

Transcript | How to Navigate Public Sector Change Like a Pro

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Derek Alton: Hello, and welcome to this panel event on how to navigate public sector change like a pro. My name is Derek Alton, and I work on communities team here at Apolitical. It'd be great to hear from you all. So do post in the chat where you are joining us. From what organization you are working with

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Derek Alton: today, we're going to be discussing how to manage and adopt, to change, not only from the perspective of an individual being subject to shifts on and around you, but also as a leader and an agent of change within your teams and wider departments

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Derek Alton: for those of you who may be joining us for the 1st time. Welcome. Apolitical is the world's largest community for government used by over a quarter of a million public servants and policymakers from more than 170 different countries. Our mission is to make government smarter, and we do this by putting the best knowledge and skills at the fingertips of public servants like yourselves all over the world.

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00:07:27.870 --> 00:07:49.919

Derek Alton: So welcome everyone who do. We have here all right. We have people coming from London all right excellent London also from Canada, as you might be able to tell from my incredibly thick Canadian accent, I'm from Canada, so represent that Toronto actually from originally from Toronto, so great to see people from Toronto here, more people from the UK. As well. Sheffield.

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Derek Alton: lots of people from all over the world coming Pei. Oh, I love Prince Edward Island. Beautiful place. Thank you so much for joining us today from Pei.

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00:07:57.610 --> 00:08:05.530

Derek Alton: Okay. So before we jump into today's session, I'd like to start off by extending an invitation to all of you to join our life in government community.

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Derek Alton: I was talking to our panelists today about the community work that we do. And I'm very passionate about the community work that we do. And life in government is one of my favorite communities, because it's this space where we can just talk about what it's like to be a public servant in government, and you know the exciting parts of it, but also the challenges as well, and really support each other in this. So I really encourage you to join in in these spaces. They're designed for you to connect with public servants all over the world. To really have your questions answered in all aspects of life, in government

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Derek Alton: and change, is likely a defining and perhaps dominant characteristic of your work at this moment. In time, given the current global events which are dynamic, to say the least. If it is, then I strongly advise you to join this great community of willing helpers and thinkers who can help guide you and advise you through any changes that you may be facing. I, for one, will be there. So it's a great place to connect with me, which I'm sure you're all very excited about.

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00:08:55.705 --> 00:09:05.830

Derek Alton: So please check and join the community. A link should pop up at the bottom of your screen. Now, if you click on it, it should take you to the community page, and my colleague will also post the link in the chat.

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00:09:05.830 --> 00:09:07.580

Derek Alton: Thank you so much.

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00:09:07.730 --> 00:09:30.239

Derek Alton: Brilliant. Okay, I'll quickly rattle off some technical notes. Now, before we get into today's conversation. This event is recorded for on demand viewing on the apolitical website, so please don't record it yourself. Contact details for privacy concerns are in the apolitical homepage footer. So closed captions and also closed captions are available and can be toggled off in your screen settings.

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00:09:31.180 --> 00:09:43.620

Derek Alton: Okay? So we're almost getting to our speakers. But before we do, we introduce them, we're going to run through a few quick polls to get a sense of where you're coming to today's discussion from. So now let's have a look at the 1st poll.

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Derek Alton: What's the most important skill for managing change in the public sector.

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00:09:49.120 --> 00:09:53.979

Derek Alton: communication, flexibility, collaboration, or strategic planning.

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00:09:54.570 --> 00:10:00.710

Derek Alton: So again, the question is, what is the most important skill for managing change in the public sector.

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00:10:01.000 --> 00:10:04.290

Derek Alton: communication, flexibility, collaboration.

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Derek Alton: or strategic planning, and there is a very, very clear winner here. Communications at just under 70%. That is a very strong vote for communications.

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00:10:16.710 --> 00:10:17.830

Derek Alton: Alrighty.

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Derek Alton: So we're going to jump into the second question, now question number 2,

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Derek Alton: how would you rate your agreement with this statement?

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Derek Alton: Government is experiencing a lot of change at the moment.

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Derek Alton: How do you rate your agreement with the following statement, government is experiencing a lot of change at the moment, strongly agree. Agree, neutral disagree, strongly disagree.

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Derek Alton: Well, this one has also got a very strong, strong leaning. It seems that most people think that it is. By most people I mean, basically, everybody agrees that change is happening, whether you strongly agree or agree. Change is clearly here. Thankfully, this is the topic of our discussion here today. So you are in the right place for this question.

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00:11:09.770 --> 00:11:10.740

Derek Alton: all right.

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00:11:11.120 --> 00:11:11.880

Derek Alton: Oh.

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00:11:12.130 --> 00:11:27.439

Derek Alton: thanks for taking part in today's these polls today. Now, I want to take a moment to introduce our speakers. We're fortunate to have 3 brilliant guests joining us today. We've got Dom Verdi livings. Mandy, Oliver and Stacey. Lillogy.

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00:11:27.960 --> 00:11:38.550

Derek Alton: Dom is head of change in the Uk House of Commons supporting the Internal Commons Service services to navigate and implement change with a people focused. Approach.

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00:11:39.400 --> 00:11:50.330

Derek Alton: Mandy is head of change management with the project, delivery and change at UK's department of business and Trade, as well as the Southwest chapter, lead for change management for the Change Management Institute

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00:11:51.580 --> 00:12:03.730

Derek Alton: and Stacy is a transformational leader and co-chair of the interdepartmental organizational change network within the government of Canada. Stacy also co-chairs the Human Resources Council community engagement hub.

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00:12:04.110 --> 00:12:10.240

Derek Alton: You can read their full bios by visiting the resources tab at the bottom of your screen and heading to the Speaker section.

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00:12:11.500 --> 00:12:24.680

Derek Alton: So before we jump into our discussion, I want to ask you all a quick icebreaker, and as ever we invite you all, you all the attendees, to share your own responses to this question within the thread that my colleague has just posted in the chat.

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Derek Alton: So my question is, how would you finish this sentence?

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00:12:30.400 --> 00:12:34.940

Derek Alton: Navigating change in the public sector is like Dot, Dot

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Derek Alton: and Dom, I'm going to start with you because I think you've had the most time to think about this question. So, Tom, how would you answer this question, finish the sentence.

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Dom Virdee-Livens: That's fair, I mean, I've got 4 different versions of this like being at the mercy of capricious gods, or something like that. But I think the one I'll stick with kind of thinking about that is, it's kind of like.

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00:12:53.240 --> 00:13:05.160

Dom Virdee-Livens: particularly from a delivery point of view, being asked to deliver a package that's vitally important. But it's already late. Everyone's really worried about how people will feel when it's delivered. There's a pretty good chance that the people who gave it to you will have stopped caring about it halfway through the journey.

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00:13:05.750 --> 00:13:15.189

Derek Alton: Oh, that hurts because it's so familiar. Stacey, how about you? How would you finish the sentence? Navigating change in the public sector is like dot dot.

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Stacey Ileleji: I would say. It's sort of like

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Stacey Ileleji: flying a plane. And then, while you're midair realizing oh, we're in the wrong model of plane. So we need to rebuild this plane while we're flying it.

