

Transcript | Career Moves: How to Get Your First Senior Role

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00:00:13.390 --> 00:00:17.360

Amelia Paltridge: Hello, everyone. Hello, welcome.

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00:00:17.390 --> 00:00:34.949

Amelia Paltridge: Welcome this afternoon or morning, whenever you are joining us. Hello, this is a masterclass on how to get your first senior role, and it is really wonderful to have you all here with us today. My name is Amelia Paltrich, I'm a community manager here at Apolitical.

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00:00:35.960 --> 00:00:39.909

Freddie Price: And I'm Freddie Price, Senior Partnerships Manager here at Apolitical.

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00:00:40.300 --> 00:00:55.659

Amelia Paltridge: And it would be so great to hear from you all as well. So as you're joining us, please do post in the chat where you are joining us from, what organization you work for, just give us a little intro in that chat to see who is in the room with us today.

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00:00:55.660 --> 00:01:19.630

Amelia Paltridge: A technical note that your messages might come through to only our backstage team due to your Zoom default setting, so please be sure to select the everyone from the blue drop-down menu in the Zoom chat if you would like to send a message to all of us here with your intros. For those of you who are joining, welcome to today's Masterclass event on how to get your first senior role. Get those intros coming in the chat.

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00:01:20.360 --> 00:01:28.149

Amelia Paltridge: Today, we're going to be exploring tips and strategies for how to progress from mid-level to senior positions in government.

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00:01:28.230 --> 00:01:38.079

Amelia Paltridge: For those of you who may be joining us for the first time, welcome! Apolitical is the world's largest online network of public servants with a mission to make governments smarter.

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00:01:38.080 --> 00:01:52.969

Amelia Paltridge: It's used by more than half a million public servants and policy makers from across 170 countries, providing governments around the world with tools, skills, and networks they need to become more effective and tech-enabled organizations.

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00:01:53.100 --> 00:01:58.900

Amelia Paltridge: Apolitical is a strategic partner to governments, helping them prepare their workforces for the future.

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00:01:58.910 --> 00:02:14.339

Amelia Paltridge: We achieve this by upskilling government workforces through short online courses focused on government priorities, enabling them to find and share best practice through peer communities, and by building innovative tools designed for and with governments.

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00:02:14.340 --> 00:02:32.820

Amelia Paltridge: Hello everyone. For those of you who have just joined, you can probably see in the chat I have asked everyone to intro themselves. If you haven't already, please pop an intro in the chat of where you are joining us from today, what organization you are from. It is lovely to see such a range of you, today. Hello from Cardiff, Lancashire.

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00:02:33.930 --> 00:02:39.180

Amelia Paltridge: Quite a few from Canada as well joining us today, Toronto, Ontario...

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00:02:40.320 --> 00:02:59.979

Amelia Paltridge: Amazing. Darlington, Wales, York, all over. Hello and welcome to everyone joining us today. Keep those intros coming as we head on into today's session. It's lovely for us and our speakers to see who is in the room with us today, so thank you for those there.

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00:03:00.390 --> 00:03:11.810

Amelia Paltridge: We are really thrilled to extend an invitation to join today's speakers and your peers in the public service from across the globe in the career development community on apolitical.

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00:03:11.810 --> 00:03:25.459

Amelia Paltridge: Whether you are just starting to think about your next role, or you're ready for a promotion, this forum is the place to share resources, ask questions, and gain some collective wisdom from your peers all about career development.

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00:03:25.460 --> 00:03:40.140

Amelia Paltridge: The link is in the resources tab at the bottom of your screen, and my colleague is also going to post a link in the chat now, so please do take a look, and we would love to see your voice in there, beyond this session today.

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00:03:40.800 --> 00:03:46.459

Amelia Paltridge: I am going to get a few technical notes out of the way before we get into today's conversation.

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00:03:46.610 --> 00:03:57.090

Amelia Paltridge: This event is recorded for on-demand viewing on the Apolitical website, so please don't record it yourself. Contact details for privacy concerns are in the Apolitical homepage footer.

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00:03:57.090 --> 00:04:07.749

Amelia Paltridge: There are closed captions available in your own language, and these can be toggled on or off in your screen settings, and my colleague will post the instructions to follow in the chat for that.

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00:04:10.230 --> 00:04:28.959

Freddie Price: Okay, before we introduce our speakers today, as Amelia said, we're going to get started with a few polls today. That's just to see where you're coming to the conversation from. So it's going to pop up on screen. The first poll we have, what is the single biggest barrier to career progression in your experience?

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00:04:30.330 --> 00:04:36.619

Freddie Price: And we'll give you a second to answer that. I think this is kind of an interesting one, because I don't think there's a clear frontrunner.

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00:04:36.750 --> 00:04:40.829

Freddie Price: Give that a moment to come through.

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00:04:42.540 --> 00:04:44.130

Freddie Price: Everyone's responding.

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00:05:04.700 --> 00:05:06.940

Freddie Price: Okay, maybe a few more seconds.

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00:05:09.420 --> 00:05:20.030

Freddie Price: And... there we are, interesting. So, rigid structures with few vacancies, that seems to be the frontrunner. All pretty... all pretty level, limited...

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00:05:20.030 --> 00:05:29.860

Freddie Price: Stretch opportunities or sponsorship next. Unclear or inconsistent promotion criteria about level with that. And then bias, conscious or unconscious.

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00:05:29.860 --> 00:05:46.609

Freddie Price: and lack of visibility with senior leaders, trailing behind as well. Super interesting, thank you. We'll move on to our second poll. When you need to learn or understand something new at work, where do you turn typically to first?

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00:05:46.920 --> 00:05:48.420

Freddie Price: There'll be a few options here.

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00:05:54.810 --> 00:05:57.319

Amelia Paltridge: Well, I think we've got a different question on the...

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00:05:57.990 --> 00:06:00.419

Amelia Paltridge: On the poll that's popped up on the screen.

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00:06:01.430 --> 00:06:05.800

Freddie Price: Oh, interesting. Okay, well, we will answer this call, yeah.

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00:06:05.800 --> 00:06:08.039

Amelia Paltridge: Wait for that poll, and have a little look.

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00:06:13.620 --> 00:06:16.320

Amelia Paltridge: And then we can do the other one, maybe, using the chat.

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00:06:19.050 --> 00:06:30.779

Freddie Price: Apologies for that, everyone. I think we've had everyone answer, and this is a super interesting question as well. So, how actively does your organization invest in developing future leaders?

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00:06:30.970 --> 00:06:34.059

Freddie Price: Looks like we have that if we want to end that poll.

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00:06:44.890 --> 00:06:47.489

Freddie Price: Is that popping up on screen for everyone?

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00:06:50.200 --> 00:07:04.199

Freddie Price: And there we have it, so somewhat actively, seems to be in the lead, not very actively with 26%, and then very actively and not at all, behind those with 11% and 6%.

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00:07:04.210 --> 00:07:13.239

Freddie Price: Again, super interesting, and I believe we've posted that third question in the chat.

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00:07:13.520 --> 00:07:27.289

Freddie Price: And, yeah, keen to see if anyone wants to sort of post their responses in there. Would love to know. So again, that question is, when you need to learn or understand something new at work, what do you typically turn to first?

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00:07:28.460 --> 00:07:30.539

Freddie Price: I... I'm sorry, Michelle.

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00:07:30.540 --> 00:07:32.890

Amelia Paltridge: options as... no, I've just put a couple of potential.

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00:07:32.890 --> 00:07:33.410

Freddie Price: options in the.

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00:07:33.410 --> 00:07:38.279

Amelia Paltridge: chat as well to get... to get some ideas going. But do feel free to...

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00:07:38.920 --> 00:07:41.460

Amelia Paltridge: To pop anything that might come to mind.

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00:07:44.350 --> 00:07:51.249

Freddie Price: Great. I'll give you a few seconds for that, and then we'll get on to introducing our speakers.

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00:07:51.380 --> 00:07:56.510

Freddie Price: So we're very fortunate today to have two brilliant guests, David and

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00:07:56.510 --> 00:08:12.139

Freddie Price: Harry. David Brownstein is the lead designer for the Partnership for Public Service, Leadership Development Programming, and executive coach and facilitator of programs aimed at empowering government employees and teams to achieve their goals.

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00:08:12.390 --> 00:08:25.590

Freddie Price: And Harry Pinder is a special projects lead at Croydon Council. He's previously held roles in policy and strategy at the Home Office and Cabinet Office, and he's the co-founder of the Unofficial Guides.

