

- 1. How successful were you in persuading people within Lloyds who were initially “on the fence” or even *against* cultural change, to shift their views?** This was a very difficult task and it had to be done slowly. In streamlining the workstreams, and prioritising a few key areas, we were very quickly able to deliver on things and within a few months, had major breakthroughs in the launching of technology. This success meant that we gained the confidence of the market and word spread about the benefits of our changes. We had to individualise our approach across groups of people; whilst the communication style was consistent: *“we need your input, what we currently have is not perfect”*, the method of canvassing views had to be different. We recorded videos, held roundtable discussions, used social media, and wrote formal newsletters / emails / reports; this range of approaches meant that most generations and business areas were able to provide their views in a way that suited them best. Having said this, communication had to be two ways and Lloyds had to show that they were listening, by reporting back and explaining the actions taken, which was paramount to the success of the change.
- 2. Can cultural change only happen when you bring new people into an organisation, or do you think it is possible to teach existing employees to change their values and mindsets?** It needs to be a balance of both. Direction needed to be given to people, but those giving it in turn needed to receive it. A lot of change was needed but the success came from mixing the existing employees with agents of change.
- 3. In your opinion, what was the most challenging institutional behaviour that needed to be addressed?** The lack of acceptance of people who were different. There are many different aspects to this; from gender discrimination, to racial discrimination, to the drinking culture. The lack of respect for anyone who wasn't like “them” was very clear and challenging, and changing this type of behaviour was very difficult.
- 4. How do you put diversity and inclusion at the heart of culture, to avoid it just being a “façade”?** We had to clean up all of our policies and practices, to ensure that they were all equal. People were still fearful of speaking up and against poor culture, so we had to take strict action which meant that more people felt able to speak up. We did this primarily through training, skilling people and through the hiring managers asking questions about values and culture at interviews. The process that we went through definitely revealed things that people didn't want to talk about, but through the facilitation of open and honest discussion, it also started showing people the positive side of change and the crucial importance of diversity and inclusion being at the centre of the workplace.
- 5. How do you think the best way is to go about increasing engagement of a wider group of employees, across diversity and inclusion networks?** It's about finding role models who are involved in the networks, that people can relate to. A large part of increasing engagement means being proactive and discriminating positively to try and go after specific people. This in turn will spread the word about and increase engagement with, the network.
- 6. What difference do you think that Covid has made to the culture of firms?** Virtual work has definitely helped to give exposure to some people that might not otherwise have had this exposure. Senior leaders have shown more vulnerability and people have, in general, become more open in their communication style. It's important to acknowledge of course, however, that it's also had a hugely negative impact on some people with difficult home environments.
- 7. How do you think people in leadership positions should look to lead the way out of this pandemic?** It's about how to tap into how people are really feeling about things; leaders will have to make time for this. Leaders should include more people in designing the future of the workplace. In addition, leadership styles and skills and competencies in the digital world are

different; this needs to be acknowledged and continue to be worked on. One idea that leaders could consider is a buddy system; buddying people up who are, for example, different genders / generations / races to share different viewpoints and understand different perspectives.