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Stacey Ileleji: Yeah. And and where we thought we were going, we are now going in the opposite direction.

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Stacey Ileleji: So it's a little bit like that.

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Derek Alton: Okay, so we got packages. We got planes. Mandy. Welcome. How about you? How would you describe?

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Derek Alton: How would you finish the sentence?

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Mandy Oliver: I love both of those analogies, and mine's not dissimilar. So I chatted this through with my team this morning, and a couple of things came through. One was navigating. Change is like wading through ambiguity soup.

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Mandy Oliver: So we've got planes. We've got soups, and we've got Dom's example. And conversely, to that it's like trying to find your way through a change tornado. So the one thing that we know just just using your pole at the beginning as an example the pace of change at the moment. It's never going to be as slow as it was yesterday, so that changed tornado. I really like the idea of sweeping us along.

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Derek Alton: Yeah. And I'll be honest. That really resonates with how I inflict. This idea of the chaos of the tornado really resonates with at least how I'm feeling. I imagine how a lot of people here are feeling right now. So let's jump into this discussion with all of you and Dom. I want to start with you, you know, really taking this idea of the chaos that we're right now, feeling in your experience, leading change within the Commons. What can help individuals to see change as something to engage with rather than to resist.

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Dom Virdee-Livens: Okay, well, thinking about this, one kind of taking you back in terms of seeing change more generally is very much having that culture of psychological safety. It's talked about a lot over recent years. And then also having at that

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Dom Virdee-Livens: kind of that reputation for responding to feedback actively and meaningfully, and having that history of delivering change successfully. So all of those things kind of help people see change something to engage in generally.

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Dom Virdee-Livens: but it very much means that to achieve that, you've got to approach each change properly and sort of essentially give it the respect it deserves. Because, yes, change sort of activates that threat response. So you sort of hear about something. We very much want to reduce that

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Dom Virdee-Livens: through what we're doing. So kind of the 2, the 2 key key ways. That, I think, make the biggest difference that I've seen is one sort of understanding the neuroscience side of things, of how people react to change and sort of adapting your approach to fit that. I mean, it's very. It's it's very much the the topic of the moment in change at the moment. So it's the big thing. It's the big approach. And very much, I went on, some training for it recently.

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Dom Virdee-Livens: completely a convert.

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Dom Virdee-Livens: but it's important to understand. Sort of why people resist. Are they feeling too threatened by the change? Why is that? Are they using up all of their energy on worrying or trying to understand too much information that they've got to sort of assimilate.

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Dom Virdee-Livens: That's sort of the 1st side, that neuroscience side of things. And the second side is very much in the kind of giving my coms. Background is having that strong story for the change, that storytelling aspect, right? Because we're we're storytelling emotional animals. We're not

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Dom Virdee-Livens: particularly logical creatures as much as we'd like to think that we're not at all we kind of. We need those stories we can understand sort of an assimilate into our internal narrative. And if we're not given one that we believe in, we'll create our own that fits our inner beliefs and sort of our history of what's happened previously in the organization, what we've seen elsewhere, that sort of thing, so sort of the key

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Dom Virdee-Livens: kind of things I've pulled out of that. It's all about managing expectations. So sort of reducing the error message. And this comes in with the storytelling that comes in with the neuroscience, which that if there's gaps, if people are

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Dom Virdee-Livens: if they've got uncertainty of those things not explained, then people will have their own expectations, and when those expectations aren't met that will cause issues that will cause an error message for them and make it harder for them to get to get on board with the change and reducing uncertainty wherever you can. So

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Dom Virdee-Livens: you know you want them to be saving energy for engaging with the change, not worrying about what might change. That isn't even an impact. So a lot of that is sort of referring to how the change builds on previous changes. It kind of building up that story, that context, referencing previous successful changes. So when people are thinking about it, they're associating it with

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Dom Virdee-Livens: positive, successful things. They're not thinking about the changes which have had a negative impact or which have failed and just not happened at all. Which is again, not unknown in the public sector.

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Dom Virdee-Livens: very much. Friday, those regular updates. So reducing the uncertainty where you can. And it's very important to recognize what is not changing, or will not be lost as a result of this and then so the most important things to add on to that so kind of the things which drive everything is holding your senior leaders to accounts for the change, because they are.

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Dom Virdee-Livens: as we know, senior leaders are the huge key parts of any change, and how it goes and making sure that the people going through the change have the time to engage with

it, because so often. We just expect people to do it on top of their day jobs, and we don't give them any extra

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Dom Virdee-Livens: time. We don't let them engage with it properly, and then, as well as making it difficult for them to deal with the change. That also means we're sending the message that this change is an important

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Dom Virdee-Livens: and you just have to live with it. So yeah, that's kind of what I pulled out for that one.

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Derek Alton: So I want to kind of build on this Stacy. You worked on transformation at scale across many departments. What do you think has shaped your approach to supporting resilience during periods of prolonged and layered change, because change takes time and is complex, particularly in today's world. So what has helped with the resilience side of things.

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Stacey Ileleji: Yeah, that's a really good question. So yeah.

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Stacey Ileleji: there's a view that it's not just the speed or the volume of the change that challenges people. It really is the fatigue from prolonged change without perhaps visible progress. So for me, I would say that

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Stacey Ileleji: resilience it isn't a nice to have. It's it's essential, right? So if I take my cue from scholarly articles on the subject, resilience is not it's not just about bouncing back, but it's about adapting and coping and thriving, you know, during adversity. So for me, I have 2 major objectives

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Stacey Ileleji: when we have these long.

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Stacey Ileleji: complex projects to navigate, and that's to reduce the drivers of stress. So Dom spoke about the neuroscience of it. So that's part of it. So. And he also spoke about Comms. So definitely using Comms to

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Stacey Ileleji: reduce uncertainty. So you reduce the drivers of stress. That's 1 of one approach that I like to take, and then the second is to pump up the drivers of resilience right? So establishing strong relationships,

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Stacey Ileleji: equipping people to just even be aware about emotional regulation, self awareness, and and the ability to imagine a better future to imagine past the

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Stacey Ileleji: the change, or the chaos that the the change might be causing.

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Stacey Ileleji: So in practice. There are 3 main elements to reduce the stress factors and pump up the resilience drivers, or 3 3 books that I take. So one. The 1st is to create a structure through formal change management to reduce uncertainty. So I I rely a lot on the pro side ad car model. So for

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Stacey Ileleji: awareness and knowledge building. Those are 2 of the key elements of the Adpar model for reducing that that stress response, that uncertainty. So as I said, Dom had mentioned.

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Stacey Ileleji: communications. So asking.

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Stacey Ileleji: being as transparent as possible is very is key. And in government settings we tend to be risk averse. So asking that question, you know what's the risk of sharing all that you know? Instead of defaulting to silence so early messaging. And then

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Stacey Ileleji: couple that with robust training resources like job aids and workshops, and as much as possible, speaking directly with the end user or the

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Stacey Ileleji: You know the the people who are going to be most touched by the change that really helps. Usually when you're in a central agency, and you, you're rolling out

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Stacey Ileleji: change across all the departments.

