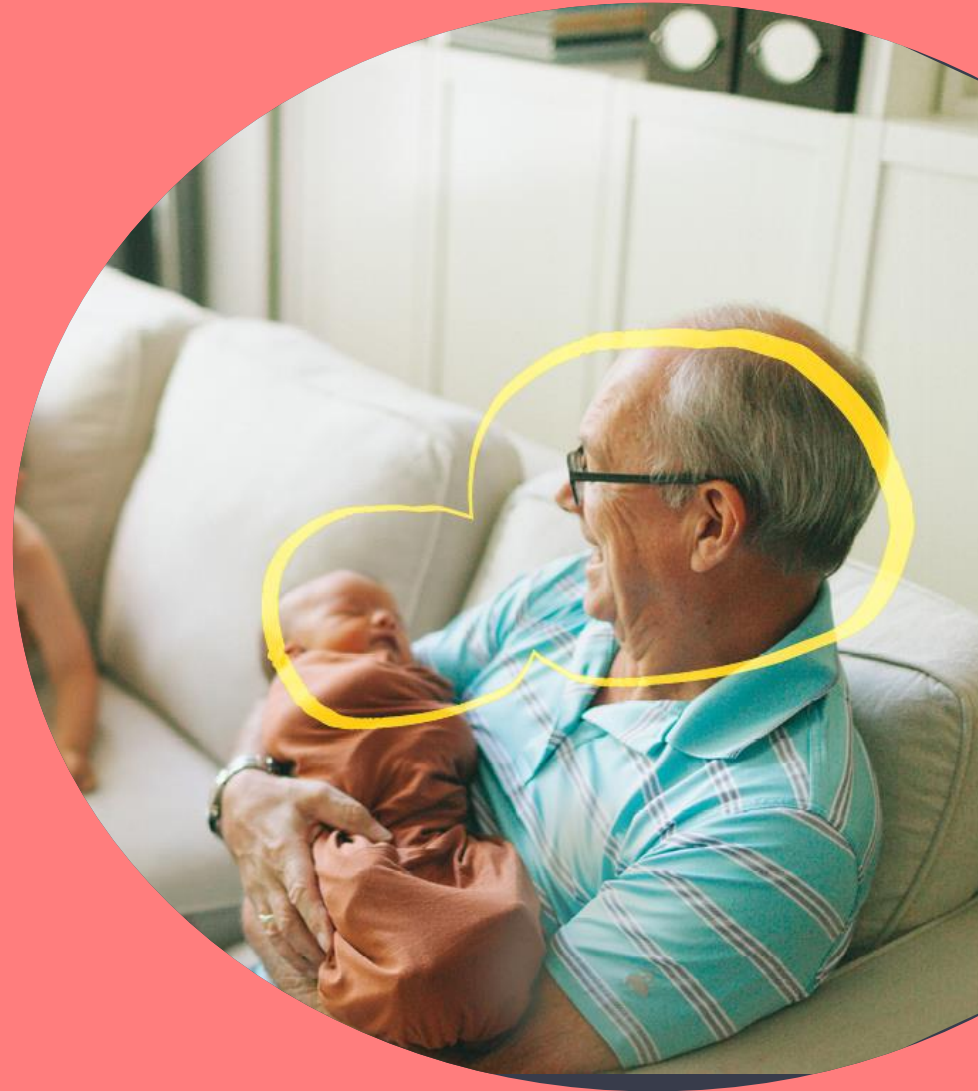


DEVELOPING LEADERSHIP CAPABILITIES AT jUST

20 July 2021

JUST.

Just's purpose:
We help people
to achieve a
better later life



Fast changing and complex environment

pension
freedoms

Solvency II

Regulatory
changes

Competitive
landscape

Technology and
digitisation

OUR CULTURE



WE MAKE A DIFFERENCE

We are passionate about our strong purpose of helping people achieve a better later life.

Our culture is built around our identity of **being Just**. We do the right thing in the right way.

Collaborating and valuing differences makes us a successful team in which everyone feels included.



**OUR CULTURE IS UNDERPINNED BY CLEAR BEHAVIOURS
WHICH WE COLLECTIVELY CALL THE JUST WAY.**

EVERYTHING WE DO IS FOR THE GOOD OF JUST - NO EXCEPTIONS!

Change or transformation?

