

keystone



CASE STUDY PACK

CASE STUDY

TAYLOR WIMPEY

Leadership for Everyone: How Taylor Wimpey Is Raising Standards Beyond Job Titles

Taylor Wimpey is one of the UK's largest homebuilders, delivering thousands of homes each year across the UK and in Spain, with a focus on creating sustainable communities.

“We want everyone to reflect on the kind of leader they want to be and feel empowered to demonstrate these qualities – you don't need to manage a team to be a role model.”

Laura Marshall, Group Learning & Development Business Partner, Taylor Wimpey



At Taylor Wimpey, leadership isn't about job titles. It's about behaviours, mindset, and the way people show up every day – whether they're managing teams, projects, or internal stakeholders.

We were delighted to support this ambition through two aligned development programmes developed with Laura Marshall, Suzanne Byrne, and Anna Powell:

- Resetting the Standard – for Customer Support Managers
- Marketing Development Programme – for Marketing Executives

Each programme was designed to reflect Taylor Wimpey's belief in leadership for all and to develop the self-awareness, confidence, and ownership needed to make a positive impact at every level of the business.

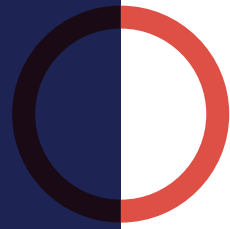


What made the programmes stand out?
They were:

- ✓ Co-created with internal leaders to ensure real relevance
- ✓ Grounded in real challenges, not just theoretical models
- ✓ Delivered with healthy challenge, helping people reflect and grow
- ✓ Energised by peer learning, so people could learn from each other
- ✓ Immediately practical, with tools and ideas applied in live team settings

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TAYLOR WIMPEY



Facilitators helped participants uncover blind spots, move from 'telling' to coaching, and apply learning straight away. This wasn't about turning up, ticking a box, and moving on. It was about raising expectations, unlocking confidence, and helping people connect their day-to-day role to the wider culture and values of Taylor Wimpey.

What's the early impact?

- * People are setting clearer expectations with their teams
- * Coaching is now happening more intentionally and effectively
- * Delegates are building stronger relationships across functions
- * Self-reflection is becoming part of everyday leadership
- * The learning culture is being lived, not just talked about

These programmes have supported Taylor Wimpey's broader aim to be a place where everyone can do their best work, whether they aspire to promotion or simply want to raise their own standard.

As Laura said, it's about giving people the time, space, and support to stop, reflect, and say: "How do I want to lead?"

We're proud to have partnered on this work, and excited to see what comes next!

Want to build something similar with your leaders?

Let's talk!

CASE STUDY

CENTRAL GROUP

From the Tools to the Boardroom: Building Confident Leaders at Central Group

Central Group are among the largest specialist commercial and industrial roofing contractors in the UK, delivering complex projects across a range of sectors, including healthcare, education, residential, commercial, and industrial buildings.

“We’d never had such good feedback from any training before.”

Libby Rowsell, HR Advisor, Central Group



When Central Group approached us, they had a clear and thoughtful goal: to equip a diverse group of Contract Managers – some promoted from the tools, others hired in from elsewhere – with the confidence, self-awareness, and practical tools to lead effectively in a fast-growing business.

Many of these managers had been with the company for years, and while their technical expertise was strong, some had never had access to formal leadership training. Central Group recognised that in order to grow well, not just fast, they needed to invest in their people.

Working in partnership, we designed a tailored 3-day programme (delivered over six weeks) that explored everything from emotional intelligence and influencing skills to delegation, lateral thinking, and how to lead with vision. Each session built on the last, allowing reflection and real-world practice between modules.

Thanks to CITB funding, Central Group were able to access this training at no additional cost through their CITB levy payments. It was a powerful way to unlock meaningful development without stretching internal budgets.

Managers took part in real play sessions (not role play!) using real scenarios from their day-to-day work, supported by Ash, our experienced facilitator. And they didn't just talk about managing well. They practised it, reflected on their impact, and built skills they could use immediately.

The results?

