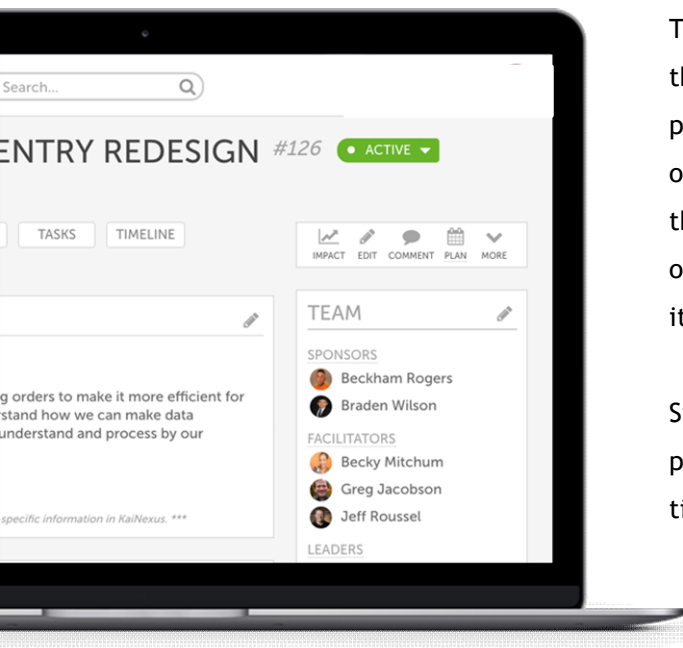
A GOAL WITHOUT A PLAN IS JUST A WISH



Why Strategy Deployment is Important

This gap between goals and daily activities is not just a problem in the public sector. [Research shows](#) that even with careful strategic planning, there is a significant gap between the financial ambitions of business leaders and what businesses can deliver. One problem is that while strategy execution is essential to achieving business objectives, most organizations have no system in place to manage it.

Strategy Deployment, and continuous improvement software in particular (which we will discuss in the third section of this book titled “The Tools”), fills that gap.



The Formula

Now that you know the core concept behind Strategy Deployment and why it is so important for success, let's take a look at a general, five-step implementation plan, which can help illuminate some key principles, knowing of course that any real implementation should be tailored to each organization.

Step 1. Define "True North"

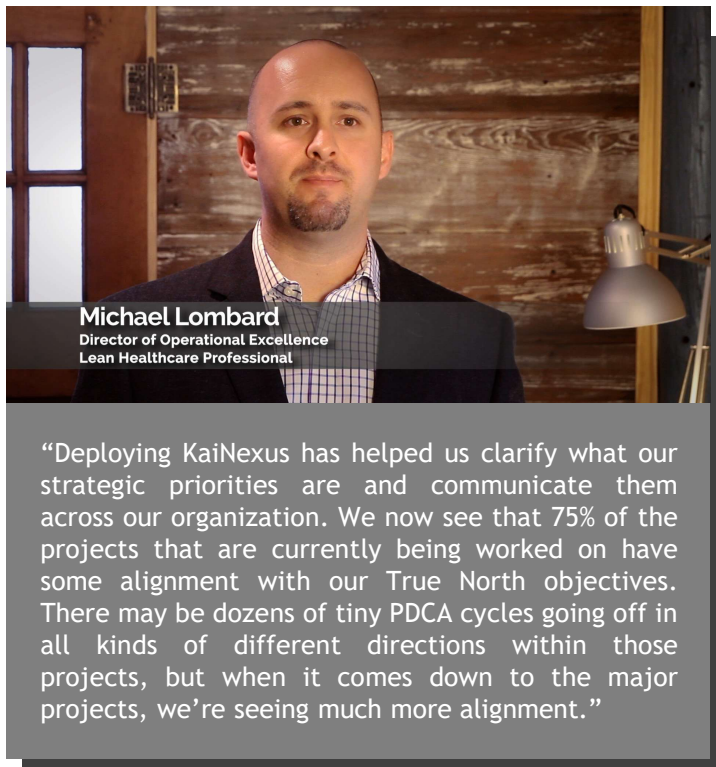
As we learned in the last section, the goal of Strategy Deployment is to have every single person in the organization pointed in, and actively working toward, the same goal referred to as "True North." If this is so, it stands to reason the first step of implementation would be to define what True North is for the organization.



In many cases, the mission, vision, and values of the organization are already defined and understood, but for some, it may be necessary to begin by formally writing these down to gain consensus and buy-in. Even if these already exist, it is a good idea to take the opportunity of beginning Strategy Deployment to assess them to see if they are aligned with the desired state of the company.

