

Hoshin Kanri:

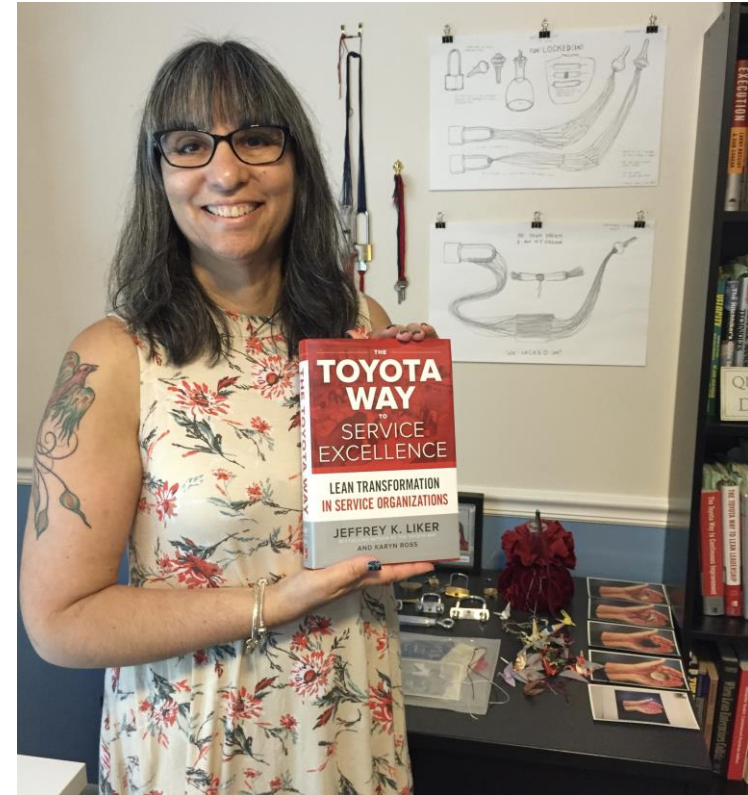
**Developing & Delivering Peak
Service Experiences Through
Aligned Organizational Creativity**



Bienvenue! Welcome!

▪ **About me**

- Born in Montreal!
- Lean Services Consultant and Coach
- My background:
 - Artist
 - Customer Service Rep
- My goal:
 - Purpose-Driven
 - Helping People ♥ Improve the World!
- **The Toyota Way to Service Excellence**
 - Coauthor with Jeff Liker
 - We wrote the book to...



“...dispel the common and simplistic notion that Lean is just a program of tools for taking waste out of an organization’s processes.”



A Tale of Two Service Experiences

Lean Processes? *or* Peak Service Experiences?



Healthcare Provider #1



Healthcare Provider #2



What Do Today's Customers Really Want?

✓ **Lean processes**

- ✓ What they want, when they want it, right the first time with ***no hassle!***



✓ **Luxury experiences at coach prices!**

- ✓ Same or lower price than competitor



✓ **Caring, human, personal, *real* connections**

- ✓ I'm not a machine, I'm a human being



Why is this important for organizations?

- **More than 50% of customers leave a service provider due to a poor customer service experience**
 - Internet makes it easier and easier for customers to find alternative service providers at similar prices
 - Trillions of dollars up for grabs in 'switching economy'

+51%

Service Excellence is today's differentiator.

For organizations to thrive, flourish and grow, they will have to continuously create the service experiences that delight their customers and keep them one step ahead of the competition.



