



## Beyond Strategic Vision

*Michael Cowley, Ellen Domb*

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Hoshin is a system which was developed in Japan in the 1960's, and is a derivative of Management By Objectives (MBO). It is a Management System for determining the appropriate course of action for an organization, and effectively accomplishing the relevant actions and results. Having recognized the power of this system, *Beyond Strategic Vision* tailors the Hoshin system to fit the culture of North American and European organizations. It is a "how-to" guide to the Hoshin method for executives, managers, and any other professionals who must plan as part of their normal job.

The management of an organization, whether it be large or small, has as one of its principal responsibilities setting the direction of the organization for the future. The most effective way to set the future direction is to develop a shared vision of what the organization will be in the future, contrast it to the way the organization is now, and then to create a plan for bridging the gap: the Strategic Plan. *Beyond Strategic Vision* shows you how to do this effectively and efficiently.

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