

Transcript | Mastering Cross-Department Collaboration

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00:00:02.510 --> 00:00:19.800

Jenna Kelly: Hello, everyone! I will give you all a moment to join. But welcome to this panel event on Mastering Cross Department collaboration. My name is Jenna Kelly. I'm the head of events here at Apolitical, and I'm really excited to be moderating today's event

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00:00:19.800 --> 00:00:45.519

Jenna Kelly: while our fellow event attendees join. It would be really great to hear from all of you, so if you wouldn't mind keeping me company in the chat, please go ahead and post an introduction. Who are you? What do you do? Where are you joining us from? I would love to love to see who's here with us today, so I will give you a moment to do that. And just a reminder that today we're going to be discussing

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00:00:45.520 --> 00:01:11.120

Jenna Kelly: government work that spans across different teams and different departments here at apolitical. We consistently hear from our community that these are the sorts of projects that can be the most difficult, the most frustrating, since kind of traversing the different arms of government can lead to silos, red tape, or simply different ways of working that can really slow everything down. So I hope by the end of this hour you will feel more equipped

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00:01:11.250 --> 00:01:18.509

Jenna Kelly: to take on cross departmental projects, and we'll have learned a few strategies to help you build alignment along the way

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00:01:18.630 --> 00:01:40.850

Jenna Kelly: for those of you who may be joining us for the 1st time. A big 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 countries, and our mission is to make government smarter, which we do by putting the best knowledge and skills at the fingertips of public servants around the world just like you.

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00:01:40.850 --> 00:01:50.150

Jenna Kelly: And in the meantime many of you have said, Hello! Points to Sid. Thank you for sharing the 1st introduction. It's great to see you joining from Ottawa in Canada.

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00:01:50.150 --> 00:02:02.359

Jenna Kelly: We have Doug. We have Dinesh here lovely to see you. I can see some UK. Lots of Canadian public servants joining us. It's wonderful as always to have you here.

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00:02:02.370 --> 00:02:17.800

Jenna Kelly: Wonderful. We've got someone from Dublin, in Ireland, Scotland, the Philippines. Great. Thank you so much. Everyone for joining. Please continue to introduce yourselves. It's always lovely to see an international group of attendees.

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00:02:18.050 --> 00:02:46.369

Jenna Kelly: And we're really thrilled to kick today's conversation off with an invitation for all of you to join the project management in public service community. So over the next 60 min we'll be exploring how to build cross departmental alignment and cooperation. And it's a big subject. It's 1 we could probably spend many hours on if our schedules allowed. But that's why we have this community. It's a forum for you to continue asking questions, to share advice.

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00:02:46.370 --> 00:03:00.110

Jenna Kelly: to circulate resources on project management beyond today's event. And it's a really great space to continue developing your skills. Today's speakers may already be part of the community. We would love for you to join us and them and your peers.

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00:03:00.110 --> 00:03:19.419

Jenna Kelly: You can find the link in the resources tab at the bottom of your screen. So if you click on resources at the bottom of your screen, you should be able to find it, but if not, my colleague will post it in the chat. So either a link popping up at the bottom of your screen, the resources tab or in the chat, you will be able to join us in the community.

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00:03:20.250 --> 00:03:46.310

Jenna Kelly: I'm going to quickly share some technical notes before we get into the conversation. This event is being recorded for on demand. Viewing on the Apolitical website. Please don't record it yourself. Contact details for privacy concerns are in the apolitical homepage footer and closed captions are available and can be toggled on or off in your zoom screen settings. Great, and we've had lots more introductions in the past minute or so. So. It's great to have you all here.

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00:03:46.780 --> 00:03:58.339

Jenna Kelly: I am really excited to get to introduce some very special speakers in just a moment. But before we do that we're going to run a few quick polls to get a sense of where you're coming to today's discussion from.

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00:03:58.610 --> 00:04:06.969

Jenna Kelly: So the 1st one will pop up on your screen. This question is what skill would make the biggest difference in your cross team work

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00:04:07.370 --> 00:04:28.929

Jenna Kelly: building relationships and trust facilitating alignment and shared goals, communicating across rules and mandates, managing conflict or tension, prioritizing and negotiating across teams or something else. And if it's something else, just fire some thoughts in the chat. I'll give you a moment of silence to respond to that poll.

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00:04:40.570 --> 00:04:41.870

Jenna Kelly: Okay?

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00:04:42.800 --> 00:04:49.389

Jenna Kelly: And we will soon see the results. Here we are. Hopefully, you can all see the results of this poll.

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00:04:49.390 --> 00:05:07.359

Jenna Kelly: So just over a 3rd of you, the leading response, saying that facilitating alignment and shared goals is the skill that would make the biggest difference in your cross team work. So, understanding how to align potentially differing styles of work priorities, objectives.

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00:05:07.360 --> 00:05:22.200

Jenna Kelly: and then, shortly after that, is building relationships and trust such an important part of of collaboration, breaking down silos project management in general is relationship building and cooperation. So I'm not surprised to see that

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00:05:22.200 --> 00:05:24.939

Jenna Kelly: and a few other responses there as well.

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00:05:25.250 --> 00:05:43.589

Jenna Kelly: Okay, thank you for answering that poll the second poll, which again should pop up on your screen in the same manner. This one is about when you get involved in cross departmental work. So when do you usually get involved? Think about your own experience, is it from the planning stage?

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00:05:43.860 --> 00:05:48.699

Jenna Kelly: Is it midway through a project, is it only when something goes wrong.

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00:05:49.150 --> 00:05:56.670

Jenna Kelly: sporadically depending on the issue? Or do you regularly work across teams from start to finish?

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00:05:57.240 --> 00:06:00.990

Jenna Kelly: And again, I'll give you a moment of silence to think about your answer.

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00:06:16.230 --> 00:06:39.759

Jenna Kelly: Okay, I think the results are about to pop up. Yes, they are. We have some slightly closer responses this time just under a 3rd of you have said sporadically, depending on the issue quickly followed by those of you who are involved from the planning stage, and a quarter of you regularly working across teams, start to finish of a project.

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00:06:39.760 --> 00:06:57.110

Jenna Kelly: and I suppose I'm pleased to hear that not many of you are thrown in midway through trying to play, catch up, or only when something goes wrong. Solidarity with those 6 of you saying that you only get chunked into a project when something is going wrong. But I sense that you have some very special skills. If that is the case.

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00:06:57.330 --> 00:07:17.190

Jenna Kelly: Okay, thank you again for responding to that poll. And it's time to introduce our speakers. I'm going to jump straight into that. We are really really fortunate to have 3 brilliant guests joining us today we have Olga seamers. We have Kitty Woolley, and we have Lourdez Aceves. I'm going to read a short Bio for each of them.

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00:07:17.310 --> 00:07:32.790

Jenna Kelly: Olga is a senior lecturer in public policy at King's College, London's School for Government. Her research is at the intersection of government policy, decision making and risk management in the context of global uncertainty and digital transformation.

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00:07:33.170 --> 00:07:38.499

Jenna Kelly: Kitty is a former civil servant, having spent 2 decades in the Us. Department of Education.

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00:07:38.540 --> 00:07:58.060

Jenna Kelly: She's also the convener of the Senior Fellows and Friends network which connects government practitioners to academics, and Lourdez is the director for health and wellbeing at the National League of cities. Her work focuses on advancing health, well-being, and equity in American cities by changing policies, practices, and systems

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00:07:58.060 --> 00:08:09.359

Jenna Kelly: to create more equitable, healthier communities. You can read their full Bios, and those short ones alone were impressive. But you can read their full bios by visiting the resources tab at the bottom of your zoom screen

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00:08:09.360 --> 00:08:12.260

Jenna Kelly: and then navigating to the speakers. Section.