Today's Presentation Will Cover



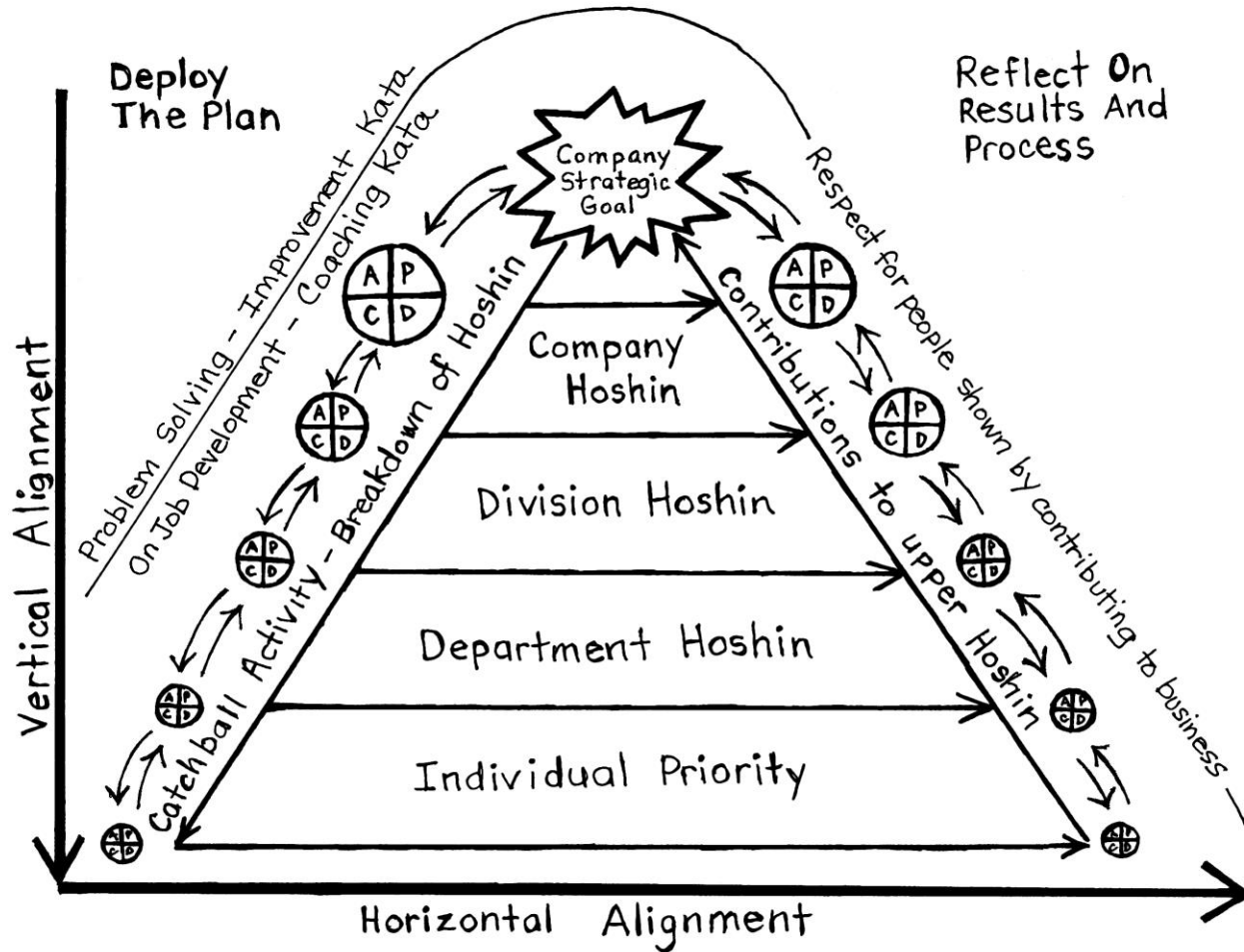
1. **Hoshin Kanri** to align the organization for Service Excellence for the long-term

2. **Practical Creativity** to create and deliver peak service experiences to delight current customers and attract new ones

3. **Improvement Kata and Coaching Kata** to develop people's creativity and an organizational 'creativity habit'



1. Hoshin Kanri: Creating Alignment



- **Company Hoshin: Leadership creates a *challenging vision* of excellence the entire organization must strive towards**
 - Company Hoshin cascaded downwards
 - **Division Hoshin**
 - **Department Hoshin**
 - **Individual Priority**



Alignment is Great...Now What?



