



# When your people thrive, business thrives

We're a DE&I coaching consultancy grounded in behavioural science that helps unlock the full potential of your organization. Our research-backed approach helps build a culture where individual talent is transformed into collective brilliance.



#### **OUR APPROACH**

Creating a culture of belonging and connection are the highest order benefits of DE&I initiatives, not merely satisfying quotas or mandates. Through individualized coaching-led programs, we create system-wide solutions that foster a more human-centred culture of inclusivity, openness and belonging that is lasting, felt by everyone, and enables organizations to perform at their highest potential.

#### PROVEN RESULTS OF DE&I DONE RIGHT

- £100M reduction in client talent retention costs each year
- 88% of clients see a positive return on their investment
- 70%+ of employees feel more supported by their company

#### **OUR PRODUCTS**

Based on over 20 years of consulting experience, we have organized our coaching modules into four keystones to best meet your specific needs.

Elevating Underrepresented Talent:
Value what a worker does and who they are

Companies that care for their people, their lives, and their career growth are more successful. So, caring about people isn't about 'doing the right thing'—it's about being a smart businessperson.

2 Equipping & Empowering Leaders:
Leaders who care create thriving cultures

Today's most effective leaders blend emotional intelligence with cultural awareness, creating an inclusive environment where innovation flourishes. Empathetic leadership is a business imperative.

Supporting Life Meeting Work:
Harmony, not balance: the new work-life paradigm

The idea of "work-life balance" suggests a separation that no longer exists. Instead, we focus on work-life harmony—a fluid integration that acknowledges simultaneous personal and professional demands to drive higher engagement, productivity, retention and overall success.

Improving the System:
People can't shine if the system won't let them

If you want to inspire your people to work at their highest capacity, you must make sure the system is there to support, not hinder them. And that means identifying and dismantling barriers to creating a level playing field where everyone does their best work.

Find out how human-centric is profit-centric

Schedule a consultation with one of our coaches

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talking-talent-ltd



## **OVERVIEW**

# Feedback from 2024 participants:

8.8/10 - likely to recommend to another CPO 9/10 - likely to register for 2025

Introducing the City HR CPO Sunrise Symposia for 2025. An exclusive series of 8, 90-min, in-person, curated discussions with CPOs of City HR Member firms.

Each event starts with a 30 min. provocation, presentation or series of questions from a world-class thought leader in the people and culture space followed by facilitated discussion.

Spaces are limited to just 30 CPOs each year and will be held at the same time (8-10 am) and place to facilitate deeper member connection and conversation. Chatham House Rules will apply and light breakfast will be served.

- Gain insights from industry experts and thought leaders;
- Engage in meaningful discussions with member CPO peers facing similar challenges (no substitutions possible);
- Access practical strategies and tools to enhance HR leadership effectiveness, and;
- Network with fellow CPOs and HR executives across the Financial Services sector and different sizes of organisation.

The cost for all 8 sessions is 1250 plus VAT. There is a discount available for previous participants of 250.

Finally, to make attendance easier and offer more flexibility, for participating CPOs in 2025, we suggest appointing a named designate (of similar seniority or someone on your succession plan) when signing up for the series. This way, if you can't make it, a colleague can step in and participate meaningfully in your place!









### **2025 SERIES AT A GLANCE**

All sessions run from 8am to 10am

### Session 1

**Empowering Leaders: The** role of Executive Coaching



Chris Woodman, CEO

**Leadenhall Consulting** 

Rachael Hanley Browne, Chair, EMCC

Session 2

The role of a CPO in 2025 skills and succession





**Session 3** 

Addressing Senior Non-**Financial Misconduct** 



Marian Bloodworth,

Polly James, Partner.

Session 4

HR's Role in Mergers and **Acquisitions** 



Partner, Fox Williams

Piotr Bednarczuk

Senior Partner, Talent

Advisory and M&A

**Andrew Stemp** Associate Partner - Aon **Talent Solutions** 

Peter Curtis- Valino, Manager **Financial Conduct Authority** 



Julie Harrison, Group CHRO, Resolution Life

Session 5

Redefining the EDI Agenda: A New Era for CPOs





Dr Mary-Clare Race



### Session 6

The "elegant exit" - an urban myth?



