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NETWORK

EXPLORE

PLAN

PG Skills: Leadership

Careers Network

APPLY

Connecting you
to your future

HOUSEKEEPING

- Please join the webinar with your microphone enabled, but stay muted until instructed to unmute
- Please keep your webcam switched off throughout
- Please join with your full name if possible
- If you lose audio at any point, click on the blue circle telephone/headphone symbol to leave and rejoin
- You can use the public chat box to ask any questions

**Please note:
This webinar
is being
recorded**

LEARNING OUTCOMES

- Give you a firm understanding of what leadership involves and the skills required
- Provide you with the opportunity to explore your own leadership experience, preferences and abilities
- Assist you to understand different leadership styles and situations
- Explain why employers are seeking leadership skills and how candidates can evidence their abilities in job applications and interviews

WORKSHOP PLAN

- Welcome & Intro – Katie Hoare, PGR Entrepreneurial Development Officer
- Leadership – Christina Chen, CEO and Co-Founder of Turing Talent & Corinne Sawers, Co-Founder of Turing Talent and Associate Partner at McKinsey



Leadership Workshop

University of Birmingham

Nov 2nd

Agenda today

Introductions	10 minutes
A framework for leadership	10 minutes
Leading oneself	30 minutes
Leading others	30 minutes
Job hunting tips	5 minutes

