**BB:** [00:00:01] What were you thinking about just before joining the interview?

**M1:** [00:00:06] I just, really work. Yeah. We have a young indigenous gentleman going through the interview process and I was reflecting on the differences in managing the indigenous staff member versus a non-indigenous staff member. Supporting people through that.

**BB:** [00:00:26] And where were you?

**M1:** [00:00:29] I was in the building next door.

**BB:** [00:00:32] And what was the main thing that you were doing?

[00:00:35] Just work. Yeah, All work.

**BB:** [00:00:39] How well were you concentrating?

**M1:** [00:00:39] Look, I think, Yeah. Look, I think, I think quite well. I think on 80 percent. Yeah.

**BB:** [00:00:52] Was it hard to concentrate?

**M1:** [00:00:56] No. No. It was fine.

**BB:** [00:00:58] Also how self- conscious were you?

**M1:** [00:01:05] Ah hmmm. No, I think I was pretty confident. Yeah, I think I worked in a quite a noisy area. And if I have trouble concentrating, I'll take it off, off the floor. I take myself off the floor.Put on my headphones. And so, yeah. So I would say I was fully immersed in the problem and not worried about myself.

**BB:** [00:01:29] Did you feel good about yourself?

**M1:** [00:01:31] Yeah. Well, felt so good about the solution.

**BB:** [00:01:35] Were you in control of the solution?

**M1:** [00:01:38] Yes.

**BB:** [00:01:39] Were you living up to your own expectations?

**M1:** [00:01:43] Yes. Yes, I think so. I think I am very lucky to be in a job that helps me share and live my purpose and my values. Yes.

**BB:** [00:01:55] And were you living up to the expectations of your own expectations?

**M1:** [00:01:59] Yes,.

**BB:** [00:02:00] Were you living up to the expectations of others?.

**M1:** [00:02:03] I think so. Yeah.

**BB:** [00:02:08] You can describe your mood. Maybe it could be alert to sad, and you choose what you were and you tick the appropriate one.

**M1:** [00:02:22] All right. So I a very alert, quite happy. Not irritable or cheerful? quite cheerful, strong or weak? quite strong. Lonely versus sociable is interesting because I'm not really a sociable person. But I didn't see the opposite of that as lonely. So I just put in the middle, Ashamed or proud? quite proud. Involved, detached? quite involved, excited bored? very excited. Close or open? I can kind of in the middle. clear or confused? Very clear. Tense or relaxed? Somewhere in the middle. Competitive or Cooperating? I would say somewhere in the middle.

**BB:** [00:03:21] Now we begin with the questions. And tell me about how you started meditating.

**M1:** [00:03:32] My meditation experience goes back to primary school. My primary school teachers taught us how to meditate. And then having more kind of formal training I completed my first full Vipasana retreat when I was 21. I am 42 now. So. The I think my primary school teacher was in my grade 7. So from 12 to 21 and 21 to 42, there, a short journey.

**BB:** [00:04:03] Short journey indeed. So now what kind of meditation are you practicing? Like you said that at 21 you did Vipassana. What? What are you practicing now?

[00:04:18] Well, I still use Vipassana technique. Ana-pana, Avapassana, Mettapana. And they're just as needed. And then I use like a movement meditation. Myself, again, as needed. And I tend to, it's kind of a cross between meditation and prayer as a dedication every morning. So at least five, sometimes 10 minutes. So I just wakeup, meditate or pray and meditate. OK.

[00:04:51] So is that the only time that you actually dedicate to meditation or do you do it in snippets all the time?

[00:04:58] As needed. So I have quite a , wont say stressful job but there is a lot. with pressures.

**BB:** [00:04:58] This is a complex organisation true as it is.

**M1:** [00:04:59] Yeah. There is a lot to do. So I use techniques. There's a lot to do. So I use techniques to stay focused. When I am in a state of anxiety, I use a technique to help myself get more present. OK,.

[00:05:25] So how do you do that? How do you work that ?

**M1:** [00:05:28] Just focus on my breath. Just observe. If I'm in a state of high anxiety, I might use like a sense meditation. What I taste what I smell, what I hear, what I see. Just to bring myself back into the present. And then, yeah. I also will use it because I'm a facilitator often teach people the techniques as well, to help them.

**BB:** [00:06:00] What tells you that they know the difference between anxiety and high anxiety?

**M1:** [00:06:07] The inability to think or focus on anything but the whatever is the stress. And I think it's there's a sensation of heat in my head. And a sensation of confusion. And it's been a while. And just that feeling of going around in circles as well.

