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So welcome everyone again to Today's workshop on writing effective memos.

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Again, I'm Freddie from a political delighted, to be sure, joining you all today for today's workshop on how to master the art of writing an effective member in the public service will be learning about how to

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organize your thoughts, and finding out tips for communicating effectively.

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For those of you who may be joining us for the first time a political is a network and learning platform used by over 160,000 public servants and policymakers from 170 countries our mission is to build

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20 first century governments that work for people on planet. and that's by putting the the best knowledge and skills at the fingertips of public servants around the world.

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And we do this to events like this one courses, and also our knowledge, sharing platform and government and network.

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Even welcome to everyone who who who's still joining in the chat.

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Great to have you with us. just to get some housekeeping out of the way.

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We're gonna be recording this session and we'll host it on the A political website via vimeo we're doing this.

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So that the participants in a political members can can review the content on demand to further their learning, and and also enables us to share the content with any participants who are unable to make it.

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To this session. Please do be aware that viewers of the recording may be able to you zoom username, if you come with mute, and if you have your camera on, they may be able to see your face in addition

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to anything your background. So please do just let me or one of my colleagues know if you have any questions or concerns about that.

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About us making the recording available. And if you have any further questions, you can find the contact details of our data protection officer at the search of our homepage

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We also have live transcription available on this call that you will see on your screens, and if you would like to turn this off, you can locate the settings at the bottom of your screen by clicking on live transcript and

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selecting height. Thanks, Helen cool so that's all that has keeping out of the way today.

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We're fortunate to have Ill rick role Paul Allenica and Steve Hare joining us for our conversation before we introduce everyone fully.

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It would be fantastic. See who else is in the room today?

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So if you're comfortable doing so, please go into gallery view which you can do in the top left hand corner of the screen and just turn your camera on, and maybe let's just do a nice big wave already.

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Said Hi to everyone in the chat. but this is just a bit of an a political tradition, so if we'll I have so many of us in the room.

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Welcome super Thanks, everyone. So we're gonna kick off with a couple of poll questions just as our last few people are joining.

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Just to get a sense of how everyone is approaching the workshop.

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So if you've joined zoom using your web browser, you might not be able to see the poll question. so i'll read them out, and you can respond using the chat window.

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So first question here it is: How often do you need to write members for your work?

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All the time, often, sometimes, really basically never or something else.

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And and please share in the chat. so just give you a moment to answer that.

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Then we'll see what the results are

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Super. So here we go here's the results Okay, interesting.

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So. Some of you are doing it all the time, some of you often the the modal response.

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I think sometimes about once a month, and then very few of you are doing it less than than once a month.

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Very interesting. cool. So So next question: What is the What is the typical target?

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Audience feel member of those superiors or other senior colleagues elected decision makers external stakeholders.

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The public, or again, something else. And and do let us know in the chat

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Again I'll just give you a moment to answer that

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What if it says internal

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Okay, quite a few, for internal actually here's the results. Oh, wow!

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So overwhelmingly. most of you said superiors or other senior colleagues, and then few of you for for elected decision makers and external stakeholders.

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And so the so the last question we have is, what do you find most challenging about writing memos?

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Again, choices here organizing my thoughts knowing what to include, being concise, having to get through layers of approval.

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The matter that is writing within very strict guidelines that's hear that a lot getting people to respond to the memo super important

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Or again, something else. Let us know

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All of these hopefully. something something we speak as we'll be touching on today

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Okay, super interesting. So a lot of you knowing what to include and being concise, I think that's really helpful really helpful to know that that that's the challenge you're you're having also you know

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organizing your thoughts. Yeah, responses for for almost everything but but those 2.

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Clearly important. Okay. So thanks so much, everyone for for participating in that.

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So, as I said, we have 3 fantastic speakers who will be leading our discussion today.

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So firstly, we have Ulrich roll he's a PHD.

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Fellow at the center of organization, management, and administration, at the Department of Society and Politics, at Alberg University in Denmark,

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And his research he focuses on the relation between digital government and good administration.

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He previously worked with in local and central government, and was recently a visiting scholar at the Public Governance Institute.

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At a Catholic university, levin in Belgium. Sorry for the pronunciation of that.

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Paul. we have Paul allenica Who's the head of policy, strategy, and executive support that Lucian cancel.

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Paul has worked in in local government for more than 20 years, more than a decade as senior public sector, manager, and leader.

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He has an extensive experience of strategic planning, policy, development, and and leadership development, and over the years poor has worked alongside many local government, chief executives, as well as politicians, including at a ministerial level, and last but not

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least we have Stacy Hair, whose a program manager of customer service and experience of the City of Wealth

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Stacy has worked there for almost 14 years, and mission is to make it easier for people to engage with their local government.

