

time & keeping
the rule without
exception



Building a Learning Culture That Drives Performance

*Empowering growth, retention, and results
through focused training initiatives.*

Prepared by TMH Dealer Training - September 2025





Building a Learning Culture That Drives Performance

Empowering growth, retention, and results through focused training initiatives.

1

Training starts with leadership.

When senior leaders and managers actively support, prioritize, and participate in training initiatives, it sets the tone for a culture of continuous learning.

2

Dedicated training resources.

Having a dedicated training resource, such as a Toyota Certified Trainer and/or Training Manager, ensures that training is intentional, consistent, and aligned with business goals.

3

Training visibility & accountability.

Make sure everyone knows where they stand at all times by displaying training targets and results — the Training Dashboard.

4

Standardized onboarding.

Onboarding is the prime opportunity for employers to make a great first impression and set the new employee up for success in their new role.

5

Recognition & celebration of training milestones.

Celebrating milestones reinforces an employee's sense of accomplishment, motivating them to continue learning and striving for excellence.

Training Return on Investment (ROI)

Training-Centered Performance at a Glance

Top 10 dealers compared to bottom 10

9% less turnover

\$38k more in labor sales/tech

9% greater Planned Maintenance completion rate

4% greater quote participation

\$26k more Genuine/STARLIFT sales per parts professional

Training ROI Formulas

Technician Training ROI =
 $(\$38,000 \times \# \text{ of techs trained}) + [(\# \text{ of PMs} \times 9\%) \times \text{PM revenue}]$

Parts Training ROI =
 $\$26,000 \times \# \text{ of parts professionals trained}$

Sales Training ROI =
 $(\# \text{ of quotes} \times 4\%) \times \text{closure rate} \times \text{avg. revenue per sale}$

Annual Cost Avoidance

Technician Turnover Cost Avoidance =
 $(\# \text{ of techs leaving annually} \times 9\%) \times (\text{tech salary} \times 3)$

Sales Turnover Cost Avoidance =
 $(\# \text{ of sales professionals leaving annually} \times 9\%) \times \$115,000$

1. TRAINING STARTS WITH LEADERSHIP

Training excellence begins at the top.

When senior leaders and managers actively support, prioritize, and participate in training initiatives, it sets the tone for a culture of continuous learning.

Leaders must model the behaviors they expect — engaging development opportunities themselves, following up with the team members after training, and tying training to business goals.

By championing learning and growth, leaders send a clear message:

Training is not optional, it's essential to performance, innovation, and long-term success.

Leadership behaviors encourage or discourage development.

Managers excelling in people development...

DO	DON'T
<ul style="list-style-type: none">■ Allow dedicated time to ensure team members have uninterrupted time to complete training.■ Encourage participation by reinforcing that training is part of their job and development.■ Follow up after training to ask what they learned, how they'll apply it, and how you can support them.■ Celebrate progress by acknowledging completions and growth in team meetings, company meetings, or one-on-one meetings.■ Model the behavior by participating in training yourself and sharing your learning journey.■ Track and review progress by using the training dashboard and reports to stay informed and engaged in each employee's development.	<ul style="list-style-type: none">■ Pull employees out of training sessions unless absolutely necessary.■ Ask if it can be wrapped up early or skipped.■ Stack calendars so full that training becomes a burden.■ Present training as a distraction. Instead, make it a priority.■ Forget to follow up. Failing to engage in post-training conversations sends the message that it's not important.■ Interrupt training sessions.



Implementing at Your Dealership:

Demonstrate the items in the “DO” column above.

2. DEDICATED TRAINING RESOURCES

Having a dedicated training resource, such as a Toyota Certified Trainer or a Training Manager, ensures that training is intentional, consistent, and aligned with business goals.

These individuals are responsible for developing and executing training strategies, working with managers to identify skill gaps, coordinating learning opportunities, and tracking progress. They serve as champions for employee development, helping to build a culture of continuous improvement and professional growth.

Most importantly, they ensure that training is not an afterthought, but a **structured and ongoing process that drives performance, retention, and customer satisfaction.**

Action Items:

- Assign a dedicated Toyota Certified Trainer (TCT).
- Develop a training strategy and annual plan to align with business goals.
- Plan classes in advance to allow for proper scheduling and preparation.
- Regularly review training reports to identify gaps and opportunities.
- Collaborate with managers within the dealership to identify development needs.
- Maintain optimal training resources to meet training demands.
- Implement frequent check-ins to track training progress and performance.
- Have a training budget to support internal and external training programs.
- Have a dedicated space for training to take place.



Implementing at Your Dealership:

Determine who is responsible for monitoring and managing training success, and assign them the responsibility.

3. TRAINING VISIBILITY & ACCOUNTABILITY

Make sure everyone knows where they stand at all times by displaying training targets and results.

Consistently visualizing and updating training measurements helps maintain their impact and keeps goals front and center. Clear, current visuals highlight progress and expectations, helping team members stay aligned and focused. When training metrics are visible and engaging, they naturally become a priority, reinforcing their importance and driving ongoing momentum. Training achievements should be integrated into company goals.

