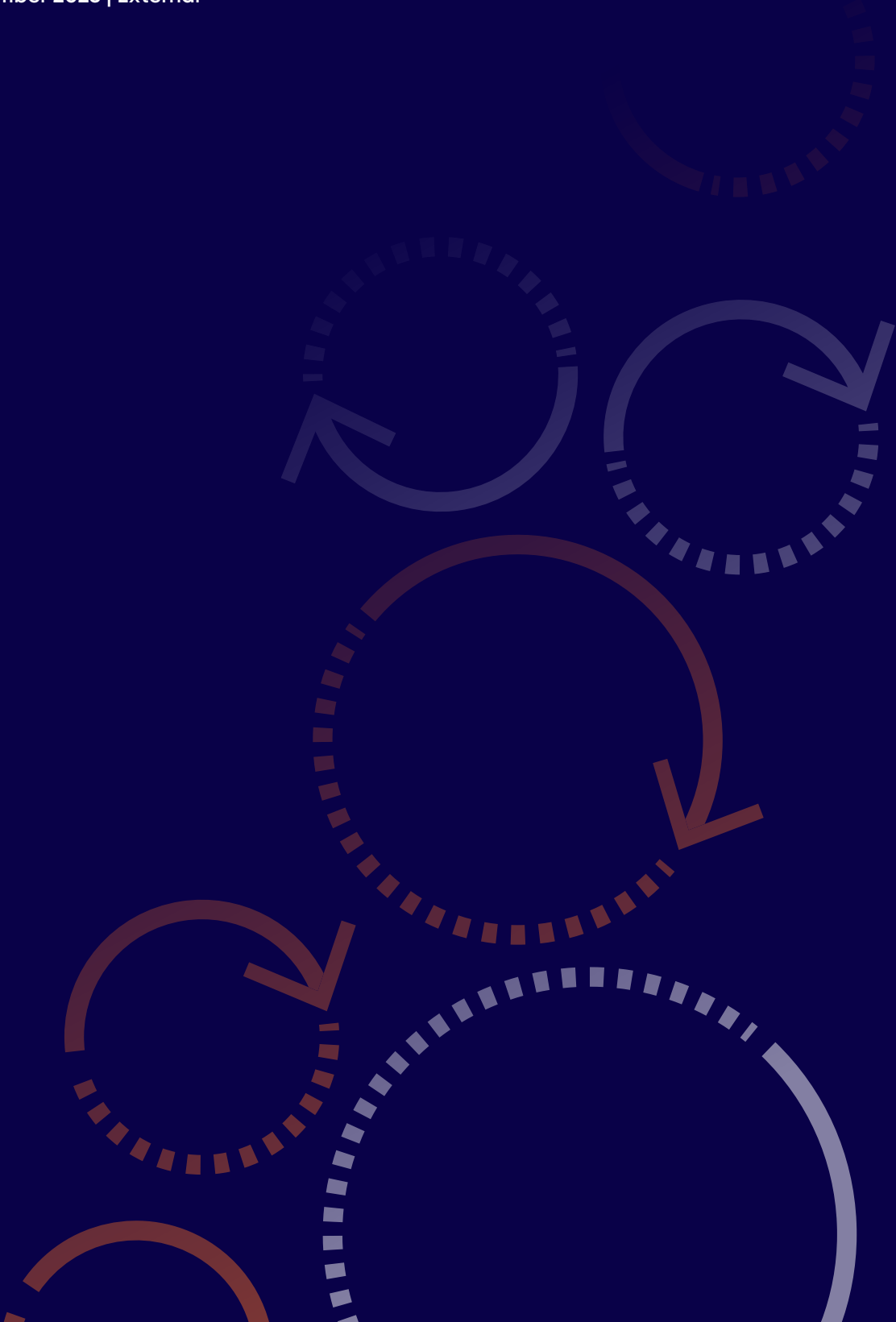


# | Always Learning

Business Services and Legal Support Services at Taylor Wessing

June – December 2023 | External



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We're global

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**2,000+**

people

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**29**

offices

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**1,100+**

lawyers

