Interview with Participant One – 3 May 2019

**DT: So this is the interview with participant one, hello to participant one**

P1: Hello

**DT: Can I just confirm that you have umm read and signed our participant agreement form**

P1: Yes, I am happy to be interviewed and have read everything

**DT: Great. Thank you very much. Ok so, why don’t you start off telling me a bit about and the process you took to find your placement?**

P1: Of course, so when I was initially thinking about my placement year, umm the main focus of my thinking was what type of role or business area did I see myself in the long run wanting to go into, so as soon as I joined XXX uni, I know I wanted to go into business umm hence doing the business studies degree and it was really once second year came about and choosing umm my pathway which was project management and operations that’s when I sort of knew that a project management or a business management sort of role was the sort of path I wanted to go down. So ultimately you know I was looking at going for all levels of businesses, big, small, local, far from XXX as possible just so I could make sure that every option I felt I wanted to look at was explored umm, so I think the main criteria I looked at was umm not being too far from XXX in case I was gonna stay living here which I have done, umm the actual job role, the responsibilities I would have, umm looking at obviously the sort of salary you would get any of the bonuses you get because ultimately the job role might be great but if its not worth doing it then it’s a bit of a challenge. So I think I applied to 20-30 different companies umm, as soon as applications were opened, you know I went onto Rate My Placement, Indeed, umm all of the job sort of search tools and registered to be alerted when anything came up to do with an industrial placement umm, I just took as they come really and just keep looking at company websites, I drew up a list of, you know, I was looking at football clubs in case there was a management role in a football club as that’s a passion of mine, umm then looking at umm, business that I may have umm come across in daily life, banks, building societies, umm supermarket organisations where there were opportunities in their main headquarters umm for a operations role umm and then thinking ahead where business was moving and everything was transforming into a more digital environment looking at some of the technology companies. So it was a case of applying to as many as I could and then depending on the responses just whittling it down and down until eventually I managed to get into, to find XXX and hopefully everything paid off (giggled).

**DT: Wonderful, sounds like it was quite a proactive search, so did you go for any other interviews or**

P1: So I had four telephone interviews out of the 20-30 I can’t remember the exact number, but I got four umm telephone interviews back, so I had one at Aldi, ahh, Lidl (laughter), I had my XXX video interview and I also had a video interview for umm (pause) general, GE, General Electric. So I had four virtual interviews umm and then I got to the final round for Aldi and had a face to face interview. Umm which was unfortunately unsuccessful, umm then I had my final sort of interview and assessment centre at XXX.

**DT: And so what month did you find you had a placement?**

P!: So I eventually secured XXX in March, that’s when I sort of got my final contract through, umm signed on the dotted line and then could tell people. Yes it was around middle March. Umm a bit later than I would have liked, ideally I would like to have secured it before Christmas, umm but in the end the right opportunity came off and it paid off.

**DT: I think a lot of organisations final interviews are around March time, so whilst it would be nice to get the placement before Christmas, you have to go with the flow. Wonderful. Then you have your placement at XXX, how was your first week, what did the first week involve?**

P1: Umm first thing it was incredible we had the hottest summer on record so it was a brilliant week, but for the first three days we were one big cohort of interns who were looked after by the campus 101 team of that year, who looked after us, bought us in, we just had loads of guest speakers come in, so we had a talk on day one, a guy called XXX who was the CTO, umm so sitting there on your first day and you’ve got the CTO infront of you and you are thinking, wow (laughs)! This is pretty special and then some more talks from very inspirational people, umm just reiterating the fact that XXX is one big family, umm everyone willing to help you and you know supporting one another as an intern cohort. Umm it’s the key to having a really successful year, for those three days we had some group activities, so there was a company that came in and we were taken out onto a nice bit of grass area at the front of the offices and there was four different activity stations so one was a blind folded sort of navigation sort of task where one of you is a team leader, the rest of the team are blindfolded and you have to navigate them around obstacles and each of these activities gave you part of a go cart, umm that you had to collect or a tool or a piece of equipment in order to build a go cart for your team. Then you raced everyone and did heats and semi final and final and that was on day one. So that was a really long, tiring day, but fantastic DT:Um) and on the other days we had a XXX X-Factor activity, umm which was really fun because they gave us a song and a XXX product or service and we had to rewrite the lyrics for that which was quite funny to see everyone’s attempts, but it just meant that you felt really relaxed and got to know the other interns that you would be working with really quickly and easily. Because we were having a laugh with each other and literally spent those three days together umm, didn’t see too much of the business outside of the room we were in, but you know it was really nice to be all together and slowly split off until we got to our eventual areas.

**DT: So that’s really interesting, how many, how big was the cohort?**

P1: So there are 62 of us this year

**DT: So quite a significant number and are you still in contact with any of them?**

P1: yes, all the time. We have our own WhatsApp chat talking all the time, you see each other walking round the offices, occasionally you might cross paths in your job roles so you end up being on the same call with someone “Oh what are you doing here” nice to meet up again, but I think couple of weeks or so there is an intern lunch put in the calendar so we all come back together, umm just book a meeting room or an area of the offices and have one big catch up. Of course there is an intern committee, so this is run by interns as well and put on fantastic events for us – nights out and events, so we do still come back together occasionally for events and stuff so yeah we are really close.