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Superpower is transplanting complex government jogging into clear, simple language so that people can find understand and use city programs and services.

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And building on her background and marketing and communications she's developed skills in human center design continuous improvement, digital transformation and digital government services.

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So can't wait to hear from you all I think before we get We're gonna have a few short presentations from each speaker before we go into the Q. and A.

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But before all of that, I think what would be really helpful just to frame this discussion is

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I'm gonna go to Paul to ask you to define what a memo is in the context that we'll be talking about today.

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And then I'll also give the others a opportunity to add anything so over to you, pool

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Thanks. thanks, Freddie. From from from my experience in the local governments, and in the context of this conversation I would describe a a memo I'm. sure most of you will be familiar with this as a really sort of

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simple, clear, concise communication between a individual and other individual or individuals.

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Within an organization So it's an internal communications tool. In terms of structure, a memo shit include a summary key points and actions. And that's just a sort of a basic basic structure the fundamental

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point. it should be clear, concise how short and internal thanks Paula, I think that's super super helpful, as I said, just to just a friend.

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Today's discussion. Ohreco, or Stacey did you have anything to add to that.

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No think. Think we we got there? Well, it does. I think you I I am thanks.

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Stacy and yeah, I think it's it's just a different perspective.

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But but I think it's also important to remember that I think the the subject of memos can be both.

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It can be like specific in. I think one example would be, Are we going to allow this shocking center to be built in the in like here or not?

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And they can also be. You could say a tactical in the way.

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What I, for example, what are the expected way actions to this initiative?

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And then, finally, of course, they can also be strategic, in terms of like a policy initiative stuff like that, and I think maybe we'll come back to that.

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But I think the the more like tactical and strategic strategic they become in the difficulties of putting that like into the kind of the the strict formula that the the portmanteau also increases.

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And but but just I mean nobody should sit and think Oh, but what i'm watching are not memos.

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Yeah, I mean members, they have a lot of different subjects.

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So definitely. Thanks, thanks. A little, Rick. I would also add that memos should be targeted, and we'll definitely be talking about audience.

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Not. everyone needs every memo, all of the time so that it's less about the format or structure of it. But where it goes and what channels you use, and there's some flexibility there but yeah, no one wants all

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those things all of the time definitely, definitely keep that in mind all right. Well, now that we've now that we framed the discussion, I'm gonna head back over to pull for our first presentation.

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Thanks, Freddie i'll just get the presentation up here.

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Okay. So this is just basically a sort of a quick sketch of thoughts on on memorizing from me First, things first.

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Context versus content, and some of my colleagues may cover some of this.

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So don't just think about the content of the memo be equally mindful of the context within which is being written.

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I mean. this point here is fundamentally about due diligence, and you know things to very mind timing.

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You know. Is this the right time to produce this particular communication?

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Who else is writing on the subject, and what have they written?

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And how does what they have written intersect with what you have written? I'm.

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Particularly mindful of what happened during kovat and colleagues, will be aware of the fact that there were loads of memories in different organizations, particularly in the public sector flying around at the same time messages that

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aren't clear or aren't sequenced create confusion and confusing messages undermine the credibility of the messenger.

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One thing that's always worked to me really well is a rule of 4

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And it goes simply, you know. What do I want them to know?

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Why do I want them to know it? why should they care?

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And what do I want them to do about it? for me?

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This is just a really really simple way of of just framing and structuring what i'm thinking.

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What do I want them to know this email Sorry this memo is about the you know the council's budget situation.

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Why do I want them to know this it's important because over the last couple of quarters?

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We have been over spending. Why should they care? you should care. because if we continue to overspend it could lead to be doneencies. What do I want them to do?

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I want you to seek approval before you spend over a certain amount.

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But why should you carry it? point is really important you cannot it's difficult, should I say, to get people to care about things if you don't get their intention?

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So think about that hook the audience. that was mentioned earlier.

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The audience is always really important. Effective communication is always about the audience tone, 10, a use of language and points of emphasis.

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The way in which you will communicate to an audience that includes subordinates, peers, and superiors, is completely different, or likely to be completely different to the way in which you would communicate to your subordinates so think

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about the way in which you use language and think about. You know how else you might want to communicate to a varied audience.

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Dependency and sequence. What happens first? What happens next?

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What happens after for me. This is a really important point because in the context of your memo.

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You'll want to give some thoughts to additional communication that might arise As a result of that memo. so, for example, I am communicating to you today on X.

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You will receive the next communication on this subject next week and a week on Thursday you'll receive the final communication.

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This is important, because it not just it not only lets the recipient of the information to know what to expect, but it also helps them to prioritize their time in expectation of your next communication.

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Wait and balance the critical the difference between the critical, the essential and the useful is just an important point about.