**BB:** [00:06:36] So when was the last time that you really felt high anxiety?

**M1:** [00:06:47] Last October, I was in Canada for a friend's wedding, and I was put in a very difficult situation and that felt probably for the whole period that I was away, I felt anxiety on and off throughout the period.

**BB:** [00:07:11] And that was a period of how many days or weeks?

**M1:** [00:07:14] Two weeks. Yeah. So it was it was a unique situation. And one that I didn't have a lot of kind of control over.

**BB:** [00:07:26] Right. And so this was in October last year. And when was the one before this?

[00:07:39] It would be. Yeah. That period is maybe September or August. I was dealing with a very difficult. Very difficult stakeholder. Who was, her behavior was quite bullying. And I woke up one morning. And just didn't come to work for today. It was.

**BB:** [00:08:08] This was also in the same year, last year?

**M1:** [00:08:10] Yeah.

**BB:** [00:08:13] So when you work, what would be the maximum number of hours that you can concentrate?

**M1:** [00:08:24] On one task or across the day?

**BB:** [00:08:28] You know like you have a list of things to do and you would be completing one task after another, with or without taking a break or doing anything. Then that would be for how long?

**M1:** [00:08:43] It depends, I can go for quite a long time. Concentrating. I have had periods when I have gone for hours and not notice anything going on around me, if I'm interested. Two or three hours. And then in a work day, I can start my workday at 5:00 a.m. and go through until unfortunately go through until seven or eight with some breaks.

[00:09:16] Am or pm? 5am to 7 or 8 am or pm?

[00:09:18] pm

[00:09:18] with micro breaks?

[00:09:19] With breaks.

**BB:** [00:09:19] Like visiting the washroom ? that kind of breaks?

[00:09:21] Yeah.

**BB:** [00:09:31] So. So if you say like putting in a long day like from 5am to 7 or 8pm, then how soon would you be able to come back to that same experience working that long, again?

**M1:** [00:09:46] The next day.

[00:09:48] And then you would begin again at what time?

**M1:** [00:09:48] Look, that's that's pretty, that can be quite sustained over a period of time when there's got a lot of work going on. And so I've been in situations where I've had to sustain that level of work for a few months. But I do tend to get to a point where I have to shut it down and remind myself.

[00:10:13] OK. But then you can do this for say one or two months or more than that? Three months?

**M1:** [00:10:20] Three or four months.

**BB:** [00:10:23] For four months and you could work to from five am till seven or eight pm with micro breaks. Then next day you go back to work again at the same time or maybe one or two hours here or there. So that would be less than twelve hour break.

**M1:** [00:10:40] Yeah. So we had a very busy period. It was a very, very busy period.Its not sustainable though Yes. It's not ideal. .

**BB:** [00:10:51] That is what our work environment demands from us. So it is relevant to the work environment around us. How much can we give of ourselves. So after this four months, then how do you work? Then what do you do?

**M1:** [00:11:05] Then look, I think, I wouldn't I wouldn't say it's necessarily my work, that demands of me but I tend to be a workaholic by nature. So when I do find I've gotten to that point where I've been working too hard for too long, for a sustained period time, off and on I'll take time out. I will go and have a retreat or I'll take some time off for a hike or something like that, but generally I need time away from work and time away from work doing mindful activity.

**BB:** [00:11:50] Something which is not at all work related?

**M1:** [00:11:54] Yes, but also something that's not. I'm not saying something's wrong with other activities. I need to do something mindful. Yeah. Yeah. Something with something restorative. OK.

[00:12:06] So when you do this kind of work, so has is this work that you're is this driven by passion? Is it driven by passion or compulsion or something else?

[00:12:18] I believe in my job. I believe in it. The work that I do. As well, so and I tend to when I have a problem to solve, I tend to turn it around in my mind a lot and until I have a solution. I don't, I'm not. My energy is not restored by things that I feel I have to do. I want to do it. And I'm lucky in my role, I have a fair amount of discretion over what I do. It's a little teeny. And to do so at tend to work hard but I love what I am doing.

[00:13:08] Tell you of the time, if you've ever faced a challenge that was really difficult.

**M1:** [00:13:30] So when I first came into. This job back in 2017 take a lot of politics around it and I had people demanding things of me,which were there's a lot of work, but it was also below my level of intelligence, so it was kind of do this, do this, do this, but don't think about it. I'll tell you what to think. And to me, that was challenging because. It was a lot of time and I didn't see any real outcomes being achieved. And so I had to challenge those people to think differently. It took a it took a lot of energy, took a lot of time. But in the end. I was right. And what that then meant was even. The outcome was good, was I? I thought that the opportunity to have mastery over the work they're doing, it also meant that the support of those individuals was withdrawn. So it's really on my own. And so I had to. Now that I have full discretion over my work, I have to achieve. And luckily we did that and we we got really great results, quite public results as well. But it was incredibly taxing because of the political. Again, it was a joke dealing with those stakeholders I mentioned before, bullying. And there was a lot of ego involved. And so, you know, the challenge for me wasn't necessarily the work. It was just the dealing with the emotional side of it.

