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So welcome everyone. we're just gonna give people a few minutes to make the digital commit, and then we're gonna jump in.

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So 1 min more so, just as you come in if you could introduce yourself in the chat. we're excited to have people from all over the place, from Canada from us another.

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One's off Ukraine all sorts of different places here.

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Uk. So welcome everyone

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So this again, is the session here on how to lead digital transformation in the public service.

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Very excited to have you all here today. Once again my name is Derek Halton.

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I'm, the head of community for a political so just to come in. if you can introduce yourself in the chat, so those of you who may be joining us for the first time a political, is a network and learning platform used by over

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a 170,000 public servants and policymakers from 170 different countries.

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Our mission is to build 20 first century governments that work for the people and the planet.

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Okay, putting the best knowledge and skills at the fingertips of public servants around the world.

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We do this through events like this courses and our knowledge sharing platform and network.

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First i'll get a few technical notes out of the way So we're gonna be recording this session, and we'll post it online on a political website via vimeo we're doing this So that participants

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and a political members can review the content on demand to further their learning, will also enable us to share the content with any participants who are unable to make.

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Get to this session. Please be aware that viewers of viewers of the record recording may be able to see your zoom username.

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If you come off mute it, and if you have your camera on, they may be both.

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See your face in addition to any information contained in your back.

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Please let me, or one of my colleagues know if you've had any questions or concerns about a political making the recording available in a manner described.

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If you have any further questions, you can find the contact details for our data protection officer at the footer of our homepage.

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We have live transcription available on this call. if you will see on this call you will see on your screen. If you would like to turn this off, then you can locate the setting at the bottom of your screen by clicking on live

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transcription selecting high today, we're fortunate to have some secrets joining us for our conversation.

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Before I tell you more about him. it would be great to see who else is in the room.

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If you're comfortable doing so, please go into gary view in the top left corner, and then turn on your camera, Give everyone a nice big wave

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Hi! Hi! everyone!

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Alright, we're gonna start off with a pull question to our last 2 participants who are joining to get a sense of as our last few participants are joining just to get a sense of how everyone is approaching the if you're joining if you've

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joined Zoom, using your web browser you may not be able to see the pull question.

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So i'll read them out to you and you can respond using the chat with that.

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Alright. So the poll question, do you work in a role focused on digital transformation in your governments, hey?

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I'm a digital leader role in the field B I am in leadership role that has digital parts. See?

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I'm part of a digital team d i'm part of other teams.

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But job, but the job has the digital part to it. He and F.

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I do not work in government, so we're seeing the answers come in here now.

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It looks like there's a fairly widespread of people right now.

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That seems like the most common response is that people are part of digital teams.

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But we have lots of people who are part of teams that aren't digital, but have digital components.

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But 25% of respect as well as people who a lot of people who are in leadership roles within the digital field

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So what is the most important thing to write? Write your response here in the chat.

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What is the most important thing in that a digital transformation leader can do to succeed in your view and or experience.

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So if you could just look to that question in the chat and thank you, Daisy, for putting in the chest.

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So again, the question is, what is the most important thing that a digital transformation leader can do to succeed in your view and or your experience.

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So Ellis put, create understanding, and buy, in chain delivery.

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Yes, there's a huge focus on delivery I know the public.

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Digital people are always talking about delivery. we by example, on positive support.

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Thank you, Matt. Empathic leadership Empower middle managers invest in the right balance between people and tech.

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Watch some really good answers here

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Sure understanding and promote benefits, develop a vision that uses the users understanding, can build a team around

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Thank you, everyone for your answers.

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Well, we have a fantastic speaker who'll be leading our discussions with. So Simpsica is the managing partner at digital nation Digital advisory network led the digital government and digital policy area in the government Estonia for 10

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years. most recently as the government Cio, from 2017 to 2022.

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The job was to set the strategy and policies, to launch and steer key initiatives in regulation, in areas of digital governance, cybersecurity and connectivity in the country as a serial entrepreneur in the public

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sector. He was also the founder of estonia's, groundbreaking, e-residency program.