Introductions



Christina Chen
Co-Founder & CEO
Turing Talent



Corinne Sawers
Co-Founder, Turing Talent
Associate Partner, McKinsey

Who We Are



Turing Talent Programmes



Technology Graduate
Programme



Technology Internship
Programme

Domains of leadership experience we are drawing on today

Corporates

SMEs & Startups

Not for Profit

Hiring &
Developing
Leaders

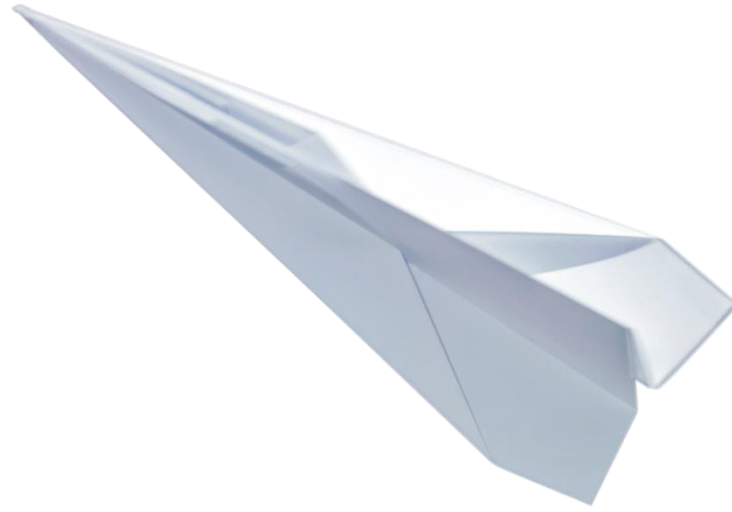
**TURING
TALENT**

**TURING
TALENT**

**TURING
TALENT**

Direct Leadership
Experience





A FRAMEWORK FOR LEADERSHIP

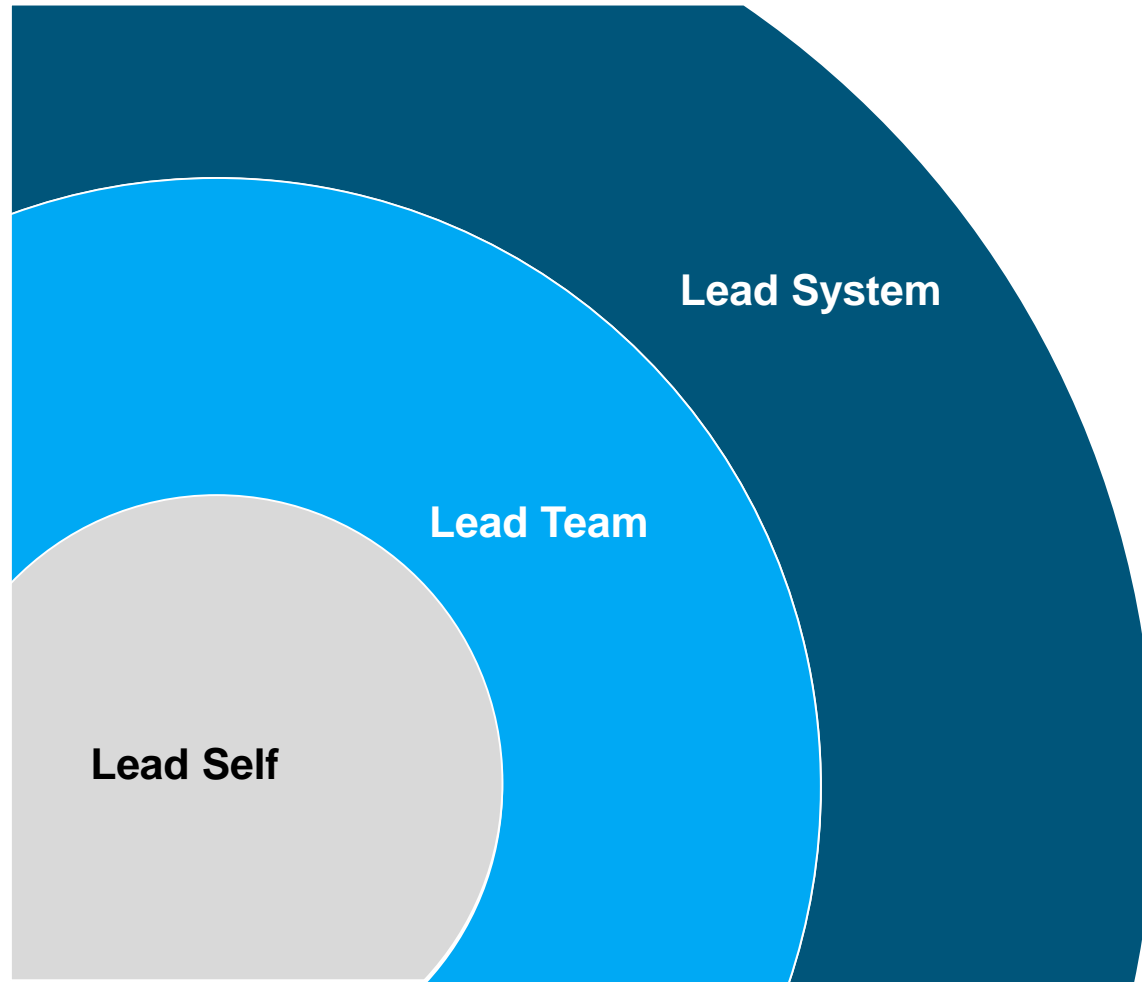




For group discussion

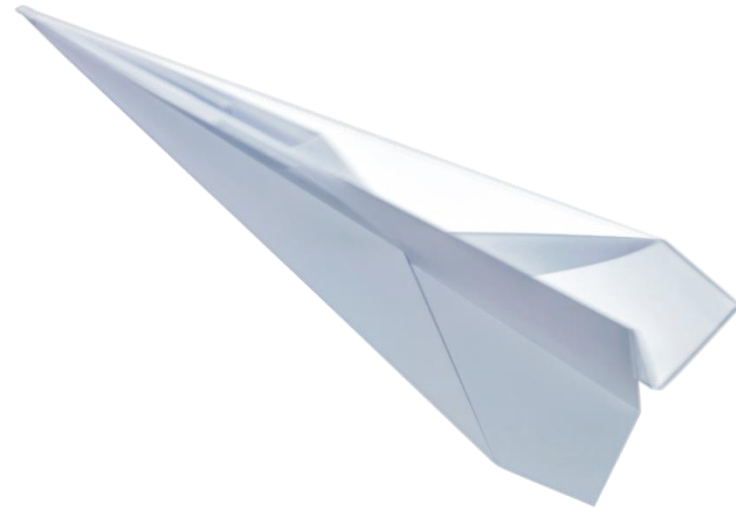
What does leading others mean to you?