[00:15:44] When you felt this, it just went on for say for a few months, more than a month. Yeah. Yeah. So what do you say? Six months to a year?

**M1:** [00:15:55] Yeah. Yeah. Well like six months not a year. So we'll say around six months.

**BB:** [00:16:00] Did you at any point in time at that time, how did you feel? Ever felt like giving up. Did you ever feel like this is, this is just not productive, not helping me move on.

[00:16:17] No, not really. I'm pretty stubborn. Yeah, I did feel emotional and I don't feel that I always approached the problem in the right way. But I knew I was right and I knew it was right. I knew it was worth it. So I just kept pushing on.

[00:16:42] So which means you had certain amount of determination?

[00:16:44] Yeah.

[00:16:47] And this determination, is this the first time that you ever had a challenge like this or you previously, would you say that you have had the same set of challenges earlier as well. Would you be able to speak about them?

[00:17:00] Yeah, look, I think. I think that definitely my nature is to be quite stubborn and resilient as well. I think working in a corporate environment, there are always politics and there's always ego. And hopefully I'm getting better at dealing with it. But yeah, look, I would say many times in my career, I've encountered obstacles which are related to people and politics and had to find a way to navigate through it. And hopefully I'm better at it than I was back then. But yeah, I'd say probably the norm in a corporate environment rather than the exception. Yes, and so. OK.

[00:17:48] So would there be any challenge that would be a cornerstone in your life? It can be personal life also. Need not be work life.

[00:17:54] Yeah, like I came from quite a hmmm. My hometown is Bundaberg which is in queensland. It's regional, it's quite a racist and homophobic and in a lot of ways not a safe place. So even as a country town. There's a biker about the streets. There's. Yeah, I would say as a young person, I was sexually harassed quite a bit. And then I would say reflecting back to high school, I was definitely bullied in high school as well. So it was quite, quite a few think in terms of the cornerstone, I think that learning to be, be, I would said the way that's impacted on my personal base s that I am low trust. I tend to take, I don't necessarily warm up to people who are just, you know, they try and build a relationship, are they not? So in fact, I actually find that really quite confronting. I much prefer for someone to take the time to. For want of a better term, to prove themselves to me before I trust them. And I can feel the I have to work very hard to be triggered when people are on my face a little bit. It goes back to the time before during my school time. Social and lonely. Yeah. I don't see that on a continuum. It's a social and I dont know, happy. So I prefer,I prefer to take time, I think, to get to know people. Then on the other side, If I come across someone who like me, it's low trust. It takes a long time for us to find build that relationship. We have a both kind of standoffish.

**BB:** [00:20:06] Ok, so. So that would be the cornerstone. So you moved from. Bundaberg and then here?

[00:20:16] Bundaberg, Brisbane, Sydney and then Melbourne. Yeah. This journey, you must have had quite a few other challenges, but there must have been something that got you moving out from there? What was it?

**M1:** [00:20:42] Job opportunity. Bundaberg is hmmmm it's a low socio economic areas and high unemployment in Australia. And so I moved when I was 17 to Brisbane. I live there 10 years. Moved from Brisbane to Sydney in 2007. Also for job opportunity. Lived there for seven years and then moved here from job opportunities. As well. And ummm

[00:21:16] So all through this time. How do you manage yourself.

**M1:** [00:21:19] Look, I think meditation is always that's helped. Since I was 21, since my first meditation retreat. I think it helps build resilience. I think it's a lies in my spiritual. Not just meditation, but my spiritual beliefs helped me to say umm say to maintain a sense of compassion, even physically don't blend. But as someone who's just joined, my team is one of its relationship builders, and she ask me a lot of personal questions. It's just breathe. She's trying to build rapport. She doesn't know that I do like this. So just see yeah, just reminding myself that even, something my parents used to say to me is you don't have to like everyone, you have to love them. So having that compassion, empathy, even those with people who I don't feel comfortable with at first. Just reminding myself that it will take some time to. And that always happens as well. I hope this will change.

[00:22:39] So another you have spoken of your parents. Do you think then that both of them are part of that influence, group that has been strong or how is it?