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If you really if you're producing something that's really succinct and and and clear, then focus the mind of the recipient on exactly what you want them to know, don't mix messages don't mix in the

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critical with the essential or the useful because it diverts people's attention.

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If it's critical. This needs to be that dealt with right now, if it's essential, this needs to be dealt with, but not today.

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Maybe by next week, and if it's useful this is some information that I want you to know.

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But just don't mix the messages certainly in my experience escalation and accountability.

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Have I provided those that I have communicated to enough information to respond in good time before further action is required?

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And are they aware of what the escalation route is?

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So often when I have written memos and this is a learning point to me, and I don't get people to respond, or I don't get the recipients to to act on on on the advice that I've that i've

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given them. they will come back and say Well, I didn't know that I had to The approach that I option often adopt. now, because I work in the chief executives director is I will say the chief executive has asked

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me, or the chief executive requires X Y. or Z.

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The value and benefit of making sure that people know what the escalation route is is that, first of all, they know the authority that you are acting under, and the second second of all, they also know then The escalation route ie what will happen

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next, if action that is required. isn't undertaken and the final point for me is essentially about confidentiality and the chain of custody.

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You know I know it seems like a really obvious thing.

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But who should know what and who does not need to know.

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So it needs to be really really clear. crystal, clear what the what the what the wider distribution of that email should be or should not be.

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And if it is not for wider distribution, then making that clear

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Once we lose the control over the chain of custody, Then, obviously, the risk is that information that we did not intend to be accessed more widely than our audience potentially could be access more widely and then that potentially could

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create some risks, so that's it for me thank you Thanks Paul.

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That was some great suggestions that particularly like the

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The distinction between the useful essential and and and critical hadn't heard that for but that's a great takeaway.

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I'm gonna go over to to stacy next but before I do so.

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I just want to flag to everyone as will have a Q and A.

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After all of the presentations. If you do have any questions during the presentations, please do just put them in the chat.

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We'll pick them up and we'll come back to them during the Q.

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And a so sorry just a small thing to flag. But over to you, Stacy.

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Thank you, Freddie, and thank you Paul that was a very elegant way of putting.

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I Hadn't thought this much about memos really and this I prepared for this session.

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For me. I I love learning from other people's mistakes and I liked how you shared you know mistakes that you had made in the past, and how that helped you rethink your future approaches that I find really really

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helpful it's another way of putting yourself in in the audience to shoes.

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So my number one pet peeve, when reading a memo, is the ridiculously, overly formal language we use in the government.

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We think it makes us sound smart but in fact it it wastes a lot of people's time. You waste time trying to write that way, and people waste time trying to read that way particularly if they're reading in their second language or

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third language, or if they have a cognitive disability, memos are faster to read.

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If they're written in simple clear terms don't make me decode all of the government buzzwords or jargon, and don't make the extra effort to try to put those words in because you know your

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boss really likes them I don't find that a terribly useful exercise, and, in fact, I know that there are standards in in the States and in the Uk and in ontario accessibility legislation

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suggests that you should be writing public facing documents at a grade 5 level.

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Internal documents are, are a little bit different but let's still shoot for that.

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That simplicity, certain documents of course have to be more technical in nature.

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Maybe that's not a memo that's a different kind of document memos are usually supposed to be short, sweet, and like Paul, said, Actions!

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What am I supposed to do with it? Oh, that is nice to meet you, my second pet peeve about bad bad memos.

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Memos that put the background in the front, or we tell the epic tale, and in chronological order skip to the end.

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Get to the action. What do you need me to do Why are you sending me this memo?

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Don't make me be a detective, and try to find my way to the point of the exercise.

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And and as Paul said in the Intro, there should be an action, something for me to do otherwise.

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Why are you sending him? No, what? And you may want to use those headings like in the structure of the message.

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You are getting this because, and please do this by this date and If you have questions here's who to talk to or here is a link to more resources, and that's leads me to my third Pet peeve about terrible memos that

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you get let's say i've read the metal it's direct it's clear it's saint, but I knew, and I did see someone in the chat because i'm new in the role, and i'm

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not really sure how many, how many memos i'm going to be writing.

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If you're new in an organization you may not have got the last memo.

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So you might need a little more context. about the subject.

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You might need to know where to go for those additional reports or policies or other resources, and that can be tricky to find a balance of what to leave in, and what to put out.

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So you might want to talk to a couple of the folks that are in your audience, and to get a sense of what they already know.

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But be sure to leave room for the rest of the conversation, and those additional resources.

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Memos are tricky because they're inherently one way communication.

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So I find it's important to leave the door open to make room for that ongoing conversation.

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The rest of the story. and the discussion and those are that's what I really what I I think I don't like about the memos I get.

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And so the next time you're rolling your eyes reading a memo from someone think about why that's bothering you.

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What? Why is this so exhaustive? Why is this so challenging, and make note of that?