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00:08:28.180 --> 00:08:44.750

Freddie Price: So, before we launch into today's case studies, I thought we'd actually start with a quick icebreaker question, just to get us warmed up, that I'll ask our speakers. So, what's the best piece of career advice you've ever received or ignored?

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00:08:44.750 --> 00:09:01.859

Freddie Price: And I'll give the speakers a second to think of this, but I would pose the same question to all of you. I'd love for you to share your answers in the chat as well, if you have anything good there. Maybe I will start with Harry. Harry, what's your... what's the best piece of career advice you've ever received?

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00:09:03.040 --> 00:09:09.929

Harry Phinda: Oh, so I'll do received and ignored. So the received one would be, we...

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00:09:10.030 --> 00:09:15.030

Harry Phinda: I think the best piece of advice I got was that not all jobs pop up on the website.

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00:09:15.120 --> 00:09:26.360

Harry Phinda: And so, that for me was massive, because I thought, you know, everyone goes on to, you know, a particular website, or, you know, all the jobs, all the opportunities that are available.

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00:09:26.360 --> 00:09:41.860

Harry Phinda: are widely known to everyone, and that is definitely not the case. My first senior role in government was a tap on the shoulder, and also a bit of a leap of faith to some degree, and I'll talk about that a bit later, but... so that's the one. The one I would say,

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00:09:42.020 --> 00:09:54.110

Harry Phinda: that I ignored was that careers are linear, so this idea that you have to go for, sort of, specific things at a specific time,

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00:09:54.180 --> 00:09:59.540

Harry Phinda: Ultimately, there is a massive degree in creating your own path, luck.

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00:09:59.560 --> 00:10:17.509

Harry Phinda: and sort of types of events that do shape careers, and I think, yeah, it's definitely not linear. It can be, sort of, you can go up, you can go down, you can sort of go sideways. There are... there are many ways, and I think a lot of people think, you know, there has to be this step, then this step, then this step, and it doesn't have to be that way.

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00:10:20.040 --> 00:10:24.369

Freddie Price: Brilliant, yeah, I think that's a great answer. David, same question to you.

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00:10:24.530 --> 00:10:32.270

David Brownstein: Thank you, and hello, everyone. Mine is... I have both taken it, and I haven't ignored it, but I forget it.

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00:10:32.590 --> 00:10:40.630

David Brownstein: and I have to relearn it. And mine was, you know, especially when you're trying to climb the ladder, so to say, internally.

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00:10:41.520 --> 00:10:47.290

David Brownstein: You don't have to say yes to every request coming from senior leaders.

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00:10:47.670 --> 00:10:53.489

David Brownstein: The power of the counteroffer, or, or the negotiation.

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00:10:53.800 --> 00:11:10.720

David Brownstein: is critical, because it's... and I'll talk about it a bit in my presentation, it's so easy to get burnt out just by wanting to prove yourself and say yes and yes and yes, and I get caught in that trap even today, as I learned that many years ago, and I have to remind myself, okay.

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00:11:11.000 --> 00:11:14.369

David Brownstein: Did this person really need it Friday at 5pm?

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00:11:14.850 --> 00:11:32.290

David Brownstein: You know, could I have counter-offered? Are they really looking at it over the weekend? Or could I have counter-offered, hey, can I get this to you Monday at noon? You know, just to buy myself a little bit of extra time Monday morning to look over it again, make sure I feel good about it. We... we feel like

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00:11:32.520 --> 00:11:41.989

David Brownstein: When we want to get to that next level and prove ourselves, we have to say yes to everything. And there really is a power in the counteroffer or the negotiation

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00:11:42.190 --> 00:11:48.959

David Brownstein: And of course, sometimes just, no, I can't. But that's why I give the counteroffer or the negotiation.

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00:11:50.460 --> 00:11:55.910

David Brownstein: the kind of first... a first go. So that's one that I have to relearn often.

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00:11:57.130 --> 00:12:13.559

Freddie Price: Fantastic. Brilliant. Thank you, David. We'll hand back to you in a second with the presentation. I might actually just read, appreciate you all gave the, answers on that third poll, I thought, may as well read that out. So the top result there was.

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00:12:13.560 --> 00:12:26.969

Freddie Price: ask a colleague or peer, 33% of you said that. Next up was search online and consult internal documentation. Those were sort of neck and neck on around 20%.

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00:12:26.970 --> 00:12:40.829

Freddie Price: There you go, you can see it. And then use AI... use an AI tool that was 16%, and I know a lot of you were posting in the chat as well, so thanks again for that. Like I said, just helps us figure out where you're coming to this conversation from.

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00:12:40.930 --> 00:12:47.229

Freddie Price: Brilliant. Without further ado, I will hand back to David for the next 15 minutes and his presentation.

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00:12:48.190 --> 00:12:58.080

David Brownstein: Awesome, thank you so much, Freddie. I'm gonna share my screen here. I just have a couple slides, but really want to engage with you all throughout this, as well.

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00:12:59.640 --> 00:13:00.760

David Brownstein: Here we go...

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00:13:04.340 --> 00:13:08.490

David Brownstein: And I want to see you all, I'm just bringing you all here in front of me.

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00:13:08.770 --> 00:13:10.769

David Brownstein: And get the chat here.

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00:13:12.890 --> 00:13:13.880

David Brownstein: Awesome.

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00:13:14.270 --> 00:13:19.129

David Brownstein: So... Again, my experience, my per... my role.

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00:13:19.820 --> 00:13:28.289

David Brownstein: what I love is, sort of getting people to this point, to this picture. You know, take a look at this person in the picture.

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00:13:28.470 --> 00:13:36.779

David Brownstein: And I want you to come in the chat. What do you think this person's feeling? What are they feeling right now? You know, someone at the top of a mountain after a hike, arms stretched.

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00:13:37.250 --> 00:13:45.479

David Brownstein: revealing, reveling in the view and the accomplishment. What are they feeling? Yeah, elation, exhilaration, relief, accomplishment, yes.

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00:13:45.580 --> 00:14:00.069

David Brownstein: You know, I chose hiking as a metaphor. One, I love hiking, I love the outdoors, but you'll see a couple pictures. My images here kind of relate to hiking, because it is similar. There's a metaphor there of getting to the next phase in your career.

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00:14:00.200 --> 00:14:18.999

David Brownstein: whatever that means for you, or getting to that next summit. You know, there might be multiple summits. And ultimately, my role as an executive coach and a trainer, facilitator, is to help people, especially public servants, get to where they want to be. You know, you all are public servants.

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00:14:19.140 --> 00:14:25.290

David Brownstein: The fact that you are part of the apolitical community tells me that you're not only dedicated to doing good for the world.

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00:14:25.530 --> 00:14:31.670

David Brownstein: But you, specifically your communities, and... and being a source, again, a source of good, and...

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00:14:32.420 --> 00:14:41.959

David Brownstein: my goal is to help you all get to where you want to be, so that you're doing the most good. And again, so for me, I want you to take

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00:14:42.190 --> 00:14:58.580

David Brownstein: what I have to tell you today, and whether it's, you know, more of a new aha moment, or if it's a reminder, a way to reframe how to advance or move laterally, as Harry said, in your career, whatever that means to you, I want you to get this feeling.

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00:14:58.620 --> 00:15:07.639

David Brownstein: That this person has here. You know, here I see gratitude, all, achievement, peace, bunch of great words here. And that's my goal here for you, especially in this, you know.

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00:15:07.930 --> 00:15:14.479

David Brownstein: time that I have to share some ideas, and then, of course, in our Q&A. So that's my goal here.

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00:15:18.720 --> 00:15:22.179

David Brownstein: I'll wait for the full transition here. Okay, so...

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00:15:22.360 --> 00:15:26.769

David Brownstein: You know, to get to that, you know, there's... there's a reality.

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00:15:26.910 --> 00:15:31.810

David Brownstein: The reality of getting there, wherever that means for you, it's complex.

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00:15:31.810 --> 00:15:56.200

David Brownstein: each organization, each department, each locality, small government agency, large government agency, wherever you are, it ultimately, it has its own type of culture and norms and ways of things, you know, things of getting done. And you brought that up in your challenges, or the barriers of, like, you know, there's limited, opportunities, or, you know, just lack of training, or a lot of training, so it's...