How do we get from where we are now...



**...to where our customers (and our company)
need us to be???**



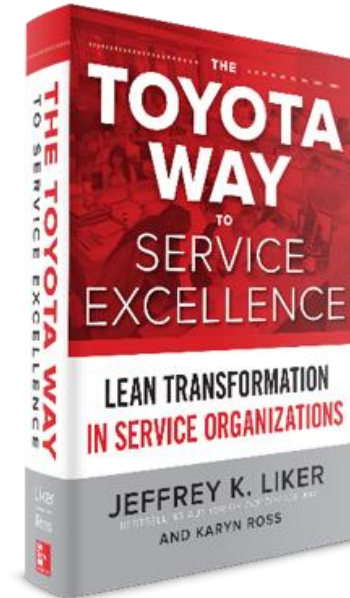
2. Practical Creativity: Turning Ideas Into Reality

- **Part 1: Creativity:**

Generating new ideas from previous experience and knowledge

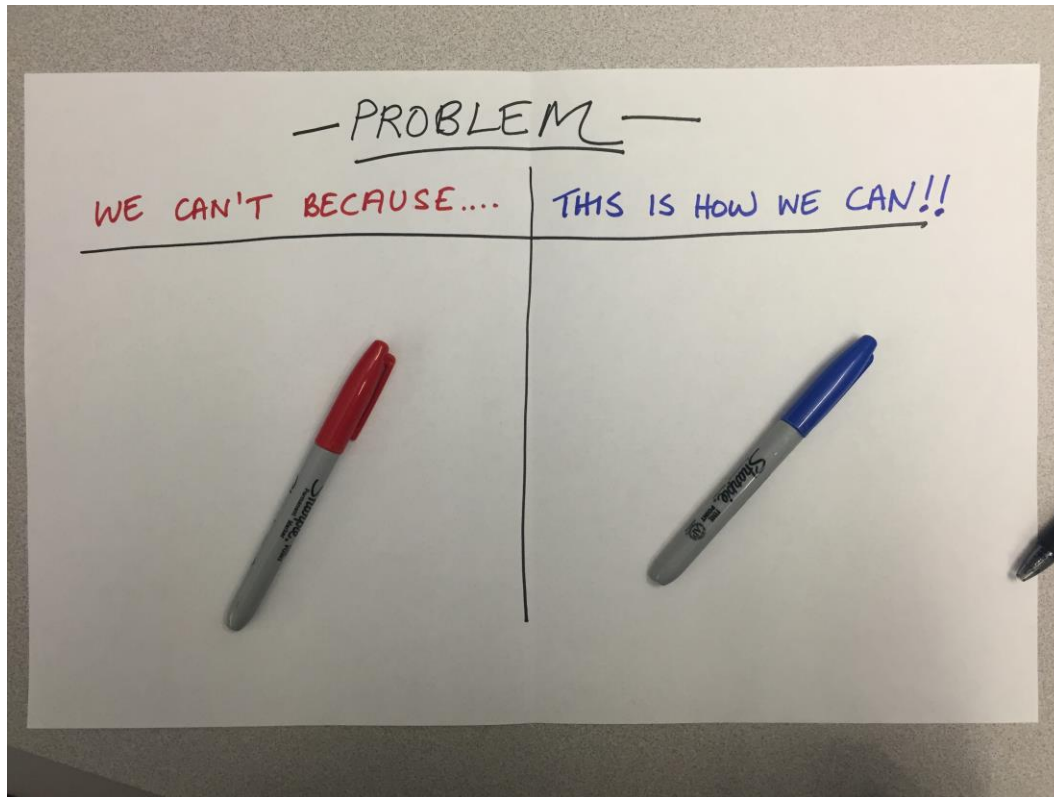


- **Part 2: Practice:** Using **The Toyota Way to Service Excellence** 4Ps and 17 Principles to turn ideas into peak service experiences



Part 1: Generating Ideas

YOU are creative! (Oh yes, **YOU** are!)