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The next time you set up to write a memo and like I said, Skip to the end, get to the action, and that's usually where you start another handy exercise.

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It's a design thinking exercise that I have used in the past If you think of a magazine, you can't put everything on the cover.

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The magazine has the articles in their full stories but what's on the cover is why people open it.

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So that's another way to sort of use your brain to think about it differently.

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And what you don't like about the memos you're reading.

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Avoid those same mistakes that's me thanks dacey that's super helpful Definitely been a guilty of a few of those. So keeping that in mind for the future perfect.

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Okay, i'm finally over to you Yorick thank you and thanks, Steve and Paul, I think it's

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It's it's hard to add something to the light while like the tangible task of waiting a memo.

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So I try to other to speak a tiny bit about like putting memos into the bigger picture of of governmenting.

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And and I will kiss share one slide with you and well, Oh, it's seems like I won't share a slide.

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And well, that's no problem

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We don't want to use time? on that so in I what I What I would like to just use a couple of minutes on is why why are they most important now? We've heard a lot about in like how to write them and what to do

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already, and and I also just maybe try to make a point on why memos writing menos sometimes is, while it it has some for us as public servants.

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And and and first, I think if we should, we should all remember that governing is very much a question of decision.

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Making governing is a question of making decisions and all kind of like from again from specific issues to strategic issues in, and that very often takes place in what we can call blueprint organizations. and I don't I don't

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mean this in a in a in a negative way in a kind of media discussion way in.

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I mean that's just organizations with with different layers of of a responsibility.

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And the decisions of all the decisions taken in government is very much made by people who do not have d take knowledge of the stuff they make decisions on.

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And we could say, Oh, that's a test with you but we could also say, Well, let's say to the question of accountability, because the the the time layers of our organization, whether it's a mayors it's a it's senior

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official. So it's a let's say local councils parliaments. Well, they have. We held them accountable So that's I mean it makes sense.

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They are the people who make the decisions, and I think, to a very large extent, memos is about preparing good decisions.

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So so simply put. you could say I mean good memos equal good government.

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Of course that's that's way to simplify but that's.

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I mean that's basically the the importance of the subject here So it's It's important to to nail those members.

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Get them, get them, make them good, and then and I think one of the one of the balances.

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I think, Paul, you you also use the the world balance because what's important here is to is to balance in being actionable and and doubtful, guiding to the to the to the target group.

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But also be somehow objective. And now I I speak in the context of of in what we could call a modern democratic enlightenment.

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And I was post. I mean this. No country in the world were governments up perfect.

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But we have. We have to aim for perfection all the time, and then to end for perception.

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I mean, we need to balance the the actionable and the guidelines being , okay? and I think that's also why,

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Writing memories can be quite tons of because that's actually pretty difficult. And and some of you might already sit and thinking.

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Oh, this this guy from cooling and denmark I mean it's it's all crazy. I mean the way it happens like in my office.

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Is that my superior tells me what the mayor wants to weed, and then i'm supposed to to ride it, and well, that I mean that can be reality.

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So then our task, when we, when we work on the memos is to kind of have some kind of respect for the what you could call the organization or reality, that your superior expects you to write exactly this and this because that's what

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the mayor wants, and then this the task of balancing it with with being objective drawing on pros and cons, and pointing to to possible risks.

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And I think that's that's really what makes it difficult to to buy a good memo, and but I think also today.

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I. As far as I can see, we are 100 50 participants.

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So every time I think we should remember every time we we sit and struggle with a good memo, which remember Well, we're not alone the other The other public servants out there is talking as well, so I leave it there thanks.

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So much thanks and definitely. definitely. never alone. that's why we're doing these workshops.

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Super. Okay, thanks, everyone. I think we're gonna open it up to to some.

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Q. A. Now I know we've had one or 2 questions already in the chat.

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I also have few of my own. But again, please do keep popping them in the chat as as they come to you.

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And also do just raise your hand if you want to come off mute and and and ask one too.

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But I know we've we've had a question from Lisa.

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I, I think this is for Paul. could we have a brief review of the rule for Yeah.

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It was What do I want them to do What i'm saying? What do I want them to know? Why do I want them to know it?

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Why should they care? and what do I want them to do about it? So I think the last point was the one.

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That what's your question so essentially it is you know you're You're providing that overall summary of the information. you know.

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What do I want them to know? Why do I want them to know it?

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That is why is this important to me? The third point Why should they care?

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Is the killer point that's the hook simply because people think things are important.

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Doesn't mean they should care about it so don't assume they're going to care about things that are important, even though they're important.

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And the final thing, then, is then, what do I wanted to know about it?

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What sorry. What do I want them to do about it? It is easier to do thing.

