



**FIONA PEARMAN**

I'VE GOT THIS! CONNECTING TO YOUR CORE CONFIDENCE

**LEADERSHIP MOMENTS PODCAST TRANSCRIPT**



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**EPISODE 53**



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[Start of Transcription]

**FIONA:** (00:00) Self-awareness is absolutely essential to leadership. The more we can become aware of ourselves, the more power we have in any situation really. If you are in a situation where something feels as though it's either an attack on you or you're being undermined or you're being criticized or you're being unfairly judged in some way, is first to take a step back and just be prepared to go, "This is not necessarily personal."

[music]

**MURRAY:** (00:29) Welcome to my podcast. I'm Murray Wright and this is Leadership Moments, real people stories about the people and the moments that have shaped their leadership. I hope they give you new insights and some inspiration to be a better leader, make a better world and live a better life.

[music]

(00:50) Today we are talking about confidence. My guest, Fiona Pearman, has co-authored a great book about this with her friend and colleague, Kate Boorer. The title Core Confidence. Now confidence is something that's easily lost and can be difficult to get back. Fiona talks about her work and how it led to the book. She gives a simple but beautiful definition of core confidence and gives us tips on how we can reconnect to something that we all have. We chat about her experiences and leadership moments and have a wider discussion about gender equality in the workplace. We talk about how to build your own awareness of where biases may be appearing and how to bring awareness to others in a constructive way. This is a great conversation. Sit back and enjoy.

Fiona Pearman, welcome to Leadership Moments. Great to have you with us.

**FIONA:** (01:44) Delighted to join you, Murray.

**MURRAY:** (01:46) Now Fiona, you call yourself a strategic consultant. You're an expert in culture, brand and leadership. What is the work you actually do?

**FIONA:** (01:58) So my history is, I was a marketing and sales specialist and then spent a long time in corporate brand strategy and it was somewhere about 15/17 years ago I realized that the biggest lever that organizations had to deliver on their brand purpose was the culture and the leadership within the organization. And so that segued me into working specifically with executive teams and culture transformation



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in organizations and what I like about my background is, it gives me really strong commercial focus. So, I'm really always inspired by what best serves this brand to achieve the outcomes it's looking for and how do we leverage the people and the leadership to get to where the organization wants to go.

**MURRAY:** (02:53) That's wonderful insight because it is the leadership that creates the culture which then creates the brand. So that's wonderful. Now, what I really wanted to talk to you about today is the book that you have co-authored with your friend and business partner, Kate Boorer and that book is called Core Confidence. Now, in the book, you say "it examines the reasons, the systemic biases and personal confidence barriers that contribute to why professional women are often perceived as less confident than men." What led you to write that book?

**FIONA:** (03:32) For me it's such a heartwarming story because we were working with women both within corporates and in external leadership programs and Kate and I kept observing that as we were going through various processes and various methodologies and frameworks around leadership, one of the things that kept coming up for women was, "Well, you know, I'm just not confident enough," or "I'm told by my boss that I'm not looking confident enough, I'm not displaying enough characteristics that would mark me as confident." And so this word confident kept coming up and it was vague and when we ask people, "What do you think is meant by confidence," there was just so many different definitions it was clear it was actually quite a difficult thing to achieve if no one could define it. And so, we started digging in and doing some research and at the same time because this appeared to be an issue on what we were dealing with, we started to develop some methodology around... How could people get better in touch with their confidence? In what ways could confidence be used as a resource? And as we started to do more and more work in the field with this, it became very evident that confidence is actually something that everybody has, this core confidence, underneath whatever has gone on in life. Everyone has it, but through the... You know, whatever happens during life trials and tribulations, difficulties, experiences, some things lead to an erosion of our connection with that core confidence. So, what we started experimenting with, in some ways through the systemic work we were doing, was how could people get reconnected to that resource? And that really was the basis for thinking about core confidence. And then, of course, people started saying, "You should put this in a book. You should do something with this. You should take this to a broader audience." So, it was this lovely piece of work that found us and then of course we went through the highs and lows of creating that into a book and a framework that people could readily access.



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MURRAY: (05:39) Can you talk a bit more about... So, what is core confidence and how you actually connect people to it.

**FIONA:** (05:48) When we work in a workshop people can identify pretty quickly what it is for them. So, it's something that they feel strongly within themselves but it's also that something that someone else can observe in you when they look at you in the way you go about it. And in the end, we came to this understanding: "Core confidence is when at the deepest part of your soul you believe in who you are, the value you contribute and the person you are becoming. Simply put, it's the ability to know, "I've got this!" And be unshakeable in your resolve."