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**17**

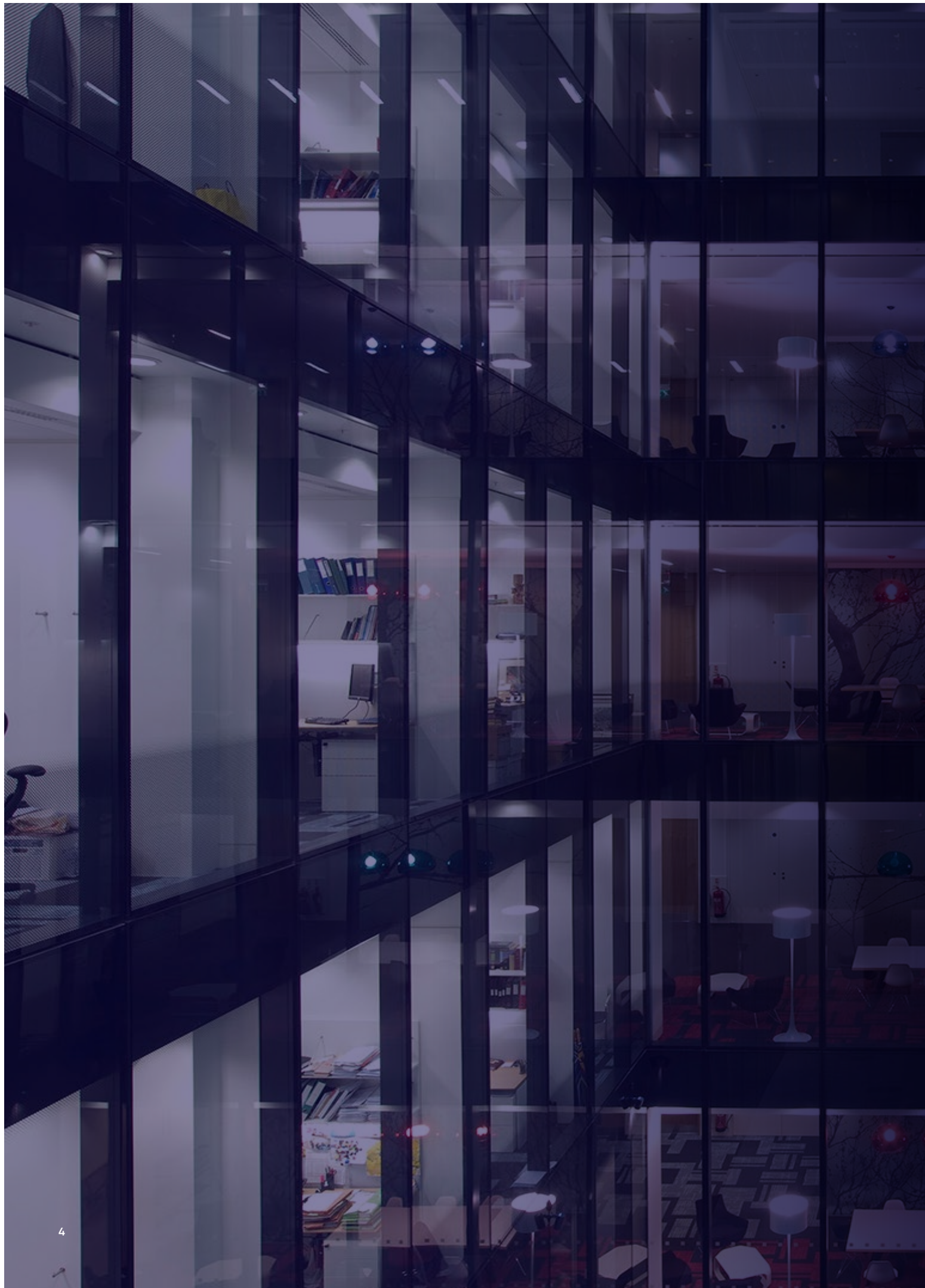
jurisdictions

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**300+**

partners





# Introduction



Tomorrow is changing. Do you have the skills to keep up? Do you want to be the architect of your career? Are you seeking a solid foundation of world-class skills and technical training? Do you want to be Always Learning? Then our development programmes are for you.