[00:22:51] Yes. Yeah, even though some of their beliefs are different. I would say they are they can be quite racist and homophobic. Having come from that regional area. And it's it's such it's cognitive dissonance, right, because they're extremely spiritual. Regular Sunday school attenders. But they don't see that their homophobic beliefs as being misaligned. Vis-svis they are going 80 now? I'm not going to change them. But the, I think that the traditional upbringing that I had gave me a strong sense of values. I am actually adopted. And my I grew up with two foster sisters. And it's interesting to compare my birth family and I've reconnected with my birth family from my mother's side. My mother has mental health issues. My sister have mental health issues. I think that had I had grown up in that family, I would have gone the same way. Everyone's got mental health issues, right? I think that I would have gotten the same way. None of them can hold down jobs, for instance. They think I'm rich. Because I have a job. Rich with debt. So but it's been an interesting Yes. Yes, absolutely. Nature versus nurture. So more like them in certain ways. But because I had this very traditional Catholic upbringing, I feel that Thats given me this sructure. To then succeed. But then if I compared myself to my two foster sisters grew up in a similar environment, but came to a family later. They said they haven't succeeded in the same physical sense of the word.So long answer to a short question, but definitely had some influence. But also, we're very different.

[00:25:04] And that's what that's always there. Even if they are blood there is a lot of difference.

[00:25:08] Yes. Yeah. Yeah. No. We're a joint family. Indian families enjoy our family. So I have two brothers who have two sisters who assisted for my parents and my brothers are my uncle's. My uncle lived in Geneva. So these two brothers lived with us for some time before they shifted, relocated later. The boys stayed with us. So I actually had four siblings older. Yeah. And none of them meditated. Right. And yet none of them. Yeah. They're not of spiritual. My two brothers, they don't believe in any kind of religion. My two sisters, they do some kind of a religious stuff. But they don't. My grandmother used to make us meditate yet they never took it up. So now that you're talking about. So this is actually that your teacher was actually the person who influenced your life.Do you constantly use meditation like you said when you face anxiety you do some techniques. So how do you do that? Is it a conscious thinking or is it something that unconsciously you decide? Which one? How is it?

**M1:** [00:28:00] I guess it's just automatically a move to breath if I need it.

**BB:** [00:28:12] The other question that comes up here is suppose you were doing one job and you know that this is ideal environment in a complex environment with lall of the jobs are equal priority. All of the jobs are equal priority. If you want to put it, atleast the stakeholder wants us to think that way. How do you do it?

**M1:** [00:28:50] What's most important? I think it's the. my boss's scorecard for instance and then make sure that my activity is aligned back and her bosses score card etc. But generally that that sense of prioritizing, I have a I have a system that I use where every week I sit down and I look across the way, I look at what's important and make sure the must both important work is csheduled in. And then that day to day basis, it is really because I've done that thinking I can go to my desk, sit down and know what is most important.. OK.

[00:29:34] You have a team?.

[00:29:36] Yes.

[00:29:36] How many members?

[00:29:39] Seven. OK.

[00:29:40] So you have a seven member team behind. Did they all join at the same time along?

[00:29:47] No.

[00:29:47] So who would be the oldest? The number of people who have known yoy the maximum number of time?

[00:29:52] The maximum number probably would be two Georgia and Carol who is in NZ and in Manila.

[00:30:00] So these two have known you for longest period since you have joined. What would they say about you?

[00:30:09] Busy. That I tend to take too much on. I develop people. Most most of my staff say I don't know the word they say, that I mould people. Yes. I help them to improve and get their job done.

[00:30:32] And if they had to say anything negative about you what would they say.

[00:30:37] That I take too much on. Yes, and probably. I can be really direct as well. My team, so I look after them. The biggest piece of feedback is that I take too much on. But the biggest piece of feedback is I tend to.

**BB:** [00:31:01] How do you see yourself as their manager or their leader? First of all do you see yourself as a manager or leader?

**M1:** [00:31:11] I am a bit of both, right? As You need me to lead, but there's a part of my job which is just managing their time. I like to develop them. Like to empower them. We have this thing called, it sounds terrible, but I call it evil plans, so I come up with these crazy ideas of things that we can do. I took the whole team to the circus. Recently, we had we went through this campaign to manage a graduate program integration into the process, so people have to play games to apply originally. I based a two day development program on a David Bowie song, so it's. So I come up with this crazy idea. When I first started working with and I came up with ideas. their response was: What? What the heck's she is talking about? But as we worked together, and these crazy ideas pulled off, then they have more faith. It's not hard to go to get them to. jump aboard.So I think. They are just used to the person.

**BB:** [00:32:57] So now that we are talking about crazy ideas. So first of all, how long do these crazy ideas remain, like a egg in your head and then you start fructifying it..