Marian Bloodworth. Partner, Fox Williams



Jane Mann, Partner

### Session 7

**Mastering Boardroom Dynamics: A Guide for CPOs** 





Burak Koyuncu, SVP, Head of LHH Leadership Development, UK/I and International Markets



Nairy McMahon, CEO CPP UK

### Session 8

**CPOs and Culture** Management







Amanda Fajak, CEO Walking the Talk



### **DETAILED LISTING**

All sessions run from 8am to 10am

### Session 1

**Empowering Leaders: The** role of Executive Coaching





Chris Woodman, CEO Leadenhall Consulting



Browne, Chair, EMCC

In today's rapidly evolving corporate landscape, CPOs and their leadership teams are increasingly turning to executive coaching as a powerful tool for driving organisational success. This session explores the strategic use of executive coaching (individual and team) for CPOs, board members, and senior leadership cadres, focusing on its impact on leadership development, decision-making, and fostering high-performing teams. It also considers the link between senior commitment to coaching and the development of a coaching culture as a model for leadership in hybrid and flexible organisation environments.

Through real-world examples and case studies, attendees will gain insights into how executive coaches can guide CPOs and leadership teams in enhancing their communication, emotional intelligence, and alignment with corporate goals. This session will also address the challenges and best practices in integrating coaching into leadership development strategies, as well as how to measure its effectiveness in achieving organisational transformation and driving sustainable growth.

### Session 2

The role of a CPO in 2025 skills and succession





Stepen Pobiov, Senior Stakeholder Lead, CIPD

<u>'CPO turnover remains low as organisations seek to prioritise stability amidst unprecedented socio-political challenges, </u> new legislation across sectors, and workforce transformation concerns. Overall, incoming CPO changes are still notably down 34% year-to-date since 2023, and 23% since 2022." Russell Reynolds, Global CHRO Turnover Index Q3 2024 – Key Trends

The role of the CPO has become multi-faceted. Are the skills and competencies required to perform the role sustainable? For example: Tech implementation, data-driven decision-making, complex reward, engagement strategies and modelling, fostering innovation through EDI, compliance and sustainability. What does this broadening of role to CPO+ mean for succession and development?

This session explores these two pivotal questions.

#### Session 3

**Addressing Senior Non-Financial Misconduct** 





Marian Bloodworth, Partner, Fox Williams





Polly James, Partner, BCLP

Peter Curtis- Valino, Manager **Financial Conduct Authority** 

We will explore the critical role CPOs play in shaping policies, managing risks, and fostering a culture of ethical leadership.

The session will also provide an overview of the regulatory changes from the Financial Conduct Authority (FCA) and Prudential Regulation Authority (PRA), which are likely to introduce further measures later this year. These developments could include new frameworks for senior manager accountability, tighter expectations on governance and conduct, and potential enforcement actions.







### DETAILED LISTING

All sessions run from 8am to 10am

### **Session 4**

HR's Role in Mergers and **Acquisitions** 









Andrew Stemp sociate Partner - Aon **Talent Solutions** 



Julie Harrison, Group CHRO, Resolution Life

In mergers and acquisitions (M&A), People are a critical component of any successful transaction. HR plays a strategic role in driving workforce, cultural and operational integration. Key responsibilities include conducting due diligence on talent, skills, compensation, benefits, and culture to identify risks and opportunities. HR also needs to ensure seamless alignment of culture, organisational structures, policies, and systems while supporting leadership in workforce planning and optimisation. By focusing on retention of key talent, skills, managing change, and ensuring regulatory compliance, HR enables the organisation to meet its financial and operational objectives. Through proactive communication and strategic planning, HR is integral to delivering the full value of M&A transactions.

#### Session 5

**Redefining the EDI Agenda:** A New Era for CPOs





**Dr Mary-Clare Race** 



Is there a backlash against EDI activity, resourcing and budgets? In this session, CPOs will explore the evolving landscape of Equality, Diversity, and Inclusion (EDI) and how the agenda may need to be reset to meet new challenges and expectations. As businesses and society shift, it's crucial for leaders to stay ahead of regulatory changes and the demands for greater accountability. The CIPD, is encouraging a "back to basics" approach. Furthermore, with the regulatory oversight of the PRA and theFCA, the focus on diversity in leadership and organizational culture is intensifying, demanding robust strategies for embedding EDI across all levels of the workforce. This session will provide insights into these new frameworks.

#### Session 6

The "elegant exit" - an urban mvth?







Fox Williams

In this session, "The Elegant Exit - An Urban Myth?", CPOs will explore the evolving concept of employee offboarding and the realities behind the idea of a smooth, dignified departure. The discussion will challenge the notion that exits can always be graceful and seamless, delving into the complexities of managing resignations, retirements, and terminations in today's work environment. By examining case studies, best practices, and potential pitfalls, the session will provide actionable strategies to create a respectful, strategic offboarding process that minimizes disruption, maintains employee morale, and preserves organisational reputation.









