

Leadership Series:

Rebecca Bunyan joined Lloyds of London as Chief Information and Change Officer in March, at a time when the country was firmly in “lockdown” and there was a high level of uncertainty around the economy.

A few months in, we wanted to catch up with Rebecca to see what lessons she has learnt and what advice she could share with others who are joining an organisation remotely.



Rebecca Bunyan,
Chief Information and Change Officer

What should organisations do to ensure they have the right technology and support in place for new joiners?

It's the small things that will make a big difference, we can supply laptops, but have we really thought through the end to end workstation requirements? Is a mouse needed, what about a screen, will the chair be suitable? It's the end to end thinking that will make a difference.

Aside from tech what other measures should be implemented to ensure a positive on-boarding experience?

Induction plans need to feature heavily around the new joiner's ability to connect digitally, can they access the systems needed to perform their roles and so are we highlighting sufficiently the right contact details if something goes wrong?

What role did your company induction play and what else did you do to orientate yourself?

My company induction was super helpful, I learned so much and most of it would probably have been picked up by being in an office so much more important for remote working.

Context is everything and remote working makes this more prevalent, so reviewing recent documentation where key decisions have been taken is important. Meet with document authors to gather the important context.

How have you re-created “coffee cooler conversations” in a virtual environment?

Make sure you attend existing team meetings / routines to meet as many people as possible. Talk about your favourite movies, recent books read, hobbies to stimulate a 'get to know you' conversation.

What is the best platform/forum for new leaders to virtually connect and build rapport with their team?

Without doubt Teams provides a great platform, Zoom works well too and organisations need to be able to flexibly support many collaboration tools. Long gone are the days of single platform usage.

Our research has shown “loneliness” is a key challenge of remote working. How can organisations combat this?

Stay in touch regularly, check in on the personal stuff and make the time to listen.

What will “success” look like post-lockdown?

I don't see that objectives will change, but how we achieve them will certainly take a different path post lockdown.

What message do you think it gives when an organisation can successfully onboard candidates remotely?

That they're willing to do things differently and that they aren't afraid of being agile.

How do you think organisations can effectively get across their culture in the first few weeks when joining remotely?

By walking the walk, being people orientated and so in a remote environment ensuring that we demonstrate that people do come first is key.

Do you think that the new “ways of working” will promote a more diverse workforce and inclusivity?

It has to! We have proven that remote working isn't a barrier or an issue but an opportunity and we all have to harness that.

What would be your parting piece of advice?

20 mins is the new 30 min meeting and 45 mins is the new hour. Build in these micro breaks and be much more focused!

Interview conducted by
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