

Transcript | Delivery 101

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00:00:12.800 --> 00:00:29.369

Victoria Pallois: Great! Well, we are live, so hello, and welcome to this panel event on delivery in government. I can see that you're all coming through. While you do that, let me introduce myself. I'm Victoria, and I'm an event producer here at Apolitical.

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00:00:29.440 --> 00:00:52.190

Victoria Pallois: It would be great to hear from you all, so please do post in the chat where you're joining us from and which organization you work for. A technical note that your messages might come through to our backstage team due to a default Zoom setting, so please be sure to select everyone in the blue drop-down menu in the Zoom chat if you would like to send us a message to all of us here today.

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00:00:52.780 --> 00:01:07.260

Victoria Pallois: You are in the right room if you want to learn all about delivery and how it actually happens in public service. How to make progress when rules are unclear, resources are tight, and you're navigating really complex and fast-changing systems.

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Victoria Pallois: For those of you who are new to Apolitical, and you are joining us for the first time, welcome! Apolitical is the world's largest online network of public servants used by half a million public servants and policy makers across 170 countries.

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Victoria Pallois: Apolitical is a strategic partner to governments, helping them prepare workforces for the future. We achieve this by upskilling government workforces

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Victoria Pallois: Through short online courses focused on government priorities, enabling them to find and share best practice through peer communities, and by building innovative tools designed for and with governments.

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00:01:45.590 --> 00:01:59.469

Victoria Pallois: So let's have a quick look at the chat. Oh, Edinburgh, great! I can only see one message, so please don't hesitate to introduce yourself in the chat. It's great to hear where you're joining us from.

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00:02:00.310 --> 00:02:18.239

Victoria Pallois: We are very thrilled to extend an invitation to join your peers in the public service from across the globe in the project management and in public service community. It's a collaborative space designed for public servants to hone project management skills across all areas of government.

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00:02:18.360 --> 00:02:27.660

Victoria Pallois: Connect with peers, share insights and resources, and discover practical strategies to deliver impactful projects that result in better public services.

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00:02:27.760 --> 00:02:40.490

Victoria Pallois: The link is in the resources tab at the bottom of your screen, and my colleague is also posting it in the chat right now, so please do take a look, and we look forward to seeing your contributions in there.

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00:02:41.380 --> 00:02:46.180

Victoria Pallois: I'll get a few technical notes out of the way before we get into today's conversation.

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Victoria Pallois: The event is recorded for on-demand viewing on the apolitical website, so please don't record it yourself.

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00:02:52.700 --> 00:03:02.929

Victoria Pallois: Contact details for privacy concerns are in the apolitical homepage footer. Closed captions are available and can be toggled on or off in your screen settings.

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00:03:03.590 --> 00:03:11.539

Victoria Pallois: Now, before we introduce our speakers, I would like to run a few quick polls, just to get a sense check of where you're joining us from today.

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00:03:12.180 --> 00:03:13.999

Victoria Pallois: First question is.

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00:03:14.140 --> 00:03:22.749

Victoria Pallois: How confident do you feel navigating delivery in a complex organization? So, the poll just popped up on your screen.

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00:03:23.290 --> 00:03:31.020

Victoria Pallois: You can select from a variety of options, ranging from very confident, I do this regularly.

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00:03:31.220 --> 00:03:33.870

Victoria Pallois: Somehow confident, I'm still learning.

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00:03:34.240 --> 00:03:37.329

Victoria Pallois: Not very confident, I found it challenging.

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00:03:38.000 --> 00:03:40.879

Victoria Pallois: Not sure, I'm new to delivery work.

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00:03:41.120 --> 00:03:44.999

Victoria Pallois: And the final option is something else, please share in the chat.

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00:03:45.350 --> 00:03:50.400

Victoria Pallois: I'll give you just a moment to think about this answer, and please submit your answer.

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00:03:58.100 --> 00:04:11.049

Victoria Pallois: Okay, well, I can see a very, very clear winner out of this poll. So the winner is, somehow confident I'm still learning. So that's great, because you're here to learn with us today.

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00:04:11.250 --> 00:04:29.560

Victoria Pallois: The next poll will be on moving, sorry, what's the biggest delivery challenge you face in your role? So, again, it'll pop up on your screen right now. So you have different options. First option, shifting priorities and unclear direction.

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00:04:30.270 --> 00:04:36.590

Victoria Pallois: Or getting decisions made quickly, Keeping teams aligned and focused.

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00:04:37.770 --> 00:04:40.899

Victoria Pallois: Limited time, money, or capacity.

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00:04:41.720 --> 00:04:43.069

Victoria Pallois: Something else?

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00:04:43.170 --> 00:04:44.860

Victoria Pallois: Please share in the chat.

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Victoria Pallois: I'll give you just a minute to submit your answer.

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00:05:00.940 --> 00:05:16.690

Victoria Pallois: Okay. Well, in this question, not a clear winner, actually, hmm, depends, but we do have two, the biggest options are getting decisions made quickly, and limited time, money, or capacity.

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00:05:16.880 --> 00:05:20.839

Victoria Pallois: Well, that's great! Thank you so much for taking part in these polls!

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00:05:21.220 --> 00:05:32.600

Victoria Pallois: Now, introducing our speakers. This is what we are here for today. We're very fortunate to have 3 brilliant guests today, Belinda Wood, Trevor Zimmer, and Jess Anisson joining.