Let us guide you on your development journey, from your first day at the firm, to a time where you are thinking to your future. Ranging from workshops and events, to structured development programmes; we will arm you with the relevant tools to keep in your kitbag on this journey. You will grow your network, learn from a cohort of like-minded ambitious people, and enhance your capabilities, all to set you up for a great career at Taylor Wessing and beyond.



**Robin Panrucker**  
Head of Talent  
Development



# Our mindset

**Welcome to the Taylor Wessing Always Learning brochure! This resource provides an introduction to the various learning and development opportunities available to you, as you progress through the firm.**

## Development for all

Our development sessions have an entrepreneurial collaborative approach, supporting diverse thinking and learning, encouraging our talent to unlock their creative potential and flourish. We want to develop a firm of technically excellent, forward-thinking people who help our clients to thrive and prosper, while also ensuring our people are supported to maximise their potential.

## Your opportunity

We expect you to take responsibility for your own development, putting you in the driving seat of your career. With this expectation comes support. We are committed to helping you develop and will always encourage you to push your boundaries to grow your professional capabilities.

In order to do this, you will have the opportunity to attend key development programmes, short skills sessions, and mentoring opportunities at each stage of your career; all encourage a growth mindset to help you develop your skill set outside of our structured learning sessions.

## Inclusion, coaching and mentoring

We also support diversity and inclusion, which is a core factor in the design of our programmes. Ensuring we are inclusive in the content we deliver is fundamental, so we ensure that we collaborate with key members of each of our minority networks.

### These networks include:

- **the equaliTW (LGBTQ+) network**
- **the Balance in Business (Gender) network**
- **the Wellbeing network**
- **the Cultural Diversity network**
- **the Social Mobility network.**

By doing this, we are able to provide a variety of topics which support and enable everyone to excel both professionally, and personally.

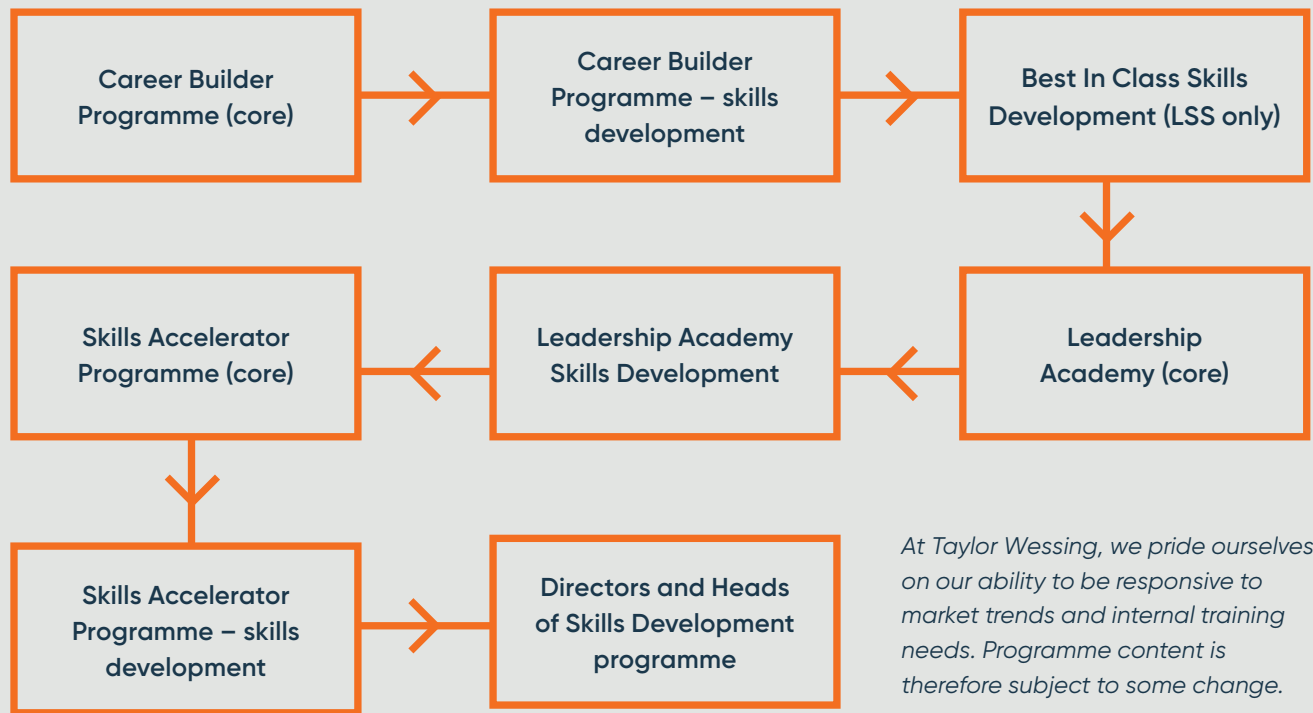
In addition, we also offer coaching and mentoring programmes, where all individuals have access to mentors and coaches. Our people are able to request a mentor/coach from a certain practice area, professional background, or minority group; whatever they feel would be of most use, we aim to match them with the support that's the right fit for them.

