



## **Toyota GB PLC: Using Facet5 in Our Organisation**

### **BACKGROUND**

Toyota GB PLC is the Sales and Marketing company for Toyota in the UK. We have approximately 370 employees working for the company, with about 110 of them having some people management responsibility – consequently management development is a focus for us. Due to the nature of our business many of the roles in the company are quite specialised – and this is particularly the case in the management population. We have also set stretching targets for ourselves in terms of growing market share and increasing the volume of sales year on year – the company is very busy and everyone is working very hard.

Generally speaking our managers are highly competitive and ambitious. They like training and development to be pragmatic and want to be able to take away tools and techniques that they will be able to put into practice.

Having previously rolled out a successful management development programme to our senior managers, we embarked on a programme for our middle management team – Breakthrough 2 – this is where Facet5 comes in.

### **TOOL AND APPROACH**

The key aims of the programme were

- To improve individuals' performance
- To facilitate a shift in attitude (a set of competencies has been introduced which means more focus on the softer skills of management, rather than basing success only on achieving targets)

This would be achieved through

- Understanding self
- Understanding leadership style / how we impact on others
- Understanding how we interact with others generally; building relationships to aid improved performance

As in the initial programme, a 360° tool was designed – this time it was built around what we call the ‘Toyota Way’ - a set of management principles that aid decision making and facilitate a structured approach to day-to-day business activity. The key difference with Breakthrough 2 is that we also used Facet5 alongside the 360°.

Delegates completed both the 360° and Facet5 questionnaires online prior to the start of the programme and were fed back results of both, in a one-to-one coaching session. Using this approach the managers were able to compare their ‘natural personality’ profile through Facet5 with their learnt and perceived behaviour from the 360°.

Having an understanding of natural personality through Facet5 has really helped people answer a number of questions including:

- Why they behave as they do
- Why they feel uncomfortable when using their ‘learnt’ behaviour – i.e. if it is in conflict with their natural preference
- Why some relationships are more difficult to build – e.g. if the other person has an opposite personality profile

## OUTCOME

Feedback from managers shows very positive thinking towards the Facet5 Profile, and managers have felt that they have gained an additional insight into themselves and their performance, that they wouldn’t otherwise have had.

Most are not surprised at the profile itself, but found it to be a confirmation of their understanding of themselves – this is extremely valuable as it forms the bedrock of the Breakthrough 2.

The questionnaire is simple and quick to answer, which is a bonus when our managers are so pressed for time. It is also an easy profile to comprehend – the elements are grasped quickly and the managers can make links to every day experiences and understand why they acted the way they did.



In fact, the profile has been so well received that some managers have requested that their teams also complete the questionnaire and receive feedback.

As two members of the HR department have been trained to provide feedback on Facet5, the 'additional' profiles were fed back in-house. It became apparent that even though the managers on Breakthrough were enthusiastic enough about Facet5 to ask their teams to do it, they hadn't explained to their direct reports why they were being asked to complete the questionnaire, or how the profile would be used. Therefore, some came to the feedback session slightly defensive and unsure of the process. Even with this as a background, all of the additional delegates came away from the session positive, and found the profile to be 'uncannily' familiar!

*'Often we don't have time to sit back and really think about ourselves and how well we're performing. Facet5 has provided our managers with the ability to succinctly appreciate what makes them tick and therefore understand what they need to do differently in order to improve their performance.'*

