



t-three
Inspiring organisations
to succeed

The Brief. . .

t-three were brought in to help Toyota build an internal culture and brand to support Toyota's newly-developed external brand values.

What we did. . .

This brief was met through two major initiatives. . .

1. The first initiative was to work in partnership with Toyota to develop a set of behaviours to underpin their brand Values internally. Following this we launched the new Values to every member of the company in highly participative and engaging large-group events. The large events were themed around each value in order to embed their understanding of what the Values would mean for them day-to-day, and how they would visibly demonstrate the values and behaviours in the work they do individually and as teams. The values workshop helped participants:

- Explore and understand what values meant for them
- Assess their own team performance against the values and their indicators
- Create a team values plan to identify tangible actions or activities that would enable them to improve how they evidenced values in the work they did and the way their team operated
- To agree how this team values plan would be reviewed, updated and kept live and current for the team

2. The second strand was the development of a senior leadership programme for Toyota's top 60 leaders, which included a 360 assessment based around the values, executive coaching, group workshops, team events and a skills transfer programme for in-house facilitators.

Results. . .

As a result of the programme, leaders reported that they and their teams were developing more effective solutions to problems, they were clearer about why staff behaved the way they do, and they knew how to make a more valuable contribution to their team and the company.

- 92% of participants said they had improved results and output following the programme
- 88% felt they had improved how they use their time
- 90% reported less frustration and more sense of control

The staff survey showed a 37% improvement in the day-to-day demonstration of the Values in the first year.

Case Study: Toyota