For more information on anything included in this brochure, please speak with a member of the Recruitment team.

# Our approach

The below diagram depicts the development opportunities available to you as a colleague working within Business Services or Legal Support Services at Taylor Wessing. The development programmes on offer are aimed at different populations within the firm, depending on their seniority. Development opportunities are widely varied: from programmes aimed at the assistant population up to director level. The content within each programme is tailored to your specific developmental needs, focussing on the core competencies required to succeed at your level. Additionally, different programmes are delivered in different ways. These include in-person learning, virtual learning, and a hybrid blend of the two.

## Start



Always Learning – anywhere: We know the workplace is changing, and we are committed to supporting you and your development as we adapt to future ways of working. We have therefore ensured that you are provided with learning opportunities which fit around both in-office and at-home working.

Almost all of our sessions have been designed with a hybrid option available, ensuring everyone has the same learning experience and remains connected, no matter where they are. Throughout this brochure,

the key below demonstrates the learning format options available for each programme.

### Key:



Classroom (in-person)



Hybrid (in-person and remote options available)



Virtual (remote)



# Digital learning

**Much of what we learn comes from what we absorb in the flow of our day-to-day work. Our approach to learning supports this and we have curated a digital strategy which drives forward our approach to learning and integrates a blend of in person and digital, for the best experience. As part of our commitment to build a digital learning culture, our focus is on education, engagement and empowerment; we are passionate about increasing digital skills, knowledge and capability across the firm, and we continuously adapt and evolve our strategy to support this.**

To support our Always Learning philosophy, we have developed our Always Learning Portal (ALP) which is our internal learning management system (LMS). Our ALP is a curated digital learning platform available to everyone, which includes numerous courses, eLearning and articles covering a range of topics.

We also partner with Bookboon, who provide additional resources such as eBooks and audio books, which can be downloaded and reviewed at anytime, anywhere, on any device.

So whether on the commute, during a quiet moment, or for objective setting inspiration, there are a host of topics available for you to dip into, at your discretion.

#### **A selection of these include:**

- leadership development
- personal productivity and wellbeing
- brand, impact and presentation skills
- navigating a hybrid working environment.

We also offer a range of IT training, support with project roll-out training, and also create supporting content. We are passionate about the potential of digital learning, and our digital learning specialists are on hand to help you explore your digital potential.

#### **By attending our IT training participants will:**

- grow their IT skills via our IT Proficiency Programme
- build key skills to successfully use Microsoft Office Suite programmes (Excel, Word, PowerPoint)
- acquire the skills needed to effectively operate our firm-specific programmes and software training.