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Victoria Pallois: Belinda Wood is Director at Strategy Execution Advisors, where she specializes in delivering solutions that create meaningful, positive impact.

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00:05:41.340 --> 00:05:48.780

Victoria Pallois: She advises governments and public interest organizations on improving outcomes through effective strategy execution.

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00:05:49.040 --> 00:06:02.450

Victoria Pallois: Previously, Belinda served as a senior member of a delivery unit in the South African provincial government, and has developed strategies in areas including the green economy and education. Hi, Belinda, it's so nice to have you.

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00:06:03.570 --> 00:06:13.519

Victoria Pallois: Trevor Zimmer is a health system strategy and delivery consultant who designs durable health systems by working alongside communities rather than on their behalf.

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00:06:13.730 --> 00:06:24.520

Victoria Pallois: He partners with ministries, companies, financiers, and local innovators to align strategy, financing, and delivery around shared health goals in complex settings.

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00:06:24.730 --> 00:06:34.250

Victoria Pallois: His portfolio includes accelerating COVID-19 vaccine rollout through... across more than 90 countries and informing national policies.

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00:06:35.250 --> 00:06:36.990

Victoria Pallois: Trevor, welcome.

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00:06:37.740 --> 00:06:52.679

Victoria Pallois: Jess Anissen OBE is an experienced leader of teams and major change projects. She started her career as a civil servant in the UK, working in the Home Office and on its secondment to the Foreign Commonwealth and Development Office.

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00:06:52.920 --> 00:07:09.820

Victoria Pallois: She has also worked in the 2012 London Olympic and Paralympic Games, and in the higher and further education sectors. She's now an executive coach and facilitator, supporting mid- to senior level leaders to flourish and work and have a greater impact.

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00:07:10.140 --> 00:07:13.429

Victoria Pallois: Thank you so much, all, to join us today.

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Victoria Pallois: Before we launch into today's panel, I thought we could start with a quick icebreaker question, just to get us warmed up. So...

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Victoria Pallois: Belinda, Trevor, and Jess, I'll go in this order exactly. What's one work... what's one non-work habit or hobby that secretly made you better at delivery?

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Victoria Pallois: I'll come to you, Belinda, first, and others, all the attendants, please share your answer in the chat. Belinda?

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Belinda Wood: Thanks so much. It's definitely gardening, keeping to a schedule, but being flexible and adaptable when the weather quickly changes.

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00:07:51.710 --> 00:07:52.689

Victoria Pallois: Oh, that's great.

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00:07:52.870 --> 00:07:54.650

Victoria Pallois: Trevor?

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00:07:55.760 --> 00:08:12.329

Trevor Zimmer: You know, it's less hobby, more just a fact of life. It's my family. My family's strong personalities. I think we have a shared outcome to spend quality time together, but, really divergent goals of how to get there and what that means, and so I think it takes

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Trevor Zimmer: a lot of, like, deafness, patience, understanding, but also knowing when, you know, to really advocate for yourself.

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Trevor Zimmer: So, yeah, you know, crazy family.

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Victoria Pallois: That's a great answer, and I feel like sometimes I do relate... I can relate to what you just said.

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00:08:31.390 --> 00:08:32.390

Victoria Pallois: I'm just...

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Jess Annison: So, for me, I think it would be organizing holidays, weekends away, that sort of thing. Basically, kind of project management, but with a higher, emotional stakes, if you like. If you underplan, it might be chaos, you might miss some opportunities, but also, if you over-plan, you're going to take all the fun out of it, so you've got to get that real Goldilocks, approach to planning... planning a holiday or a weekend away.

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00:08:57.490 --> 00:09:13.179

Victoria Pallois: Great! Oh, I feel like all your answers are very, very relatable. So we're gonna start this, panel discussion, and the first theme that we are going to tackle is a big one. Scoping, prioritizing, and setting direction.

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Victoria Pallois: So, Benenda, I'm gonna start with you, because you have experience working both within government and as an advisor to governments.

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Victoria Pallois: When you've encountered especially thorny delivery problems.

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Victoria Pallois: How do you break them down and determine the most effective next steps?

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Belinda Wood: Thanks so much, Victoria, and I think this is a very relevant question for those that are involved in government and in day-to-day delivery.

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Belinda Wood: And I think, I was encouraged for this panel to be as practical as possible, so I would love to speak about two tools that I find particularly useful when I'm confronted with a

thorny delivery problem, and I'll briefly speak to both what they're about and how I go about utilizing them.

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Belinda Wood: The first tool when you're confronted with a thorny issue and you're really uncertain why this problem exists.

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Belinda Wood: And what the root causes are, is to draw out the delivery chain of your particular intervention.

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Belinda Wood: And what is the delivery chain? It's really a set of actors, so that is people and organizations, and the relationship between them through which your plan will be implemented. Drawing the delivery chain really is quite critical when you're planning and problem solving, as it lays out the assumptions that you've set for yourself.

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Belinda Wood: And you're able to test those assumptions, you're able to identify risks and weaknesses.

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00:10:33.650 --> 00:10:39.380

Belinda Wood: With your particular intervention, and see how it will, roll out at scale.