Tracking progress changes how people approach training. It creates a sense of **purpose and accountability**.

Display your Training Scorecard.

This can be accomplished by printing or displaying a digital copy in common areas of your dealership.

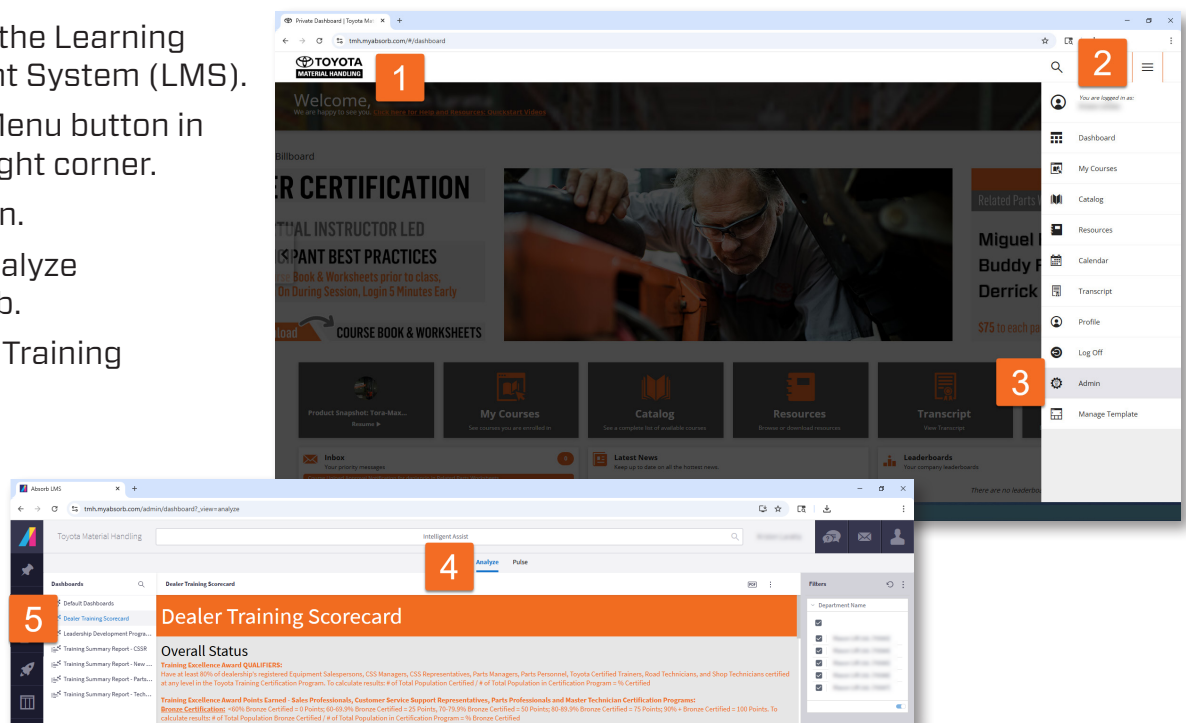
- Break room
- War/adrenaline room
- Near time clock`

For your remote workforce, you will need to be more intentional about sharing the scorecard and setting clear objectives.

- Department/company-wide meetings
- One-on-one meetings

To obtain a copy of your Training Dashboard:

1. Navigate to the Learning Management System (LMS).
2. Select the Menu button in the upper-right corner.
3. Select Admin.
4. Go to the Analyze reporting tab.
5. Click Dealer Training Scorecard.



Implementing at Your Dealership:

Display your scorecard and set training targets.

4. STANDARDIZED ONBOARDING

Onboarding is the prime opportunity to make a great first impression.

A good onboarding program sets the new employee up for success. Investing in them from their first day will increase your chances of retaining the new employee, and allows them to contribute to the company's mission sooner.

The onboarding program should concentrate on culture and establish a connection with the new employee, while showing you are fully vested in their career development.

Toyota Material Handling (TMH) Certification Programs

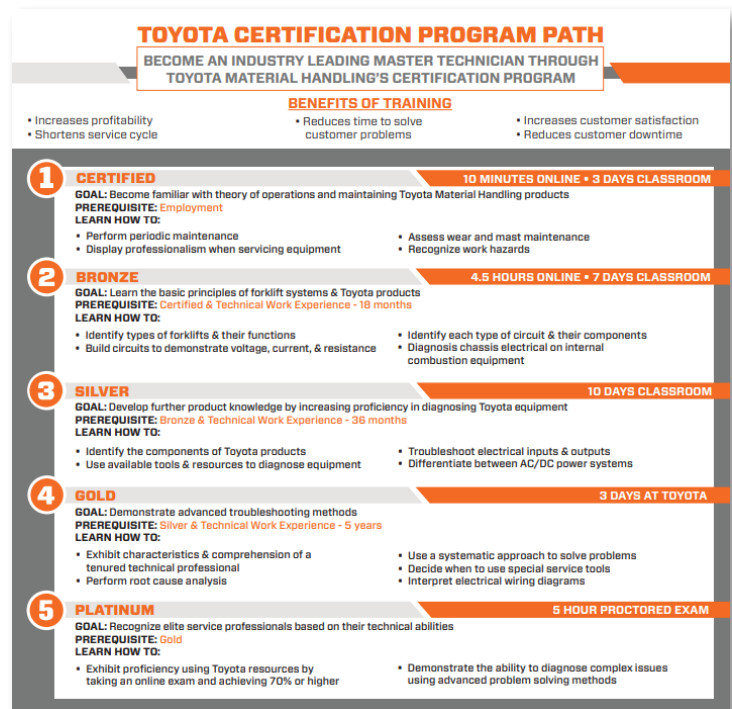
This is the perfect time to introduce the TMH certification program and get them started on the first level of training.