Once the mission, vision, and values are solidified, True North categories that define a consistent path forward must be developed. Some examples of such categories are: safety, quality and customer satisfaction, innovative products, and financial stability. This isn't about creating a laundry list of possible improvements that would be nice to have, as too many goals will be counterproductive, de-emphasizing the essential tasks a company must achieve for success and stretching efforts too thin. True North planning should center around three to five goals that are truly strategic.

Once defined, everything throughout the organization should be aligned to this True North.



Step 2. Develop Breakthrough & Annual Objectives

The Strategy Deployment process is designed around the idea that you need to achieve short term objectives and reach long term goals. The short term and long term also need to be in alignment. Therefore, goals should include some that are incremental and others that represent significant, dramatic changes for the organization.

In the Hoshin Kanri methodology, longer term goals are called breakthrough objectives. Breakthrough objectives usually take three to five years to achieve. They should be directed at significant performance improvements that often change the way the organization, a department or key business process operates. They address issues like profitability, growth, business blockers, such as poor quality and customer satisfaction concerns, or they may involve the introduction of a new product or service.

It is still wise to be narrow and focused when deciding on breakthrough objectives. Each true north category should have a small number of breakthrough objectives associated with them, which you should stick to. It's better to have a dozen or so small goals that can be tracked closely by senior leadership than hundreds of goals that can get lost amongst each other. If everything is a priority, then nothing is a priority.

Annual objectives include the milestones that will need to be met in each year to achieve the three-to-five year breakthrough objectives as planned. For example, if the goal is to introduce a new product in three years, it may be necessary to complete a market research study and define the product requirements during the first year. Each objective should be paired with a means of measuring success and fit into true north goals via the breakthrough objectives.



Step 3. Cascade Goals Throughout the Organization

After True North and high-level objectives have been set, it is time to create alignment throughout the organization by breaking each one down into local-level goals.

Front-line staff and managers should have local goals and objectives that fit into the True North categories. The goals do not need to be the same, but there should be one or two measures for each True North category.

Step 4. Develop Strategies, Projects, and Tactics

This is where the rubber meets the road in Strategy Deployment. In this phase goals and objectives are broken down into realistic and measurable projects for very individual, team, and department. Every strategy, project, and tactic should be aligned with the larger, more strategic annual and breakthrough objectives for the organization.

For each objective, KPIs that allow management to track progress should also be developed. Remember that what gets measured gets done, so choose KPIs that drive the change that you want. KPIs can (and should) scale down across the organization so that managers at all level are tracking and reporting on the metrics that tie their location's improvements to the strategic goals of the organization. Standardizing the way you measure and report on KPIs across departments is also critical to achieving true organizational alignment.



Step 5. Monthly & Annual Reviews

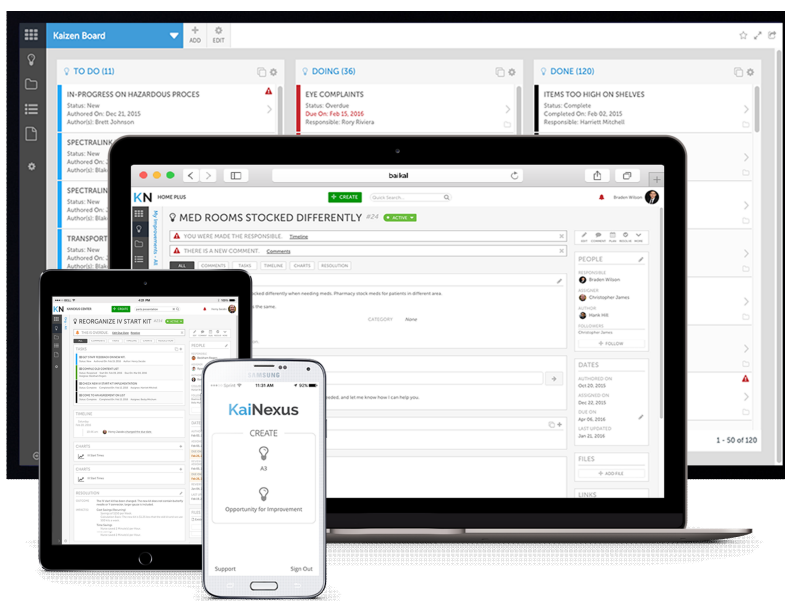
It's not enough to set goals, create projects, and assign KPIs. Progress reviews are necessary both to maintain momentum and ensure any need to pivot goals or tactics is uncovered quickly.

Annual reviews allow leaders to assess the likelihood of achievement of breakthrough objectives. If necessary, pivots and adjustments can be made to the next cycle or resource deployment can be reconsidered.

Monthly reviews are also essential to keep the organization engaged in the execution of the plan. For the human brain, one year is a long time to hold a project in mind and invites procrastination. Revisiting and assessing progress monthly can keep the plan at the forefront of everyone's mind. Reviews also give managers a chance to recognize and address stalled progress.