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Some has been recognized as one of the world's top 20 most influential people in digital grammar did in digital government by a political so similar. at this point, i'd like to turn it over to you and thank you so much for

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being with us today. So let's start with a question sim what did you learn from 20 global peers?

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You've interviewed the book about how do we governments in digital

excellence!

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What a common or more special takeaways. Thank you, Derek.

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And hello! everyone! greetings from very warm Estonia, which almost sounds like you, you know a surprise, perhaps, but

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So hope everyone having a spend it summer, or what is the summer at least in in not any spare right look.

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Thanks really to all the political crew for having me and thanks everyone for joining in It's it's an honor and fun to really spend a bit of time with you here. and indeed!

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Especially so because it's not just you know me talking in about what what we have been doing, or I used to do in a certain government, but really share form.

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You know excellent leaders around the world just like inter you highlighted that I had a chance to talk to several of them, and i'll be happy to dive into it.

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But, by the way, I was very eager to see the the results in a small sort of polar. Here it doesn't say what all the most important things.

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So I think many of you already. are spot done about the some of the things we will be talking about today.

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I'll share it just a few slides although they are more really just to be like a backbone to the story more than anything else.

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But but still Jack was already so quite enough to really say what what I've been doing, and and what i'm up to.

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But yeah, after basically, i'm a recovering civil servant, as I like to say so. after quite a few years in in the element of Estonia here, including including yes, the T Cio team.

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Then we know with a group called Digital nation. We help all the governments go digitally by bringing Estonians experience, and also the global best practices on board.

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And then always helping them do even better, and and set the strategy, and really deliver on this.

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So we are an advisor in network, with people from different countries behind us coming to to redo the work.

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But the book. Yes, so last year. I said. also think that in my time as a government Cio, I was so gracious to be involved in so many comizations with my peers.

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About picking to the springs about, really. How do we do the things with you?

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How do we really, for example? Yes, get our governments to move in a direction of of these that excellence, and I guess all of us do this period appeal.

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We look whenever we used to meet, still meet at an international event somewhere, or even, I guess, virtually here in this little talks.

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That's just the stuff we talk about try to really you know the into each other's practice.

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And and really that means, Hey, how have you solved this?

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So that challenge that i'm currently faced with but these conversations often end up, you know, just to remain between us talking, whereas my idea was to hey?

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But why don't we take some of these conversations to wider audience? Especially because I know that there's such a big audience of you know the 2 words of of the other government?

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All of you here today as well. Right? who would benefit from this?

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Whether, as you know, team members or next leaders, or even currently in this space.

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So that led to the book, and and that late Exactly me talking to

these 20 folks you see here many familiar faces.

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I guess. several of them interfaces, I hope, and really from all different parts of the world.

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Why them? for 2 reasons they will have I think an insight, will story the share and and not they all don't really see confirmed countries.

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It's supposed to behave fully talk much to the government. but they made a significant stride in that direction in that time, so they really were effective in terms of taking their lead to the Government that there's the leadership to the next

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level the most in national level. But I mean, you see here a few folks from you know, you know.

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We have operation from Dubai. which is the city. we have Hillary from Ontario in Canada, basically just to know, with a few exceptions, that's just so excellent I I couldn't tell it without them in a

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way. But so what are some of the things? Yes, Okay, kept 3 appearing, as Steric was asking me about? I'll I'll share some of them.

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I think the most important things. not necessarily rocket science, because I think a lot of what to talk about here is that the Abc.

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Of good management. the Abc. of, you know, good leadership, Abc.

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Of change management. Because, fundamentally, what is this digital government thing?

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You know. we are transforming how government works and so from that point of view.

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It's no surprise it's several things really and just exactly about, hey?

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How do we really just, you know, lead the normalization through a successful change.

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But the first observation from the stories, and and

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If you have a chance to read the book, you get so many good details, and the way i'm doing justice to all those fleshy people there.

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But some of the things that that keep reappearing.

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Well, first of all, if you have the job of of leading digital change right in, especially at the whole of government level, like folks that I was talking about.