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Do something about things you care about super thanks Paul and just if anyone wasn't here at the beginning as well, we will be hosting a a recording of the event on our website, so you'll be able to go back

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and and watch this again. as many times as you like.

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Perfect. I have a question. I think i'll direct it to Stacy at first, but welcome other answers.

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When you're mired down in a topic I think it can be a challenge to single out and distilled the most important points.

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How do you make decisions on what you want to include in a memo and and what you want to cut?

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It's a really great question. One of the easiest things is, Have I seen it somewhere before?

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Has this already been talked about? You can move that, probably to the back or down the list.

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The action, as as Paul said, the action you want people to take usually cops to the top of the list.

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So you have a rule of 4. I have a rule of 3.

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I use the what? So what now? what rule of 3? So get to the point.

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Get to the action. and then explain why you wanted people to take that action Why, it's important, and then when and how to do it.

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Usually it's it's I mean we learn these rules and high schools, the 5 wise who, when where and why those are great questions to ask yourself,

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Ask yourself what you want people to do after They read this memo and start there and work your way back.

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That's typically what, I do but I'm afraid I'm not articulating it, as low as Paul has been with this lovely mind.

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Thank you. So I think that was that was definitely well. well!

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Articulated Do you have anything to to add or well, well, I think I think one of the questions, and and that's that's for us all communication.

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But you basically have to ask yourself, Do do you want to, white? What is going to be wet?

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What do you want to write what you communicate? I mean, Do you want like to put in all the details?

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So you make sure that nobody I mean like after half a page like like Stacy kind of indicated stops and and throw it in the bin? or do you want to do it as short.

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So your main message gets to and that's I think that's the that's the important ambition to kind of I mean clarify it when you start, and of course I mean it's it's a stupid

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question, because, of course, you want to you want to White What Do is going to be kind of received by the target group. So but that's that's kind of more the level of Mp. see?

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But thank you and and Paul, if you have anything to I know that you've somewhat touched this or already.

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But if there's anything else i'm gonna i'm gonna i'm gonna process it from a slightly slightly different perspective one of the best bits of advice that one of my former managers gave me is don't

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write a memory when you can have a conversation and and sometimes that's that's a good place to start

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If I know that I can have a conversation about something, then have that conversation with that individual or those individuals.

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If I know that I can't then what do I need to put in this memo, and then for me it's an easier way to then apply those tests about what's critical, what's essential what's useful is this

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a new organizational policy that people need to be aware of.

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Is this something more important? like to make sure you wear your face, mask and social distance doing covid?

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Or is this something critical like you know don't come into the office?

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Because we've had a you know a Major covid outbreak.

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You know, work from home. You work, you work back from there, you know.

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Can I have the conversation if I can't okay I need to memo this. So what do I?

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Where does this sit on this sort of scale of critical to useful thanks that's that's great.

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Oh, sorry, Stacy did you wanna I did I i'd like the to use If you can get a little bit of user research, which is a fancy way of saying, Ask somebody as asks a member of your audience or someone close to the

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member of your audience what they think is most useful that it's it feels like cheating.

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But yes, absolutely. do that. Talk to somebody who is going to receive the memo and have them help.

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You discern what's important because you might be too close to the subject.

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You might know to You know too much about it, so you need someone to help you filter that the stuff so that it But the most important things are at the top.

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Thanks everyone that's that's great advice we've had an excellent question in the chat again.

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That would love to hit all of your answers to i'll go to. i'll rick first what what has been the most challenging recent memo at the you prepared and what made it challenging and what helped you to

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overcome the challenges. Well, I think I I want to take my most recent.

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I think i'll take my like my most challenging ever almost in kind of thing, and I I started out my my we in the Danish Ministry of Economic Affairs, and and and I was writing some memos for the for the

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minister at that point in, and he was like I don't know 11 levels,

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Above the the my position in, and and i'm I mean I was just getting all those like comments back from supers and disappears to superiors, and and it and it took me some time.

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And then there was like a more senior colleague at some point tumors who was telling me.

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Oh, oh! so now you're back to start right I mean my the comments I got was comments on the comments.

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So it was like I was just going on alone, and and what what he said to me was, I mean, come on, we're like you.

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You gotta relax. This is kind of like an organizational game.

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Everybody needs the same in and and that's just I mean imagine the memo being a cake, everybody wants to to taste it, and and and put in a bit of I icing or whatever they want to do and I think again,

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it's it's. if you if you kind of accept that as a as a public servant, and i'm not saying we shouldn't take it serious.

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But if you kind of accept that, it's some kind of organizational game, then I think the challenges will be a bit easier to to handle.

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Sorry for not answering the question. 100%. No, I think I think that gets to it completely.

