

# Taylor Wimpey

## **Early Talent Development Programme For Our People/Line Managers** **Module 7 – Progressive Culture**

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TIME	CONTENT
Before session starts	Trainer to log into Zoom/MS Teams 5-minutes prior to the call.
10 Minutes (Introductions and Review)	<p><b>Objective(s):</b></p> <ul style="list-style-type: none"> <li>• Welcome and re-introductions with learners</li> <li>• Re-cover the etiquette of the remote session and interactive elements</li> <li>• Outline the objectives for this particular module.</li> </ul> <p><b>Peripheral(s):</b></p> <ul style="list-style-type: none"> <li>• Digital Workbook – ‘Bright Sparks’ Early Talent Development Programme for Our People/Line-Managers</li> <li>• Presentation Slide Deck</li> <li>• TW Early Talent Videos</li> </ul> <p><b>Overview:</b></p> <ul style="list-style-type: none"> <li>• Re-building rapport with learners since the previous session</li> <li>• Cover the etiquette for the remote session and interactive elements: <ul style="list-style-type: none"> <li>○ <b>Webcams on, microphones off - unless invited to speak</b> – This makes the session more engaging and less seminar like.</li> <li>○ <b>Chat Box</b> – Questions will be asked throughout to the group and learners will be invited to put their responses/questions in the chat box. Documents can be dropped into here as well.</li> <li>○ <b>Digital Workbook</b> – Learners will have been emailed a PDF workbook in their invite for the session (Check that all learners have this workbook, if not, drop the PDF file into the chat box) – The workbook is completely interactive with text boxes for notes and video links for post work learning.</li> <li>○ <b>Delegate List</b> - The Facilitator should take note of all individuals that have attended. If some of the learners are in groups/pairs but on the same camera, ask one learner from the group to put first/surnames of who they are with into the chat box.</li> </ul> </li> <li>• The Facilitator will then outline the objectives for the ‘<b>Progressive Culture</b>’ module: <ul style="list-style-type: none"> <li>○ <b>Learners will be able to manage their teams using strategies that are proven to engage Millennials</b></li> <li>○ <b>A ‘Guest Speaker’ from an outside company will provide context/details into how their business works with Millennials</b></li> </ul> </li> </ul>
30 Minutes (Engaging Millennials)	<p><b>Objective(s):</b></p> <ul style="list-style-type: none"> <li>• <b>Learners will be able to manage their teams using strategies that are proven to engage Millennials</b></li> </ul> <p><b>Peripheral(s):</b></p> <ul style="list-style-type: none"> <li>• Digital Workbook – Module 7 – Progressive Culture – Page 70</li> <li>• TW Early Talent Videos</li> </ul>

**Overview:**

- The Facilitator will start this section by setting context of the experience of TW Early Talent in Taylor Wimpey through playing the TW Early Talent videos:
  - **Simi** - *“People don’t see house building as being easily changed or updating itself, there is a stigma that it hasn’t changed over the years or is quite old fashioned”*. (1 MINUTE 29 SECONDS - QUIET AUDIO)
  - **Freya** - *“I’ve found Taylor Wimpey to be very positive, laid back and supportive, the company values seem to be similar to my own personal values”*. (1 MINUTE 4 SECONDS - QUIET AUDIO)
  - **Eleanor** - *“Everyone I’ve met at Taylor Wimpey is so warm and welcoming... they are taking the time to explain things to me.... They always have little events going on, even digitally.... It’s nice that you can speak to people and meet people even though we’re not face to face”*. (1 MINUTE 28 SECONDS)
- The Facilitator will then explain by reflecting on what has been covered in this programme and that the house-building industry in a rapidly changing. Throughout the programme, we have focused on ‘Millennials’ as the area where we should apply the tools and concentrate our energy – in this session, the learners will focus on how to manage them within their wider teams.
- The Facilitator will start a discussion with the group around their team activity by discussing the below:
  - How many regular meetings do you have with your teams? What is the focus of these meetings?
  - According to LinkedIn studies, Millennials look at building teams as a way to foster creativity and innovation. Promoting collaborative teamwork should be a norm as Millennials are fond of networking and enjoy teamwork. Being part of the team is important for Millennial workplace happiness.
  - Millennials want happiness, purpose and work opportunities with better companies. Unlike previous generations, Millennials want to enjoy their workplace. They look for fun office activities and days to enjoy time out of the office and get to know the people that work with them. Before your work environment becomes a big factor in making them quit their job, start with building a positive culture, unconventional office space, foster social connections, nature-friendly vibes, and volunteering activities to know each other better.
- The Facilitator will then split the main group into breakout rooms to discuss and share best practice on different team activities they could use to engage Millennials following guidelines in the workbook:
  - Millennials like to work on small projects where they can innovate and improve, where they can also expand their capabilities and be recognised.
  - Transparency creates a sense of collaboration for Millennials. They like a socially-connected workforce that allows information to be widely available in a timely fashion. How can we provide this? (Facilitator: Suggestions below for debrief).