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It's quite a tough show because there are many chose packing to one, and I I in the vocabulary of see it.

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That's a different sort of you know, chief officer roles, For example, you know the one hand your chief sledge off is turn together with Chief Chief Communications Officer and the chief talent office said everything around that in your

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team. It was fundamentally that's what leadership is about I mean you have to lead and and take your organization your own team.

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Your country the next level in so many directions at once So It's a tough job, and I mean what was the most surprising thing that that what a few people want us to say hey?

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It was so tough, and I was so burned out afterwards.

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So I think this is just to say that I don't even know the personal level of Be ready for it to be tough like those.

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Some means that I think you can just have to think about that you're not just there as a team, either.

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You're not just there is basically you know the strategies I mean there's different hats you have to constantly be playing with the new, and we're at the same time to be successful like that some of the most important ones i'll i'll

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try to highlight here, but I mean obviously, strategy really is the

part of it.

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I mean if you're if you put in charge of leading the Government transformation.

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Quite often the political desires to say, Hey, do something i've heard this thing digit to the minister state, you know.

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Figure out what to do in the make a decision. Now, or basically, they have a very concrete ambition, saying, Hey, we've had this plans deliver now.

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But fundamentally, often actually you're not being tasked with the strategy to reach it to us, to say hey?

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Figure out the strategy and then lead on this, and I think this is a sweet spot.

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So in a way. you obviously it's not good for people who don't like things positive.

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But this is a sweet spot, because it's an opportunity to really craft out the strategy and define the road ahead.

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Whether from with international examples and with the help of is that like us now, or even just yourself, based on the previous experience.

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And what you know from your government right So so excellent is really selling the strategy road, because they really just you know that's their

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They get to define the playground and and They're really slipping the thrive in it secondly.

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Hmm! he's. Well, the folks that we talked to the the puzzle that i'm interested in is many ways is a coordination puzzle. So how do you get different parts of government moving in a certain direction.

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How do you basically push them? pull them? and So forth and from that point, If it's no surprise to you that it's basically like a very network show.

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I mean you have to build networks, relationship manage stakeholders in all different ways, and that's a daily effort. basically.

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So we got here leaders who do this institutionally to build up mechanisms and sort of you know, governments of, you know, bodies and commuters for that to the other end it just might mean just the endless row of

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lunches you gotta take. But whatever is the most suits your setting, but fundamentally it'sization. hey?

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If you want to get us to new. Yes, you might have some sort of sticks.

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For example, I don't know like spending controls and whatever. But fundamentally, it's about nudging them and and taking them on a journey. and that's like the job of networking.

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So sort of, you know. Yeah, cheap relationship officer is is will look for you during those days actually, like that.

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Another aspect of this going further is, And again, this is abc of management.

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As a set, I mean look even the most excellent of leaders is the first one to say, Hey, Whatever we can see with shit, because we were able to have an awesome team and they carried me.

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So. it's really a team effort that's all good things are. and and the point is that so the number one of the main jobs for for latest excel in digital current space as well as to put in together team that really allows

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to run fast and change things that's Why, I think most of us really start with this from days 1 2 3.

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We're making the team, or we shuffling the existing one on Billing.

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You folks in building a culture that really supports the change and etc.

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So if you're really are a chief of anything fundamentally, you're the leader of the of a group of people, and and but thank you for some people I've seen the wrong work doesn't come naturally so the conscious to take this

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room and back to this and Bill your team, and to to run with them.

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What's been the most interesting to me perhaps is to say that all the sort of excellent leaders really think from day one about the the job will end at some point.

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So especially those, I guess, who are politically appointed.

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So you know that the Presidential term can end, or that always came to the next elections and or collision ending.

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But even others always so much to say, hey? look at some point i'm gonna with them move on right or so they work relentlessly for lasting change for basically making sure that whatever changes they start in their governments that kind of a chance of

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lasting. a lot of it comes through billing up their teams.

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A lot of it comes from building up the culture, they're Working with stakeholders like said before even institution and figuring out mechanism is like putting some things in law, and so forth.

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Making some governance reforms. to really make sure that the transformation that they started has a chance of of lasting beyond them and be on the election cycle.