**DT: That’s really interesting, so umm at what point did you meet your team then or your department?**

P1: So I, was very lucky to meet my manager on my Welcome Day that was in May because one of the interns that was looking after us, he was one of the interns that I was replacing and so took us out at lunchtime we went and saw my manager then, umm and then just had a short five minute chat to introduce ourselves. I meet her then and spoke to the two interns that myself and my colleague were replacing during the welcome day. So for that first few days we were with them looking after us and then the following week we were split into our business area. So at the start of the second week we were into our role:

**DT: So how many people are in your team?**

P1: Umm I wouldn’t be able to give you the exact number, cause I fall under a large global team so umm I fall under the Global Capacity Management team or GCM as we call it and this is sort of all of the resource managers for the various different XXX domains that we have. So for me I fall specifically under the SR domain and we have umm small team in the UK, there are resource managers across Europe, Middle East and Africa, the US and the APJ time, so there are a lot of us (DT laughs) and that’s just the resourcing side. We have all of the resources as well and their managers, umm so its been amazing just having such a large global network as one of the things that I have said in my interview at XXX was that I wanted to build the biggest contact of networks in the world and I actually have the perfect role for that.

DT: Yes

P1: And it branches at all levels of seniority, different job roles and just different countries and so I am very fortunate to be one part of this massive team.

**DT: Fantastic and did you get to meet your head of department during that week or are they in a different country?**

P1: So cause we are quite a global team we were not able to meet anyone face to face umm and so we were very much staying with the two interns whilst we ramped up with the work we would be doing and also working with our manager. So 90% of our time was spent with them, but slowly we were added into the bigger team calls and sort of introducing ourselves and so I think it was probably the third or fourth week where we started to know the actual things we needed to do in our job role. Once we could start to do that then we could join these calls as it would all go over our head (laughs), so we were slowly added to calls with the resources managers, umm and then we were added to the team meeting with just the SR domain on a weekly basis and then we were added to the all up GCM team meeting which happened for the EMEA time zone so yeah we slowly started to add up from there its just been a regular occurrence. Just being on these calls and speaking to everyone.

**DT: and so both the interns (sorry) who were handing over to you. What did they talk to you about in terms of XXX and the job role?**

PT1: Essentially it was one of the interns, XXX she put together a slide deck and one note file that was all of the information that we could possibly need and we spent a lot of our time with her just going through it and making sure we knew everything, as much as we could. She put together some tests, these tests written out we were doing on a weekly, daily basis, just to make sure that the information was being retained and we were still remembering it all. So from her side it was going over everything we needed to know umm but then, The other intern, XXX, was fantastic, he was there for like, asking some of the more not silly questions as they said that there were no silly questions, but asking the more less serious questions I would say. Just things like, how would you approach this situation and umm, I’m interested in this, what would you recommend I do in order to get an opportunity or speak to someone, he was sort of there keeping us calm and grounded. He would say you are going to be absolutely fine, you need to learn this stuff but at the same time, get to know a few people that’s the best way to learn who you are going to be working with, umm and yes we saw both of them to combine to help us to learn what we needed to do but at the same time not feel worried or stressed about it at the same time.

**DT: and did they enjoy their time at XXX or had they decided to look for other opportunities when they graduated?**

P1: No both of them loved their time, umm ultimately unfortunately there is no graduate role in our area so we have to look for different roles, but both of them are going to be coming back as graduates in September. One of them is going to be a project manager which is quite good as that’s what I want to do, so I can pick his brains about how he went about it and the other, she is coming back as a technical account manager, so two slightly similar roles – both customer focussed, but they are slightly different processes and tools in the background. But both of them absolutely loved it, didn’t want to leave, umm but they knew they are coming back fortunately so they have this year to enjoy going back to uni and then straight back into a job.

DT: The ideal situation for many people.

P1: Yes absolutely

**DT: Telll me a little bit about your job role now? How would you describe it?**

P1: So my official title is a resource coordinator and what my job role is essentially the same as a resource manager but not as senior. But what we do within our domain is we, so a higher level overview. The sellers sell to customers and they sell the services, what XXX are going to deliver for them, umm, for example if XXX University wanted to implement, umm a XXX office 365 product, they would sell that package and say these are the people that are required for it, this is how much its going to cost, everything you will get from it. That then comes into umm the GMC team where I sit and we’ll get requests in for project managers, consultants and domain architects umm, with the dates that’s needed, the hours, the skill sets that’s required and a bit of information about what the project is, what the person is going to be doing and then we take that information and try to line up the right person that’s the best fit for that role and assign them to it and they go off and they go and do the delivery side with the bigger account team. Umm so we are sort of the middle man between the sellers and the delivers, so for us and for xxx its really important that we have a view on all of the resources availability umm so that if we do have a problem we know exactly when everyone is busy, so if something comes in that we can’t use, a UK person for example, we are able to look at using an EMEA person, a IGD person or even someone from the US who could work remotely to help deliver that or we use one of our partners. So for us we play a really key role in helping to deliver whats been sold

DT: Yes

P1: That’s the nice way to look at it.

**DT: Umm. Sounds like a very important job (all laugh). So how do you know who are the correct resources to go with? Do you have people’s cv’s or information**

P1: So ultimately my manager she has been in this role for a number of years now, so umm she sort of has from memory a good idea of what, although there is specific terminology so a\_ clad related work or windows servers or office products, you have a good idea of who sits in that overall group and then once more specific requirements come in, you then start to work out who has what just from seeing who has been assigned to what in the past (DT: yes) and who she would recommend reaching out to. So that’s how it started off, so we would come in and she would say, we have had this request and we need a XX consultant, we need them in a months time for a four month engagement, can you send it to these two people and whoever comes back first to do it, assign it to them. So you start to make a note of, ok, an XXX person is this person, so they can do that, so the next time something comes in, if you know they are available go with that person. So its just a case of once you see the same people coming up for specific requirements, you then sort of start to learn it, but even now, umm I still use their managers and just say, I know this is within your team, but for this specific requirement, I haven’t seen it before, do you know who could do it and the managers are really helpful saying that’s fine, send it to XYZ and having that, almost like a similar sort of relationship as my manager, it sort of helps make the work flow really easy and comfortable.