# TW1-2 development

## Career Builder Programme



**When:** Twice a year, roughly every six months  
**Duration:** One day

**Overview:** The Career Builder Programme (CBP) will support all of our Business Services assistants and Legal Support Services colleagues graded TW1 or TW2. The programme aims to provide all participants with a strong foundation of the key skills and competencies required to help build their careers and succeed at Taylor Wessing. The CBP will consist of two day-long programmes, which may be delivered either in-person or virtually, oriented around each of the three stages of our performance review process: mid-year reviews, check-in conversations, and post-annual reviews.

**Key topics covered throughout the year include:**

- participant input and peer networking
- emotional intelligence and personal branding
- time management and utilising technology
- verbal communication skills
- written communication skills
- core project management skills
- feedback conversations.

# TW3-4 development

## Skills Accelerator Programme



**When:** Twice a year, roughly every six months  
**Duration:** One day

**Overview:** Our Skills Accelerator Programme (SAP) is aimed at our population of advisors and executives within Business Services, as well as our Legal Support Services colleagues graded TW3 or TW4. The SAP aims to build on participants' already strong career foundations and enhance their set of transferable skills in order to take their career to the next level. The SAP sessions will be run at roughly the same times in the year, and in the same format, as the CBP sessions.

**Key topics covered throughout the year include:**

- participant input and peer networking
- professional collaboration
- adapting to a hybrid world: time prioritisation and harnessing technology
- impactful verbal communication
- impactful written communication
- advanced project management skills
- feedback conversations.



//

**I enjoyed the practical exercises that forced me to come out of my comfort zone and really reflect on my own skill set. It was a great way of meeting new people and learning new skills.**

//

**I really enjoyed the content, collaborating with others, and having the opportunity to work with colleagues I haven't had the chance to work with before.**

# Business Services and Legal Support Services leadership development

## Leadership Academy Programme



**When:** Throughout the year

**Duration:** Varying

**Overview:** The Leadership Academy Programme is for supervisors and people managers within Business Services and Legal Support Services. Content focuses on the latest thought leadership, coaching, career conversations and management development topics.

**By the end of this programme, participants will:**

- have a better understanding of the latest thought leadership on topics such as neuroscience, emotional intelligence, career conversations, effective coaching and leadership
- gain an increased knowledge of what it means to be an effective people manager at Taylor Wessing
- have the opportunity to engage with other people managers, creating a peer-to-peer community of like-minded managers and leaders across Business Service and Legal Support Services.

## Senior Leadership Development



**When:** Throughout the year

**Duration:** Varying

**Overview:** Our Senior Leadership Development programmes are aimed at the director and 'Heads-of' levels within Business Services as well as experienced senior leaders within Legal Support Services, concentrating on the latest thinking around leadership and management development. Workshops within these programmes focus on a variety of topics which are dependent on the needs of both the individuals as well as the business as a whole, but are often centred around people management and leadership development topics.

**Additionally, our senior leaders within Business Services and Legal Support Services may also take part in several individual development opportunities which include:**

- bespoke skills sessions on a variety of topics, on request
- executive coaching, including collaborating with an external coach
- coaching and mentoring with an internal faculty.

# Legal Support services development

## Best In Class Development



**When:** Ad hoc sessions annually

**Duration:** Anywhere between 1 hour and/or 3-4 hours

**Overview:** The workplace is changing, and we need to adapt to future ways of working. We are seeing more varied work land on our desks and increasingly we're working with a broader range of stakeholders across the business. Our networks are growing, our scope is widening and with that, so are the opportunities to evolve our capabilities, build our presence and share best practice.

We know that LSS has exceptional talent. We also know how varied and complex some of the roles within it are. With such variation comes a large collective knowledge to tap into, so having a one team mindset is key to delivering exceptional client service and successfully navigating the evolving world of LSS, ensuring that we are Best In Class at what we do.