- * Greater confidence in leading conversations and handling challenges
- * Better, earlier collaboration with HR
- * Less reliance on directors to solve operational issues
- * A noticeable uplift in communication, structure, and initiative

But what really stood out was the partnership. Libby Rowsell and her colleague Vicky Singleton and Operations Director Darrell McCarthy were involved from the start – shaping the programme, sharing insights, and making sure the content spoke directly to Central Group's world. As Libby put it: “There's no point going to a training session if it's not relevant to your business.”

We're now working together again on a new phase for office-based staff and senior leaders, because Central Group knows something important: leadership doesn't just happen by accident. It takes thoughtful planning, honest reflection, and the right support at the right time.

Curious how tailored development could work for your team? Let's talk.

CASE STUDY

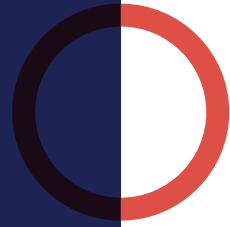
LAST MILE

Boosting Leadership Confidence and Culture Change at Last Mile

Last Mile is a logistics and driver training provider, offering nationwide HGV and home delivery services alongside accredited training through its Driver Training Centre.

"Whether it's a one-off session or a large-scale behavioural change initiative, Keystone always take the time to really understand our culture, our challenges, and what our people need to grow."

Jon Chadwick, Head of Learning and Development, Last Mile



When Last Mile set out to create its first structured leadership development programme, the brief was clear: help leaders move from transactional to transformational, build confidence and resilience, and create a more inclusive, future-ready culture.

Working in close partnership with Jon Chadwick and his team, we co-designed Boost – a high-impact, five-module programme for senior managers. Combining immersive, drama-based learning with strategic thinking and people leadership, the programme equips managers of managers to lead with clarity, care, and confidence.

Over 6 months, participants:

- Explored personal leadership style and values through DiSC and personal brand work
- Practised difficult conversations using real-world scenarios and the LEAP model
- Built tools for resilience, inclusion, and psychological safety
- Developed strategic thinking and change leadership capability
- Engaged in peer coaching, line manager dialogue, and workplace challenges

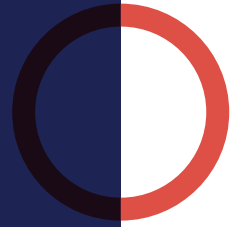
With sessions held off-site to enable focus, Boost prioritised relevance, authenticity, and application. Real-play (not role-play!) scenarios brought complexity to life, and participants thrived on the opportunity to step away from 'business as usual' and reflect on their leadership impact.

The results?

- * A 10% average uplift in self-rated leadership capability
- * 100% of delegates said they would recommend Boost to a colleague
- * Positive impact on collaboration, confidence, and behavioural follow-through
- * Clear appetite for line managers to experience similar training

CASE STUDY

LAST MILE

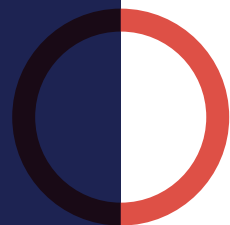


As Jon puts it:

“Keystone went above and beyond to co-create something engaging and meaningful - and even helped us secure ILM Recognition. They’re just a brilliant team to work with. In over two decades in L&D, I’ve been approached by countless training providers promising innovation, transformation, and impact. But I’ve never needed to look elsewhere. Keystone has consistently delivered all of that and more - and I’ve no doubt they’ll continue to do so. I honestly can’t recommend them highly enough. I’m genuinely proud of what we’ve built together.”

Boost has now been refined for future cohorts, with even closer integration of line manager engagement, off-site delivery, and updated content. As with all lasting programmes, the key to its success is thoughtful partnership, continuous improvement, and a shared belief in what good leadership can do.

**Want to build something similar with your leaders?
Let’s talk!**



Unleash Leadership: Building a Global Leadership Pipeline at Ascom

Ascom is a global ICT solutions company, developing mobile workflow and communication systems for time-critical environments such as healthcare and enterprise.

“We needed a global programme to build the leadership pipeline for Ascom.”

Talent Manager at Ascom

Ascom saw an opportunity to build on their existing leadership development efforts and bring greater consistency and strategic alignment. Partnering with the Talent Manager and CHRO, we helped shape a bold, relevant, and lasting global programme tailored to the organisation’s evolving needs.

The result is Unleash Leadership, a two-year, multi-touchpoint programme that goes far beyond traditional training. Designed for leadership talent across the business, the programme builds essential capabilities like coaching, influencing, employee engagement, and strategic thinking – all underpinned by Ascom’s leadership competencies.