**DT: Ummm, it sounds like a lot of responsibility, umm has the role changed very much since you started?**

P1: For me personally, umm the way we go about tools and processes its pretty much the same, picking up requests on the online tool that we have and going about proposing requests and suspending them if we need more information, that all is still the same, but in terms in where I am sat exactly within the business that has changed, umm so I am still within the XXX team as a whole, but when I started I was the resource coordinator for the UK, umm and now due to personnel changes at a higher level, I have now been moved to work with a newly hired resource manager in France. Unfortunately I don’t get to go there (laughs), but I working remotely I work with her now dealing with all of France assigning engagements, so a whole new network of contacts, so my aligned area has changed, but the job role hasn’t.

DT: Yes, but I guess you have got to get to know a whole new network and so its learning

P1: Yeah and especially with the new hired RM. She is still ramping up, so its sort of, I’m taking the position of RM essentially (DT: yes) and having that more senior level, umm whilst she is still training and learning the role, so it was umm a big step up, not just knowing new people, but having to be the first person to reach out to, umm, but it was a challenge that I knew I was going into cause I wanted to do it umm and I was excited about doing it and thankfully so far its worked out all right.

**DT: Wonderful, umm that’s what I was going to ask, so did you ask for that role or (pause) or did they ask if you were willing to do it, how did it come about that you changed roles**

PT: So, my manager told me and my colleague xxx that the France RM was going on maternity leave and that she was going to be finishing umm just before the Christmas break, umm and what they were then going to do, they have already got a new person coming in January, but whilst they were training up they wanted one of us basically volunteer to take responsibility working with that person helping them to learn the role from our side of things – just normal processes, but my manager was doing the RM training for her, umm so it sort of “would anyone like to volunteer” and I said I would be happy to do it, so I felt at that point I felt confident enough in myself and in the job role that although I wouldn’t exactly be working directly with my manager anymore if I still needed anything, she said, she was there 100% to support me on anything. But thankfully, touch wood, I’ve have only had to ask her to help me with an escalation which is a formal process of prioritising a task when we have no one available (DT:Yes) that’s that problem that you were talking about, that’s that process, umm because of her seniority I sort of got her to step in and lead it, other than that it has just been umm, really good and I haven’t had to rely on her too much, it’s just been carry on as normal.

**DT: Excellent, that’s really good. So what parts of the job do you really enjoy and what parts do you enjoy less?**

P1: Ummm the part I most enjoy, umm is just talking to people. A lot of the time it’s on email, but I do also try to make the time to set up calls with people, just because, umm I consider myself an approachable people person and I love talking to people hence why helping out, yes talking to people on a regular basis is what I love and because we are a global team everyone is slightly different and has their own interests (DT:yes) and approaches, so you learn several different techniques to do the same job. Being able to help and support when they call upon it, is something that I just really enjoy and again it goes back to building that network of people that I know if I was to umm, you know reach out to them again in the future, they would know me rather than just slightly hearing about me if that makes sense (DT: yes) umm the opposite side unfortunately and ironically it’s the tools that we use they are(laughs) the actual online tool can be quite slow at times, for example all of yesterday the system was actually down (DT: oh no) so doing a resourcing role when you can’t access the requests and not knowing if anything has come in and changed on there is a real challenge (pause). But thankfully the IT support no matter what time of the day you ring IT or ask for help, they are there to help you so it only took a couple of hours this morning to jump on a call, cause it was actually a global issue that came up, it wasn’t just me, so that’s the only down side to it, it’s the tools.

**DT: Umm and are there anything that you can do or have you instigated anything to help you when the tools go down or is there literally nothing that you can do.**

P1: So (pause) for this case that I had it was, it had gone out for pretty much everyone and the number of help tickets that were raised and then prioritised so I think they work to get our most senior RMs back on first. So it’s a case for us dealing with France and my manager, you know, can you just have a look to see if anything that has come in. At lot of our role is by email and we create an email saying what’s needed, when and then so yeah, we pretty much spend our life on email. So being able to get the information from someone else, umm just to check, then we can deal with that side of things and when it comes to actually assigning the person and getting them booked onto that task, we can say sorry to be a pain, but could you just assign X to this request and they are happy to help out that way. So it proved to be a challenge at first as no one had access, but once you find out who has regained it, you pull together as a team and slowly, but surely we got access back up and running.

**DT: Do you think if it happens often that the organisation should be doing more, so sort of work out these situations**

P!: Yeah, (pause) if it happens on a regular basis it does needs to be looked at, but I think one of the reasons behind it is there has just been a brand new update bought in which has slightly changed the internal processes. So there were certain things that we used to be able to do which we now can’t such as new requests that come in umm, so I think it might be something to do with looking into that, updating things, but yeah ultimately because it’s a global organisation, someone is working on that tool at all times, so ultimately there is no set period where they can say “this will have to come down, so we can do something about it”. Thankfully I have only had two occurrences of that (DT: oh that’s not too bad), yes as I say usually you are back up and running within two hours maximum.

**DT: So how much control do you feel you have over what you do in your day to day work?**

P1: Umm ultimately it will depend on the demand that’s come in on that morning. If we’ve got a busy day and we’ve got fifteen requests to fulfil then my day will predominantly be looking into the details of it and trying to align the right person and try to catch the person at the right time – send them an email or speak to them over the phone just to say would you help us out with this, but that’s sort of the primary factor of how busy we are, but ultimately you know, my day is controlled by me, I decide as and when to do things, sometimes you might get a little reminder or you might be asked to do something as a priority for example, with these requests they might get extended on them, they might get reduced on them or there is something called a maintenance request queue so one of the responsibilities I have taken on myself is to help all support all of the RMS in EMEA that we work with. Basically offer my help to complete maintenance requests, umm going in and updating these requests for them as it can be time consuming and then they can focus on doing the actual resource process and because this is just a small adminy task I can do this for them and they can just focus on their main job role.

