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Subject: Excellent Cultures Recommendation Letter

To Whom it May Concern:

Wanted to give you some insight on our Journey with the Excellent Cultures programs and explain elements of the program that worked really well for us as well as the modifications we made due to COVID restrictions.

We embarked on our Journey with EC in February of 2019. George and I attended their two-day seminar and decided to enter into an agreement with EC to help us build our vision for the next 10 years. We felt the timing was good as we had just gone through a very stressful reorganization and we had many managers in new roles. Our feeling was the overall culture and engagement was good, but this would provide us the opportunity to build on our successes.

Our managers went through the initial training, coaching and MOLO (more of less of) sessions first. Our group really embraced the training and worked hard on improving their individual circumplex results after receiving team and peer feedback. We feel this provided a great first step in order for us to work on team objectives. Our managers got to work on their opportunities and then concentrate on our vision for TDPR.

In March of 2019 we were shut down and confined to working from home. We had to quickly work with Steve and his group to modify our initial program goals and process. We established a guiding coalition team which began to work on our vision 2030 and we talked extensively about that vision and how it aligned with our short and mid-term (5 year) plans. The team is made up of representatives from each department and positions vary from analyst all the way up to George and me (we are present for all meetings). The Coalition Team (with great guidance from Steve and his facilitators) was able to write our vision statement and talk about each of the BHAGS (Big Hairy Audacious Goals) we would focus on. In addition, a subgroup within the coalition team (the WOW team) worked on ways to introduce our plan to the entire group. We were able to successfully introduce our vision in September of 2020 (video attached) and we have noticed some very good momentum and engagement out of everyone at TDPR since.

We are now working on departmental affirmations and goals along with continuing to plan our next session of individualized training. Our work is not done, but we have made some fantastic progress due to the process the excellent cultures program helped create and execute. We are looking forward to continuing in 2021.

We are writing to say the program has worked for us here in Puerto Rico. It came at great time for us and our entire organization has embraced the concepts of Excellent Cultures. It has also been great that Steve and his team have been flexible with us to make modifications to fit our needs.

While we do believe our organization was moving in a good direction prior to the EC program, we have no doubt that the process and communication flow provided by the program have helped us tremendously. Our high 95 percent engagement score on the Toyota Survey (including hourly workers) are a result of the hard work of our team along with great programs like Excellent Cultures.

Please let us know if we can provide you with any additional information on the program.



George Christoff
President



Dan Swartz
VP and GM



Heriberto Gines
Sr Mgr. Adm and HR