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Stacey Ileleji: You, there's a delicate balance between communicating directly with the end user and going through the the various authority levels, and so on. So that's 1 1 piece the other side. Of course, the emotional side. So change is emotional. Right? So we I like to promote the eap services, employee assistance pro program services. Ombud conflict, resolution

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Stacey Ileleji: wrap, bringing those into like sort of wraparound services around the change and at a systemic level. I have to

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Stacey Ileleji: have to talk about the interdepartmental organizational change network. So the locn. So alongside my co-chair, Alejandro Gonzalez, we work with network members to produce change management 101 and 8 8 week mindful change leadership programs so that we are building the resilience reservoir prior to

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Stacey Ileleji: the the you know. Particular changes started so that folks can are already sort of equipped and have the what they need in terms of resilience to weather these longer changes.

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Stacey Ileleji: And then the 3rd thing I would talk about is is psychological safety and building trust

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Stacey Ileleji: and and a resilience, a cult starting to promote a culture of resilience. So you know, rewarding

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Stacey Ileleji: coaching leadership, especially the executive change sponsors to remain open to questions

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Stacey Ileleji: getting them to the the executive change sponsors the leaders to

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Stacey Ileleji: feel get to the point where they feel comfortable, saying that I don't know but I'll find out, I'll get back to you.

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00:23:44.180 --> 00:23:48.009

Stacey Ileleji: So that's what I would say. So you know, resilience isn't

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Stacey Ileleji: a 1. Size fits all people find

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Stacey Ileleji: strength in different things, routine purpose relationships. So, as I said, the goal is to reduce uncertainty, build up those resilience drivers and embedding strong change management, emotional support.

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Stacey Ileleji: Trust from the outset that usually equips folks to to weather those longer complex changes.

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Derek Alton: It's interesting. Both of you talked about communication a lot and just going back to the poll earlier. How much people you know talked about communication is this key thing that is so essential in helping navigate change?

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Derek Alton: Mandy, I want to dig into some of the principles and practice of change management in particular, how it applies to government context, because, as we know, the public service is a unique space, and things that work in other spaces don't necessarily translate cleanly into the public sector. So what has been your experience in terms of principles and approaches that you have found useful? And how have you helped bring them into a public sector context.

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Mandy Oliver: Yeah, again, really good question. And and I can see there's going to be lots of crossovers and all of our answers today, which is, which is what actually what I fully expect. But there's a few things for me. So when we're thinking about approaches

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Mandy Oliver: specifically in change, I think there's real power in the neuroscience approach to change. So understanding how people react, how their brains react and what we can put in place to support those reactions is something that I think is really powerful both in public and private sector, and

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Mandy Oliver: Stacey's already referenced. The Adcar model, which is, you know, working through an approach that raises the awareness and the desire and the knowledge, and reinforcing all of that as you go through the process. And again, that's something that I see, is quite common in public sector. So those are kind of approaches.

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Mandy Oliver: I think. Another approach that I've seen that's been really powerful is so I head up the cross government change managers, community of practice. And and the members of that community of practice are like our change agents. So they're going back and embedding their learning best practice or sharing experiences, and then taking that back new approaches new ideas back to their own departments. So I think that's really powerful, too.

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Mandy Oliver: when we're talking about principles. That's an interesting one interesting one. And there's a few things that I'd pull out. And again, I'm sure my panel members will probably nod their heads to these, because it's it's similar right across the piece. So

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00:26:34.350 --> 00:26:51.599

Mandy Oliver: principles understand? Your stakeholders understand who is impacted and got an interest in your change and engaging our stakeholders early, and often helps to gain that buying and support for change initiatives, and very often we find ourselves bought in too late.

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Mandy Oliver: where we could have had a higher impact and supported people through change. Earlier on and specifically in public sector projects.

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Mandy Oliver: They have a wide range of stakeholders, including government officials and employees, and the public so tailoring that engagement. Those engagement strategies to address concerns and interests of those groups, is, is really kind of critical.

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00:27:18.010 --> 00:27:32.870

Mandy Oliver: I'd also say clear communication and transparency. Again, this has already been touched upon by Dominic. I think open and transparent communication is essential to ensure. All our stakeholders are informed and engaged

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Mandy Oliver: even when that's hard. So you know, sometimes we're implementing a change that's difficult, ie. We can't change the outcome at the end. So worst case scenario people may be losing their jobs and we're there to support that change be implemented. New processes.

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Mandy Oliver: new line reports, people leaving the business. And sometimes senior leaders don't want to talk about that, because

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Mandy Oliver: this is going to happen anyway. Actually, we can influence how or the journey that people have, and how we support them on the way. So human centered change is always brilliant. But it's not always possible, right? But we can influence the journey. And specifically in public sector.

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00:28:16.140 --> 00:28:35.869

Mandy Oliver: We're not always just communicating internally, but we're also keeping public sector. Sorry the public informed about changes. So making sure they've got regular updates

and clear explanations of benefits and impacts of change can also help to build trust and reduce that resistance.

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00:28:36.990 --> 00:28:46.080

Mandy Oliver: Again, we've touched on this strong leadership, absolutely critical to drive, change, and maintain that momentum. And we need leaders to walk the talk.

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Mandy Oliver: Again. If people, if we don't have senior leaderships that are sponsoring change and living the world of change. Then it's far more difficult to implement. Now in public sector.

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Mandy Oliver: We've got leaders that have to navigate difficult political environments and then often have to work within kind of rigid hierarchies. So to be effective, those leaders need to be able to adept at building really good coalitions and securing that political support for change initiatives.

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Mandy Oliver: A. No brainer. Again, training and development provide. Making sure that we've got the adequate training interventions and the resources ensures that our employees are prepared for change. Again, in public sector. This might involve more extensive training programs that address the specific needs of the public as well as our internal people, and we also have to ensure compliance with regulations and standards.

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Mandy Oliver: And we've got to be flexible right? So flexibility, things change, policies change, timelines change. So making sure we're able to adjust our approach based on feedback and changing circumstances. So public sector projects, as I said, often faced with budget constraints. Policy changes. So, being flexible in our change management plans help us to navigate these challenges more effectively.

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Mandy Oliver: and if we align as a principle, if we align our

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Mandy Oliver: change initiatives with the organization's vision and values that helps us to maintain focus and direction. I think so public sector organisations often have a strong sense of

mission related to public service, so ensuring that change, initiatives, support and enhance that mission can help to motivate

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Mandy Oliver: employees and stakeholders, and then celebrating small wins right? So highlighting the bright spots, recognizing and celebrating small successes, can really help to build that momentum and maintain morale

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Mandy Oliver: and sharing that in a public sector sense, sharing those celebrations publicly, can also help demonstrate progress and build public support for ongoing initiatives.

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Derek Alton: I love a good celebration for me. Anything involves cake, cookies, chocolate.

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Mandy Oliver: Me too.

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00:31:08.150 --> 00:31:30.590

Derek Alton: How? That's the thing that's like, yes, we're succeeding here, Stacy. I guess a question I want to throw to you is, we talked a lot about the chaos of change and the dynamicness of change. And particularly when you're not just changing systems, you're changing leadership and behavior and culture within an organization. How do you evaluate that? How do you know if you're heading in the right direction, or like

119

00:31:30.690 --> 00:31:43.259

Derek Alton: that's I think that's a question. A lot of people I know who are working on this change stuff. You get lost in the process, and it's very hard to know if you're succeeding or not. So what have been some good approaches to evaluation, you found within the context of change, management.