### **DETAILED LISTING**

All sessions run from 8am to 10am

### Session 7

**Mastering Boardroom Dynamics: A Guide for CPOs** 







In this session, CPOs)will delve into the complexities of boardroom dynamics, gaining valuable insights into the interplay between executives, board members, and organizational priorities. Through interactive discussions and real-world case studies, CPOs will learn how to effectively interpret and navigate the decision-making processes at the board level. The session will focus on understanding the strategic goals of the board, managing expectations, and fostering productive communication between senior leadership and board members.

### **Session 8 CPOs and Culture** Management







CPOs play a pivotal role in defining, assessing, shaping, and driving culture change within their organisations. With an increasing emphasis on aligning company values with business objectives, CPOs are uniquely positioned to lead transformative efforts that foster positive, inclusive, and high-performance cultures. This session will cover key strategies for assessing current cultural dynamics, identifying areas for improvement, and implementing sustainable change initiatives.









Marian Bloodworth, Partner, Fox Williams





Piotr Bednarczuk Senior Partner, Talent

Piotr has broad experience in HR, from the consulting side as well as from the corporate HR side. He has successfully managed HR transformations within his corporate experience as well as led the program management offices and HR work streams in large scale projects. His specializations include Organizational Design, Culture Transformation, Skills Management and HR Strategy.

Until October 2016 he was responsible for the HR Transformation at Merck KGaA in Darmstadt, Germany. In his role as EVP Corporate HR & HR Delivery, he managed the restructuring of the total global HR organization, the redesign of all major ongoing HR processes (compensation review, talent management, succession management, performance management, development and learning) and integrated all processes in the cloud, achieving in addition an award-winning HR analytics approach.

Before joining Merck, in October 2011, he held multiple leadership roles at Hewitt and Aon Hewitt, being located in the USA, in Germany and in his last role in China. In addition, Piotr has experience in working with global clients including the Middle East, where he has been supporting clients with Transformation projects including people strategy, M&A, leadership development, culture and aligned Competency modelling over the last 6 years. Piotr current focus is on aligning skills and job architectures in companies as well as supporting pay transparency strategies.

Peter Curtis-Valino heads the FCA Governance and Cross-Cutting Standards Team responsible for policy development on areas such as non-financial misconduct, diversity and inclusion, the Senior Managers & Certification Regime and appointed representatives. Peter has over 15 years of regulatory experience working in supervisory and policy-making roles at the FCA, Prudential Regulation Authority, HM Treasury and Financial Services Authority.



Peter Curtis- Valino, M - Governance and Cro **Cutting Standards, Financial Conduct Authorit** 

Amanda is CEO of Walking the Talk, ZRG Consulting and is a leading expert on the topic of culture, with over 30 years' experience advising on culture transformation and creating the workplace of the uture. Amanda consults to start up organisations through to some of the oldest companies in the world on how they build their culture as a strategic asset.



Continually challenging the status quo through applied research into the future of work and innovative product design, she shares her expertise through CEO advisory and keynote speeches.

Amanda's professional career spans Europe, Asia, the Americas and Australia. She has a wide range of experience in enterprise-wide projects across a variety of industries inclusive of extensive experience in the pharmaceutical, healthcare, technology and financial services.



Rachael has over 30 years' experience in international talent management, leadership development and commercial business leadership. Based in London, she is a company director, consultant, executive and team coach, and not-for-profit chair. During her career she has worked in a range of organisations from: entrepreneurialstart-up, family owned, trade association, executive non-departmental public body, charitable trust to a multinational Fortune 500 business, global partnership, and UK PLC. Culturally, these included US/North American owned and headquartered organisations as well as an EMEA regional hub in

Rachael is both a businesswoman and practitioner; she has held director roles with P&L responsibility and led multi-disciplinary teams at Harvey Nash Group PLC, Ashridge Business School, and the US Center for Creative Leadership. Her prior career included the start-up and ownership of a talent management consultancy, a non-executive role for the Recruitment and Employment Confederation and as a panel chair the Judicial Appointments Commission. Previously, UK President of the European Mentoring and oaching Council (EMCC), in 2024 she became EMCC Global Council Chair, the Council includes 28 country presidents. The Global Council is headquartered in Brussels.



Amanda Fajak, CEO Walking th





Brussels (with 24 nationalities and 25 languages).

