Objectives Cascade Map (X-Matrix)

Hoshin X-Matrix: Strategic objectives (NORTH) ↔ Annual objectives (EAST) ↔ KPIs (SOUTH) ↔ Improvements (WEST), with correlation symbols (● strong / ◖ medium / ○ weak) in the four center matrices.

		NORTH — Strategic Objectives (3-5 year)					WEST — Improvement Priorities / Processes					EAST — Annual Objectives			
		STR-1	STR-2	STR-3	STR-4	STR-5	IMP-1	IMP-2	IMP-3	IMP-4	IMP-5	Owner	Resources / FTE	Programme ref.	Risk(s) addressed
(Strategic obj. titles →)		*(title)*	*(title)*	*(title)*	*(title)*	*(title)*	*(title)*	*(title)*	*(title)*	*(title)*	*(title)*				
ANN — Annual Objectives ↓															
ANN-1															
ANN-2															
ANN-3															
ANN-4															
ANN-5															
ANN-6															
ANN-7															
ANN-8															

SOUTH — KPIs / Targets ↓		*(Correlation: KPI ↔ Strategic)*					*(Correlation: KPI ↔ Improvement)*					*Source / Frequency / Target*			
KPI-1															
KPI-2															
KPI-3															
KPI-4															
KPI-5															

Correlation symbols:	●	Strong	◖	Medium	○	Weak	**(blank)**	None

SAMPLE

Objectives Cascade Map (X-Matrix) — Symbols Reference

Correlation symbols used in the X-Matrix and the rationale for choosing each.

Symbol	Strength	When to use
●	**Strong (3 pts)**	The annual objective primarily contributes to the strategic objective; without this annual objective the strategic objective would not be substantially met.
◐	**Medium (2 pts)**	The annual objective makes a clear secondary contribution; the strategic objective could still be met without it but would be at risk.
○	**Weak (1 pt)**	The annual objective makes a minor or indirect contribution; the strategic objective is largely independent of this annual objective.
(blank)	**None (0 pts)**	No correlation; the annual objective does not contribute to this strategic objective. Most correlation cells will be blank — strong alignment means each strategic objective has 1-3 strong-correlation annual objectives, not all of them.

SAMPLE