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Belinda Wood: You're also able to, while you are rolling something out, be able to identify feedback loops and assess those risks and weaknesses again. So I think I've spoken about what a delivery chain is, but how do you construct one?

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Belinda Wood: quite simply, you start by clearly defining the end user and the specific, measurable change in the behavioral outcome that you want from that particular intervention. What do you want to achieve? And that's the end of your delivery chain.

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Belinda Wood: What you want to do is then list all the actors and organizations involved in the chain of delivery. This can be from the top leadership, so the central institution, all the way through to your frontline staff.

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Belinda Wood: And through arrows, you draw the primary, sort of links of influence between those actors, typically moving from your central, decision-making down to the frontline staff and to your end user.

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Belinda Wood: And the final step is you want to label those arrows, and you want to say what are the specific actions that are linking those actors. So, for example, is there a specific action, mechanism, or communication tool that is needed? So, for example, one actor might provide funding to another, they might communicate with the other, they might provide training.

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Belinda Wood: I think that's just quite a simple illustration of how you pull together that delivery chain, and the reason why I encourage it, in light of this specific question that you've asked.

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Belinda Wood: is you are able to see the full chain of actors and interventions played out, and through this, you're able to identify risks and weaknesses with your particular plan. So if you have that pain point or that gremlin through this intervention, or pulling out that delivery chain, you're able to, identify those risks and weaknesses. So you can assess certain things, like what is the strength of the relationships between the actors?

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Belinda Wood: Do the actors in your delivery chain have the right skill sets? Do they have the right resources, to be able to deliver? You're able to assess the complexity of the chain. How many actors are involved? How difficult it is for them to deliver? And finally, are there particular choking points?

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Belinda Wood: Are there particular actors that we're depending on too much, too little? Are there potential weaknesses in that?

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Belinda Wood: So I think the delivery chain really helps you unpack your problem.

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Belinda Wood: Helps you identify your potential weaknesses and risks, and it enables you to explore things further.

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Belinda Wood: I think the second tool is a simpler one, which I call Feet on the Ground.

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Belinda Wood: And as the name suggests, this involves site visits to the communities or institutions that are the recipients of your particular strategy or plan. Let me use an example that I think will illustrate this quite nicely, and where Feet on the Ground was able... where we're using Feet on the Ground enabled us to really identify what a particular issue is in the solution.

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Belinda Wood: I was working in a government at the time that was rolling out e-learning to schools, with the hope that this would improve learner outcomes. And one of the schools in an impoverished area received this full suite of interventions. This was down to individual devices for learners.

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Belinda Wood: And in... at the head office, in government, we were tracking the number of calls logged by the various schools.

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Belinda Wood: at our central IT help desk, and we were surprised by the low number of IT calls logged by this particular school that had received so much. I mean, in light of all the technology that we had received, we were thinking that we were going to get quite a number of issues.

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Belinda Wood: So we went to the school to find out why there was so few schools logged, and what we found was, surprising, but something that we could fix. What we found was that this particular school was in a crime hotspot.

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Belinda Wood: And as a result, chose to keep the devices locked away rather than using them. So I think through this particular intervention, going to the schools, seeing what was happening on the ground, we were able to address the specific safety concerns that they had, as well as make sure that they could integrate the technology into the learning practices.

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00:14:28.520 --> 00:14:29.690

Belinda Wood: Thanks, Victoria.

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00:14:30.880 --> 00:14:44.289

Victoria Pallois: Oh, thank you, Belinda. I feel like your first, your first advice on the delivery chain particularly resonates with me, because I have a very visual perception, and I think it could also help others when everything gets too complex, too.

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00:14:44.430 --> 00:14:59.930

Victoria Pallois: to see how complex it is, but on paper. Jess, I'll come to you next. So, I just mentioned this, these days, it can feel... everything can feel like uncertainty is the new normal, both in the civil service and in the larger world.

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Victoria Pallois: Could you tell us more about some techniques you've learned through your work that have helped you take action amidst this unpredictability and chaos?

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Jess Annison: Yes, and I absolutely recognise that uncertainty and chaos. I think we all do at the moment, more so, perhaps, right now than ever before.

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00:15:19.720 --> 00:15:37.670

Jess Annison: One technique that I always come back to, and I use it in my personal life as much as, you know, through my project delivery career and other work, is about, kind of, what's the next best step? You might have a sense of all the steps that you've got to do, but actually, sometimes.

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Jess Annison: it's just more important to do something that's pushing in the right direction, take that single next best step. And I'll give an example from... from the Olympics, actually, so the London 2012 Olympics. We spent months, and probably, if I'm honest, more than 12 months.

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Jess Annison: really in a very circular conversation around roles and responsibilities, and often when we're delivering major programs, that's the first advice. Make sure your roles and responsibilities are clear. Because we had some really difficult

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00:16:09.810 --> 00:16:13.850

Jess Annison: complex, relationships.

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Jess Annison: What we found was that because we just ended up getting stuck in a circular discussion of who needs to do this, who needs to pay, most importantly, it often comes down to money, and that was stopping us from making any progress at all.

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Jess Annison: what we needed to do, and what we eventually did do, was take the next best step, which was to say, we're going to take roles and responsibilities completely off the table. For four weeks, we're going to get together a crack team of experts, lock them in a room. I mean, we almost did lock ourselves in a room for 4 weeks.