The Best In Class (BIC) narrative has therefore been created to respond to the challenges and opportunities we face each day in work. As well as access to the Career Builder and Skills Accelerator Programmes (page 10) you will have access to a range of training opportunities over the year to equip you with the skills to perform effectively in your role, within LSS. From half-day development programmes to bitesize workshops, each session has been tailored to your role providing you with the opportunity to come together, collaborate, and explore ideas with your peers.

### **Key topics covered throughout the year include (not an exhaustive list):**

- developing your Best In Class brand
- personal effectiveness and performing under pressure
- building effective client relationships
- outperformance and feedback
- delegation skills
- project management.

# Coaching programmes

## Amplify Coaching Programme



**When:** Every six months

**Duration:** Half-day events and group coaching sessions, over the course of six months

**Overview:** As awareness of intersectionality continues to grow, we want to bring people from different backgrounds together to benefit from their views, experiences, and raise awareness of issues that may make them feel excluded. In this programme we focus on strengths and opportunities without shying away from seeking solutions to barriers to progression and inclusion. Participation is by application only and is open to all who feel they would benefit from it, but with a particular focus on social mobility, sexual orientation and race and ethnicity.

### This programme would help participants to:

- recognise the strengths, skills and qualities they have developed through their personal experiences
- identify and articulate the value they bring to the firm
- develop their personal network
- consider how to take credit and be recognised for their achievements
- develop a plan for their own development using the ASAP coaching model
- feel empowered to pursue opportunities and initiate discussions around their career progression.

## Additional coaching opportunities



**When:** As requested

**Duration:** One-hour coaching sessions (dependent on individual preference)

**Overview:** There are a number of opportunities in which we provide additional bespoke coaching to support people within the firm.

This can range from supporting junior or less experienced people who take on new managerial or supervisory roles to more experienced managers or leaders who take on additional senior leadership responsibilities.

While the majority of this bespoke coaching can be completed internally, we do occasionally work with external learning partners for more specific coaching requirements.

If you are interested in arranging some coaching, please speak with your manager and/or your Talent Development contact.

# Mentoring programmes

## The Inspire Mentoring Programme



**When:** As requested  
**Duration:** Varied

**Overview:** Whether you're looking to build your network, improve your BD skills, or grow your confidence, the Inspire Mentoring Programme will provide you with the tools you need to maximise your potential. Once enrolled, you will be matched with a mentor who can help bring the best out of you in each of these areas and beyond. Mentoring has numerous potential benefits, all of which are magnified in our current remote environment where we have limited physical connection to our colleagues.

### Some of the key benefits of mentoring include:

- expanding internal networks
- increased knowledge transfer from experienced people throughout the firm
- introduction to different perspectives and an opportunity to receive valuable expertise from someone sharing their own experiences, knowledge, skills, values and perspectives
- improved confidence through building self-awareness.

## Cultural Diversity Reciprocal Mentoring Programme



**When:** Spring  
**Duration:** One-hour sessions

**Overview:** Hosted by the Cultural Diversity network, the Reciprocal Mentoring Programme aims to bring together people from all kinds of backgrounds. Participants benefit from hearing about how their individual characteristics and circumstances have affected their lives to date. Participants are given a guide on what they might like to discuss in each session. As a firm, we want to celebrate individual differences.

### Objectives include:

- strengthening internal networks
- sharing experiences in confidence
- increasing understanding of how being part of a minoritised community can affect a person's life.

# Integrated learning solutions

**As well as our official development programmes outlined earlier in this brochure, we also offer various additional learning solutions, outlined below, which you will find integrated within many of the core programmes which you attend. These are delivered by Taylor Wessing staff who have achieved formal accreditation in each of these respective courses, and the learning outcomes which they offer will supplement those offered by other areas of programme content.**

## Lumina Spark

**Overview:** Lumina Spark is a psychometric assessment tool which reveals your whole personality, providing a unique portrait of who you really are inside and outside of your working environment. The Lumina Spark workshop lasts approximately two hours, and aims to increase self-awareness and reveal hidden potential whilst exploring mechanisms for coping better under pressure. During these sessions, you will discover practical solutions and activities for improved communication, teamwork and collaboration.

