



Module 1: Leadership Landscape



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Module 1: Leadership Landscape

Welcome to module 1 of the Bellway Elevate Middle Managers' Programme: Leadership Landscape. In this module, you will begin to survey the landscape for your leadership journey ahead.

By the end of this module, you will be able to:

- Explain the role of middle manager in the broader trading context at Bellway and recognise the role as an important pivot point in performance at Bellway
- Identify the foundations and building blocks of the Bellway Leadership House and your role in the delivery of it
- Produce a strategy to align your own performance, and that of your team, to deliver ongoing success at Bellway

This workbook is designed to support and complement the topics, theories, and activities that you will cover on the workshops during the programme. It also can be used as a reference guide after your workshop as it gives you practical things to do to help you to master each new skill.

For each topic covered in the workshop, you will notice a section in the workbook that covers:

Why is this important? – An insight into why this topic is important in your role as a middle manager at Bellway

What is it all about? – An overview of what the topic, model or theory is

How do I do it? – Steps, hints, tips and practical suggestions on how you can apply your learning in reality. This focuses on: Things to consider, putting your learning into practice, and additional learning suggestions where appropriate

It's up to you how you use this workbook; however remember that learning and development is all about:

- Thinking about the topic
- Immediately applying and practising what you have learned in your role
- Reflecting on how the practice went – what went well? What didn't go so well? What will you do differently next time?

Capture all your notes from the workshop and your reflective practice in the workbook. You can either print it off and write in it, or type into it. It's up to you. We all learn in different ways.

Ultimately, it's up to you to make a conscious choice to apply your learning in your role as a manager and leader at Bellway – after all, that is where the real shift takes place.

In each workbook you complete in the Bellway Elevate Middle Managers' Programme, you'll find links to:



Articles, blogs and research



Insights



Videos



Podcasts



Books



Activities to help you embed and sustain the learning beyond the workbook

Your Priming Activity

Leading For The Future

A mission statement is an action-statement that explains the purpose of an organisation and how it serves its customers. A strategy statement explains the organisation's long-term strategic direction; it gives a clear sense of the organisation's activities for the upcoming years.

This is our Bellway Leadership House. Our mission is the foundation of everything we do. Our strategy is our goal for the future. The leadership commitments and behaviours are how we need to be if we are to be successful.

You play a pivotal role in leading Bellway into the future. If we are to be successful now and in the future, every action you take, and decision you make, as leaders needs to be aligned to our mission and strategy.



Before you came along to your workshop, you were asked to complete the activities below.

1. Research our mission and our strategy to ensure that you fully understand each one. Our Annual Report and Accounts report is a good place to start.
2. Consider the questions below and bring your thoughts with you to the workshop:

How does your team contribute to our mission?

How does your team contribute to achieving our strategy?

Section 1:

The Commercial Environment

Why is this important?

The Bellway Group is recovering well from the pandemic – we are in a robust position for the future. However, the environment in which we operate is constantly changing and the change is fast-paced, constant and unpredictable. We live in a VUCA world:

Volatile Change is rapid and unpredictable

Uncertain The present is unclear, and the future is uncertain

Complex There are many different, interconnected factors at play, with the potential to cause chaos and confusion

Ambiguous There is a lack of clarity or awareness about situations

The term VUCA is more relevant right now than ever before. It is used to describe situations, which are difficult to understand and challenging to navigate that make it hard to predict the outcome of any actions taken. A danger of VUCA is that we use it as a way of avoiding planning and developing strategy because we focus on the idea that you can't plan for a VUCA world. However, appreciating VUCA can help provide some structure and clarity around the challenges we might face now and in the future as a business. It helps leaders to understand that VUCA is a common factor in life and business, and so learning to navigate the VUCA landscape is crucial for the current and future success of Bellway.

The VUCA world will always impact how you make decisions as leaders, at any level. It will affect how you plan, manage risks, solve problems, and adapt to change. Ultimately, as future-focused leaders, it's important to understand that old ways of working cannot be relied upon in a VUCA world – it's important to be agile, flexible and resilient when faced with constant and unpredictable change. Despite our current robust position, our future journey is not going to be straight-forward and linear.

As a Bellway middle manager, your role is pivotal. The decisions you make and how you lead your people directly impacts our success as a business. It's important that you understand the wider context in which we operate so that you make informed decisions for the benefit of our business, our stakeholders, and our customers. It's also important that you ensure that your team is focused on our purpose, understand how they contribute, and is resilient to challenges that might come our way.

What will help me to understand the commercial environment?

PESTLE is a useful framework to understand the external factors that could impact our organisation:



PESTLE is a strategic framework that is used to support strategic decision-making and is useful to help unravel some of the VUCA situations we are facing currently and those we could face in the future. PESTLE focuses on:

Political

For example: government policy, political stability, tax, industry regulations, planning permission

Economic

For example: global and national economic stability, market growth or decline, inflation, interest rates, cost of living, labour costs, materials costs and supply, customer confidence, mortgage availability, house price trends, skills supply

Social

For example: customer trends, lifestyle factors, population, demographics, housing shortages, and equality, diversity, and inclusion (ED&I)

Technological

For example: digitisation, social media, innovation, use of big data, virtual reality (virtual viewing), artificial intelligence, online presence

Legal

For example: employment law, health and safety regulations, Brexit immigration regulations, GDPR, housebuilding and planning regulations

Environmental

For example: Environment, social and governance criteria (ESG), energy prices and usage, sustainability, use of green-belt and brown-belt land, corporate social responsibility (CSR), transportation, procurement, supply chain, achieving net-zero

How to complete a PESTLE analysis...



Things to consider...

The following will help you in completing your PESTLE analysis and in understanding the wider commercial environment in which we all operate.

Technology

The world is changing at a lightning pace when it comes to technology. Many organisations in our industry and sector are moving with the times and are embracing technology to reduce costs, increase the speed of service and become more agile. During the pandemic, the pace of technological change increased as businesses were forced to move to a virtual and online operating model. This has shaped the 'new normal'. Only businesses that adapt can survive and thrive.

The biggest challenges, and opportunities, involve data. The future is data-led. As a commercially-minded, strategic and future-focused leader, it's important that you play your part in leading change, progress and efficiency to ensure a future-fit Bellway. It's time to embrace a future that is data-led.

To explore this more, take a look at these articles:



10 Technologies Impacting the Construction Industry in 2022



2022 will see more construction firms turning to digital tools



How the Construction Industry is Using Big Data



How might advances in technology and the use of big data impact your team?

ED&I

Although some progress has been made, the construction sector remains dominated by a white male demographic in the UK. There is a huge opportunity for us at Bellway to apply a strategic focus on improving diversity within our business and creating cultures where difference is valued and utilised.

