

Exec and Non-Executive Recruitment Bulletin

Current:

- **Director of Customer Services, (£120k), Black Country Housing Group**
- **Board Co-opted Member - Asset Management (£4,200), watmos, Flexible**

Coming Soon Roles:

- **Chief Executive, Director, Chair and NEDs (Audit, Assurance, Finance)**

Article:

***Overcoming Self-Doubt: How to tackle Imposter Syndrome
by ema's Managing Director, Anne Elliott***

April 2025

Director of Customer Services

£120k • The Black Country



Black Country Housing Group owns and manages 2,246 homes across the Black Country and Birmingham. We are a community-focused social business that has built an excellent reputation over the last 50 years. Alongside our role as a social landlord, we also provide a diverse range of support to our communities. As well as our general needs housing these include retirement and supported living, residential care, homes and support for former rough sleepers and care leavers and employability, financial and digital inclusion projects.

We often describe ourselves as a 'people business', so it should come as no surprise that first-class customer service is an absolute priority. That's why we have created this new role on our Executive Team – a fantastic opportunity for an experienced housing leader to be a champion for the customer voice and inspire high performing, customer-focused teams.

Leading our Customer Services Directorate, your full portfolio will include:

- Housing Management
- Registered Care Services including a registered care home and registered Supported Living services
- Repairs and Maintenance
- Social Business Team / Community Investment
- Asset Management and Compliance

And, as a member of our executive team, you will also play a key role in shaping the strategic direction and vision for the future, ready to be a visible and accountable leader within the organisation - modelling our values and promoting a 'one team' approach.

It's an opportunity that will suit someone with proven experience of leading customer-facing teams and who has direct experience across numerous affordable housing and customer service delivery areas. You should already be accustomed to working with a Board and have a detailed understanding of the evolving regulation environment within the sector. Most importantly, you will be enthusiastic about change in pursuit of enhancing customer service and outcomes and have a clear (and tested) appreciation of how to deliver exceptional resident focused services in a multi-disciplinary setting.

Please visit www.emaconsultancy.org.uk to find out more.

For a confidential discussion please contact **Ian Robertson** at ema on **07947 126329**.

Closing date: noon, Monday 28 April 2025

BOARD CO-OPTED MEMBER (Asset Management)

£4,200K FLEXIBLE LOCATION

Watmos manages around 3,000 properties for rent in the Walsall area of the West Midlands and Lambeth in London. The majority of our properties were transferred to us in 2003 (Walsall) and 2012 (Lambeth). We also have a small development programme of around 60 properties over the next 3 years and have secured Homes England funding through the Matrix development partnership.

We now have an opportunity for a highly capable individual to join our Board.

In this **Board co-opted member** role, we are seeking an experienced Board Member who has knowledge of social housing asset management, property regeneration, and decarbonisation including retrofitting. Expertise in building safety would also be an advantage.

Our main priority is to build on our award-winning tower block project and to consider options that improve the thermal efficiency and living experience of our homes and estates. We are developing an accurate understanding of our stock condition and the energy performance of our homes, and recently commissioned a stock condition survey across all our homes.

We are also looking at the potential for major regeneration of our sheltered accommodation in London where we have access to under developed sites.

The Board plays a vital part in setting the overall strategic direction of our organisation, working closely with our leadership team to ensure that organisational performance is managed effectively and our corporate objectives are achieved. As our operational model is founded on the principles of resident control, the Board fulfils an important function in delivering our key strategic ambitions, while ensuring we retain our commitment to tailored local solutions. In this role you will share our commitment to supporting strong, sustainable communities, where those who live within them have a voice in how they are managed. And our Board plays a vital role in setting the overall strategic direction around Equality, Diversity, culture, workforce, and HR so you must relish the opportunity to make a strong contribution to these issues.

For a confidential discussion please call our retained consultant at EMA, Anne Elliott on 07875 762029.

It's important to us that our board is as diverse as the communities we serve. This breadth of perspective and life experience is invaluable in informing and challenging how we work. We particularly welcome applications from women and the Black, Asian and Minority Ethnic community who are currently under-represented on our Board.

COMING SOON!

Chief Executive / Directors / Board Chairs / Non-Executive Directors

(Audit, Assurance, Financial)

Location: Various

ema works with a diverse range of organisations across the UK, supporting them to attract the very best leadership talent.

Over the coming weeks, we will be recruiting for a range of Director, Chair and Non-Executive Director positions (we would be particularly interested in hearing from NED's with either Audit, Assurance and Financial experience).

If you would like to register for our Executive or NED Databases please send your CV to enquiries@emaconsultancy.org.uk



Overcoming Self-Doubt: How to tackle Imposter Syndrome



It's a feeling that can strike anyone, no matter how accomplished they are. Self-doubt, the nagging thought that you're somehow unqualified or undeserving of your success, is a common struggle that even the most successful individuals face. So, how can we understand and overcome it?

ema consultancy MD Anne Elliott writes, Imposter syndrome is often mistaken for just an occasional case of nerves, but it runs deeper. In this blog, we explore what imposter syndrome really is, how it affects our mindset and how to move past it to achieve personal growth.

What is Imposter Syndrome?