The Technology

Cat videos aside, at the most general level we all understand that technology has changed and improved society in two areas: communication, and data collection and management. It just so happens these two areas are key for Strategy Deployment success. Looking at all the steps we briefly covered in the last section, it's clear that implementing Strategy Deployment is no small task, and once leaders really delve into implementation, daily improvement management also needs to be addressed.



As you'll recall, even with strategic planning, there is a significant gap between the goals set by leaders and what organizations can deliver through daily activities. One of the problems is that while strategy execution is essential to achieving business objectives, most organizations have no solution in place to manage it. Most companies wouldn't dream of not investing in software for

managing employees, supporting customers, producing products, and paying the bills, and yet technological support is lacking where it is most important for the organization - strategy. Continuous improvement software - and we will get into how to find good software of this kind later - can fill this gap. To illustrate, let's look closer at some of the challenges of Strategy Deployment implementation, and how continuous improvement software can help leaders overcome them.

Challenge 1: Lack of Clarity

Setting objectives, goals, and KPIs is necessary for focused work that creates success. But connecting what front-line staff do day-to-day to the achievement of those goals can be challenging.

The employees of most organizations do not have clarity about strategy, accountability, roles, and responsibilities.

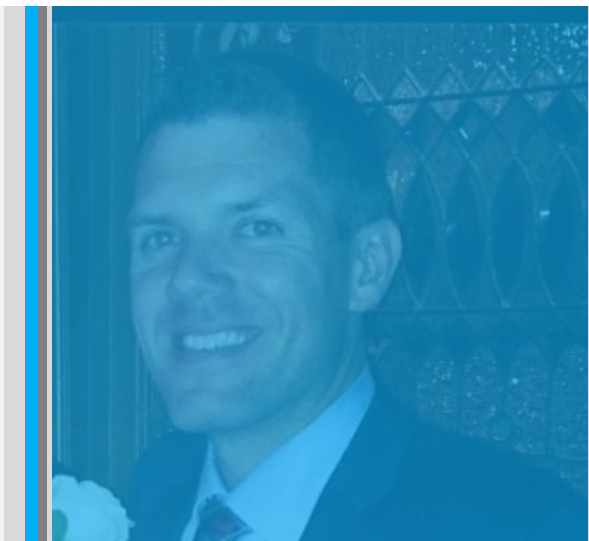
Strategy Deployment software addresses this by cascading relevant goals and objectives down to every employee in the organization.

This keeps strategy at the top of everyone's mind and helps every individual understand how they can contribute to organizational success.



“Our research reveals that, on average, 95% of a company’s employees are unaware of, or do not understand, its strategy. If the employees who are closest to customers and who operate processes that create value are unaware of the strategy, they surely cannot help the organization implement it effectively.”

**- Robert S. Kaplan and David P. Norton,
[The Office of Strategy Management,](#)
[Harvard Business Review](#)**



KaiNexus helps us align daily improvement with our corporate measures by helping our staff really understand our corporate goals and get insight into how their daily work contributes to achieving those goals.

- Jason Coons, Vice President

Challenge 2:

No Formal Process for Action

Without constant care and nurturing, strategic plans become stale, gathering dust until an annual or quarterly review needs to be drafted. This is not what they were intended for, which is to give leaders tools to ensure forward progress, remove roadblocks, and accurately forecast success.

Good Strategy Deployment software offers a real-time dashboard and reporting loop so that strategy execution can be managed daily and problems can be solved before they delay achievement of breakthrough objectives.



“KaiNexus has made checking up on our improvement culture easier for the people who need to be driving it from the top.”

Matthew Cannistraro

Operations Analyst | Harrington Air Systems

Challenge 3:

