Participant four – 25/06/19 spoken very quickly with very few pauses.

DT: So thank you very much for letting me interview you. Would you mind confirming that you're happy for me to interview?

P7: Yeah, of course.

DT: Great. Thank you very much. So, um, can I take you back about all probably a year and a half ago, when you were starting to look for your placement? So could you tell me a bit about your placement search and how you ended up at XXX?

P7: Yeah, yep. So predominantly, uses a lot of online job kind of pages. So “Rate my placement” was one that I always used and I was fortunate enough actually, that my mom does a lot recruitment and she's a general manager, so she kinda knows the best places to work. And at that time, I didn't really know what I wanted to do and whether or not I even wanted to do a placement it was kind of just kind of very casual searching and going through it my placement and I knew I want to do something in marketing and communication, umm funnily enough, because that's kind of changed now. That's the whole point the industry. But I, I looking and looking and then you saw XXX on there and you just think that would be amazing wouldn't it, like you know, they think if I don't apply you'll never actually find out more and they're just sitting there and just going through it applying and you kind of forget about it get back on with university work, you know, thinking about it thinking about it and I had another one on table as well from XXX which was wine distillery and they do a lot with alcohol and that was something to do with media as well, so I had both going on at the same time and I went to the XXX assessment centre, daunting, frightening, but a privileged situation to be able to go there and speak to some hiring managers and other other umm kind of candidates as well. Had a sit down interview with one and we had a presentation so we had to try and align ourselves as you with a charity of your choice or business or your choice so I remember doing it on the against malaria foundation as XXX endorses anyway and does a lot of work with so delivered that and that went really well and starting with the presentation is really nice as well because it started with like the most daunting thing that you don't want to do and then after that everything kind of feels so okay. I can walk.

So delivered that and then we had a bit of a break and went into a couple group tasks which, which are quite nice. And the interesting thing as well and had my assessment centres that there was only three of us on the day. We were sitting there in reception, and we were all going surely everybody wants this is getting late, it isn't a very good impression is it? And then head of recruitment comes over. He goes, Yeah, I think this is just you three today, we were like, Oh my gosh, and the other person who called Xena she was there with me. She got a job here as well. And so sat down and I have a really funny story about my interview and we sit down talking and there's a head of legal I’m talking to and sitting with the legal team and she said, had a nice discussion, kind of classic kind of interview. She finished with their kind of classic with which recruiters have that one question which is very personal to them. They said well what keeps me up at night and I remember sitting there and going what a horrible question you could have asked I don't know. I don't know. So I really stupid it. I said, how maybe your kids or even your husband, I don't know. And she started cracking up laughing. She was honestly she was in hysterics and I didn't have to laugh. It's funny, how that works. I said, you know, what's going on with Silicon Valley and GDPR what's going on with Brexit and artificial intelligence stuff and seemed to be the perfect answer that she was looking for. And a couple days later, I got the call, and I got the job. And I remember when I got that job, I kind of had it open and I remember XXX at the same time I’d been to their assessment centre and they were quite pleased with what I've done in my interviews. They gave me some really good feedback and then they said really funny probably not the best idea of me by she's they gave me a thing they said we always take a maths exam and I said, I haven’t done maths since GCSE and if I'm if my roles gonna be predominately maths based, I'm probably not gonna enjoy it and at the same time I had the job offer from XXX and I just thought thank you for thank you for time but gonna have to decline any kind of continuation of that, and I accepted the job at XXX.

