

Master Thesis for 6th Dan examination

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Karate Profil

2013 5. Dan

2008 4. Dan

2000 3. Dan

1990 2. Dan

1988 1. Dan

1981 Start training

2016 Member of Board WTKF

1990 Founder of ETKF

1989 Founder of ÖTKV (Austrian Traditional Karate Federation)

WTKF international Coach and Judge

Founder of Samurai Manager Program (Translating Budo Principles into modern Management)

Subject:

The meaning of Hoshin

Content:

1. Abstract
2. Interpretation of the Japanese characters
3. Translation of Hoshin from Nishiyama Sensei
4. Metaphor from Nishiyama Sensei
5. Interpretation of Hoshin in Karate Training
6. Interpretation of Hoshin in daily live
7. Interpretation of Hoshin in business
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Ad 1) Abstract:

The principle of Hoshin gives us orientation. It shows us the way how we should deal with our resources of energy. Hoshin is a kind of philosophy, we can use in different areas of our life. Hoshin is deeply rooted in Japanese culture and has been translated into Management already in the early 1950th. Hidetaka Nishiyama Sensei always announced the importance of this principle during his Karate classes. He tried to give his students this way an insight into Japanese culture and way of thinking.

Ad 2) Interpretation of the characters

方 ho

針 shin

Hoshin can be translated such as „compass“. Giving someone direction and orientation. The deeper meaning of Hoshin is find your own way, stay curious, and never give up to improve.

Ad 3) Interpretation of Hoshin from Hidetaka Nishiyama Sensei

The most used interpretation of Hoshin by Nishiyama Sensei was: “Give everything to remain full”. It seems to be a controversial message. How can we remain full if we give everything? If we give everything we are more or less empty, isn't it?

Ad 4) Metaphor from Nishiyama Sensei

Many times Nishiyama Sensei used metaphors to interpret what he wanted to explain. The story was like this: “Imagine you are holding a glass full of water in your hand. The task is to hold the glass upside down but keeping the water inside the glass. If you are hesitating, being nervous, thinking too much how to turn the glass slowly upside down, the water will flow out. If you start to tremble and bounce the water will run to the ground and the glass will be empty, right? But if you are full of determination, no hesitation no fear with lot of self-confidence, full of trust what you are doing, turning quickly the glass upside down and back again, most of the water will remain in the glass. If you give everything the glass will be (almost) full, right?”

Ad 5) Interpretation of Hoshin into Traditional Karate Do

The idea of Nishiyama Sensei was if we do something we shall do it with our strongest spirit. Not just try, we shall do our best. “Do your best” was his invitation. Average is waste of time. A Samurai who was average had a very short life. Always search for the mastery, everything else make no sense. Give everything to remain full especially in Karate training, was his message. That's why “Todome” (with one action destroy opponents offence of power) was so important for him. In a real fight not making Todome makes the situation even more dangerous. The offender gets even more aggressive and the situation runs out of control. Hoshin in Karate training means be very focused in physical, mental and spiritual. All three elements in good balance core impact. Practicing Hoshin even means to avoid being tired. You give everything also means you receive everything. The more you give the more you can receive. The more positive energy you are sending the more will come back.

Using Hoshin in training means bring your body and your mind in flow. This means everything is balanced in good harmony, strong but not stiff, tuff but not aggressive, smooth but not sloppy. Hoshin can bring you to a higher level of training with deeper understanding of what you are doing. Burning without risking burnout. Reaching this state in training a special spirit surrounds the group and that is what we call "Budo spirit". This spirit cannot be compared to any other sports. We are not talking about sports now anymore, but we are talking about art. If we touch this spirit we touch the art!

Ad 6) Interpretation of Hoshin in daily life

Karate Do is not for fight. Karate Do is for daily life. The goal for a Karateka is always to avoid the fight. We are practicing our art in order to stay calm, recognize dangerous situations earlier to avoid fighting. This means we are pushing ourselves every single day through our training for something that hopefully never happens. That sounds strange. It would be really strange if Karate training would not be a great help for our regular life.

The Hoshin principle in daily life means seriousness. What you are doing we shall do it seriously. Give your actions quality. Do your activities also with a good spirit and be focused on here and now. Zen meditation is basically being concentrated on the moment. Only what you are doing right now is important. Don't care about the past or the future just catch the moment, be present with all your senses. If you drink a cup of coffee just think about the coffee, how it tastes, how it smells, how it looks like and how it feels. Try to be one unit with the coffee, try to be the coffee. The same idea if you play with your child or grandchild, get one with the child, observing nature, be a part of the nature, and so on... You give your whole concentration and energy to one thing you are doing now and the energy will come back, giving and receiving at the same time. This means Hoshin can fill up your life. With Hoshin you can dive deep, you can go to the core.

Ad 7) Interpretation of Hoshin in business

Hoshin Kanri (Japanese: 方針管理, "policy management") is based on a 7-step process used in strategic planning in which strategic goals are communicated throughout the company and then put into action. The Hoshin Kanri strategic planning system originated after World War II has since spread to the U.S. and around the world Translated from Japanese, Hoshin Kanri aptly means "compass management". The individual words "hoshin" and "kanri" can be translated as direction and administration, respectively.

Hoshin Kanri requires a strategic vision in order to succeed. From there, strategic objectives need to be clearly defined, with goals being written for long periods of a one to five year-long timeframe. Once the long term timeframe goals are completed, the team can focus on

yearly objectives. Management needs to avoid picking too many vital goals in order to stay focused on what is strategically important. The big goals then need to be broken down into smaller goals, at a weekly and monthly basis, and then implemented so that everyone, from management to the factory floor, is in agreement on what needs to be accomplished. The satisfaction of goals should be reviewed on a monthly basis, with a larger annual review at the end of the year. Performance measurement is also a key part of the process.

Hoshin Kanri is a top-down approach, with the goals being mandated by management and the implementation being performed by employees. As a result, systems need to be in place to ensure that objectives from senior management are effectively communicated all the way down the chain of command. As such, a catch ball system is often used in order to aid in the execution of the strategic plan. A catch ball system seeks to get opinions of both managers and employees through meetings and interactions in order to ensure the bidirectional flow of goals, feedback, and other information throughout the organization.

Hoshin Kanri has achieved a highly respected management tool not only in Japan but also in US and Europe.

Ad 8) Conclusion

We can see Hoshin is a principle which gives us a guideline not only in Karate Training but also in business and even regular life. It is another proof that Budo principles work in different fields. It helps us to be open minded in a complex and global connected world. Following principles means go to the core, search for mastery, in order to touch the art.

Difference between sports and art:

“Sports is limited, art is unlimited” Hidetaka Nishiyama, 10. Dan