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Thanks, apple over to over to you I think probably the most challenging members that I've written relates to writing to senior managers in the organization who are developing policies and strategies and undertaking

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major decisions that affect, you know, 300,000 lucian residents in a borough where there's significant levels of deprivation and poverty, and emphasizing to them the importance of undertaking the equality analysis

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assessments of their decisions to ensure that the Executive of the Council can be confident that all of the re, all of the relevant information relating to the likely risks of those decisions for those communities, can be considered now I

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I preface what I'm I preface it with this with that background information, because colleagues often think that equities, analysis, assessments when you actually go into the detail of those decisions and the likely impacts will prevent the executive from then making

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that decision, and particularly when it's a budget savings decision, And you've got local authorities operating within tighter and tighter financial envelope.

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The last thing you want is for a budget savings proposal that you've been that you put forward to be pushed back, because it means then that you've got to find another budget savings proposal so it's

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about balancing the need for the Council to do property diligence against the practical realities of needing to produce a balanced budget for the organization and meet the needs of a community that is quite significantly

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deprived So yeah, that's the toughest for me thanks Paul.

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Stacey. Wow! yes, tough memo to write was During Covid for us.

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We had to, and I'm sure many organizations well, had to lay off significant number of their staff.

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So, going going through and and finding a way to break the news to the rest of the organization, this is really very upsetting.

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And so you say that this this is upsetting but what you don't want to do and say how hard this is for leaders.

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Oh, it's hard for us nope it's not about you It is about their teammates, their friends.

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They're it's their work family so letting letting them know that we do care about them.

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That they will be taking Arab with you know financial programs letting them know it.

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It's we recognize that that's gonna upset people who are still at work, who is still coming up to work giving them resources to help deal with the grief of it and being human in that moment saying this is awful this

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sucks, but it is temporary. and we can't wait to welcome them back when this is over, so providing a little bit of light at the end of the time.

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Now the time we kept getting longer and longer, and which was in additional chain, but really focusing on the humanity of it, was absolutely critical, and I did.

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I cheated a little bit. I didn't use a strict memo format.

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We did shoot a video with the leaders relaying some of these messages, so trying to get their their faces and their voices when everyone's working remotely, was really challenging.

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So we we wanted to again focus on the humanity of it.

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Make sure that people felt, seen, felt, heard their their feelings were acknowledged, gave them resources to deal with the the grief of it, and show our appreciation for the folks who were being laid off temporarily, and showing

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that that sympathy, that empathy for the situation.

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And and again using really planned in simple terms not i'm gonna i'm hope there are some hr folks on here that really be bureaucratic. Hr.

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Officially. This is the rules and so then's the breaks which is eat. that's how governments typically avoid risk in those situations showing our feelings can be risky.

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So there was a bit of a tight rope to walk there, so we took the time to do it right.

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It was still wasn't great news people still didn't like hearing it

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But there was I. I feel there was. It was hard to be angry at someone who was also sad.

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Everyone else in the organization

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Thank you. Thanks. I see, and thanks everyone for sharing. I think all that really important a 4 before I ask a another question.

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Does. I want to give the opportunity if anyone wants to come off of mute and ask anything or going once.

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No. Okay, In that case I will ask i'll i'll stay in the neighborhood of of challenging memos.

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Hopefully not too similar a question. But Do you have any, Ted?

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All of you for communicating challenging messages specifically that the recipients might not want to hear.

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But I think more in the sense of wanting to persuade

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Your audience. How? how can you be persuasive with your manners?

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And I will go back to you. Stacy

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Being persuasive if it's about a decision they have to make, or something they need to do, and they may not want to, if you can find a way to reduce the risk in that.

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For them so demonstrate. Who else is already doing it what we've heard so far from some other folks in this organization is Xyz.

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So showing examples of people who are already in the place where we want people to go tends to be helpful.

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Data can help, but only if it's presented in a in a personal way.

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Data can also scare people being careful about how you use.

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Reason shows us that Xyz is not always motivating.

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But if you could say this, many people are doing it this way already, and we think we could be successful.

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And here are some examples that are relatable that's how I've been persuasive in in the past.

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It's worked for me

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That's that's super helpful thanks stacy pull any any Ted tail communicate value is absolutely critical.

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If you really want again going back to the going back to the rule of 4.

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You know. Don't just tell people what to do tell them why they should care about it.

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And to the extent that you can communicate value to them you're more likely to be perspective and influential, and the thing to then point out which I'm which I think stacy is kind of alluded to in one

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of our previous responses is that sometimes, before you send your your your memo, do the due diligence beforehand.

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Schmid, speak to people, Have those conversations Take people to lunch.

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You know that there there are so many ways in which you can be influential and far more influential than sending a memo out to them. Even if that memo has the authority of the senior officer manage those relationships beforehand you

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know, come across and and build that you know build those relationships communicate value, and I think you're probably more likely to get the response that you're looking for

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Super. Thanks. Thanks for all right. Yeah. Can I just add a few few things?