And then daunting stuff, joining a massive Corporation. I mean, I wasn't the kind of person who was blessed with intelligence or kind of, I know it's not so like, self deprecating. I kind of grew up and I didn't understand a lot of subjects like science and math they didn't resonate, English always did (all laugh). I can't count numbers, and I feel like I must be dyslexic. I don't know. I just can't do that. But yeah, we're going into some of that. But yeah, and I mean, it's just I'm you're here now. And I mean, you kind of go into that kind of thing. And this is it was daunting. But once you get going, I remember we had our our onboarding. So yeah, three days where you'd spend just with your cohort from industry leads and people want business security, that kind of stuff and you do a lot of team building, things like that. And I remember calling my girlfriend after second day and I said, I'm not sure I get along with anybody here because I just don't feel like I really there's no one here that I have a lot in common with and she was like she was I know you're judging it to quickly you need to have a chance, and I was like XXX I'm serious, I really don’t feel at home here, I don’t feel at home. And I joined a couple, really go into things a couple weeks later and really kind of push myself into doing a lot with the community, I decided to join a team called tech pathways and led the team so we delivered digital skills sessions to underprivileged young people around kind of East London and those kind of areas and that was a massive passion of mine and that forced me to present which I wasn't comfortable doing and happy to do it now, it forced me to present, it forced me to really come up with unique days and to help those in need which I think aligns of what XXX do a lot. So that's something that I was incredibly proud of it umm and it built my confidence. And I mean, a year later its funny how quick a year in industry goes, it makes me worried a little bit (laughs). But yeah, no, I mean that's pretty much that's pretty much the process and all the whilst I've been doing my internship here I've been uhh looking for opportunities whilst I’m at university as well, so I've decided to become a lead ambassador for Canada water which sounds really funny, but in Bournemouth and this obviously are infinitely infinitely recycled plastic uhh uhh so just packaging eliminates the need to plastic waste and they're really cool and impressive company and so we are delivering events in Bournemouth in the campus and the goal I've got, the strategy that I've got is to try and make the connexion between the company and whoever is necessary at the university to try and get it, I want to get it stopped because I used to notice way through my intern year, how much people might me, myself and all my friends we buy one bottle of plastic water a day and no one would take their bottle in and I thought that was shocking and especially look at the climate emergency. It was just when it was just when you see it you just realised that there are alternatives. (DT:Yes), and they are the exact same price as well and I mean, considering that a lot of people I found preach about that kind of thing, climate change, climate change and they just go in and they'll buy just plug things, they I don't need to and they could easily do something alternative. So that's what I'm doing in final years and so I think what's been the best for me as I've really found my passion been here, like I mentioned earlier, I was doing marketing and comms roles, media, My degree is media and coms and all the way throughout that course I never really thought where I could apply it to, so there was lots of theoretical work, it was a lot of English, a lot of economics, a lot of history, a lot of contemporary media and that kind of thing. And I never thought where am I going to apply this knowledge and why didn't realise that this is vocational the end of the day, you get a wide range of skills, you understand politics, you understand the politics and history and that gives you the foundation, then you can go into an industry and you can apply that kind of knowledge.

Umm I was lucky enough where I sit in corporate external Legal Affairs, and I do my marketing and comms, but the underlying point is that we can support our customers and they trust us as a cloud service provider. So how we're reacting to things externally, so things like, umm you know, law enforcement, access to data, things like frictionless flow of data between borders, how we're reacting to GDPR, how we're reacting to Brexit. So although I was doing marketing, it was very much business to business. And I found that I actually really loved customers. And I really love that nature of engaging with them, supporting them, building relationship with them understanding their needs. Umm so (pause) in about the first couple months, I spoke to my manager like that quickly, and I said, I love I love what I'm doing now about really, my eyes kind of wavering over to, to, to being customer facing. So we started looking at different kind of opportunity roles, started talking people just around the business, you start to build up the networks saying I really want to do this, need to want to have that deep understanding of what we offer as technology and what our customers facing. What what challenges are they facing in the world of digital or something they've never faced before. And you know, it's unprecedented for a lot of people. So what are these customer concerns and challenges? And everyone was saying be technical account, technical account manager. So they're working on that since about October, and I've got my interview for it tomorrow (laughs). So we'll see how it goes. But it's it's, it's really interesting to see how a year in industry changes you as a person because, you know, I didn't really have much. I always had a work ethic and always wanted to succeed, but you don't know where you're going to do it. You know, what's going to be best in you. And even if you have a year in industry, you might end up thinking, I don't want to do that. That's equally as valuable as finding something that you do. Yes. So yeah, that's kind of a story that was really long winded (laugh)

DT: Well you've answered several questions in one go soo that's pretty dam good (laughs) That's fantastic. No, it flowed very nicely. Excellent. Umm can I take you back a little bit though about your current job? In fact, what was your job when you first started here? What What did you mainly do and how was that progressed during your time here?

