

LLOYD'S



Lloyd's Leadership Development Programme - Virtual Format



Henley

Business School

UNIVERSITY OF READING

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The Lloyd's Leadership Programme

Lloyd's and Henley Business School have partnered to bring you the Lloyd's Leadership Programme in a virtual format.

This partnership brings together a deep understanding of the needs of our leadership population and the highest standards of executive education in a highly accessible and interactive 'live-online' format.

The 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 responding

to these changes but our framework describes the longer-term imperative of leadership as future-proofing the organisation through constantly reinventing the organisation; innovating across products, methods, or services; and developing people and organisational culture

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

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 substantial leadership role. They should have been identified as having the potential to progress 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.

This is a unique opportunity to join a development programme with highly talented peers from across the Lloyd's market. It will enhance professional networks and give participants 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.

The programme

Pre-work

Participants will be required to complete a personality questionnaire to help identify what they most naturally bring to leadership, establishing a start-point for the developmental journey.

- **Outside-in:** the world beyond our industry before we consider the industry itself. Historically, Lloyd's was instrumental in the establishment of 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; understand their implications for the insurance industry; learn how to respond with agility; and draw on the power of complementary difference to tackle this uncertain and complex environment

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, whose thought leaders will share their insights and expertise alongside other innovation experts.

Format and Overall - The programme is based on well researched and practical ideas about **outline** leadership presented in multiple formats so that all learning styles are served. Formal presentations are few and reserved for setting out key arguments that form the building blocks of 21st century leadership. The vast majority of the programme is highly interactive and experiential. The three modules of the programme are described below.

Module 1 - examines the nature of leadership in the 21st century. Using the Primary Colours Framework participants explore their own leadership strengths and limitations, and learn to understand the power of collective leadership and complimentary difference that builds thriving and adaptable organisations

Module 2 - Delivered in partnership with Moving Performance, module 2 enables participants to experience world-class performance and practice leadership gaining detailed feedback leading to deep personal insight.

This highly experiential module will provide the opportunity to work with worldclass musicians to explore the metaphors of what underpins truly high-performing teams

Module 3 - participants are exposed to the mind set of innovators and learn how to lead for creativity and innovation, and how, as leaders, we create the conditions for innovation to thrive in our organisations

The modules in more detail

Module 1 – 21st Century Leadership

To lead in our current and emerging context, we need approaches to leadership created in and for the 21st century. The approach describes the territory in which leadership operates and proposes leadership by teams made up of complementary differences. Understanding each participant's current and potential contributions is key.

Across 5 bite sized 'live-online' sessions, we will explore:

- Your leadership strengths and limitations, and how to work with these insights to be successful leaders
- The 3 domains of leadership: Strategic; Operational; Interpersonal; and understanding the questions that you need to answer in your 'home' domain for Lloyds and your organisation to thrive
- Developing the characteristics of exceptional leaders
- Building influence and developing trusting relationships



- Creating the conditions as leaders for high-performing teams to thrive

Module 2 – Developing High Performance

Much is written about leadership and high performing teams. However rarely do you have the opportunity to view high performance through the lens of world-class individuals and teams and learn about how they achieve brilliance in performance and the role of leadership in the process.

Delivered by Moving Performance, across 5 bite sized 'live-online' sessions, we will explore:

- What makes a team truly high-performing?
- Exploring world-class teamwork through *Know the Score®*: an orchestral music experience
- Developing your leadership and team visions
- Leadership and VUCA: leading through volatility, uncertainty, ambiguity, and complexity
- Putting into practice what you have learned on the module in an experiential *Compose to Lead®* session. Working with musicians you will have the opportunity to lead a team of experts in an area you are not an expert in, deliver under ambiguity and time pressure, and consider how to become more inclusive in your leadership whilst delivering with impact.

Module 3 – Leading the Future of Lloyd's

We revisit the 3 domains of the Primary Colours Approach to Leadership to examine the core tasks of future-focused leadership: Reinventing the organisation; Innovating products, services, or methods; and developing people and organisational culture. We consider how successful leaders create a culture of innovation, and explore different perspectives on the behaviours needed to innovate in an organisation, and develop a toolkit of creative thinking that will encourage innovation to thrive.

Across 6 5 bite sized 'live-online' sessions, we will explore:

- How your personality profile connects to the science of innovation
- Insights from a range of innovation thought-leaders from both inside and outside the Lloyds Lab
- A toolkit for innovation and creative-thinking which will be applied to re-thinking and innovating around the Lloyd's environment
- How to challenge the assumptions that we make about your environment and what is possible
- A future Lloyd's culture and the possibilities that generates

The outcomes

- 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.

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

Benefits for

the 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 expert thought-leaders in innovation and creativity
- Provide a flexible, highly-accessible learning process that allows you to partake in a worldclass executive education programme wherever you are based in the world.

Further information

Programme costs

Charge per participant for managing agents and brokers

£4750 + VAT

Any additional 1:1 coaching over and above that which the programme provides will be charged back at cost.

Applications and timelines

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

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



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

