

A Japanese policy-deployment system that turns a handful of breakthrough objectives into aligned targets and means at every level of the organisation, negotiated through catchball, executed alongside daily management and held on course by structured review.

PREPARED BY _____ DATE _____

1 SET THE DIRECTION

Senior leadership distils the mid-term vision into a small number of breakthrough objectives and this year's annual objectives, accepting that choosing few means refusing many.

2 CASCADE THROUGH CATCHBALL

Iterative negotiation of targets and means between organisational levels, each level answering with what is achievable and what it needs, until commitments are owned rather than imposed.

3 EXECUTE WITH DAILY MANAGEMENT

Running hoshin improvement work alongside stable daily management, so breakthrough projects draw on protected capacity rather than competing with firefighting.

4 REVIEW AND ADJUST

Monthly checks and an annual reflection that treat gaps as problems to be solved with countermeasures, and that turn what the year revealed into next year's plan.