



COMPANY

Toyota Material Handling

Learning Leadership Strategy with Decision Base™



SOLUTION

CELEMI Decision Base™

Toyota Material Handling is a global organization that has been ranked number one worldwide in material handling since 2001. Toyota Material Handling Europe (Toyota) has its headquarters in Sweden and nearly 11,000 employees across the European network. They produce high quality forklifts, warehouse equipment, services, and added value solutions.

For the past three years, Toyota has been using Celemi Decision Base™ as a capstone for discussing strategy in their 13-day leadership programme for their middle-level managers, which takes place four times per year.

CHALLENGES

Most of the participants in Toyota's leadership training are engineers or salespeople who have little to no experience of business finance and strategy. "In many classical engineering organizations, there are many managers who have come into their position because they are very good in their field, but they have never learned about the foundations of management. So we run a program to make our managers into better leaders," says Magnus Aniander, Senior HR Specialist, Leadership Development at Toyota. Decision Base provides the perfect platform for discussing strategy implementation.

OUTCOME

During Decision Base, the participants learn about the differences between costs and investments, learn how to read and analyze a P&L sheet, and even discuss growth strategies. Participants also have the chance to work and reflect on their soft skills such as teamwork, and how they perform as leaders. Learning how to get the most possible out of teamwork is something that Aniander emphasizes as an important leadership skill in today's world.

The advantage of this business simulation, says Aniander, is that participants take responsibility for their own learning, and they can see the consequences of their decisions within 48 hours, instead of in four to five years.

SUCCESS FACTORS

The competitive, engaging environment of a Decision Base simulation, combined with facilitation run by the people at Toyota, creates the optimal environment for learning. Toyota can insert their own growth strategies into the program and include time for reflection and discussion.

Quotes



"Decision Base is the best simulation for giving a birds-eye view of operations"

– Magnus Aniander
Senior HR Specialist,
Leadership Development at
Toyota Material Handling