The statistics for the industry are worrying:

- Women make up just 15% of the UK construction industry workforce, with only an estimated 2% working on-site
- Black, Asian and minority ethnic employees make up just 6% of the industry
- Disabled employees make up just 6% of the workforce
- 60% of LGBTQ+ employees have experienced homophobic and derogatory terms at work

To be future-focused and future-fit, it's important that we embrace ED&I. Take a look at these articles:



Equality, Diversity and Inclusion



How the construction industry can improve equality, diversity and inclusion

How diverse is your team?

ESG

ESG criteria are standards that socially conscious investors use to screen potential investments in a company.

- **Environment** may include a company's focus on sustainability and climate, for example, energy use, waste, pollution
- **Social** looks at how a company manages its relationships, for example, how it works with suppliers and shareholders, its focus on employee well-being and health and safety, and its relationship with the local community
- **Governance** is about how transparent the company is about its accountancy method and how ethical its choices are in how it runs the business. A major change in governance recently is whether or not a company invests or operates in Russia as a result of the Ukraine crisis

ESG is the role of everyone in the business. It needs to be weaved through all leadership decision-making and strategy from now and in the future. ESG is about doing business in an ethical, responsible, and compassionate way – this is future-focused leadership.

Take a look at these articles:



Time for change: ESG and the housing sector



Modern methods of construction and ESG

How will ESG shape the way your team operates in the future? What steps can you take now?



Put your learning into practice...

Follow these steps and use the template below to complete a PESTLE analysis:

1. Look through the lens of the commercial environment in which we currently operate, and also look to the future. Your PESTLE analysis should cover present and possible future scenarios.
2. Where possible, decide how the information will be collected and by who. Identify more than one person to gather data to bring diverse evidence and perspectives.
3. Identify appropriate sources of information. You may find some areas of PESTLE are a bigger focus to our industry than others but exploring information for all of them will give you a bigger view of the external environment.
4. There is lots of information available on the internet and internally.
5. Keep your PESTLE analysis simple. There is a lot of data that you could include in a PESTLE analysis, but try to stay focused on the factors that could have the biggest impact on Bellway. This means that it is easier to identify the key points that will inform your strategic plan and the specific actions you need to take.
6. Analyse the findings. Mark each item in terms of importance in relation to potential risk to the organisation. Medium-term might be the next year or 2, and long-term might be 3 years' plus.
7. Identify the options to address the issues. Focusing on the future, what can you do now to prepare yourself as a leader to mitigate against these factors? This is about ensuring that you and your team are prepared for what the future might bring. It's ensuring that you and your team are skilled, resilient, and ready now and for the future.

External factors	Factors impacting our industry	Importance to Bellway
POLITICAL		
Government policy, political stability, tax, industry regulations, planning permission		
ECONOMIC		
Global and national economic stability, market growth or decline, inflation, interest rates, cost of living, labour costs, materials costs and supply, customer confidence, mortgage availability, house price trends, skills supply		
SOCIAL		
Customer trends, lifestyle factors, population demographics and size, housing shortages, diversity, and inclusion		

External factors	Factors impacting our industry	Importance to Bellway
TECHNOLOGY		
Digitisation, social media, innovation, use of big data, virtual reality (virtual viewing), artificial intelligence, online presence		
LEGAL		
Employment law, health and safety regulations, Brexit immigration regulations, GDPR, housebuilding and planning regulations		
ENVIRONMENTAL		
ESG energy prices and usage, sustainability, use of green-belt and brown-belt land, CSR, transportation, procurement, supply chain, achieving net-zero		

Identify the key factors revealed by your analysis that could have the biggest impact on Bellway now, in the medium-term, and in the long-term? Which are they and what impact might they have? Medium-term might be the next year or 2, and long-term might be 3 years' plus.

Now

Medium-term

Long-term

Focusing on the future, what can you do now to prepare yourself as a leader to mitigate against these factors? This is about ensuring that you and your team are prepared for what the future might bring. It's ensuring that you and your team are skilled, resilient, and ready – this is being future-focused and future-fit.

What do you need to do now?

What do you need to do to prepare for the medium-term?

What do you need to do to prepare for the long-term?



Top tip:

- Share your findings with your team, your peers, and your stakeholders. Show how your knowledge of the commercial environment is informing the decisions you are making
- Completing a PESTLE analysis is not a one-off activity. To stay future-focused in a VUCA world, it's an activity to repeat on a regular basis

Reflection section:

Section 2:

The Pivotal Role You Play

Why is this important?

As leaders at Bellway, you play a pivotal role in the current and future success of the business. The decisions you make, the actions you take, how you operate and behave and the culture you create in your team all have a direct impact. How much of your time do you spend focusing on the future, and thinking strategically about your team and how you contribute to our mission as a business to build first-class homes that our customers are proud of?

We're in the midst of an epidemic of busyness. How often do you hear the response, "I'm so busy" when you ask a friend or colleague how they are? How often do you give this response? We tend to fire-fight our way through the day, rarely lifting our heads above the parapet to take stock of where we are, what's going on around us and what activities will really give us the most value. We can't possibly be future-focused and strategic when we're firefighting our way through each day.

Life is habitual – how many routines do you repeat each day? In your personal life – your morning routine, bedtime routine, where you walk the dog, where you exercise (or not!). At work – what you do when you begin your day, when you do your emails, what reports you look at first, how you interact with your people. Layering this on top of our firefighting and busyness, it becomes really hard to break habits, look up and look ahead, meaning that we don't recognise when we need to do things differently to get a better result.

The strange thing is, we're also suffering from an epidemic of 'busy-bragging'! We love talking about how busy we are! But the impact of this is that it makes us more stressed which is another barrier to authentic, compassionate, and future-focused leadership.

We operate within a fast-paced world which is constantly changing. As a result, many leaders are working harder and faster to cope. But working harder and faster isn't the answer – it makes things more complicated, stressful and energy-consuming. In fact, it only solves the immediate challenges that face us. Research shows that if we slow down, pause, and think, we go deeper and faster into achieving objectives, we notice more opportunities to do things differently and better, we deal more effectively with complexity and challenges, we use less energy, and we face less stress.

What is future-focused leadership?

Being a future-focused leader means that you take time to consider the goals and objectives of your team and to develop a strategic plan to achieve them. It's lifting your head above the parapet and looking to the horizon of why your team exists, what the purpose of the team is, and what you need to do to achieve that. It's slowing down to speed up.

Slowing down to speed up doesn't mean that you slow down everywhere – business doesn't operate like that. As a leader, it's important that you focus on speed and efficiency in certain aspects of your team's activities, but not by speeding up everything you do as this leads to poor decision-making, missed opportunities, fragmented communication, disengaged team members, and burnout – ultimately impacting your team's performance and results. Slowing down to speed up is pausing to consider the longer-term objectives of your team and how you will achieve these. It's slowing down to invest in the things that matter over the long-term and taking time to develop so that you can move more quickly towards your longer-term objectives. It's looking for solutions to challenges rather than short-term fixes.