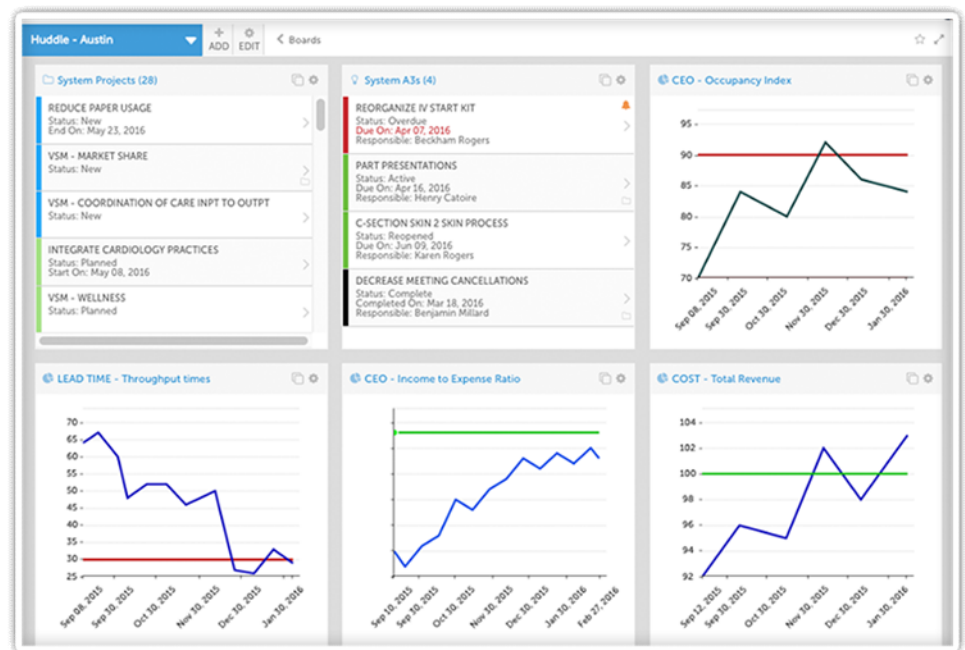
No Insight into Impact

Even if executives have a good idea which strategic activities are being executed, few have an effective way to determine whether these activities will be enough to reach breakthrough objectives. This makes forecasting difficult and impedes decision making in terms of where to invest for the biggest bang for the buck.

With strategy execution software in place, however, the impact of improvement efforts can be calculated and tracked. With this visibility, leaders are better equipped to turn the dials up on what is working, to pivot strategies to reach goals and meet newly discovered realities, and address anything that isn't having the desired results.

Challenge 4: Siloed Communication

Executing Strategy Deployment is possible without the help of technology, but one big drawback is that communication can remain siloed, inhibiting results. As we know, communication between staff and leaders about goal setting and achievement is essential to success. But for true Hoshin Kanri, communication should also occur across departments and between staff at all levels so that progress and achievements can serve as inspiration and motivation to all.



One of the best ways to keep your frontline connected with your strategic goals is to utilize huddle boards in your daily improvement management. Huddle boards are exactly that, physical boards that are used as a place to gather, or huddle around, and discuss work and show relationships between projects, improvements, and objectives.

When Tania Lyon became the first Director of Organizational Performance Improvement for St. Clair Hospital, she deployed paper huddle boards across all hospital departments. In the end, over 100 laminated posters were distributed hospital-wide along with pre-printed sticky notes. Employees were asked to write any problems or ideas for improvement onto the sticky notes and post them on the board. Managers were given a timeline and a process for responding to the notes, which let employees know their ideas and concerns were being addressed.

The results were mixed. Some department boards buzzed with activity while others quietly collected dust. One of the biggest successes of the boards was the creation of a focal point for visits as the boards provided an opportunity to discuss ideas and issues with staff. Lyon often found that during these meetings ideas and issues would be voiced even though there was nothing on the board, and so she herself would help write the sticky note and place it on the board for department follow-up. This not only clarified and reinforced the process but showed staff they could put many of their ideas into play on their own, making sure each item is addressed even if it's at the local level.

However, after awhile the disadvantages of paper became apparent. "We hit a point where I realized that there was a lot going on in the hospital that was completely invisible to us. The work that was being done in one department



“KaiNexus has given us a vision of what's going on across our organization that we've never had before. This transparency brings more opportunities for improvement, more work that we could be doing, more coaching that we could be doing. Now we know where to go to do that coaching.”

- Tania Lyon | Director of Operational Performance Improvement | St. Clair Hospital

was invisible to any other department because it was all on paper and it was managed by a single manager or director,” Lyon said. “We also had no way of measuring. I couldn’t put metrics to our improvement culture.”

Lyon did consider asking managers to translate the body of paperwork into spreadsheets and reports for tracking purposes, she steered away doing so to protect the time of the already overworked managers.

Five years after the paper process was launched the hospital was ready to migrate to continuous improvement software. “We were well past Post-it notes and we really needed a system that was going to support a more mature culture that spread across multiple departments.” Lyon explained. “We did our due-diligence and researched a number of different types of electronic suggestion boxes. KaiNexus was definitely the best fit for us culturally in that KaiNexus itself has grown out of lean thinking and a lean environment.... They spoke our language as it were, so it was a good fit; and now the benefits have been pretty remarkable.”

The first benefit that Lyon discussed was transparency. What used to be siloed is now visible to all hospital staff. Importantly, this also includes Lyon’s department, which consists of only two part-time staff. With only two people to monitor the engagement of over 550 physicians and 2,400 employees, the ability to monitor progress in every department and target her limited resources was invaluable.

Collaboration was also a key benefit. Results from employee engagement surveys had constantly shown cooperation within departments as strong, but cooperation between departments as weak. Continuous improvement software is able to easily share data with many, establishing those connections and flow.