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00:31:44.380 --> 00:31:54.299

Stacey Ileleji: Yeah, evaluating culture change is tricky. Right? So 1st of all, organizational culture is like water to a baby fish. Right?

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00:31:54.430 --> 00:31:57.669

Stacey Ileleji: You just you don't know that you're swimming in it. So

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00:31:57.920 --> 00:32:04.545

Stacey Ileleji: how do you measure something that you can't always see? But you can absolutely feel right.

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00:32:05.520 --> 00:32:08.005

Stacey Ileleji: I go back to the

124

00:32:08.420 --> 00:32:25.490

Stacey Ileleji: of Academia. So you know Edgar Shine offers some useful ways to understand culture. So Edgar talks about 3 layers. So layer one is are the things you can see. So the structures, the artifacts, the processes, right dress codes. Layer 2 is

125

00:32:25.550 --> 00:32:38.440

Stacey Ileleji: what we say we believe in so, and and the values. What we say we care about, and the the deepest one are the unconscious assumptions that drive our day to day decisions and behaviors. So

126

00:32:39.110 --> 00:32:55.109

Stacey Ileleji: the true a true culture change is about it's shifting that 3rd layer, right? The unconscious assumptions that drive our day to day decisions and behaviors. And that's that's a long game. 1st of all, doesn't happen overnight, and you know, changing

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00:32:55.380 --> 00:33:01.140

Stacey Ileleji: org chart or having a conversations and sending a few emails is is really not going to do it. So

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00:33:01.980 --> 00:33:02.999

Stacey Ileleji: I would say.

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00:33:03.180 --> 00:33:18.590

Stacey Ileleji: shifting the the leadership behaviors I 1st look for look for alignment across the 3. So are the values we're putting up in our, on our posters and in our during our motivational weeks. And things like that?

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00:33:18.830 --> 00:33:23.600

Stacey Ileleji: Are are they showing up in how people behave in tough situations.

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00:33:23.770 --> 00:33:28.482

Stacey Ileleji: because it's it's easy enough to say that, and that we're gonna do that, and even to

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00:33:28.940 --> 00:33:52.809

Stacey Ileleji: to model the behavior when things are going well. But when things are going tough, do we do? We still hold on to those the values that we say we want. So if we say we value, collaboration and reward. But we reward individual achievement. That's a red flag, right? So you'll start to see progress when the system reinforces the behaviors that we say we value.

133

00:33:53.860 --> 00:34:15.850

Stacey Ileleji: So using a practical framework is helpful. The Canadian national standard on psychological health and safety offers a great way to assess culture with. There are 5 indicators, so accountability are people taking responsibility for their actions. Respect? Are people genuinely hearing and respecting different views.

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00:34:15.949 --> 00:34:25.950

Stacey Ileleji: addressing difficult situations? We talked about that. So are we avoiding or engaging with challenges a sense of community? Do people feel like they belong?

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00:34:26.090 --> 00:34:39.269

Stacey Ileleji: And then there's trust. So I believe Mandy and Dom have mentioned trust and transparent communication before. Do leaders and staff trust each other? So if you're trying to evaluate

136

00:34:39.489 --> 00:34:42.129

Stacey Ileleji: leadership, behavior and culture.

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00:34:42.790 --> 00:34:49.289

Stacey Ileleji: take a look at these areas? What are the pro, these, the proxies that would fall into those 5 factors?

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00:34:50.171 --> 00:35:12.109

Stacey Ileleji: And see how they're aligning? Are they aligning with what we say we want, and what's actually happening. And so a 3rd area, I would say, is, pay attention to narrative and Dom mentioned storytelling. So that is, you know the the myths and the war stories that circulate around the organization.

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00:35:12.290 --> 00:35:16.230

Stacey Ileleji: So what what are the, what are the behaviors that are getting

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00:35:16.450 --> 00:35:23.630

Stacey Ileleji: celebrated, and what are the behaviors that are quietly discouraged. They're not really openly said, but

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00:35:23.940 --> 00:35:45.820

Stacey Ileleji: it's it's you notice, or maybe you don't notice it's just by default that you know, certain behaviors maybe are. And when I say you're celebrated I don't mean oh, here's a a formal award or reward. But perhaps after that particular behavior. The senior leaders or

142

00:35:46.930 --> 00:35:59.809

Stacey Ileleji: points are are coming to you for advice or your colleagues are are kind of slapping you on the back that kind of thing. So these stories are the the signals of the real culture. So

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00:36:00.580 --> 00:36:22.403

Stacey Ileleji: it's like, I said, it's like swimming in water swimming in water. If you're a fish, and you're not really sure you're not conscious. So it's to get us to the point where we start to realize and notice what what those areas are, and making note and seeing if they're aligning with what we want. Right? So I remember

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00:36:23.050 --> 00:36:30.210

Stacey Ileleji: must remember the why in public service. So culture change isn't just about creating a nice workplace, you know. It's building trust

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00:36:30.810 --> 00:36:58.310

Stacey Ileleji: another group, 2 individuals, Heinzman and Mars Marsons. They did some great work, showing that strong internal culture, especially around leadership and people management directly connects to public service, to public confidence. Sorry in our institution.

So that's a pretty powerful measure and a pretty powerful reason to focus on culture, change and leadership behaviors, and so on.

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00:36:58.410 --> 00:37:03.379

Stacey Ileleji: So yeah, I'd love to hear what the others have to think about that as well.

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00:37:04.200 --> 00:37:21.539

Derek Alton: Thanks, Stacy, don't come to you next, and really sort of stuck in this whole idea of like, you know, change being this idea that you're a fish swimming in water, and so so much of it. You're not even aware of feedback loops are so important in us sort of staying attuned particularly because we're trying to bring a whole entire system with us. How

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00:37:22.150 --> 00:37:25.330

Derek Alton: how do you build feedback loops into the process

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00:37:25.510 --> 00:37:32.589

Derek Alton: that are agile because things are changing so much. How do you ensure that you have feedback loops, and that they're agile, and that they're working properly.

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00:37:33.120 --> 00:37:50.130

Dom Virdee-Livens: It's a good question. And I, as ever with these things it comes down to 2 things, which is one you need senior leaders. You need your leadership to fully buy into that one. It's buying into the idea of. I think we've mentioned before about incremental change. So we're not

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00:37:50.260 --> 00:37:54.960

Dom Virdee-Livens: planning the classic waterfall approach which you still see around the place of this is

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00:37:55.160 --> 00:38:03.569

Dom Virdee-Livens: this is what we're going to do. And we've decided what it is. And it's gonna stick that way throughout the whole implementation period. But actually, you break it up into shorter chunks.