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00:15:56.200 --> 00:15:59.740

David Brownstein: It's all different. What I'm here to tell you are some

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00:16:00.170 --> 00:16:18.780

David Brownstein: high-level best practices, or things that I have seen work across many different government organizations, both in the US, where I am, but also internationally. I've done a lot of work internationally as well. And ultimately, you have to take what I'm sharing and make it work for your distinct

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00:16:18.780 --> 00:16:25.239

David Brownstein: organization's culture. So, boiling it down, boiling it all down, helping you get through that complexity.

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00:16:25.240 --> 00:16:36.320

David Brownstein: You know, what can you do? You can do these two things, these two steps here that I have for you. You can understand both the expectations and challenges for getting to different roles in your organization.

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00:16:36.380 --> 00:16:53.049

David Brownstein: and then do something about it. Be proactive, and set yourself up for success. So that's what I want to do here in this next 10 minutes or so. And when you understand these dynamics, you will be able to find your way, navigate that complexity a little bit easier.

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00:16:58.280 --> 00:17:10.169

David Brownstein: So first is I talked about identifying or understanding the challenges and expectations. So here, first, the expectations. Again, there will be subtle differences across all of the places that you all work.

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00:17:10.500 --> 00:17:14.369

David Brownstein: These are the big picture ones. And...

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00:17:14.640 --> 00:17:22.400

David Brownstein: as you kind of find your way, I want you to dig deeper and really understand what specifically you need to be focusing on or thinking about.

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00:17:22.550 --> 00:17:39.610

David Brownstein: But at a high level, there's this... there's this expectation that you're transitioning from the list on the left, and you can see here my image of, like, the actual people

going on the hike, to the list on the right, which is the person holding the map, again, directing the way, being more in that leadership role.

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00:17:39.680 --> 00:17:48.939

David Brownstein: So, some of the examples here, so, going from the doing to the being able to influence and getting others to perform what you were... what you used to do.

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00:17:49.320 --> 00:17:54.100

David Brownstein: Then shifting from holding yourselves accountable to being able to hold others accountable.

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00:17:54.290 --> 00:18:12.379

David Brownstein: And the trick there is, you can't just hold others accountable. How are you holding yourself accountable to having clear communication, you know, delegating effectively and clearly? And through that support, you're creating a mutually accountable relationship.

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00:18:12.580 --> 00:18:14.140

David Brownstein: And so there's that shift.

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00:18:14.400 --> 00:18:17.839

David Brownstein: Now, the third one here is moving from the day-to-day to observing trends.

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00:18:18.210 --> 00:18:23.329

David Brownstein: You know, what's the mood of the office? Are you seeing anything around employee engagement?

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00:18:23.790 --> 00:18:32.790

David Brownstein: How are your stakeholders or your end users, you know, receiving your services? You know, how can you identify and observe the trends?

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00:18:33.020 --> 00:18:40.080

David Brownstein: And then, of course, once you know which way the wind is blowing, how might you offer suggestions on course correcting?

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00:18:40.490 --> 00:18:51.579

David Brownstein: The next one here on, sort of this classic focus of, the day-to-day, or excuse me, the delivery into having that strategic mindset.

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00:18:52.480 --> 00:19:03.469

David Brownstein: it's really important here, you know, think about all the things you've been wanting to do, but have never been in a position to really do anything about it. As you're thinking about making those moves.

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00:19:03.470 --> 00:19:12.540

David Brownstein: How can you find ways of implementing certain ideas? And maybe they're just the low-hanging fruit for right now. You don't need to worry about that big, big idea you want to make as a change.

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00:19:12.540 --> 00:19:17.560

David Brownstein: But how can you start showing and proving yourself that you're thinking at that strategic level?

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00:19:18.120 --> 00:19:28.630

David Brownstein: The last one I have here is, you know, some of you might be either an individual contributor or a supervisor, but you're probably considering yourself more as acting as one or a small group.

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00:19:28.910 --> 00:19:35.610

David Brownstein: And it's this transition into thinking about, okay, what does it mean to be a leader with multiple levels of people under you?

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00:19:36.010 --> 00:19:40.700

David Brownstein: And, not only that, but what are the relationships between

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00:19:41.160 --> 00:19:58.290

David Brownstein: different departments and different organizations that you're working with. Maybe it's, you know, both government and, you know, nonprofit partnerships and things like that that you have to do. You have to find and observe the relationships between departments and the relationships between relationships.

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00:19:58.720 --> 00:20:14.390

David Brownstein: And so, I want to pose a question to you here as you're looking to this. There's another reality, you know, I showed my last slide was the reality is it's complex, but there's another reality here, and I want you to tell me, what's wrong with me telling you it's about the transition from the list to the left to the right?

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00:20:14.520 --> 00:20:16.920

David Brownstein: Tell me, what's wrong with that statement?

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00:20:21.980 --> 00:20:23.909

David Brownstein: Find... find the flaw here.

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00:20:26.920 --> 00:20:29.580

David Brownstein: It goes both ways. Martha, thanks. What else?

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00:20:29.730 --> 00:20:31.720

David Brownstein: How do you do all this, Tim? Yeah, yeah.

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00:20:32.250 --> 00:20:40.949

David Brownstein: skill sets are entirely different. Yes, how do you do it? It's a mindset. Yes, all of this is correct, and here, just... you've teed it up for me perfectly.

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00:20:41.930 --> 00:20:51.110

David Brownstein: it's not a transition from one to the other. It's not... you know, yes, it does take a completely set of different skill sets. It's not easy to do.

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00:20:51.160 --> 00:21:04.290

David Brownstein: You know, the realistic expectations, it's a balance of both of these, and that's why oftentimes it's so hard making those career shifts, or just climbing straight up a ladder, sort of, if you know what the next role is that you want right above you, and things like that.

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00:21:04.430 --> 00:21:08.289

David Brownstein: it's not one or the other, it's really both. And so...

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00:21:08.540 --> 00:21:14.010

David Brownstein: You're... you're... the hard part is needing to still do some of the work, the day-to-day.

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00:21:14.150 --> 00:21:26.379

David Brownstein: the list that's on the left, and putting more emphasis and brainpower into the list on the right. You have to find the right balance for you, and again, going back to the culture of your organization, or your department, or agency.

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00:21:26.550 --> 00:21:28.410

David Brownstein: Every... everywhere is different.

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00:21:28.690 --> 00:21:48.469

David Brownstein: And so that balance is going to look differently. So, I'm curious, for people who have maybe gone up one level, or have navigated this in some certain way, how have you navigated this balancing act? Any tricks to the trade here? I mean, I'm happy to share, but curious to draw from this crowd as well. How have you navigated this balancing act?

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00:21:52.450 --> 00:22:01.560

Amelia Paltridge: I also might nudge, I know we've got some people with their hands raised as well, if that's a question, feel free to pop it in the chat as well.

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00:22:01.580 --> 00:22:13.340

Amelia Paltridge: Because we're... we're looking at that live as well, just so we can keep... keep track of time with the presentations. But I can see... yes, sorry, David, back to you, I can see there's been some answers, coming through in the chat.

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00:22:13.340 --> 00:22:18.719

David Brownstein: Yeah, no, I've only had my eyes on the chat, so thank you so much. Yeah, again, for the sake of time, we'll...

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00:22:18.720 --> 00:22:36.269

David Brownstein: that could come up in the Q&A. But seeing some great, great responses here in the chat, getting feedback, understanding, you know, asking and planning, ensuring that there's a feedback loop, yes, clear communication, setting your teams and roles up for communication, or responsibilities, including your own, yes.

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00:22:36.340 --> 00:22:40.199

David Brownstein: These are all ways of navigating these realistic expectations.

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00:22:40.330 --> 00:22:43.820

David Brownstein: And I'll share a couple in my next... in the next slide or two that I have.

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00:22:43.970 --> 00:22:56.250

David Brownstein: about how to go about navigating this balancing act. But these are all, all so, so true. I'm seeing the strengthening, the coaching techniques, yes, adapting the skill set to meet the needs of the project or the stakeholders.

139

00:22:57.180 --> 00:23:09.039

David Brownstein: Finding ways to delegate were applicable, yes. And again, I would say a lot of these are easy... it's all easier said than done. You have to try it, you have to fail at it, or I'll say instead of failing, you have to falter a bit.

140

00:23:09.510 --> 00:23:21.909

David Brownstein: You know, there's really no failing if you're learning from it, and so keep... keep... you have to keep doing it and finding, ultimately, what I'll point to in a moment, which is your own... figuring out your own leadership style.