Cont... Rachael is accredited by the Academy of Executive Coaching and EMCC. She has an MA in Coaching and Mentoring Practice (2020) from Oxford Brookes University. Her team coaching research was published in the International Journal for Evidence Based Coaching and Mentoring in 2021. She also contributed to an Ashridge handbook on 'Relational Team Coaching' published in 2023. Rachael is also a British Psychological Society Registered Assessor and is accredited in Hogan Suite, VoicePrint, EQ-i, NEO

Her business clients include Chairs, CEO's, executives, partners, and senior leaders that are typically subject matter experts who have risen into a strategic leadership role. When coaching, Rachael puts equal value in both the external dynamics of a leader's context and their personal qualities, thus offering a systemic approach to change. Her modus operandi is to challenge perceptions, co-create insight and to act as a confidential sounding board. Her work is firmly grounded in the reality of a leader's operational environment and what they intend to achieve from our working relationship. Clients describe Rachael as insightful, a lateral thinker, challenging but empathetic.



Julie Harrison, Group CHRO, Resolution Life

To follow



Polly James, Partner. **BCLP** 

Polly is an experienced financial services regulatory lawyer who helps financial institutions and their boards to manage regulatory risks. Polly regularly conducts internal investigations in the financial services sector across a wide range of subject matters, with a particular focus on dealing with whistleblower allegations and other sensitive matters. Having been on secondment to the FSA Enforcement Division, she knows what it feels like on both sides of the table. Polly is listed as a Leading Individual for contentious regulatory work in both Chambers & Partners and the Legal500.



Patrick Kayton, CEO Cognician

Patrick is co-founder and co-CEO of Cognician, an employee activation platform and consultancy for large organisations. He is a learning and behaviour change specialist who has been designing experiences that drive people to action for more than 20 years.

Patrick became an Endeavor Entrepreneur in 2013. And he accepted a fellowship in the Unreasonable Group in 2020. He is motivated by the belief that people are capable of great things if their behaviour is driven by powerful ideas and deeply felt emotions. And that you can help anyone to change, and quickly, if you tap into their intrinsic motivation. Patrick lives in London with his wife and two children, who are vaguely receptive to his behaviour change initiatives.



Burak Koyuncu,SVP, Head of LHH Leadership Development, UK/I and International MarketsLHH

Burak is currently Senior Vice President at LHH, leading the firm's Leadership Development business in the UK and International Markets. Prior to LHH, Burak had executive roles at Accenture's Talent & Organisation Strategy Consulting area. Before his consulting career, he has also worked as a business school faculty and an HR practitioner. Burak is passionate about developing human-centric leadership and cultures in organisations. He holds a PhD in Management (major in Organisational Behaviour & HR) and is a thought leader with publications in prestigious academic and practitioner outlets such as Harvard Business Review, MIT Sloan Management Review, and Human Resource Management (Wiley). He lives in London and enjoys traveling, reading, and dancing (Argentine Tango) in his free time.



Jane Mann, Partner Fox Williams

Jane has served as an employment law partner at Fox Williams since 1994 and was a member of the management team that led the firm from small start up to successful established law firm. Her entire focus is now on providing advice to employers, firms, senior executives, and partners who value her judgement, experience and commercial acumen, especially where reputations are at stake. Jane's clients are predominantly in the financial services, insurance, professional services and technology/fintech sectors. She is highly experienced in advising clients on the cross over between employment law and the FS Regulations especially the SMCR. She assists a stable of employer clients in the City on the day-to-day challenges of navigating an increasingly complex legal and regulatory environment.

Much of her work involves advising on hard to solve employment problems, sensitive departures, severance tions, board/governance issues, investigations, grievances and disciplinary procedures, and the lution of disputes including undertaking litigation in the employment tribunals and courts relating to whistleblowing, discrimination, remuneration, restrictive covenant and other contentious issues.







Working with teams for Organisational success & wellbeing. Areas of expertise:

- · Coaching Boards to find alignment to lead the organisation with clear direction
- · Coaching newly formed senior & executive teams to balance unity and diversity during periods of rapid change and
- · Design & facilitate various training and coaching interventions to embed a cultural change strategy
- · Coaching executives to challenge & question the norms to prompt new perspectives

#### Experience

Nairy's coaching experience covers many sectors at Board level and delivery level, from global organisations, to charities and start-ups. As a Facilitator, Nairy possesses the skill to translate complex issues into a context which personally resonates with participants. As a Board member of a global company, Nairy is a strong advocate of organisation agility, ensuring a culture of adaptability is adopted by the leadership team.



Stephen is Senior Stakeholder Lead at the CIPD, where he helps develop and support CPOs within CIPDs vibrant peer networks. He is a great connector of C-Level contacts and excels at linking research and policy to develop

Stephen's background includes several senior Head of Event and Content roles focussing upon Technology, Media and general business practices. Stephen has also run large in-house events teams within commercial companies - working on every industry vertical globally.