153

00:38:03.891 --> 00:38:17.319

Dom Virdee-Livens: And you're saying, Okay, we're gonna do this bit, and then we're gonna check to see how it went. And then we're gonna learn from that, and then do the next bit and carry on and carry on and so it's making sure that your your leadership team, the delivery team, is fully bought into that approach

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00:38:17.390 --> 00:38:35.980

Dom Virdee-Livens: and is fully bought into the idea that actually they will act some feedback and that they don't know everything, and that actually, we may have been sent this set this directive. But actually, there may be new information, comes flights or anything like that. And so we need to respond to that and consider it. The other parts is

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00:38:36.620 --> 00:38:37.400

Dom Virdee-Livens: yeah.

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00:38:37.520 --> 00:38:47.609

Dom Virdee-Livens: very much around them sharing. We've touched it many times already in this conversation, but psychological safety. And they that people need to feel safe to ask these questions need to be able to

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00:38:48.210 --> 00:38:53.819

Dom Virdee-Livens: raise the the tricky questions that they may need to ask, and may need to feedback.

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00:38:54.500 --> 00:39:01.219

Dom Virdee-Livens: so kind of getting that sort of agreed. And in place, that should be sort of your bedrock for it. And then it's all

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00:39:02.430 --> 00:39:07.670

Dom Virdee-Livens: sort of quite basic. Really, I hope, trying to think of something complicated for this and something impressive. Really, it's

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00:39:08.150 --> 00:39:22.099

Dom Virdee-Livens: it's just making sure you got that range of channels so that there's always the opportunities to chat with either the senior leaders or trusted people who can then feed back to the organization in full knowledge that you're speaking to them with the intention of it being fed back.

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00:39:22.531 --> 00:39:38.798

Dom Virdee-Livens: Having the mix of public meetings, surveys anonymous forms, making sure you're feeding back with the whole, you said we did. Just so people can see that actually, the feedback that is coming back is being listened to meaningfully. It's being responded to reacted to

162

00:39:39.660 --> 00:39:51.089

Dom Virdee-Livens: It's very important to make sure during this, that people feel, in fact, that people are heard and that they rec that they feel that they're heard as well. So making sure you log in and following up on everything you're hearing. So it's covered.

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00:39:52.220 --> 00:39:58.490

Dom Virdee-Livens: and I say very much, it's it comes back to that safe space. So if you're in a public meeting and someone asks you a challenging question.

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00:39:58.700 --> 00:40:18.990

Dom Virdee-Livens: you have to step back from that immediate emotional response. You have to remember that they haven't been. People haven't been thinking about this for the past 6 months like you have. They're much further back behind the journey than you than the people working on it. And that is right. That is the way it's going to be. That's the way it's supposed to be, and your job is to help them bring them along. So you have to. You have to take that step back, and you have to treat it as if you're

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00:40:19.310 --> 00:40:32.240

Dom Virdee-Livens: a note taker, for example. Okay, that's interesting. I'll respond to that in that basis rather than my own personal emotional basis. Kind of pulling an example of of what I did previously. Sort of an example of those feedback loops. We did a huge

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00:40:32.400 --> 00:40:45.030

Dom Virdee-Livens: moves program here a few years back. And it's got. It's quite a basic level example. But I introduced this idea of a scorecard. So we just had 3 stages ready set. Go the number of activities each one. But it did mean at the end of each stage

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00:40:45.030 --> 00:41:07.339

Dom Virdee-Livens: we could revisit it with all of our champions. We say, Okay, how do these activities work for you? Sort of what's been the impact? Are you feeling more prepared? You ready to move on to the next stage, and it gave us that opportunity to speak to people to feed it

back into the program and say, Okay, this is working. This isn't working. Let's do more of this, less of this. We've got this gap, that sort of thing, and it's just fully fully bought in and fully built in from the beginning of the process.

168

00:41:07.704 --> 00:41:28.440

Dom Virdee-Livens: And then the last thing I was just thinking of and it's a little definitely harder now. But so much so. I've mentioned all those different sort of formal channels and ways, but also the informal channels that you can do yourself so where you can. And again, this sort of the the challenge of capacity and time. But if and when you can, or your leadership can go in and

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00:41:28.750 --> 00:41:42.539

Dom Virdee-Livens: just speaking to people and spending time with them, and sort of where you can building up personal connections so that it doesn't feel like you're going to chat to people to say, How are you finding this? Give me some feedback. But actually, it's what's coming out of the natural conversations with people, and that can be so rich.

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00:41:43.090 --> 00:41:49.650

Dom Virdee-Livens: or feeding back into how things are landing and the sort of yeah understanding. If there is any resistance where it is.

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00:41:49.880 --> 00:41:54.089

Dom Virdee-Livens: and then how you can adapt what you're doing, or what people need to hear. Accordingly.

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00:41:55.710 --> 00:41:57.669

Derek Alton: Thanks, Dom. So

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00:41:57.860 --> 00:42:22.830

Derek Alton: I mean, I have so many more questions. We've got a long list of questions here that I know that I would love to ask, but I also want to make sure we have time for everybody here to also ask their questions as well. So I'm going to go a bit off script here and really ask her one final question for me to sort of wrap up the panel side and then create space for people to jump into the Q. And a. So if you haven't had a chance yet, make sure you ask your questions in the Q. And A. And we're going to jump into, because we want to hand this over to you to

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00:42:22.830 --> 00:42:34.729

Derek Alton: really steer where this conversation goes next. So my final question, I'm going to come to you, Dom, first, st to put you on the spot is, you know, we've talked a lot about all sorts of really different ideas, different approaches, different principles

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00:42:34.730 --> 00:42:48.730

Derek Alton: and concepts. But the key thing with communication is to keep it simple. Keep it tight. So what is like the one thing, the one thing that you want people to walk away from this, remembering to help them with their change management journey. Same question for everybody. We'll start with Dom, then, Stacy, and then Mandy.

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00:42:49.180 --> 00:42:54.150

Dom Virdee-Livens: Oh, the 1 1 thing I would.

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00:42:55.330 --> 00:42:57.440

Dom Virdee-Livens: I mean, it's what we come back to, actually. And

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00:42:57.560 --> 00:43:14.990

Dom Virdee-Livens: I do have this quote written down for something I'm working on at the moment. So actually, I'm just going to pull that up and remind myself. And it's just to remember that it's vital to treat everyone fairly, generously and with respect and compassion. And as long as all of your activities and what you're planning bears that in mind.

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00:43:15.350 --> 00:43:23.670

Dom Virdee-Livens: then by and large, you will be okay. There's tweaks. There's different things. Your neuroscience side of things have a big difference. But as long as you've got that as your baseline, you'll be good.

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00:43:24.920 --> 00:43:26.539

Derek Alton: Amazing. Thanks. Tom Stacy.

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00:43:28.000 --> 00:43:39.050

Stacey Ileleji: It's really difficult to narrow it down to just one thing, I guess, I would say, depending on the level of change and complexity.