[00:33:19] Look, when I when I think I kind of think like a diamond, so I'll see something from a. This crazy idea. Okay. Oh. How does that look in terms of what we're trying to achieve? How did that be in a process? Why would we do that? How would people experience? So I tend to kind of think all of that at once and it will click very quickly, if it if it has legs. It doesn't have legs, I just let it go. But I don't tend to generate a stack of ideas. I'll get an idea. It has legs that I share with the team and then we will work on it.. Common, but it will be sustained effort over time. My ideas now I expect to pay off in twelve months time, so it's not just about coming up with the like the flash of a pan. So I come up with an idea and then I incrementally work on it until it closes.

**BB:** [00:34:22] Yeah. And while are you doing this, what sustains you?

[00:34:27] Keeping the vision. Being able to see it And the next step from that as a leader has been how to explain that they are, creating that shared clarity so that they can see what it is we're trying to achieve. It sometimes takes time. So it's a little well, but because we've mostly worked together for a long time. They have more faith, come up with this crazy idea. I can't see it. They've gotten used to. Well, they dont think that this will work but she said that it will work so let's just give it a go.

**BB:** [00:35:07] How does your boss perceive you?

**M1:** [00:35:12] Yeah. I think. I think I'm known for being a bit different and saying things differently, and I tend to be quite future focused and I tend to challenge in a nice way challenge people to think differently. I think she found me to be quite casual because she is very formal, and so I think that challenges her because I do tend to be kind of, not not as formal as she probably used to. She is quite a senior person.So I kind of manage myself less casual as well, so we both trying. I'm not sure what would be best friends, but we respect each other.

[00:36:04] In a work relationship, do you think respect is more important than being liked?

[00:36:10] I like to be liked, but I think it's definitely going back to us in four. It doesn't matter if you like me if I'm not getting results. Yes, exactly. Yes. But it's easier to influence people if they're lucky. Yes.

[00:36:32] And you always knew that you were going to do this by the work? I mean, when did this career path come into your life?

[00:36:39] It just evolved. I got into recruitment, sets up my family quite young. paid well, continued on. I found that I really liked coaching, developing people. This this job came out of the blue and it ended up being the perfect job to me. As this is a combination of recruitment and development and then. It has evolved with me. I've been in this over two years and the role has changed, based on my skill set and what I like to do and luckily the things I want us to do, no one else wanted to do so. So they came out OK.

**BB:** [00:37:17] So recently in Linkedin, I was seeing some positions. Are they for your team? Yes. Yeah, I saw that for Talent acquisition. But at the same time it had developing the person. That was the role I was doing 10 years ago. I was after a long time and seeing the same kind of the thing. I is the role that I played, the talent acquisition with Wipro, back then I was not only putting people. I was working with the senior people, but I had to look at the Talent management and how to develop them and how well they fit in. And ten years down the line, when exactly will they be? How do we develop their career? I realize that this description was so familiar. It is a full circle. So having said this, what I understand is that you have actually, to some extent led lead you to do whatever it made you do. But at the same time, you did try to make the best of what life gave you. Yep. So in this whole process, you said that your parents influenced you so did your teacher. And do you have any more influences like these ?

**M1:** [00:39:01] My grandmother, who was my father's mother. She more influenced because I admired her, just her way. She's very. She was one of those people who speaks quietly when they're angry and scares the hell out of you me. You know that that tone. But she was she was a lady. And she's. She had six children born in the 20s, went through war. Had her husband died. So I just admired her strength. People perhaps and also leaders. People who have managed me and have been generous as leaders. And then I try I pay that for it as well.On the meditation side, I think just Vipassana that whole, all of those teachers have been, I have been to in 10 meditations so far. Vipassana meditation Retreats.

**BB:** [00:40:38] How many days are these retreats for?

**M1:** [00:40:40] 10 days

**BB:** [00:40:41] Yeah. And do you have to keep quiet the whole time?

**M1:** [00:40:45] Yeah. Yeah. TMost of the time. But that that's foundational for me. Its almost like that. I guess I grew up in that kind of Christian environment. But then having that, the Vipassana teachings there. It's it's it fits any common spiritual practice. So, yeah, I think it's it's kind of just bringing those together, but then having an opportunity to learn other sets of beliefs and religions. It's it's almost like that mountain where water flows down to the bottom and just goes through different, different creeks and rivers or whatever. So he makes his own boat. Yes. Yeah, absolutely. So for that, I feel like I've had the opportunity when I've met people or I've learned different ways of thinking that I've been able to bring it together in a way that makes sense to me.

**BB:** [00:41:51] What is your greatest ability?

**M1:** [00:42:07] I can understand complex problems and I can break them down in a really simple way so that I can explain that to people and can solve problems.