141

00:23:22.170 --> 00:23:25.760

David Brownstein: And so you have to find different ways of going about this balancing act.

142

00:23:29.430 --> 00:23:46.810

David Brownstein: So my next slide here are sharing some challenges that I've observed. So here's me thinking... giving you some of the trends that I've seen. And it's a little bit different from the barriers that you all in the poll answered. To me, these are challenges that I've been hearing from the hundreds of people that I've coached

143

00:23:47.020 --> 00:23:55.510

David Brownstein: Over the years, trying to get from one level to another, or one role to another, or have recently done it, and now dealing with, okay.

144

00:23:55.820 --> 00:24:00.129

David Brownstein: how do I actually, you know, show success... or be successful in this role?

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00:24:00.820 --> 00:24:10.079

David Brownstein: And so, again, these are lessons from leaders from the other side of things. And what I have found is that, you know.

146

00:24:10.660 --> 00:24:15.589

David Brownstein: When you are in the moment, it can be...

147

00:24:16.530 --> 00:24:39.269

David Brownstein: you know, it can be frustrating, you know, or it can be really hard at points. You know, thinking about that hiker. You know, you can find signs that are confusing, you know, you could kind of be hiding behind others, you can be exhausted, and here in my last picture, you know, there are times where you need a guide. And so, these are some things I want you to be thinking about in terms of

148

00:24:39.310 --> 00:24:53.810

David Brownstein: the ending of that step one, which is understanding expectations and the challenges, but then going into step two is like, what are you going to do about it? So, don't wait to be asked to do certain things. If you are seeing something that needs to be done.

149

00:24:54.100 --> 00:24:59.659

David Brownstein: And you want to prove yourself, you have the time, the capacity, the bandwidth to do it, go do it.

150

00:25:00.150 --> 00:25:19.180

David Brownstein: Find a sponsor, whether it's your supervisor or someone else, you know, of course, get approval for it, make sure it's aligned with what needs to be done, but go and do it. You know, oftentimes we're waiting in the wings to be asked to take that next level, or to take that initiative, and we need to just lean into it.

151

00:25:19.700 --> 00:25:22.759

David Brownstein: Here are the deer behind the trees.

152

00:25:23.470 --> 00:25:27.630

David Brownstein: I know that I dealt with this earlier in my career when trying to make different moves.

153

00:25:27.670 --> 00:25:31.490

David Brownstein: I was kind of hiding under what I did well.

154

00:25:31.490 --> 00:25:49.869

David Brownstein: And I wasn't taking enough chances, and I was avoiding certain moments of being visible. And it wasn't necessarily about public speaking, I hope you get the sense that I'm a... I feel comfortable public speaking, but it was more not knowing where I needed to step up and lean in. And so, don't stay behind the scenes.

155

00:25:49.870 --> 00:25:57.960

David Brownstein: All the time. Find your moments, find where you're comfortable, or really lean into a stretch moment, get out of your comfort zone a little, and be seen.

156

00:25:58.770 --> 00:26:04.359

David Brownstein: Here, this third one, you can see this person being exhausted is probably the toughest one.

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00:26:04.420 --> 00:26:12.770

David Brownstein: When you're taking on the individual contributor role, or getting to be your first-time supervisor, or getting two or three supervisees.

158

00:26:12.830 --> 00:26:29.860

David Brownstein: and balancing that strategic role, it can be very overwhelming. And that's why I introduced the concept of, you know, negotiating or having the counteroffer when you're asked to do something. It's so easy to get burnt out, you have to know what your bandwidth is, you have to know what you're capable of.

159

00:26:30.040 --> 00:26:31.830

David Brownstein: And what you're comfortable with.

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00:26:32.170 --> 00:26:34.610

David Brownstein: It's really important, because it's different for everyone.

161

00:26:35.050 --> 00:26:38.959

David Brownstein: And there's no right or wrong, it's what's right for you. That's... that's what's right.

162

00:26:39.400 --> 00:26:51.370

David Brownstein: And so you have to be aware of that. It can be so easy to get burnt out trying to climb up, climb here, climb diagonal, you know, wherever you're trying to go. So just be aware of what you need in order to succeed.

163

00:26:51.850 --> 00:27:14.920

David Brownstein: And the last one here is needing a mentor, needing a guide. And a mentor can... you can have that formal mentorship where you're getting advice and there is sort of a two-way line of communication. You can have a sponsor, someone that you know, appreciates your work and kind of has your back, but isn't necessarily directly tied to your work. So, there's a couple of subtleties there, but you need to find people

164

00:27:14.920 --> 00:27:20.900

David Brownstein: Within your organization, and of course, externally, that you can rely on, you can share, you can vent to.

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00:27:20.900 --> 00:27:23.109

David Brownstein: That you can learn from in the process.

166

00:27:25.370 --> 00:27:28.080

David Brownstein: So here are some challenges I want you to be thinking about.

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00:27:32.720 --> 00:27:35.909

David Brownstein: And to sort of wrap up, and I'm seeing,

168

00:27:36.560 --> 00:27:48.100

David Brownstein: some great stuff here coming into the chat. I'm not going to focus on it too much, I want to wrap up and be appropriate with my time allotted here. What I just went through was steps one, which is, again.

169

00:27:48.100 --> 00:27:58.959

David Brownstein: First, you just need to understand your landscape. Know where you're hiking, know the trails, you know, are you a blue trail color, or are you a purple trail color? You know, kind of...

170

00:27:59.080 --> 00:28:03.789

David Brownstein: Sit in this observation phase for a little, and understand the expectations.

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00:28:03.890 --> 00:28:07.320

David Brownstein: And the, challenges that you might be facing.

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00:28:07.520 --> 00:28:14.549

David Brownstein: And after doing that, this step... step two here I have is, okay, okay, do something about it. How do you set yourself up for success?

173

00:28:14.560 --> 00:28:28.889

David Brownstein: Okay, so here are just a couple things here for you to be thinking about. So think differently. Embrace new ways of making decisions, thinking outside of the box, and navigating what this world we live in of uncertainty, complexity, ambiguity.

174

00:28:29.020 --> 00:28:34.750

David Brownstein: How to navigate that in your, in your culture. Having clear communication.

175

00:28:34.810 --> 00:28:53.830

David Brownstein: being able to manage and getting experience in managing people, managing money, and managing projects. Even if it's not formal long-term, can you be in a detail? Can you, supervise an intern? People, money, and projects. Those are 3 really important things to get experience in, in managing.

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00:28:54.140 --> 00:29:13.469

David Brownstein: again, visualize and plan what I call the pre-mortem, is, you know, what have you seen other leaders do successfully or not successfully? And sort of, when you can do that ahead of time, you can start to visualize and declare what is your leadership style? What do you want to do that will set you apart and set you up for success?

177

00:29:13.800 --> 00:29:31.030

David Brownstein: And then finally, I wrap up here, I know I think I'm over time, is building relationships. You can't do it alone. You have to make purposeful connections with people, even sometimes the people you don't like as much, but you need to work at building some form of respect, trust, and relationship with them.

178

00:29:31.300 --> 00:29:51.790

David Brownstein: and doing so through new projects and new experiences. So, that's it for me until the Q&A. I want to honor Harry's time. Thank you so much, and I hope this, again, either gave you something new to think about, or you had an opportunity to relearn something, and it's kind of reframed it, framed it into a new way and a new action item for you.

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00:29:51.850 --> 00:29:54.089

David Brownstein: So that's it for me. Thank you so much, everyone.

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00:29:55.420 --> 00:30:04.439

Freddie Price: Thank you so much, David, that was fantastic. Lots of really actionable advice in there, and you can see all of the applause, I think, reflects that.

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00:30:04.440 --> 00:30:26.640

Freddie Price: I will pass over to Harry in a second. I just want to take a moment to encourage everyone to submit their questions in time for the Q&A. I don't think that's going to be a problem. I can see the chat's been fizzing away, so I know this is a really engaged group, but do just want to give that reminder. We've got some two really great experts here, so please don't hold back.

182

00:30:26.640 --> 00:30:30.749

Freddie Price: And with that, Harry, I'll hand it back over to you.

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00:30:34.110 --> 00:30:39.440

Harry Phinda: Hello, everyone. Brilliant. Thank you so much, David, for that. Just checking everyone can hear me.

184

00:30:40.370 --> 00:30:48.970

Harry Phinda: Lovely. I think I've just lost the sharing button, because I can't see it at the moment.