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00:08:13.020 --> 00:08:32.660

Jenna Kelly: We've got some great panel questions, but before we do that I wanted to ask all 3 of you a very quick icebreaker, and as ever, if you've been at an apolitical event before, we invite all of you attendees to share your own responses to the icebreaker in the chat as well. And but, speakers, I would love to ask you to finish this sentence.

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00:08:33.230 --> 00:08:38.740

Jenna Kelly: Cross-departmental work would be easier if Dot Dot.

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00:08:38.940 --> 00:08:51.890

Jenna Kelly: how would you finish that sentence, and if I could ask us for for snappy, I won't time you but 30 second replies, so that we can jump into the panel, and I might start with you, Lourdes. Go for it.

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00:08:51.890 --> 00:09:01.170

Lourdes Aceves, NLC: Sure thanks so much, Jenna. And it's so exciting to be joined by so many people from around the globe. For me. I think it would be trust.

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00:09:01.310 --> 00:09:23.729

Lourdes Aceves, NLC: It would be easier if there were trust, because it's the secret ingredient to successful collaboration. I would go so far as to say that collaboration without trust is impossible, at least not in a sustained way. And I'm talking about the trust where you feel open to share ideas and give constructive feedback. So for that trust is vital.

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00:09:23.960 --> 00:09:40.710

Jenna Kelly: I love that. And I mean building relationships and trust was one of those pool responses earlier and came out on top as a core skill. So I think that's really important. A good one to start us off. Okay, Kitty, I will come to you next. So how would you finish the sentence, cross Departmental work would be easier if.

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00:09:41.570 --> 00:09:45.990

Kitty Wooley: You pay attention to the who, as you drive to the what.

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00:09:46.400 --> 00:09:47.160

Jenna Kelly: Hmm.

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00:09:47.160 --> 00:09:58.320

Kitty Wooley: And that's something. Actually, I just that's a reminder to me, because I've always been very goal focused. And what happens is you lose people.

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00:09:58.490 --> 00:10:08.950

Kitty Wooley: and it may work fine as long as everything is rolling along on the project. But if something, if there's a problem or a bump in the road.

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00:10:09.200 --> 00:10:12.299

Kitty Wooley: you find all of a sudden that you don't have

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00:10:12.490 --> 00:10:21.020

Kitty Wooley: the the contribution, the support, the presence of the people, that you have neglected.

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00:10:21.820 --> 00:10:38.380

Jenna Kelly: Yeah, I think that's great. There is. There is a thread between your answers which is great to see, and I will read some of the answers from the attendees out as well. But, Olga, 1st of all, let's get to yours. How would you finish the sentence? Cross departmental work would be easier if.

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00:10:39.550 --> 00:10:47.819

Dr Olga Siemers: I would say, if we had clear accountability mechanisms, for when things go wrong, because, as any initiative

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00:10:47.870 --> 00:11:04.020

Dr Olga Siemers: cross-government work can also fail, we'd like it to succeed, but sometimes it fails, and I think this is the biggest barrier and fear of participants trying to push for collaboration. What if we fail. So who is responsible?

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00:11:04.020 --> 00:11:30.500

Dr Olga Siemers: Because, you know, when people share budgets, when organizations share responsibility, they always want to have some sort of safety and understanding. Not that they will succeed by default. But what if we fail? What happens? And accountability is the key principle of governance? So we need some clear, pre-established mechanisms and also mechanisms to learn from potential failure and to go forward.

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00:11:31.540 --> 00:11:48.860

Jenna Kelly: Okay? So those are 3 really strong answers. It's if you have a kind of bedrock, a foundation of trust. If you think about the who on the way to the what? And if you have accountability frameworks, for when things go wrong, we have some wonderful answers in the chat as well.

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00:11:48.860 --> 00:12:11.520

Jenna Kelly: So if roles and responsibilities are clearly outlined, if everyone's on the same page from the beginning, if communication is given more freely, I won't be able to read all of these out, but they are great. If you get buy-in from everyone as to why their role is important. A comment on standardized processes. Please keep your thoughts coming in. But some great answers to kick us off.

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00:12:11.850 --> 00:12:23.150

Jenna Kelly: We're gonna get into the panel questions, and so this panel will start start off in a kind of theme of the principles, the behaviors of effective Cross department collaboration.

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00:12:23.150 --> 00:12:45.730

Jenna Kelly: So, Olga, to come back to you 1st of all, you recently worked on a piece of research. If I'm not mistaken where you had the chance to interview dozens of civil servants here in the UK. About intra-governmental collaboration, could you tell us kind of maybe a bit about that project? But, importantly, what it told you about the common barriers to collaboration in government.

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00:12:46.280 --> 00:13:09.230

Dr Olga Siemers: Thank you so much, Jenna. Indeed, I've been working on a project which is now in the process of being published, and I interviewed more than 100 UK civil servants from central government, from a range of Government departments around 15. So ranging from the Ministry of Defense Home Office up to all the majority of the Central Government departments.

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00:13:09.500 --> 00:13:33.569

Dr Olga Siemers: and I talked to people who had some experience of working across departments, for example, as a part of a cross government, cross, departmental working group, or a task force which would be a little bit more formal and stronger established. I talked to them about their experience, their perspective and their perception of this work. 1st of all.

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00:13:33.660 --> 00:13:47.159

Dr Olga Siemers: and what I found, the barriers are. Well, mostly it's actually about sharing responsibility and sometimes sharing a budget because it's incredibly difficult

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00:13:47.180 --> 00:14:14.319

Dr Olga Siemers: in government budgets tend to be overlooked department by department, and there is a simple reason for that, because there is a responsibility to look after public finance and public money. And again it comes back to the question, who is accountable if something goes wrong. So that's why primarily budgets are distributed department by department rather than allocated to projects with some shared goals and shared visions.

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00:14:14.510 --> 00:14:41.759

Dr Olga Siemers: And the key barrier is again very simple. It's because we have different interests, and we follow different goals as individuals, as organizations to overcome this barrier. It's important to communicate differently and maybe to open some space for discussing your visions, your goals, your interests, imagine I'll give a simple example from our life rather than from government work.

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00:14:41.760 --> 00:14:45.019

Dr Olga Siemers: Imagine you want to go to a restaurant with your friends.

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00:14:45.040 --> 00:15:03.789

Dr Olga Siemers: and, for example, you're fancy to go to a Mexican restaurant. So how do you communicate with a couple of friends to convince them for your choice to go for your choice, to go to a Mexican, if you simply say, Well, I'm fancy to eat the Tacos. You may or may not succeed.

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00:15:03.790 --> 00:15:16.840

Dr Olga Siemers: But imagine, if you have a friend who say is on the budget and is limited with finance, you can call them and say, look. I checked the venue, and the prices look really good. Why don't we go to that Mexican?

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00:15:16.860 --> 00:15:30.230

Dr Olga Siemers: Imagine you have a friend who is vegan or vegetarian again, you can call them up and say, Look! I checked the menu, and actually there are some really good nice Vegan options on the menu, so why don't we go to that Mexican restaurant?