**BB:** [00:42:20] And is that what you do in your personal as well as work life or just work life.

**M1:** [00:42:28] Probably check my brain at the door when I got home. Yes. I think. Although I am lucky. We have a lovely home nice life. My son is in Uni. Dont think much about it. In the end, a conservative values, so you probably just don't spend as much time worrying about it. OK. OK.

[00:42:57] So since you say that do have a child has meditation influenced, has your practice of meditation influenced him.

[00:43:04] Yeah, yeah. He has been to Vipassana, He has volunteered. He describes himself as an atheist, but he has strong values. He understands. I don't know, whether he would describes himself as living with Buddhist way of life but he knows the stories. As compared to my husband who has been to Vipassana Taylor and I have grew up but in the way that I would help him with his various challenges to share stories with him largely Vipassana inspired stories. He does meditate. If he calls me every now and then when he needs me to talk him down off a ledge or whatever Uni students go through. There is a series of possibles. You know, how he'd wake up and his mummy would be sitting by the back door meditating. He just took that as that's our way of life. And don't bother Mum until after she's finished meditating. So been more comfortable about this.

[00:44:41] What I'm trying to get from you when I spoke about the number of hours that you concentrated and after that how much time you would take to go back. I'm looking at your flow. How you can concentrate for a long period of time. How does it drive you to agreed to do so? Flow is taken as that kind of mental state where you are highly productive You would lose your world around you.

[00:45:16] Look one to two hours. I tend to be a slower paced person where I can focus on. work for a set period, a longer period of time. I struggle with concentration in some of the meetings that we have to attend to. So I've tended prior to coming into this job to be somewhere of a longer concentration span, it tends to be slower and more structured. But the role that I'm in at the moment has. just so much and it's so big and. So my concentration. is shorter than it used to be. The span. And probably my patience is shorter than it used to be. Because every every minute I've got a kind of ticking in my head is how much money this is costing me or how much time this is costing. And then those long meetings. I think I lose concentration because sometimes that just not all right. Yeah. Yeah. Sometimes they're just unproductive and they're just great on and on. Yeah. Yeah. I tend to be more snapping fingers.. Let's get to the point and lets get it done.

**BB:** [00:46:34] So do you face intellectual loneliness?

**M1:** [00:46:50] I don't know if it's intellectual or spiritual because as I know, I see the world differently. And I think it's not socially acceptable to share that. My husband knows how I see the world. My son knows a little bit, but I don't tend to over share it the way that I see and experience things. Whether that's a I don't necessarily see it as loneliness. Poeple would think that I m crazy rather than know that I am crazy. Intellectually, I often get people saying that they want to pick my brain or can we use your brain and which is nice in a way. Sometimes I find it a little bit taxing. Because when you spend such a long, sustained period of people just picking your brain. It can get to the point where I'm a bit exhausted on this one, a bit more than a brain. Yeah.

**BB:** [00:48:00] Maybe its like too many picking of your brain.

**M1:** [00:48:06] I think it's difficult.

**BB:** [00:48:13] And so. This this flow that you said is that it takes time to sort of get into it. But then once you are into in because of the concentration spans and especially now because you have to sort of put yourself in various places. Then how do you sustain your mental state.

[00:48:56] I will go back to breathe. When I'm trying to focus and I am trying to shut people out. Noise out, that I'll just make myself aware of my breath and it's like I said.This is the moment this is what I am doing.

[00:49:08] So which means in a day you could actually be meditating for, say, five to 10 minutes. Multiple number of times.

[00:49:27] Yes. And the foundation is starting the day of meditation so I can go back to that every time I want..

[00:49:34] And end of the day. Do you do it again?

[00:49:38] I just do. It's less intentional, it's just how I get to sleep. Its observing sensations from top to bottom.

[00:49:57] You mentioned that last year you had work pressure. And then you had a personal pressure. This was practically ongoing. Two weeks of that one in August. Mm hmm. So during this period, you say it is an uncomfortable situation. How did you manage yourself?

[00:50:44] Myself, I think I could have done a better job. When I got to the end of that holiday in October, I realized that something had to change and other people would not change I had to change. So it was it was a period of just letting go and realizing that I had started reacting to stuff that wasn't necessary. No ones going to die. Touch wood. So. So it was it was almost like this. People on my team called it ZenM1. I just zenned out, let it go and actively did so. And probably I can't remember that I probably went back to yoga and stuff like that, but it was it was really for me it was just a mental setting and making a very active decision not to not to get so attached to stuff that.

[00:51:55] And when you came back were you able to get back to work immediately?

