



apolitical

Leadership in and out of work with Harry Phinda

Leadership at work*

*the 9-5



Leadership at work

Be good

Deliver consistently, build credibility, and become someone people trust to get things done.

Volunteer

Put your hand up for work that exposes you to complexity, senior stakeholders, or new areas.

Ask for help

Find mentors for guidance and sponsors who will advocate for you in the right rooms.

Be brave

Get experience beyond your immediate team, different functions, priorities, or parts of the organisation.

Leadership outside of work*

*the 5 - 9

“Leadership is not a job title it’s a responsibility you carry everywhere.”

**Join a
board**

Volunteer

**Sport or
clubs**

**Leadership
schemes**

Quick fire: Application Advice

Area	Key Question	What Good Looks Like
Alignment	Am I answering the job?	☐ Clear link to job description ☐ Uses role language (skills/behaviours) ☐ Every example is relevant
Strength of Example	Is this senior enough?	☐ Shows scale (people, budget, reach) ☐ Demonstrates complexity (pressure, ambiguity, stakeholders) ☐ Clear, meaningful impact
Assessor-Friendly Structure	Is this easy to score?	☐ Use a structure (STAR ect) ☐ Clear situation (brief) ☐ Strong actions (what I did) ☐ Results are visible
Leadership Evidence	Am I leading or supporting?	☐ Ownership is clear (“I led”, “I shaped”) ☐ Shows decision-making or influence ☐ Not just contribution or support

Be kind to yourself....