P7: Yes. So umm I think the important thing to understand is that I was very fortunate with the role I landed because err kind of knowing attorneys and knowing lawyers, they're not the greatest marketers, and often not the greatest that engaging with, with customers. So they would lead me to be the expert and err all that kind of thing. And I felt like I could be the thought leader and in that in that area. And I, would we I managed a legal compliance community in essence, that's what I came in to do and that's, all our strategic accounts, so the top kind of 40-50, all of the cyber security or the policy regulator and all the umm you know legal and compliance with those kind of people in those accounts. And we would organise sessions for them, we organise our legal briefings, we would organise roundtable, things like that so that they can have that ongoing support they can trust XXX as cloud service, which is the most important thing in this day and age. Umm but oddly enough, that started to change a little bit because where once it was I kind of came in related, right - we're going to do three legal briefings over the course of the year and they said, we really want to September one up in February, one at the end of the fiscal year. Umm we did the first one and there was all up, so we had kind of all different kind of industries, financial services, manufacturing, retail, everybody there and we were given very general advice. So kind of like what is, umm you know, artificial intelligence or cognitive services, what are we doing and what do our online service terms look like? Something everyone can relate to, but it wasn't interesting in that all also nobody felt like they were getting that specific yeah, support that they needed. So it was interesting enough that we had a big discussion about it, and we decided to go industry specific. So we started to deliver more personal engagements to people with specific problems. So that was a lot of work in the making and then in about May last year, well May of last month sorry, about the 13-14th we delivered one for financial services, which is a lot of work and based on the ethical design principles that they're going to use artificial intelligence and you know, what are the key kind of criterias that need to be concerned for and we had external speakers and internal speakers come in to talk about I think we had a gent called XXX here from XXX, a law firm, and he spoke about his framework for responsible AI and we had one of our attorneys talk about what XXX key a key criteria like transparency and that kind of accountability and then we also have err one somebody from financial services who would then bring those kind of principles to life and bring give examples of that and then we have time afterwards for discussion and conversation then it was time for meetings, but it still wasn't most electrifying thing in the world, but it's what customers need. (Dt:Yes). Umm and that's how I found my job change. It wasn't so much you can do this, this and this. It was we did one thing we realised that isn't the most impactful thing we can do it it's not the best use of our time being four or five attorneys and next thing you know, strategizing in different areas and I found that I was doing a lot more customer engagement than I thought I'd be doing. So I was doing umm a lot of kind of soft sell peer to peer. So we would sit one of our in house attorneys down with one of their, with their legal operations and their legal team in there, maybe even their CTO at times. And we will talk about, you know, how we can change the way they work. So we can, you know, incorporate artificial intelligence to remove the kind of mundane tasks, how we can use Office to, you know, like Efive, the best kind of version of Office to kind of boost collaboration and productivity. So those kind of cool things and I always think that has a monetary gain at first of all, so it's really interesting to see how, as terms of XXX of who we are, how we can really change the way people work. It's interesting to see that we are often in that space considered as thought leaders and experts at the time and doing this kind of customer engagement and think I'll be doing that I thought I'd be simply doing the marketing communications but end up being a lot more customer facing working directly with them.

So that's kind of how the role changed and when you join you don't know that you're going to get a stretch project as well, I’m sure Amy before spoke a little bit about that. And they just how you do it and they say you've got 70 20 10 split on your on your work and they say 70% is on your core job. 20% is on the stretch project, 10% is on personal development time and things like that. So umm kind of looking through all of them, you know, you had the kind of sales, you could sell xxx or 20% you can go into milk round to go back to university, another 20% I'm sure you know about. And then you could do social impact, which I always wanted to do. Just given, I'm just I'm just a little bit like that. I just if it's 20% of the time, I'd like to help. (DT: That's what I want to do). Yeah, possibly the one I wanted. So you know, it was all about then you had a choice of four teams. One was chats digital champions, so being able to digitise charities and save them money. We were predominantly quite low capital. we had Gen code which was about was similar to my team, it was about encouraging coding for underprivileged people, but umm mine was about just generally teaching digital skills so had a bit more scope in what we could deliver. And XXX to year 8 girls before they pick their GCSEs . So yes, it's all kind of STEM work, which is heavily endorsed and it's really important work actually. So yep I chose tech pathways and became the leader there and is that was a large bulk of work I found so although it was 70 20 10 I found it was more like 50 40 10 to be honest with that, and most important thing to notice was that social impact sits in my department so kind of all fitted in err all kind of perfect. (DT:Yes) so was doing a lot more work there. So when I was looking at the job description, you're looking at marketing communications, and you end the year and you realise you're doing sales customers, working with some underprivileged children. I mean, it's you wouldn't think it and I'm incredibly, I was incredibly grateful. Even though I did get stressful and hard, but when you look back now, this is amazing.

