

LLOYD'S

Lloyd's Leadership Development Programme

2019



Henley
Business School

UNIVERSITY OF READING

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The Lloyd's leadership programme

Lloyd's and Henley Business School are partners in the development of the Lloyd's Leadership Programme. The programme is designed to achieve the highest relevance to the learning needs of the participants and the highest standards of executive education.

This programme sits at the confluence of three streams.

1. The hectic and unpredictable pace of change in many aspects of our society and culture. There are several different ways of encapsulating these changes but our framework describes the technological, institutional, demographic, environmental and moral dimensions of change sweeping our world.
2. The crisis in leadership currently being experienced in a number of countries affecting our political and economic futures.
3. The specific impending changes about to be experienced in the insurance industry, among others, as AI has an increasing and accelerating disruptive impact and the internet continues its radical progress.

Target audience

The Lloyd's Leadership Programme is designed for leaders in managing agencies, broking firms and the Corporation of Lloyd's who are in, or are likely over the next 12 - 18 months to move into, a departmental or functional management role. They should have been identified as high potential in their organisation and have support from a Director of their business. The programme is designed to help participants anticipate, understand and cope more effectively with change - enhancing their leadership and turning uncertainty into opportunity. It offers a unique opportunity to join a development programme with highly talented peers from across the Lloyd's market. This in turn will improve networks and give them a wider appreciation of industry and market issues.

Programme principles

The programme is designed using an outside-in and future-back approach whilst also reflecting the current context and the best thinking about how to respond to the changes and challenges emerging.

- **Outside-in:** the world beyond our industry before we consider the industry itself. Lloyd's gave birth to the insurance industry. Lloyd's can be proud of its game-changing impact in a former time. The programme asks us now to find the answers to the emerging questions in the world rather than operating from its understanding of former contexts.
- **Future-back:** an analysis of how the context in which we operate is changing and those aspects of our future we can already anticipate. During the programme participants will explore these emerging patterns and trends, the forces that are shaping our world and their implications for the insurance industry.

The future-back and outside-in principles guide participants towards exploring more radical possibilities that new scenarios might highlight. The programme will encourage sense-making and radical thought in much the same way as the thinking that lies behind the Lloyd's Lab, which will be incorporated into the programme.

The programme

Pre-work

Participants will be required to undertake a series of personality and 360 degree feedback questionnaires to establish a baseline start-point for the developmental journey they are undertaking.

There are three face-to-face modules, each of three days.

Module 1 (3 days) - deals with a broad range of contextual issues, and the nature of leadership in the 21st century using the Primary Colours Framework. This module takes place at Henley Business School, Greenlands Campus.

Module 2 (3 days) - enables superior performance through innovation, creativity and experimentation. This module is facilitated in London with the Royal Philharmonic Orchestra.

Module 3 (3 days) - uses a project based approach, in which participants are exposed to the mindset of an innovator. This module is run in conjunction with Lloyds Lab.

Team coaching

Coaching support is provided between modules 2 and 3 so that individual issues may be addressed and tailored support and guidance may be given.



The modules

Module 1 – Leadership in its emerging context

Day 1

- The forces shaping our world
- The Primary Colours approach to leadership

Rationale

Outside-in and future-back require starting with the future and the context in which our industry and organisation are working. So we start with the current forces that are shaping our world and their implications. We then spell out how leadership has to work in this emerging context. Primary Colours, devised in and for the 21st century, offers an enabling leadership alternative.

Day 2

- What do people want from their leaders?
- Personality and styles in leadership

There is a body of research describing what people want from their leaders and we have the insights gained from our pre-course investigations among the Lloyd's companies. There are further important implications from research into leaders' personalities and styles. Day two is created from these themes.

Day 3

- High performing teams
- Team development

A megatrend in leadership that seems set to shape the future of leadership is the democratisation of decision making. High performing teams are the direction of travel rather than high performing individuals and the skills of creating such collective excellence can be learned.

Module 2 – inspiring outstanding performance

Day 1

- Know the Score® with the Royal Philharmonic Orchestra

Rationale

'World class' is an overused term as few of us ever directly experience world class performance in any field. The opportunity to spend time with one of the world's leading orchestras as they rehearse represents an unparalleled learning experience.

Day 2

- Developing learning agility
- Developing leadership vision for self and team

Experience with the orchestra is both intellectually and emotionally stimulating: the key elements of inspiration. This provides an impetus to explore the intellectual and emotional aspects of the personal, professional and leadership spheres and of teamwork in a series of reflections, exercises and conversations.

Day 3

- Innovation, creativity and experimentation

The third day seeks to explore where the participants' creativity and courageous exploration can take them. This includes a powerful experiential learning experience composing music with an ensemble of classical

Module 3 – Creating the future

Day 1

- Understanding innovation

Rationale

Innovation is not unbridled exploration. It is certainly creative but it also has to be focused and purposeful if it is to achieve results. It needs to be understood to be deployed well.

Day 2

- Leading innovation

Leaders need to manage the conversation and the system rather than innovate. Their job is to enable innovation in others and ensure that the barriers to success are removed. They may model curiosity but they also have to create discipline.

Day 3

- Lloyd's Lab

Lloyds Lab is a fantastic resource. The cutting edge change projects developing in the lab carry huge implications for the industry but also for the participants who will see radical thinking and innovative processes at work and will join them.

The outcomes

Participant outcomes

At the end of this process, we aim to create a cohort of leaders who:

- Embrace the uncertainties facing the insurance industry and feel much more equipped to deal with its implications for their organisations and teams
- Better understand how to deploy leadership through teams made up of complementary differences and will have the skills to operate successfully to bring out the best in their colleagues and themselves
- Better understand human motivation and have greater insights into how to nurture it through challenge and support
- Will be engaged in projects and processes that have the potential to shape the future for organisations, teams and individuals.

Benefits for your organisation

The programme will:

- Provide targeted and relevant learning designed specifically for the Lloyd's market
- Equip your leaders with the skills they need to tackle the challenges of the future
- Improve networks across the market and give a wider appreciation of industry and market issues
- Aid improved business performance
- Give access to the innovative processes and ideas coming from the Lloyd's Lab.



Further information

Programme costs	£
Charge per delegate for managing agents and brokers	£7,500 + VAT
<p>Sponsoring firms will also meet participant travel and accommodation costs for residential modules.</p> <p>Any additional 1:1 coaching over and above that which the programme provides will be charged back at cost.</p>	

Applications and timelines

For more information on the application details and programme timelines please visit:

lloyds.com/market-resources/professional-development/leadership-programme

Contact us

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