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And again it's a conscious effort i'm going to sort of you know, strategy.

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The employee to really make stuff stick and what helps in this sense, especially if time fit off right, and they will.

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I think, in all the 20 stories we if we hear about the examples, and and I got more to share from my own how things got tough every now and then.

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What helps to give things steady, especially if you had a chance to you to to set the strategy.

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At first he used to really keep your eyes on the sort of end goal, and the own code is always the impact to bring to the country and people meaning the users.

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We see that there's a very practic beneath the tricks that don't need to employ like you know, really framing the values of the team and you know their motors and mentors around you know

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users like, for example, yeah, things to say, hey, user need first, or whatever the slogan for the particular team might be.

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But if stuff, if stuff, if things get tough, if you need to convince the next state called the next door, or whatever like that, that frame of thinking usually helps to keep the focus and keep steady and keep determining so saying to yourself and

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reminding yourself, even with the small tricks of models about what is this game about That really helps you keep going through even hardest times.

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And perhaps one more thing from this, and this is really like like the bottom line.

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Indeed! What is the the most recurring theme through the excellent leader Stories is about saying, hey?

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At the end of a day. What Matt is the most he's delivering.

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Basically, even if you you know, don't get to set the strategy, even if you don't get to you know, state for the stuff takes time.

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All these things will be so much empowered if you actually are able to deliver something, start delivering, manage with delivery the best. The leaders daily manage for delivery, even again from the simplest practices like you know, following

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through on the key priorities of for key initiatives, reform initiatives that try to take personally, being involved in sort of, you know, supporting them to, you know again, setting up the networks and and and mechanisms to make sure that the around them

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keep delivering the other agencies. but the relentless focus on delivery is, I think, what sets really countries and and leaders apart.

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And that is why I mean that's the mike reckon's world famous strategist delivery I think that has really informed many of the thinking and many of the practices but that really seems to work because that delivery

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from day. one often buys the resources. The political backing race of you know, state for the public support that you need to really sort of, you know, see stuff through and make lost like we said.

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And fundamentally the very last thing. what's been good news from I think the book is just said, hey?

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In many ways. Yes, you need political support, then, etc.

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Fundamentally the effectiveness of of your references in your own hands.

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So it's like the i think like. an encouraging message doesn't, come what background you come from. You can be a technologist. You can be a single sermon lawyer.

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Some people are trained in business consultants and experience.

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Some people come from complete other background Doesn't matter what is the background.

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You can still succeed, if you really like, exactly, consciously employ those hats and those strategies we have been talking about here.

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If you do it. I said relentlessly, to do it you have chance of success, even in the most of stubborn of governments.

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You mean the most complex of your governments? you can take into the next level.

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So I think to me that 20 stories were really inspiration, saying, Hey, you mean the hardest of conditions.

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Change can be started seen through and and put to last so I just see from many point of view. the book and a lot of my stories really about so yes, leadership And management.

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That's exactly what it was also to say hey? how can you do the same thing, perhaps, in your government, in your organization, and and and learn from this I hope they're exactly 20 stories to learn from and for you to check out and and build on top of them your

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story. Thanks. Thank you so much then, for that like that list and it's a fantastic list i'm really excited. Dig into.

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We have a book club within a political and a and this carbon Canada, I'm.

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Part of as well as i'm sure i'll have a chance to read it.

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Probably in both bookcups. So thank you for that now we're gonna move into questions.

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So if you have questions for some based on what you've heard here and and just in general.

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Please put them in the chat and we'll get to them as soon as we can.

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There's so things i've actually so I have a question for you.

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So alright, when we look at creating this digital transformation within government, there are all these different stakeholders that are needed to get on board.

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You talked a bit about sort of people management networks.

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But are there specific techniques that you have found in the people interviewed, found were really helpful in terms of getting getting that support and engagement from senior leaders, and particularly at the political level as well.

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As this really key and helping build and sustain this change it's pretty interesting like 2 2 sets of practices I like that.

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First of all, does this group of folks also among the 20 who say, Hey!

