



Accelerating Women Leaders

from the Inside Out
Director Programme

CDNA's Women in Leadership Programme
Overview for nominated participants, leaders and sponsors

corporate
DNA
consulting

Why investing in the diversity of our senior leadership is critical to the future success of your Organisation

Your organisation is committed to serving a diverse external customer base, in an increasingly diverse and rapidly changing world, through diverse internal leadership. Underlying this ambition is a bold strategy to grow from within, the best and most diverse talent enabling us to innovate and create the competitive edge our business needs.

In an industry where perception and reality both confirm a skewed gender balance, and where many of our senior leadership teams lack diversity, 'Accelerating Leadership from the Inside Out' is a new leadership programme committed to building a more inclusive leadership profile.

It boldly and purposely invests in the development of our high potential women leaders to grow their careers and realise their potential, across generations and geographies. This is not just because it's 'good to do' but because a more inclusive leadership mix better reflects and connects to our customers, promotes more creative and innovative business decisions and drives business performance. And we know that more diverse organisations are 15 - 35% more likely to have financial returns above their industry medians*.

We've recently launched our 'Accelerating Leadership from the Inside Out' programme focused on our women directors of the future. The introduction of this Director specific programme is another critical element of our emerging Diversity & Inclusion and Talent strategy. This programme will enable us to invest in the growth of our female senior leadership and will create organisational momentum to challenge and change the under representation of women leaders across organisations. It also reflects our longer term ambitions to go faster in building an inclusive culture, where your organisation becomes known for "celebrating difference", not just fitting in, "promoting bold choices", not just safe bets and "building an inclusive legacy", not just fixing a non-diverse culture.

*McKinsey & Co (2015): Why diversity matters

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Programme overview

This programme will provide a deeply insightful, personalised and inspiring leadership development experience through exploring purpose, authenticity and confidence. It hones and builds the skills that will enable participants to optimise their potential and grow into broader and more complex roles.



A tailored approach for your organisation

The programme combines self reflection, face to face event(s), coaching and skill build webinars to facilitate learning. Participants will be challenged to integrate their learning into their roles and to seek new opportunities to develop and hone their leadership, supported by their manager, sponsor* and newly formed global peer network of inspirational women leaders. They'll also be asked to mentor/support other women outside of the programme to realise their potential helping to build a more diverse and inclusive organisation

"Someone who believes in the female leader's potential and is willing to actively support her career."



Nomination Approach

We're inviting a select group of 12 women Directors from across the globe to join the programme; those who have the potential and ambition to take on this challenge at this time.

Nominations were based on a number of considerations:

- Placement on the talent matrix / insight from recent talent calibration discussions
- Potential to step into broader, more complex and larger roles
- Demonstration of / potential to demonstrate a number of the CDNA high potential traits identified for success on this programme (see appendix) of inviting participants to join the programme.
- Performance over the last 2 years

Who you will be partnering with to make this happen

CorporateDNA is a global leadership firm, that will partner with you in the design and delivery of your programme. Our deep expertise in women's leadership development and their ability to combine inspiration with pragmatism means that we will provide a bespoke and unrivalled leadership development experience.

Programme approach

Programme structure

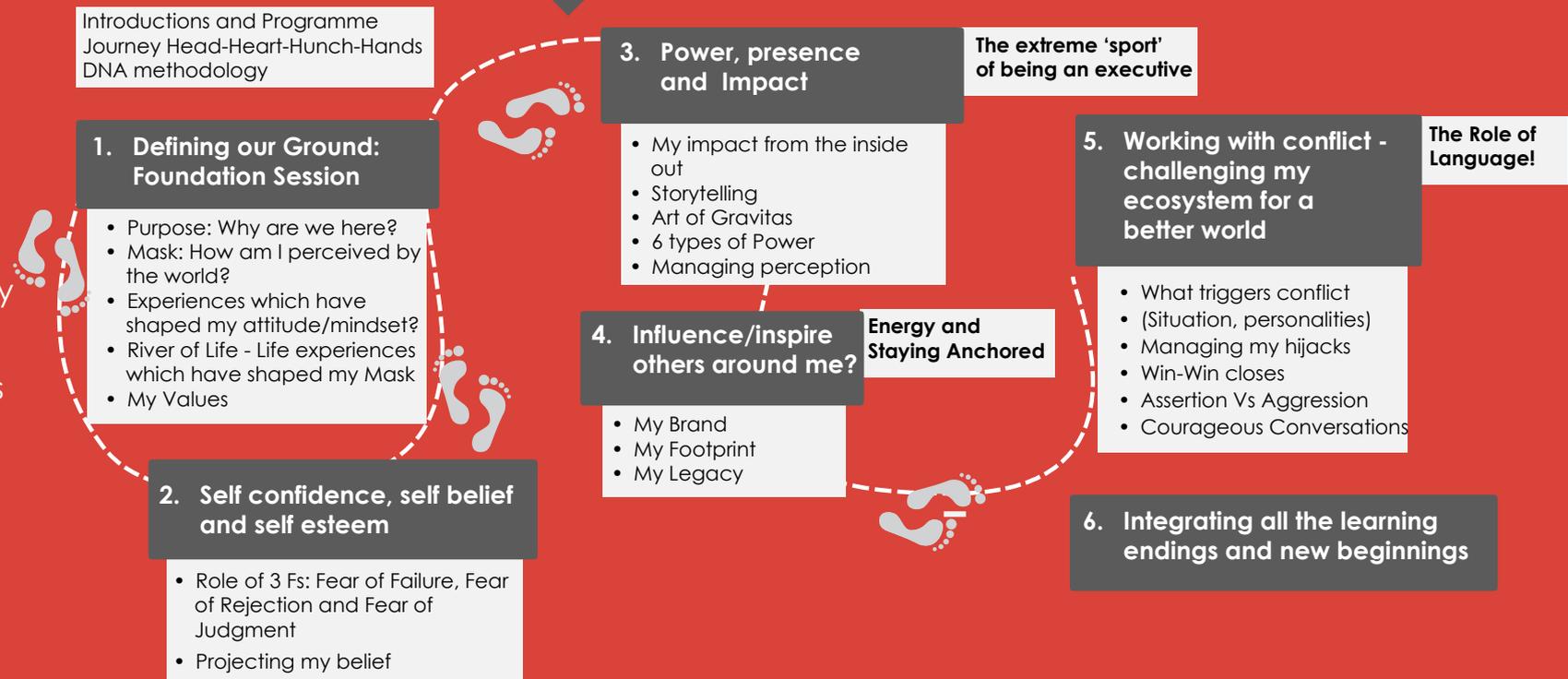
- A 12 month formal programme, with on-going support.
- 12 global participants will make up each Director programme cohort.