DT: It's absolutely a fantastic year. Really interesting

P7: Yeah, yeah. I've just made sure that, you know, I worked incredibly hard to get here in the first place and you know, I didn't get the best university grades I was hoping to get, which is my fault (pause), frankly, you know, when you don't work as hard and you look back and you realise you should have done. And so I was grateful enough that my manager gave me an interview. Err she saw a quality in me and that, you know, I'm not going to take that for granted in any sense. I just made sure that when I came here just did her wishes I shouldn't have done and just said yes to everything that came along and again you get me on board, get me involved. And that forced me to like to present, have to create strategize, to fill up make agendas and for young people could come in and it really did it kind of enhance who I was as a person I suppose. Because I was forced to do things which often I would go off crap i mean amount of times the night before I’ve gone, I’ve got this tomorrow and but you just get you just get used to it and that's how you build yourself as as a character. I'm sure several the time that you have to do things that you're not comfortable with. You do them. You know, I've got this presentation interview tomorrow and I've got another presentation next week and I mean, a year ago, I would have my heart would have been beating my chest and to an extent it is tomorrow, but you can't you can just take these things in your stride now, which is a skill that I think industry can can give you that others can't.

DT: Absolutely and so do you think that's one of the sort of skills and competencies you've developed during your time here, your presentation skills?

P7: Absolutely, absolutely. Yeah.

DT: Are there any others?

P7: I think maybe others presentation skills, communication skills, so being able to talk to different groups of people. So when I think about the work I have to do, I have to talk with account teams. I talked to sales teams, I've talked to in my department, government affairs, corporate affairs, five attorneys and trying to talk to five attorneys brings its own challenges around. So you know, there's communication skills, the you know, the the work ethic and the wanting to drive to really do quality work is something that the industry can give you to find that passion and also think as well, just those soft skills as well, and knowing how to really, really kind of carry your work and knowing how to, you know, if you start off in one area, and you have to formulate, so why we say for that, let's give it a context. So my girlfriend does, she works out a creative agency and she'll wake up to get to work and her work will be there. And she'll do it. And it'd be a lot of work but it's there for her to do it. She can tick it off and and go, going home, leave it for the day. My work is very much., here's a problem statement, go fix it, go talk to the right people around the business strategize, find the right way of doing it and let me know how you get on. So being able to have that initiative to bring the right people in who are people in lead meetings, execute meetings, to send out follow ups do the work yourself and start from an area where you didn't have anything can finish and say, Wow, I've actually done all of that from starting with nothing. That's a skill I never thought I'd have. It is in you, it's just trying to get it out. So yeah, I'd say those skills.

DT: and it sounds as though you were given lots of autonomy which some people can find quite scary. (P7:Yeah), it sounds as though you thrived on it.

P7: Yeah, it was scary first of course. Umm but you know, I just got thrown in the deep end and yeah, there's always support when you need it. Umm Well, I kind of thrive off autonomy as well because I also don't like people telling me what to do so I like, I like saying you know, this is what we're looking to do, what do you reckon you can do with that? And I mean, at first it was daunting and I'm sometimes I didn't like it because I'd hear what other interns are doing and they’d say, you know, I'm having so much fun in this team, I do a little bit here and a little bit there and I'd be like I don’t know what's going on, I’ve got this whole thing to manage and I'm like, I don't know how to navigate that kind of thing. But you know, going through everything now when I when we finished down a few months ago. I even got to the point where I just messaged my manager and I'd say I've got really good idea and I'll sit down with her, okay, look, I want to make something like an impact monitor or something like that on itself. So umm yeah, we can, we can, we can what’s it called, take all the the metrics and all of the engagements we have over the year and we can look at all of the roles that people were in and what was the outcome, what was the follow ups and what accounts were there and have kind of an engagement like so when we look at it from the previous year, we can just visualise where we went wrong. What did we do that didn't land very well with customers and that way, we were able to easily share our learnings, but also kind of in the following year to strategize and to be able to look at what direction they want to go in, in four years. So that's something that you can just think about. You do. (DT:Yeah.)

Yeah. So it's that kind of confidence. Yes. Through being in the role for a little while, though. I didn't have a first of course, but you kind of grow into that kind of thing.