Being a strategic, future-focused leader means that you provide focus, clarity, and direction for your team; you provide a sense of purpose and contribution, which are key to human motivation. You also reflect and learn together as a team to be better equipped for what comes up next. You analyse the gaps in your team, in terms of skills and behaviours, and how you might fill them to set your team up for success.

How to become a future-focused leader...



Things to consider...

Read the 2 articles below about the alignment of culture and strategy.



Deloitte – Shape culture, Drive strategy



Forbes – What Happens When You Align Culture With Strategy

Although the Deloitte article focuses on CEOs and senior leaders, you also influence culture within the organisation. In fact, middle managers can be described as 'the real CEOs (Chief Engagement Officers)' of the business as you are so important to making the connection between our mission and strategy, and our people. As leaders, you create micro-climates within your teams. If the micro-climate doesn't support our commitments and behaviours at Bellway, then we cannot be what we want to be. Misaligned micro-climates create silos and disconnect people from our vision and strategy.

Culture impacts engagement. Highly engaged teams show 21% greater profitability.¹ There is a proven link between employee happiness and well-being and the numbers. This is because 'engaged employees show up every day with passion, purpose, presence and energy.' A recent survey by LinkedIn found that people would rather put up with lower pay (65%) and do without a status-giving title (26%) than work within an unhealthy and poor culture.²

If culture is 'the way we do things' at Bellway, what three words would you use to describe the culture within your team?

Reflect on the words you have chosen, how future-fit is your team based on the current culture? How engaged are they?

¹ Forbes, 10 Timely Statistics About The Connection Between Employee Engagement And Wellness, Naz Beheshti, Forbes.com

² Build a Culture That Aligns with People's Values, 2020, Natalie Baumgartner, HBR.org

It's vital you take the time to think about how you will lead your team into the future. Think about some of the habits and ways of working you might have adopted as result of firefighting and the epidemic of busyness. Consider how this might be impacting your people and the success of your team. If you're not sure, why not ask for feedback from your team or from your peers?

Examples might include:

- Sending emails to your team members late at night
- Not taking time to read and think about KPI dashboards, the story they are telling, and how this will help you to lead your team
- Avoiding tackling people problems – you just need to get the job done
- Cancelling or postponing one-to-ones
- Being distracted on calls or in meetings
- Trying to multi-task to get things done

Read this article from Oliver Burkeman, the best-selling author of 'Four Thousand Weeks: Time Management for Mortals'. This article summarises Burkeman's essential guide on how we can rethink 'busyness'. Take a look at the 15 ways suggested and deep dive into the ones that resonate the most with you.



15 ways you can tackle busyness



How will you break the less effective habits and ways of working you might have adopted?

What impact will this have on your ability to focus on your people and build a future-fit team?



Top tip:

You'll learn more about this in the next section, 'Horizons of Focus'.



Put your learning into practice...

The following article:



Forbes article, The 7 Critical Skills Of Successful Strategic Thinkers



explains that strategic, culture-focused leaders have the following skills:

1. Vision

Able to create, and stick to, a clear vision

2. Framework

Able to define their objectives and develop an action plan with goals broken down into tasks with allocated timelines and resources

3. Perceptiveness

Able to look around and understand the world from different perspectives

4. Assertiveness

Good at making decisions; they communicate what they want and need effectively while also respecting the wants and needs of others

5. Flexibility

Humble enough to be flexible and change their framework when necessary to achieve the vision

6. Emotional balance

Able to control their emotional state. They balance their emotions to stay focused on achieving the goals

7. Patience

Aware that achievement is longer-term and that success comes from strategically planned work and effort

Consider each of the 7 critical skills. Rate yourself against each of the skills – where are you strong and where might you need further support and development? You might also seek feedback from your team members, stakeholders and line manager against each of the skills. This will give you a true view of how skilled you are at being a future-focused, strategic leader.

Score yourself between 5 and 1, where 5 is 'High skill' and 1 is 'Low skill'. Capture the reasons for your scores.

POLITICAL	SCORE	REASON FOR SCORE
Vision		
Framework		
Perceptiveness		
Assertiveness		
Flexibility		
Emotional Balance		
Patience		

Reflect on your answers. What 3 actions can you take now to increase your lowest score?



Top tip:

Throughout the Elevate Middle Managers' Programme, we will explore these critical skills. In this module, we will begin to explore vision, framework, perceptiveness and patience.

Additional learning



Slow Down to Go Faster – The Power of Pause, Ralph Simone, TED Talk



How to become a future-fit leader, Dominic Mahony, EY.com



Strategic Leadership: The Essential Skills, Paul Schoemaker et al, HBR.org



Leaders Make the Future: Ten New Leadership Skills for an Uncertain World, Bob Johansen, Berrett-Koehler Publishers, 2012

CMI Management Direct

Explore the Management Direct resource site for additional learning. Try searching 'thinking strategically' and 'future focus'.

Reflection section:

Section 3:

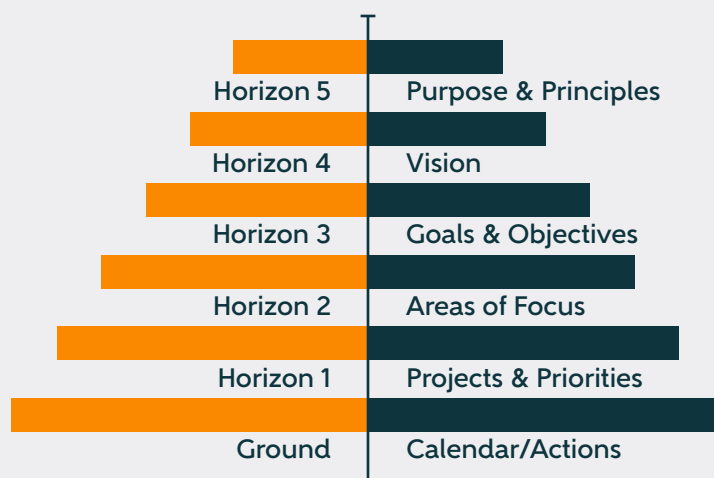
Horizons of Focus®

Why is this important?

Future-focused leadership is slowing down to speed up; it's looking up from the day-to-day busyness and looking ahead to the future. Ineffective leaders spend too much time in the daily detail which causes stress, burnout, and a lack of purpose and direction. So how do you look up and look ahead? Sometimes we just need a different perspective.

David Allen created the '6 Horizons of Focus', which defines 'work' from 6 different horizons, each corresponding to different altitudes of perspective. Each horizon represents a certain level of perspective ranging from core intention – the understanding of the purpose or the 'why' of a project or goal – through to the next specific actions required to complete the project or achieve the goal.

The 6 Horizons of Focus model will help you to review where you are currently choosing to spend your focus, time, and attention, and where it might be more productive to focus your efforts. By defining each of these horizons for yourself, you will be able to re-prioritise where to focus your energy to align to the goals of your team. This is about achieving the balance between focusing on the short, medium, and long-term.