Creativity is

combining previous knowledge and/or experiences in new ways to **generate ideas** about how to do things differently.



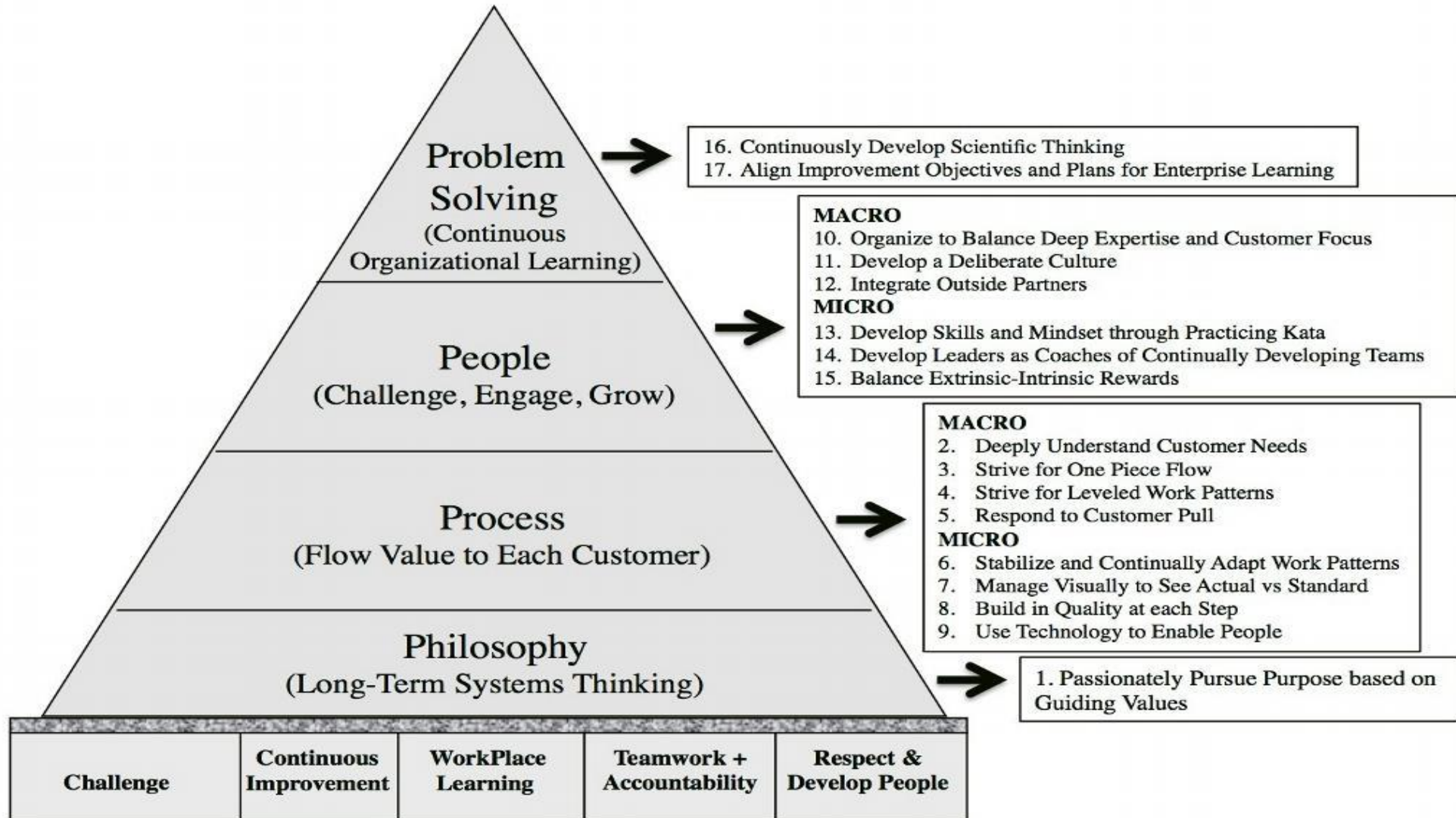
- **Creativity is not...**
- Flashes of 'inspiration' that come out of nowhere...
- Lightning bolts that come down from the sky...
- Something that 'happens to' other people but not me...