Imposter syndrome is the persistent feeling that you're not deserving of your achievements, no matter how much evidence there is to the contrary. It's the thought that, at any moment, someone will uncover that you don't have the skills, experience, or talent that people believe you do.

This feeling is most commonly linked to high achievers, but it can affect anyone. The truth is, even those with extraordinary accomplishments have moments where they feel like frauds.

Coined by psychologists Pauline Rose Clance and Suzanne Imes in 1978, the term refers to a pattern of self-doubt. People who experience imposter syndrome often attribute their success to luck, chance or external factors, rather than their own abilities. It's a quiet struggle that can prevent you from pursuing new opportunities, even when you're fully capable.

People used to talk about lack of confidence – particularly when starting a new job, taking on a new challenge, giving a presentation or attending a networking event. Imposter syndrome takes this to another level. It's not just feeling nervous; it's feeling like you don't belong or don't deserve to be there, even when you've earned your place.

Misunderstanding Imposter Syndrome

One of the challenges with imposter syndrome is that it's often misunderstood. Many people may identify with it but are not fully aware of what it truly means.

Feeling nervous before a big presentation or uncertain about starting a new role doesn't automatically qualify as imposter syndrome. It's completely normal to feel anxious in new situations.

The problem arises when individuals label these fleeting moments of self-doubt as imposter syndrome, which can add unnecessary stress or create an unhealthy mindset.

The very word 'syndrome' can also be problematic. It suggests a condition or illness, which might not sit well with everyone. Labelling in general has increased in the UK over the last 10 – 15 years, and while labels can help us make sense of our experiences, they can also box us in. One of my tutors on a coaching course once asked if I'd feel more comfortable calling it 'imposter feelings'. I said to some extent- but the term 'imposter' still doesn't sit right.

Social media, in particular, can fuel this feeling. Platforms like LinkedIn or Instagram can make it seem as though everyone else is succeeding effortlessly, while you're struggling behind the scenes. But remember, what people share online is often a curated version of reality and not the full picture.

How Social Media Fuels Imposter Syndrome

Social media can amplify feelings of inadequacy, especially when you're comparing your behind-the-scenes moments to other people's highlights. When you see others celebrating career milestones, it's easy to think, "I could never do that." This can create an unhealthy cycle of self-doubt and lower self-esteem.

The key is to remember that someone else's success doesn't diminish your own. It's also important to recognise that confidence or experience doesn't automatically equate to competence. Everyone's path is unique and you're only seeing a part of their journey.

Turning Fear into Growth

At its core, imposter syndrome is driven by fear—fear of failure, fear of judgment or fear of being exposed. But fear isn't always a negative thing. It's often a sign that you're stepping outside your comfort zone, pushing yourself to grow.

Instead of allowing fear to hold you back, use it as fuel for personal growth. Embrace a growth mindset—the belief that abilities and intelligence can develop with time and effort. Whether you're stepping into a leadership role, delivering a presentation or facing a new challenge, these moments are opportunities to learn and grow.

Practical Tips for Overcoming Imposter Syndrome

So, how can we break free from imposter syndrome when it arises? Here are some practical steps to help you move past it:

1. Recognise and Accept Your Feelings

Understanding that self-doubt is a normal part of life is the first step. Even the most accomplished individuals experience uncertainty. When you acknowledge these feelings, you can start addressing them with a clearer perspective.

2. Reframe Your Thoughts

Instead of focusing on the fear of being 'discovered' as a fraud, focus on the positive impact you're making. Remind yourself of your skills, accomplishments and the value you bring. Shift your thinking from perfection to progress—growth is about learning, not about being flawless.

3. Stop Comparing Yourself

It's easy to fall into the trap of comparing yourself to others, especially in the age of social media. However, remember that everyone's journey is different. Focus on your personal progress and the steps you've already taken, rather than measuring your success against someone else's.

4. Embrace New Experiences

We all experience 'firsts'—whether it's your first management role, first public speaking engagement, or first time taking on a big project. These moments are growth opportunities, not tests of your worth. Accept that you're learning and give yourself permission to make mistakes along the way.

5. Be Compassionate with Yourself

We tend to be our own harshest critics. Instead of berating yourself for feeling uncertain, be kind to yourself. Understand that it's okay to feel inexperienced or unsure at times—it's part of the journey. Trust that you'll improve over time.

6. Seek Support

You don't have to face imposter syndrome alone. Having a mentor, coach or even just talking to friends and colleagues about your feelings can help provide perspective and support. It's important to know that you're not alone in these experiences.

Embracing the Journey of Growth

Ultimately, overcoming imposter syndrome comes down to embracing growth and being kind to yourself. You're not the only one who feels like an imposter at times—it's a normal part of the human experience. The key takeaway is that feeling inadequate doesn't mean you're not capable.

By adopting a growth mindset, focusing on your own strengths and allowing yourself the freedom to learn from your experiences, you'll find that you're more than equipped to handle challenges. Imposter syndrome is often a temporary feeling, but growth and success are lifelong processes.

Anne Elliott

Managing Director



If you would like to register for our candidate database, please email
enquiries@emaconsultancy.org.uk



Telephone: 01926 887272
www.emaconsultancy.org.uk
enquiries@emaconsultancy.org.uk