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Focus on this first year before you know, agreeing to the job.

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Sit down with the political masters agree. And what is the mandate?

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What is ambition? sort of a line, the values and and the aspirations.

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And from that, basically they put you back anyway, I mean you're sure that you know you can really run because especially if you know the stuff you're doing is politically competitive here stuff with the resources you need that umbrella you need

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to support. This is me saying that you know how to have buying Israel to say, Hey, focus on this even before taking the show. and you know, accepting the job in some ways.

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And I think there's quite a bit of truth truth to that. Yeah, because you, wanna I think the people who should take this of leadership jobs and many of you in your roles as well is we want to have impact

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That's why we mean this government business after all and for that you know we wanna just make sure that the context is is the best possible.

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And then you want to show this even we start. but the same fun.

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We see clearly people who have not given up, even if the political factors have not been aligned.

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But start they do. They just seeking the adoption of saying, Hey, let's try.

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Start delivering, and then build up a political support from them, and we see it can be done.

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Brazil, for example, or you know, many some other folks like that who who just basically, by storing delivery and being good at delivery, billing up a team for delivery, etc. working with stakeless

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inductance they were able to gain attention; and if they added to this also good communications, I mean the public Pr. of it, and and sort of you know why, strict on that, then the politicians came around to to really supporting them

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so so, or or if politicians change then the next one kept supporting them.

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So there's also quite a bit we said that if you can secure the backing immediately.

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It doesn't mean the end of the story, necessarily so so So both sort of practice seem to be true and and fundamentally. but I think in in the experience of the people in the book, and my own, too, is about saying hey? it's political backing.

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or by it. it's easy to get in but to really help them Political mostly.

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See through on the on the rhetoric and really just you know, like honestly be behind you like in the next project folks, for example.

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That's a relationship to build in any case even if they agree with this at start.

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So whether that is the routines of constant touch with them and and having this living in your calendar securely and theirs?

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Whether it's about sort of you know involving them, and showing them what the new good stuff looks like.

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I mean there are many tricks you can employ for that.

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And but you need to basically show them that the liver is happening that that they use to get the political recognition all this, and then they'll be there for you.

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So we're getting a ton of questions in the chat and most of the patterns i've noticed across a bunch of the questions Is this question of How do you work with legacy?

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So so obviously you're pushing for change but you are stuck in a system that has all these legacy processes.

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Legacy from technology stacks all the way to like procurement processes.

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Hr processes. How do you push for change in a place where you have all this legacy that you also have to contend with?

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So what what I think is a recurring theme and again. I'm, i'm i'm generating quite a bit.

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But let's say what they will look at you know how Italy.

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I think one of the most complicated and so traditional governments.

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Right how degradation team was able. to start a change in Italy, or how they went about this also in like in Mexico, right, you know, when when you London Martinez was there.

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It's so cool. So he did exactly from the book they start often by not combating the legacy just to get that the change, but building up the new practice at the side.

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And I think this is again quite a bit, you see, like with the practice also in business world that you know.

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How do you get? P. goes conglomerates to add up new business.

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You start growing either the side of the old one, right? So basically, some are convincing and and and convincing the leaders to to try out the new, bringing out like a new digital team having been come up with new services even if they

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somehow look parallel to the old ones that's one of the best strategies to adopt in a way.

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And as teams and get built up, then you can also make a switch over like again, they've done in Brazil. right?

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So basically building up the goal, we are like an amazing new going platform.

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By then forcing the immigration to this, they also kill the old stuff out one by one, in a sequence.

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So basically trying going head on to legacy might be so hard.

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There are countries who sometimes do that, that's a very specific window opportunity that I mean, you know all the political stars, and everything has to be very well aligned for that, and that rarely happens in the country.

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Of course, if you have a chance for that, that takes you that faster in a way, but often as opposed to finding a fighting and fight the fundamentalism right, we for all the legacy defenders roll the buildup a new show to the public show to

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everyone that that's better. and then the transition will be easier. So another question that I'm seeing pop up here a bit. and it kind of reminds me I mentioned this digital government bookle and part of we just finished reading the digital

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transformation at scale. Why, the strategies delivery so that the book that Tom was while there's a part of that.