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00:15:30.230 --> 00:15:47.939

Dr Olga Siemers: Or if you have a friend who say doesn't drive again, you can call them and say I checked. And there are some public buses or some transportation options, so you can safely get there and then safely get back home. Maybe when it's late, etc, etc. So you're telling the truth

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00:15:47.940 --> 00:16:05.209

Dr Olga Siemers: to all of them. But you're proactively thinking about their concerns, about their worries and their priorities. You're not lying, but you're just communicating in a slightly different, slightly tweaked manner. So that's, I think, what we shall do as professionals as well.

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00:16:05.520 --> 00:16:30.459

Jenna Kelly: I think that's really interesting. It almost reminds me of a lot of the guidance we get on writing, tailoring your writing to an audience. It's kind of tailoring your communication with important stakeholders in a project based on where they are, what knowledge they have, what their priorities are to ensure that alignment. And again, alignment was such an important skill for everyone in the pools earlier. So I think that's a really interesting tip to be giving.

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00:16:30.850 --> 00:16:53.370

Jenna Kelly: Lord, as if I come to you next. This question is really about any kind of signaling. So what signs suggest opportunities to strengthen collaboration within city government? And I know you have a lot of insight here. Are there any kind of structural or cultural changes that you think can help reset and realign within that environment that you've learned.

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00:16:53.370 --> 00:17:16.779

Lourdes Aceves, NLC: Sure. Thank you. So you know, as Jenna shared, I lead the health and well-being department at the National League of Cities, and just for some quick background. It's a U.S. Based organization with nearly actually with 100 years. Last year we did what we had our 100th birthday, 100 years experience leading, helping city leaders improve the quality of life for their residents. So I'm going to bring them

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00:17:16.780 --> 00:17:29.720

Lourdes Aceves, NLC: perspective of the municipal governments in the United States and city governments are the connective tissue of daily life, right responsible for services ranging from sanitation and transportation

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00:17:29.720 --> 00:17:31.960

Lourdes Aceves, NLC: to affordable housing and public health.

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00:17:31.960 --> 00:17:37.430

Lourdes Aceves, NLC: So with such a broad scope of work. Silos naturally form.

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00:17:37.430 --> 00:17:45.149

Lourdes Aceves, NLC: and I'm not here to criticize them. They can be useful right? Silos were originally meant to protect

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00:17:45.150 --> 00:17:51.609

Lourdes Aceves, NLC: corn, barley grain, right? So they can be useful, like, for instance, when specialized knowledge is needed.

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00:17:51.610 --> 00:18:16.230

Lourdes Aceves, NLC: but they can also limit a city's effectiveness in addressing complex issues like community health and well-being, which I don't have to tell you is shaped by so many factors. Right? So it's critical, then, that a city align its department around a shared vision, such

as resident health and well-being, so that they can tackle those social and structural determinants of health.

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00:18:16.350 --> 00:18:40.410

Lourdes Aceves, NLC: And this is why this is a core capacity that we build in cities, and there are several clear signs that indicate an opportunity to strengthen collaboration within city government. I would say for me. One of the 1st sign is when departments are working on similar or overlapping goals, like, for example, housing, stability.

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00:18:40.410 --> 00:18:54.649

Lourdes Aceves, NLC: climate, resilience, youth, mental health. But they're doing so in isolation. So what are you going to see? You're going to see duplication of work right? We're working on the same thing that's really inefficient. You're going to see missed funding opportunities.

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00:18:54.730 --> 00:18:56.780

Lourdes Aceves, NLC: or, what's worse.

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00:18:56.880 --> 00:19:03.799

Lourdes Aceves, NLC: inconsistent messaging to the public which chips away at that trust and local government that I was talking about.

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00:19:03.940 --> 00:19:18.279

Lourdes Aceves, NLC: Another is when there's a lack of data or information sharing departments. Each have useful information. But if it's not flowing between them in a way that supports joint decision making. That's a problem.

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00:19:18.400 --> 00:19:24.340

Lourdes Aceves, NLC: And you also see it when you when staff express burnout or frustration.

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00:19:24.480 --> 00:19:38.280

Lourdes Aceves, NLC: not because the work isn't important, but because they're navigating misalignment or unclear roles across teams and in city government, and in any organization that leads to attrition which we don't want, we don't want to lose our good people.

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00:19:38.310 --> 00:20:03.060

Lourdes Aceves, NLC: So these friction points, though, aren't just problems, Jenna, there are signals that deeper alignment could unlock more potential, more, more impact. Really. So, it presents an opportunity as well to reset and realign and to do that, both structural and cultural changes are needed. So structurally, one of the most effective steps is to create cross departmental teams

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00:20:03.160 --> 00:20:16.619

Lourdes Aceves, NLC: centered on shared community goals like health equity. I know I'm biased or community safety. Maybe so, departments can come together around purpose and not just process.

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00:20:16.660 --> 00:20:41.030

Lourdes Aceves, NLC: Some cities also create a coordinating function just to make that alignment sustainable like an office of strategic initiatives, or whatever the international counterpart may be, and it's also powerful to use shared dashboards or outcome metrics, so that departments are working from the same data and see how their individual efforts contribute to broader city goals.

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00:20:41.090 --> 00:20:52.049

Lourdes Aceves, NLC: And the last thing I'll say because the cultural is just as important. It's about building. And I'm going to talk a lot about this today in my answers. It's about building a mindset of shared ownership.

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00:20:52.250 --> 00:20:57.920

Lourdes Aceves, NLC: and that means giving departments the space and permission to co-create.

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00:20:58.290 --> 00:21:12.820

Lourdes Aceves, NLC: to share risks and successes, and also to celebrate joint wins. And that's honestly the much harder part. And I can talk a little bit about some strategies later, but I don't. I'm cognizant of time, so I'll stop there.

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00:21:13.010 --> 00:21:32.189

Jenna Kelly: No, that that's really helpful. And you have you have some kind of plus one for the the data sharing being an issue. I'm sure that's not you. And and our comment are not the only ones experiencing that. So I'd love to dive into that a bit. And before we move into the next theme. I wanted to come to you, Kitty. And

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00:21:32.250 --> 00:21:53.080

Jenna Kelly: I'm aware that you you talk about Boundary spanning as a mindset. What does this mean? Let's kind of describe what that means for everyone here today. And and what does it kind of look like in day to day behavior. Do you maybe have an example where that mindset has moved across departmental project forward.

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00:21:54.080 --> 00:22:00.720

Kitty Wooley: When I talk about boundary spanning, I'm talking about

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00:22:00.970 --> 00:22:08.130

Kitty Wooley: talking across silos reaching out of my silo for mission-related purposes.

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00:22:08.874 --> 00:22:20.339

Kitty Wooley: And so I really think of it as the flip side of networking which is reaching across boundaries at work or not at work for personal purposes.

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00:22:21.135 --> 00:22:25.300

Kitty Wooley: I've always focused on mission, the mission

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00:22:25.420 --> 00:22:50.839

Kitty Wooley: and Alignment and Building Trust, which is why I've it's funny, your poll, you know. I've been pulled into cross cutting projects at all of those stages, including the fix it stage, which is painful, but you can do it. So what my beat really, since before I got to

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00:22:50.930 --> 00:22:58.790

Kitty Wooley: government in Federal student aid in Washington was

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00:22:59.860 --> 00:23:04.799

Kitty Wooley: reaching across and pulling people together to get something done.

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00:23:05.060 --> 00:23:33.650

Kitty Wooley: and in the 1st instance that was creating a a risk management system which involved getting data. Big data sets like on 8 track cassette tape types size from all of the the fund managers inside Federal student aid. So what and what it does. So, for instance, it could be something in connection with that project

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00:23:34.140 --> 00:23:44.919

Kitty Wooley: we needed to our contractor that was building this risk management model really need to understand what was in this one field in the Pell Grant data?