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Jess Annison: we're going to work out what's needed, what are the collective requirements that somebody needs to deliver. We're not going to talk about roles and responsibilities in terms of who, but we're going to work out what is needed. And actually, that really unlocked for us, because

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Jess Annison: rather than in arguing about what was required because somebody was worried that their organization might be on the tab to pay for it, we were actually able to get some consensus about what was needed. We knew that that conversation about roles and responsibilities would happen.

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Jess Annison: it had to happen, but we couldn't have gotten there without having a clear and an agreed view across multiple different organizations about what was needed. So, yeah, what's your next best step? Do that, and then your next best step after that will become... will become visible.

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00:17:33.730 --> 00:17:47.000

Victoria Pallois: That's a great, great tip, and I... I feel like I'm so privileged to hear, kind of, the behind the scenes of Olympics, and with the Olympics currently going on, I always wonder what's actually behind... happening.

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Victoria Pallois: Trevor, coming to you with another big moment, I want to say in history, the COVID-19 vaccine rollout. You had a clear goal in this COVID-19 vaccine work.

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Victoria Pallois: Was to deliver as many vaccinations as possible across the world, but the path to get there was both undefined and complex.

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Victoria Pallois: How do you create an initial structure that allowed you to work across countries and agencies to achieve your goal?

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Trevor Zimmer: Yeah, thank you, Victoria. Nice to join you, Jess and Belinda.

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00:18:18.860 --> 00:18:31.200

Trevor Zimmer: Yeah, so there was a clear goal, as you said, to vaccinate as many people as possible, and it set out with a clear North Star, which was vaccinate 70% of humanity in every country.

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00:18:31.600 --> 00:18:47.280

Trevor Zimmer: But, you know, the real work was not just establishing that goal and providing, you know, vaccines to the country, but really to think through how to support countries to accelerate the uptake, to translate those vaccines into vaccinations.

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Trevor Zimmer: So the real work was translating, you know, these goals into country-level action plans that were owned by national governments, not handed down from Geneva, or,

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Trevor Zimmer: you know, capital cities outside of the countries. So, you know, we all learn pretty quickly that structures imposed from the top really becomes a compliance exercise that doesn't really serve anyone.

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00:19:14.090 --> 00:19:31.110

Trevor Zimmer: The national deployment and vaccination plans, that were a precondition to receiving, subsidized vaccines were supposed to be country-level roadmaps, but instead they became kind of gatekeeping tools that countries had to perform against

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Trevor Zimmer: just to unlock financing and access the vaccines. So the structures that actually worked were simple.

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Trevor Zimmer: You know, identify who owns what at the country level and the subnational level.

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Trevor Zimmer: Reduce the transaction costs of getting the resources to them.

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00:19:47.590 --> 00:19:56.350

Trevor Zimmer: build those feedback loops, that's, you know, Belinda talked about. You can visualize them, as she talked about, too. It's very useful.

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00:19:56.520 --> 00:19:59.999

Trevor Zimmer: You know, so plants can adapt,

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00:20:00.840 --> 00:20:05.299

Trevor Zimmer: Clarity of ownership matters more than elegance, of design.

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Trevor Zimmer: And I would say, you know, we... you know, Victoria teed off this question.

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Trevor Zimmer: that we had a clear goal to vaccinate as many people as possible, and, you know, I stated the initial goal was 70% of every country, but when we actually found country ownership over the problem and, you know, how, you know, that included

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00:20:25.320 --> 00:20:32.980

Trevor Zimmer: the country defining what the problem was themselves, so even that 70% target changed based on country priorities and needs.

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00:20:36.260 --> 00:20:43.669

Victoria Pallois: Thank you, Trevor. That's a very thorough explanation, and I think that it's what attendees are looking for here.

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00:20:43.880 --> 00:20:51.040

Victoria Pallois: I'm gonna stay with you, Trevor, for our next section. It's gonna focus on relationship decisions and organizational dynamics.

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Victoria Pallois: you already kind of touched upon in this answer. And in your vaccine work, you had to navigate these really complicated relationships between different kind of decision makers, including those at public sector organizations and private donors. So what strategies have helped you move work forward when dealing with challenging stakeholders?

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Trevor Zimmer: Yes, of course. Appreciate the question, and let's just be honest, this is hard for everyone, you know, so I want to answer this humbly. I don't think I figured this, I don't think anyone has. It's humans, you know, after all, and and so...

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Trevor Zimmer: I think, you know, you know, the biggest mistake in COVAX was donors defining the agenda.

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Trevor Zimmer: And when funders' priorities diverge from implementers' realities, you get processed theater. Countries spending more energy interfacing with, kind of, UN bureaucracies and, you know,

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00:21:54.030 --> 00:21:58.620

Trevor Zimmer: you know, United States administration than vaccinating people.

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Trevor Zimmer: So, our strategy was really find a person with both political credibility, so the right level, and operational authority. So, you know, you kind of think who... with the executive, who's the person behind the person behind the person, right? And then work through them.

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Trevor Zimmer: So, you know, Ted Chibin was eventually, appointed within the UN to be kind of as, you know, a special envoy for vaccine delivery. Everything really shifted, because he had, you know, at the UN system level, the political credibility and operational authority.

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Trevor Zimmer: Not because of the structure changed, but because one person had the mandate.

