

### The objective

To develop potential leaders from within Just Retirement, building leadership awareness and capabilities through Emotional Intelligence (EI).

### The approach

Bespoke leadership programme encompassing 360 degree feedback and workshops on high performance leadership, building relationships, developing greater self awareness and EI and coaching. Train the trainer workshops to support TLC coaching process.

### The business impact

High levels of trust, self awareness, EI, better management of staff, strong relationships, improved 360 degree feedback results, improved efficiencies. Cost savings through up skilling of internal L&D team.



## Increased Trust Brings Collaboration Across Just Retirement

Just Retirement Group are an award winning financial services company providing financial products designed to help people who are at or approaching retirement. The company employs 850 people in the UK, all working to achieve its vision to be the leading retirement brand, known and trusted for enriching its customers' lives.

Keen to invest in the people that can make the difference over the next 5 to 10 years and make this vision a reality, Just Retirement partnered with TLC to design and deliver its 'Living Leadership' Programme, equipping potential leaders with tools, practical knowledge and experience to adopt and model strong leadership skills and behaviours, creating a culture of accountability, trust and empowerment. "TLC came highly recommended and were just the fit we sought" says Kris Andrew, HR Business Partner at Just Retirement. "The whole TLC team is brilliant. We have a very collaborative and truly partnering relationship."

The programme, encompassing 360 degree feedback, workshops and Train-the-Trainer sessions upskilling Just Retirement's L&D specialists to embed the learning through Action Learning Sets and coaching, has been extremely well received. Participants are more emotionally intelligent and have developed greater personal and leadership awareness. "They are managing their staff far more effectively and are far more effective at engaging with their staff" states Kris.

Though too early to formally evaluate the impact of the programme - the final coaching sessions are still to take place - Just Retirement are delighted with the feedback to date. "A key objective was to break down silos across the organisation and the cross functional collaboration is so apparent now. Strong relationships have been established as well as a growing awareness that as a group they can influence, making them a constructive force within the business." continues Kris.

"I've got things done quicker by knowing who to call. I am much more efficient and focus my communications on what's important to my audience. I can see how this translates into real money for JR," comments one participant.

Many participants talk of the high levels of trust, with the programme providing a safe place to challenge and gain insight. "We have developed together and built real trust in the group. It's been great. I am hopeful what we put back into the organisation will pay back in multitude the investment made" states another participant.

Another manager reflects "I was very sceptical to begin with but I have never enjoyed a training programme as much as this. The 'real plays' were innovative, challenging and enjoyable. As a result of the programme my self-awareness has massively improved as well as how I impact on others. I've also passed on some of the learning to my managers, so others are benefiting too."

"It has been almost life-changing," concludes another participant. "I feel I have so much to offer which has been brought out in this programme...My whole approach to situations has changed and it is liberating. I have more time to do things."

Feedback from the participants' repeat 360s demonstrate a benefit to the organisation. "There is a clear movement in the right direction with all the participants. Whether from bosses, peers or direct reports their observations of those people have changed for the better which is hugely pleasing to see" adds Mary McCrea, Just Retirement's Director of Talent.

Another benefit is the expertise that has built up within L&D. "TLC have helped us become more self sufficient too, supporting us with the Action Learning Sets and coaching. They've transferred the skills into the organisation, into the HR function, as well as working with the participants. It's not a transactional relationship, it's a transformational relationship."

"TLC have far exceeded our expectations" concludes Mary. "We wanted a behavioural shift. In fact, it's not just changed the participants, it's impacted the senior level too so much so that they want to replicate it in some way. They see the value in using a similar intervention to in the current merger. They've seen the power of it and they want more."

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### About TLC:

TLC specialises in sustainable behavioural change with measurable cultural and commercial returns on your investment: we promise to contribute significantly more than you invest with us. Established by directors Colin Newbold and Nicky Pharoah in 1991, TLC is where shift happens...helping to shift organisations from where you are now to where you want to be. TLC shift workers (our facilitators and coaches) are operationally experienced leaders with a psychology background and expertise in organisational development. This enables us to get to the root cause of the specific issues affecting individual and organisational success, as well as equipping us to deal with any behaviour that comes up during the course of our delivery.

Specific deliverables include talent assessment and development; leadership, management and team development; culture change and change management; diversity & inclusion; 1:1 and group coaching; conflict management and mediation, while our online subsidiary offers organisational feedback tools such as 360, TeamQ and employee engagement.

TLC are based in Tunbridge Wells and have worked with an impressive portfolio of clients including Arriva, Bluechip, Brown Foreman, Celesio, CIMA, Council of Europe, Diageo, E.ON, HSBC, Just Retirement, LEGO, Origin Housing, Saint Gobain, Southern Railway, Swiss Re, The Priory Group and Uniper.