Ground – Calendar and actions

The volume of actions and information you have to do and organise. This includes emails, calls, tasks, things to discuss with your team. It's your daily to-do list. It's easy to get caught up in ground level tasks, but this means that there is no time to plan.

Horizon 1 – projects and commitments

The projects that you have a commitment to finish – they are 'open loops'. They usually generate more ground level actions.

Horizon 2 – areas of focus and accountability

The areas of responsibility you have – the things you are accountable for in your role.

Horizon 3 – one- to two-year goals and objectives

Your areas of focus for the next 1 to 2 years. Getting this level clear always creates new projects and actions.

Horizon 4 – three- to five-year vision

Linked to the strategic vision of Bellway. Bellway's strategy is to grow shareholder value through sustainable and disciplined volume growth, utilising the Group's operational and balance sheet capacity, combined with a strong focus on RoCE focusing on 3 strategic priorities:

1. Delivering volume growth – Delivering disciplined volume growth through our national divisional structure, selecting the right land, and managing the planning process.
2. Value creation – Crucial to the success of our volume growth strategy is our ability to deliver value for shareholders. We believe that value generation is best evaluated through capital growth, by increasing the net asset value per share, together with the payment of a regular dividend.
3. Better with Bellway – Our growth strategy is a long-term ambition, the success of which requires us to engage positively with our colleagues, subcontractors, and supply chain partners to safely deliver a high-quality product that is appealing to our customers. 'Better with Bellway' is all about us creating a positive impact on people and the environment through our sustainable and responsible business practices. This includes:
 - Customer first
 - Carbon reduction
 - Employer of choice

As a leader at Bellway, you are pivotal to us achieving our strategy. Everything you do, and every decision you make, needs to be supportive of our strategy.

How do you contribute to achieving our strategy?

How does your team contribute?

How do you influence our success?

Horizon 5 – purpose and principles

Our mission at Bellway is to build first-class homes that our customers are proud to live in.

How do you and your team support our mission?

Defining the horizons for yourself and your team will help you to prioritise where to focus your time, energy, and effort. It will also help you to establish what is helping you to achieve your team goals and what is proving to be a distraction. More importantly, it may lead you to discard commitments that aren't helping you and your team so that you can free up time to achieve important projects and priorities. This is being future-focused.

How do I focus on the 6 horizons?

Horizon	Definition	Your perspective
Horizon 5: Purpose and vision – Flying at 50,000ft	How do you and your team contribute to our purpose? What is the purpose of your team? What is your vision? Consider why your team exists and what you are working towards achieving.	
Horizon 4: Three- to five-year vision – Flying at 40,000ft	How do you and your team contribute to our strategy at Bellway? What is the goal for your team in 3 to 5 years' time? Consider internal and external influences. Thinking at this level may surface some projects that you need to initiate or plan for now.	

Horizon	Definition	Your perspective
Horizon 3: One- to two-year goals and objectives – Flying at 30,000ft	What do you and your team need to achieve in the next year or two? Do all of the current projects and activities you have ongoing support this? Are there any gaps that might give rise to new projects or actions that you need to initiate now?	
Horizon 2: Areas of focus and accountability – Flying at 20,000ft	What are you accountable for as leader of this team? What are your role responsibilities? Clearly evaluating this might create new projects or eliminate the relevance of old or current ones.	
Horizon 1: Projects and priorities – Flying at 10,000ft	This is the list of projects you have ongoing and that you have a commitment to complete. It's likely that these create most of your actions. Where should you be focusing most of your efforts? What will help you to achieve your goal and vision?	
Ground: Calendar/actions – Face down on the runway	This is the huge volume of actions that you must do. From emails, to calls to meetings and so on. It's likely that you'll be unable to list absolutely everything. The questions is how much of it is taking you away from the bigger questions and the things that will really make a difference?	



Put your learning into practice...

Consider what you have captured in the table and think about the following questions.

What percentage of your time are you spending at each altitude level?

Where do you want to spend more or less of your time?

What would be the impact if you changed where you spent your time?

What are your options/actions to achieve this?

- The higher-level horizons are more stable and require only an occasional review. Checking back now and then helps you to dispel any doubt, or to make decisions about prioritising projects or taking on new commitments within the team.
- Set up a review process within your team or peers. Perhaps once a quarter or every 6 months, take some time with your team to reflect on the team's purpose and goals and ensure that your current projects and activities still align with these. A good approach to adopt is:
 - Make sure that the goal or vision is still current, relevant, and supportive of the company's strategy
 - Consider whether you are making sufficient effort and progress towards achieving the goals as a team
 - Identify the blockers or distractions that might be taking up time and preventing progress
 - This insight will filter through to the lower-level horizons and influence the daily actions you and your team take.

Reflection section:

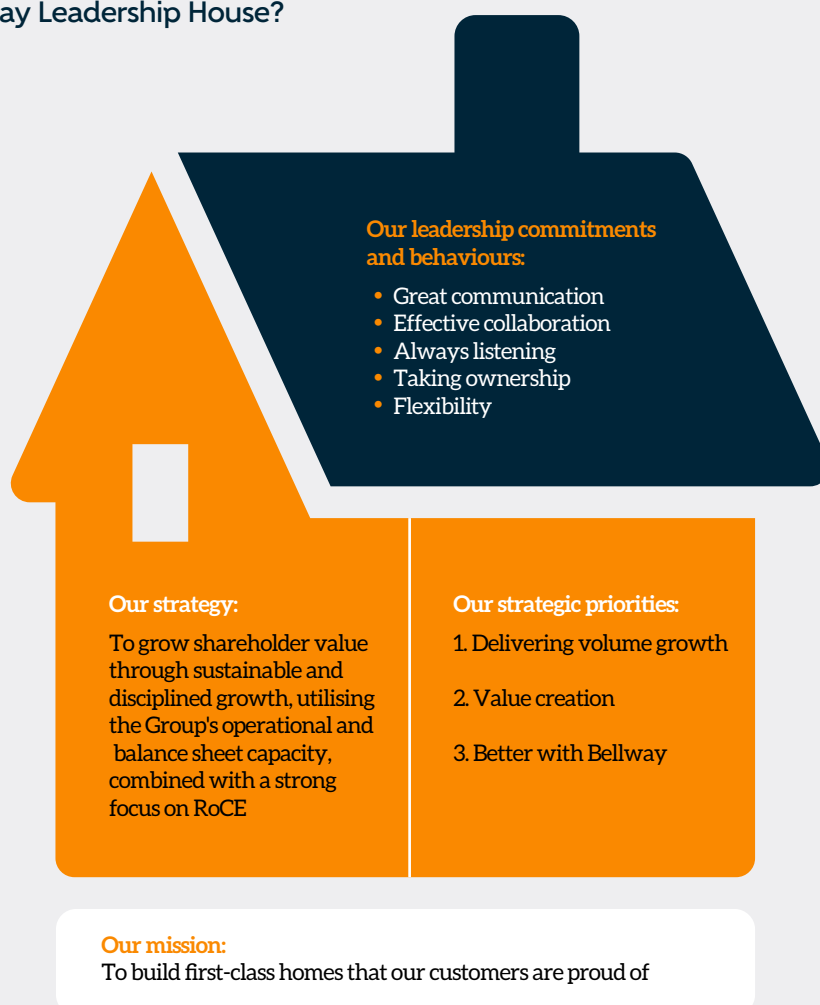
Section 4:

The Bellway Leadership House

Why is this important?