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00:43:39.390 --> 00:43:46.209

Stacey Ileleji: and depending on how, how deep, how how wide the changes

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00:43:47.060 --> 00:43:56.163

Stacey Ileleji: getting the your senior leader buy in quickly, and keeping them engaged keeping them

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00:43:56.900 --> 00:44:08.470

Stacey Ileleji: having the change on their agenda at their meetings. Start a standing item. Discussions that really drives

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00:44:08.570 --> 00:44:12.729

Stacey Ileleji: the change forward. It really supports

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00:44:14.220 --> 00:44:37.160

Stacey Ileleji: all the other pieces coming together because you're under the umbrella of the senior leader. And this is a priority, especially in government, where we have so many competing priorities. It's really, really key, and especially if you're trying to coordinate something across the system. So there are. You don't have enough authorities across the system

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00:44:37.160 --> 00:44:53.169

Stacey Ileleji: to to push the change changes through yourself. Usually in one department you need the the Your senior leader coalition. So your senior leader buy-in to keep the momentum, especially if it's a multi-year project.

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00:44:53.200 --> 00:44:54.969

Stacey Ileleji: and then I I mean.

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00:44:55.040 --> 00:45:05.280

Stacey Ileleji: if I could just I guess I want to underscore what Don is saying like keeping a people centered approach is is so key

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00:45:06.310 --> 00:45:25.689

Stacey Ileleji: for change to really happen, it takes it starts at the individual level. So it's 1 person at a time. And so that's really key as well. And key to get that message through to the senior leaders. That's that's 1 of their top jobs, right is to keep the people front and center. So that's I think that's what I would say.

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00:45:26.680 --> 00:45:29.029

Derek Alton: Mason thanks Stacey and Mandy to end it off.

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00:45:29.650 --> 00:45:58.780

Mandy Oliver: Yeah, communication, just communication. When we're thinking about communication, people don't make decisions with their heads, they make decisions with their hearts. So you have to be able to appeal to hearts and minds. So if you're thinking about going out and saying, you just need to do this, you did that, and you just need to do that, actually being able to help people visualize what it looks like to do that will really help in your comms planning. So yeah, hearts and minds. First.st

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00:46:00.510 --> 00:46:01.410

Derek Alton: Amazing.

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00:46:01.540 --> 00:46:26.259

Derek Alton: Well, thanks so much. Speakers. Oh, thank you, all of you, for what you've brought today. Now it's time to turn it over to the audience and get them to answer some questions. But before we do that 1st off, make sure you submit your questions in the Q. And a. I see many of you are. So thank you for that. While you're submitting those, I want to remind you all that we have a fantastic life in Government community. If you didn't hear me mention before, it's something I absolutely love and would love. I want you to love it as much as I do.

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00:46:26.470 --> 00:46:33.370

Derek Alton: It's a great place to connect with your peers. It's a forum of over 700 members from governments all over the world.

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00:46:33.410 --> 00:47:00.350

Derek Alton: and it's a chance to sort of share resources, ask for advice, and really help each other out with the work that we're trying to do to create change in government. And so we'll have lots of resources there around change management. You've already been given a prompt earlier for a question that's posted there to go and provide some answers so definitely definitely check it out. I'll be there. That should be a selling point enough for everybody. But in case it's not, there's other resources there beyond just me and 700 other peers of yours.

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00:47:00.540 --> 00:47:07.779

Derek Alton: Brilliant? Okay? So let's look into these questions here. There's a question that jumped out at me early.

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00:47:08.010 --> 00:47:10.469

Derek Alton: which is from David Plouffe.

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00:47:10.600 --> 00:47:15.429

Derek Alton: I think you got that right. And this question I'm going to throw to you first, st Mandy.

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00:47:15.670 --> 00:47:20.480

Derek Alton: What has surprised you as you work in this field something that surprised you. You did not expect.

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00:47:22.840 --> 00:47:25.520

Mandy Oliver: Oh, honestly.

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00:47:27.390 --> 00:47:42.710

Mandy Oliver: there's a few things. And it's not how people react to change. It's as in impacted users. I think it's the level of understanding of the support that people need from perhaps leadership

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00:47:42.720 --> 00:47:57.299

Mandy Oliver: side. I think sometimes there's a fear it's almost like a parent child relationship instead of a adult adult relationship in many different environments that I've been in. And actually, if we if we

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00:47:57.300 --> 00:48:24.969

Mandy Oliver: focus on an adult adult relationship, then you're able to communicate much easier with the people that are being impacted by change. But I think senior leaders sometimes find that really difficult. So I think I have been surprised by that. Equally. What I'm seeing now is a lot of support. I think you get to a senior leadership level, and it's an assumption that you know how to do. XY, and Z. And actually, I'm seeing more support being offered in that space. Now, that's been a big surprise for me.

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00:48:26.580 --> 00:48:50.259

Derek Alton: Thanks, Mandy Stacy. I want to come to you next with a different question. I would love to ask you all the same question, but we have so many questions I want to sort of divide and conquer a bit. So Stacey, one of the things we talked about we talked about, and I mean

Dom mentioned feedback loops, different ways of engaging people. But really tying into this concept, you talked about earlier, around resilience, and if people are suffering from survey fatigue.

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00:48:50.710 --> 00:49:09.549

Derek Alton: and just exhaustion, because change is exhausting. How? And also the other thing they mentioned in the question is that people are remote so often in that context, how do you continue to get feedback? When people are remote, they're exhausted. Their survey fatigue. How do you continue to get ongoing feedback with the process.

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00:49:10.280 --> 00:49:31.139

Stacey Ileleji: That's yeah. Survey. Fatigue is a real thing. What I would suggest. And even when people are remote, I find that there are lots of ways to engage virtually, and a lot of different ways to get feedback. It doesn't always have to be. 1st of all, it doesn't always have to be a long survey

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00:49:31.746 --> 00:49:53.203

Stacey Ileleji: it can always. It can be those quick little pulse check-ins. Use your graphics to engage folks. Something fun gamify it. I love gamification. That's always a good way, and you know, don't underestimate the coffee chat, even if it's a virtual coffee chat

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00:49:53.840 --> 00:50:12.100

Stacey Ileleji: and don't underestimate when I I also said, I said, gamification which is one way to approach your your feedback, and so on, and giving rewards. And so for for a number of engagements. Badges you've you've all seen that before. However.

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00:50:12.830 --> 00:50:25.910

Stacey Ileleji: there's also the power of games. So if it's not a coffee chat where maybe that's not one particular person's thing. Then try meetings where you're playing a game and chatting at the same time.

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00:50:26.290 --> 00:50:41.179

Stacey Ileleji: Even better make your game about the particular thing that you're trying to get feedback on and and see if that can be a form of engagement there where you can, you know. Use it as a as a feedback loop.

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00:50:41.900 --> 00:51:06.150

Derek Alton: Yeah, I love games. I'm a huge person for different types of games. And one thing is actually speaking again, communities make sure you join one. There's a really interesting post that was made by a public servant in the creative bureaucracy community, where they had actually used chatgpt to create a game for public servants. And so what you can do is you can literally take like what? Stacey, what you're just saying, and type that up and put it into chatgpt and say, Create a game around this.

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00:51:06.520 --> 00:51:06.960

Stacey Ileleji: Exactly.

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00:51:06.960 --> 00:51:28.350

Derek Alton: Create games that will help you pull out insights and ideas. I'm also going to shamelessly plug cake and cookies as a great way. I don't know if I mentioned this already, but I do love cake and cookies, but I mean I say it in jest, but it's also true that food is such a powerful thing. There's a reason why in universities people are always giving up free food. It's a great way to bring people in.

