

THE TALL WALL

Diverse talent programmes



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The rationale

In our experience, most professional and financial services workplaces were not designed with difference in mind. Many EDI initiatives, whilst developed with good intent, have been targeted towards underrepresented groups rather than focusing on workplace culture, leadership behaviours, policies, and systems that truly value difference and create opportunities for all talent to thrive.

The organisations we work with are often understandably wary of programmes that look like they are designed to ‘fix’ a particular population. We too share this caution which is why we typically invite participants to help design and shape the interventions and, crucially, involve sponsors who also go on a learning journey within the programme.

It is our strong belief that the only way to drive significant long-term change is to include everyone in uncovering the behaviours that create inequalities and to engage them in supporting the cultural change required for all talent to thrive.

Our approach

Diverse populations often feel they are being 'done to' with well-intentioned but fundamentally misdirected support. If we design with the target population, and other key stakeholders, we dramatically increase the chances of a successful outcome. This is why we listen first, and design second, typically through the following process:

Set up

Agree on audience, questions, and format, designed to build trust and establish this population's perspective and needs.



Qualitative interviews and focus groups

We conduct 1:1 interviews and focus groups, recognising the importance of creating a confidential and safe space for this population.



Indicative plan

Based on interview findings, we share high-level themes and build an indicative plan.



Design and rollout

The pilot programme is designed and rolled out.



Core components

Whilst every programme is different, our tried and tested approach has proved to us that the biggest return on investment for our clients is when we include elements of three core components in our programmes. The specifics of these and any other interventions are designed with the target population and the organisation.

Sponsorship

This typically includes:

- A firm-wide workshop to stimulate thinking and discussion around what sponsorship looks and feels like in your organisation.
- A series of facilitated workshops with participants and their sponsors within the organisation.



OUTCOME

- Public support to achieve individual professional goals.
- More widely, a shift in understanding and behaviours amongst senior leaders.

Executive coaching

1:1 executive coaching, delivered by coaches who have been at the sharp end of organisations like yours and understand the barriers faced by diverse talent.



OUTCOME

- Increased empowerment and self-direction.

Group learning sessions

Bespoke sessions tailored to your culture and audience, providing valuable frameworks and research as well as space to reflect on topics such as: leadership styles; authenticity; navigating obstacles; authority and impact; and managing stakeholders.



OUTCOME

- Heightened awareness, and a network of peer support for participants.



Critical success factors

Our collective experience over many years of practice offers some lessons about designing and delivering diverse talent programmes.



The impact of our programmes



Attraction of diverse talent, by signalling that diversity is valued by the business.

Retention of diverse talent who feel valued and invested in.

- “I was amazed how much coaching could unfold my thinking and bring a refreshed perspective and mindset.”
- “The most impactful training I have ever had.”
- “The programme helped with my confidence so that I could be a leader in a way that felt authentic to me.”

Our coaches and consultants

Our diverse pool of coaches and consultants enables us to bring together the right team for each intervention. We are able to combine deep subject matter expertise, innovative design capability, and a breadth of styles and approaches to delivery.

All our coaches and consultants are:

- **Commercial** – they have a strong commercial underpinning, having been at the coal-face themselves
- **Experienced** – they have deep experience in supporting senior professionals in high-performing environments
- **Systemic thinkers** – they are adept at noticing themes and insights to support organisational learning
- **Diverse** – of thought, background, experience and style
- **Professional** – it goes without saying that all our coaches are trained and accredited with a professional coaching body and work within professional coaching standards, ethics and continuous learning requirements.

Our global reach

We have over 50 coaches/consultants based around the world. We are able to work with clients in any time zone and have multiple language capabilities. We also love a challenge so if we need to source a coach/consultant with a particular language or specialism, we have the networks and appetite to do this.



About The Tall Wall

At our core, we are a coaching firm. We design and deliver coaching or coaching-led solutions for organisations, ranging from standalone assignments to end-to-end programmes, which broadly fall into three areas:

Executive coaching solutions

Our experience shows that in the Professional Services and Financial Services industries, there are particular circumstances where executive coaching adds the most value to both the individual and the organisation. Much of our work focuses on:

- Role Transitions (e.g. lateral hires and new leadership positions)
- Enhancing/maintaining performance edge (e.g. honing leadership skills and embedding formal leadership development)
- Teams (typically enhancing senior team effectiveness).

Parental coaching solutions

Our tailored approach to parental transition coaching draws on executive coaching solutions, guiding new parents to design sustainable careers alongside parenthood.

As well as 1:1 and group coaching to support those who are taking maternity, paternity and shared parental leave, our interventions include:

- Line manager coaching
- Parental network support
- Parental drop-in clinics
- Specialist Partner/Partner candidate coaching
- Fertility, pregnancy loss and menopause coaching
- White-label resources and self-serve documentation.

Supporting diverse talent



EQUITY CONSULTING

We are highly experienced in gathering meaningful qualitative, thematic data to better understand the lived experience of diverse populations within your organisation.

Through interviews and focus groups, we will take an inside-out approach to surface the unwritten ‘code’ by which diverse talent progress – or encounter barriers.

Our findings are translated into practical, organisation-specific recommendations.

DIVERSE TALENT PROGRAMMES

Our diverse talent programmes seek to embed long-term change within our clients’ organisations. These programmes are highly bespoke, often designed in collaboration with your diverse talent populations, and include a strong emphasis on sponsorship. We have found sponsorship to be an effective way of influencing the wider culture of the firms we work with.

CONTACT

If you would like to find out how we can enable your talented people to thrive, please get in touch.

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