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Trevor Zimmer: to harmonize competing agendas, and so I think in each respective organization and country and subnational entity, you have to really identify who that person is that can drive the lever.

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00:22:51.980 --> 00:22:54.649

Trevor Zimmer: And, you know, I think...

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Trevor Zimmer: Additionally, with difficult stakeholders, I focus on lowering the transaction costs.

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00:23:01.770 --> 00:23:17.820

Trevor Zimmer: if engaging with you is easy, and makes them look good within their own principles or powers that be, you gain leverage. So... and if you're another reporting burden, you're irrelevant. So, kind of make it worth their while, make it easy for them.

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00:23:21.500 --> 00:23:23.479

Victoria Pallois: Thank you, Trevor, and I think...

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Victoria Pallois: Indeed. If we had a miracle solution to this problem, I think it would be known. So, it's... it's a great answer. Thank you so much. Jess, I'm gonna come back to you now on,

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Victoria Pallois: Obviously, you've had to manage some really tricky partnerships in your work, setting up a new higher education institution, and working on the London Olympic Games. What have you learned about finding agreement amidst competing interests and priorities?

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Jess Annison: Yeah, and I absolutely share Trevor's sort of reluctance to claim that this is a problem any of us have learned how to solve. I think one thing that I learned that I...

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00:24:05.460 --> 00:24:07.170

Jess Annison: Try and come back to...

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00:24:07.170 --> 00:24:27.520

Jess Annison: this was from, an experience setting up a new university, basically, a new higher education institution. It was funded by the Department for Education in the UK, but it was very much a partnership with the private sector. So we had some of the biggest names, Microsoft, KPMG, McAfee, working with us.

137

00:24:27.610 --> 00:24:41.490

Jess Annison: and government to set up this new university. And one thing I think, with hindsight, I don't know that I realized it at the time, but it was really helpful to think about people's motivations on three

138

00:24:41.490 --> 00:24:48.330

Jess Annison: different levels, if you like. We had a shared aim, which was setting up this new institution to

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00:24:48.330 --> 00:24:57.680

Jess Annison: improve the quality of digital technology education in this particular region. So we had a sort of a shared multi-agency driver.

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00:24:57.740 --> 00:25:15.789

Jess Annison: But then, of course, underneath that, there were different organisational drivers. One company wanted high-quality apprentices to make it easier for them to recruit. Another company had a big diversity, equity, inclusion agenda, so they were much more interested in what we were doing to attract

141

00:25:15.790 --> 00:25:20.369

Jess Annison: Underrepresented groups, like women, people from ethnic minorities, etc.

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00:25:20.580 --> 00:25:28.280

Jess Annison: And then below that organisational level, there were individual drivers and motivators. So, for example,

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00:25:28.320 --> 00:25:46.619

Jess Annison: one of the private sector partners, she really loved the idea of getting back into a classroom and being a guest lecturer, and that was really motivating for her, the idea that she might spend a day, a month, or a quarter in the classroom with young people. Another person, his daughter, wanted to be a games designer.

144

00:25:46.650 --> 00:25:55.790

Jess Annison: And then, when we realized these different motivators, these different levels, we were better able to... sounds a little bit manipulative now, but

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00:25:55.790 --> 00:26:11.820

Jess Annison: tailor and address our communication, our messaging to them. The guy whose daughter wanted to be a games designer, of course, we took them into the virtual reality lab when he came to look around the new premises that we'd built, because we knew that that was going to really push his buttons.

146

00:26:12.310 --> 00:26:21.830

Jess Annison: So we were all working towards that shared goal, but we were being quite clever and quite targeted, I suppose, in how we communicated and brought in

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00:26:21.830 --> 00:26:33.059

Jess Annison: Individuals within that, because we are not just representatives of our organization, we're individuals with, you know, particular interests, particular passions.

148

00:26:33.060 --> 00:26:50.430

Jess Annison: And the more I think we can connect with each other on those levels, as well as the bigger picture, your organization wants X and we want Y, we're more able to find those mutual... mutual wins, basically, that means the project had much more chance of getting up and running and being a success.

149

00:26:53.530 --> 00:27:08.309

Victoria Pallois: Thank you, Jess. I think that's a great tip... that's a great tip. Also, a way to... to keep everybody, all the stakeholders engaged and motivated in the... in the delivery. Belinda, over to you now.

150

00:27:08.410 --> 00:27:22.419

Victoria Pallois: Delivery is often delayed while waiting for a senior colleague to make a decision, and we've all been there. Could you share an example of how to frame an ask that encourages senior leaders to make a quick, decisive decision?

151

00:27:23.560 --> 00:27:43.390

Belinda Wood: Yeah, absolutely. I think after spending many years in government, one gets used to presentations and documents that are very long and contain a lot of information. So I think there's really a lot of power in a one-page briefing note, which either begins or ends by asking your senior leadership to take a decision.

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00:27:43.390 --> 00:28:00.779

Belinda Wood: And so while the contents of the briefing note will depend on the particular area that you're working in, I would suggest that your one-page briefing note covers four areas broadly, and answers four questions. The first is, what are you trying to do in your project? So what goal have you set?

153

00:28:00.800 --> 00:28:15.670

Belinda Wood: Secondly, how are you going about delivering this particular strategy or plan? So in other words, what is the plan at a very high level? Thirdly, you want to answer the question in a succinct fashion, are you on track or not?