## LEGO® Serious Play®

**Overview:** The LEGO® Serious Play® method (LSP) is a facilitated thinking, communication and problem-solving technique for use with organisations, teams and individuals. It draws on extensive research from the fields of business, organisational development, psychology and learning, and is based on the concept of 'hand knowledge'. LSP sessions will provide

an engaging, hands-on environment in which the activities target the development of skills such as storytelling, public speaking, strategy development and collaboration, among others.

## FranklinCovey

**Overview:** FranklinCovey specialise in performance improvement. Their learning courses help organisations and individuals achieve results that require a change in human behaviour. FranklinCovey's expertise lies in seven main areas: leadership, execution, productivity, trust, sales performance, client loyalty, and education. At Taylor Wessing, we are currently focusing on three core FranklinCovey modules: 7 Habits of Highly Effective People (foundation level), 6 Critical Practices for Leading a Team (new-to-role supervisors and managers), and 4 Essential Roles of Leadership (senior leaders).





# Our values

**Our values are at the heart of everything we do. They define who we are and guide our actions and behaviour, not just for our clients but for our communities.**

## Excellence

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Excellence is everything; we never compromise on it or settle for less. We set high expectations of our people around commercial decision making and client service, which enables us to invest in their future. This makes us an exceptional firm to work for and with.

## Creative

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We challenge ourselves to find the best solutions to legal and business issues. We're self-starters, are always questioning, innovating and learning. Our curiosity, passion and insight drive us to find new ideas and inspire others to achieve them.

## Team

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We're not just colleagues, we're a community. We empower others and work together to achieve our shared goals for the long-term success of our business. We recognise each other's achievements. We support and motivate.



## Responsible

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We have a positive, uplifting impact on our clients, our sectors, our society and our environment. We think and act sustainably.

## Integrity

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We believe in doing the right thing and take pride in the work we produce. We are open and honest, building trusting relationships with clients and colleagues by doing what we say.

## Respect

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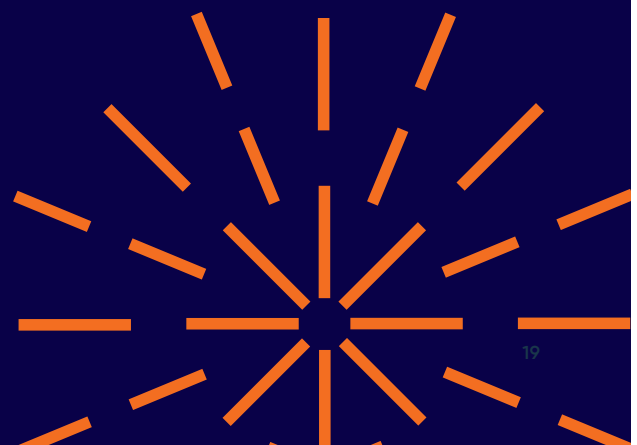
We embrace individuality; we understand it and appreciate it. We bring diverse teams together to create an impact in an inclusive and meaningful way.



**Thank you**

**Please contact us  
with any questions at:**

[talentdevelopment@taylorwessing.com](mailto:talentdevelopment@taylorwessing.com)



**2000+ people**  
**1100+ lawyers**  
**300+ partners**  
**29 offices**  
**17 jurisdictions**

|                            |  |
|----------------------------|--|
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| <b>Belgium</b>             | Brussels   |
| <b>China</b>               | Beijing   Hong Kong   Shanghai                     |
| <b>Czech Republic</b>      | Brno   Prague                                      |
| <b>France</b>              | Paris  |
| <b>Germany</b>             | Berlin   Düsseldorf   Frankfurt   Hamburg   Munich |
| <b>Hungary</b>             | Budapest   |
| <b>Netherlands</b>         | Amsterdam   Eindhoven                              |
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