What makes Unleash Leadership distinctive?

- ✓ Blended, paced learning over two years, including four in-person modules and one online module, each focused on critical leadership themes
- ✓ Sustainability built in through 1-2-1 coaching, group coaching, accountability groups, learning journals, LinkedIn Learning, post-module challenges, and live project work
- ✓ Immersive experiences like espresso sessions with the CHRO, CEO breakfasts, and exposure to senior leaders, giving participants visibility and a voice across the business
- ✓ Real-world impact, with participants presenting on their journey and project outcomes during the final Celebration Event

The design is driven by a shared belief in learning transfer: the idea that real change happens not in the workshop, but back at work. Touchpoints, feedback loops, and line manager involvement all keep momentum alive.

Ascom say:

“Leadership development doesn’t start with content. It starts with clarity on the business outcomes we need to achieve. What outcomes are we enabling? What behaviours must shift? Who defines success, and how will it be measured? The best programmes are built with the end in mind.”

The results are already showing:

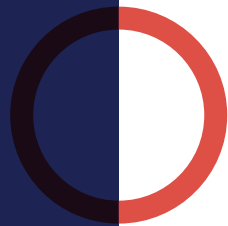
- * 25% of participants promoted within the first year
- * Tangible behavioural shifts and increased ownership
- * Visible enthusiasm to share learning with their teams
- * Growing integration with succession and development plans across Ascom

Unleash Leadership is more than a programme. It’s a strategic lever for cultural change and business readiness. And it’s fast becoming the benchmark for what good leadership looks like at Ascom.

**Want to build something similar with your leaders?
Let’s talk!**

CASE STUDY

LIAISON GROUP



Passport to Success: Equipping Every Line Manager to Lead at Liaison Group

Liaison Group partners with NHS organisations to improve financial recovery, workforce efficiency, and clinical transformation, helping save over £1.4 billion to date.

"We asked our managers what they wanted to learn. Then we designed the programme with them. That way, they know it's for them, and they're more likely to take it seriously."

"People don't leave companies - they leave managers." That simple truth is one of the driving forces behind Liaison Group's thoughtful, strategic investment in its line managers.

Through a two-part programme – Passport to Success 1 and 2 – Liaison is making leadership development not just accessible, but expected. The aim? To equip every people manager with the skills, confidence, and self-awareness to lead in line with the company's values and culture.

What's different is the way this work has been approached. Led by Claire Hughes and Corinne Spillane, the People team invited managers from across the business to shape the programme content through focus groups, ensuring it addressed real needs from unconscious bias and courageous conversations to personal development, feedback, and managing remotely. Crucially, each cohort contributes to the evolution of the programme, ensuring it stays relevant and future-focused.

What made it different?

- Co-created with managers via focus groups
- Integrated drama-based learning for realism and emotional impact
- Embedded into onboarding and manager development culture
- Reflects Liaison's values and inclusive leadership aspirations

With support from Keystone, the programme evolved into a mandatory part of the business-as-usual onboarding for line managers, with:

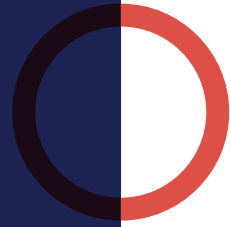
- ✓ Regional workshops with immersive activities
- ✓ Actor-led simulations for courageous conversations
- ✓ Ongoing peer learning and cohort connection
- ✓ Line manager involvement and post-session impact sharing
- ✓ Backed by senior leaders across the business

The results:

- * Fewer ER cases
- * Greater internal mobility and self-driven development
- * More confident conversations around performance and potential
- * Cross-team connection and collaboration
- * Line managers who are proactive, not reactive

CASE STUDY

LIAISON GROUP



And perhaps most powerfully, the culture is shifting. Managers don't see development as something "done to them" but as something they've helped create and actively engage in. As Claire put it: "We asked our managers what they wanted to learn. Then we designed the programme with them. That way, they know it's for them, and they're more likely to take it seriously."