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I know you're very familiar with the question that both that book wrestled with, and i'm really curious to hear what your answer is that's being asked in the chat is, where do you start What's your first

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initiative. what's the thing that you use to serve get that momentum towards these bigger goals and bigger visions.

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You could just go to like the leadership frame of mind that we're talking about here right?

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So you could see how this start, not even let's see what the what would depend on your government right?

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What? what sort of stuff you already have in place what's the maturity, how you know how much having services finished this before, how much legacy is there the what this is is so country specific?

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I think the how is like. So the whole really just comes to saying, Hey, look!

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If extent generals of the 20 storage is basically hey, is our strategy, if not like to work on that?

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If there is a strategy, how do you care for delivery team?

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Right, and and from that from the team, and and beyond that you they all.

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You got started governance, you gotta basically exactly build the mechanisms to make sure that you have the carrots and sticks to make all this move in the direction.

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The engagement sort of formats, whatever they might be, like the intermissary of committee, or like a Sona club at the weekend, depend depending on your country.

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Then. then, these are the things you start with getting the plan there, making sure you got the team to to start to implement the plan and getting all those on board of the plan.

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So one of the questions, I guess, that comes up. and I noticed this when I worked with the Government of Canada.

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We rent this challenge a lot is that oftentimes this digital vision is being driven by tech teams or these digital units.

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What about the business Teams how do we get the business lines engaged in this conversation to be part of this transformation?

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Because that's one thing scale and that's when things become sustainable.

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No, that's an actually a very good topic. so i'm still singing in the in the framework. Go off the twist journey.

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So all of those folks really are in charge of focusing on tech teams. Well, let's say digital teams the transformation teams, right?

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But the but basically they come from me like you said orientation, if not board of tech agencies, or all these ministries, or whatever.

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In that role they all grasp themselves, though, business transformation, mandate, we should not always actually given to them.

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But exactly some in like. you know that's what they they go after and and often gain, because fundamentally that's exactly what is necessary.

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And and what they all start doing is it's a lot of the stakeholder engagement like I said.

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It's a job of networking, right actually is also about capacity billing and and evangelism, and, and, like, you know, a skilling you and initiative.

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So you know, for the folks around them to really get the business to change and come on board the program around them always.

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This is a long journey, I mean as folks you know anyone who every new cable is kind of else where no from digital academy, you know, these are it's a long journey. But at least that's how we started, and and

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and secondly, I think you know the the smallest of governments.

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Really, if they notice the source on political level, they get those folks the digital let's say they don't text their leaders at the table with the business leaders.

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Right, So basically to be the equal among others like that, right?

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So. So the really, if I was speaking so it terms I mean they they

move it from like a support function, the strategic one, if you wish right.

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So putting them on plate on on that now, chief executives weekly meeting or involving them that, or like, I think it was Australia, New Zealand thing, or or sometimes even assembling those folks themselves in the terror so my point

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being that I mean they they the smallest of governments, one or another, basically made for these are the folks part of the core management strategy team as well.

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So they move strongly to link with the business side at the very least.

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But it's it's a journey and I get to see entry in some ways.

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Who really have started from Business center at it some might with some level of of efficient effectiveness.

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But often the let's say the public has restrained the administration ministers and reforms get get earlier stuff than the digital ones.

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So another question. and this is sort of almost like counter to some of the other stuff we're talking about earlier, like, How do you build momentum?

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How do you bring get by in? But this question is coming from from Stacey hair?

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And I think it's an interesting one. the I imagine you ran into a bunch work much more closely at the political level. So oftentimes politicians get really excited.

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How about digital We want delivery today? They want change today.

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How How do you manage that desire for change quickly from the political level with what's you know the speed that delivery can actually happen at.

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And so you're not rushing things and and not putting the user at this anything. So how do you manage that that pressure and those

expectations from the political level?

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This is, I think, the most pressing issue for our strategies.