With over 20 years' experience of producing content and relevant activities for the C-suite, Stephen now specialises on the changing world of work, the people function and board activities.



A passionate and engaging psychologist and coach with a 20-year track record of helping people thrive at work.

Mary-Clare ("MC") has spent nearly 20 years coaching individuals and advising businesses on how to create environments where people can thrive. With a career spanning several continents, she has led businesses through rapid growth in both the UK and the US. Her passion is finding innovative ways to apply insights from psychology to the challenges people face at work. She believes that with the right tools anyone can succeed in their career and in their lives.



A recognized expert in her field, Mary-Clare's research has been published in leading journals such as Frontiers in Psychology, Mental Illness at Work, and People & Strategy, alongside industry publications such as The Harvard Business Review, PeopleManagement, and The Financial Times.

Alongside her role at Talking Talent, Mary-Clare is a Board advisor to several organisations in the Mental Health and DEI (Diversity, Equity, & Inclusion) sectors. She also lectures at University College London and Columbia Business School in NYC. MC lives in Ireland with her husband, and an array of four legged friends.



v Stemp is an Associate Partner in Aon's Strategic Advisory Practice. He is a Reward and international HR ional with over 25 years' experience in both corporate and consulting environments.

Prior to joining Aon, he was Director of Reward for the EMEA region for Amazon and a member of Amazon's Global Compensation Leadership Team. The role covered over 50,000 employees across a number of mature and emerging markets for a broad range of employees from blue collar to senior management across Retail, Tech and Operational/Customer Service businesses. Andrew has also led the EMEA reward function for the GE Consumer & Operationary customer service businesses. And CW has also Industrial business and was Head of Reward globally for Boots and BPB, both FTSE 100 companies.

Andrew has significant HR transformation experience across key workstreams such as Leadership, Culture, HR policies, Executive Compensation, Total Rewards Optimisation/EVP, Global Mobility and has led a number of international M&A HR projects through the project lifecycle from due diligence through to integration and beyond. He has leadership experience in these areas both from an internal corporate viewpoint and as a consultant and across all major regions of the world. He led M&A work for the integration of 3 GCC-based banks, HR policy reviews for UK FTSE 100 and EMEA-based businesses, the HR workstream for a major spin off in the oil and gas business based in Dubai, culture and HR policy development for a new digital bank and a global remuneration review for a European Foreign Affairs Ministry across 116 countries. Andrew has also developed and delivered HR-related training for several organisations both in person and virtually.

Andrew has an MA in Modern Languages and Linguistics from Magdalen College, Oxford and speaks 5 European inguages spoken: English, Spanish, Portuguese, Italian, French. He is a member of the UK Chartered Institute of Taxation.





Chris Woodman, CEO Leadenhall Consulting

Chris Woodman founded Leadenhall Consulting in 2011 with a view to providing Coaching, Assessment and HR Advisory services to Financial Services Firms primarily but not exclusively in the City of London. The client base has since grown to include firms in the private, public and third sectors. The firm has over 100 coaches and associates around the world based in the US, UK, Continental Europe, Asia and Australia.

In a corporate career of close to 30 years, Chris worked in six industries including organisations such as Ford Motor Company, Fidelity Investments and the London Docklands Development Corporation. He has served on the Executive Committee of two publicly listed companies, COLT Telecom and Aspen Insurance Holdings Limited and as Executive Director, HR, lead the HR function for Fidelity International, a major private company. He has worked extensively with Boards, Board Committees and Executive Teams in his career. In addition to managing Human Resources teams, Chris has also managed Marketing and Property teams. Chris has worked internationally in the UK, Europe, US, Middle East and Asia including a two-year assignment to Boston, MA.

In 2020 Chris, working with his colleague Liz Codd, developed and launched Coaching on Demand a digital Coaching platform which provides high quality coaching at competitive rates as part of the broader offering at Leadenhall. As an Executive coach, specialises in Leadership, Team Coaching and Facilitation, Performance Enhancement, and Career Transitions.

As a consultant Chris has provided support to clients on mergers and acquisitions, compensation programmes, culture change, talent acquisition, change programmes and performance management. Education, Qualifications, Professional Memberships:

- · Advanced Certificate in Executive Coaching, Bristol Business School, University of West of England
- Level 7 Certificate in Executive Coaching and Mentoring, Institute of Leadership and Management
- Fellow of Chartered Institute of Personnel and Development
- British Psychological Society Psychometric Tests Levels A and B qualified.
- BA (Hons) Politics, University of Reading
- MA Manpower Studies, University of Westminster
- Visiting Lecturer in People Management at City, University of London 2019 2022









