



WORKING WITH BRYONY

Key tips to maintain a fruitful and fun working relationship

Living our values

Values	How this shows up...
<p>Commercial Karma</p> <p>We believe in Commercial Karma; that treating people decently is the foundation of long-term success. We would never do, or advise others to do, something that we wouldn't do ourselves in their position.</p>	<ul style="list-style-type: none">• You would never do something for short term gain, that would negatively impact our long term reputation.• You are expected to think of the budget (and time) we spend, or that of clients, as carefully as you would if it was your own money.• We need clear and signed legal agreements in place with people so that relationship boundaries and deliverables are crystal clear.• We don't just follow the letter of the law, we do what we think is right and fair.
<p>Integrity</p> <p>We operate with integrity at all times; which means that we can always explain and feel comfortable with our motives and actions. We would never act in a way, or for a reason, that we wouldn't be happy to explain publicly.</p>	<ul style="list-style-type: none">• You are truthful and transparent in your words and actions.• Your words and actions are consistent with one another.• You speak up when you think what we're doing isn't right, or there's a better way.• You question and challenge people if you don't understand or agree with what they are doing or saying.
<p>Growth & Challenge</p> <p>We strive for ongoing personal growth, challenging ourselves and others to be the best versions of themselves; which means we invest time and money in self-awareness and personal development.</p>	<ul style="list-style-type: none">• You will pro-actively learn new skills, this is likely to mean you have a business book or two on the go.• You will suggest better ways to do things when you see them.• You reflect on your own behaviours, skills and actions and think about ways to step up.• You will make an effort to find out how to do something, rather than simply say you can't do it (e.g. Google it, look on YouTube, ask a colleague).• If in doubt... find out!
<p>Family & Community</p> <p>We help build organisations that support happy, healthy families and communities; which means that we work in ways that enable outside interests and making a community contribution.</p>	<ul style="list-style-type: none">• You will respect the time that people take off or block out for family, hobbies or other interests.• You will be clear and speak up if you are ever asked to do something that undermines your wellbeing or connectedness.• You will get involved with campaigning issues the organisation holds dear, e.g. pancreatic cancer awareness.



Key characteristics...

Characteristics	How this shows up...
<p>Conscientious & Reliable</p> <p>People in the Watertight Marketing team have extremely high standards. They take care to present themselves, the business, and their work in a way that makes them proud. We are conscientious in our work, and can be relied upon to deliver on the commitments we make to ourselves and others.</p>	<ul style="list-style-type: none">• You do your best work on the things that matter.• You set and meet realistic deadlines.• If timelines are slipping, you seek to remedy this, and/or make sure everyone knows this.• If you say you are going to do something, you do it.• You keep people informed and engaged with what you are doing.• If you spot that a client or colleague is struggling, you find a way to help them.• You let people know ahead of time when and what you'll need from them to keep on track.
<p>Worldly & Honest</p> <p>There is a worldliness and wisdom in people on the Watertight Marketing team, which puts our efforts in context of the real lives of the people we affect through our work. This often manifests in disarming honesty and humour.</p>	<ul style="list-style-type: none">• You keep work issues and challenges in perspective, understanding that there are more important things in life.• You approach challenges with empathy. If someone has upset or offended you, try to consider their perspective and assume the best of them.• Respond to difficulties in ways that calm things down, rather than winds things up.• If someone is talking nonsense, call them on it, respectfully.• Be kind.
<p>Thoughtful & Logical</p> <p>Watertight Marketing people are thoughtful in their approach, which means that we look at things from many perspectives to make logical and reasoned arguments for our recommendations and suggestions.</p>	<ul style="list-style-type: none">• Think things through before bringing them to the table.• Consider the dependencies and impacts of what you are doing, or proposing.
<p>Grounded Dreamers</p> <p>Whilst we enjoy and engage with dreaming big, there is a grounded practicality in the approach we take to get there.</p>	<ul style="list-style-type: none">• Get stuff done... don't just talk about stuff - do it!• When proposing ideas, break them down into practical actions.• Map any suggestions back to our plan and our values to demonstrate where they fit.• Paint a picture of what the outcome of your actions will look like.



Characteristics	How this shows up...
Natural Connectors We are natural connectors, be that connecting the pieces of a puzzle, or of the people that need to come together to complete it.	<ul style="list-style-type: none">• Join the dots, how does what you're doing fit in with the overall plan?• Connect people, if you see introductions that should be made, make them.• Proactively connect with clients, colleagues, partners and others on platforms like LinkedIn.• Attend relevant events to stay connected with our industry, etc.

Bryony's best qualities...

- Intellect and insight - Bryony is a deep and quick thinker. People have described this as intimidating at times.
- Content creation, Bryony is at her best when creating deep and extensive thought leadership materials.
- Honesty and transparency, if Bry's thinking something - she will tell you.
- Straight talking, try won't mince her words when something needs saying.
- Creating long term plans.
- Live interaction with clients - speaking, workshops, Q&As, interviews, etc.
- Periods of intense activity around a key deliverable (that can be hard to keep pace with.)
- Open to questioning and disagreement, if you don't agree Bry genuinely wants to hear why and what you would do differently.