Foundation event overview: the catalyst of the programme

This is an exciting time; whilst we're clear on the programme structure, the detailed programme content is currently being developed.

This overview sets out the focus for the foundation event. The final content design for this workshop and the wider programme will also be informed by insights from participants.



Appendix: A trusted tripartite relationship

A sponsor is a senior leader who:

- Believes in the female leader's potential, is impressed with her performance and is willing to actively support her career.
- Advocates for her next opportunity, promotion or career move and gives career advice.
- Encourages her to take risks and creates a safe space for development.
- Expects a great deal from her, both in terms of performance and dedication.
- Positively challenges her perception of what she can do.
- Positively challenges the organisation's perception of what she can do.
- Gives constructive and actionable feedback on skill / experience gaps and personal impact.
- Makes connections and introductions to senior leaders/key stakeholders internally & externally.



A female leader is an employee who:

- Is a consistently high performer.
- Is recognised as having high potential.
- Aspires to a career as a leader within Aviva.
- Contributes a distinct "value add" with different experiences, diverse perspectives and/or skill sets.
- Role models the organization's values and is regarded as trustworthy and having integrity
- Is a reliable source for delivering quality results.
- Demonstrates drive and ambition and is open-minded about opportunities.
- Prioritises personal development and follows through on their commitments and objectives.

A line manager is an employee who:

- Ensures the female leader has a differentiated development plan which prioritises commitment to the programme.
- Actively supports the female leader, including by attending a dialogue to explore their own beliefs, assumptions and unconscious biases around gender diversity.
- Provides regular feedback to the female leader throughout the programme duration and beyond.
- Attends three tripartite meetings with the female leader and the sponsor at the beginning, middle and end of the programme.
- Works collaboratively with the Sponsor and People Business Partner to provide career development and advice for the female leader. Represents them at talent reviews.
- Completes two short feedback surveys at the middle and end of the programme on the effectiveness of this initiative and progress against the objectives.

Appendix:

Corporate DNA's 12 traits for identifying participants

No.	Trait	Description
1	Grit (G) factor	Courage, resolve and strength of character to achieve a result. A "Whatever it takes - best-shot" attitude to give something your very best, grasping the nettle and seeing it through to its conclusion
2	Agility	Ability to move, adapt quickly and nimbly as well as intellectually flex so as to be able to draw conclusions and find solutions with speed
3	Expression	Ability to express a point of view, opinion and state with conviction, clarity and passion to all stakeholders. Confidence and Self Belief is visible to others
4	Execution Focus	A natural bias to "get things done" - Focus on a few critically important goals; Act on the lead measures that impact goal achievement ; Create compelling, motivating KPIs, and monitor with a consistent cadence of accountability
5	Creative Instinct	Ability to look at challenges with a mindset of 'What could be better?' and having the confidence to know when to trust what 'I feel' we could improve, no matter how initially strange/inappropriate this may seem to others
6	Applying Judgment	Ability to think about things clearly, logically, and calmly, and to weigh facts, assumptions, and consequences (both intended and unintended) in deciding upon potential courses of action in a VUCA world
7	Synergistic	Ability to connect various parts of one's own mind (logical/relational/operational/ to produce a whole) ; pulling together different parts in holistic decision making and end to end problem solving
8	Energy and Passion	Natural Desire/ Fire/ Compelling enthusiasm for something which is seen and felt by others
9	Pull Factor	Ability to draw others towards you by being inspiring, authentic, empathetic and energizing while leveraging a wide Sphere of Influence. Ability to connect with a wider network through established relationships
10	Values led	Is purpose led and role models own and organisations values through actions, behaviours and decisions
11	Ownership	Taking the initiative for end to end accomplishment; taking responsibility for the choices made; thinking, behaving and acting like an owner - 'the buck stops with me!'
12	Future Investability	Potential to grow/move to a bigger role with an expanded set of responsibilities or portfolio/s in the next 12-18 months