Three levels of leadership that are fundamentally connected

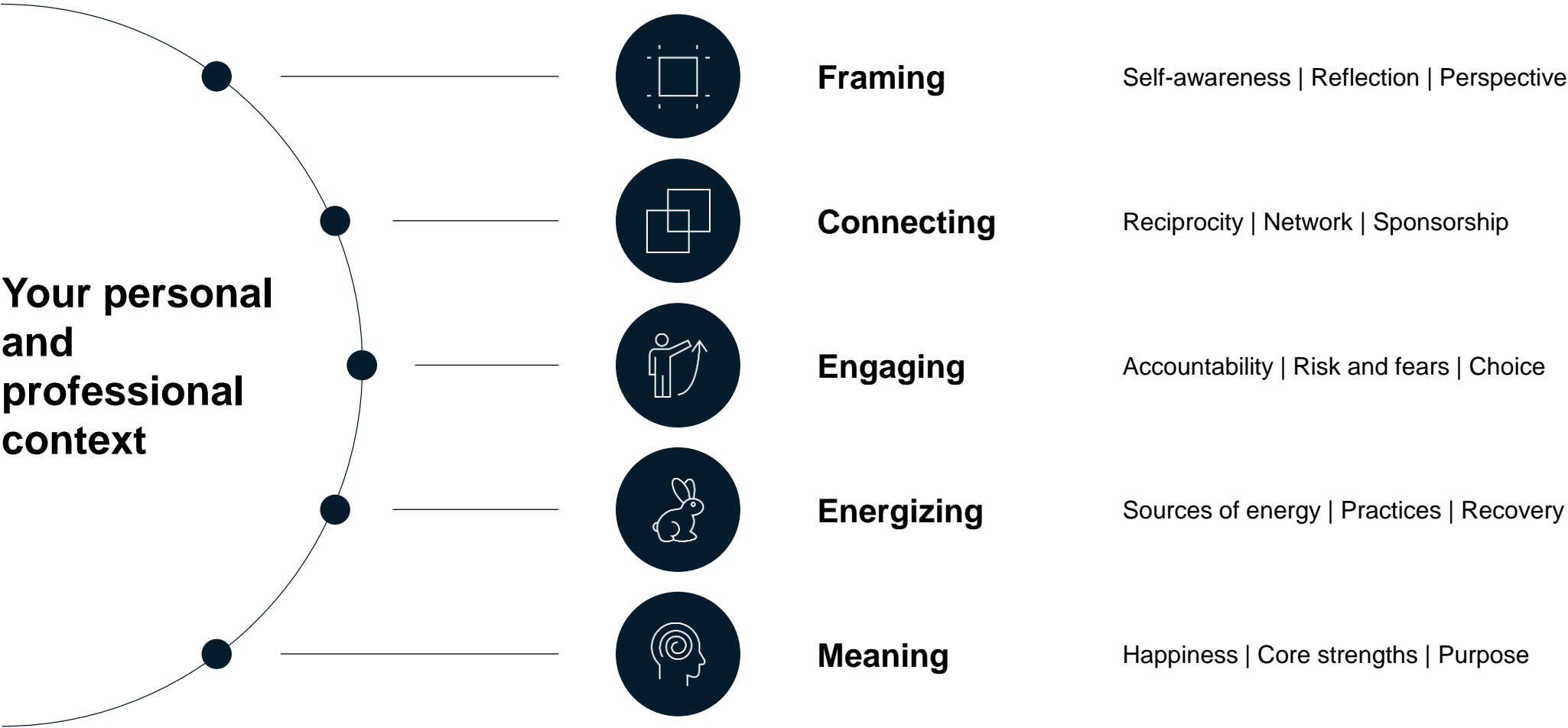


Focus of today is **lead self** and **lead team**: most relevant for early career

LEADING ONESELF



Leading oneself is a critical foundation to effective leadership of others



Deep dive on framing: 3 key elements

01

Self-awareness

How will I recognize when I am not at my best?
What's really going on, what's driving that? What are my patterns, my triggers, my hot buttons? What are the clues (my feelings, body sensations)?

02

Pausing in the heat of the moment

What can I do to shift gears and stop the spiral? How can I be more in control of my triggers and hot buttons? How can I do this in the heat of the moment?

03

Reframing the interaction

How do I see the opportunity in what seems like a challenging situation? How can I shift my perspective and get into a more creative place?

Deep dive on framing: a breakout exercise in groups



Pick a high stakes difficult interaction you experienced in the past 6 months

Difficult situations are those that elicit a strong emotional reaction: feeling upset, feeling misunderstood, feeling disappointed, not getting the results or the connection with people that you wanted, perhaps regretting what you said or did not say, or finally, when you simply did not feel at your best.



Put yourself back in that moment and share

Describe the situation in a few sentences: Who is involved? What is at stake?

What do you want to have happen and what do you fear may be happening instead?

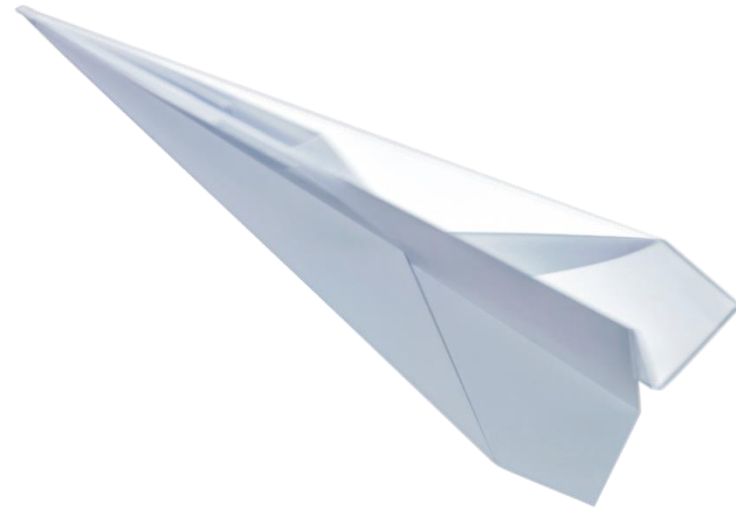
What is really important to you and what is making this situation difficult for you?