“There’s nothing new under the sun...”



Part 2: Turning Those Ideas into Actual Services

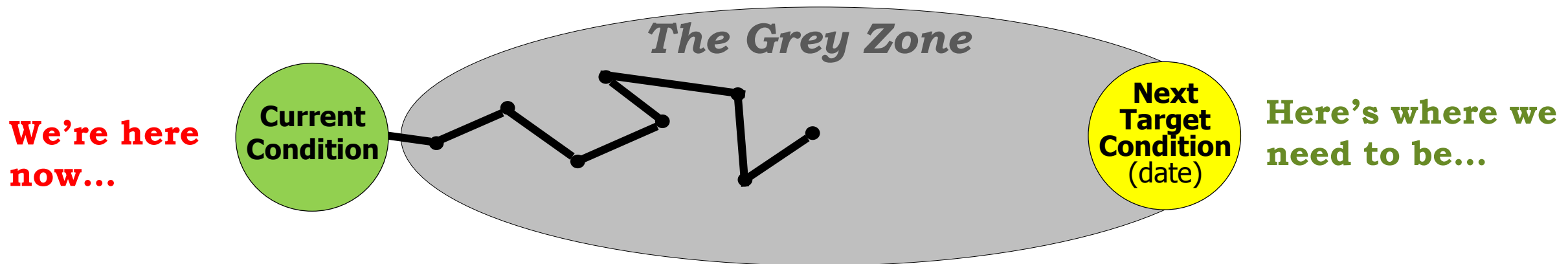
Figure 2.11 Service Excellence Principles in 4P Model



3. Kata for Creativity



The **Improvement Kata** and **Coaching Kata** provide a deliberate, disciplined approach for practicing creativity at all levels, every day.

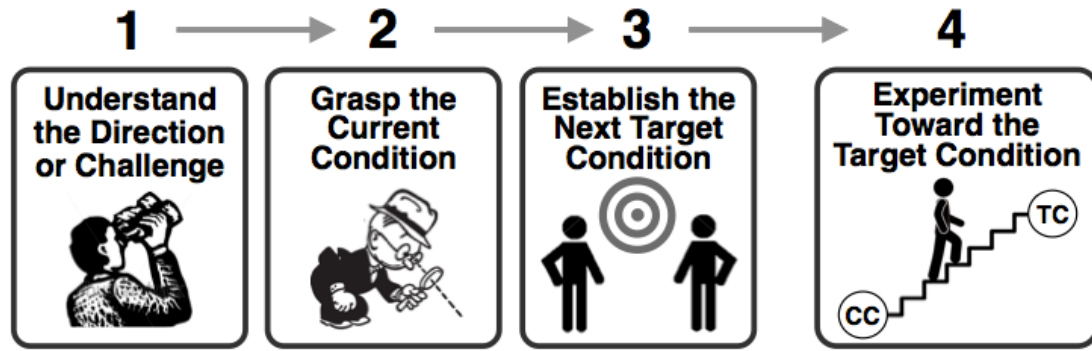


Kata to *'create'* the way to get from here to there...