DT: Which I am sure they are very grateful for (laughs)

P1: Yes of course (laughs)

**DT: So is it, I am almost imagining a time line of when you have to get tasks done by. Are there dates that they have to meet service level agreements?**

P1: Yes absolutely. So when a request is submitted, if everything about the request is absolutely fine, we have 10 working days to identify and assign that person. We like to ask for 10 days time umm for that request to start, so if you were to submit a request today the start date would at least be 10 days from now. Obviously we don’t get that above (laughs) and people do try and creep closer and closer to the actual date and we just have to reiterate the message. Umm but we have 10 working days to identity the resource this can be elongated if we are missing information or you know if the project is a couple of months away, we sort of have an additional period of time when we can say look we are still aware of this and we will still look to resolve this, but at the moment we got something starting next month rather than in two months, so we do prioritise what we are working on and what we are resolving. But yeah, we tend to say as a general rule, we will try to get things done within ten working days

**DT:OK, so it sounds as if you are controlling the system rather than the system controlling you. Is that fair?**

P1: Yeah, so, its umm, we can override what goes on on that tool umm which is just part of our core priorities and just general review of the business we say 10 working days, so that way you are not just sitting on top of one thing, you do have the intention to complete it and move onto the next one. Cause we are also judged on it, umm well, luckily me and the intern are not directly, but for example the France RM that I work with she gets measured on the metrics that I help resource on for France and it’s the same for the UK RM. So anything that we are doing especially when they were off or taking responsibility for projects ourselves, when we were resourcing stuff, if we were to fit within the 10 days it’s a green marker and puts into the good side of the report, if its outside of the 10 days, it sort of needs to be justification on why, its not necessarily (pause) penalised against them, but it is on that side of the page. So what happened there to make you go outside the 10 days? So that’s the other factor behind it. Because there are metrics being produced we try to really push for those 10 days.

**DT: Yes, so that means that you sort of have some responsibility towards somebody elses appraisal?**

P1: Yes, exactly. When we were first told about it we were a bit worried, but once you learn the job role, you see that actually that its not always down to us on why something is delayed, umm but again we are sort of able to override it slightly to reflect exactly what’s been going on. But sometimes it’s a conversation that needs to happen between the RM and her manager.

**DT: And does she, do they put any pressure on you to get things done?**

P1: Umm, there’s not really (pause) I mean ultimately when we were bought in we were told we like to get things done as soon as possible, umm so you always have it in the back of your mind, for example, we have an excel tracker, umm so we see everything that we have ongoing as well as storing anything that’s done, cancelled or transferred away from us, just incase anything later on cropped up, we can say we know where this is. When you start to see the same requests sitting there week by week you think, why hasn’t this gone yet, its sort of a subconscious (DT:yes) umm its playing on your mind a little bit, so that sort of drives you to work out how can you get that gone. So I think we put the pressure on ourselves as ideally we would like the tracker to be as small as possible, umm and manage it really well. But ultimately when you see it get bigger and bigger and the same things staying there you start to think, hang on a minute we need to try to sort this.

**DT: Umm and do you think everybody doing your role are trying to sort things or are there people who are less worried about it?**

P1: Definitely the second answers (laughs) part of the reason why I was bought in is because their previous RM and her sort of coordinator from a Partner organisation just hadn’t looked after it, it sounds quite funny to say, but they just hadn’t looked after France. Umm (DT: Poor France). So when we first stepped in it was a complete mess there was umm, there was about 10 escalations, there was 150 requests ongoing, some of which had start date, this was February when I stepped in and there was some request start dates back in November and you just think aghhh, like what has happened here. There wasn’t any comments about it, there was just requests and we don’t have access to other email accounts obviously unless we have been included from the start or included in the thread and because we had no previous awareness of this, we had no idea what was going on, so it proved to be very difficult challenge umm, thankfully about a month later, we were suddenly back with a manageable amount to deal with and since then we have sort of dealt with all of the previous stuff that backlogged and now we are working on everything that is current and I think for the first time since I took over every start-up date is over a week in the future which for us is a blessing to have that buffer as for now on we are always working on future stuff, not trying to backfill stuff, yeah. Not everyone has the same mindset of actually we should make sure we are looking after this properly and ultimately I think it goes back to that thing that everyone works differently, umm so for us we utilise the tracker so not only is it stored on line, we also physically see an excel spreadsheet that tells us everything that’s going on and colour coding it to set the status just means that we are aware of everything and if someone isn’t doing that and they are just working on something as and when it becomes much more difficult to manage. So thankfully we’ve sort of come through the storm and now we are managing it well.

**DT: Well done. Was it quite stressful, did you work extra hours?**

P1: There was no real need to work extra hours, umm it was mainly working earlier hours because of the time difference in France, but and where people are in the business and where they are based and working with the time difference, so maybe logging on a little earlier, but finishing a little earlier. Umm (pause) it was quite stressful cause at one point it just felt that this is never going to end (laughs), umm and it was a bit of a worry thinking is this what it is going to be like for the rest of the year, kind of thing (laughs) umm, but as you say you start getting stuff resolved and you sort of start saying to everyone that this is the situation that we are in, this what we are doing to try and resolve it, you get more and more people supporting your (emphasis) side as opposed to being on the opposite side of what’s going on. DT (I can see that). In the beginning it was quite stressful umm and at one point I did think have I made the wrong choice by wanting to do this, but thankfully now I can look back on it and say I helped France (laughs) essentially. Getting, managing to get a nicer situation for the team and having everything back on track and working much better its turned a negative experience into a really positive achievement and again it just gets you to think about managing the stress of what’s going on and thankfully that’s why utilising your free time to you know go out and do things to relax, it just puts more importance on making sure that you manage your time effectively, so you are not working 8-8 or working at weekends as much as possible and you use your free time wisely.