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00:30:49.340 --> 00:30:56.879

Harry Phinda: If anyone's able to pop that there, I don't know whether there's multiple... There we go, it's back. Here we are.

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00:30:57.880 --> 00:31:03.010

Harry Phinda: So, just seeing that everyone can see that... Lovely.

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00:31:03.330 --> 00:31:04.440

Freddie Price: We've got it.

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00:31:04.810 --> 00:31:11.659

Harry Phinda: Great, got some thumbs up, which is great. So David, yeah, thank you for that, that was... that was awesome, and there were definitely some bits of that which...

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00:31:11.800 --> 00:31:26.589

Harry Phinda: I'm definitely going to take away and reflect on. And it's great, because we've got some synergy in terms of what we are talking about. So, really excited to be here, guys. This is the second time I think we've done something with a political, and Harry, as...

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00:31:26.590 --> 00:31:46.539

Harry Phinda: Freddie mentioned earlier, I'm a special projects lead in, in Croydon, Council, which is a small... well, actually, so it's the biggest London borough, but it's one of those, and so we... I work in local government. And I've worked in local government for the last 5 years. I came... oh, no, 5 years, 3 years. Gosh, it felt like 5 years.

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00:31:46.540 --> 00:31:50.119

Harry Phinda: I came here as the head of the mayor's office.

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00:31:50.170 --> 00:31:56.659

Harry Phinda: That was sort of my initial, outs into local government, which, again, I can talk about

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00:31:56.840 --> 00:32:13.079

Harry Phinda: people are interested, but I spent probably about, 7 or 8 years in central government in the UK, so I spent, and then before that, I was in Parliament, and I... and I worked for an MP as well as a baroness.

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00:32:13.080 --> 00:32:17.049

Harry Phinda: Which, yeah, for the Canadians in the room is our second house.

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00:32:17.270 --> 00:32:27.319

Harry Phinda: in the UK. So, I think, yeah, it was... it's fascinating, actually, just hearing David, because I think some of the, some of the things we talked about are similar.

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00:32:27.320 --> 00:32:29.410

Harry Phinda: what I wanted to talk about is

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00:32:29.410 --> 00:32:54.379

Harry Phinda: the fact that I find it fascinating that in the poll, that one of the things was a limited opportunity, and what you're seeing, just for everyone, just to point it out, just what you're seeing at the moment is a decrease in the amount of, sort of, government jobs, generally, and that's regardless of where you are. The state is decreasing. There's an increasingly, increasing thing that's happening at the moment where there's not as many

198

00:32:54.380 --> 00:33:16.830

Harry Phinda: jobs, and also a massive increase in the amount of people who want to do politics and international relations and get involved in government. So it is tough out there. And I just wanted to start from that perspective, that actually the work we do with Unofficial Guides, all of it is about... it's about us providing the information which sometimes gets shared across coffee tables and networks, or sometimes gets shared

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00:33:16.830 --> 00:33:22.799

Harry Phinda: When you know someone who works in government or you don't, the whole point is that we're leveling the playing field by providing

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00:33:22.800 --> 00:33:37.219

Harry Phinda: all the sort of application advice, interview advice that we possibly can, but on an open source basis, and we have three guides that we do that with, specific for the UK Civil Service, but what we found is, because the guide's gone everywhere, a lot of people from across

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00:33:37.490 --> 00:33:48.430

Harry Phinda: across, sort of, the world have accessed it and said, this has really helped me as well. So, we only have, sort of about 12 minutes now to really dive into, what that, sort of.

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00:33:48.430 --> 00:34:00.490

Harry Phinda: change between going from being mid to senior, is... entails, but I think, ultimately, there's so much resource, and apolitical obviously have amazing resources as well.

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00:34:00.490 --> 00:34:18.399

Harry Phinda: Use them. That's a really important thing. I personally, as well as my co-founder Nathan, we've seen hundreds of applications, we've sat on interview panels, and so there is a level of authority I can speak to this with, but I think use those resources as we dive in. Great, so that's a bit of an intro with me.

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00:34:18.510 --> 00:34:38.109

Harry Phinda: First thing is, for me, this whole thing is about leadership. And so, what I would love to hear in the chat, this is the sort of leadership at work section. So in the chat, tell us what you think leadership at work looks like. What are some of the qualities that you think leadership at work looks like? And this is typically about the 9 to 5, and that will make sense.

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00:34:38.110 --> 00:34:42.069

Harry Phinda: as I go on. So what are some of the things that we think about leadership at work looks like?

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00:34:42.070 --> 00:34:46.090

Harry Phinda: And I'll just read some... some stuff from the chat. So...

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00:34:47.090 --> 00:35:11.979

Harry Phinda: Influencing, directing, yeah, definitely, 100%. You know, making sure that people are able to see that, coaching and supporting, yep, being visible and accountable, definitely. Ownership, yep, making hard decisions, being strategic. Again, some of what David spoke about on the sort of right side of his slide, right? Steering, understanding the bigger strategic picture, yeah, definitely. Yeah, so, so you're right, a lot of this is

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00:35:11.980 --> 00:35:23.550

Harry Phinda: about that, and I think one of the things that I really want to get really practical in my session is to focus on, okay, great, what does that, like, practically look like in our workplaces? And so.

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00:35:23.910 --> 00:35:29.270

Harry Phinda: If I go into the next slide... So... I think...

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00:35:29.810 --> 00:35:48.650

Harry Phinda: based on a lot of our interactions and conversations with people, we also run a course. These are some of the things that we've really seen that actually differentiate people when they want to move from mid to senior. And this is based on our research, it's based on a lot of the sort of interactions we have. The first thing, which is really, really important.

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00:35:48.750 --> 00:35:56.600

Harry Phinda: And I know it's obvious, but we have this conversation all the time at Official Guides, is be good at your job.

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00:35:56.710 --> 00:36:06.940

Harry Phinda: Because I think, you know, there are so many opportunities to do so many other things, whether that's networks, whether that's being able to... being involved in loads of... loads of things throughout,

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00:36:07.230 --> 00:36:13.239

Harry Phinda: Throughout and volunteering, the most important thing is that your core job, you have to be good at.

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00:36:13.240 --> 00:36:31.830

Harry Phinda: As a start. And we've increasingly seen a lot of, sort of, activity of people sort of doing different things, and having a lot on, whether that's life, or whether that's, all these different things. But the most important thing is about the way you develop and start to build trust with people.

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00:36:31.830 --> 00:36:35.419

Harry Phinda: And build a reputation with networks, is you're actually good at your job.

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00:36:35.530 --> 00:36:37.970

Harry Phinda: And the way that I've seen

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00:36:38.100 --> 00:36:57.579

Harry Phinda: this work, particularly in my career, is, you know, I'll give an example. So one of the things I worked on was the points per system in the Home Office. I saw some Home Office colleagues in the chat earlier, and one of the really interesting things that popped up is I... so I moved from the Cabinet Office into the Home Office, and, and I remember, even at my interview.

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00:36:57.580 --> 00:37:03.220

Harry Phinda: I... I left a particular mark on one person who was in a completely different team who was looking.

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00:37:03.220 --> 00:37:10.819

Harry Phinda: And... and again, it was the first time I'd interviewed outside the Cabinet Office, and I really prepped hard, and I practiced, and I made sure.

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00:37:10.820 --> 00:37:34.969

Harry Phinda: What's fascinating is that same person who was in my interview, they're actually one of the reasons as to why I ended up getting one of my senior roles in the home office once I got my promotion. Now, the reason I say that is because, again, first impressions and impressions really matter, and actually, when you're good at something, and when people know that you're good at something, you're trusted with something, they actually, you know, when you're not in the room.

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00:37:34.970 --> 00:37:38.129

Harry Phinda: And they're having conversations about who could potentially do that.

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00:37:38.130 --> 00:37:56.289

Harry Phinda: your name pops up, because you're actually good at what you do. So, if you take anything of what I've said in this thing, this is the core, because ultimately, everything else is, in my opinion, is the addition. Everything else is the sort of, right, what more can I do in this competitive environment?

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00:37:56.290 --> 00:38:01.639

Harry Phinda: So being good, number one. Being good at your job, and making sure that the core of your job... and how do you know you're good at your job?

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00:38:01.640 --> 00:38:08.420

Harry Phinda: Regular feedback. We've talked... we had a conversation... there was a few chat, conversations about it.