Liaison say:

"We really believe in helping our people grow, and that helps Liaison Group grow too. Passport to Success started as a training programme, but it's become so much more than that. It's now central to how we help people develop, unlock their potential, and spread excellence throughout the company. Whether someone's just starting out or moving into leadership, we're committed to giving everyone the tools, skills, and confidence they need to succeed."

**Want to co-create something similar with your teams?
We'd love to explore it with you. Get in touch!**

CASE STUDY

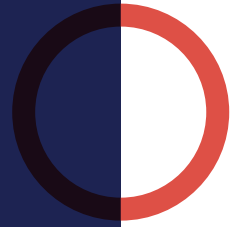
CALA HOMES

Constructing Leaders: Embedding Values-Led Leadership at Cala Homes

Cala Homes is a premium UK housebuilder known for high-quality, sustainable developments across Scotland and England.

“After several conversations with colleagues, the feedback has been unanimously exceptional – which is almost unheard of for a training course”

Construction Director



How do you build consistent, values-led leadership in a high-pressure, quality-driven sector like housebuilding? For Cala Homes, it started with clarity.

Keystone worked together with Cala's Academy, Contracts Managers, and Site Managers to develop clear, role-specific leadership standards for them, based on reviewed job descriptions and signed off by senior leaders.

These now underpin two complementary development programmes:

- The Constructing Leaders Programme – a fully online programme for Site Managers, Assistant Site Managers, and Trainees using interactive training and drama-based learning to bring the site leadership role to life
- The Constructing Excellence Programme – delivered in-person through residential modules for Contracts Managers and equivalent-level roles and incorporating drama-based learning, group coaching clinics, on-site observations and coaching (Gemba Walks), and accountability groups

Both programmes are shaped around The Cala Way and integrate the Building Brilliance Pledge, driving real behavioural change, not just surface knowledge or skills.

The impact:

- * Enhanced role performance
- * Improved alignment between self- and line-manager assessments of performance
- * Rich diagnostic insights highlighting themes and strategic opportunities
- * Long-term rollout from 2019 to the present day

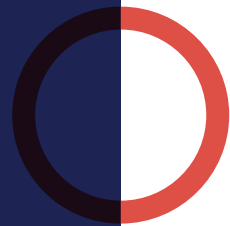
“It's training of this calibre that has the most impact on company and individual success.” Construction Director

At Cala, they believe long-term leadership development starts with clarity, the right learning design, and accountability. We're proud to keep building this alongside them.

Want to develop your leaders in construction, infrastructure, or housing? Let's talk!

CASE STUDY

BABCOCK



Respectful Workplaces and Confident Leaders: Developing Capability at Scale with Babcock

Babcock is an international defence company providing support and product solutions to enhance customers' defence capabilities and critical assets.

“The Keystone team do an outstanding job. The delivery keeps it interesting with just the right amount of interaction.”

Participant

Since 2022, Keystone has been contracted to Babcock International as a preferred supplier of leadership and management development across a breadth of programmes.

Roles and Responsibilities is Babcock's core programme for first-line leaders

Co-created with internal subject matter experts and aligned to Babcock's 6 Principles, the programme is now delivered across Rail, Nuclear, Aviation, Engineering, Manufacturing, and Site Operations. To date, over 46 cohorts have taken part.

It's a five-day, four-module journey combining drama-based learning, case-based exercises, and skilled facilitation:

- Managing the Role – Navigating the employee contract
- Managing Expectations – Setting and steering culture
- Respectful Workplaces – Leading inclusively and equitably
- Courageous Conversations – Holding difficult conversations well

What makes it work?

- ✓ Realistic, drama-based learning to accelerate confidence and transfer
- ✓ Bespoke adaptation for each business unit
- ✓ Continuous evolution of content to reflect sector shifts
- ✓ In-person delivery for immersive learning
- ✓ Mindset-focused facilitation to drive cultural growth

The results?

- * Self-rated “Ability – Excellent”: 72% - 95% post-programme
- * Self-rated “Confidence – Extremely Confident”: 16% - 100% post-programme

Beyond the core programme

Keystone now delivers a range of high-impact initiatives across Babcock, including:

- Keynotes and senior leader sessions at leadership conferences
- ‘Respectful Workplaces – Sexual Harassment’ drama-based programme for 1,500+ managers
- Inclusive Leadership workshops for Exec teams across the UK
- Immersive leadership simulations delivered in Canada for senior teams

“This dynamic training gave me space to practise, make mistakes safely, and improve decision-making. It reduced stress, boosted productivity, and had a direct impact on morale.” – VP, HR & Corporate Services, Babcock Canada

Want to embed leadership capability where it matters most? Let's talk.