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In in that sense a lot of the change, I thought really, is that starting and do what track or double track of sorts, whereas that you immediately build the capability at least start delivering something different.

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Right and and need an iterative improvement. that and then in parallel, you start basically building.

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Let's say that more the foundational work so let me give you an example.

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So you know, let's say all the platform stuff, that you know is so much like again the the word around today for some of the stone has always been big like building a platforms that and everybody else can build their stuff on now, the platform things

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take time. things like national entity, right? so in in a ways.

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But but but to win the biking and you know the rest of time for that, you guys at least show some delivery in in the right direction of travel.

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What it comes down to, I think, is 2 things: first of all, internally within team.

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Make sure that the 2 tracks are very well aligned on the core, valid and core principles of what will look like.

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What the you know, good outcomes will look like secondly that the practices and methodologies, you know architecturally, are really about like the you know, the state of the arts, meaning, if you build a natural way.

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If you build stuff also, let's say honestly that's in micro service way, it will be so much more modifiable and repeatable.

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So even if it builds something quick, fix First, you can like, easily modify, and then that helps to basically show up already

already the right direction of travel, while in in the building of the platforms all the blocks that will then substitute what you

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just built, perhaps 2 months ago, and it may sound this parallel track may sound like a bit of waste of resource, but I always see and and tell my clients today saying that the Government said,

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This is your host of, basically buying the cover. This request of 2 informational work for the longest change.

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You got up. politicians will be asking for quick stuff. Got a bit of quick stuff you just make to make sure it's in. step.

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What you want to achieve a long term and it's modular enough that you can, you know, upgrade it with very small costs.

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And and you look great digitally, so I kind of want to leave a couple of questions together here.

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Ones around this study of measurement. How do we? How do we measure success?

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How do we build those measurements into our process? And the second part of that is around communication and storytelling?

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How do we like? Do you have any advice in terms of what good measurements are?

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How do we capture measurements around our activities that Would're doing?

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And then how do you tell stories using those measurements to build, buy-in, to get resources all those different things?

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Well the measurements i'm sure many of you know this as well as barely no universal ones.

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It still comes down to what is a driving force here where the strategy of yours right, or your roadmap of deliver, for example, for some conversations being around the 90 corruption or inclusion for somebody who's been about productivity

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and efficiency for some countries might be something else like that, right?

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So so that sort of foundational logic and and the political drawing behind even, and and your own strategy, I think, was set really well.

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The milestones, and one that's one of those metrics to use and follow.

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But fundamentally what I see from even a second of 20 jo journeys and stores in the book.

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The act of measuring is what matters so, and this is always still not so.

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How to say so. daily. Common practice across public sectors around the world.

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So my point being that just you know, whatever is the metrics and the moisture, do you have?

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But you know constantly keeping track of them and so when you see the progress that that's the practice that's that's the minimum thing.

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At least, if I have an implement, whether you fix it with dashboards and stuff like that, and that that keeps you based.

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Also to communicate out. So at the end of the day of course the I'm saying is obvious things here, probably.

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But but you know the most powerful of metrics all the ones really like.

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What is the change you're bringing to your user state lives again.

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It's a bit of you know jurisdiction or your your case specific, is it about?

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Yes, how corruption was reduced, or how is the body?

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You save people time and money or hope you focus is no smaller.

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Whatever is Trigger, that sort of you know, or how well for benefits might be more available for them.

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Whatever is again the thing that the pain you are solving for the people.

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If you have a way to do that and if you have a way to measure against that, that's that's the trick.

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But I think what's what's what's been really key to sees it.

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But yes, all this sort of the communications effort that such is such a big part of it.

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So it's not just doing a press release I mean the good transformation programs really have a very strong communications are and and not to the point of propaganda.

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But really the pointer thing, hey? bringing the users on boards and having them know what are the new things that they can use with.

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And thus through them, then also showing the value. So final question that I have for you here again, point from a couple of the questions we got here is around.

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Questions are on resources, and any advice you have on how to best collect and build pipelines or sustainable resources.

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This could be financial resources, but also talent, skill sets.