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00:23:45.766 --> 00:23:53.180

Kitty Wooley: And I had administered Pell Grant in in a college or 2 for years.

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00:23:53.770 --> 00:24:01.720

Kitty Wooley: But I couldn't tell looking at. Okay, is it this? Or is this? And there was no data dictionary of

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00:24:02.030 --> 00:24:03.220

Kitty Wooley: of use?

100

00:24:03.760 --> 00:24:21.510

Kitty Wooley: So I called the Systems, the Pell Grant Systems director, and said, You know, can you tell me which of these 2 things these very close things? Does this number represent in this field. He couldn't tell me.

101

00:24:21.560 --> 00:24:47.419

Kitty Wooley: so I said, Well, what you know. Could you call the Pell Grant accounting chief, and find out? And he said. I've never met her now I'm telling you. These people were on the same floor of the Gsa. Building at 7th and D Street in Washington. They'd never met each they'd seen them. They'd seen each other, but they just didn't need to know each other, so

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00:24:47.420 --> 00:25:01.920

Kitty Wooley: I invited both of them to a call. We got his the systems contractor on the phone because the data were actually being stored at Nih in those days on the mainframe.

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00:25:02.420 --> 00:25:17.590

Kitty Wooley: and in 10 min we figured out what the answer was, and everybody was happy. Everybody left now. They knew the other people, but nobody had ever kind of thought. They, you know, had made reach.

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00:25:17.790 --> 00:25:20.110

Kitty Wooley: So that's an example of it.

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00:25:20.350 --> 00:25:43.990

Jenna Kelly: Yeah, I think that I was smiling because I can picture that exact scenario. And I would love actually to hear, either by Emoji react or comment in the chat. If anyone else resonates with that specific scenario. Because I'm sure it's not that uncommon, Kitty. But thank you for giving us the boundary spanning mindset to try and start to tackle it, and lots of thumbs up. Okay, great

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00:25:44.285 --> 00:25:54.934

Jenna Kelly: maybe not so great. But we'll try to tackle some of these things throughout this event. I actually don't think I've ever seen so many emojis on these calls. So okay, that's good to know.

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00:25:55.260 --> 00:26:02.300

Jenna Kelly: I'm going to come back to you, Kitty, as we move on to the next theme in this panel, which is, let's let's move this into the kind of

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00:26:02.430 --> 00:26:31.350

Jenna Kelly: the practicality of creating conditions for collaboration. We want to think about how we create this. So Cassy, you kind of mentioned the role of, you know, informal relationship, building things like coffee chats or setting up a call to bridge departmental divides. And clearly, lots of those lots of us on the call today are craving that or need that. So how can, if you could, give kind of one or 2 tips for how individuals can intentionally create these sort of converging moments.

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00:26:31.350 --> 00:26:39.040

Jenna Kelly: especially if the system doesn't support that kind of collaboration. Is there something that everyone that gave a thumbs up today can go and do to support that.

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00:26:39.560 --> 00:26:44.889

Kitty Wooley: Well, and that's a really good question, because as as I

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00:26:45.931 --> 00:26:58.109

Kitty Wooley: I'm writing a book on boundary spanning at work and as. And it's just things like this. And then I started thinking about virtual work.

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00:26:58.240 --> 00:27:05.589

Kitty Wooley: which is, makes it harder. But I think I do think there are some things, for instance, if you're at work.

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00:27:05.690 --> 00:27:06.750

Kitty Wooley: Oh.

114

00:27:09.180 --> 00:27:25.060

Kitty Wooley: I was quite frustrated for a long time that my agency wouldn't support communities of practice or one community of practice. Now we did have you know, we did have a sort of

115

00:27:25.270 --> 00:27:52.059

Kitty Wooley: proof of concept, because we had a senior executive who was very interested in having all of the different parts of the Department of Education talk about how they handled audit resolution because there were some some sort of issues there. You weren't dealing with. There were 2020 big silos. You weren't dealing with 20 sets of

116

00:27:52.130 --> 00:27:57.079

Kitty Wooley: higher education institutions in the Us. You are dealing with one set.

117

00:27:57.960 --> 00:27:59.819

Kitty Wooley: But the different

118

00:28:00.356 --> 00:28:06.749

Kitty Wooley: some of the silos that did work with higher education, with post-secondary and higher education.

119

00:28:06.870 --> 00:28:21.250

Kitty Wooley: were in a position to have to do audits of grant programs or whatever. And sometimes there, there was just some things didn't quite mesh that made the institution institution confused. So you know.

120

00:28:21.720 --> 00:28:28.580

Kitty Wooley: we met for a few times. That's the kind of thing. If you can get something like that set up.

121

00:28:29.030 --> 00:28:39.120

Kitty Wooley: not even as a program that will last forever and ever, because that'll kill it. But just as a hey, you know, we

122

00:28:39.500 --> 00:28:53.439

Kitty Wooley: we could meet and we could discuss this interesting wrinkle, and you know it depends on who your your supervisors are, and your how your chain feels about this.

123

00:28:53.950 --> 00:29:18.989

Kitty Wooley: if they're trying to not have something turn into a big problem that they have to solve, it would be really good for you. So what's a way that you can? What's the way that you can pitch that as a look. We're just going to get together and talk about this and see if there's some sort of obvious solutions to these little problems. And if there are. Then we'll bring them back to you.

124

00:29:19.210 --> 00:29:19.530

Jenna Kelly: Yeah.

125

00:29:19.530 --> 00:29:25.820

Kitty Wooley: No, maybe there is a need for it. But but the so the thing is, though.

126

00:29:26.380 --> 00:29:34.269

Kitty Wooley: if they really don't like that, meet at lunch for crying out loud, get off the premises and have lunch.

127

00:29:34.500 --> 00:29:35.210

Jenna Kelly: Yeah.

128

00:29:35.210 --> 00:29:37.119

Kitty Wooley: If it's remote.

129

00:29:37.812 --> 00:29:41.680

Kitty Wooley: Then you have to take a leap.

130

00:29:41.990 --> 00:29:50.140

Kitty Wooley: You have to go, move outside your comfort zone and actually contact other people that you think

131

00:29:50.690 --> 00:30:02.870

Kitty Wooley: you'd like to know better. You think you could get some interesting work done, maybe make some improvements with that. Could then, you know, possibly propagate inside the department.

132

00:30:03.020 --> 00:30:07.690

Kitty Wooley: and you've got to initiate that long distance.

133

00:30:08.030 --> 00:30:31.750

Jenna Kelly: I think that's really interesting. I think your point there of, you know, in person or remote virtual hybrid. Whatever setting you're in really owning that kind of almost relationship mapping. What is going to help your work? Who is it that you need to connect with? Is it on an existing project? Is it a potential project? Is it something else entirely? And what are you going to do about it? Particularly because we know that not all

134

00:30:31.750 --> 00:30:54.430

Jenna Kelly: systems or organizational departmental infrastructures are going to intentionally do that for you, whether whether that's a different conversation. So but I'd also be, really, I'm going to move on to a question for Olga, but I'd be really interested to hear if anyone in attendance outside of our speakers. Some of the joy of these events is peer supported and advice. So if anyone in the room has

135

00:30:54.430 --> 00:31:08.239

Jenna Kelly: found a really clever or useful way for informal relationship building that you've found helpful. A little tip or trick that you you're happy to share with your with your peers from around the world. Please do throw it in the chat I'd love to.