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00:51:28.350 --> 00:51:29.040

Stacey Ileleji: Totally, agree.

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00:51:29.310 --> 00:51:33.039

Derek Alton: Feels less draining because you're getting some something out of it.

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00:51:33.200 --> 00:51:49.190

Derek Alton: So, Dom, it looks like you have a bit of a plant in the audience, and apparently a couple because it got upvoted a few times. But Alejandro Gonzalez wants to know. I understand there's an initiative called Mindful Nation UK, do you see a connection with change management? And if so, how.

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00:51:50.030 --> 00:52:01.320

Dom Virdee-Livens: That was the one question I was hoping you wouldn't answer, because I have no idea what that is. So I didn't. I would have to look it up to find out, but I mean from judging by the name then

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00:52:01.370 --> 00:52:25.753

Dom Virdee-Livens: you kind of think comes into mindfulness, and obviously, from where he's talking about. And I think Stacy was talking about it for having that emotional understand

understanding of your emotions and how you react very much benefits people. They're going through change because they can. They can see what they're experiencing. They can understand. Oh, actually, this is why I'm feeling this way and that helps to manage it. The other side of things is again, it's I mean, lean on the neuroscience side of things, training still so fresh in my mind

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00:52:26.330 --> 00:52:41.569

Dom Virdee-Livens: but very much that time. Almost like downtime, I think, needs to be built in that time to allow your mind to wander where you kind of you. You sort of get those. Aha! Get those moments of inspiration.

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00:52:42.230 --> 00:52:53.690

Dom Virdee-Livens: of you can kind of you. Suddenly it clicks and you understand what the change is about, or you understand, something's being explained and sort of having that. And mindfulness plays a lot into that. I think so. If the initiative is anything about that.

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00:52:53.960 --> 00:52:56.040

Dom Virdee-Livens: That would be how I see it connecting together.

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00:52:56.300 --> 00:53:07.360

Derek Alton: I mean, it sounds like a great thing for Alejandro to post in the life and government community and for Dom. Then to go and do some research and come back and answer in the life and government community. So I think we've got a real opportunity here.

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00:53:07.360 --> 00:53:10.299

Dom Virdee-Livens: See, there's a link in the Q. And A. Now as well, so I can follow up on that one.

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00:53:10.300 --> 00:53:16.320

Derek Alton: Perfect question here. I'm going to put this one to you again, Stacey.

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00:53:16.630 --> 00:53:26.830

Derek Alton: Any advice? This is from Arianna she's asking. Is there any advice you'd have when change is coming. But you don't have any details, and the report and recommendations keep being delayed. So you know, change is coming.

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00:53:28.400 --> 00:53:28.800

Derek Alton: But.

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00:53:28.910 --> 00:53:29.750

Stacey Ileleji: Yeah.

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00:53:30.088 --> 00:53:31.779

Derek Alton: Which happens a lot in.

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00:53:31.780 --> 00:53:50.250

Stacey Ileleji: All the time all the time, and that's that is a really tricky space, because I know that some folks are saying, well, you know. I I can't say because the details aren't finalized. But you can't leave that vacuum in that vacuum is where rumors start.

231

00:53:50.340 --> 00:54:18.450

Stacey Ileleji: Speculation of the worst case scenario will flourish. Undoubtedly it's never the best case scenario flourishing. So I would say that that's where you start to share the process so that the stakeholders can join you on the journey. So what can you share? Which is what I I think I mentioned earlier. I did mention. It is to ask the question, what's the risk of sharing

232

00:54:19.330 --> 00:54:22.390

Stacey Ileleji: whatever you do know at the moment? Right?

233

00:54:22.590 --> 00:54:26.427

Stacey Ileleji: And being sure to

234

00:54:27.330 --> 00:54:29.710

Stacey Ileleji: to let people know that as soon as

235

00:54:29.930 --> 00:54:35.459

Stacey Ileleji: new information comes out you will share it. And then following through on that. That's key. Because

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00:54:36.130 --> 00:54:41.217

Stacey Ileleji: with all of that process you're establishing trust, which is a

237

00:54:42.135 --> 00:55:02.529

Stacey Ileyeji: like gold. You'll need that for the rest of the the change, and it's very fragile that trust and change especially when it's change that's related. That's going to touch people employees. In a personal way. Not just oh, it's a little process change, but it's it could have ramifications to their personal lives, and so on.

238

00:55:02.980 --> 00:55:07.970

Stacey Ileyeji: So I would say, just to to recap, Yeah, that's what I would say is.

239

00:55:08.343 --> 00:55:35.660

Stacey Ileyeji: focus on what you do know, and there's often more that that people know as a change manager. Please prompt your your technical folks, your Project folks, your your senior leaders, and have a conversation about them like, well, you know, I think I'm pretty sure that we're gonna head in this direction. We're gonna do this, you know, and so on. Or I do know this, this and this, but sometimes I I in in discussions, I found that

240

00:55:37.020 --> 00:55:50.639

Stacey Ileyeji: the the senior leaders they they know more, and can share more than they think they can. So if you ask that question again about what's the risk and prompt on well, what direction do you think you're going in?

241

00:55:51.410 --> 00:55:54.739

Stacey Ileyeji: Guaranteed? Everybody has to know. It has to be clear that

242

00:55:54.930 --> 00:56:07.690

Stacey Ileyeji: that, based on the current situation based on the current variables. This is where we look like we're heading. But please know it's a it's a dynamic situation. Things are changing. There may be a pivot

243

00:56:08.290 --> 00:56:23.909

Stacey Ileyeji: as new information comes through. And that's also really key for establishing trust. Because sometimes, when you you say something that was true in that particular situation. But when the situation is fluid and moving quickly.

244

00:56:25.470 --> 00:56:28.290

Stacey Ileleji: They you may not have a chance to share that

245

00:56:28.400 --> 00:56:34.360

Stacey Ileleji: the the variables changed or the dynamics changed. And so now you're coming out with a different message.

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00:56:34.470 --> 00:56:40.490

Stacey Ileleji: Well, that's not what you told me before. That's that's not aligning. So getting out

247

00:56:40.700 --> 00:57:03.059

Stacey Ileleji: keeping. That that narrative that listen. Things are fluid. Things can change. The message can change quickly. And it's not that we're not telling you everything. It's just that things are moving so fast that we don't have a time to tell you everything before the next decision is made. I feel like that is all not feel. I know I've experienced. That is also key.

248

00:57:04.600 --> 00:57:10.320

Mandy Oliver: I just add to that sorry, Derek. I just add to that. I think very often I've seen

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00:57:10.320 --> 00:57:39.650

Mandy Oliver: there's a reticence to engage with staff, and it's like we can't engage with them because they can't have an impact on this change. And actually, we can communicate. You can engage with people, and you can help them along the journey. It's, you know, because the senior leaders have this information. They can't possibly share it. So I concur with Stacey completely. But but we do need to get better at communicating, because people do

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00:57:39.890 --> 00:57:45.470

Mandy Oliver: absolutely filled the void with the worst possible scenario. Rumors start.

251

00:57:46.410 --> 00:57:56.699

Derek Alton: No, I've seen that firsthand when I worked in the government of Canada, but even in the UK. More recently engaging in public service, when there's a lack of clarity, you can see the rumours start to develop.

