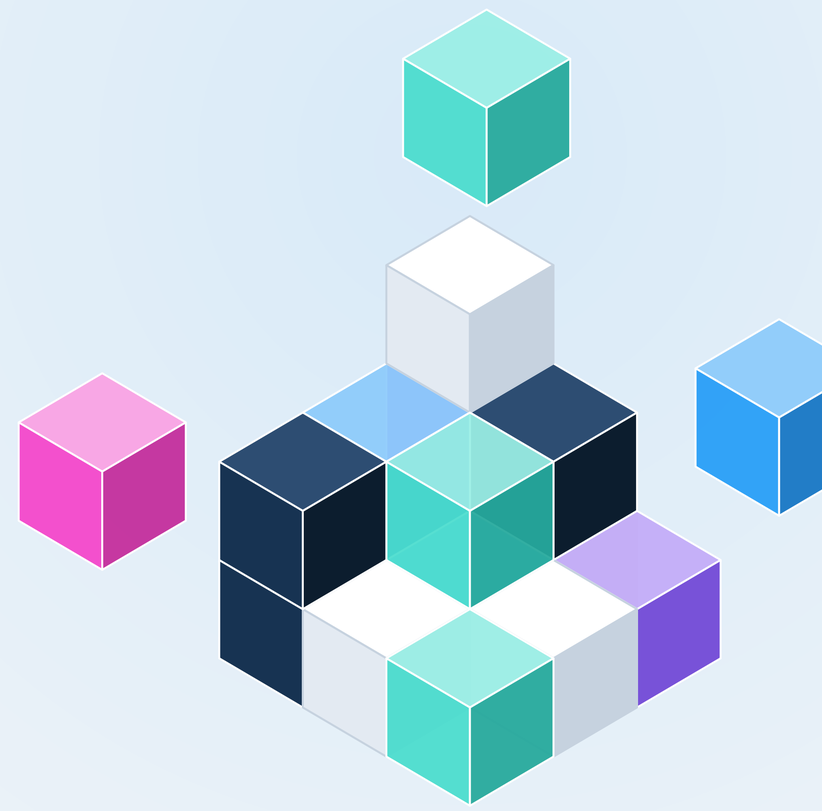
OPERATIONAL EXCELLENCE

Hoshin Kanri X-Matrix



The X-matrix is a one-page Hoshin Kanri tool that links long-term breakthrough objectives to annual priorities, metrics and owners, and shows how strongly each one supports the others.

01 THE CORE MODEL

OBJECTIVES × PRIORITIES × METRICS × OWNERS

ANNUAL PRIORITY	BT1 LEAD TIME	BT2 SAFETY	BT3 SERVICE	TARGET METRIC	OWNER
Flow in final assembly	S	W		Lead time in days	Operations director
Standard work in all cells	W	S		Audit score	Plant manager
Remote service offering			S	Service contracts	Head of service
Ergonomics program		S		Recordable injuries	EHS lead

Breakthrough (BT)

Three to five year goals that need a step change, not incremental gains.

Annual priorities

The few improvement efforts this year that move the breakthroughs.

Correlation

S strong, W weak: shows which priority serves which objective.

02 CATCHBALL

Targets are negotiated across levels, not just handed down.

TOP-DOWN — CATCHBALL

CASCADE BY DECREE

- Targets arrive without the means to reach them
- Too many priorities at every level
- Teams learn to game the metrics

CATCHBALL DIALOGUE

+ Each level proposes how it contributes
+ Capacity is checked before commitment
+ Few priorities, clear owners

03 WORKED EXAMPLE

PUMP MANUFACTURER · ONE ROW OF THE X-MATRIX

BREAKTHROUGH
Halve lead time
within three years

→

ANNUAL PRIORITY
Flow in assembly
one of three this year

→

METRIC
Lead time in days
tracked monthly

→

OWNER
Ops director
reports in monthly review

04 MANAGEMENT TAKEAWAYS

01
Limit annual priorities
Three to five; each extra one dilutes capacity and attention.

02
Give every row an owner
A priority without one named owner is a wish.

03
Review monthly, adjust openly
Run PDCA on the plan itself, not only on the projects.

05 COMMON MISTAKE

LIMITATION
Filling every cell
A matrix where everything correlates with everything shows that no real choice was made.