MURRAY: (06:25) Actually I love that, "I've got this!" Even just... I've practiced saying it and just by saying, "I've got this," it's such a somatic physiological experience. You can feel it in your body. It's fantastic.

**FIONA:** (06:40) Yes. Yeah. It really is and it's lovely to watch people in workshops. People go through a process where they do get to embody it and then when they say it, as you said, it's something so deep within them, it literally feels different in your body.

MURRAY: (06:56) So the book is aimed primarily at women. Any particular segment or group of women that it's there for? Who are you finding is responding to it?

**FIONA:** (07:10) Yes. The book itself is aimed at women. I guess what we've learned since launching it is that this issue of core confidence is true for everybody. It's not just something that women grapple with. Everybody has an element within them of self-doubt and everyone has moments when they become disconnected from confidence. So, it's certainly something that's applicable broadly. When we came to write this book, it was for a particular audience and it was women in the stage of their career where... We were seeing a lot of women finding it really hard to transition from that sort of junior management level into a more senior role. There were lots and lots of reasons for this and we talk about that a lot in the book but we really wanted to give them a framework and examples and stories that made it easy for them to see themselves where they are now and where they want to go and give them really practical "how to's" around the building blocks of confidence. So yes, we worked quite hard to really focus on... And it's probably women around mid-twenties to early forties. That's the target audience you could say of the book. We have since been told by many people, "Oh my goodness! This is applicable right through much older age groups and actually for... What are you going to do for teenage girls?" But we're not quite there yet.



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MURRAY: (08:30) Not quite there. I have to say, reading it as a guy, what you're taking people through – your exercises, connecting to your values, your own brand identity – a guy can pick it up and get as much value from it, I would expect, as a woman. It's almost like a manual. You read and do the exercise and read and move on, so you're really building and putting into practice as you go.

**FIONA:** (08:56) Yes. Yeah. And that was our intention. When we did the research we found that there was an enormous amount written about confidence and a lot of very interesting books and a lot of ideas about why we come to where we are and what was going on, but there was very little that was a practical 'how to'. So that's what we set out to do.

MURRAY: (09:16) I think I told you this story. My son's partner picked up the book and she'd been recently started a new job and had been given The 7 Habits... by Stephen Covey. Then she picked up Core Confidence and she hasn't put down Core Confidence but hasn't picked up The 7 Habits... either. So, it's a very modern I think context for people as well to work in.

**FIONA:** (09:44) I couldn't have any other higher praise than that really. I love Stephen Covey's work and of course you and I know how fabulous it is and I do think, yes, we've really tried to be relevant and accessible for people right now in their careers.

MURRAY: (10:00) Yeah. Let's come to you a bit, Fiona. You say in your bio you had your own crisis of confidence. How did you get over that and what was it, if you're happy to share that?

**FIONA:** (10:13) Yes. It was really not until we came to the writing of the book that we realized how personal it was in different ways for Kate and I and I think, reflecting back on some of the moments in my career. I became aware that at certain times I could be quite strong and confident and at other times, I felt very intimidated and unable to really maintain that resilience and to hold myself in a way that allowed me to do the work that I wanted to do and to influence the people that were important to me in my professional career. It was actually... It was a quite interesting thing to reconnect with that place where I'd felt quite lost at times as though I wasn't achieving what I wanted to and that I didn't... In hindsight now I can see that it wasn't intentional by some of my peers or bosses at the time. Some of the undermining and the things that went on were... As I said they weren't intentional, but the net effect was I felt undermined and unable to have a comeback and hold my position. It's been interesting and I can see now how applicable some of the things are in the book and it would have been a good resource to have back then.



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MURRAY: (11:47) How did you... When you reflect on it, etc., how did you get through it and come back?

**FIONA:** (11:54) I think peer support was really important. Back in the day we didn't have as much as is available now in terms of mentors and sponsors, but I had some good colleagues actually not within the organization that I was working with at the time, more externally, and they were able to remind me of my strengths and what I was focused on and what mattered to me and that was really helpful. I think also being prepared to take stock and also have some more one-to-one conversations. So, I think at the time I was different to the other executives in the organization. I was quite a bit younger and I was the only female and I probably hadn't built relationships as strategically as I could have, and this was... I wasn't really conscious I was doing this but in hindsight I can go, I kind of realized I needed to reach out and to build relationships personally so that when I got into a room there was a greater sense of collaboration and us wanting to do things together as opposed to me maybe being somewhat provocative and outside the box as I had been.