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00:28:15.740 --> 00:28:32.099

Belinda Wood: And here is often where you use data to be able to pinpoint and answer that question. And I think the reason why you are preparing this note for your... this briefing note for

your senior leadership is often because something is not going according to plan. So if it's not on track.

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00:28:32.150 --> 00:28:38.349

Belinda Wood: what you... what you... do you suggest, we do about it? So make a proposal.

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00:28:38.500 --> 00:28:56.529

Belinda Wood: And this is the moment where you really frame your ask to the senior leadership, encouraging them to take a quick and decisive decision. And I find a quick decision is often easier to come by when you present a few options. So asking your senior leader or leadership

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00:28:56.530 --> 00:28:58.729

Belinda Wood: Should we do either this or that?

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00:28:59.100 --> 00:29:19.790

Belinda Wood: is far more fruitful than asking an open-ended question, like, what should I do? And even if the senior leaders don't agree with the particular options that you've laid out, that at least opens the door for a discussion. And I find that preparing this one-page briefing note is definitely a skill that one has to learn and enhance.

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00:29:19.790 --> 00:29:33.430

Belinda Wood: So even if it's not something that you do for every single project, you can definitely learn and enhance the skill. And I would, you know, test it out with the project that you're working on currently, even if that doesn't see any other senior leadership eyes.

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00:29:35.670 --> 00:29:52.209

Victoria Pallois: Thank you, that's a great tip. I also want to plug in here a past event that we recently ran at Apolitical on how to draft a brilliant briefing note, which seems very fitting for your answer. So my colleague Kelly is going to post a link to this,

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00:29:52.210 --> 00:30:00.589

Victoria Pallois: To this event, and you can watch the recording to, apply all Belinda's advice, and how to actually draft this briefing note.

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00:30:01.480 --> 00:30:15.880

Victoria Pallois: Great! So, Belinda, we're gonna stay with you for, to talk about sustaining momentum, because we know that delivery work is not, as you mentioned, it's not over 24 hours, it's often over quite long timescales.

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00:30:15.970 --> 00:30:26.910

Victoria Pallois: So, what are some systems or routines that civil servants can implement to build momentum for projects, despite the typical challenges within government organizations?

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00:30:27.970 --> 00:30:35.820

Belinda Wood: Thanks so much for this question, Victoria, and I think it rests, really, with, a deep experience that I'm sure all of us on this call have with

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00:30:35.820 --> 00:30:52.869

Belinda Wood: The excitement of starting a project, and then getting into the slug of delivery when things aren't necessarily going to plan. But how do you put systems in place so that you can keep the main thing the main thing, and really drive delivery throughout the system, even when things might get tough?

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00:30:52.960 --> 00:31:04.019

Belinda Wood: And as Victoria mentioned at the beginning, I've spent a lot of my time and my working life working at the center of government, and advising leaders how they can deliver on their particular priorities.

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00:31:04.100 --> 00:31:20.430

Belinda Wood: And I've found that there are obviously a few things one could do to build momentum, but I'll speak to one of those. And that is how to build a strong routine. And when I say the word routine, I'm really speaking about a meeting that one hosts

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00:31:20.510 --> 00:31:37.679

Belinda Wood: at very, sequenced times, that contains key decision makers, and you really are able to answer. You use this routine, and when you gather every time, to answer one simple question. Is the plan on track? And if not, what are we going to do about it?

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00:31:37.680 --> 00:31:49.989

Belinda Wood: It's quite a simple question, but, has quite a detailed answer, so I'll just repeat that. It's, is the plan on track, and if not, what are we going to do about it? And we would host a routine or a meeting

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00:31:50.300 --> 00:32:09.730

Belinda Wood: to be able to answer that question, and I'd encourage you to set up a sequence of meetings over, you know, once a month, over a year, so that you know that you have that false deadline in your diary to be able to come back to and to assess your progress. And it's a simple question that's asked, but I think there's quite a lot of underlying assumptions underneath that.

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00:32:09.730 --> 00:32:13.589

Belinda Wood: To be able to answer that question, you obviously have to have a few things in place.

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00:32:13.640 --> 00:32:20.200

Belinda Wood: And it's a couple... and I've alluded to a few of these already, but just really to emphasize a few of them here. One is...

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00:32:20.300 --> 00:32:36.119

Belinda Wood: How well, have you identified your priority, and developed a plan that really articulates the desired outcome? So is your plan well prioritized? Is it well put together, and are you able to say how the citizen's life will be different at the end?

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00:32:36.220 --> 00:32:42.190

Belinda Wood: It often... secondly, to be able to answer that question, secondly, you need to be able to identify quite

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00:32:42.190 --> 00:32:57.680

Belinda Wood: clearly who's responsible for what. It's quite simple, but not what institution is responsible for something, but what individual's responsible for a particular action. And finally, having access to data that is up-to-date.

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00:32:57.680 --> 00:33:14.679

Belinda Wood: helps you answer the question, you know, are we getting the desired change that we set ourselves? So yeah, even if it is a small monthly meeting with your team, it's really a case to put sort of a false deadline in the diary, and to work towards those meetings and those routines, to be able to assess your progress

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00:33:14.680 --> 00:33:20.409

Belinda Wood: And answer the question, we've got the plan, is it on track? If it's not on track, what are we going to do about it?