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00:38:08.950 --> 00:38:21.980

Harry Phinda: Getting regular feedback from your line manager, getting regular feedback from other people across the team. If you've done a project with someone, for example, that sits outside of your team, get feedback from them. Ask them to, again, feedback to your line manager as well.

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00:38:22.080 --> 00:38:37.859

Harry Phinda: all those conversations are really important, and then being able to create a form of... a form of character around you that says, this person is someone we can trust. I reference... I noticed someone referenced Barack Obama's,

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00:38:37.860 --> 00:38:48.120

Harry Phinda: advice, which is, you know, the people who say, let me... I'll handle that for you, let me handle that, right? That's the type of person you want to be, because you're going to be trusted. Now, of course, there's all types of

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00:38:48.120 --> 00:39:06.089

Harry Phinda: things that contribute to you being good at your job, you know, alignment, but... and sort of external factors, and whether ministers are interested in your policy or they're not. All of these things outside of your control. It's important to just focus on what's in your control and do that. The next thing...

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00:39:06.180 --> 00:39:09.549

Harry Phinda: is put up your hand and volunteer.

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00:39:09.610 --> 00:39:18.279

Harry Phinda: David spoke about it earlier, around making sure that actually when opportunities pop up, and they are slightly outside of your comfort zone, take them.

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00:39:18.280 --> 00:39:30.029

Harry Phinda: I'll give you an example from one. So I worked on... so my first job in the Home Office was negotiating the Brexit on an immigration policy, and my focus was

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00:39:30.030 --> 00:39:44.310

Harry Phinda: post was what would happen if we didn't get a deal? And this would have been us leaving the European Union. And I remember, as part of our wider strategy team, we also had a team that was doing a whole bunch of engagement with European citizens.

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00:39:44.420 --> 00:40:00.939

Harry Phinda: And I remember, I'd never done anything to do with engagement before, but they needed someone to stand in because there was, because one of our directors couldn't go, and then we needed someone to stand in to just take questions. So I ended up going to that, and I got... and I... for me, I met a whole different, sort of.

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00:40:00.940 --> 00:40:23.429

Harry Phinda: part of the sort of strategy team that enabled me then to have a sort of whole different network. So when opportunities like that come up, put up your hand and take it, especially when it makes you visible to senior leaders. I remember, again, the poll at the beginning talked about, you know, being visible to senior leaders. That is really important. People need to see you in action and see you as someone who they can trust.

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00:40:23.430 --> 00:40:47.259

Harry Phinda: And doing it in new and uncomfortable areas is really important. I'd never done an engagement exercise before, and this was with a really, you know, at the time, quite a difficult group, if you think about the fact that we were trying to leave the European Union. But it was really important for me to put up my hand and say, actually, I'd love to go and do that. Obviously, I had to make sure that my job was done first, and that I had covered there, but again, taking those opportunities.

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00:40:47.300 --> 00:40:56.320

Harry Phinda: Asking for help. Really, really, really important. So, a good example I've got of this is, again, while I was in the Cabinet Office.

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00:40:56.440 --> 00:41:19.479

Harry Phinda: One of, I managed to meet one of the director generals. It's probably one of the, sort of, highest... in the UK, it's probably one of the most highest civil servants, apart from the permanent secretary. And, and the reason we met was because we were actually at a similar event, so this was at a networking event, and, we started having conversations, and I was brand new to the Camden office.

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00:41:19.480 --> 00:41:34.399

Harry Phinda: And all I asked him was for a, hey, I'm really new to the Cabinet Office, I'd love to know how you found when you joined, and I actually knew when, where he was joining from, he was joining from the MOJ. When you join from the MOJ, it'd be great to have a coffee to understand how that is.

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00:41:34.400 --> 00:41:36.699

Harry Phinda: Now, what that did for me.

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00:41:36.860 --> 00:41:39.040

Harry Phinda: Is it provided me with a real

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00:41:39.080 --> 00:41:56.359

Harry Phinda: plausible understanding of how the sort of senior part of the Cabinet Office worked. And what was fascinating is one of the responsibilities I had was I had... I had to run a cross-departmental board that looked at diversity and inclusion within, within the civil service in itself.

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00:41:56.360 --> 00:42:01.530

Harry Phinda: So, even a small conversation, like a coffee that I had with this Director General.

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00:42:01.530 --> 00:42:17.560

Harry Phinda: really helped in terms of my perspective on, right, if I want people to really engage into this board, how do I make that happen? You know, what... and I asked him, I said, you know, if, for example, you were asked to come to this board, what would be the type of things you'd want to hear? What would be the type of issues you'd want to know?

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00:42:17.560 --> 00:42:25.379

Harry Phinda: And those conversations actually led to me being better at my day job. And so, the point of having a mentor, someone who's there for you.

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00:42:25.630 --> 00:42:44.729

Harry Phinda: is actually you're able to bounce ideas around with them, so that they can sit and go, okay, great, well, based on my experience, this is what... this is how I would approach this, or this is how I would have you. Now, I know there are loads of people, who say, oh, but, you know, they're probably too busy. I can guarantee you, each and every single person I've asked.

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00:42:44.730 --> 00:42:51.270

Harry Phinda: To be my mentor generally never gets asked, because everyone says, they're probably not going to have enough time.

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00:42:51.560 --> 00:43:15.159

Harry Phinda: And so, even if... even if you ask and someone says no, you'll be really, really, really surprised about the fact that the majority of people do not actually mentor anyone, because people are too... too scared about, asking. And it's very important, in that mentorship relationship, you are the driver. So you're the person who buys the coffee, you're the person who books in the time, you're the person who chases when they haven't received an email.

248

00:43:15.160 --> 00:43:25.190

Harry Phinda: And also, if they say no, ask someone else. It is massively important for you to be able to do it, and a huge importance, especially if you want to step up into the senior parts.

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00:43:25.190 --> 00:43:26.930

Harry Phinda: Of... of the service.

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00:43:27.150 --> 00:43:42.849

Harry Phinda: Okay, and lastly, be brave. So, this is really important, especially when you're thinking about, growing and learning. So, for example, if your line manager is taking... is taking leave, and they have a meeting that they normally go to, make sure you ask, hey, can I...

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00:43:42.850 --> 00:43:53.480

Harry Phinda: Can I go to that meeting for you? I'd love to take notes, or I'd love to be there as a representative for you. Even if you're not formally their deputy, taking that initiative is really, really important, because it shows who you are.

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00:43:53.480 --> 00:44:04.839

Harry Phinda: The other thing I would say is, if there's any experience that you can get from going to different parts of your organization, or being in different policy areas, massively important to be able to do that.

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00:44:05.120 --> 00:44:14.080

Harry Phinda: So, really quickly, I'm gonna go through leadership outside of work, and then... and then a few tips on application.

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00:44:14.190 --> 00:44:23.480

Harry Phinda: So... we talked about how competitive it is out there, and it's massively competitive, and I think

255

00:44:23.490 --> 00:44:43.170

Harry Phinda: trying to differentiate yourself, is going to be really important, particularly at senior levels. And I love this quote, it says, leadership is not a job title, it's a responsibility you carry everywhere. So, Harry, you just told me that I have to make sure that I'm good at my job, but I don't get distracted. 100%. I'm probably someone who is eternally distracted with other things that I want to do.

256

00:44:43.170 --> 00:44:57.959

Harry Phinda: But showing your leadership somewhere outside of your job is really, really, really important. So whether that's you join a board, I talk about this all the time, there are so many boards across the UK and internationally that are looking for mid...

257

00:44:57.960 --> 00:45:09.109

Harry Phinda: for mid-level career people to come in and have a conversation with them, because generally the people who are able... who are able to spend time on boards are people who are retired, and they need more people

258

00:45:09.110 --> 00:45:25.879

Harry Phinda: who look and sound like yourself, who are mid-level, who have a real ear on the ground, especially if you're working in government. Government is becoming a very, very important stakeholder for many, many, many people, and so it's really important that you do that. Volunteer, whether that's at your local

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00:45:26.010 --> 00:45:33.870

Harry Phinda: Rotary, whether that is, at your local Scouts. You know, again, developing your, your...

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00:45:34.360 --> 00:45:36.960

Harry Phinda: Core, sort of,

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00:45:37.380 --> 00:45:49.140

Harry Phinda: service to the public is really important. Obviously, when you work in government, generally, you know, we have this idea of wanting to change the world. Again, demonstrate that. Sports, or clubs.