MURRAY: (13:12) Right. Yeah. It was interesting. You were talking about people were maybe doing stuff unintentionally. I think that that can happen so often, and as you say, people are doing stuff. They're not aware of it. It's not intentional and if they know about it, they can actually change it. What advice do you give to people who are maybe experiencing that? You know, things are going on. It's really getting you. What advice would you give to people to manage that?

**FIONA:** (13:45) Look, I mean you and I both work in leadership and you and I both know that self-awareness is absolutely essential to leadership. The more we can become aware of ourselves, the more power we have in any situation really and I think that one of the first things is to realize, if you are in a situation where something feels as though... It's either an attack on you or you're being undermined, or you're being criticized, or you're being unfairly judged in some way, is first to take a step back and just be prepared to go, "This is not necessarily personal." So, I think one of the things we do is we tend to – and it's a very human thing, we take things so personally. And in the workplace my experience is that at least nine times out of ten, that's not the intention of the other person. Whatever is going on for them, whatever is happening for them they are responding from a place, of a whole lot of things that you're not privy to and you don't know and what you're getting from them is quite often their own lack of self-awareness. So, if you can become a bit more self-aware



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and go, "Okay. This is not personal and I'm going to be able to be okay no matter what's being said at me and I'm not going to jump into a reactive or judgmental position around that." If you can just hold yourself and go, "Hang on. I heard X and I feel upset. It's probably not personal. They're probably not intending what I heard. Let's just slow down a little bit and just unpack what's happened and test, 'Is this what you mean?'" Just get a little bit more information and... The other thing I would say is, try to be less judgmental and more compassionate. I found for myself and when I'm coaching people that those two things can really soften what feels like a negative interaction and we are able to do that, suddenly a lot of that energy just dissipates and not only are things better but it's almost like we've given the relationship a better founding.

**MURRAY:** (15:55) I think that's beautiful, compassion for the other person, but the thing I've been working with as well as much as possible is compassion for everyone in the system even if someone you're talking about has been causing the problems, that's a person not in the room, how can we be compassionate for them in this moment as well?

**FIONA:** (16:17) Yeah. I think that is such a beautiful and holistic way of appreciating that everything is as it is for some reason and some good reason often we can't see and we can't know and it could be sitting way beyond consciousness of us or them and to accept that and then go, "And what can I do that is most useful in this situation, most constructive or most helpful so that we're not buying into what I would kind of picture as a downward spiral of a dynamic or actually opening up to the possibility that there's more here than I can see and I'm going to be the person who is capable of holding the space for that rather than having to jump on what's been said.

**MURRAY:** (17:08) Yeah. Beautiful.

I just want to take a moment to let you know about my new website at [www.murraywright.com.au](http://www.murraywright.com.au). It has a whole load of resources including all the Leadership Moments podcasts, the leadership questions, blogs and free tools that you can download. There's also a great download Leadership, it's all in your mind, a three-part series giving you more understanding of how the mind and body works to help improve focus, make more conscious decisions and change habits. Use the link in the Show Notes or go to [www.murraywright.com.au/mind](http://www.murraywright.com.au/mind). That's [www.murraywright.com.au/mind](http://www.murraywright.com.au/mind).





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And now, back to our guest.

Let's come to that first Leadership Moments question. Who would you say has influenced you the most throughout your career, your development?

**FIONA:** (18:04) Yeah. This was a really interesting question, Murray. It was hard to find leaders that I really had admired, not that necessarily it has to be a leader, but I really settled on a person that I worked with in my second kind of corporate role and I was a marketing trainer for a franchise, a large global franchise organization and my immediate boss was a really dynamic and incredibly gifted woman. She was a few years older than me. She was extremely professional. She was excellent at both strategy and execution, which is often a combination you don't necessarily get.