- *Collaborative discussions*
- *Video messages from senior leaders*
- *Open feedback loops*
- Millennials like to be involved in decision making processes. Spotify, for example, have embraced a ‘horizontal’ structure which distributes decision making, as opposed to a traditional, hierarchical top down model. Although we may not be able to change structure to this extent, what can we do to encourage decision making and accountability? (Facilitator: Suggestion below for debrief).
  - *You can empower teams to discover best practice methods and encourage adoption of these approaches from the bottom up. Or ask team leaders to embrace a coaching mindset that aligns with millennials’ need for regular feedback.*
- Millennials are always connected and have vast amounts of information at their fingertips, so establishing a well-defined focus for team meetings can create an environment ripe for actively exchanging ideas. How can we change the structure and focus of meetings to be more engaging?
  - *Facilitator notes for debrief: According to a Deloitte millennial survey, the ideal Millennial workweek includes 4.6 hours spent discussing ideas and new ways of working. An easy way to make your team millennial-friendly is to carve out some time for “thought showers”; open discussions on lessons learned and continuous improvement. Alternatively, you can increase their sense of contribution by giving your young talent a spotlight to share their perspectives on a topic or cause they’re passionate about, or a cause they care strongly about.*
- Flexibility is another important aspect for Millennials and is often seen as ‘flexi-time’ and work-from-home practices. These are elements of a culture of trust and known factors in talent retention which we have seen many more of during the recent pandemic. But what else can we do to promote flexibility?
  - *Facilitator notes for debrief: We can encourage flexibility of ideas, and diversity of thought. A welcoming attitude towards new ideas embeds a culture of collaboration, innovation, and equality. At the same time, mentoring programs encourage the spread of skills across generations, making employees more adaptable to rapidly changing business objectives. Promoting cultural intelligence within teams brings various creative perspectives together. A millennial-friendly team is flexible in the way it operates, and in the way its members think.*
- According to the Deloitte global Millennial survey in 2020, 76% of Millennials regard businesses as a force for positive social impact. How can we bring this to life at Taylor Wimpey?
  - *Facilitator note for debrief: Managers can promote the volunteering policy within TW Business Units’ By supporting such initiatives, you show that the team is a group who share similar human values. Initiatives that connect*

	<p><i>directly to young talents’ sense of purpose are easy to introduce but highly rewarding. These include improving collaboration across teams, fostering a sense of contribution, encouraging millennials to take responsibility, and enhancing transparency at all levels.</i></p>
<p>70 Minutes (Guest Speaker)</p>	<p><b>Objective(s):</b></p> <ul style="list-style-type: none"> <li>● A ‘Guest Speaker’ from an outside company will provide context/details into how their business works with Millennials</li> </ul> <p><b>Peripheral(s):</b></p> <ul style="list-style-type: none"> <li>● Digital Workbook – Module 7 – Progressive Culture – Page 72</li> </ul> <p><b>Overview:</b></p> <ul style="list-style-type: none"> <li>● The Facilitator will start this section by introducing the Guest Speaker and that they are going to discuss how they manage Millennials in their business to increase both engagement and performance. <ul style="list-style-type: none"> <li>○ <b>*insert bio and relevant information regarding the guest speaker</b></li> </ul> </li> <li>● If time is available, the Guest Speaker may conduct a short Q&amp;A with the group.</li> <li>● The Facilitator will finalise this section by thanking the Guest Speaker for their input before moving onto the Feedback &amp; Close of the session and next steps.</li> </ul>
<p>10 Minutes (Feedback &amp; Close)</p>	<p><b>Objective(s):</b></p> <ul style="list-style-type: none"> <li>● Recap the session</li> <li>● Answer any Q&amp;A</li> </ul> <p><b>Peripheral(s):</b></p> <ul style="list-style-type: none"> <li>● Digital Workbook – Module 7 – Progressive Culture – Page 74</li> </ul> <p><b>Overview:</b></p> <ul style="list-style-type: none"> <li>● Bringing the session to a close with the Facilitator recapping all the key content and the exercises that were completed.</li> <li>● <b>For the post-work, learners should:</b> <ul style="list-style-type: none"> <li>● Apply their new knowledge and methodology when returning to the working environment.</li> </ul> </li> <li>● The Facilitator will signpost this module and will explain that the final session will be an ‘<b>Action Learning Group</b>’ where the learners will: <ul style="list-style-type: none"> <li>○ Discuss and share best practice for how they have applied the tools in the workplace.</li> <li>○ Share any challenges that they are currently experiencing which will then be reviewed in a peer-to-peer coaching format</li> <li>○ Review what has been learned throughout the programme and provide any objective feedback or suggestions for improvement</li> </ul> </li> </ul>

	<ul style="list-style-type: none"><li>● <b>In preparation for this session, learners should:</b></li><li>● Review all of the methodology and notes made throughout the course and bring examples of challenges they are currently experiencing within Taylor Wimpey in relation to managing and developing TW Early Talent.</li></ul>
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