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00:33:22.770 --> 00:33:44.889

Victoria Pallois: I love this question, I noted it down myself, and I really like the fact that you mentioned how the project, or yeah, the project is going to impact the citizen's life at the end of its delivery. I think this big picture thinking is always really important to keep. We're going to keep this, like, zooming out perspective and talk about global delivery.

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00:33:44.960 --> 00:33:58.900

Victoria Pallois: Trevor, when global coordinating... no, sorry, what a global coordinating mechanism were most effective at keeping delivery on track over time, especially when obstacles frequently presented themselves?

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00:34:00.060 --> 00:34:07.280

Trevor Zimmer: Yeah, of course, I think, you know, COVAX became more successful over time.

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00:34:07.470 --> 00:34:18.639

Trevor Zimmer: Part of this was really exogenous. Part of this was the mechanism improved as the volume of vaccines increased, too. So there's, you know, there's limited volume.

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00:34:18.730 --> 00:34:34.819

Trevor Zimmer: everyone's fighting over. There's going to be inherent tensions, when there's kind of a, you know, kind of zero sum. And as the volume increased, a lot of the challenges were able to dissipate. That said, kind of at a global level.

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00:34:35.040 --> 00:34:37.999

Trevor Zimmer: What we learned is narrow your mandate.

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00:34:38.159 --> 00:34:43.029

Trevor Zimmer: And make sure, with that narrow, honest mandate is, have real accountability.

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00:34:43.360 --> 00:34:48.440

Trevor Zimmer: So be laser-focused. And eventually, we're like, okay, what is the comparative advantage

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00:34:48.739 --> 00:35:03.719

Trevor Zimmer: of a global body versus, you know, country-level body, and then kind of sitting between, private sector, multilaterals, bilaterals, and country governments. That's really focusing on operational funding.

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00:35:04.610 --> 00:35:10.440

Trevor Zimmer: technical assistance, And political engagement, in addition to, kind of,

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00:35:11.010 --> 00:35:30.620

Trevor Zimmer: providing the vaccines themselves. So what are the funding gaps that need to be filled? What are the capability gaps to fill, to fill? Political engagement? What are those political levers that need, convincing, that need cover, that need support, so they can go back to their constituents and, you know, tell a story?

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00:35:31.230 --> 00:35:40.130

Trevor Zimmer: So, you know, really the turning point for us was flipping that accountability direction, instead of countries kind of reporting up to global bodies.

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00:35:40.400 --> 00:35:46.380

Trevor Zimmer: the global mechanisms really started serving the country to find milestones themselves.

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00:35:46.670 --> 00:35:50.740

Trevor Zimmer: And really, that reorientation was able to unlock, I think.

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00:35:51.020 --> 00:35:59.369

Trevor Zimmer: you know, back envelope calculation, but 139 million additional vaccinations. Not just vaccines, but vaccinations.

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00:35:59.640 --> 00:36:10.719

Trevor Zimmer: So really, the lesson here is coordination mechanisms tend to bloat when they're failing. You know, that's kind of a natural thing. When they aren't going well, you think you need kind of more levels of,

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00:36:11.160 --> 00:36:29.010

Trevor Zimmer: you know, of infrastructure, of architecture, of decision making. You know, Gavi, WHO, UNICEF, the kind of, multilateral bodies involved in vaccine delivery at a global level, fought over turf per site precisely because delivery was stalling.

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00:36:29.370 --> 00:36:35.120

Trevor Zimmer: So, what we ended up kind of learning is that the good coordination is kind of... almost invisible

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00:36:35.350 --> 00:36:46.259

Trevor Zimmer: It removes friction, it doesn't add architecture, and once we figured that out, we really started, to seeing countries taking ownership over the problem and convert vaccines into vaccinations.

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00:36:48.350 --> 00:36:55.069

Victoria Pallois: That's a great story, Komi. It's, I think it also reminds us that

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00:36:55.460 --> 00:37:01.160

Victoria Pallois: from the panel today, the wonderful tips that you shared, it makes it sound

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00:37:01.160 --> 00:37:18.400

Victoria Pallois: easy, but delivery, we all know, is not easy. And so, I want to end with you, Jess, on kind of this different note. We know that delivery work can be really draining, it can be, you know, long-term, so what are some tips you have for managing that stress?

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00:37:18.400 --> 00:37:23.869

Victoria Pallois: So that we avoid the burnout, even when projects stretch beyond expected timelines.

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00:37:24.600 --> 00:37:27.910

Jess Annison: Yeah, such a pertinent question.

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00:37:28.780 --> 00:37:43.929

Jess Annison: you know, we're not going to get away from that stress. That stress is going to be a factor of these kind of roles. And, of course, work-related stress is only one source of stress.

Most of us will also have home, or relationship, or children, or money, or whatever else it might be adding to that.

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00:37:44.340 --> 00:37:59.180

Jess Annison: Stress in itself is not bad for us, so mild stress is actually a good thing for us. It helps us operate at our best, it pushes us out of our comfort zone, it makes sure that we're not complacent, it makes sure that we're kind of seeking to improve.

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00:37:59.180 --> 00:38:06.310

Jess Annison: But when that stress is really chronic, we just don't get chance to recover from it. That's when it becomes a problem.