**MURRAY:** (18:50) Yeah.

**FIONA:** (18:52) And she gave me plenty of opportunities. But I realize, looking back, that the way she gave those opportunities was really powerful. So, she allowed me to take on projects. She would delegate whole projects to me, but she wouldn't just let me run off and do them. She would have milestones and checking points and do all the kind of things that we would want of a great leader in terms of encouraging and supporting but also stretching me and making sure that I had enough autonomy to do a few things differently and to possibly make a few mistakes and learn from them and have a bit of... Gain more experience through the process. So, I think she really influenced me in a lot of ways in that she showed me a lot of aspects of leadership that at the time weren't as prevalent as we maybe see today and they certainly weren't talked about in the way we see today. The other thing she did really well was influence the system. So, she was able to not just influence her boss, she was also influencing the CEO and the board. So, she was able to really galvanize people to inspire them to engage them around the projects that she was working on and all of that was... It taught me a lot really because when I went further on in my career, I knew that it's not enough to just be engaging with your team and your immediate boss, you actually need to think about all the other nodes of influence, all the other places. If you're seeking to do anything worthwhile, you're going to have to engage with a much broader audience. So, she taught me a lot about that.

**MURRAY:** (20:36) That's a great insight and so important, as you say. As you observed her and as you've gone on and practiced it, how do you do that? Because people





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often struggle with it, "How can I influence the people above me or whatever?" How have you seen that done and how do you do it?

**FIONA:** (20:59) Well, you know, again it's almost one of those intangible things, isn't it? We notice people like this. We talk about them and it is quite... It feels like it's quite a gift. But having written Core Confidence I can actually say that that is definitely an element to it, that there's something about these people that is very solid internally. So, they know who they are. They're not afraid to speak up. They're very authentic in their dealings with other people and they are prepared to speak up and to face the consequences of that. And you know, in the book Core Confidence we talk about something called "grounded expertise" and this is this notion that yes, of course, you have subject matter expertise that's why you've got your position and your technical qualifications have led you to here, but there's something about being able to be grounded with that and accept that you can't know everything and to engage other people, actually to bring them in to contribute and to be part of something and to involve them. And I think that's something that these people tend to do. They don't have to know everything. They don't have to show off. They don't need to prove so much as they're kind of quietly confident with what they know, and they're prepared to listen and to grab the best from other people and incorporate that. I certainly hope that that's what I do with my team and with people that I work with, and something that I learned from Suzie all those years ago. I also see it leaders I work with now. How powerful that is to be able to stand solid in yourself and also be open to what's available to you in the broader system.

**MURRAY:** (22:54) Yeah. I think that is so important. Now, keeping with you, the next question we have is this 'aha' moment. We often have many 'aha' moments but is there one that stands out for you when you suddenly, "Now I get it. I understand what this whole leadership thing is about."

**FIONA:** (23:18) Yes. There are many and when I started to think about this, the one I think that is probably the most powerful and so it comes out immediately as you asked that question is this sense that it starts with me and I think... You know, when I first came to appreciate this was with a mentor, probably over a decade ago, and she really challenged me if I started to project whatever was going wrong onto other people, to start to blame or to feel a bit as though I was the victim of something or a bit... Yeah. So, I didn't have agency and she would sort of say, "Well look. You know, if you want things to be different, you're going to have to go first. You're going to have to do something differently yourself." And she really, kindly and warmly but with a fair degree of firmness said, "You know, leadership is about going first. It's about starting yourself." And what I've noticed working with leaders is it's an incredibly powerful



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principle. So, the more I'm prepared to do, the more I'm prepared to go first, the more I ask of myself, the easier it is to lead with others. And I think there's something about, we can't ask of others. We can't ask them to show up. We can't ask them to be strong or to have courage or to be open or, one of the hardest is, I can't ask others to be vulnerable unless we're prepared to go there ourselves first. I think that 'aha' moment has changed not just my leadership at work but a lot of my relationships that it is up to me and if I want change or I want things to be different, I have to be prepared to do things differently and not just do things differently but to actually be differently in myself.

MURRAY: (25:26) That's yeah, so true. Very powerful. Let's tag on to that your biggest failure, the one that stands out for you that still informs your leadership today and of course one that you're comfortable to share and be vulnerable with, Fiona.

**FIONA:** (25:44) Yes. Well, you know... This the crux of vulnerability, isn't it? Being able to lean in and share things that didn't go well and didn't turn out as you'd hoped or you're embarrassed or ashamed about. I didn't talk about this one for quite some time because of all of those things. Again, it happened reasonably early in my career when I managed to get a job with a boutique PR agency and having come out of a marketing and sales background, I was really excited to kind of get on the agency side of things.

MURRAY: (26:19) Yup.