262

00:45:49.140 --> 00:46:03.760

Harry Phinda: I had a mentor once who was literally world-class at rowing, and again, it was just fascinating that he would, you know, talk about the fact that he woke up at 4.30 in the morning to go out and to go and row before he actually ended up having a whole day of work.

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00:46:03.760 --> 00:46:04.580

Harry Phinda: Now.

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00:46:04.590 --> 00:46:10.299

Harry Phinda: I can imagine what people are saying, which is, Harry, this is just another thing for me to do, which I completely understand.

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00:46:10.360 --> 00:46:22.689

Harry Phinda: But I think if we're trying to differentiate ourselves, and if what we're saying is actually, as you go up, there are less and less roles and less and less opportunities, we always have to be really honest about how we make sure

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00:46:22.690 --> 00:46:34.919

Harry Phinda: that we differentiate ourselves, and we put ourselves in the best stead. And there are plenty of leadership schemes across the civil service, even in other countries. Take them, and make sure that you do them.

267

00:46:35.510 --> 00:46:45.780

Harry Phinda: The last thing I was... the last thing I do, and I'll probably just leave the screen up and allow people to sort of digest it later on, is application advice. So, this is the last thing I'll talk about.

268

00:46:46.460 --> 00:47:05.929

Harry Phinda: it's all well and good, us talking about, you know, what you're doing in your current job, and what you're doing to make sure you show out, making sure that you're good at your job. The most important thing, obviously, is that when you go in and apply. Now, of course, like I mentioned, there are jobs that are not there that you get tapped on the shoulder with, but there are sometimes jobs that you actually have to apply for.

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00:47:05.990 --> 00:47:22.299

Harry Phinda: And sometimes I feel like, in my experience, a lot of people think, oh, well, you know, if I... you know, people know, you know, how good I am, so when I'm putting my application, I'm just gonna rely on the fact that they know how good I am. And oftentimes, that... that...

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00:47:22.300 --> 00:47:37.270

Harry Phinda: you know, trips people up quite a lot, because they don't really focus on, okay, great, how do I make my application the best it possibly can do? And there's ways for you to be able to do that. And so, I think we're going to send this round. This is based on, again, research.

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00:47:37.270 --> 00:47:42.780

Harry Phinda: And, and stuff that we've done over the last 3 years, which are common mistakes people tend to have.

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00:47:42.780 --> 00:47:44.540

Harry Phinda: And I'll close there.

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00:47:45.440 --> 00:47:54.349

Amelia Paltridge: Thank you so much, Harry, and that's such a, such a useful resource, that yes, we can pass on around to everyone who has attended.

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00:47:54.350 --> 00:47:56.730

Amelia Paltridge: And signed up for today's event.

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00:47:56.730 --> 00:48:16.189

Amelia Paltridge: I'm gonna move swiftly into some Q&As in a second, so please do keep sharing your questions. We'll try and get through as many as possible in the last little bit of today's session. And if there are any unanswered questions, then do feel free to pop them in the career development community.

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00:48:16.330 --> 00:48:39.789

Amelia Paltridge: And on that, before we dive into the questions, I would like to let you know that we have sourced a really great follow-on resource to today's topic that we think you would find super useful. It is an article on how to self-promote in order to advance your career. So to

receive a link to that article, please head over to the career development community that I just mentioned.

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00:48:39.790 --> 00:49:02.729

Amelia Paltridge: after the event, and leave a comment on the post that I have pinned to the top of the page. You will see my lovely smiling face there, as it was I who posted that earlier. So if you comment on my post, we will send you a resource by email after the event. My colleague has popped a link to... on that, to the chat, and that's the perfect place as well, if your questions don't get answered, to post them there.

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00:49:02.860 --> 00:49:08.569

Amelia Paltridge: Right, we're going to dive into the Q&A now.

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00:49:08.730 --> 00:49:12.179

Amelia Paltridge: And I'm going to pass over to David first.

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00:49:12.180 --> 00:49:36.770

Amelia Paltridge: There was a question, saying, I have noticed that when I seek new tasks or opportunities for growth, my manager often asks me to assist a colleague who is frequently behind. How can I manage the situation professionally while ensuring my contributions and growth are respected? And I'm sure there's also a slightly more general sense of being able to weigh up your time between pushing yourself forward and also helping your kind of general

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00:49:36.770 --> 00:49:41.149

Amelia Paltridge: team around you. David, I don't know if you have any thoughts on that question.

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00:49:41.440 --> 00:49:47.950

David Brownstein: Yeah, it's a great question, and it's going to happen to, you know, you all, high performers, high achievers.

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00:49:48.620 --> 00:50:08.409

David Brownstein: So I'll say, I'll also answer another question that had come in, just in terms of, like, my own research and expertise more internationally. I've worked for international organizations, and then still do coach clients in, throughout Europe, and Asia and Africa. So just, like, for what it's worth, again, my...

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00:50:08.730 --> 00:50:23.720

David Brownstein: thoughts and frameworks were all, like, big picture, but that's why you have to put it specifically to your world and your neck of the woods. But I tried to make it across all of my experiences. So, to this question specifically.

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00:50:24.090 --> 00:50:32.370

David Brownstein: So, one, it's... take it as a form of flattery, you know, take it... take it as that. You're being asked for a reason, and yet.

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00:50:32.510 --> 00:50:47.500

David Brownstein: That's hard, because it's how can you, you know, really strive for your own future and your own work when you have to, you know, support others? And I would ask you to do, to think about a couple things. One is just the... it's a... it's a mindset shift. So.

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00:50:47.720 --> 00:50:54.069

David Brownstein: Put yourself in the other person's shoes, and, find out what's going on with them.

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00:50:54.160 --> 00:51:11.810

David Brownstein: And what I mean by that is, you know, there are certainly some people in this world that we have to pick up... pick up the trash from, so to say, that we don't care for, we don't like, we don't respect, all that kind of stuff. And if that's the relationship that exists there, you have to navigate that appropriately.

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00:51:12.010 --> 00:51:13.800

David Brownstein: More often than not.

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00:51:14.090 --> 00:51:37.929

David Brownstein: you're probably there to support someone who is having trouble learning something, is capable, but just not currently doing it at the level that is needed. So how can you use this teaching moment as an opportunity to show both yourself and that supervisor or that leader that's asking you to be a teacher? And that was one of those, like, balancing acts. You know, how do you go from doing to teaching?

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00:51:38.110 --> 00:51:44.849

David Brownstein: So again, use that as that opportunity to lean into that,

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00:51:45.040 --> 00:51:51.750

David Brownstein: lean into that, skill set of teaching. So again, there's more to it, but I want to leave time for other questions, but feel free to.

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00:51:51.750 --> 00:51:52.600

Amelia Paltridge: Thank you.

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00:51:52.600 --> 00:51:54.350

David Brownstein: Great me if you have other follow-ups.

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00:51:54.550 --> 00:52:05.149

Amelia Paltridge: Bab, thank you so much, David. This is one for Harry, and it's got quite a few upvotes as well that I want to ask Harry.

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00:52:06.220 --> 00:52:18.039

Amelia Paltridge: talks a bit about how to avoid being so good at your job to a point where senior leaders may not want you to move up, as they don't want to lose you or your skill set, which...

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00:52:18.430 --> 00:52:37.790

Amelia Paltridge: I know can sometimes be a sort of tricky thing, or being in a team, which is really great, having a manager that really kind of values you, but kind of not wanting, to feel limited, I guess, and change that up. So, what are your thoughts on that? Maybe being too good for your job?

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00:52:38.460 --> 00:52:48.440

Harry Phinda: Yeah, I think, so, my gut feeling about that is... is that's a good thing, And,

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00:52:48.720 --> 00:53:02.540

Harry Phinda: And actually, you shouldn't, sort of, shy away from being too good at your job. And the stark reality of it is, is not only are you... so if they do think that, and they don't want to lose you, you're...

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00:53:02.540 --> 00:53:11.959

Harry Phinda: I think you need to just have an honest conversation about, okay, great, what are you going to do for me here for me to continue to grow? Because if you're too good at your job, you know.