- ▶ Re-structure
- ▶ Re-engineer
- ▶ Re-organize

— Get priority over —

- ▶ Re-invent
- ▶ Re-engage
- ▶ Re-imagine

Our approach – targeted development

1. BENCHMARKING for development

- Psychometrics and 360 feedback
- 360 feedback includes line manager, peers, direct reports and others
- 1:1 feedback session with external coach

Identify individual strengths and gaps

2. Development planning

- tailored individual development planning
- macro level benchmarking analysis to identify common themes
- agree overall development priorities for overall leadership group

Individual and group development plans

3. Targeted development programme

- Each leader implements own development plans (70:20:10 approach)
- Design and implement targeted development programme / modules for slt population
- Align with strategic priorities and insights from benchmarking

'just lead' programme

Transformational Leadership		
Great 8 Competencies	Behaviours	Organisational Benefits
Creating & Conceptualising	Applies creativity and innovation to develop new solutions in the context of the organisation's wider strategy	Ideas are translated into outcomes more effectively and with a clearer understanding of the wider context driving innovation
Interacting & Presenting	Builds positive relationships by communicating, networking and influencing effectively	More effective communication and buy-in internally and externally to proposals and plans
Leading & Deciding	Taking control and initiates action by giving direction and taking responsibility	Clearer objectives and commitment to achieving those objectives
Enterprising & Performing	Achieves personal goals and approaches tasks and opportunities with a view to commercial and financial factors	More consistent achievement of targets and KPIs, associated with more efficient operations and improved revenues and margins

Transactional Leadership		
Great 8 Competencies	Behaviours	Organisational Benefits
Analysing & Interpreting	Gets to the heart of complex issues and problems through clear analytical thinking and effective application of expertise	More effective use and better understanding of data to drive strategy and decision-making
Adapting & Coping	Adapts and responds to change positively and effectively and copes with setbacks	Greater likelihood that change initiatives are successful and that setbacks to achieving objectives are overcome
Supporting & Cooperating	Works effectively with individuals and teams, and provides a consistent role model for the organisation's values	Greater collaboration and greater cohesion across employees, and stronger client perceptions that they are being listened to
Organising & Executing	Promotes clear systems for the delivery of projects, products and services focused on quality and customer satisfaction	Stronger project and programme management with better quality in what is delivered and greater customer satisfaction

Network Leadership		
Network Leadership Competencies	Behaviours	Organisational Benefits
Building the Network	Building connections across team and organisational boundaries	Personal networks and those of leaders' teams are grown more effectively
Energising the Network	Creating the right kind of tension that spurs innovation	Strategic use of tension and conflict to spur better and more innovative work products
Creating Interdependence	Enabling autonomy in the network and a need for members to collaborate with each other	Teams are empowered to problem solve and make decisions autonomously
Enabling the Network	Ensuring that the network functions effectively within the larger organisational context	Advocacy for the team's networks within and outside the organisation, obstacles to effective performance are eliminated

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Rethinking LEADERSHIP CAPABILITIES

Setting strategy and direction in a 'VUCA' world

- Agile problem solving and decision making aligned with purpose
- 'Outside-in' connectivity and thinking – external connectedness, scanning the environment

Building agile structures and ways of working

- Enabling speed of execution and delivery
- Creating a 'test and learn' culture

A new set of relationship skills

- Leaders are enablers, not specialists or experts
- Leverage data and digital – evidence based decisions
- Influencing through the network, not the hierarchy



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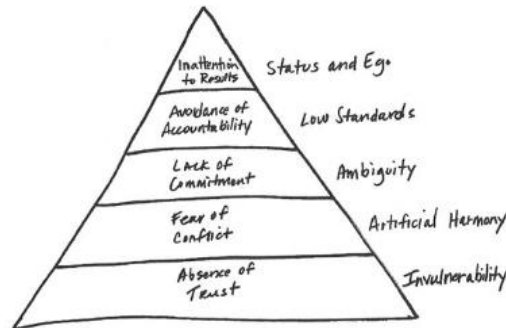
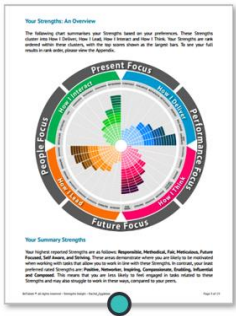
'just lead' programme

Just lead – the development journey

Leading yourself

Leading your team

Leading change



Action learning sets

Meet the ceo

Reflections: moving from Good to great ...

Shift from
programmatic to
continuous, blended
learning

Shorten time
between learning
and application

The power of
'nudges'

Leverage
Digital and
data

'Democratise'
learning