**FIONA:** (26:20) You know, an advisor and write great articles and copy and things like that and, you know, it was... As I said it was a small agency and quite well-respected at the time. It had some very big brand name clients and my first piece of work went exceedingly well. It was brilliant and I was so clever and so I was pumped up and excited. And then over the next few weeks I found it so difficult. I found it difficult to do even... There was sort of, you had to review papers and find articles and speak about things in relation to our clients and I wasn't doing that in the way that the two senior people in the organization liked it to be done. So that wasn't going well. I was trying to write pieces and of course in terms of a crisis of confidence my confidence was slipping because the feedback was coming back "this wasn't good enough" and "rewrite it" and "do it again" and of course with writing once you've had a go at something a couple of times you don't usually have much juice left. And so I was just stuck and I wasn't producing the work that was required and the way it was handled, there was no empathy, there was no warmth, there was just this kind of more



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and more agitated and somewhat angry and escalating kind of finger pointing at my supposed incompetence. And I guess from their point of view it was incompetence. They were not finding me to be a good match with the way that they did things and I certainly wasn't rising to the challenge. I was actually shrinking in this environment. And it really took a couple of good friends to kind of say, "You know, that is really sounding like such a... not a great place for you to work." And in the end, they came to me and said, "This is not working out." And I was... Even though I knew it wasn't... And I knew it was...

MURRAY: (28:25) Relieved, in one part of you.

**FIONA:** (28:28) Yes. There was a part of me that was so relieved but there was another part of me that was so devastated. Like you know, that this could happen, and you know... Up until then I'd felt I'd had such a stellar career and things had gone so well. I was used to winning. I was used to achieving and I was used to doing really well and to find that I wasn't good at something and I wasn't suited to a certain environment, a certain place was really hard.

MURRAY: (28:59) What was your failure in that moment, in that instance?

**FIONA:** (29:05) I think the bigger failure was that I didn't own where I was at sooner and leave myself.

MURRAY: (29:15) Yeah.

**FIONA:** (29:15) I knew in my heart within... I reckon two and a half weeks; it wasn't going to work. I hung on for a full two months, I think. I don't know was I thought would change or get better. It certainly didn't, but in hindsight, had I known then what I know now, I would have just bravely and not knowing what was coming next just gone, "You know what? This is not a great match for either of us. Let's just call it quits early," knowing that it would be okay.

MURRAY: (29:46) Yeah. I think there's a piece in that... You were thinking with your head and not really listening to your feelings and I think we've all got to learn to make sure we give as much account to the feelings as our thinking, our head part. Beautiful! Thank you for sharing that. Now coming back to this whole notion of core confidence. If someone is listening today or they know of someone who is struggling a bit and maybe lost touch with their own confidence. What tips would you give them to start the process of reconnecting and just growing their confidence, getting it back?



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**FIONA:** (30:33) I think the first step is going, “What is it or acknowledging I’ve got this issue,” and then “What is it I’m prepared to do? What am I going to do to do something about it?” One of the chapters in the book is “Ask for Help”. So that’s certainly one of the things we’d advise is... You know, within your circle you’re going to have some great people who can give you some feedback and I think that’s one of the things we encourage people to do is, you go and speak to five people you trust, some colleagues, maybe some people outside of work and people who know you professionally though, this is a professional issue, and get some feedback from them about when you’re confident, what is it you do and what do they see? What are the traits you exhibit and how do you show up? So you’ve got some insights and then also when they perceive you as being less confident, what happens? And even just having that external feedback, that reflection, is really useful to just calibrate your own views on things because our subjective responses are one perspective, but there’s some other intel we can gather and I think it’s really useful to do that. That’s usually a pretty easy exercise to do and as I say, choose people you trust and who are prepared to give you some frank feedback and who really want to support you in your endeavor to understand this issue a little bit more clearly.

**MURRAY:** (32:05) And talking about owning your own thoughts, your own responses, how much is that response shaped by culture?

**FIONA:** (32:14) I think... One of the things we’re really clear to point out in core confidence is, this is not just about you. We have all grown up in a society which treats men and women, boys and girls very differently and we gender people from the time they’re born basically. So, to expect that this is something that can simply be overridden by what you do personally is naïve and there is absolutely things that need to change at a cultural level in organizations and there are certainly big efforts and good intentions around this.

**MURRAY:** (32:49) Of course. Yeah.

**FIONA:** (32:50) I wouldn’t say that they are successful as we would like yet. We certainly seeing some movement but... You know, there was just another report that came out yesterday about the gender pay gap and what we know is the biggest contributing force to that is gender discrimination in the workforce. So, gender discrimination, gender bias is alive and well. It exists. As I said, I think organizations really want to do something about it. We haven’t yet been as successful as we we’d like. There are a whole lot of practical, as you and I talked about systemic. There’s a number of barriers that are culturally prevalent through virtually all organizations.



