

Partnership with Lloyds Banking Group

A Women in Leadership coaching programme that has seen **80%** of the 2015 cohorts **moving roles** and/or taking on **increased responsibility**.

Committed to building an inclusive and diverse organisation, unlocking the potential of all their key talent, Lloyds Banking Group wanted to address the shortfall in female talent progressing through the organisation.

BACKGROUND

Whilst women are well represented at junior and middle management levels, this decreases at senior levels. As a result, we co-created the Women in Leadership coaching programme to build robust succession pipelines, aimed at women who are ready for the next role.

These moves include stretch and sideways as well as upwards. Participants are identified through Lloyds talent management processes, working in partnership with business areas and HR recommendations. There were 10 cohorts in 2014 and a further 18 for 2015.

Clear success measures are in place, around promotions, retention, project assignments, lateral moves and overall programme evaluation, which formed part of the programme design. These are tracked by the I&D Team at Lloyds and Talking Talent.

PROGRAMMES

Co-facilitated with Lloyds, the programme is coaching-led and targeted at transition from manager to leader. Cohorts contain a maximum of 12 people, to allow deeper-level coaching from coaches and co-participants, and every year 8 Grade D and 8 Grade E are run. The focus of the launch-pad workshop is on how to:

- Break down barriers to career progression; exploring which are real, myths or illusory.
- Identify practical and creative solutions to overcoming these barriers.
- Develop a leader mind-set.
- Build self-esteem, confidence and resilience.

A follow-up occurs after 6 months, with ongoing action learning, online resources, mentoring and sponsoring. Their line managers also attend a group coaching session.

LATEST RESULTS

255 women have attended the WiL programme in 2014 and 2015.

2014

- **42%** have achieved a promotion
- **54%** have had a change in grade/role (including those promoted)
- **64%** have taken on additional responsibility

2015

- **51%** have achieved a promotion
- **52%** have had a change in grade/role (including those promoted)
- **53%** have taken on additional responsibility

Lloyds have seen their representation of women at senior levels rise and are on track to reach their target of 40% women in senior roles by 2020.