**DT: Yes, do you think your colleagues were quite grateful?**

P1: Absolutely (laughs), I have been told by the new RM several times that she doesn’t know how it would have been if I hadn’t stepped in and helped. Ultimately someone else would have done, but it’s nice to get the recognition to say I have made a real difference there and I think part of that is helps to why I have been extended. Umm so my contract is just of just to continue to help for a little bit longer until she is fully comfortable managing everything. Umm and then ultimately bringing in the new intern into the team, so.

**DT: So how do you think your feelings towards XXX have changed over the, from when you joined them to know?**

P1: When I first joined I thought (pause) I was going to completely fail, as I had this mind-set that I am not a technology person at all, umm, I am not really good with computers and I was thinking, I’m joining XXX, umm but my whole perception of it has changed because you don’t have to be a technical person to work at XXX at all. Umm and if anything they like you not to be technical because it’s a real learn a tool culture not a know it all culture. Ummm and that’s why with the opportunities and sort of the learning tools we have available to us, umm you can build up your knowledge how you want to, umm and I think just that overall welcoming warm feeling you get from everyone you come across just made me realise that actually I shouldn’t write something off just because my first impression is, I don’t think I am technical in any way. So if I am not fortunate enough to have a job to go back to there, I am not going to write off looking at people like Google, Apple, Samsung. I am not going to write it off as I now know that you don’t necessarily need to know stuff to work in that department /industry.

**DT: really, so it sounds as if your skills have developed over the period of time and you have certainly learnt things. So what would you say, what skills do you think you have developed the most?**

P1: Umm definitely communication, having worked with two different sort of cultures of people in terms of working with UK and now France, you learn the different ways to communicate with specific groups of people, umm mainly because of the sheer use of email, so becoming professional in communicating has been the biggest part of the job role that I have developed. From day one you sort build knowledge and now it’s a force of habit, templates, hiting the same structures. Its clear, concise and (phase) it gets the information across without waffling. So I definitely think that was the first one. The second one was, has been problem solving, umm because as I have mentioned with the whole escalation process and having people say they want someone tomorrow you are thinking there is no one available what will I do. So being able to come up with contingency plans with best place scenarios actually means looking at an issue, addressing it and trying to put the best possible sort of response to that. Problem solving has just become, not necessarily a key part of the job role cause it doesn’t happen all the time, but if something was to come up, I am now not as worried about it as I used to be as I know this is what I have need to do, this is all I can do and that’s it basically. Yeah so communication and problem solving ability are the two main ones for me.

**DT: Good. What about your confidence?**

P1: Yes, I actually had a conversation about this with my manager. When I first joined and started with the job role as I was learning it I was getting more and more confident in my ability and then I had one slight knock back from a situation that umm, it wasn’t even anything serious. It was just a case of that I was looking at resourcing a role that was utilising a different resource managers person and normal process is to contact that persons manager and the resource manager to get to the person. Umm which I obviously do now, but at the time it was the first time I had come across it so I just went to them directly as I had done with my UK people and there was a bit of push back that this was not the right thing to do and it sort of knocked my confidence a little bit so I was going back to asking my manager and the intern at the time if this was right and they were like, yeah its fine, you know what you are doing. Umm so I sort of had to work at building my confidence up a bit to know where I am in a really comfortable position, just where I feel like I know exactly what to do.

**DT: It sounds as though you feel confident, umm which I think is really important. So what sort of contribution do you think you have made to the organisation? Pause It sounds as though you have made a few contributions?**

P1: Just being part of the team I am in means that XXX has continued to deliver what they have sold to customers and I think that, even though I am just one of the people in this big team, that is essentially the major contribution that anyone could make. Umm if we weren’t there then stuff that was being sold wouldn’t be done or would be done with a lot less organisation than it is. But then just some of the opportunities that are coming up, just being part of the campus 101 team and helping with the actual recruitment of the next generation of interns, umm you know overseeing that whole team that helped to do that means essentially I have got to know all of the new interns coming in before they start and the recruitment team have worked with me closely. So yes that has been a huge sort of impact for them (DT:absolutely) and has helped to ease the workload for them at times and they could rely on me to get things done within our team. So yes the job role and campus 101 team

**DT: Excellent and do you feel valued by your team?**

P1: Absolutely just even when something small happens and you can offer your help or just do something that’s second nature and know that the person will see that its been done. You/they don’t need to ask you and you still get a thank you every time. In particular there is one of the RM from Lithuania I believe, so shes not with most of the team, she has quite a large area to cover. So she manages the whole of central and Eastern Europe and also all cyber security related requests. Because they are more serious and that’s where more of the work – somethings happened to a company, that part is more stressful, so stepping in and helping her out with some of the Central South Eastern requests, so that she can prioritise those has really helped her. So and I try to check a few every week just to make sure everything is ok and she doesn’t need to worry about anything and if there is anything to just let me know and she really does value my help which she has said several times. Especially coming to the office next week and she said she would come to say hello, put a face to a name essentially, yeah, no, our team you can see the impact you are making and you don’t always need to a physical or virtual thank you because you just know that what you are doing is keeping the whole team moving and the business flowing, so it’s a really nice place to be.

**DT: ahh that’s good. Do you get much access to senior managers? (pause) Are they visible within the placement programme or your day to day job?**

P1: Well ultimately we are encouraged that if we want to speak to a senior manager then we talk our way up the ladder almost. Some people will contact them directly, I have done that myself and it has paid off, umm because XXX has the culture of you can speak to anyone at anytime. You just say would like to grab a coffee I am interested in your business area, this is what I am doing and you know I would love to have a chat with you and people say yes absolutely or I can’t do today, but can we do tomorrow. I’ve never had a flat out no for anyone someone which is incredible (laughs) when you think of the size of the business and how many people there are (pause), umm, but yeh you can sort of speak to the senior managers. You are encouraged to do so cause it helps them to get to know you for when you are wanting to come back as a graduate because ultimately you will be on the next rung of the ladder so will be closer to them and they ultimately make the decision, so you are encouraged to try to get to know people.