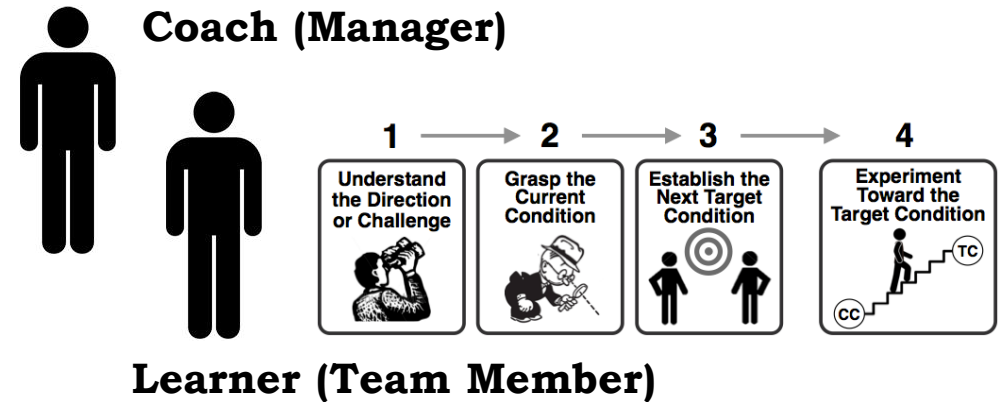
Disciplined, deliberate, daily creativity practice!

Improvement Kata



The Improvement Kata is a **model of the human creative process**. It's a 4-step pattern of establishing target conditions and then working iteratively (scientifically) through obstacles, by learning from them and adapting based on what's being learned.

Coaching Kata



The Coaching Kata is a pattern for **managers** to follow in teaching the Improvement Kata pattern in daily work, so that it becomes part of an organization's culture.

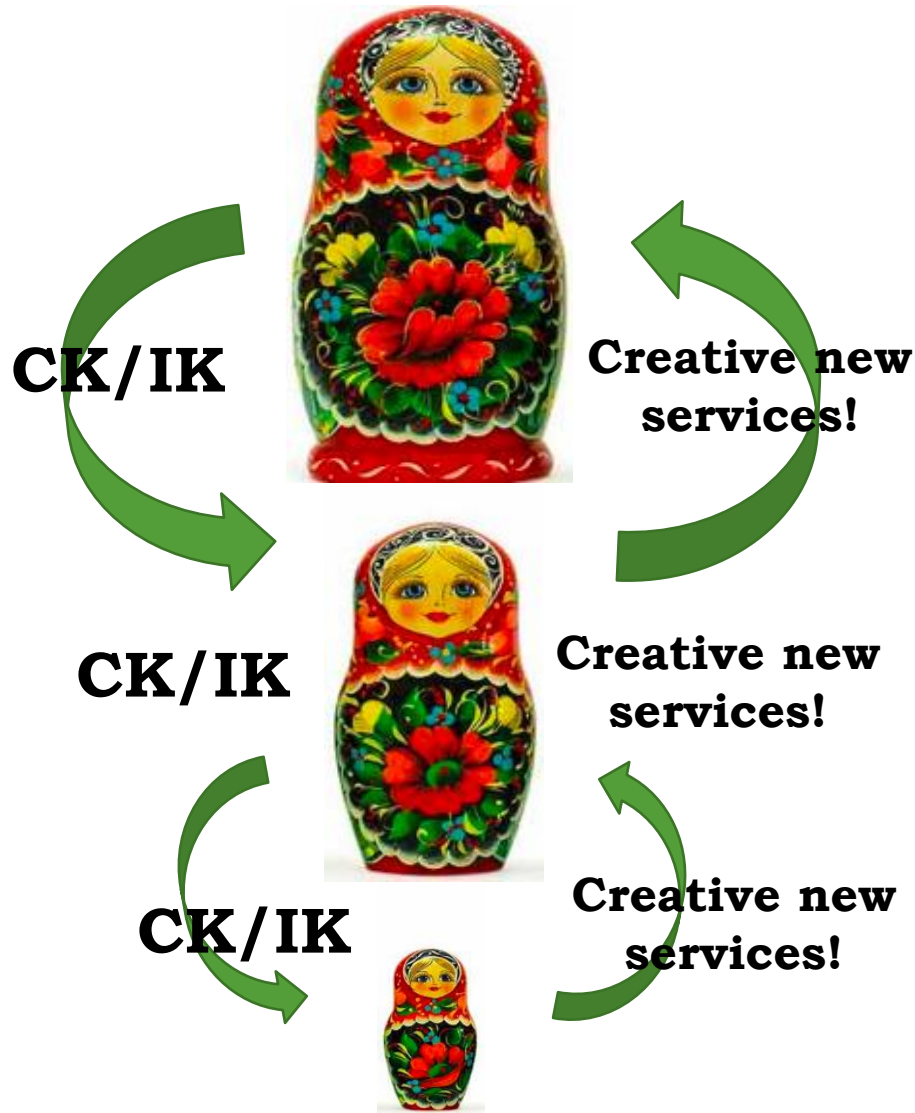
“Practice makes...permanent...”