We've learned that strategy goes nowhere without culture. Dan Pink, best-selling author of 'Drive', and a leading business thinker, says that purpose is one of the key things that motivates us. So, everything we do as leaders of people is focused on our higher purpose which is our mission at Bellway. As the 'real Chief Engagement Officers' at Bellway, you play a pivotal role in connecting people to our mission and our strategy so that they feel part of it and see the value they contribute every day.

What is the Bellway Leadership House?

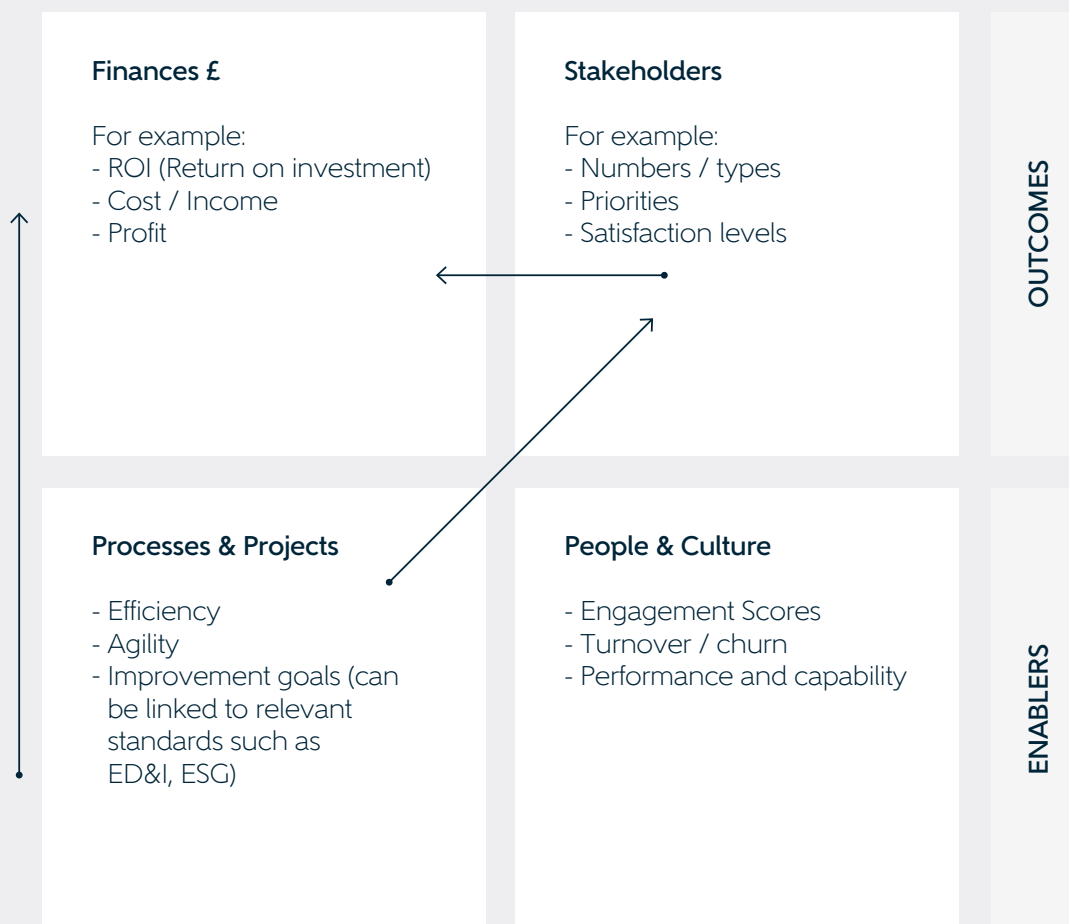


A mission statement is an action-statement that explains the purpose of an organisation and how it serves its customers. A strategy statement explains the organisation's long-term strategic direction; it gives a clear sense of the organisation's activities for the upcoming years.

At Bellway, we are: "Building homes to be proud of by putting customers at the heart of everything we do. Bellway is committed to being a responsible homebuilder, operating our business in an ethical and sustainable manner whilst creating long-term value for the benefit of our customers, people, suppliers, shareholders and the wider community."³

This is, of course, an important strategic statement of intent for the Group and for the financial markets. The role of a middle manager is to interpret these words and make them meaningful for their local stakeholders so that they use them to run their local operations. Local stakeholders include their teams, colleagues, relevant suppliers and partners, and customers.

We can use a simple model such as a Balanced Scorecard to do this.



We achieve our local strategy through our commitments and behaviours.

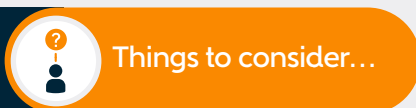
Every action we take, every decision we make, and how we behave every day needs to be aligned to our mission and strategic goals, no matter what your role in the business. As a leader, it's important that you connect your people to our mission and strategic goals – you provide the Golden Thread.

³Bellway Annual Reports and Accounts 2021

The Golden Thread Theory, put simply, is sewing a thread from the overarching organisational mission and goals to departmental, team, project, and individual goals. It's about us all having a shared sense of purpose at Bellway; your team members will see a direct link between your team goal, their own goals, and our goals as a business. Not only does this create a connection to the big ambition, but it also means that everyone is leaning in together to achieve it.



How to live the Bellway Leadership House



Things to consider...

It's important that you fully understand our mission and strategic goals. Ensure that you read the most recent Annual Report and Accounts report for more detail. Then explore the KPIs that are relevant to your team and notice how they support the mission and strategic goals.

Capture your notes here

Spend some time reflecting on the Bellway Leadership House and consider:

What is the mission, strategy, and overarching purpose for your team in relation to our goals at Bellway?

How do your activities as a team support our mission and strategy?

How clear is this to your team?

What successes have you achieved in moving us closer to achieving our strategic goals?

What might be getting in the way?

If our commitments and behaviours will help us to create the culture for success, how often do they show up in how your team operates every day?