[00:52:00] Yeah. I came back to work straight away. But I wasn't relaxed because I'd had this stressful holiday. And that's when I actively. Just. That's when I stop. Yes. Yes. Actively tried to let go. Actively worked at it and and shared it with the people around me. Shared the experience that I booked another holiday for December. which was much better. But was really conscious about not continuing in the way at that stage, So people were not changing but I had to change myself and this conscious decision feels.

[00:52:50] Did you or have you ever had a psychologist helping you?

[00:53:03] Yes. We had a young man pass away. He was in the grad program. So I consulted a psychologist then but that was more from a . How do I help these young people going through this experience. If I need counseling, I tend to speak and seek out spiritual counseling versus as a psychologist. Going back to the point of I see things differently than most people. I tend to find I need more spiritual help than the science.. So, yes. So that's and it's been a long time. That is, if I really need that assistance, that's where I seek it.

**BB:** [00:53:43] So what do you mean by spiritual counseling?

[00:53:47] Maybe a spiritual healer or someone who. Yes. Someone who understands that there is a different world for me.

[00:54:03] So this period when you had to let go of aand all that. That went on for how long? .

**M1:** [00:54:19] Consciously trying to let things guard. I mean, between when I got back in October and when I went on my next holiday, which was not until December went to Japan. I had got to that's Zen place, but I still had to. It's almost like I still have stuff to let go. It was quite a difficult situation in Canada and I still had to kind of give up, forgive people.

[00:54:54] So you said that you unconsciously slipped into your meditation room, which was not happening then?

**M1:** [00:55:02] I probably just need more intervention. And likewise, it was a very it was a very difficult situation That I was in as well. I probably need more support.

[00:55:21] But you understood that you needed more support and this is more than what you do on a daily basis. You understood that.

[00:55:28] Yeah. But I was in a different country? Yeah, yeah, yeah, yeah. Very external environment is different. Yeah.

[00:55:36] As you said, it was not controlled. You know, know not. OK, so now I am actually trying to ask you this question because I'm trying to understand grit. I'm trying to understand How much can you take to be able to remain who you are?

[00:56:03] Yes. It's grits really about perseverance, isn't it?

[00:56:11] Yeah, but it's also about passion. It's all about wanting to do what you want to do.

**M1:** [00:56:15] I suppose there's. A term my husband and I use to keep moving forward. And. And I think that's probably for me, even though it's challenging. I can see where we're heading. I understand the purpose. And I'm just even if I slow down, I keep working at it forwrad. . So during that period, even during that difficult time in Canada, even in the August, September, it was. Just Do it. Can do it. they look for what you can control. But then I think from an emotional point of view, I think where I've been more successful this year is I've let things unfold rather than try to force them. And it's that difference between intuition and ego. Yes, before and I know how I know a good idea is a good idea because it's driven by intuition not ego. . It's not about fear or wanting to impress anyone. It's about being purposeful in our efforts. Knowing what we want to achieve and who we want to achieve it for. And then the good ideas come and they really clearly get ideas. versus a reaction to something. So I guess that that perseverance. Always understanding what the North Star is and keeping that inside, even when in this circumstance at the time, maybe.

[00:58:00] Which means, in a way, you align for your bosses.

[00:58:06] Yes, go. Yes. Over there. Yes. She aligns to her bosses. Yes, yes, yes. Just working for ANZ. Well, I said to the bank. It's a purpose organisation. And my part of the puzzle is. early talent diversity. It's all kind of the good stuff not have to do with the finances. So I feel incredibly lucky to work here when I walk in every day. I know my overall goal is purposeful , and I think the flipside of that is I wouldnt work from organization where I did not feel the sense of purposeI. It's not just that I won't get motivated. And none of this other stuff would fall into place.

**BB:** [00:58:55] Another question as to who's going to be your motivations.

**M1:** [00:59:01] To work here or?

**BB:** [00:59:01] In life.

[00:59:03] Oh. It's helping, helping people and helping people to be productive and happy. Yeah. What really aligns me in this job is the indigenous aspect of my role its a small part of my role. But that would be something that is really important to me. My latest evil plan is to help a community in. They're trying to help children in that community get through. And I've got a lot of different things that I work on, but I get to make a difference.. And sometimes it's just incrementally. But by the end of the year, you can see where. So we hired 100 indigenous employees this year say. Then how would we hire 130 next year. So its all about helping people. holding told you to do that.

[01:00:26] When you were not with ANZ how did you implement helping people?