And...

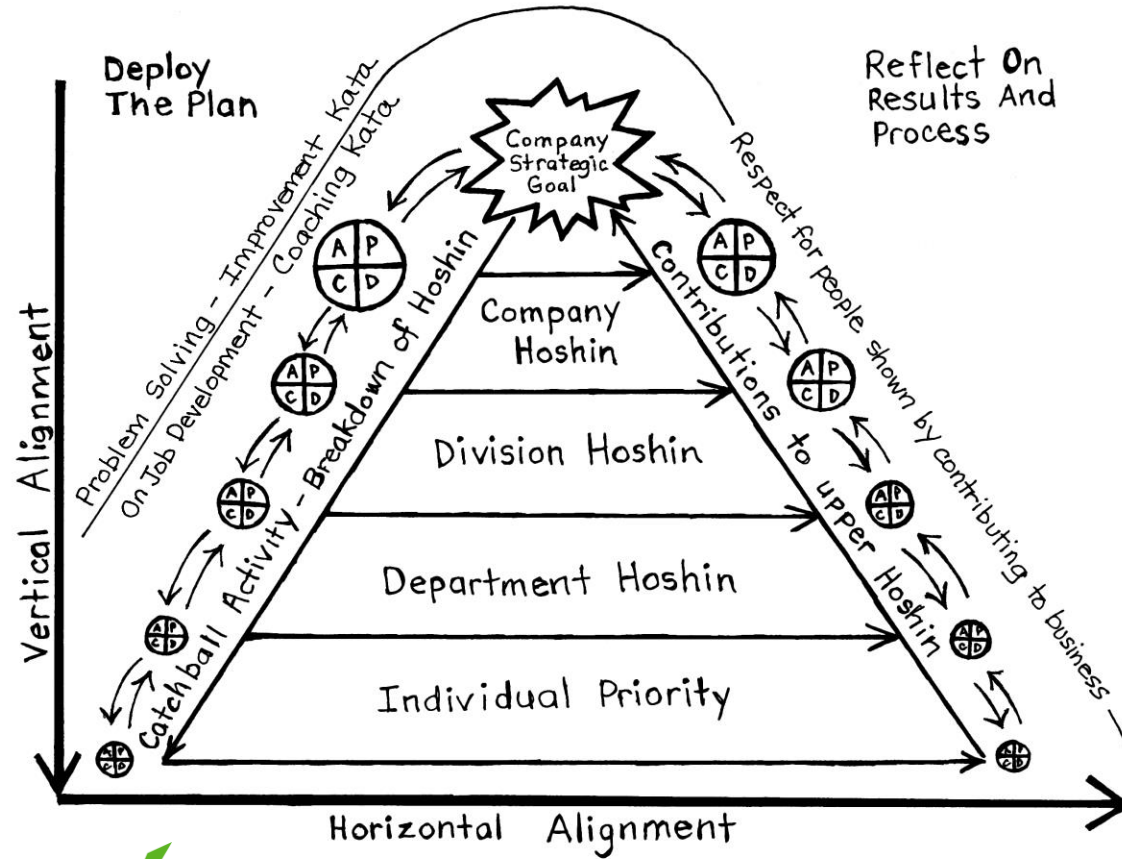
“Practice makes...a 'creativity' habit!”