Data collection was also a huge benefit, not only for Lyon who is now able to capture metrics for improvement culture – KaiNexus is now a part of St. Clair Hospital’s organizational goals – but also for all employees, who can now see the value of many small changes into a larger aggregate impact in their departments and beyond.

You can learn more about Lyon’s experience using continuous improvement software by viewing a recent KaiNexus webinar she led about the process [available here](#).

Improvement Software Mistakes

As the example above illustrates, implementing Strategy Deployment is a process that will evolve as your organization's culture shifts toward Hoshin Kanri. When used properly, continuous improvement software can help organizations achieve the goals they set, while introducing immediate incremental improvements. Of course, employing any new technology across an organization will include some growing pains. Let's take a look at some of the most common when implementing or using this type of software so you can avoid them right from the start.

1. Limiting Use to Executives or Management

Some leaders assume that because Hoshin Kanri involves strategic management, only leadership needs to be exposed to the solution. Nothing could be further from the truth. The goal is organizational alignment, which means it is essential that everyone can access information to help guide their decisions and enable them to communicate what they are seeing on the front lines to management.

Good continuous improvement software makes it easy for staff to submit ideas for improvement from any device at any time, and enables them to associate those improvements with the relevant strategic goal. In this way, you're able to keep your organizational objectives in the forefront of everyone's minds as they work to improve the organization.

Your software solution should also enable employees to see the impact that their improvements have on strategic goals. This kind of intrinsic motivation is a powerful tool in encouraging future engagement, and makes your strategic objectives relevant to the daily lives of your staff.

2. Treating Hoshin Planning Like an Event

The point of Hoshin Kanri software is to bring your long-term goals and short-term opportunities for improvement to life, making them part of the fabric of how business gets done on a daily basis. Having a yearly event to help write an annual plan and then stuffing it in a file will not do this.

Instead, your Hoshin Kanri software should help you manage long-term projects and events as well as short-term improvements that incrementally drive progress toward your goals. Both the software and Hoshin Kanri itself should be a daily part of conversations between staff and leaders, included in daily huddles, and prioritized as the best method for achieving strategic alignment.





3. Choosing a Solution that Doesn't Fit with How People Actually Work

Continuous improvement software does you no good if people can't - or won't - use it regularly. That's why it is important to select software that is compatible with today's mobile, distributed workforces. You want your team to be able to access information and document issues, when and where they see them.

Make sure that you choose an improvement platform that is flexible enough to fit any workflow while still standardizing the management, organization, and reporting of improvement from across your diverse organization. KaiNexus does this by providing unlimited improvement templates that are customized to fit your needs, all of which roll up into the framework for Hoshin Kanri that you've established.

4. Neglecting Training

Organizations risk the success of their Hoshin Kanri software implementation by making two common training mistakes: not to training at all, which is obviously foolish; and limiting training to how the software works. That's important, of course, but the team also needs training on the concept of Hoshin Kanri itself.

Your training should first cover WHY - why you need the staff engaged in improvement, why Hoshin Kanri is critical to the growth of the company, and why success is relevant to each member of the team. Once the WHY is established, it's then necessary to show people HOW they are to get involved, how the software works, and how to use it efficiently so as not to add extra work to their days.

It is also important to remember that training isn't a one-time thing. There should be a plan to build on the team's knowledge over time and bring new employees up to speed.



5. Infrequent Measurement

Your strategy development process should produce measurable results and your software should make it easy to assess and report on the impact of incremental improvements and your progress toward more strategic goals.

It is both important to choose a solution that supports this and to use it regularly.

Hoshin Kanri software should measure your activity and engagement levels, giving you insight into the health of your improvement culture as well as the depth and breadth of engagement of your people.