DT: And I was going to ask you about confidence. So do you think that developed over the year? (20.39)

P7: Yeah, absolutely. Confidence is, is something that that will grow the more you put yourself out there, the more you have to present it, the more you become aware of what you're actually capable of, as well (DT: Yes). I often think that when I wasn't confident, it's just because I was scared people would judge me and I was scared people would think I was very good. Actually, if you've got if you know you're capable of and you know your stuff and you, you want to put yourself out there and present and things like that, I was fortunate enough that when I started presenting I was presenting to 14 to 15, year olds 13 to 15 year olds, and when I talk about tech, you know, I know a bit more than them, so I'm happy to talk to them about and teach them because I'm passionate teaching other people things. So when I'm presenting that kind of environment, and I was confident regardless, and that's how you build up those kind of skills, we're doing it in that safe environment, and then really testing yourself and kind of, you know, such as University tomorrow, and I've had sensitivity and presentations to all the attorneys, which I thought they would have been a lot more than me and I swear to God, did you do that? And I go, Okay, yeah. And they'd be like, Christ you know, more than us on this subject and I’d be like oh thank you (DT: that’s fantastic).

P7: Do you know what, don't underestimate yourself, because you have got to show here and there's a reason why you're here and that's why the industry I'm so grateful that I've been had a year in industry and does take a bit of courage because you can easily just not take easy routes, umm but just bite the bullet just knowing that in a long time things are going to work out for the better. That was pretty critical for me.

DT:Yeah, absolutely. And do you think your manager has had any impact on your year?

P7: Yeah, absolutely. Absolutely. She's she is, to be fair to her incredibly busy. She heads up legal at the moment and you can imagine what that’s like with data and Brexit and things like that. So she was incredibly busy, but umm she always supported me, always would talk to me if I needed help, always, when we sat down to have our business review, she would really create this narrative based on who I was, at the beginning who I was in the middle and at the end. And you know, I'd always say to her, you know, I just I was on the phone to her about an hour ago going through these presentations, and she'd say, right, you should take this with this with this way. And and you know, depending on how busy knowing how busy she is, from the fact that you've just recently she's calved the time out of her diary just to sit with me and just listen to me present. And then she'll go actually take this out, take this out, what you need to rephrase that bit, rephrase that bit, but you're, you're doing fantastically. I was on the phone to her yesterday and I umm said to her, I was like XXX, I'm so nervous and I was like, I don't know if I can do this. She was like don’t be an idiot, you are so much further ahead than I thought you'd be. So it’s that support whenever I do start to question things. She goes, No, you're an idiot you’ll be fine. She's been incredible for me. That's right. Everybody in the team has been really, really helpful. Yeah.

DT: Yeah, I was going to say sometimes within teams, you will gel and it almost becomes “we” rather than “I” do you have that feeling within the team or?

P7: I do with all I do within with why stretch project team I do with that. I found there's a little bit of a disconnection with the legal and with the Corporate affairs stuff, because it's very dismantled everything to be honest because you had all of the attorneys kind of sitting there, I'd be involved in meetings and stuff, you'd have four full time employee attendance we had one umm person comes in as a contractor to deal with contentious disputes, so kind of reports from customers and consumers and stuff. And we have one person who's come in to handle all the inquiries about Brexit. So in a team of four, two are contractors, they don't really get involved in the strategy and strategy work, four of them do. I was marketing and cons, I was quite clearly the intern. So I felt like there wasn't that sense of cohesiveness and the team at times, which is a shame, but I also don't know how you overcome that because you've got people that are right at the tip of the work and then you've got one person who just come into industry and how do you kind of make him feel at home and they did their best and I still did at times, but there were times when I thought (unclear) and I, I don't you feel confident enough to speak up and say I don’t understand, because I thought I'm just a bit of a hindrance do you know what I mean. When I think about the wider team as well, we have corporate external legal facts, we have Corporate affairs, government affairs and then legal, so you have three distinct different departments. And there was a bit of a disconnect between how those teams could interact because they will do predominantly very different work. You look at kind of government affairs, they work with DCMS, and dept Culture, Media and Sport and they do a lot of lobbying government. And you look at Corporate affairs, if you will, of the philanthropy and they do a lot of the PR kind of stuff and you look at legal who do the customer escalations. (DT:Yeah). So when they have to come together and they talk, it's almost like what we're going to talk about today? If we all talk about everything will be here for three hours, we will talk about what embraces all of us will be here for 10 minutes (laughs)