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I think in and again building on what the station. Paul. just said, and I think I mean i'm a tennis player, and and my my tennis coach.

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She says Well, tennis is not it's actually not about like it heating the ball stuff like that.

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And I mean you would kind of expect that it's about timing, and I think I mean what what how we kind of got into is I mean we we shouldn't look only at the memo as a fixed thing I mean you have and again.

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And Stacey said, You have. maybe you have some conversations before we need, but also, I think, all like really, really good viewpoints.

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And again I use this in a positive sense, I mean they have memos in the dorms, which they which they are kind of waiting for good window of opportunity to to to send to pig up, and and that might I mean it might be

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because while you've got different leaders here I mean that's that's one thing.

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But it's also just things are changing the outside World is changing. And now, speaking from from Copenhagen, I mean the war in Ukraine, and the influx of Ipheus from Ukraine this is

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changing Danish society, and is is changing like both what local government and also what central government are doing.

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So, so you should think of in in in terms of those windows of of opportunities.

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And then I think also, maybe another point is that in you should also I mean the the question of we. we shouldn't be too polite.

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And I think again staging Paula very diplomatic and and but I mean this is there's a question of letting your superior, whoever the receiving is, know that well, if you don't do this it will have

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some it can have some negative consequences. and I think one of these way is to cover the most influential stakeholders.

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What What are they going to say if we don't do this this and that?

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And of course, of course, also Co. What are they going to say if if we do it? But But so if is the if the target group can kind of wait.

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Okay, we get the let's say the local media they will have rest of us.

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Now, if we don't do this so if we do it then well, then, it gets more.

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It gets more legitimate for you, as a public servant, to communicate that that

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Thanks a rick. it's a really important. point around timing. also. also why I find 10 is so difficult I can never seem to hit the ball the right time.

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I think maybe maybe the last question, unless anyone else has anything else to add just switching gears slightly.

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I think we've we've heard someone from from you on this Stacy already.

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So I might go to the room on this. But do you have advice for tailoring your work members effectively?

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To your audience. So we'll we'll reckon, if I go to you first on this Yeah, sure I I think we already got some some good suggestions here in I mean if if you're so I would say

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privileged that you could actually have some kind of like conversation with with parts of your target group beforehand in.

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I think that's a I mean that's very beneficial in another, another twig is, of course, to to try to look at whatever subject you are you are communicating from the outside in while from the from the inside up and I think that goes back

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to some of the stuff posts that it started out with, and but I think that those are really, I mean.

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But now twigs but it doesn't mean that that difficult So when Super thank you.

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But Paul Paul Stacy, I know you're both touching this already.

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But do you have anything to add that will for my I I'll.

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I'll say something that stacy has already said which is basically the it's you know, if you want it.

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If you want it to be relevant, if you want your memo to be relevant, then find out what is relevant to your audience, and as all except earlier, don't approach your memo as as a as a as

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a single sort of defined construct. It exists in a wider context and work.

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That context get familiar with that context, it will sharpen the focus and make much more effective.

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Your memo, and those whom you want to target it to Yes, to all of that.

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And there's nothing preventing you from having multiple versions of the same demo.

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Right. So one size does not fit all. So you may. The context for leaders or elected officials is going to be different from the context for your crew out doing the work.

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So you may not have a lot of time, because mammals are supposed to be quick.

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But if you're doing it right like overex, said you've got a stack of memos already in your drawer waiting for their moment.

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So do consider how multiple versions of the same message tailored to those different audiences which can take more time.

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It does take more work, but will be more effective and make sure that your audience gets what they need in the larger context.

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Thank you, thanks everyone. Great. because I think it's It's also a question of what to say.

01:03:01.000 --> 01:03:12.000

Yeah, I mean you should sometimes you said you're the I mean we should remember that the people writing memos. I mean we are often the very experts on the issues we are writing them as A.

01:03:12.000 --> 01:03:31.000

So we have. We have a tremendous level of knowledge, but the target groups, I mean. they might only need like this, a small slice slice of of the of the knowledge. and also there might be I mean as as the experts we can see

01:03:31.000 --> 01:03:39.000

like we can see. let's say a decision process for the next 2 years, and and maybe we want to put that in the memo.

01:03:39.000 --> 01:03:43.000

Oh, no, no, no, don't do that I mean the remember Bb.

01:03:43.000 --> 01:03:47.000

Put yourself in the shoes as a target group. Remember where they are. May.

01:03:47.000 --> 01:03:51.000

Maybe they just need to understand what what is the issue here.

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And then, like later, you can put up new memos detailing.

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Oh, now we have to make this decision in this decision in this decision, and it's not I.

01:04:00.000 --> 01:04:05.000

I want to stress it's not about tweaking target group into anything.

