

Leadership Coaching

Case Study - Toyota (GB) PLC

The Brief

Develop a business improvement programme to dramatically increase the financial returns of Toyota Centres across the UK.

Business Considerations

Exposure to others business improvement consultancies had not delivered significant or sustainable improvement, and so a radically different approach was required. Coachworks felt that the most senior business leaders had to be central to the improvements, as they would be crucial to making any cultural changes required within their organisations.

Coachworks' Solution

Working in conjunction with Toyota GB's Network Development department; the "Coach for Growth" programme was developed, using coaching as the key medium for change. The majority of time was spent in the retailers own business, focussing on the opportunities and issues that actually existed, rather than just using generic "best practice" guides.

Approach

At Coachworks, we believe that credibility is central to effecting change, especially when working at a senior level within businesses. For this programme, Principal Consultant Karl Davis was deployed, as he has experience of both retailer and manufacturer environments. This was further enhanced by the fact that Karl had previously performed sales, aftersales and general management roles, and so had the confidence to ask the "killer questions" that got to the heart of the matter. With retailer commitment gained from the very start, a "tell me/show me" approach was adopted throughout the programme, which included:

1. Orientation to ensure programme understanding & buy-in
2. An initial workshop to provide a business improvement master class
3. The creation of a Growth Commitment Plan, with S.M.A.R.T objectives and a financial target
4. On-site Growth Appraisal to identify actual opportunity and likely obstacles to success
5. Bi-weekly in-business coaching, critiquing and review, to ensure achievement of commitments
6. A Growth Results Seminar that recognised the progress as they were reflected in the accounts
7. A return to the business 12 months from commencement ensured sustainability

Results

Of the seven participating retailers in year one, the programme produced an average total direct profit growth of 16.9%, compared to a national average of 11%.

The programme was repeated for seven more retailers for the following year and these businesses enjoyed a total direct profit growth of 16.6%, compared to a network average of just 6%.

Four of these businesses now use Coachworks on a direct billing basis.