Provide them with a digital or hard copy of the brochure, ensure they are able to log into the TMH Learning Management System (LMS), set a clear target for completion of the first level 'Certified', and check progress with them regularly.

Action Items:

- Implement a standardized process to ensure new employees feel welcome and are able to contribute in a meaningful way quickly.
- Implement a standardized onboarding process for all new employees.
- Assess current employee skill levels and create individual development plans.
- Provide a dedicated training space equipped with necessary infrastructure.
- Allocate an annual training budget to support growth and development initiatives.
- Hold regular check-ins with new employees.

Moreover, it will help them accelerate their abilities to **contribute more quickly and become productive members of your business.**



Implementing at Your Dealership:

Develop a standardized onboarding plan and follow it every time.

5. RECOGNITION & CELEBRATION OF TRAINING MILESTONES

Public acknowledgment creates a sense of pride and purpose.

Celebrating milestones reinforces an employee's sense of accomplishment, motivating them to continue learning and strive for excellence. It shows that the company values their effort, which boosts morale and overall engagement.

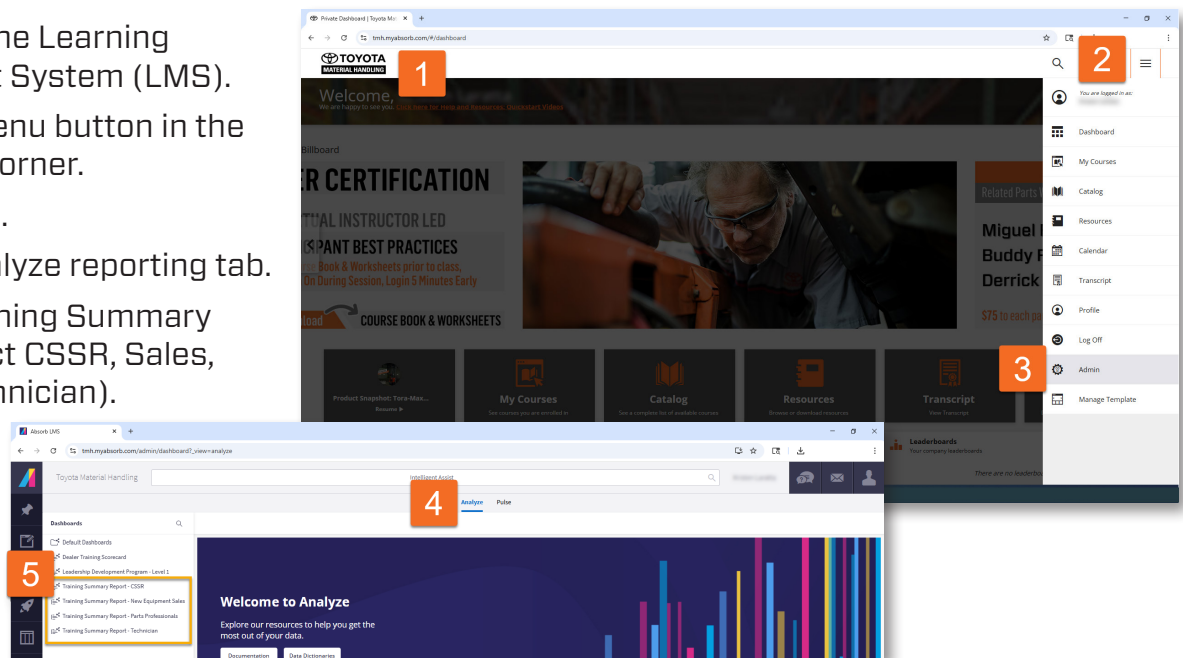
Positive reinforcement encourages continued participation in training. It sends the message that **growth and development are valued**, and encourages others to **pursue their own learning path**.

Action Items:

- Managers must recognize individuals who complete certifications.
- Display certificates and/or awards.
- Team kudos or announcements.
- Celebration events or lunches.
- Public recognition in newsletters, internal platforms, or company-wide meetings.
- Incentivize skill development, especially for certifications that enhance dealership profitability.

To view recent certifications:

1. Navigate to the Learning Management System (LMS).
2. Select the Menu button in the upper-right corner.
3. Select Admin.
4. Go to the Analyze reporting tab.
5. Click the Training Summary Report (select CSSR, Sales, Parts, or Technician).



Implementing at Your Dealership:

Determine how employees will be recognized for training milestones, then set the standard.



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