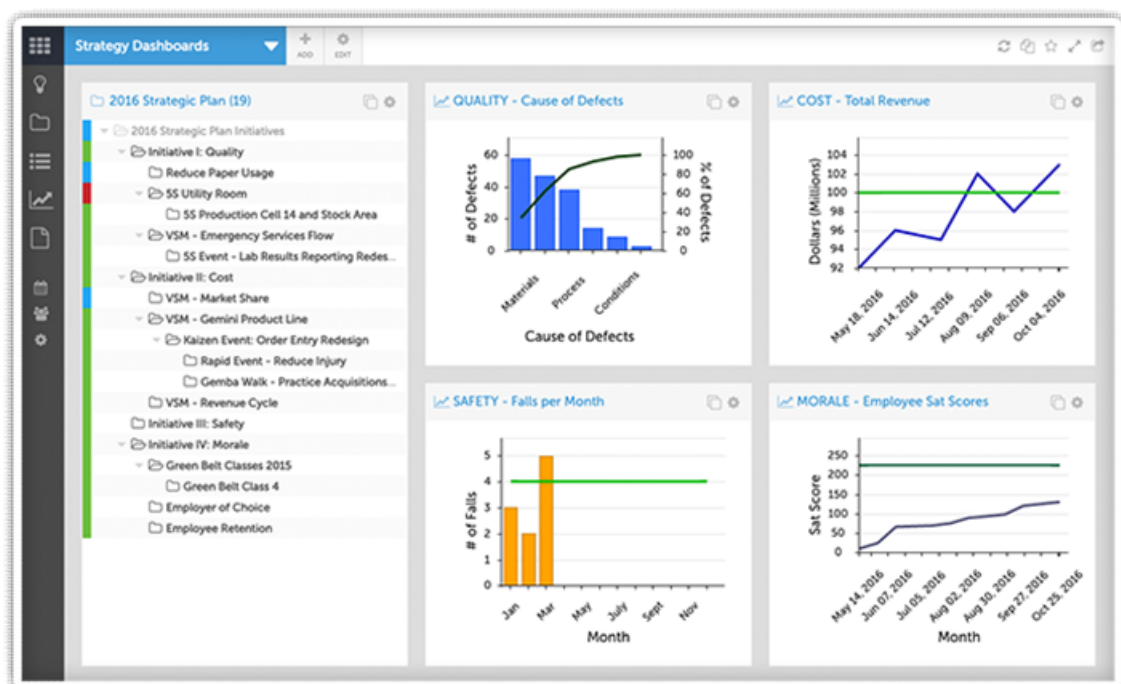
These two metrics will help you to understand and evaluate the impact, which is obviously also tracked by the software.

Choosing Your Software

It's no secret that we, the authors of this book, feel that KaiNexus is best able to help you implement Strategy Deployment. But with that said, if you decide to move forward with Hoshin Kanri, we want to ensure that even if you don't choose KaiNexus, you do choose a software that will serve you well. As it can be difficult to know what to look for, here is a laundry list of features that you will want to make sure are included in the Hoshin Kanri software you choose:

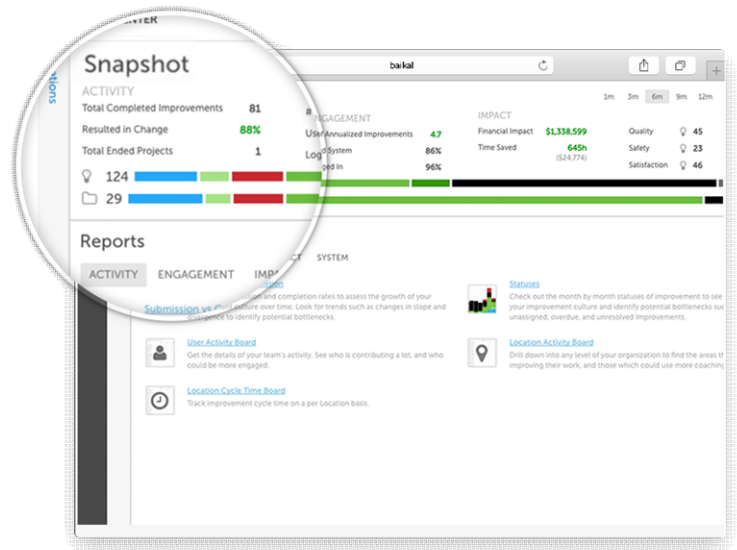
1. Strategic Performance Dashboard

Most executives have many tools for understanding the financial performance of the organization and are quite good at doing so. What is much more difficult is understanding the performance of the organization as it relates to the strategic goals and objectives identified in Hoshin Planning. Software should make this easy by providing insight into employee engagement and the impact of improvement work at all levels of the organization.



2. Structured Alignment

Most executives have many tools for understanding the financial performance of the organization and are quite good at doing so. What is much more difficult is understanding the performance of the organization as it relates to the strategic goals and objectives identified in Hoshin Planning. Software should make this easy by providing insight into employee engagement and the impact of improvement work at all levels of the organization.



3. Knowledge Sharing

One of your organization's most valuable assets is the collective wisdom that comes from trial and error. That wisdom is lost when people leave the company or change roles if it isn't captured in your continuous improvement system. The solutions you consider should support the documentation of each attempt to reach strategic goals so that the successful ones can be replicated and the failures can result in learning.

It should be easily searchable so that you can find all of the improvements relating to specific objectives. It should also include smart search features that alert user to possible duplicate work, identifying when they're entering improvements that may already be in progress or completed. In this way, the software increases collaboration and knowledge sharing, so that your people are never reinventing the wheel.



KN

KAINEXUS CENTER

+ CREATE

Quick Search...