Aligned organizational ~~learning~~ creativity!



✓ **Organization Flourishes and Thrives**

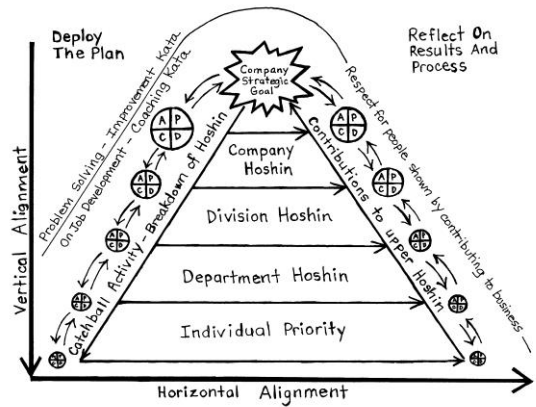


✓ **Customers Continuously Delighted!**

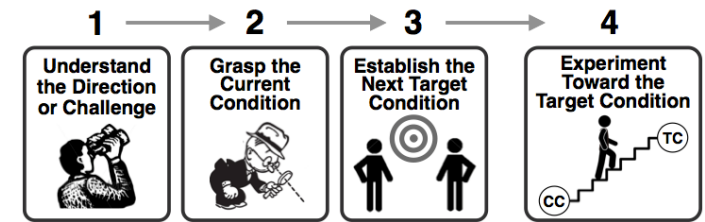
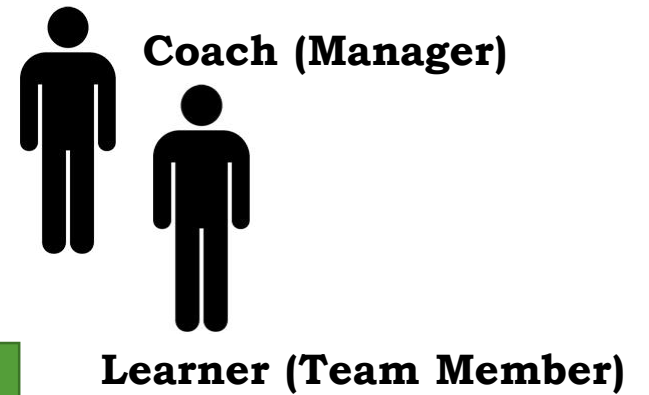
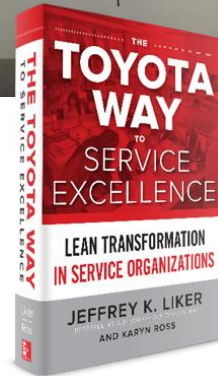
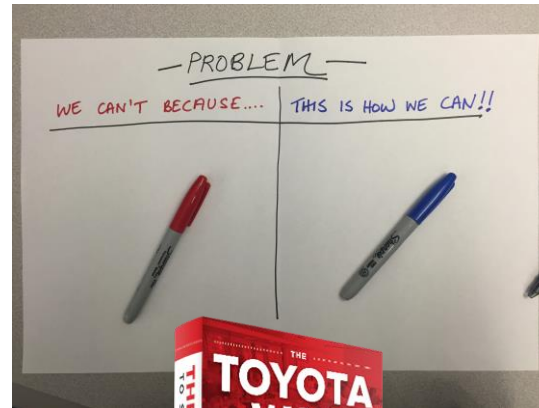


Service Excellence =

Hoshin Kanri to align the organization on service excellence for the long-term



Practical Creativity to create the new services each of your customers desire



Merci Beaucoup!
Thank You!