CASE STUDY

THE INN COLLECTION GROUP

Immersive, Unforgettable Leadership: The Naval-Themed Experience with The Inn Collection Group

The Inn Collection Group provides unique experiences combining freshly cooked pub food with onsite accommodation at over 32 establishments across various UK regions.

"There aren't enough words to express my gratitude."

Ashleigh Fenwick, Head of Learning & Talent, The Inn Collection Group

How do you top a much-talked-about leadership event where managers unknowingly coached two 'real' staff members in a staged conflict?

- You commandeer the UK's oldest warship
- Then, you send 80 leaders on a full-day, naval-themed, leadership treasure hunt – meeting a cast of 19th-century characters along the way

That's exactly what we did with The Inn Collection Group. Working in close partnership with Ashleigh Fenwick and her team, Keystone was given full creative control over the afternoon of the Group's annual leadership event – and free rein of the stunning National Museum of the Royal Navy in Hartlepool, including the HMS Trincomalee.

Together with our creative specialists, we designed an immersive leadership experience as unique and memorable as the Inn Collection's award-winning pubs with rooms.

What made it different?

- ✓ Designed around the Group's own leadership values
- ✓ Entirely bespoke, with a rich, character-led narrative
- ✓ Site-specific and immersive, using the full museum
- ✓ Powered by Keystone's RAISE model for drama-based learning
- ✓ Delivered with flair, challenge, and insight for 80+ senior leaders

The impact

- * The most memorable conference I've ever been to." – Participant feedback
- * "One of the most incredible projects I've had the opportunity to be part of." – Ashleigh Fenwick
- * Winner – 2025 British Training Awards | Hospitality & Leisure Initiative of the Year

Keystone has 20 years' experience designing unforgettable, insight-rich learning experiences. Whether you're hosting a conference, launching a cultural change, or embedding leadership values – we'll help you bring it to life.

Want to create something bold, immersive, and unforgettable? Get in touch!



CASE STUDY

ARRIVA EUROPE

ALPS1: Growing Leadership Confidence and Capability Across Arriva Europe

With operations spanning 10 European countries, Arriva connects people to work, family, and community through its bus, rail, and tram services. As a key player in sustainable, accessible transport, it puts people and progress at the heart of everything it does.

“There’s always more to learn in terms of leadership.”

ALPS1 participant

How do you grow the leadership confidence, mindset, and capability of first-line managers across a complex, pan-European transport business?

At Arriva, that’s exactly what ALPS1 was designed to do. Built in partnership with Arriva’s Talent team and accredited as an ILM Level 5 qualification, the ALPS1 programme blends structured learning, practical application, and powerful self-awareness tools to help leaders develop their impact.

What does ALPS1 involve?

- A full ILM-accredited pathway with support through every stage
- Six themed learning stations focused on real-world leadership challenges
- Diagnostics (OPQ + 360° feedback) to increase self- and other-awareness
- Three 1-to-1 coaching sessions across the year
- Insights Discovery to build emotional intelligence and communication adaptability
- Real-life application via 90-day action plans and on-the-job practice
- Video reflection, peer learning, and “pay-it-forward” sharing

It’s paced, practical, and designed to reflect the complexity of leading in transport, whether in rail, bus, operations, or head office.

What’s the impact?

Participants described the programme as a turning point for their growth:

- * “I’ve learned to adapt my style and think differently about people.”
- * “The importance of communication came through again and again.”
- * “There’s no one right answer – it’s about mindset and being open to learning.”
- * “I’ll be more aware of my blind spots. I’ve already changed how I approach conversations.”

From developing emotional intelligence to understanding personality differences, leaders left with greater confidence, stronger self-awareness, and practical strategies they’re already applying back at work.

Want to develop thoughtful, capable leaders who can adapt and lead well in complexity? Let’s talk.





Helping people and
organisations succeed together

Get in touch

T: 0330 133 8190

E: hello@keystonetrainingltd.co.uk

www.keystonetrainingltd.co.uk