DT: Okay, that makes sense. So umm, as you know, my doctorate is about psychological ownership. Umm and so I want to put ownership work means to you (P7:yeah), and I’ve deliberately left that quite broad (laughs)

P7: Yeah, I think ownership is incredibly important. And I think when people think about this, there is a trend at the moment that a lot of young people can't find fulfilment in work. Umm I don't know why, but I, umm watch umm I don't know if he's a lecturer, but he's kind of like uu, I don’t know if you’ve heard of him, Simon Sinec, who's incredible. And then he did a big talk about what he feels is the problem with the youth today, and while they can't find fulfilment, and you know, it was environment, it was technology it was their upbringing, and it was their misconception of the workplace and there's this misunderstanding of what impact is and that it doesn't come within six months. It can come within five years. But you know, it's important to be given ownership, to make you feel valued I think and that’s what I was extremely privileged to get, I was privileged to manage our LCC like I mentioned, I was privileged enough to make those kind of decisions and I was considered the expert, so in that regard, I felt valued, I felt like I own something. I felt like I if I wasn't there, they would not suffer a bit, but they would, they would be have shortcomings because I felt like I was the expert and you know the leading with our stretch project as well as (unclear) A beauty of that is that they were kind of just these empty vessels, I'd say, and you could just go into the team and you could make decisions and you could look at what happened the year before you go, Okay, all right, we got we're a team of five, six interns what we're going to do this year, so we owned it completely. Because if I was, especially being a team lead, we can, I can make those kind of decisions. I was fortunate enough to lead a lot of things and often maybe sometimes too much. Umm You know, it's, that's critical, I think, to have at least a little bit of ownership. (DT: Absolutely). Get that. That kind of fulfilment, yeah

DT: Do you think there are any umm well, what are the positives and negatives do you think of having ownership? Or experiencing ownership?

P7: Yeah, I think it's a great question. So I think when somebody owns, when you own something you, you have to do it, it might sound really silly, but when you just have a big part to play, you don't get the whole case of learning experience from start to finish. Umm so when you are owning something, one of the great positives is that you have an all-around learning experience when you are kind of delivering on that work. Now sometimes the negatives can be that people don't understand your skill sets. So if you are going to own something and you don't feel you're capable of delivering on sometimes you can feel like, you might have a bit of imposter syndrome, you might feel like you are, you know how have I've gotten here. I don't quite know what I'm doing and I'm owning this now and don’t know I could do it. So in terms of how that could cause some anxiety in yourself and who you are. So is it definitely negative? But yeah, I think that's pretty what, what I’d say yeah. Yeah, it's a really tricky one when we think about ownership, because it's critical to have ownership, but its critical not to own everything. Because you know, if you do own everything, you will just stress out too much and you, you won't understand the true value of what you're doing because you won’t be able to invest yourself deeply into everything. So it's important to think about what are the two things that I wanted, that I valued the most, and I'm happy to own a couple things, where can I pay a bit part just to contribute to the greatest success? So I've, you know, met people around the course of the year who lead on everything, but haven’t delivered exceptional work in everything they've done, because they’ve been too busy trying to balance too many plates, too many plates at once. (DT: Yeah, so a bit of balance). It's all about, it's all about balance. So we’re fresh from university, we don't have the skill sets, we don't you know, this year, I've grown a lot, but I still don't have all the skill sets and I mean, it the balance is key to be able to say, I own a couple things and I'm happy to deliver and lead on a couple of things, but I'm happy to play a bit part in others and to think about, you know, for me, what a manager always says is you have to think about what is the business impact in what you're doing. People used to lead on a lot of things that would, you know, were great pieces of work, but they didn't really give them inherent businesses impact, and they would lead on them and you think that's great, but that's a lot more kind of vocation thats taken up a lot for the time. You're here to really contribute to the business's success. And yeah, that's that's, that's really important.

DT: Do you, do you feel ownership for XXX as the company, do you think in terms of “we”, has your sort of identity and XXX's merged a little bit?