136

00:31:08.240 --> 00:31:26.639

Jenna Kelly: I'd love to see that. But, Olga, I'm gonna come to you and just ask if you have any guiding. You know principles or design elements that can help ensure that working groups or

interdepartmental task forces don't just replicate already existing silos. Is there anything we can mitigate against? There.

137

00:31:27.490 --> 00:31:47.779

Dr Olga Siemers: Thank you, Jenna. Well, I have a set of principles which can be presented under a framework which is called systems leadership. And I did provide you, and ask to send around some blogs or papers to read, which participants can probably go into after this discussion. But essentially

138

00:31:47.890 --> 00:32:07.549

Dr Olga Siemers: systems leadership. It's a collective form of leadership which is about not about me. I'm being a great leader because I have, you know, certain skills and certain experience, certain capabilities. It's about no one in particular, and no single agent. But it's about creating a space

139

00:32:07.610 --> 00:32:27.710

Dr Olga Siemers: for different agents from within and actually from outside of the system to come together and to have a conversation, to have you know those coffee chats, to have time to go out for a coffee, to reach out and to start talking about things.

140

00:32:27.710 --> 00:32:52.159

Dr Olga Siemers: So it's about getting the system right. And sometimes certain things can actually be expected or even mandated. We have some examples where we have standing forums such as in Australia, based on my knowledge, where different departments have to come together, at least for a short conversation, and just share their views on the matter they're dealing with. So you could set up

141

00:32:52.160 --> 00:33:18.089

Dr Olga Siemers: standing forums. For example, you could set up certain practices that would be expected by default where people A are expected to meet and talk to each other. And B actually have time, so have resources to do so, because when you just, you know, chase your own tail. You just don't have time for that coffee, and you wish you had. But well, there are other priorities always more important as it feels.

142

00:33:18.090 --> 00:33:26.019

Dr Olga Siemers: But sometimes, after a coffee chat, you may feel that you are actually in a better position to do some jobs and tasks

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00:33:26.020 --> 00:33:45.180

Dr Olga Siemers: faster, that otherwise you would have spent hours of doing them, or you may realize you don't need to do certain things at all because they're done elsewhere. So it's incredibly important, and I just would like to highlight how much I agree to Katie about the importance of this informal connections.

144

00:33:45.200 --> 00:33:59.320

Dr Olga Siemers: But another thing I wanted to share from my, you know, sometimes boring academic conceptual perspective. It's also important to talk about how you understand the nature of the problem you're dealing with.

145

00:33:59.430 --> 00:34:23.000

Dr Olga Siemers: because in government. Quite often these conversations are skipped and we just fast forward to a solution. So what we're going to do, you know, you have a problem, and what officials and academics and many other professionals tend to talk about is how to solve the problem without having spoken about the problem itself.

146

00:34:23.159 --> 00:34:38.179

Dr Olga Siemers: So imagine problem poverty just just an example. Some people may believe that some people are poor because because they're lazy. Say some other people may believe that some people are poor because they're short of opportunities.

147

00:34:38.320 --> 00:35:03.099

Dr Olga Siemers: It's really important to share this baseline, to share your beliefs, and not being afraid, not being scared or frightened of saying it out loud, what you believe, because if you think that people are poor because they're lazy, you will come up with a set of solutions somehow prompting people to, you know, to get entrepreneurial, to get into the labor market, to apply for a job, etc.

148

00:35:03.140 --> 00:35:29.370

Dr Olga Siemers: If oppositely, you believe that some people are poor because they're short of opportunities. You may want to provide those opportunities to people. So you will come up with very different solutions, depending on how you understand the nature of the problem, and I think that's the pathway. And Lourdes may agree or disagree. But, in my view, that's the pathway of getting a shared, agenda agreed. 1st of all, talk about the problem. Don't jump to solutions.

149

00:35:29.850 --> 00:35:58.330

Jenna Kelly: Yeah, I think that that's definitely made me think about. They're almost being kind of not necessarily 2 stages, but one is that, you know active work to build relationships, and we've had some really across the 3 of you excellent suggestions, and we'll hear more from Lord S. As well. But you know, in the chat we've got coffee roulettes. We've got walking meetings. We've got the importance of authenticity. We've got office visits learning about the person. Do they have a dog, do they like to hike? So there's

150

00:35:58.330 --> 00:36:08.639

Jenna Kelly: this kind of, you know, foundational relationship building as a way of cross cross collaboration, cross team departmental collaboration. But I think there's also something in what you're saying, Olga, which is

151

00:36:08.640 --> 00:36:37.110

Jenna Kelly: set the agenda, you know. Say, you have 15 min with someone. You've got a busy diary. What is it that you both need? From that? And how can you understand your objective and their objective to get what you need out of that, and to leave feeling nourished in in your ability to move forward. So forgive me for just summarizing. But I was I was inspired by some of what you were saying, and, Lord, as before, we move on to this final segment of the panel. You know your your work with municipal governments.

152

00:36:37.290 --> 00:36:50.669

Jenna Kelly: From that. Do you have an idea or an insight on what it takes to get departments aligned around shared goals? Maybe when mandates or budgets or metrics differ? Is there something that needs to happen to get aligned.

153

00:36:51.740 --> 00:37:15.210

Lourdes Aceves, NLC: Yeah, you know. So 1st of all, I agree. I think both what Kitty and Olga shared were wonderful, because they were describing both like the formal and informal pathways to to build trust. And I think you got a lot of future panel speakers in the chat. Those are some excellent ideas that they were sharing city departments, you know, as I said earlier, silos are, they can be useful, right?

154

00:37:15.210 --> 00:37:25.660

Lourdes Aceves, NLC: They hold specialized knowledge, and inevitably, with such a complex organization like a city. You are going to have different mandates and budgets and metrics

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00:37:25.660 --> 00:37:32.390

Lourdes Aceves, NLC: that lead to this siloed thinking. But alignment doesn't require everyone to do the same thing.

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00:37:32.490 --> 00:37:38.769

Lourdes Aceves, NLC: It requires everyone to work toward the same vision in ways that complement one another.

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00:37:38.770 --> 00:38:07.960

Lourdes Aceves, NLC: So yes, in terms of strategies, to strengthen that cross departmental collaboration again going back. I can't stress it enough building these relationships. All of that. The roulettes learning about the dog. That's what people are talking about, and some of the best work partnerships that I have, both internal and externally have started from these kinds of events like, Don't go to these events and say, like necessarily, what do you do? It starts with the personal right.

158

00:38:07.960 --> 00:38:23.849

Lourdes Aceves, NLC: You want to like this person. Oh, they have a dog. I have a dog right? It's not always beat them over the head where, like the health and well-being department does. ABC, you know. Just let it be natural. Get to know that person. But then yes, eventually you want to learn about what they do, because

159

00:38:23.850 --> 00:38:48.690

Lourdes Aceves, NLC: I forget whether it was Kitty or Olga who said this. But you can align goals if you don't understand each other's roles, and that doesn't just mean your roles and priorities. But what are your constraints right? What is it that you might not be able to do because of staff capacity because of budget constraints? You need to understand that, too. So I think you were the one who said Jenna, to do like relationship mapping.

160

00:38:48.920 --> 00:39:01.800

Lourdes Aceves, NLC: I would agree, because the cities we've seen be successful. At this. They take stock of how departments collaborate. So you 1st have to take a step back and then intentionally create that space

161

00:39:01.800 --> 00:39:14.559

Lourdes Aceves, NLC: for relationship building, whether that's through joint planning teams or informal opportunities like we've been talking about lunches and coffees and things like that in terms of the shared vision.