Living and breathing our commitments, and role-modelling our behaviours, will help to create the right culture in our team to engage our people and connect them to our mission and strategy. Reflect on the following, capturing your ideas in the table:

Commitment	Behaviours
Great Communication We make a commitment to proactively share relevant information with each other and our customers	Relates to, develops, and makes use of a wide network of key working relationships from both inside and outside the business Talks to customers, suppliers, and other partners in accordance with Bellway's values to understand their challenges. In turn increasing the ability to anticipate and respond proactively Can take feedback given to them and translate that into manageable work streams for a team to improve performance. Communicates this to the team in an accessible and easy to digest format Encourages, understands and effectively communicates the reasons for change to team members and customers setting realistic expectations Strives to be authentic in all interactions with colleagues and customers
This helps us to achieve our mission and strategy because...	
Commitment	Behaviours
Effective Collaboration We make a commitment to support our front-line colleagues, help other departments and share best practice across the business	Create psychologically safe and agile working environments where the sharing of new ideas and creative thinking is encouraged Ensures that the working environment is set up to encourage collaboration Facilitates others to solve problems and rewards or acknowledges the success of individuals and teams Builds constructive and effective relationships inside and outside the organisation Diffuses high-tension situations; respected as a diplomat, treating others with respect, patience, and consideration
This helps us to achieve our mission and strategy because...	

Commitment	Behaviours
Always Listening We make a commitment to listen to each other and our customers	Demonstrably maintains connection to customers and understands the role they play in delivering the customer experience Is respected as a proven confidant. Attentive to emotional cues and listens well. Shows sensitivity and understands other perspectives Utilises strong listening skills to formulate direct, responsive answers to questions Can effectively separate facts from inferences and judgements

This helps us to achieve our mission and strategy because...

Commitment	Behaviours
Taking Ownership We make a commitment to take responsibility and always put the customer first in our decision-making	Ensures own behaviours and beliefs are consistent with committing to change and takes ownership of messaging Thinks through the implications of decisions Is personally committed to continually improving themselves and rigorously pursues multiple means to do so Steps up to conflicts; seeing them as opportunities and settles disputes equitably

This helps us to achieve our mission and strategy because...

Commitment	Behaviours
Flexibility We make a commitment to be open minded and embrace change when we know it will benefit our customers and our colleagues	Identifies areas where resource can be used more efficiently Facilitates others to solve problems Integrates information from a range of sources to resolve problems Allows others to make creative decisions which meet business requirements
This helps us to achieve our mission and strategy because...	



Put your learning into practice...

Reflect on your thoughts above and create a mission strategy statement for your team.

Capture your ideas here

Now create a strategy statement.

Capture your ideas here



Top tip:

We'll be focusing on purpose statements and leading with purpose in the 'People Management First Fit (Managing Performance)' module.

Share your thinking with your people and encourage them to contribute their own ideas.

What ideas did your people share?

How will this help you to evolve your team mission and strategy statements?

Additional learning



The Balanced Scorecard–Measures that Driver Performance,
Robert Kaplan and David Norton, HBR.org



Strategic Leadership: The Essential Skills, Paul Schoemaker et al, HBR.org



CMI Management Direct

Explore the Management Direct resource site for additional learning. Try searching 'mission statements' and 'strategy'.

Reflection section:

Section 5:

Your Strategic Team Plan

Why is this important?

Future-focused and strategic leaders can distil their team mission and strategy into a plan. If the mission and strategy are the foundations, then the plan is your frame.

There are 2 steps you can take to build the frame to achieve your team mission and strategy:

1. Conduct a SWOT analysis to understand the Strengths, Weaknesses, Opportunities and Threats, focusing both internally, within Bellway, and externally. This will help you to take a high-level view of what you can take advantage of to achieve your vision, and also the gaps and challenges you will need to address.
2. Once you have completed the SWOT analysis, you can then focus on identifying and creating specific goals and objectives to achieve the mission and strategy.

What is a SWOT analysis?

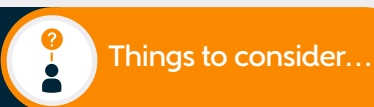
A SWOT analysis is a planning tool which seeks to identify the Strengths, Weaknesses, Opportunities and Threats involved in a project or a vision.

It involves focusing on your vision, or the objective for your project, and identifying the internal and external factors that either support or hinder achieving your vision. SWOT is often used as part of a strategic or planning process, but it can be applied to help understand an organisation or a situation, and also for decision-making for many different scenarios.

You may have used the SWOT analysis tool before, or you may already have heard of it; it's always advantageous to reset and refresh your knowledge as this tool can be extremely useful in strategic planning when used properly.

Your PESTLE analysis will help you with this.

How do I complete a SWOT analysis?



Things to consider...

Read this article from CIPD:



SWOT analysis



There is also a short video that you can watch embedded within the article





Top tip:

The article and video refer to Strengths and Weaknesses as being internal to the organisation, and Opportunities and Threats as being external. If you are focusing on creating a framework for achieving your own team vision, or when kicking off a new project within your team, you could define Strengths and Weaknesses as being internal to your team, and Opportunities and Threats as being external to your team. This will give you a narrower focus and help you to be more specific.

Capture your notes here

The CIPD article includes a template for you to download. Download the template and reflect on it – think about which questions apply to your team and what else you might want to consider when completing your own SWOT analysis. Capture your thoughts below.

What other considerations might you want to include in your SWOT analysis?

Strengths

Weaknesses

Opportunities

Threats



Put your learning into practice...

Complete your SWOT analysis using the template below. You will get the most out of these steps by completing them with your team. As a strategic and future-focused leader creating the culture in which your team will thrive, it's important that you are perceptive by gathering all perspectives, and listening to your team. You might also want to invite stakeholders or other leaders to join you; or you may wish to share the output with them afterwards, inviting them to share their own perspectives in a different forum. The key here is to gain consensus from your team, your senior leaders, and your stakeholders, from an early stage.

Here are some hints and tips to help you to complete the SWOT analysis with your team. Alternatively, you might want to think about it yourself first:

1. Bring your team together

Create the SWOT analysis matrix with a flipchart or paper on the wall, or using a whiteboard if your meeting is virtual. Focus on 1 quadrant at a time. Ensure that your team fully understands the quadrants, and then brainstorm ideas for each. You might find that as ideas come out, they drop into a different quadrant to the one you're focusing on – that's okay! Capture the idea in the relevant quadrant before you move on. Here are some hints and tips to help you:

- **Strengths**

Strengths are what your team does well. This might be the skills and behaviours within your team, motivation and drive, strong processes or KPI achievement, for example. What drives you as a team? What is your team known for?

Explore strengths from a different perspective – how do other teams view your team? How do other departments view your team? How do stakeholders describe your team?

Only list those strengths that give you a clear advantage to build upon.

- **Weaknesses**

When discussing weaknesses, encourage complete honesty from your team members and make it safe for your team to speak up without judgement or reprisal.

Think about the people collectively who create the team – what skills gaps exist? Are there any collective behavioural challenges that might become a barrier to success? Also consider resources, systems and procedures. What could you improve? What do you need to stop doing?