P7: Yeah, it's a good question. Yeah, it, it has with the social impact stuff because I really invested myself into it and I really cared for it and I really became passionate for it as well. You know, when we thought about and I mentioned earlier, split into 14, so we added XXX into the XXX and XXX we're all driving towards one common goal, you know, delivering digital skills, being able to promote stem, and be able to get people into the corporate world, get them comfortable getting them exposed to it. So in that regard, I felt like we were part of one team because we drove towards one common goal. It's hard to feel like, it's hard to feel “we” at XXX, because it's a massive company and it does so many different things based upon, you know the whole partner landscape. It's just one whole other side to that brings like 95% of XXX's revenue in which is what you think about services landscape XXX, you know, you've got XXX, which is the consumer devices, you've got, got so many this vast area and you've obviously global domains and everybody's kind of mixed in, it's hard to feel like we're all driving towards one common thing at times, umm especially when I think about the relationship between contractors, full time employees umm you know, often there's a lot of discrepancy based on how much people feel like they are part of the company and that's part of signing up, its that's happened to my team and we have had things happen with contractors not feeling very pleased that they could be invited into certain social events of meetings because they were contractors, and they invested just as much into the company as anybody else. So when I think of it like that, it's hard to say you do for like a “we”, but in terms of your smaller groups, where you are driving towards one common goal that's where you do feel a sense of ownership and then and the sense of almost belonging in one sense.

DT: Yeah. Do you think XXX try to make in interns feel valued, make you feel part of the organisation?

DT: Yeah, yeah. Absolutely, absolutely. I mean, they invest heavily in their staff and they want to keep you and retain you and, that's what the idea of the company is they invest your time into training a lot of time into, you know that 10% can be go learn yourself taking courses, learn new things, I started introducing learning days where you can take entire days out of work just to learn new skills. And you know, what they do in terms of how they treat their employees. Umm you know, we had a subsidiary of the year party last year and that was that was at Battersea Revolution in London and we had like a few, Rudimentall/Annie Mac played a massive banquet, 3 course meal, so in terms of that, yeah, definitely do feel valued by them and the way they support you in terms of you as an onsite gym and dentist and doctors, you can go there. Umm you know, the work done as an intern is also really important and it just meant, you know, you don’t just make teas for everybody. So you feel valued when you're here umm absolutely, I would say you do.

DT: Yeah. Um, do you think other staff feel valued?

P7: I think most staff will valued I think some staff like that just said, when you look at the contract, Some some people don't feel valued often for good reason. Umm full time employees, I think I think do, I think the one thing that I've noticed that, you know, there's cropped up a lot is that people don't feel like they have the Career Mobility that that they'd like to have, umm I think in terms of Yeah, I'd say so. Yeah, yeah.

DT: Do you think you own your career? (P7: Umm?) Own your career?

P7: Yes. What do you mean by that?

DT: Well, um, do you take control of it I suppose? (33.37)

P7: Yeah. Yeah, absolutely. Absolutely. Yeah, yeah, I mean, but since up since I've been here, I've started to move very, umm those set decision where I want to take my career so I'm, I've learned from the last eight months I've wanted to be customer facing I've learned that I want to do that and I want to be involved in tech. And I think, you know, you have to think about whether you want a job or a career that's what you have to consider. I think from from (pause) 16 to 19, I didn't know what I wanted to do and I was a bit lost and that’s fine that I just fine at whatever age, umm but I think that since I've kind of got come here, I've noticed I want to (pause), I want to change the way people work, I want to change the way people behave, I want to get people closer to customers. And what they usually say is you want to glue them together. And I want to be able to kind of use my knowledge and in, in politics and history and umm in those kind of spheres to be able to help kind of make a difference for people to use tech for good. And especially when I look at kind of artificial intelligence, things like that, so now I'm incredibly passionate about (unclear) so to get close to the customer and I think in the last couple months, I've noticed I really want to work in fashion or music based about hype about combining technology. That's the beauty of technology is that technologies can can is a click away industries. So when I think about I've made this decision now to go into technology and move into now using technology to kind of apply it to fashion or music, a cool move for me I think (DT:Yeah), I do I do own my own my own career because I think that's you know, that's this is your life and then you want to do something that you enjoy something you get a lot of fulfilment from that, yeah, you know, I think it's each their own personally I think I, yeah.

DT: Do you think you've shown ownership before you came into this job? So maybe with your studies or with a part time job previously, any hobbies?