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Well, there are 2 very different things, though. right so i'll do good tenant then, and let's say like the the people pool or the people resources.

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I think any of the leaders anywhere, including the book as well as another.

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One headache. right? We all are short of staff and and talent like that.

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Well, I also looked at. The stories are encouraging that they kind of be done even in the hardest of conditions.

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In the smallest of the communities out there. if you noticeably and start change, I mean others were rightly to join you.

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Because somebody in the book is very nice that people join teams, or people join in the leaders.

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Really so. So you know, if you attraction, if you see an actual delivery of of new way of doing things good people want well on your way.

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So this is a really hopeful thing, and that's Why, I mean

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A lot of the leaders really put little personal effort into even the sort of you know.

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You know, employer branding and their branding, and and the you know, talent, the recruitment efforts like that.

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The reason for the funding I think that's strict here.

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That's so. depends on what is your country and for example is the game about getting next cutbacks from a donor right like the international financing organization, right?

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Which is often easier? Or is the question that you know how to go against all the other expansion government that really convinced that, hey? you need more operation expenditure to really you know, operate in the modern ways which means

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that you know the teacher seller is against your wishes. so

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So that determines. but still, what we have seen I think the 2 traits to August. First of all if you're able to prove that you can deliver.

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Then that's a chance. Think of adventure capital if anybody knows it and check capital.

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You're not get funding basically for your business idea up is mostly fun to T. It's a bit of the same with governments as well.

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If you so with your team that you are you know the delivery ones politicians and money will come your way.

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So success feeds next sort of opportunities in a way.

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And secondly, it really comes down to the value so if it's driving.

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Value it's you know at least you have a chance of making an argument.

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So if you're yes, your your measuring what you're doing, and the impact of that, if you're really delivering a strategy to learning value for the people that's again fixing on the users then then you have

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a chance of asking for the money if you don't do that. Then it's a faith fight, and and usually very rarely will have a politician who just runs with an open call for your way.

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Very good point, if only if only thank you so much for this I I know we're at time, and I know there's lots of questions, so we didn't get to so you know really encouraging people.

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We have a Q. and A. on a political you know put your questions there, and we'll work to make sure that the questions get answered and I just want to say thank you Thank you all for for joining us here.

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Today a massive thank you to Sim for for making time to be with us today, and to share your insights definitely check out that book.

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I'm super excited to read it. it will probably come back to you with more questions.

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In the coming and hey? maybe we'll bring you back to that to do

almost like a book club discussion with you on your book.

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I love that another just can by the way, if you didn't get to any of the questions i'm very easy to find a line always happy to keep conversation going, and then to connect and yes, happy to have any feedback for the book

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as well, obviously, and and look use the chance to help you out in your efforts.

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Let's check so thanks so much for joining absolutely and I can I can?

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There's been many times that i've reached out to Simon through Twitter, and linkedin and Evolution quick to reply to me.

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So you know, thank you for being so accessible and approachable.

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Just before we finish if and do our one word takeaway, we'd love to get a sense of how you felt about the workshop.

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I'm gonna pull up a quick survey and we won't share the results of the survey.

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This is just for us to help improve our workshop so we're gonna put the survey up here and So those you Yes, here we go.

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So our scale of one at 10 rank your agreement with the same, with a bunch of different statements here.

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And yes, thank you so much. just take a few months to quickly fill this up.

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Get a second Here.

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And yeah. So I just wanna say, thank you for everybody for participating here today.

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While we're doing this, if you could share your one word takeaway from today's workshop.

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So just in the chat one word that really captures what you're walking away from this workshop right?

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So watch the thanks inspiring. Thank you, Heidi.

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You know what was one thing that you know really you took away from this delivery?

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It's another one? Yes, delivery is the big one that comes up a lot strategy being another key one for me.

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Just how do you like? I know it's not one word like building a team?

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I think it's a key one really stuck out for me here.

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So as I as we wrap up I wanna think to again Thank everyone for coming, and soon for speaking, we will be sending an email to everybody who've registered, which will include recordings and resources from today's

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conversation. once again, Thank you so much for joining us and having a great rest of your day.