**DT: And do you think its nice to have the opportunity to talk to people, do most people take that opportunity?**

P1: I think people have approached it from different ways, so for me I very much wanted to make sure I was nailing the job role as much as I could and that I was fully comfortable with all the processes, getting to know the people I was working with on a day to day basis and then I slowly started to reach out to people and building up that increased network. Whereas some people didn’t have a lot to do at the start, there managers were away or just off because it was summer time when we started, so they were reaching out to people in day one day two, but in the end they didn’t get as much from it I would say, as the first thing they ask you is what have you been up to in the job role and what are you interested in and when you have just started and haven’t had anytime to start anything yet it’s a bit more difficult to get past that initial ice break conversation. So for me having done what I did and the approach I took, it meant I was easily able to talk to people and with hindsight people have said to me that they wished they had done it how I did it, umm, but you never know. But however you want to do it people are always happy to be approached.

**DT: Do you think anyone has given you any advice or told you about the company which has really stuck with you.**

P1: Umm (50.30) From a XXX perspective the main piece of advice I was given was actually at my assessment centre and the personal basically said to me, all of you are good enough to get to an assessment centre which means that all of you are good enough to be hired, so we don’t want you to put on a face we don’t want you to pretend to be someone you are not. Be yourself, show what you can do because ultimately if we all think you are great we will find a job for you somewhere and I think that has stuck with me knowing that XXX aren’t always looking at whats on the paper, whats your degree, what did you get for A levels it not about that, they want someone to come to the business who has something different about them. For me a lot of my conversations with people I have told them about my involvement with Nerve Media and radio stuff, the football media stuff that I have done in my spare time and having that, a real passion or hobby people love talking about it and you get to know what other people are up to. For example my manager is a qualified falconary expert, I would say, don’t know the exact term. She is basically qualified to fly different birds of pray and its just again something completely different that you wouldn’t expect, but at XXX you can talk about anything and everything. But the one bit of advice that has stuck with me, came at an XXX assessment centre and before I went to it, because it was up in Bolton and we didn’t start until 11.00 on the day. So I went up with my dad who was working up there on the day and had a mock interview with someone at his place of work and he sort of said to me how are you feeling about it and I said, no I feel ok, I am just worried what they would think about me incase something happens and he turned around and said you don’t need to worry about that and I said why and he said just control the controllable. He said if you can influence something or you can do something to change it, do it, but if its something that you cannot control then there is no point worrying about it as ultimately whatever you think and whatever you do doesn’t matter and for me once I heard that I suddenly felt pheeew and really calm as I knew what I had to do and what I could do and that was it. All of the second guessing and thinking about all of this extra stuff that just – I didn’t need to. So since then I have shared that and have said control the controllables (both laugh) and once I had properly started to think about it, it makes sense and I have taken it into XXX with me and spoken to people about it and shared it with them and so actually that’s a really good way of thinking about something. So that’s sort of the biggest business advice from someone I have never met before umm, just on that morning I met him, he gave me a mock interview and that’s that, it and it has changed my mindset.

DT: They would probably love to know that.

P1: Laughs. They do! I made sure my dad told him the next time he saw him.

DT: brilliant!

P1: He knows I really appreciate that.

**DT: That advice will be very helpful for your final year because it can be a challenging time and so to have that midset will make it so much easier. Ummm, if you could change one thing about your placement what would it be?**

P1: (long pause) The only thing and I wouldn’t change anything to do with my job role or how I found it – this is purely from a logistical point of view. If I had known I would end up in XXX before, if it was possible, I would have probably have moved closer to the offices. Just because I have been commuting from XXX and it means obviously that I can’t attend every single external extra curricula sort of group meet up or night up essentially with the cohort. Umm or if there have been opportunities at XXX that are later in the day, you know in my mind I was thinking I could do this, but I would be home at 2am and have to get up at 5am to get back in and you just think that it wouldn’t be worth it. Umm so I think from a logistics sort of thing that is the only thing I would have changed, if I had knew I would have moved closer. But to be honest there is nothing that I would have changed because everything that has happened throughout the year and everyone that I have spoken to and every person that I have sort of tried to get an experience from has given me something which has made me think about stuff in terms of what I want to do next in my career and the type of people that I want to carry on talking to and everything it has given me is a really good idea of right this is what I want to do.

**DT: Great, do you think the decisions around living here, has impacted on the relationships you have had with the rest of the cohort?**

P1: No not at all to be honest I mean ultimately I have not attended some nights out or social events with them but that is because I have carried on doing my actual curricula stuff here umm whilst I have been working. But it, they all know what I do, so, umm I am currently the head of media at Bashley football club, umm so obviously half hour down the road from here, umm so its something I can talk to them about and they always sort of come up to me and say how did you get on at the weekend sort of things, so its something I talk with them about a lot, umm. I get on with all of the interns really well, even though I don’t see them all on a regular basis, the second you do you know them that well, you just remember their name instantly and have a conversation with them. So although I haven’t been able to attend all the nights out I still have that good bond and good relationship with them.

**DT: Good, umm. As you know my studies are about psychological ownership. What does ownership in the workplace mean to you?**

P1: Umm (long pause) theres a couple of things that spring to mind with ownership. One of them being on a day to day role perspective of owning the requests that come in and owning the projects to make sure they are delivered, umm but at the same time it’s the ownership of myself and what I am doing, because ultimately if there are opportunities out there that I want to get involved with, its down to me to make sure I do that. So owning my year and looking at it as a whole and being able to plan it so that I can get the best possible year for myself, that is probably the main thing that comes to mind when I think of ownership.