162

00:39:14.560 --> 00:39:36.750

Lourdes Aceves, NLC: The vision may be citywide again. I always go back to health equity, because it goes across so many issues. It's not just housing, it's housing, it's transportation. It's access to food, right? It's economic development. All of those are social drivers of health. So I would say, having a vision, say health, equity, or maybe it's climate resilience in your city. But

163

00:39:36.750 --> 00:39:44.070

Lourdes Aceves, NLC: I think here's the critical part about a shared vision. Every department needs to understand how their work contributes to that vision.

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00:39:44.070 --> 00:40:10.319

Lourdes Aceves, NLC: And this goes to something I was talking about with David Plouffe in the chat. I have this issue with this concept of buy-in, like I have to give something up, you know, like, if I'm selling something. I'm not selling anything. I don't own it. We're co-creating solutions. So every every department has to understand how their work contributes contributes to their vision. Even if their day to day work is different. So I'll give one tiny example in mental health

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00:40:10.520 --> 00:40:20.540

Lourdes Aceves, NLC: housing departments, focus on stability for folks. Libraries might focus on the social connection, aspect and workforce on economic stress.

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00:40:20.780 --> 00:40:34.966

Lourdes Aceves, NLC: very different roles, all deeply connected, right? And the last thing I would say is to build structures that support collaboration. And here I was really thinking about what Olga said. Right? These principles you need to include

167

00:40:35.900 --> 00:40:56.670

Lourdes Aceves, NLC: well shared goals. And these decision making processes. You need to embed them into job expectations. Right? A shared document with those principles ensure there are systems in place. And this is why that's important. We've seen this in cities. The mayor leaves, or that person who was like the champion leaves. Now, what

168

00:40:56.670 --> 00:41:17.219

Lourdes Aceves, NLC: you didn't bake it into your structures, and that leaves with the person. So you have to institutionalize those changes, to survive that inevitable turnover or shifting priorities and codify that in comprehensive plans and administrative policies and budget processes, and so on and so forth.

169

00:41:17.670 --> 00:41:42.559

Jenna Kelly: I think that's really, I mean, that's kind of the, you know, projects become so detailed. And actually, if we can root it in objectives and principles and guiding guiding well, principles, I suppose, is the word I'm looking for. That's that's really important. And what I would like to do I know we had a few more questions prepared for the 3 of you and on kind of real world applications. But I'm conscious of time, and we have around 10

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00:41:42.560 --> 00:42:07.450

Jenna Kelly: questions in in the Q. And a. So I might ask our 3 speakers if you can think about some of those real world applications and weave those into some of the questions we're getting answered. And and we can throw some of those in throughout the live Q. And A, and that would be great. We were just getting into some real nuggets, and I wanted to to let you continue during our questions so far. And but this is for the for the attendees in the room, and

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00:42:07.450 --> 00:42:08.019

Jenna Kelly: and if

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00:42:08.040 --> 00:42:27.720

Jenna Kelly: this is the time to ask questions, and if you have asked a question in the chat. I would ask you to copy it into the Q. And a. So there's a Q&A button at the bottom of your zoom screen. If you ask it there, it makes sure that we can see it. It doesn't get lost amongst all of the conversation going on in the chat. So please do submit your questions via the Q. And a tab.

173

00:42:27.770 --> 00:42:34.669

Jenna Kelly: You can also scroll through those questions and upvote any that really resonate with you. So we might prioritize those if we have time.

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00:42:34.670 --> 00:42:59.660

Jenna Kelly: And while you're submitting your questions, I just want to remind you all. Or maybe I'm sharing this for the 1st time. If you weren't here earlier during the opening remarks that we host a really fantastic project management community on the Apolitical platform. If you're a project manager, or you're someone who's interested in developing project management skills for other functions that you hold. It's just a great thriving forum of public

175

00:42:59.660 --> 00:43:01.069

Jenna Kelly: servants around the world

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00:43:01.070 --> 00:43:19.780

Jenna Kelly: hungry to learn more about this function and skill set. So if it sounds like something that you might benefit from, please do join via the link. My colleague is going to post that link in the chat. You can also find it on the resources tab. So if you click on resources at the bottom of your screen. It should be in the Links section, and we look forward to seeing you there.

177

00:43:20.230 --> 00:43:33.920

Jenna Kelly: Okay, we have some live questions. I'm going to start off with one that has many a vote. It's got 10 upvotes as a popular one question is.

178

00:43:34.230 --> 00:44:03.173

Jenna Kelly: do you have any tips on how to work across departments when certain departments or individuals are slightly secretive, or or they're hesitant to share their work. And and the assumption is that you have approval from their leaders to work on the project. So any any tips for dealing with individuals in your in your project, team, or or working with you that don't want to share their work. Kitty, you are smiling and nodding, so I'm going to direct that one to you.

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00:44:03.670 --> 00:44:11.120

Kitty Wooley: I'm I am smiling because, yeah, that happens. The key the key is

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00:44:11.620 --> 00:44:18.720

Kitty Wooley: if the if the organization, if everybody's, you know, top leaders.

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00:44:18.960 --> 00:44:24.660

Kitty Wooley: mid leaders are are agreed that this is what we are going to do.

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00:44:24.960 --> 00:44:32.089

Kitty Wooley: then it makes it much easier for the person who's doing the convening or leading the project.

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00:44:32.705 --> 00:44:41.090

Kitty Wooley: And and so how do you get those people on board? You can. You can embarrass them.

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00:44:41.230 --> 00:44:56.730

Kitty Wooley: I prefer not to do that, because, although it can work, if someone's really being obnoxious or really being obstructive, it's not good for longer term relations and the health of the project.

185

00:44:57.478 --> 00:45:04.199

Kitty Wooley: You can talk to them, one on one and say, Look, you're doing this thing.

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00:45:04.380 --> 00:45:15.169

Kitty Wooley: and this thing is killing us. And I really need you to stop doing this thing. So share your data whatever, and and find out

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00:45:15.370 --> 00:45:37.119

Kitty Wooley: what problem they have with that. If it's ego, then that's that's harder. If it's that they don't know. They don't really understand how obstructive they're being. And this is just part of their personality. Well, then, you can work with that the most effective thing in a meeting. And I

188

00:45:37.370 --> 00:45:58.270

Kitty Wooley: I was gifted with a 5 month long institutional data view work group, and the the point of that was to bring all of the post-secondary education data, all of the data the Department had on colleges and universities and career schools

189

00:45:58.420 --> 00:46:00.679

Kitty Wooley: into one place

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00:46:00.870 --> 00:46:12.820

Kitty Wooley: which you know, everybody's got their different system and their different, you know everything. But the. So we were sitting eyeball to eyeball, and

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00:46:13.020 --> 00:46:21.129

Kitty Wooley: in the room where almost everybody in the room and on the phone call outranked me.

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00:46:21.480 --> 00:46:30.009

Kitty Wooley: They all ran big things like Pell Grant accounting and direct loan processing.

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00:46:30.290 --> 00:46:36.509

Kitty Wooley: And I'm just sitting here, mid-career individual contributor. But I was the person convening this.

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00:46:37.090 --> 00:46:46.480

Kitty Wooley: Everybody had gotten the word from on high that we were doing this big systems remodel

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00:46:46.690 --> 00:46:50.120

Kitty Wooley: and rolling it out over a 3 year period.