Q

Greg Jacobson

2

Strategy Board

+

+

+

ADD

EDIT

<

Strategy Dashboards

↺

↻

⌵

⌵

⌵

2016 Strategic Board (22)

⌵

⌵

Title	Priority	State	Sponsors	Facilitators	Start On	End On	Last Updated
2017 Strategic Plan Initiatives				Greg Jacobson			Mar 16, 2017
Initiative I: Quality	High	On Track		Greg Jacobson	Feb 05, 2017		Mar 03, 2017
Reduce Paper Usage	Low	On Track	Beckham Rogers	Greg Jacobson		Mar 26, 2017	Mar 03, 2017
5S Utility Room	Low	Behind Schedule	Harold Ramis	Helen Paliulis	Dec 24, 2016	Jan 24, 2017	Mar 03, 2017
5S Production Cell 14 and Stock Area	Medium	On Track	Beckham Rogers	Greg Jacobson	Jan 23, 2017	Apr 11, 2017	Mar 03, 2017
VSM - Emergency Services Flow	Medium	On Track	Harriett Mitchell	Greg Jacobson	Jan 08, 2017	Mar 10, 2017	Feb 26, 2017
5S Event - Lab Results Reporting Rede...	Medium	On Track	Helen Paliulis	Harriett Mitchell	Dec 23, 2016	Apr 11, 2017	Feb 26, 2017
Initiative II: Cost	High	Behind Schedule		Jeff Roussel	Feb 05, 2017		Mar 03, 2017
VSM - Market Share	Medium	On Track		Greg Jacobson			Mar 03, 2017
VSM - Revenue Cycle	High	Behind Schedule	Bella Murray	Greg Jacobson	Dec 22, 2016	Apr 14, 2017	Mar 17, 2017
VSM - Gemini Product Line	High	At Risk	Baxter Smithson	Jeff Roussel	Jan 09, 2017	Jul 11, 2017	Feb 11, 2017
Kaizen Event: Order Entry Redesign	Medium	At Risk	Beckham Rogers, Braden Wilson	Greg Jacobson	Jan 03, 2017	Mar 11, 2017	Mar 03, 2017
Rapid Event - Reduce Injury	Medium	On Track		Beckham Rogers	Dec 30, 2016		Feb 11, 2017
Gemba Walk - Practice Acquisition...	Medium	On Track		Beau Jackson	Jan 13, 2017		Feb 15, 2017
Initiative III: Safety	High	At Risk		Greg Jacobson	Feb 05, 2017		Mar 03, 2017
Our Safety KPI	High	On Track		Greg Jacobson	Jan 30, 2017		Mar 03, 2017
Ergonomics	Medium	On Track		James Montague, Karen Rogers	Jan 30, 2017		Feb 25, 2017
Health and Hygiene Control	High Effort High Impact	On Track		Hank Hill, Harold Ramis, James Montague	Jan 30, 2017		Feb 25, 2017
Initiative IV: Morale	Medium	On Track	Abby Lane	Jeff Roussel	Feb 07, 2017		Mar 03, 2017
Green Belt Classes 2017	Medium	On Track		Beckham Rogers	Apr 11, 2016	Apr 11, 2017	Mar 16, 2017
Green Belt Class 4	Medium	On Track	Hunter Jefferies	Greg Jacobson	Jan 09, 2017	Mar 11, 2017	Feb 26, 2017
Employer of Choice	High	On Track		Beckham Rogers	Aug 09, 2016	May 10, 2017	Feb 11, 2017
Employee Retention	Medium	On Track		Beckham Rogers	Oct 09, 2016	Nov 10, 2017	Feb 11, 2017

4. Well-Defined Prioritization

Strategy Deployment involves a careful balancing of tactical and strategic thinking. Like driving a car, you must be able to adjust to current conditions and obstacles, yet still get where you are ultimately trying to go. This means that priorities shift. You want to look for software that simplifies the process of communicating priorities, making it easy for front-line workers to know where leaders want them to place the most time and effort.

5. Broad Access

One of the foundational ideas of Hoshin Kanri is that every employee is essential to the achievement of the organization’s success. This means that everyone from the corner office to the front desk needs to have access to the solution used to drive the team toward true north. The best solutions allow people to identify and work on opportunities for improvement from anywhere at any time.

We’d be delighted to show you how KaiNexus addresses all of these areas and more, but even if you don’t choose us, there’s no need to settle for a continuous improvement solution that doesn’t cover each of these bases.

Next Steps

Now that you have a strong foundation of knowledge about Strategy Deployment, or Hoshin Kanri, including the basic approach the methodology takes, know the general formula for implementation, and understand how to avoid common pitfalls with proper use of continuous improvement software, you are ready to make a decision. This decision is whether or not Strategy Deployment can help your organization not only set focused goals, but actually achieve them.