What might you have done differently?

**To take away and
reflect on: Energy
Management
Worksheet**

	Restorer 1	Restorer 2	Depleter 1	Depleter 2
Fill In				
Physical				
Social				
Intellectual				
Emotional				

LEADING OTHERS





For group discussion

What does leading
others mean to you?

Leading others: a breakout exercise



What examples of great leadership have you seen from people you have worked with? Can be in any context, degree, extracurricular, jobs, friends.



Share stories and come back with themes that recur across them to share with the group



You have 15 minutes!

Leading others – actions you can take to increase trust in team – at any level



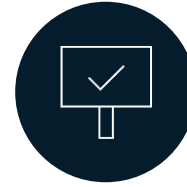
Reliability

- Set team norms
- Set ground rules for meetings
- Lead by example
- Set clear goals and milestones
- Know what, when, why, how, who
- Clearly define responsibilities
- Clarify priorities
- Allocate work according to skills and abilities
- Have good team communications e.g., update on progress
- Deliver what you promised
- Don't over commit
- Avoid negative surprises
- Provide positive feedback
- Be honest



Openness

- Share problems
- Take time to do team events outside of work meetings
- Do frequent feedback
- Ask facilitating question
- Assume everyone is trying hard – no question of commitment
- Thin about risks as much as the plan
- Crate a reward system for identifying problems
- Have the “we’re in this together” mindset
- Encourage relationship building
- Encourage supportive, constructive criticism



Acceptance

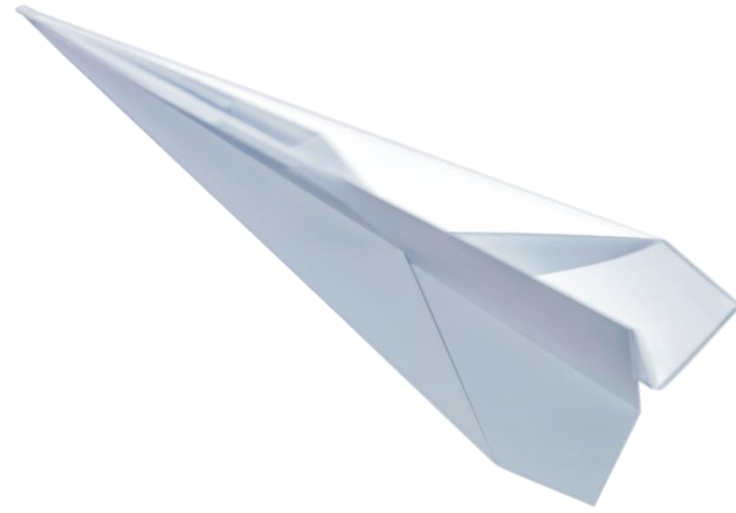
- Ask clarifying questions –
- Understand preferences of team members
- Listen to input and suggestions from all team members – even less experienced team members
- Ask clarifying questions to better understand
- Listen without interrupting
- Say “yes, and”
- Play to strengths of team members
- Allow mistakes



Congruence

- Adhere to agreed Team Norms, and track adherence
- Have no hidden agenda
- No taboo areas
- Role model – walk the talk
- Respect each other's differences – roles, personalities
- Champion the cause
- Create a common definition of targets and expectations

JOB HUNTING TIPS



Frequently asked interview questions

What is the leadership experience you have had that you are the most proud of?

Tell us a situation where you worked in a team setting – what was your personal impact on the team? What strengths and weaknesses did you discover about yourself?

What was a challenging situation you had to navigate though?

Tell us about a challenge you have had leading a team? How did you help navigate it?

If a colleague makes a mistake, how would you deal with this?

Tell me how you might persuade a colleague regarding an idea you have or goal you want to achieve?

What would you have done differently?

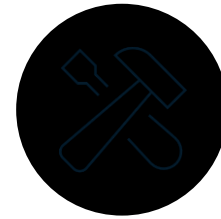
Recruiting Tips



Share results and outcomes, not just description of the situation. Interviewers want to understand your **personal impact**



Lessons learnt, areas of improvement, avoid overselling



Prepare, prepare, prepare



After this event you will receive an email requesting some feedback on how we've done (it only takes 2 minutes)

At such a uniquely challenging time we really want to deliver what you need.

We look forward to welcoming you to future events.

Tell us what you found useful so we can do more of it.

Tell us what we could do differently and we'll make changes.



ANY QUESTIONS?

Contact us via careersenquiries@contacts.bham.ac.uk

www.intranet.birmingham.ac.uk/careers/pg

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