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00:46:50.920 --> 00:46:55.510

Kitty Wooley: and so we all had the same marching orders.

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00:46:55.650 --> 00:46:56.380

Jenna Kelly: Yeah.

198

00:46:56.962 --> 00:47:02.589

Kitty Wooley: So the easiest way in that scenario to get

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00:47:02.710 --> 00:47:08.529

Kitty Wooley: a couple of reluctant people on board was to make sure they were at the meeting.

200

00:47:08.760 --> 00:47:11.199

Kitty Wooley: and to ask them questions.

201

00:47:11.550 --> 00:47:22.885

Kitty Wooley: to be respectful, to give no space to the fact that they had already sort of screwed up by not doing X or y, and just treat them

202

00:47:23.950 --> 00:47:25.480

Kitty Wooley: as though.

203

00:47:25.810 --> 00:47:33.799

Kitty Wooley: And I did trust them and wanted them to help the department succeed

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00:47:34.510 --> 00:47:45.580

Kitty Wooley: with the final goal being that all of the school financial aid offices and bursar offices could better fund students.

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00:47:46.100 --> 00:47:49.890

Kitty Wooley: Everybody could get behind that vision.

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00:47:50.160 --> 00:47:58.699

Kitty Wooley: And so the people that weren't even used to collaborating. They sort of had to, and they gave ground, and it worked.

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00:47:59.260 --> 00:48:01.980

Jenna Kelly: I think I mean, I think that. Yeah, go ahead, Lourdes.

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00:48:01.980 --> 00:48:09.578

Lourdes Aceves, NLC: I'd like to add something in brief. But it you know, Hazel in the chat said very excitedly, problem framing.

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00:48:10.140 --> 00:48:12.010

Lourdes Aceves, NLC: I agree. It's all

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00:48:12.423 --> 00:48:22.140

Lourdes Aceves, NLC: about how you frame it. And I want to go back like these concepts like buy-in, or tearing down the silos right? We hear that all the time break down the silos.

211

00:48:22.290 --> 00:48:26.670

Lourdes Aceves, NLC: I think that this work needs to be creative, not destructive.

212

00:48:26.840 --> 00:48:48.129

Lourdes Aceves, NLC: So we need to even change how we talk about that again silos were created for a reason, so I don't need to tear down your silo. You might have built it to protect your knowledge. So, honor that knowledge. Say, I know you have specialized knowledge right? Using the silo analogy, we need to get the food to the people. Can we build a ramp?

213

00:48:48.130 --> 00:49:11.339

Lourdes Aceves, NLC: Can we build a bridge so we could get that knowledge out and make it useful to in this case the city and other departments. So I think we need to reframe some of these concepts like breakdown silos buy in right to a more asset based frame. And again, this goes back to co-ownership. I don't want to steal your data. I don't want to misuse your data.

214

00:49:11.340 --> 00:49:22.449

Lourdes Aceves, NLC: I I want you to bring your data to help us solve this problem. Let's Co create those solutions. So I think a lot of it is about framing and honoring that specialization that that department

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00:49:22.450 --> 00:49:23.460

Lourdes Aceves, NLC: has.

216

00:49:23.730 --> 00:49:48.680

Jenna Kelly: I think that's I mean, I'm going to move us on to the next question in a second. You're getting a lot of love, a lot of love for that framing. But I think that there's something really important about that. And you know that mindset shift is not as easy as just think this way. But if you know, if there's a culture that individually seeking expertise is not showing that you are lacking that expertise, it's not a mark on you. It's a

217

00:49:48.680 --> 00:50:04.009

Jenna Kelly: it's a benefit to the collaborative system. It's a way of saying, you will know this. This team will know this. This department will know this better than I can, or my team or my department, and therefore this overall project will be improved if we open up those doors for that flow of knowledge so.

218

00:50:04.010 --> 00:50:11.310

Lourdes Aceves, NLC: Like. So so say some. A department head has 20 years of experience like honor that and say.

219

00:50:11.660 --> 00:50:23.149

Lourdes Aceves, NLC: I've been doing this for 20 years like you must have so much to share. I'm so eager to learn in that coffee roulette or that chat. Just approach them with respect and honor. What they bring. Yeah.

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00:50:23.360 --> 00:50:46.880

Jenna Kelly: I love that I'm gonna ask. We had a question that got a lot of votes that I'm hoping we touched on and Caitlin asked about, you know, tips for creating that shared vision. And I think that Caitlin asked that just before Lourdes, you answered your panel question on that. But if you wanted to add anything in the chat, please feel free. But but, Olga, I want to come to you with another question. That's got a lot of a lot of likes or Upvotes. And it's about

221

00:50:46.990 --> 00:51:09.560

Jenna Kelly: this person has said, I think the problem is not the lack of willingness to collaborate, but the lack of coordinated effort. We end up having multiple overlapping or conflicting initiatives to collaborate on. For example, multiple projects to build a common data sharing platform. And this question, and I'm giving you a short amount of time only because of time. But

222

00:51:09.560 --> 00:51:17.030

Jenna Kelly: and it's a big one. But the question is, how can we coordinate such efforts to avoid this kind of continual.

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00:51:17.030 --> 00:51:21.499

Jenna Kelly: overlapping, conflicting initiative existence.

224

00:51:22.370 --> 00:51:46.429

Dr Olga Siemers: Great point. Thanks for that, Jenna, and who asked the question and upvoted it. Well, in fact, I don't think that technology is the response to everything. But I think in this particular case we actually could leverage some opportunities which artificial intelligence and technological advancements offer us.

225

00:51:46.500 --> 00:52:04.639

Dr Olga Siemers: and use those opportunities to coordinate our efforts in a better way, keeping in mind that perfect coordination is impossible, and we should not aim to get to that perfection. We will never be perfect, because it's just not how life works.

226

00:52:04.780 --> 00:52:28.199

Dr Olga Siemers: In fact, I'm now applying for funding for my new project where we plan to do some meta analysis of policy evaluations. And you know, we have a lot of publicly available policy evaluation reports and documents in the UK. There is a whole platform like an evaluation registry where you can find 1,600 documents.

227

00:52:28.200 --> 00:52:51.170

Dr Olga Siemers: and in some cases they're all over the place. So normally, when you evaluate policy, you look at how this policy met its particular objective. But you also mention great many things like what else happened when the government program was introduced. But no one actually has properly paid attention to those so-called spillover effects or ripple effects.

228

00:52:51.170 --> 00:53:04.069

Dr Olga Siemers: When you do one thing, but you achieve, you know a number of things, and sometimes you work at cross purposes where you cancel the effort out by doing something which works at a cross purpose.

229

00:53:04.110 --> 00:53:13.689

Dr Olga Siemers: So what I aim to do with colleagues from physics, with computer scientists. Together, we can use this data to conduct some meta analysis of policy valuation reports

230

00:53:13.740 --> 00:53:37.919

Dr Olga Siemers: and train large language models, generative AI to produce a software for government where specifically, you could map out this policy system and make those effects and impacts by the impact visible. Also, sometimes horizons can, and the system could help us plan it in advance

231

00:53:37.920 --> 00:53:46.709

Dr Olga Siemers: and say, you come up with an idea. And you think, Okay, you know, I want to invest X amount of money to fix schools. Infrastructure. Let's fix the school's roof.

232

00:53:46.710 --> 00:54:08.030

Dr Olga Siemers: Say, yeah, which is great for education. But also it's great for health, because some impacts by fixing schools roof, you would improve children's health down the line. So some of that money you want to invest would go for the Department of Health and Social Care, as it's called in the UK. You would help labor, market participation down the line, etc. Etc.