**DT: So do you have any examples of the sort of thing you mean?**

P1: Yes, so literally just this week there was an email that came round with an opportunity to be a project manager for the next four to six weeks getting together an xxx training session for xxx employees that’s going to be based out of head office, then be recorded and sent globally, but being a project manager to bring all the tools and people who need to be at this training centre, managing that making sure everything is ready so it can be launched. I have put my name in for that. Ultimately I have been looking at what I have been doing this year umm and I made the decision that actually looking at the amount of time I have in the week and the demand of what this project will entail. Ummm I have made a decision that I am pursing that as project manager is what I want to do as its on the radar of our UK CEO which means my actual sort of opportunity to stand our essentially if this goes well is massive. Which means I have taken the decision to stand down from the campus xxx team leader role umm moving forward because I can use my time that I would be spending overseeing meetings for that and leading the weekly update meetings and driving the deliverables for this project. Umm So I think that’s a good example where I have, you know I have looked at the two opportunities of what’s left to do and whereas the campus xxx team is sort of coming to an end and we are sort of just finalising the details of when they come down in May and July they start and I have got the teams in place that are putting together the agendas and they are handling the guest speakers. This project is about making sure that everyone involved in this virtual team is delivery everything so that we can launch this global training session to the whole of the xxx business for a partner, so for me it was a no brainer, just to think that this is an opportunity that I can not afford to miss just because of the relevancy to me and the exposure I could get from it and that is how I have shown the ownership of my year and when I look at the end when I finish in August looking back, hopefully, touch wood (laughs) that this project will go well and I can look back and say actually I made a really good decision there to pursue that project cause it may lead onto other projects. Umm of it may just give me some recognition in the business that I can take through to interviews and yeah really have something I am proud of to finish with.

**DT: Yes. Do you, have you got any examples of your colleagues demonstrating their ownership?**

P1: Umm (long pause) I would say, (pause) I am not aware of too many cases, umm whether they are directly similar to the way I have approached it, but there has been times where some other of the interns have sort of spoken to me and a couple of other interns and said look I need to get more out of this year – it hasn’t gone as well, umm but I need something that can almost keep me going to the end basically. So, having sort of a session with them where we have literally stood next to a white board and literally written out all of the possible opportunities that they want to do and try to prioritise which would have the biggest impact, umm and which ones would be you know, the most time consuming but at the same time would have a good impact and really try and work out where we could fit these around or which ones should you focus or your time on or which couple should you manage together because they are slightly smaller. So I think there have been a couple of conversations that I had with people just trying to share my opinion and try to help them come to a decision (DT: that’s good). Fortunately it has helped them, unfortunately one of the interns has not had a great time at all – he’s had four different managers, umm in a very short space of time at one point and he isn’t really doing anything with his job role because (pause) the role he is in, they prioritise their grads because of the training they can do, they are a full time employee essentially whereas an intern you are only here for a year so the time they take to train you up to do this, you then have less than half the year to use them for it. He’s a huge fan of cyber security – its what he studies and what he loves and there was seven different projects that basically appeared in his in box that people had asked him to help out with and I sort of went through it with him and said ultimately you have to think about your passion which is cyber security and do any of these have any direct link to cyber security, so no take those roles off, how many can you start straight away, get involved with and actually feel like you are achieving something and then really help to open their mind and go this is what I did and explaining that same situation – this is what you need to do. You need to really think, what can I manage, what should I manage and then go out and do it. Umm see how I think that would be how I have seen and helped with their ownership.

**DT: Excellent. What about your line manager – your UK and France line managers? Do you ever see ownership from them?**

P1: So my UK manager, so she’s a very senior person in the business and very well respected umm, member of the team, so she has several different projects all ongoing at any one time that she is the owner of and umm she manages. And for her she has spoken with us saying I keep getting all of this stuff and I just have to say no to umm or she really wants to do this project and she has to sort of say no to another one. So she sort of has that problem on a weekly basis where she is having to look at what shes doing in the week and where it is relevant and where it fits, but ultimately the type of person that she is, she likes to have that control and she always knows that when she is doing stuff during her day, its not wasted and its not anything that could be looked at and say what you doing, everything has a purpose and has a reason (DT:ok). She has overall ownership over everything she does and yes, I witness it, but don’t have a direct involvement with it.

**DT: No. So do you think she says yes to lots of things because she finds it hard to say no (pause) or is she good at knowing what she should or shouldn’t be doing?**

P1: She is good at knowing what she should and shouldn’t do. Ultimately she is one of the very few highly respected senior members of the team, so a lot of the time there is an added pressure from the senior management team above her. Umm where in that case she will have to pick up that extra project, but in the end she knows if it is delivered well, she will get that recognition that she deserves. So she does know when to say yes and no to stuff but ultimately when there is that extra pressure, it then becomes the difficult scenario of do I have a conversation with the person and just say I can’t do it or do you just take on and do it as best you can. But you know I really respect her and look up to her as a person, you know, because her career path and the way she approaches situations and scenario’s and being able to work closely with her for this year that I have done and the fact that everyone was saying to us that we have the best manager, like before we joined (laughs) umm, you pick up on her approach to situations and think, I know if I am ever in that situation I would approach it in a similar way to what she did. Umm it’s just that level of respect that I have for her which means she is sort of a role model and mentor as opposed to being my direct manager yeah.

