

BUSINESS CASE

AN HR INITIATIVE OF IMPLMENTING SOFT SKILLS DEVELOPMENT TRAINING
PROGRAM AT TOYOTA MOTOR INCORPORATION FOR EMPLOYEE SATISFACTION
AND ORGANIZATIONAL SUCCESS

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Executive Summary

The report presents a business case for the Toyota Motor Corporation for the purpose of improving employee satisfaction and organizational performance. A soft skills development program is to be implemented. It will have a benefit cost ratio of 2.76 and a Return on Investment of 175.6%. it will be implemented over a period of 2 months.

Introduction

Soft skills are rather important for the employees for they help in effective communication and collaboration. Soft skills include communication, interpersonal, ethical, creative, and time management skills. Soft skills also extend beyond the listed skills. The following business case is based on setting up a soft skills development training program for the employees of Toyota Motor Corporation to improve employee satisfaction and organizational performance.

Project Proposal

In today's world, employers do not seem to show much interest in employees who only contribute to the organizational skills through discipline-based knowledge skills. Employers, however, are now looking for those employees who demonstrate strong soft skills. The actions of employees equally significant as their knowledge. This is the primary reason why soft skills are crucial for career development. Soft skills come in handy when the employees are required to interact with customers, managers, and other co-workers. Just in the case that the employees lack basic soft skills, there is a high likelihood that the company will suffer and the turnover rate will increase. Soft skills training is rather important for both new and existing employees so that a workplace culture of collaboration, respect and efficiency could be build.

Hypothesis

The soft skills development training program of Toyota Motor Corporation assumes that the front-line and managerial employees demonstrate a need of developing certain soft skills to be able to communicate well with the customers and colleagues. In addition, there is a high possibility that the development of certain soft skills will eventually result in a higher rate of employee satisfaction and improved organizational performance.

Background Literature

There are quite a lot of crucial factors that contribute to the growing complexity of today's business and/or corporate environment. Not only has the corporate world become more competitive, but its affairs have also been characterized by ever-increasing volatility and uncertainty. The key asset of any organization in the world is their human resources, or, in simple words, their employees. According to Kumara and Sahasranam (2008), the human resources of any organization in the world are known to make critical contributions to its success and overall performance. Employers tend to look for a multitude of skills in their employees. In many common scenarios, employees are likely to be hired, retained and promoted by their employers if they are ethical, resourceful, dependable, self directed, and masters of many other soft skills. Employers are normally impressed by those candidates who are able to communicate effectively and possessive a positive attitude towards work. Wats and Wats (2009) suggest that willingness to learn and work is one of the key qualities that employers want in their employees. When the potential candidates reflect a fine combination of various competencies, they are immediately recruited by their employers. It is not only the discipline-based skills and knowledge of an employee that determine their professional success, but an adequate level of soft skills also plays a crucial role in assisting these employees make their way up the corporate ladder (Mitchell, Skinner & White, 2010). Goals of an organization and its success not only depend on the hard skills alone, but also on the soft skills possessed by its employees. While technical and professional skills make noteworthy contributions to the improvement of business' performances, soft skills tend to result in substantial employee satisfaction, further resulting in organizational success. Employees tend to benefit a lot from soft skills given that they get the opportunity to participate in various levels of decision-making and leadership activities. A

company has various stakeholders; customers and clients being of the utmost significance. There is an ardent need of employees being able to engage in effective conversations and collaborations with the customers and other stakeholders of the organization so that everything remains intact. In simple words, soft skills allude to the personal behavior, conduct, qualities, attributes and personalities of individuals. According to Gupta (2009), certain abilities such as time management, decision-making, self-motivation, problem-solving, and communication skills fall under the category of soft skills. When the employees successfully acquire these soft skills, they tend to feel more confident about themselves. With enhanced confidence, they contribute more to the success of their organization. Soft skills not only play a crucial role in the improvement of organizational performance, but also improve employee satisfaction and turnover rate. Frequent appreciation of soft skills possessed by an employee adds more to their satisfaction, and they recognize the importance of their services to the organization. Hodges and Burchell (2003) conducted a study to examine the perception of employers of the significance of various professional skills. According to the findings of the study, 80% of the skills were soft skills which included the problem-solving, energy and passion, interpersonal communication, teamwork and cooperation, and willingness to learn skills. Therefore, soft skills development training programs must be implemented in organizations so that employee satisfaction and organizational performance improve by a significant proportion.

Stakeholder Analysis

There are various stakeholders of a training program with several roles and responsibilities. The primary stakeholders of the soft skills development training program are the employees, trainer, general manager, financial manager, executives and directors. The following table presents the roles and responsibilities of the stakeholders.

Stakeholder	Roles and Responsibilities
Employees	<p>The employees are the learners who will participate in the soft skills development program for the purpose of learning and adopting soft skills. They must have a very strong sense of responsibility and ownership during the learning process.</p>
Trainer	<p>It is the responsibility of the trainer to ensure that the significant soft skills of the employees are being developed. In addition, the trainer is highly obligated to ensure that the employees are able to reach their maximum potential. Upon the completing of the soft skills development training program at Toyota Motor Corporation, the trainer will have to ensure that the employees are satisfied.</p>
General Managers	<p>The managers also have a stake in the soft skills development training program of their subordinates. Managers will be required to seek regular feedback of progress from the employees and trainer. Besides, their key role</p>

	<p>is to extend support to the employees and ensure that the training program is beneficial. Besides, the manager will have to track any changes in employee satisfaction and turnover overtime, and confirm if the training has added value to the job roles of the employees.</p>
Financial Managers	<p>The financial managers of Toyota Motor Corporation will have to present a return on investment of the training. The soft skills development training program must enhance employee satisfaction, turnover rate, productivity and the organizational performance. It is the key responsibility of the financial manager to ensure that the potential budget overruns are anticipated in time.</p>
Executives and Directors	<p>It is the prime role of the executive and directors of the Toyota Motor Corporation to commit to the advancement of the employees. In other words, the executives and directors must address their needs by making the corporate learning policies more flexible.</p>

Significance of the Project

The soft skills development training program at Toyota Motor Corporation will improve the communication and interpersonal skills of the employees. In addition, the employees are likely to become more creative, ethical and accepting of diversity. With these changes, they are likely to feel more confident, valued, satisfied, and productive.

Communication Skills

Communication skills are the most important of all the soft skills. Rynes, et al. (2003) suggest that it is rather important for every employee to be able to communicate effectively, both in written manner and verbally. After the completing of the soft skills development training program for the employees at Toyota Motor Corporation, they will feel that their communication skills have become more polished. With this improvement, the employees will get things done in an even effective manner (Alshare, Lane & Miller, (2011). While technology has complicated the process of communication, this training program will ensure that the employees are able to retain their personal touch while communicating with the stakeholders of the organization through the utilization of advanced technology, such as emails.

Interpersonal Skills

Interpersonal skills have become rather significant in the corporate world particularly because the concept of having a manager for command-and-control purposes has long gone. After the completion of the soft skills development training program, the employees at Toyota Corporation are expected to get along with their others in a better way. Improved interpersonal skills will ensure that the employees will get along with people who are totally different. It is particularly

due to the improvement in interpersonal skills that the employees will be able to work together in teams, thus improving the team environment, making the organizational goals easier to achieve.

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