Bryony's worst qualities...

- Can be caustic with criticism, which is often not softened, particularly when tired or overwhelmed or when it is a repetition of a theme.
- Can appear directive or like there's no room for discussion on a decision - when, in fact, you are always welcome to challenge if you think it's the wrong course of action.
- Overestimates what can be achieved in timeframes, and underestimates the effort required to achieve certain outcomes.
- Over-schedules her own diary.
- Redoes the work of others that's not quite right, rather than giving feedback from which improvements could be made... you can limit this by showing her WIP on screen, and ensuring that things are done in plenty of time so that pressure of delivery dates don't tempt Bryony to 'simply do it herself'.
- Is often too transparent too early, which can make you think that she's changing her mind often... she's often just thinking out loud.
- Binary - in terms of mood, Bry is often very up or very down, very active or practically morose.



Specific tips on working with Bry:

- Always talk through what you've been briefed to clarify how to approach it and what's expected, before starting it.
- When a deadline is set - don't take it at face value, work it through with your diary and hers to see if it achievable and then agree on the realistic deadline together.
- If you need Bry to do something, book the required time in her diary to get it done.
- Always provide a start and end of week update on what you are working on, progress against plan, and what you have achieved.
- If you are not sure about anything Bry has asked you to do, call her and ask.
- Bry may email or put things in chat at random times of day, she does not expect you to respond outside of working hours.
- Bryony swears and rants when irritated... this is a valve on entrepreneurial frustration and very rarely aimed at you, or any individual. She has only twice in her career actually sworn at a colleague in anger.
- Bryony is not financially motivated, and needs support in not over-servicing or undervaluing her contribution.
- Bry finds it hard to remember that others don't feel about the business as she does (which is that it is her first born child!).
- You will need to understand her disabilities and energy needs.

Qualities that Bryony particularly values...

- Pace (but not haste)- Bry gets extremely irritated when things drag on, but sloppy mistakes aren't great either (a fine line on this one).
- Practicality - ideas, observations or irritations need to pass the 'what are you going to do about that?' test.
- Action taking and productivity - Bry likes to see that things are in motion, ticking things off feels good.
- Clear communication - over communication is preferred to under communication.
- Being visible - everyone that works for us should sing it from the rooftops - if we've posted a new blog, you should share it, if we've won an award you should shout about it, if you're proud of something you're working on, be loud about it.

Things that really wind Bryony up....

- Not speaking up - if you're in a meeting, you are expected to contribute, if you see an issue on the horizon - shout, if you are having a personal challenge, tell us. Saying later that you thought that might happen is not helpful.
- Not knowing the material - this is like not having tasted the food when serving in a restaurant... you need to know what it is we sell.
- Long-winded emails - if it's going to take more than a couple of minutes to read, pick up the phone or set up a call.
- Bullshit bingo - using nonsense business buzzwords.



- Military/aggressive language or metaphor - we don't target, capture, lock-in, etc. We speak about people as humans (or possibly cats) and using respectful metaphor.

Things that energise Bryony

- Creating content - writing!, podcasts, interviews, etc.
- Speaking - this is Bry at her best, but she does need recovery time.
- Workshopping or coaching with clients - she loves answering questions in the moment.
- Coming up with campaign ideas, and planning things out.
- Creating high quality documents and visuals,

Things that drain Bryony

- Legals and lawyers - this needs to be carefully scheduled so that Bry can focus.
- Financial admin - if she never had to do this again in her life, she'd be a happy bunny.
- Technical admin... back-ups, system workflows, etc.
- Too much peopling - Bryony is an introvert. Not naturally good at small talk and finds too many people in short timeframes very difficult.

Bry's energy management

Due to disabilities caused by cancer treatment and chemo, try needs to manager her energy carefully. Here are key principles.

- If doing content creation, try will ideally need full uninterrupted days, ideally not even on email.
- Cannot have client-facing meetings every day of the week. ideally likes to keep these to Tues-Thurs.
- If Bry's been client-facing or doing video, I need a day without make-up. etc.
- Try needs a morning off after travel of more than an hour (so, essentially need to take a half day off) and no meetings in the afternoon.
- At least 15 minute breaks between meetings.
- If running an online speaking session, Bry will need at least an hour before to prepare, and afterwards to re-set.
- try keep Friday afternoons free to do catch-up tasks.
- Try can't do much in the way of evening socialising unless she has had a 90-minute nap in the day.
- Try needs to be in bed by 10.30pm, else she'll turn into a pumpkin.

	Day
8.00	A few medication things in the morning that mean that my brain kicks in around 10am.
9.00	
10.00	This is the key productive window. Good for client meetings, sales calls, etc.
11.00	
12.00	Medication windows around lunchtime, and try to have a half-hour rest and do physio exercises.
1.00	
2.00	Can work, but this is low energy time. Internal meetings can work if just being asked stuff - not leading, can't do numbers, legals, or anything that's a new task.
3.00	
4.00	
5.00	Usually with Eleni. Often get ideas in the evening, which get noted, but don't do deep work.
6.00	