Again, explore other perspectives – how do other teams, departments and stakeholders see your team? Are there any weaknesses that you have been wilfully blind to? What are you lacking?

- **Opportunities**

Opportunities are openings or chances for something positive to happen.

They might come from outside your team and require consideration of what might happen in the future. Your PESTLE analysis will help with this. The opportunities might arise as developments in the market you serve, or in the technology you use. Perhaps it's some learning and development opportunities that could help fill a skills or behaviours gap within your team. It might be an opportunity to collaborate with another team who are working on something similar, or on projects that complement yours. You could also consider the success of another team – what could you learn from their success and how they achieved it?

Being able to spot and exploit opportunities can make a huge difference to your team's ability to achieve the vision or goal. Think about good opportunities you can spot immediately. These don't need to be game-changers: even small advantages can increase your team's performance and impact.

- **Threats**

Threats include anything that can negatively affect your team from the outside, such as allocated budget or resource, changes in technology, or changes in other teams that impact you.

Think about the obstacles you face in achieving your vision or goal. What's in the way? Often threats might come from other areas of the business, or they might be external to Bellway, such as changes in regulations or the pandemic. Acknowledging all threats means that you are best placed to then put plans in place to mitigate their impact or even prevent them.

Your PESTLE analysis will help with this.

2. Examine

Once you've examined all 4 aspects of SWOT, you'll likely have a long list of potential actions to take. You'll want to build on your strengths, resolve your weaker areas, head off any threats, and exploit every opportunity.

But before you leap into action, look for potential connections between the quadrants of your matrix. For example, could you use some of your strengths to open up further opportunities? Would even more opportunities become available by eliminating some of your weaknesses?

Now it's time to prioritise your ideas ruthlessly so that you can focus your time, energy and effort on the ideas that will have the biggest impact on your success.

3. Reflect

Reflect on each of the priorities and ask yourself 'So what...?' This will help you to consider the actions you need to take as a result of the priorities you have identified.

- What specific actions will you take to utilise and build upon your strengths?
- What specific actions will you take to close the gaps and address your weaknesses?
- What specific actions will you take to take advantage of the opportunities available?
- What will you do to mitigate or prevent the impact of the threats you face?

The outcome of this meeting will be the foundation of your framework to achieve your vision. It's likely that it is a build on your PESTLE analysis planning.

The next step to take to create your framework is to distil the higher-level ideas and objectives into specific objectives for each of your team members. Focus on the Golden Thread – all individual team members' objectives should support the team's goal, the department's goal and, ultimately, Bellway's goal and strategy. The People Management First Fit (Managing Performance) module will help you to translate your SWOT analysis into specific goals for your team members.

Reflection section:

Section 6:

Networking and Collaboration

Why is this important?

Collaboration is one of our key commitments at Bellway. As leaders, we make a commitment to support our front-line colleagues, help other departments, and share best practice across the business. Why is it so important that we do this?

Collaboration is bringing people together to work towards a common purpose. It's partnering with teams and departments across the business so that we can:

Create one Bellway team

Silos are created when teams or departments don't interact with each other. When working in silos, people lose sight of why they are doing what they are doing (our purpose) and they focus narrowly on tasks and projects rather than mission, strategy and outcomes. There is a lack of efficiency as work is duplicated, there is a lack of direction and purpose, there are missed opportunities to share ideas and learning, innovation is halted, and trust is diminished.

Collaboration brings people and teams together.

Overcome challenges

Collaborating with other teams or departments means that you can explore another perspective to a challenge or find someone who has the experience to help you. It might be that another team or department has faced a similar issue which you can learn from.

Learn from each other

Collaboration means that we share experience, knowledge, and skill. Teams that collaborate learn from each other – their success, mistakes, challenges overcome – and they also learn from others' perspectives. Perceptiveness and the ability to see a situation from a new perspective is 1 of the 7 critical skills of a strategic leader that we explored earlier in this module. Seeking the views of others outside your team and department can give you a unique view on a situation you face regularly.

Share information

Collaborating means that you open up new channels of communication. These mean that information and insight can be shared more easily across the business. This will give you valuable insights into other areas of the business, build new relationships, and you will benefit from expertise and knowledge across Bellway. Great communication is another of our leadership commitments!

Be more efficient

If we are to achieve our strategy of delivering more value, then it's important that we are working efficiently. Collaboration means that we begin to uncover where there might be duplication of effort or processes, and where a combined effort might be faster, more cost-effective and more productive.

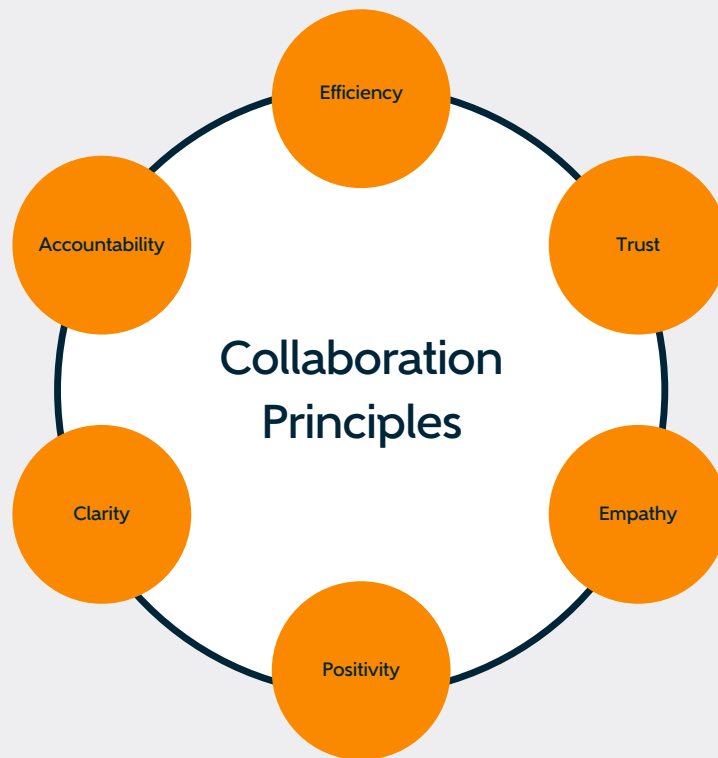
Be more innovative

In today's fast-paced and changing world there is a requirement for organisations to constantly innovate. However, asking your people to innovate more and faster doesn't work. In fact, it has the opposite effect as stress inhibits creativity and cognitive capacity, and prompts people to revert to old habits and routines.

So, to encourage greater innovation, companies are focusing on collaboration where colleagues pool their knowledge, experiences, skills and perspectives to innovate faster and learn from each other. In fact, research from Stanford University shows that collaboration creates a more motivated team, and encourages people to stick with tasks longer, with higher engagement, lower fatigue and higher success rates compared with those working alone.

What are the key principles for collaboration?