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00:53:11.970 --> 00:53:25.610

Harry Phinda: where are the stretch moments? Where are the bits where you're put outside of your comfort zone? And just be really clear about that, and say, look, like, I'm really enjoying this, I would love some, more stretch opportunities, which would help me demonstrate even more

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00:53:25.690 --> 00:53:43.029

Harry Phinda: and help me grow even more, that... that I'm ready. Because the stark reality of it is, of course, you don't want to lose a great resource, but I think... I think a good manager, and again, this is the difficulty, is a good manager would... would actually want you to... to do that, and to want you to progress,

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00:53:43.040 --> 00:54:01.490

Harry Phinda: And we'll give you the opportunity to be able to do that. So don't shy away from it. Don't hide your talents, or sort of, like, or go, oh no, like, I can't do that too well, or do that too quickly. The whole point is actually that, you know, if you want to grow and you want to learn, you're going to want to go to the next level, you need to be explicit to them about

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00:54:01.840 --> 00:54:05.529

Harry Phinda: How are you able to give me the opportunity to do that?

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00:54:06.900 --> 00:54:08.050

Amelia Paltridge: Wonderful.

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00:54:08.240 --> 00:54:13.700

Amelia Paltridge: Thank you for that, Harry. And David, I was wondering if I could,

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00:54:14.130 --> 00:54:19.739

Amelia Paltridge: sort of follow up on that question a little bit, of what your thoughts are, if you...

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00:54:19.980 --> 00:54:32.560

Amelia Paltridge: Maybe don't necessarily agree with, the feedback your manager might be giving you about where you could be going, or where you should be going, your kind of route, whether you should stick with the role for a little bit longer, but you feel like you might want to

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00:54:33.020 --> 00:54:40.000

Amelia Paltridge: move out, how do you kind of see that balance as well, just kind of following on from what Harry was saying there.

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00:54:40.600 --> 00:54:43.960

David Brownstein: Yeah, I think it's... you have to...

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00:54:44.540 --> 00:54:56.010

David Brownstein: know what is the vision that you're putting in place for your future, your career future? What are you looking to do? Because you might be in a role where you need

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00:54:56.420 --> 00:55:11.840

David Brownstein: either X number of years, or it's giving you an opportunity to manage a certain project that will help you get to where you want to be. So even if you're getting certain feedback you don't want, or you're getting slowed down in your progression, you might still need to sort of, you know.

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00:55:11.840 --> 00:55:26.759

David Brownstein: swallow the pride a little, and say, okay, I know I need to finish this project, or I know I need to do X, Y, or Z, because it's actually going to help me leapfrog to the next thing. And again, as Harry mentioned way earlier on, it might not just be up

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00:55:26.760 --> 00:55:37.240

David Brownstein: directly, linear. It might be, I need to do this in order to set myself up for something over here, or I need to take a detail opportunity, I need to go do this temp... temp work.

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00:55:37.390 --> 00:55:50.229

David Brownstein: And then it'll help me. So, there's that balancing of, like, you might need to just kind of, like, swallow your pride and do it so that you know it's gonna pay dividends down the road. And... someone put it in the chat, like.

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00:55:50.350 --> 00:55:56.299

David Brownstein: you know, let's be realistic of where I think the working world, the... across industries, where we are right now, it's like.

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00:55:56.360 --> 00:56:08.229

David Brownstein: loyal, you know, yes, it's great to be loyal, I've been where I am for almost 7 years now, like, it's great, you know, long-term public service, and maybe there's a different agency, maybe there's a different department that

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00:56:08.230 --> 00:56:21.430

David Brownstein: you know, will give you something else, is going to recognize you for what you're bringing, and you should start looking into those different opportunities. Not telling you to go to the private sector, let's stay public servants here, but, you know, there might be other opportunities for you elsewhere.

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00:56:21.830 --> 00:56:31.910

Amelia Paltridge: Yeah, definitely. And I think that was sort of... thank you both for answering, that sort of question. I know there were a couple of different questions in there touching on that about...

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00:56:32.240 --> 00:56:40.980

Amelia Paltridge: you know, how to know when you're shooting for the stars, or finding that confidence to know that you could do the role, so thank you.

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00:56:41.140 --> 00:56:44.860

Amelia Paltridge: I reckon we have time for maybe one more question,

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00:56:44.870 --> 00:56:56.320

Amelia Paltridge: which, if we have time, you guys could both give a little... little answer to if you'd like. But it's about mentorship, which I think leads on a little bit to finding your path.

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00:56:56.320 --> 00:57:08.199

Amelia Paltridge: and figuring out what other opportunities there are out there, and maybe finding somewhere else to your manager to kind of give you that confidence and that insight. Just about how to go about

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00:57:08.200 --> 00:57:13.850

Amelia Paltridge: that mentorship. What sort of things to say, how to, kind of.

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00:57:14.150 --> 00:57:23.579

Amelia Paltridge: bringing those conversations up, that sort of stuff. If you just have any kind of top things off the top of your head quite quickly, like little bullet points, I'd love to hear them.

Harry, I'll come to you.

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00:57:25.250 --> 00:57:26.450

Harry Phinda: Sure,

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00:57:26.460 --> 00:57:37.740

Harry Phinda: I would say, make a plan for them. So, so say, hey, email before and say, hey, this, this week I would like to discuss this.

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00:57:37.740 --> 00:57:56.579

Harry Phinda: And use real work examples, that you're currently dealing with at the moment. So, saying, hey, I'm finding it quite difficult, actually, to speak up during meetings, or I'm finding quite... or actually, you know, the question that was posed before about, am I being too good for my job? How would you deal with this in this scenario?

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00:57:56.690 --> 00:58:12.710

Harry Phinda: And also, so yeah, I would say email before, definitely make them real work scenarios, and then do one where it's about the future. So say, hey, actually, I'm thinking about what progress might look like, you know, we've been talking for a long time.

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00:58:12.960 --> 00:58:22.429

Harry Phinda: I would love to explore what that could look like in this industry, or that industry. Do you know anyone in this industry that I could have a conversation with? So again, being quite bold about that.

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00:58:23.030 --> 00:58:30.700

Amelia Paltridge: Amazing, thank you, thank you, Harry. David, do you have any kind of one line I'm going to ask you before we start wrapping up? I know we're running out of time there.

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00:58:30.700 --> 00:58:49.279

David Brownstein: I echo and second everything Harry just said. I would just add, great mentorship relationships are just that, they're relationships. It's two ways of learning. You might have a teacher, you might have a guide, you might have someone to answer your questions, but a mentorship is truly two ways. So think about if it is someone who's

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00:58:49.390 --> 00:59:04.169

David Brownstein: 20 years ahead of you in terms of not age, but just, like, ahead of you in your career growth, they're probably going to be able to learn a lot from you. So the more you can make it a two-way advantage, or a win-win.

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00:59:04.220 --> 00:59:13.899

David Brownstein: that person is going to want to stick with you, and keep having those conversations with you, and give their time and attention to you, because they're getting from it as well. So that's all I'll add there.

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00:59:14.370 --> 00:59:27.999

Amelia Paltridge: Thank you, thank you so much, and any questions, feel free, that haven't been answered, everyone, there are some great ones. Feel free to pop them into the career development community. There are lots of wonderful people who can also give their insights and conversations there. Freddie, over to you.

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00:59:28.720 --> 00:59:49.039

Freddie Price: Great, I will close us out very quickly. I hope you'll join me all in saying thank you, first and foremost, to David and Harry again. That was really fantastic. From both, thanks to you all for investing in your learning as well and coming, because we know that's a really tricky thing to find time for. We have one final poll that I'm going to squeeze in in this last minute, just...

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00:59:49.040 --> 00:59:54.540

Freddie Price: how you felt about today. This helps us improve the experience. We really appreciate your response to this.

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00:59:54.540 --> 01:00:13.519

Freddie Price: whilst you're filling this in, I want to share a few more events that you can register for soon. We've got Communicating More Strategically at Work, that's next Thursday. Futures Thinking Fundamentals for Busy Public Servants, that's in two weeks' time. We're also continuing our AI Skills Labs series next month.

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01:00:13.520 --> 01:00:19.469

Freddie Price: with AI for meeting management, those are all gonna go in the chat as well, but check them out on the platform.

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01:00:19.890 --> 01:00:34.950

Freddie Price: That's all we have time for today. I hope you found it helpful. Thanks again for joining. Keep an eye out for the email coming with today's recording as well. Don't forget to post in Amelia's,

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01:00:34.990 --> 01:00:43.579

Freddie Price: post in the community if you want that article as well, and we hope to see you again soon. Okay, that was one minute. Have a great day, everyone, and goodbye.

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01:00:43.900 --> 01:00:45.310

David Brownstein: Thanks, everyone. Take care.

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01:00:45.310 --> 01:00:46.140

Amelia Paltridge: Thanks so much.