233

00:54:08.030 --> 00:54:22.459

Dr Olga Siemers: So I think we need to invest in training artificial intelligence specifically to meet our needs and be specifically trained on good data with good knowledge, with interviewing civil servants and other stakeholders.

234

00:54:22.460 --> 00:54:47.399

Dr Olga Siemers: And yeah, well, since I'm applying for funding for this project, if anyone is interested, feel free to reach out. If you'd like to, partner, or if you'd like, you know, an organization that can offer some co-funding. Say, find a Phd student who would do some research. I would be very happy to consider a broad range of countries and include it into my study, because I'm lucky and fortunate now to be looking for partners at the moment.

235

00:54:47.400 --> 00:54:56.680

Dr Olga Siemers: It's Uk, New Zealand, Malta, and Northern Ireland that are partnering and already included into my project. So yeah.

236

00:54:57.250 --> 00:55:22.229

Jenna Kelly: Wonderful. Thank you so much, Olga, for that. And and I want to just take a moment to say thank you to everyone. We are gradually nearing. Goodbye time. Not quite there yet, but we always have more questions than we can answer in these events. And that is a wonderful, wonderful problem to have. We are excited to take the conversation to the community

237

00:55:22.230 --> 00:55:36.420

Jenna Kelly: afterwards, where we'll endeavor to answer some questions and get some peer supported advice which I think we've been getting quite a lot during this event already. It's been really wonderful. So thank you, not only to our speakers for that, but also to everyone who's here and giving me tips. That's for sure.

238

00:55:36.420 --> 00:55:36.890

Jenna Kelly: And

239

00:55:37.370 --> 00:55:44.610

Jenna Kelly: we've had some really incredible wisdom from each of our speakers, and I'm going to ask each of them for one final piece of that wisdom.

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00:55:44.610 --> 00:56:08.700

Jenna Kelly: And Kitty Olga Lourdes, if I can ask you in a short sentence, if you, if you will, just one final piece of practical advice you would give to someone leading their 1st Cross departmental collaboration. So if you can in a short sentence, just what do you think everyone here today should do tomorrow in order to do that? And, Kitty, I'm going to start with you.

241

00:56:09.600 --> 00:56:17.910

Kitty Wooley: Okay. I've never done anything in one short sentence in my life, but I'll try. So the

242

00:56:18.610 --> 00:56:23.880

Kitty Wooley: if you could do one thing, just remember that you're dealing with human beings.

243

00:56:24.320 --> 00:56:31.850

Kitty Wooley: And so what you know, what Lourdes and Olga have told you about that

244

00:56:32.110 --> 00:56:39.960

Kitty Wooley: go back and think about what they said, I think so. For instance.

245

00:56:40.380 --> 00:56:44.730

Kitty Wooley: you can. You can take all the classes. You can read all the books.

246

00:56:44.900 --> 00:56:47.920

Kitty Wooley: but if you act like you don't care

247

00:56:48.210 --> 00:56:56.999

Kitty Wooley: that this person is even on the committee, whether they're 6 layers up or whether they're you know your level.

248

00:56:57.910 --> 00:56:59.980

Kitty Wooley: you're going to have more trouble.

249

00:57:00.210 --> 00:57:14.950

Kitty Wooley: There is one person I'd just like to tell you. I just like to give you the name, the concept, and then I'm done. Nora Bateson, who happens to be in the UK. And and some of you will recognize that name

250

00:57:15.070 --> 00:57:17.180

Kitty Wooley: talks about warm data.

251

00:57:17.460 --> 00:57:27.580

Kitty Wooley: And the point of that is to better understand systems issues by including context relationships and lived experience.

252

00:57:27.920 --> 00:57:39.850

Kitty Wooley: And so what you could do tomorrow is you could find her latest podcast it's new on impact labs, dot earth

253

00:57:40.030 --> 00:57:45.419

Kitty Wooley: impact labs all one word dot earth. Nora Bateson.

254

00:57:45.420 --> 00:58:04.540

Jenna Kelly: Wonderful. We'll make sure to share that on the event page as well. And, Olga, if I could ask you. And just while Olga is responding for everyone that's still here. The team has pulled up a quick poll to find out how you felt about today. We really appreciate your responses. But, Olga, your one piece of advice for everyone in a short sentence, if you may.

255

00:58:05.000 --> 00:58:06.500

Dr Olga Siemers: I'll try.

256

00:58:06.630 --> 00:58:17.260

Dr Olga Siemers: Always think about connections, think about connections between different problems, and also think about connections to to people. So the human connections.

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00:58:17.560 --> 00:58:41.510

Dr Olga Siemers: And if you can put all the braveness together, try tomorrow to connect to someone who you would normally not speak about something. Say, somebody may be way more junior, and you would never think about speaking because that person is just too junior. Well, go out, reach out, try it, maybe just maybe they have some good ideas that you want to consider.

258

00:58:41.590 --> 00:58:55.170

Dr Olga Siemers: or another way around somebody way more senior. And you think no, that person will not speak to me. It's like I'm you know, several grades lower. We are talking about hierarchical organizations. That's how governments work

259

00:58:55.450 --> 00:59:05.379

Dr Olga Siemers: reach out, and maybe you receive no response. That's fine. Just move on, but maybe you will, and you will get a coffee and a chance, you know, to share thoughts.

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00:59:05.500 --> 00:59:06.900

Dr Olga Siemers: And also this.

261

00:59:07.170 --> 00:59:16.379

Jenna Kelly: Sorry. I'm just gonna have to jump in quickly because we are at time, and I want Lourdes to have a chance. Lord! As if I can give you a 1010 word or less, if you don't mind.

262

00:59:16.380 --> 00:59:27.820

Lourdes Aceves, NLC: Yeah, no, I'll I'll keep it as short as possible. How you frame the work will be key. Make your colleagues feel like they're part of the solution that they are co-creators to a set of solutions that will make

263

00:59:28.190 --> 00:59:33.870

Lourdes Aceves, NLC: city service is more impactful for residents. It's important that people don't feel like it's your thing.

264

00:59:34.040 --> 00:59:46.469

Lourdes Aceves, NLC: But instead that they own a piece of that vision with you. And the last thing I'll say is, start small, you know, maybe just weekly interdepartmental updates or share digital tools. It doesn't have to be a big thing. Just get started.

265

00:59:47.090 --> 01:00:13.799

Jenna Kelly: Perfect. Okay, thank you so much. Everyone. Thank you to our speakers, and the conversation isn't over. We're going to keep sharing ideas in the project management community. And as a special thank you for everyone. Here is fantastic questions. We have a great resource to share with you on cross departmental collaboration written by Tia Snow at the center for public impact to the Regional director for Australia and New Zealand. If you would like us to send you a link to this article. Go to the community, find the thread I have posted.

266

01:00:13.800 --> 01:00:36.259

Jenna Kelly: and leave a comment. That is all we have time for today. This was a wonderful conversation. I'm so glad I got to be a part of it. I hope that you also feel the same. A huge thank you to everyone who made it happen, and to our speakers, to Lourdez, to Kitty, and to Olga. We appreciate you a lot, and I hope to see everyone at another apolitical event very soon have a wonderful day. Everyone thanks.

267

01:00:36.260 --> 01:00:37.430

Lourdes Aceves, NLC: Jenna, bye.

268

01:00:37.430 --> 01:00:38.970

Dr Olga Siemers: Thank you. Bye.