Working successfully with others isn't just about what you know and what you do, but also how you do it. Here are the most important principles for effective collaboration...



1. Efficiency

Meetings are an essential element to collaboration; however it's important that meetings are short, relevant and necessary. Meetings for meetings' sake disrupt collaboration. Here are some tips to create efficiency in collaboration:

- Hold meetings only when they are necessary
- Hold meetings virtually if appropriate to save on travel time if people are based remotely
- Ensure everyone leaves a meeting with clear actions
- Create a project-focused team chat using Teams, WhatsApp or the most appropriate medium

Also, ask yourself what is the most efficient way of doing this?

How can you ensure efficiency when collaborating with others?

2. Trust

People need to feel safe to give and receive genuinely motivational and developmental feedback, to be inspired by a common goal, and to have the tools and opportunities to connect. This can only happen in a trusting environment where individuals feel like their teammates and leaders have their best interests at heart.

Create a culture of psychological safety. Psychological safety is where individuals feel safe to speak up, take risks, and be vulnerable in front of each other. You can learn more about psychological safety and how to create it in the 'Building A Leadership Mindset 2' module.

Here are some top tips to encourage trust between individuals when collaborating:

- Be present during meetings – listen closely to all individuals and encourage people to share their views
- Show empathy and make an effort to understand other people's points of view, even if you don't agree at first
- Avoid blaming when things go wrong, instead focus on solutions. Instead of asking, "What happened and why?", ask "How can we make sure this goes better next time?"
- Stop negativity before it pervades the team. If you hear one team member talk negatively about another, talk to them about it
- Include the team in decision-making – ask for input, thoughts, and feedback
- Be open to feedback and actively seek it out; encourage everyone in the team to do the same
- Show your own vulnerability – if you make a mistake, or if you're facing something you feel is challenging, then share how you're feeling with the team

How can you ensure efficiency when collaborating with others?

3. Empathy

Every team member has an important part to play. Nevertheless, collaboration can break down when one or more people feel like they have it harder than everyone else or feel like other team members are trying to bring them down. The more you get to know your colleagues and understand how they work and what challenges they're dealing with, the better chance you'll have at successfully collaborating with them.

Here are some tips to encourage empathy across teams:

- At the start of any collaboration effort, give people the time to get to know each other, even making it fun
- Ensure that it is clear what people expect of each other and from the collaboration itself
- Be curious – ask questions, listen closely, and acknowledge the other person's perspective
- Challenge with tact. Avoid 'bulldozing' your opinion. Listen carefully to the other person's viewpoint and acknowledge it, offer up a new perspective and share tactfully

What else can you do to build trust when collaborating with others across the business?

4. Positivity

Start every new collaboration effort with an open and positive mindset, disregarding any negative collaboration experiences you've had previously.

Here are some tips to promote positivity:

- Focus on what good looks like, and strive to achieve this
- Involve the right people with the right mindset
- Show enthusiasm and excitement about the journey ahead – emotion is contagious, and you'll take people along with you
- Celebrate successes along the way
- Avoid dwelling on setbacks; instead focus on solutions
- Give regular positive feedback and recognise contributions at every opportunity

What else can you do to promote positivity when collaborating with others across the business?

5. Clarity

It's rare for everyone to be on the same page from the very beginning. It's natural for people to have their own priorities or interests.

Here are some tips for creating clarity from the beginning:

- Before doing anything, create a mission statement that describes what you're working together to achieve, and what success looks like when you get there
- Define the critical success factors so that everyone is really clear on how to measure progress and what success is
- Constantly refer back to the mission statement to ensure that the collaborative approach remains on track and focused on the end goal
- Don't be afraid to refresh and reset if things go off track

What else can you do to create clarity from the beginning?

6. Accountability

Accountability is a mindset. It promotes a culture where everyone is accountable for their own actions and takes responsibility for success as well as setbacks.

Here are some tips for encouraging accountability:

- Get things done – don't wait and hope or procrastinate. Take positive action
- Avoid blaming or making excuses – instead acknowledge where you are at and move forward by looking for solutions
- Give and encourage candid feedback
- Keep track of commitments and encourage the team to hold each other accountable

What else can you do to encourage accountability?

How to collaborate



Things to consider...

What opportunities are there to collaborate with other teams and departments across Bellway? Capture below who you could collaborate with and what the mutual benefit might be. Focus on the top 3 biggest opportunities that exist right now.

Opportunity 1:

Opportunity 2:

Opportunity 3:

There will be other opportunities to collaborate that you might not yet be aware of. How will you uncover these?

Capture your ideas here

What opportunities are there for you to build a stronger network of relationships across the business?

Capture your ideas here



Put your learning into practice...

Reflect on the 3 opportunities to collaborate that you have captured above and consider the questions for each opportunity:

Opportunity 1: What specifically will you do to begin to create a collaborative relationship with this individual, team, or department?

What will you do specifically to live by the key principles for collaboration?

Opportunity 2:

What specifically will you do to begin to create a collaborative relationship with this individual, team, or department?

What will you do specifically to live by the key principles for collaboration?

Opportunity 3: What specifically will you do to begin to create a collaborative relationship with this individual, team, or department?

What will you do specifically to live by the key principles for collaboration?

Additional learning



Five Tips To Build A More Collaborative Business, Kate Vitasek, Forbes.com

CMI Management Direct

Explore the Management Direct resource site for additional learning.
Try searching 'collaboration' and 'networking'.

Embed Your Learning

Future-focused, accountable, and flexible leaders learn and unlearn continuously. Unlearning is recognising that not everything you have learned is useful for meeting current and future challenges. It is being able to 'let go' of past and unhelpful formulas and behaviours that may have served you in the past but are no longer relevant now.

Try out new ways of doing things and embed your learning by reflecting on and completing the activities below. The activities will help you to begin to apply your learning in your everyday role. Remember – even small changes make a big difference over time!

1. Reflect on the high-level plan that you created based on your SWOT analysis. Spend further time on this creating a more detailed plan with specific actions and timelines. Involve your team and delegate tasks. Remember to look for opportunities to collaborate with other teams and departments.

Capture some ideas here to help you to get started

2. Choose one thing that has really resonated with you in this module. Go and share what you have learned with a line manager, team member or a peer. To teach is to learn twice! Not only will you be embedding your learning, but you'll also be sharing the wisdom about what leadership looks like at Bellway.

What have you chosen and how will you teach it to others?

Action Planning

Your Development As A Leader

What did you learn in this module that will have the most significant impact on your development as a middle manager at Bellway? You can choose as many sections as you wish.

What will you focus on first?

What will this mean to your team?

Set yourself some goals. What will you stop, start and continue to do? Remember to ensure that your goals are SMART!

Stop

Start

Continue

What is the one small thing you will do differently from today that will make a big difference over time?



Elevate

MANAGEMENT PROGRAMME



BELLWAY
ACADEMY