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But it's about being being loyal to the to the level of knowledge of the target group definitely, and and agree with you, Stacy with your comment in the chat.

01:04:18.000 --> 01:04:22.000

Just before I wrap up. We have one more question again from Lisa.

01:04:22.000 --> 01:04:27.000

Thank you. This can go to anyone anyone who wants to answer it.

01:04:27.000 --> 01:04:29.000

Our footnotes, and no, no! in a memo.

01:04:29.000 --> 01:04:37.000

Or is this a personal preference

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I would I would never, I would footnotes are academic.

01:04:47.000 --> 01:04:52.000

I i'm not a fan of the footnote if you need to explain it. Explain it.

01:04:52.000 --> 01:04:57.000

Find a way to explain it. succinctly and if there is more to it link to the the other place. the other document.

01:04:57.000 --> 01:05:08.000

The other resource, that's how. I feel about footnotes I would say, there are no no, but i'm not the rule, boss of memos, either, you know.

01:05:08.000 --> 01:05:23.000

And and I think if if I can just I mean we we have different administrative to traditions all over the world, I mean, I've been working in Germany, for example, in and I mean Memos in Germany They they I mean

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they they just tend to be longer. Then let's say they most in in Great Britain.

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So you should. I mean, Nick, get to know the tradition.

01:05:33.000 --> 01:05:36.000

Ask your colleagues in this there's no definitely yes, or no.

01:05:36.000 --> 01:05:41.000

To the to the question here, I think. I I would just say.

01:05:41.000 --> 01:05:44.000

And this is just a personal thing from working in the local government.

01:05:44.000 --> 01:05:53.000

If you if you need to include footnotes then it's probably a not a memo that you need to write

01:05:53.000 --> 01:05:56.000

So for a second that we were gonna have some major major disagreement.

01:05:56.000 --> 01:06:04.000

But I think everyone's on the on the same page which is hopefully, hopefully helpful for you, Melissa super alright!

01:06:04.000 --> 01:06:08.000

Well, well, thanks everyone. I think we're gonna wrap up for today.

01:06:08.000 --> 01:06:14.000

If if anyone has any questions that they think called the rest of the day.

01:06:14.000 --> 01:06:17.000

We do have a Q. A. feature on the website.

01:06:17.000 --> 01:06:20.000

That. yeah, Super: thanks, Helen, just linked to

01:06:20.000 --> 01:06:27.000

So please feel free to post them there. but a massive thank you to all of our speakers today.

01:06:27.000 --> 01:06:35.000

For such an insightful discussion. and for sharing so many, so many useful nuggets of information.

01:06:35.000 --> 01:06:44.000

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

01:06:44.000 --> 01:06:48.000

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

01:06:48.000 --> 01:06:53.000

This is just to use for for us to to help us improve our workshops.

01:06:53.000 --> 01:07:00.000

So on a scale of one to 10. This workshop was a a valuable use of my time.

01:07:00.000 --> 01:07:10.000

And and one meaning that you completely disagree and 10 meaning that you complete a degree.

01:07:10.000 --> 01:07:15.000

So we'll just leave that open for a second

01:07:15.000 --> 01:07:38.000

Thanks for everyone who is just leaving now. great to have you with us.

01:07:38.000 --> 01:07:44.000

Okay, Thank thank you, everyone. and while we're wrapping up. and everyone's kind of leaving.

01:07:44.000 --> 01:07:49.000

Please do share your one word. Take away from from today's workshop.

01:07:49.000 --> 01:07:59.000

What's one thing that that stood out for you so helpful directness?

01:07:59.000 --> 01:08:07.000

Yeah, great one informative right to hear value memo is equals. good decision.

01:08:07.000 --> 01:08:13.000

Yeah, that was one for me, too. Simplify the memos grade.

01:08:13.000 --> 01:08:21.000

5 reading no footnotes. That was a lesson for me, too.

01:08:21.000 --> 01:08:34.000

In audience. Thanks. everyone. also very quickly. As you keep putting those in, you have lots of opportunities to learn what they plus call

01:08:34.000 --> 01:08:42.000

I think if if we're gonna put those in the chat now, I think we have some boot camps in some events.

01:08:42.000 --> 01:08:51.000

Thank you, Helen. and we also have some resources. from Stacy on plain language.

01:08:51.000 --> 01:08:58.000

If we can share those in the chat. No, your audience.

01:08:58.000 --> 01:09:05.000

Yeah, thanks, everyone for the for the key techways. There we go.

01:09:05.000 --> 01:09:10.000

Thank you for those stacy. great Well, I think that's that's more or less.

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It from me. and we still have 2 min of time.

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So thank you everyone. i'll give you 2 min. of your day back and great again to have you

01:09:20.000 --> 01:09:30.000

So thank you very much for joining and thanks for watching us again.