Still unsure? Here are five signs you should consider undertake Strategy Deployment using continuous improvement software:

1. Failure to Achieve Past Strategic Goals

Look over the last few annual plans your organization created; are you where you intended to be? If not, it is likely time to try something new. Just the act of implementing Strategy Deployment software will signal to your organization that something has changed and that leadership is committed to seeing the plan through.

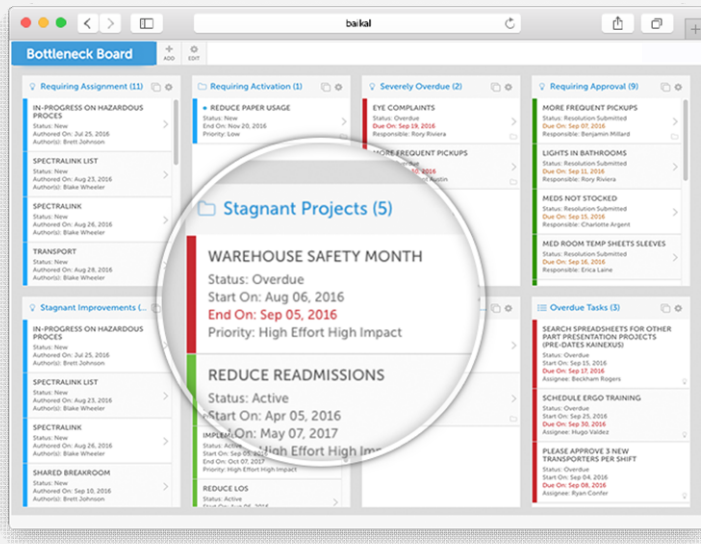


2. Distributed Workforce

Does your organization have remote workers or workers that are spread out geographically? It can be difficult to keep people pointed in the same direction if they are in different locations. A single solution for strategy management helps keep everyone on the same page even if they aren't in the same building.

3. Weak Employee Engagement

To feel invested in anything, people need to see a clear connection between what they do every day and the ultimate outcome. Strategy Deployment software helps by aligning individual, department, and corporate goals. If employees don't truly understand the big picture, and how they fit into it, it's just not possible to be fully engaged.



4. It's a “Do or Die” Moment

It is important to achieve strategic objectives every year, but there are critical moments when failure is not an option. At these times, it makes sense to use every weapon at your disposal to manage and track progress toward those must-do goals.

5. Visibility is Murky

Most business leaders can remove obstacles that get in the way of achieving strategic goals - if they know about them. If your organization's leadership has been surprised by a lack of forward progress, missed forecasts, or unanticipated changes to departmental tactics, it is time to consider a solution to support strategy execution. The best systems include dashboards that make it easy for leaders to see exactly where the organization is in relationship to the strategic objectives at any time. Good visibility means no surprises.



The truth is that most organizations face these challenges at one time or another. If you are tackling them now, and if you've made it to the end of this book, leveraging Strategy Deployment software to give structure to your most important goals and objectives is most likely the next step for you to help bring your team together and get you to the finish line on time.

KaiNexus

www.kainexus.com

**KaiNexus empowers leading organizations
in every industry to start, spread, and
sustain an improvement culture.**

Wherever you are in your improvement journey, KaiNexus will help
you take Strategy Deployment to the next level with
unprecedented visibility, communication, and standardization.

See it in Action

**Friends don't let friends miss free
eBooks.**

Share it now!

Email

Twitter

LinkedIn

FYI:

Glossary of Terms

Annual Objectives What needs to happen this year to ensure that the three- to five-year goals (see breakthrough objectives) are met.

Breakthrough Objectives Breakthrough objectives are goals that require the organization to stretch in new and challenging ways. They typically take three to five years to achieve. Breakthrough objectives often include entering new markets, introducing new products, or adopting a different service delivery model.

Front line employees: The people who are doing the work to provide goods and services to an organization's customers.

Hoshin Kanri: A Lean method used to get the continuous improvement efforts of every member of an organization pointed in the right direction.

Huddle Boards: Refers to both paper boards, and digital KaiNexus Boards that are used as a place to gather and discuss work and show relationships between projects, improvements, and objectives.

Key Performance Indicators (KPIs): These are the metrics that can be put into place for a company, department, or employee that help predict future success and identify potential roadblocks. Continuous improvement software allows you to use these indicators to target additional opportunities for improvement.

Lean: A management philosophy derived mostly from the Toyota Production System, a method for the elimination of waste within a manufacturing system that leverages the skills, input, and observations of every employee.

Management Compass: See Hoshin Kanri.

Policy Deployment: See Hoshin Kanri.

Strategy Deployment: See Hoshin Kanri.