**DT; Do you think, at what point in your placement, do you think you showed ownership?**

P1: Ummm (pause) the first time would be when I went for the campus one o one role as I was having conversations at the time with my manager in terms of sayling, look from your experience of this year, this is what is required for this year, do you think I would be able to fit in in? Ultimately I knew I wanted to do it and have done it thankfully (laughs), umm but that was sort of very early on into the placement when I still wasn’t necessarily a 100% with the job role that I had to do, so just the pure passion and enthusiasm I had, because I always knew when I joined that I wanted to make sure that I came back to XXX Uni to talk about my year, but also help get other interns back to their unis, to put on the events that we did at XXX and I knew that was a team I wanted to be part of in the first place so as I have been able to tick the leader role and coordinate everything for that team at the earliest stage that I did. I think that was by the end of July that they were looking (DT: umm), I wasn’t even there a month, for someone to step forward and so by September time I was fully started and I then had my job role and this project and so I say yeah very early on I made a decision about my ownership.

**DT: So do you think there are negative sides to ownership?**

P1: Definitely if you try to take on too much. Umm because you are then juggling everything that is going on and you , you know, have different priorities for each possible ummm opportunity that you have got ongoing, but at the same time if you don’t fully look into whats going on and how your time is going to be utilitised you may leave to regret the decision you made, so for me only just coming to the decision to step down from that role, (pause), its in a way a reflection on my thinking, that its been an incredible year so far, leading the team and accomplishing everything that we have done, at the same time this new project is going to fill the time that I had for this team and like I said to you that I am now phasing out and this one is sort of coming up to the middle or full flow, which means I am still going to be delivering something thats worthwhile as opposed to sitting back a bit and coasting until it officially finishes. It also gives the opportunity to the next person to have a spell with managing this project as well

**DT: That’s true and so it sounds as though there are some positive sides to ownership**

P1: (pause) Yes definitely. I think (pause) if you, for me I really looked at my year when I first started and I said, infact going back to my interview, I said if I could finish the year and know that when I left that there was something in the news to do with xxx or something that came out and I had some form of impact on it whether it’s the biggest part of potentially being a project manager involved or something tiny and it was a case of I helped resource that deal and its gone on to do miracles but I knew I had an involvement that would be the best thing possible. So every time a situation or opportunity has come up I have properly investigated it and then made the decision of does this, will this going to affect my initial ambition for the year and in other cases there have been case of opportunities that I haven’t taken because I feel like they wouldn’t give me that, but now even while I am still getting closer and closer to ending if another opportunity comes up and when you really look into it I still have that passion of this could give me that one thing, that could mean I stand out and I know when I finish, I know I was involved.

**DT: Its really interesting, because its almost the drive (P1:yeah) to succeed. So do you think you have shown ownership before you got to xxx you know in hobbies or part time jobs?**

P1: Ummm not as much as I have now because ultimately having a year working in industry using what I have learnt in my degree so far and developing it to work with the business I’m at, ownership has become more on my radar than it would in the past. But even when I think about my part time job or the football media that I do, if the opportunity doesn’t impress me enough that I don’t think it would be worth doing, I don’t get involved. But if I feel like actually I can learn something here or I can really make an impression ummm I would take up an opportunity and I think, so I would say that I have had ownership in my life when I have looked at stuff cause I have really always looked into every possible path or opportunity that comes my way and looked into it so I think that’s where the ownership side is, but before this year I wouldn’t have classed it as ownership and known it was there, but rather an unconscious mind set that I had I suppose.

**DT: OK, interesting. Do you know where you get this from, you know is it something you see in your family or because you have had this experience or something else?**

P1: I think it’s a combination of two. Definitely I have had a big impression from you know my parents and growing up. I have always felt that I am an older mind on young shoulders umm people have sort of said that about me in the past just because whenever my mum and dads friends have come round and been talking about you know how works going or situations in work, I have always wanted to be included and listen in and just almost sitting there between a verbal tennis match taking in what they are talking about. Umm because I found it interesting. That combined with constantly looking for the next opportunity that I could get involved in and evaluate it and if I should get involved with this. Even when I choose to do DOE, umm getting involved in it, at the time it was a case of I can get something out of this and I really want to do it and I’ve got that drive to go and succeed at it, umm that’s all come from the support and just witnessing sort of how my parents have told me about their backgrounds and when they grow up and didn’t have all of these opportunities available or they didn’t go about and do certain opportunities that I have gone onto do. So for example I am the first person in my entire family history to go to university for example. So (pause) having, so it’s a nice feeling to know, its almost like you are setting a boundary to be the first person in your family to do it. But at the same time its almost giving them the pride and happiness factor of they are a part of it as well, ultimately because I talk to them all the time about assignments and I talk to them about how I am getting on and for them they feel included in them and its almost like a little miny team. So they are having an influence into how I am getting on and how I am doing, so although I am the first person to do it and when I graduate obviously I’ll be the one with the degree for my family it will be a proud moment of you know, I’ve done that and done it with them.

**DT: ahhh. Final question then. What are you hoping to do after you graduate? Where do you see yourself?**

P1 – So (long pause) the ultimate goal would be umm if I had a job to go back to after this year working as a project manager at xxx just because I’m now starting to get shadowing opportunities and I am having sort of 1-1 sessions with different project managers, so my determination and the work I am doing with them, has helped me realise that’s what I want to do. That’s where I want to go. So (pause) the first priority would be going back to uni with a job to walk into when I graduate, but my all time passion and ambition has been football umm and doing a business degree and seeing and looking into the business side of football from my experience of working with the local clubs around here and being involved in them and how they operate because there are not as many people or loads of levels to get through. Potentially looking at a business operations role within one of large football clubs in the country. If there was an opportunity that came up there where I could get involved. That would also be something I would look at doing. So if you said to me if you had to choose between xxx and a premiership football club, I would say its too tough to answer (laughs all round) because I would absolutely love to work at xxx because I think the way the world is going everything is digital and so working for a digital sort of company makes sense, but at the same time (pause) you know if there is something that you thoroughly enjoy doing and the opportunity knocks then you really would have to consider it and that’s why for me it’s a case of now if xxx and football came up, that would be a very tough decision (laughter again). 01.18.52