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MURRAY: (33:30) Sure.

**FIONA:** (33:33) So, we have to accept that, and we have to work hard to do what we can to address that and it is something that Kate and I do work with organizations specifically on. And I don't think it's something that needs to be done in isolation. I think it can be wrapped into a whole cultural piece actually.

MURRAY: (33:49) Yeah. So, if someone is listening to this and going, "Oh! Maybe I have to have a look at my own organization, my own department, my own team around this issue" is there one or two things they could do that would help them see it from a different perspective to get some new insight?

**FIONA:** (34:11) I think it's just to really start to observe your own possible biases. Whether you're a male or female, just notice how much airtime you give to the blokes in the room and to the women. Notice which ideas are encouraged and supported. Notice some of the dynamics that are happening. Notice when language is brought up as it's inappropriate and we don't have to be heavy handed with this. We can actually, we can say things like... You know, one of the things to say which is great is, "So could you just repeat that for me" or "Could you just say that again." And so...

MURRAY: (34:50) Yes.

**FIONA:** (34:50) And sometimes it's in that second wording... "Oh! Okay. That really..."

MURRAY: (34:55) I shouldn't be saying this. Yes.

**FIONA:** (34:56) And it's... Again, you know, I think one of the things we want to be okay with is... A lot of this is unconscious and unintentional.

MURRAY: (35:02) Yeah.

**FIONA:** (35:03) So it is... You know, we make a sexist remark because you know why? That's what we're used to, and we're caught in it, to not be vilified but to be, you know, caught in it and to admit the mistake and to be able to move on. I think that's... You know, take the learning and don't get stuck in the process. What I think is great is, if you encourage people across the organization, leaders to be accessible, is to have informal ways that people can go and raise an issue and then it can be dealt with strategically. It can be addressed. We can... You know, we don't have to come in with a sledgehammer that necessarily means everybody gets damaged including the person who has already been damaged.



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MURRAY: (35:52) As you were saying, the thing that was coming to me for everyone, is to take a step back and just think before they respond to stuff.

**FIONA:** (35:59) Yes.

MURRAY: (36:00) And take that moment to take a breath and say, "Now what's the right thing here?" Last thing of you, have you got a favorite question? The question that you go to when you need to create that shift to bring them back and get them focused or create a shift in thinking and get them to see things differently?

**FIONA:** (36:25) Again there's probably a few questions but the one that comes to mind is, "If you could change one thing right now to create the outcome you were looking for what would that be?" And there's something about the one thing, just narrowing that right down to a focal point that gets people able to say something. It does seem to really yield some thoughts that may be a bit... They're right there but they're just out of reach, were just out of consciousness and it also, as we said, it allows people to focus which is so important.

MURRAY: (37:06) Brilliant! Thank you. Now listen. If people want to reach out and contact you, what would be the best way for them to do that?

**FIONA:** (37:16) The best thing is to get on the website. You can certainly contact us through there. There's a contact form. The website is [www.coreconfidence](http://www.coreconfidence.com.au) (all lower case) .com.au. Anything you send through there will land on my desk eventually.

MURRAY: (37:32) Brilliant! Fiona Pearman... By the way all that stuff will be put into the Show Notes, links and all the other resources we mentioned earlier. Thank you very much for your time and that wonderful discussion on core confidence.

**FIONA:** (37:49) Thank you, Murray.

MURRAY: (37:50) I hope you enjoyed the discussion as much as I did. Fiona has given us plenty to think about in terms of our own confidence and impact on others. And she's also given us plenty to do with her practical tips on building confidence as well as being able to recognize where your team or business culture could be inhibiting diversity. A few questions to help with your reflection. How connected are you to your own core confidence, the expression of "I've got this"? Who do you trust and can enlist to help you? Fiona talked about leadership being about going first. Where can you go first and be prepared to do things differently, be prepared to be different within





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yourself? And finally, if you could change one thing to create the outcome you want, what would that be? Thanks for listening.

[music]

That's it for this episode. Thanks for listening. Head to the podcast page at [www.murraywright.com](http://www.murraywright.com) for the transcript, key learnings and resources from this episode. You'll find the Leadership Questions from all my guests under the Resources tab and while you're there, why not subscribe to the Leadership Moments and that way, you'll never have to miss one. Until the next time.

[End of Transcription]



## PLANNING A CHANGE?

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