P7: Yeah, yeah, yeah, I have, and (pause) I haven't, you know I've always been umm, I've always been a leader, because I always think if you want to do something right, you can just go do it yourself. Sometimes we stay on this way of doing and, but for example, I I used to work at Ascot Racecourse, so there were loads of times back then when you had people who were coming in that didn't really care and felt like I had to be a leader in those situations and you had to kind of own it. Umm in, in my studies, I feel like I'd sometimes didn't own things or I would, but I’d be really demotivated when I would think I've delivered a really good piece of work, get a really not great good grade for it, I wouldn't get the I would get the closure or the understanding of what I've done wrong a lot of in a lot of senses. I’d look at other people and everyone's done really well and I'm just think I'm not getting, I'm not getting actually getting the support I need because I don't feel like, I'm people are really telling you where I'm going wrong. I feel with my studies at times, I was bit, got deflated umm but it something I took myself to try to keep owning but sometimes when the motivation does get a bit lower, it's hard to want to own things. But yeah, it was kind of swings and roundabouts, but for the most I've always, I've always put it on myself because I always say nothing comes easy to you in life and you have to work to get certain things. So I've always made it important to to own my studies and you, you know, especially since I've been here to own my work and take ownership for that.

DT: final question then and it sounds as though you've had a fantastic year. What do you think has been your main sort of contribution? Or what, if you had to sort of think of two or three things where you think, well, I developed and changed that and made that better? Or I did this and that was quite unique.

P7: Yeah, yeah, definitely. I could I can give you three areas, because that's what I'm doing my interview tomorrow. (DT: some good practice then), Definitely, so first of all, was our legal compliance community so when I was managing that, and we were, umm you know, we were giving legal briefings and peer to peer that was somethinging, where I think we delivered really good positive business outcomes. So which I think was really unique about the work I did, which I think was, which was new and kind of left a bit of an impression on was when I worked with some of our high potential sales teams that I gave a bit of consultancy based on the training they needed for ethical AI in financial services. So I gave consulting to them and I aligned them with the right resources in the company if they wanted to make speedy kind of sales, but they do it rightly, ethically, which is, you know, aligns with what the company needs to do as well. But also, most importantly in that regard, as I was actually saving the attorneys a lot of time because they were the one who's going to have to spend that time to have calls, to understand their needs, deliver that training. So, you know, I consolidated all the information down, I presented it back to the team. I saved them what my manager said today was about a week's worth of time. And if they can invest, invest that time into customer escalations, which is far more important than we've needed to have done a great job. With with my social impact team we created a relationship with our local regional government. So you know, corporate, our corporate affairs manager, you heads up the whole entire social impact said, you know, if you can talk and build a relationship, local, regional government, that's where the key is going to be and I lead on that, I strategized on that. And it was a result of a lot of hard work and by May 28, we invited XXX, XXX and XXX County Councils when their young people to come in because that gave us the demographic that we wanted into which, you know, when you look at underprivileged young people that, you know, they often are blocked by old communication systems, there hard to get hold of and a lot of GDPR makes things harder. But most importantly as well is that we actually created a bit of a youth team as an incentive to enhance relationships with customers as well. So managers would then go to, or sales managers would then go to their customers and say that we've got this day where we offer additional skill sessions, they bring the young people so they can enhance that relationship. So it really was kind of, from both sides. It was it was, it was definitely a positive for everybody. Umm we also created a site that, we also did in the team, we created a document which hadn't existed yet, which is this interactive digital skills umm kind of work that for young people. So when they finished an event, we'd give them a QR code, they they’d scan a QR code onto this document, and you learn about all the digital, so coding, IoT cloud digital skills, All that all that up all of it, you know, that wasn't, hadn't existed now used by a lot of people in the business with students, that's really important. But for me what's most important that we were creating fans like XXX fans from, like a really young age, you know, which is critical, so that, you know, XXX were with a company that was there to support them and gave them we kind of took them in and help them. And we also got, you know, we also reference a lot to things like agile students receiving going us to kind of immerse themselves in computing, they also could go and look at the education page, see what else we're doing, and the accessibility page because often the people who came in had cerebral palsy or they had kind of quite difficult disability, so we guide them to that and they could kind of explore all of the XXX services that they wouldn't have been aware of otherwise. So, you know, there's a few things we've done this year, which I'm incredibly proud of. Umm yeah, yeah, it's been it's been a good year. It's been a good year.

DT: Sounds like a fabulous year. Thank you very much