[01:00:37] I did some coaching work on the side and I help my son and husband. And I'm not doing a lot of charity work at the moment but in previous years. I obviously had a commitment to to do charity work. Not so much anymore. But I feel like I did a lot of that at work anyway, so it's so hard to do my job and then. So I do help people and my friends.Put it so good about myself. And yeah, it just feels good to see the change from when you start. The role of a program. Seeing the development. That of a young man who I've been coaching this year and he just got a promotion two weeks ago. I've been pushing him this whole time to get that promotion. Seeing that and then seeing him in that role I just really enjoy. So you like the fact that a good thing and that is actually foreseen. Yes. Yeah. I could see it and I helped him to get there.

[01:02:05] How do you know that you are challenged and what do you feel ?How do you know that?

[01:02:08] This is a challenge. This is just a good challenge, or it's to bad challenge. A good challenge I feel inspired and motivated and I feel engaged. Bad challenge, I feel the emotion and I feel the temperature rising. And I can feel physical the

[01:02:40] How can you differentiate between good and bad?

[01:02:42] Because of these feelings, if it's intuition or if it's a trigger, There's a woman who is trying to be friendly and asks what i did for the weekend. I am saying to myself, let's give it twelve months. This is why I didn't foresee what is going to be like. You asked me what I did for the weekend. I think it's a normal thing for some people just do him for his time. This is kind of this is being given the like the normal.

[01:03:26] But coming back to you, how would you be if you were in that woman's position what would you do?

[01:03:26] I think I would read the signs and back off. So generally what I do when I first meet someone is small talk. If they respond to small talk then I know that they are more relationship based and if they shut it down then I know that they're more outcome based and oriented. So its Just it's like you test the water. Well, that's fine because it works with me.

[01:04:30] So the other question that comes up here is when did you start giving time to people. Like with that woman.

[01:05:10] I can. I can always feel when I'm triggered. And I try to just. Stop observe. Like my natural reaction might be to be rude or shut someone down. So I just count about being very polite until I feel comfortable. Just keep it as professional as possible and polite and try and make sure that person. Is not too impacted by it. When it comes to someone that I manage, I tend to just be very clear, this is what success looks like. These are my expectations set and give them feedback as well.

**BB:** [01:06:16] So this means what I'm getting here is communication is one of your biggest assets that you use all the time. Yes. Yeah. But two more minutes, OK? If the moment is that you get to do this, I would rather have you do this.

**M1:** [01:06:39] Did you have any physical discomfort then you would then want to join the interview? No. That's fine. Who were you with? By yourself? By myself? Yes. And no. About the interview. How did you feel about the activity? Yeah. It was fine. And not at all to very much. Was this activity important for you? It's important for you.

**BB:** [01:07:07] This is very important for me.

**M1:** [01:07:09] Why was this activity important to others as of to me? And will you succeeding at will do the doing? I think so. Good. Yes. Do you wish you had been doing something else? I was fine. OK, I had to say. Were you satisfied with how you were doing? Yes. I wasn't really judging myself at. Yeah, that's. How important was this? I do it in relation to all little girls, but I'm not close to it was it was I believe in meditation. But to think I'm helping someone's life have definitely helped me. Who would you be with if you had a choice? Always with my husband and my son. The people that I care about to hang out with the man and what he would do is sitting on my deck at home having a cup of tea.

**BB:** [01:08:02] I won't take any more of your time. What do you do after this is having gone through this? I do. If you can't meet. I understand. Yeah. I also have understood that only over the weekends that you respond. Right. What I'm going to do. I might have some questions. I'll send them all to you. It's it's fine. You can take your time. And at the same time.

Second interview through email

The questions are

1)      Have you achieved a goal that took years to complete?

Career goals like promotions and goals around raising my son.  (Raising a values lead, happy human)

2)      While achieving that goal what kept your ongoing focus?

I have a strong vision of what I am trying to achieve.

3)      Do setbacks discourage you?

They annoy me.  I keep moving forward, even if it’s slowly.

4)      Would you describe yourself as a hardworker?

Yes.  I might be described as a workaholic I’m afraid.  I value hard work.

5)      Would you describe yourself as diligent?

Yes, although sometimes I’ll make a decision not to do something so that I can prioritise other things.

6)      Do you finish whatever you begin?

Not always- particularly fitness goals.

7)Is/are there any project/work  that you begun but did not complete?

Yes.  Diets, fitness goals, projects that didn’t get legs, study that I didn’t have time for because I was raising a family.

7)      Give an example when you set a goal but later chose to pursue a different one?

I’ve written a book but not yet published it as I don’t feel it represented my current views and values anymore.

8)      Do you get distracted by new ideas/projects from the previous ones?

Sometimes- it depends on what is important to the big picture at the time.

9)      Is there any idea/project that you were obsessed with but a short time later you lost interest?

Mainly fitness goals.

10)  What is it that attracted you to become obsessive and why did you then lose interest?

I started strong but got distracted by work and other things (generally)