252

00:57:56.800 --> 00:58:09.610

Derek Alton: Mandy. I want to follow back. Up with you. There's a question. There's actually a couple questions here that talk about resistance to change. And what do you do when you're

working with a team that there's a lot of resistance to the change that you're trying to help bring about. How do you navigate that.

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00:58:09.980 --> 00:58:15.310

Mandy Oliver: Yeah, really interesting question. And I'm glad you've asked that one, because

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00:58:15.480 --> 00:58:21.240

Mandy Oliver: I don't see resistance as resistance. If you label it as resistance, it makes it sound like it's.

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00:58:21.740 --> 00:58:30.450

Mandy Oliver: you know people are, you know, they're absolutely not going to do something. And there's a reason for that, right? So one of our roles in change is to listen.

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00:58:30.500 --> 00:58:53.800

Mandy Oliver: to understand. So why do people feel the way that they do? And generally there's a really good reason for it, they might uncover something that we don't know. You know, we're not generally the technical people we're there to help people navigate through change. So, listening to understand. Active listening is really important. So you don't navigate it per se.

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00:58:53.800 --> 00:59:02.220

Mandy Oliver: You really listen and utilize what they're saying to drink, to bring that into your plans? Are there specific concerns that you can help

258

00:59:02.390 --> 00:59:24.430

Mandy Oliver: address through your communication or your engagement? Is there something that we're missing, that that you know there may be a link, a missing link between senior leadership and what actually happens on the ground. So it's not addressing it. It's listening to it and using it to inform your approach. Going forward to make that path smoother.

259

00:59:25.980 --> 00:59:52.540

Derek Alton: Thanks, Mandy. I think we have time for one last question. So I'm gonna throw it to you, Dom, and this one specifically for you from Meg. Meg says Dom, I liked how you said. It's important to make sure people going through change have time to engage with it. This is something we struggle with with team members having so much ongoing operational work while we're going through bigger changes. Can you give some examples? I'm going to say one example for time. Can you give an example of how you've done this?

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00:59:53.410 --> 01:00:06.700

Dom Virdee-Livens: And yes, I should point out I have not planted any of these questions. I don't know these people, but I'm appreciative of being asked them, I'd say it's never an easy thing to do, but in the interest of time I think I'll just pull on

261

01:00:07.256 --> 01:00:12.909

Dom Virdee-Livens: one we did, for when it comes back to senior leaders and getting the senior buy. And I think for us, they

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01:00:13.450 --> 01:00:23.169

Dom Virdee-Livens: you need to get that permission from on high, because then you can say it down, and I wish there was an easier solution than that. But in terms of the most direct, effective, efficient routes.

263

01:00:23.240 --> 01:00:44.411

Dom Virdee-Livens: it's having that senior leaders you need them to fully buy in about this change is important, and people will need time to engage with it and to learn to work around it, and if you don't give them that time it's gonna take people much longer, and it's gonna be much harder to adjust it. And you're going to all of your Kpis will suffer more as a result of that productivity will be down.

264

01:00:44.690 --> 01:00:53.339

Dom Virdee-Livens: Staff surveys all that sort of thing will show worse scores if you don't give people the chance to engage with it. And that's that's the decision they have to make.

265

01:00:53.777 --> 01:01:00.000

Dom Virdee-Livens: And if they can't, that's it. If they can't, if they're not willing to do that or do the prioritization to drop something else to make time for it. Then

266

01:01:00.110 --> 01:01:01.499

Dom Virdee-Livens: that is a decision made.

267

01:01:02.680 --> 01:01:16.900

Derek Alton: I'm going to sneak in one final question that had got a ton of Upvotes mainly from me. To be honest cake and cookies. What's your favorite cookie? My answer is anything to do with chocolate, Mandy, very quickly. What your favorite type of cookie is.

268

01:01:17.270 --> 01:01:18.950

Mandy Oliver: Yeah, chocolate or caramel.

269

01:01:19.130 --> 01:01:19.790

Derek Alton: Hmm.

270

01:01:20.020 --> 01:01:21.210

Derek Alton: Good. Stacy.

271

01:01:21.650 --> 01:01:26.840

Stacey Ileleji: I gotta tell you I'm a cake girl and really boring just plain old vanilla cake.

272

01:01:28.190 --> 01:01:29.610

Derek Alton: A good quality, vanilla cake.

273

01:01:29.610 --> 01:01:30.040

Stacey Ileleji: Yes.

274

01:01:30.040 --> 01:01:33.360

Derek Alton: It really does, and dom to finish it off. Favorite type of cookie.

275

01:01:33.360 --> 01:01:38.829

Dom Virdee-Livens: This was the one question which did come from my team, and I don't know. How do we feel about Jaffa cakes?

276

01:01:39.050 --> 01:01:40.320

Mandy Oliver: Oh, I love jacket.

277

01:01:40.990 --> 01:01:41.719

Derek Alton: Fair enough.

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01:01:41.720 --> 01:01:42.769

Stacey Ileleji: Heard of that.

279

01:01:43.180 --> 01:01:44.560

Derek Alton: British answer. I'll say that much

280

01:01:45.770 --> 01:02:07.649

Derek Alton: brilliant, all right. So thank you so much. Lots of brilliant questions and answers apologies. If we didn't get around to your question. But if if we didn't get pleased, this is a chance for you to post it in the life and government community, not sure, if I mentioned, we have a life in government community definitely check it out. It's a place where we can keep the conversation going and not just talk about cookies, but also talk about change management, how we can make it happen.

281

01:02:08.000 --> 01:02:30.689

Derek Alton: Okay? So we've had some incredible wisdom from each of our speakers. And I'd like to ask you all to join me in giving Stacy, Dom, and Mandy a big virtual round of applause. And, most importantly, thanks to you, the attendees for investing in learning and being so engaged in this topic. And for all your brilliant questions, especially to your team Dom, who asked about the cookies. That's an important question. I'm glad we got that out at the end.

282

01:02:30.790 --> 01:02:39.619

Derek Alton: The team is going to pull up a quick poll to find out how you felt about today which will help us to continue to improve our content. We really appreciate your responses

283

01:02:41.180 --> 01:02:59.850

Derek Alton: whilst you spend a second doing that. I'll also share that we've got a bit of a bonus content to share with you as a special. Thank you. To everyone who attended. Today, we're giving you all access to a collection of our most popular change management resources, to claim your link to this curated library of work. Guess what?

284

01:03:00.200 --> 01:03:07.330

Derek Alton: Go to the life and government community and leave a comment on the post pinned at the top of the page, and we'll send you a link right after the event.

285

01:03:10.060 --> 01:03:29.780

Derek Alton: Okay, well, that's all we have for today. So thank you. We hope you found it helpful. And we want to say a huge thank you once again to everyone who's made today happen. And to you for taking time out of your busy days. Keep an eye out for an email coming your way with today's recording and resources, and we hope to see you at another apolitical event very soon.

286

01:03:30.050 --> 01:03:30.870

Derek Alton: Have a great day.

287

01:03:30.870 --> 01:03:32.370

Mandy Oliver: Oh, thank you!