

CASE STUDIES: WHAT HAVE WE DONE FOR YOUR COMPETITORS?

Financial Services- Fast tracking women for top 120 key roles

PROBLEM: One global financial services firm with over 50,000 employees was struggling to move adequate numbers of women into positions of leadership. There had been multiple leadership changes in the last 5 years. The organisation had made positive progress around racial diversity, mainly driven through government legislation, but they did not have sufficient numbers of women to feed their pipeline of female talent at Executive level.

GOAL: Increase the number of women in their 120 key roles, by concentrating on the 'successor' roles for those roles. When we began work, 15% of their 120 key roles were women, and just 23% of the successors to those roles were women. They wanted to aim for 30% female representation in key roles by 2018. InclusIQ's underlying remit throughout was to encourage the mentors to take on sponsorship behaviours, a missing form of support for many professional women.

INCLUSIQ SUPPORT: InclusIQ facilitated a mentoring programme pairing female mentees with the 11 Executive Committee (ExCo) members, 10 of whom were male. Mentees chosen were high potential women in the running for a promotion or job stretch, in the next 12 months, which could take them into one of those 120 positions. InclusIQ helped in every aspect:

- selection of pairings
- training of mentors and mentees
- running both individual and group check-ins to ensure both partners were on track for their agreed goals and having their thinking stretched

RESULT: In the analysis of ROI, **nearly half of the mentees were promoted** during the programme, with the others on track for stretch roles. During mentee final check-ins:

- **60% felt more committed to staying with the organisation than had previously**
- **90% felt more successful in their current roles because of their mentor's guidance**
- **90% felt their mentor would now advocate for them behind closed doors**

As for mentors, discussions suggest they now view female career progression from a new perspective. Within the same year, two of the participating ExCo members started separate mentoring programmes in their own business units on the same model because of their positive experience. The mentoring programme was so successful, they asked InclusIQ to run it again the following year with plans to widen the programme in year 3.

inclusiq
by Suzanne Doyle-Morris, PhD

Contact suzanne@inclusiq.com to discuss how InclusIQ can help you achieve your diversity & inclusion goals