


THE TALL WALL

# Equity consulting



The TALLWALL





“Wise owners do not blame the fish for their poor appearance or performance. They do not take the fish out from time to time to give them a spot of training, tell them to smarten up and look more lively, and then plop them back in the same dirty water. Instead, they clean the tank.”

DR WILLIAM TATE

INSTITUTE OF SYSTEMIC LEADERSHIP

# The challenge

Most professional and financial services firms are keen to foster a more inclusive and equitable culture. High-performing organisations in these sectors recognise that they can no longer afford to ignore the economic upside of a diverse workforce, especially given the scrutiny on EDI and corporate culture from regulators, investors, clients, and prospective employees.

Your organisation has likely made thoughtful interventions including coaching, training, policy revisions and changes to internal systems and processes – but is still not seeing enough of a shift in terms of diverse talent progressing through the ranks. The initiatives you have implemented to date are valuable and no doubt well-intentioned, but we would argue that they only address part of the problem.

Fundamentally reshaping the behaviours and embedded norms that make up a ‘culture’ is not an overnight task. It is also not a task that can be completed just by changing firm policies and collateral – it involves a ‘bottom-up’ approach, working with the people who make up the firm, as well as ‘top-down’.

# What we do

The Tall Wall has considerable experience in gathering meaningful qualitative, thematic data to better understand the lived experience of diverse populations within their 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. We can also run surveys to bring quantitative measures and data analysis into the picture, if required, as well as your existing data.

Our findings are translated into practical, organisational-specific recommendations and, to the extent you would like us to – we work alongside you to prioritise, design, and act on these recommendations.

# Our approach

## Qualitative interviews

For more senior and/or underrepresented employees, we typically conduct 1:1 interviews, recognising the importance of creating a confidential and safe space for this population.



## Qualitative focus groups

Small focus groups are a way to gather targeted qualitative data from a larger pool of employees. We run these as 'thinking rounds' to ensure each voice is heard equally.



## Quantitative internal data analysis

Your internal data is the vital hard evidence that goes hand-in-hand with anecdotal research. We can work with your existing employee surveys and other internal data.



## Report

We produce a report sharing trends and themes that uncover the opportunities and hidden barriers to gender progression, as well as tangible, practical recommendations to move the issues forward.



# Professional Services firm

## Background

Our client is an international law firm and their question was:

*“Why are women not thriving at Partner level?”*

We undertook a highly sensitive review of our client’s UK arm. We co-designed the diagnostic approach, building on existing internal data. Our work involved interviewing all Partners – including some no longer with the organisation, and the review culminated in a comprehensive report setting out our findings and recommendations.

## Outcomes

The impact of our work has been far-reaching and includes:

- The issues raised through this process are now well understood and are within the DNA of the firm, which has led to significant changes regarding the promotion to and support of Partners – both male and female.
- The proportion of women at Partner level has doubled, with specific interventions to support more junior female talent to rise through the ranks now in place.
- A diverse leaders programme The Tall Wall now co-delivers with the client, ensures 90% of participants are promoted to Partner.

“The Tall Wall provided invaluable input, advice and expertise with our Thriving in Partnership Project. They supplemented our internal team and, in particular, through their independence managed to get to the heart of the issues through expert facilitation. Their practical output report provided thoughtful recommendations for our team to take forward and make a material difference in the future.”





# 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.

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 the individual and organisation. Much of our work focuses around:

- 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).

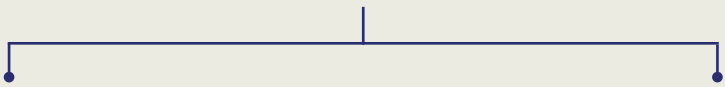
## Parental coaching solutions

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

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### 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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