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00:38:06.820 --> 00:38:17.700

Jess Annison: Now, in the old days, stress... that stress response, the brain, the amygdala sort of being hijacked almost, was a good thing for us.

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00:38:17.790 --> 00:38:34.610

Jess Annison: many thousands of years when we were living in caves, we were just worried about finding food and staying away from the tigers or the wolves or whatever that were roaming the lands. And that stress response would kick in and enable us to be able to run away from the lion that might be approaching us.

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00:38:35.820 --> 00:38:43.370

Jess Annison: when the line had gone, our stress cycle would deactivate. We'd get a chance to gather our breath, Relax.

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00:38:43.370 --> 00:39:06.139

Jess Annison: feel safe again, and then go about our business. But what happens nowadays is that we're just not getting that chance for that stress cycle to reset. You have a difficult conversation with your boss, and then there's an email coming in from a stakeholder who's annoyed, and then you realize it's 6 o'clock, and you should have gone home, and you're not going to see your partner, and the kids are going to be annoyed, and all of this stuff compounds, and we just don't get that opportunity. So what I'd say to people is.

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00:39:06.140 --> 00:39:15.569

Jess Annison: Don't avoid the stress, but think about how you reset your stress cycle. It'll be different for different people, but the key ones are exercise.

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00:39:15.930 --> 00:39:17.260

Jess Annison: Breathing.

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00:39:17.420 --> 00:39:26.850

Jess Annison: something creative, or talking to somebody. So, think about that list, find your way of being able to take a moment, even if it's just 10 minutes.

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00:39:27.090 --> 00:39:30.029

Jess Annison: Go outside and get some fresh air, or...

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00:39:30.030 --> 00:39:48.379

Jess Annison: do some deep breath exercises, find a friend that you can just pick up that phone and have that 3-minute rant to, and then let it out of your system a little bit. Let your stress cycle reset, and then go back into your day, and you'll be a little bit better prepared to cope with the next thing that comes.

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00:39:50.800 --> 00:40:03.910

Victoria Pallois: Thank you, Jess. I particularly relate to the ranting, option. I think, or sometimes to breathing, but also let it breathe... let a task breathe, you know, give it a breather before taking send.

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00:40:03.910 --> 00:40:22.300

Victoria Pallois: It's also very... I found it very valuable. Thank you so much, Belinda, Trevor, and Jess for these fantastic answers. Please keep sharing any questions you've had for today's speaker. To ensure your question gets seen, submit it in the Q&A tab at the bottom of your screen.

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00:40:22.300 --> 00:40:33.109

Victoria Pallois: But before we dive into the question, I also wanted to let you know that we've created a great follow-on resource to today's topic that we think you'll find very useful.

217

00:40:33.110 --> 00:40:47.550

Victoria Pallois: It's the sneak peek course preview from our Introduction to Project Management in the Public Service course, with a lesson exploring six areas of responsibility for project managers and the soft skills you'll need to master them.

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00:40:47.980 --> 00:41:06.999

Victoria Pallois: To receive the link to this course preview, go to the Project Management in Public Service community, and leave a comment on the post pin at the top of the page. We'll send you a link to this resource afterwards. My colleague has also posted the link in the chat, and you can go to this thread directly if you click on the URL.

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00:41:07.600 --> 00:41:21.489

Victoria Pallois: Great! Well, on to the Q&A. So, we've had, a number of also pre-submitted questions that I think are very interesting, and I wanna... I wanna read them out. So, we're gonna start with you, Jess.

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00:41:22.110 --> 00:41:33.499

Victoria Pallois: As an engagement professional, how can I set clear boundaries with subject matter experts to prevent scope creep while still maintaining this momentum?

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00:41:35.060 --> 00:41:37.920

Jess Annison: Great question.

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00:41:38.350 --> 00:41:56.129

Jess Annison: I said, kind of, at the beginning, that sometimes roles and responsibilities can be really hard, but when you've got those roles and responsibilities clear, it is really important then that you are able to maintain them. So, having those roles and responsibilities clearly articulated is an absolute first step.

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00:41:56.580 --> 00:42:09.639

Jess Annison: There might also be something about exercising them. So for example, I'll use an Olympics example here. We had a theoretical knowledge of who was doing what.

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00:42:09.840 --> 00:42:25.430

Jess Annison: At different scenarios, in different situations, but it was only when we actually exercised, pretended to have to do it in practice, that we realized maybe there was a bit of duplication, or maybe there was a gap, or how was that communication going to work?

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00:42:25.620 --> 00:42:29.519

Jess Annison: When lots of other things would be happening at the same time.

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00:42:29.540 --> 00:42:46.629

Jess Annison: So exercising could be a good way of testing and making sure you've got not just a theoretical understanding of boundaries and handoffs and roles and responsibilities between organisations, but it could be teams on a smaller scale, but actually a real practical, tested one.

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00:42:46.770 --> 00:42:59.859

Jess Annison: The side benefit of exercising was about the relationships that were created, because actually, again, we'd spent an awful lot of time in meeting rooms over months and years talking about this stuff.

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00:43:00.060 --> 00:43:15.940

Jess Annison: But there was something different when it was 3 o'clock in the morning, and you were pretending that something awful had happened in the center of London, and you were, you know, getting a coffee for somebody, and having a bit of a chat, and, you know, those kind of,

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00:43:16.130 --> 00:43:35.599

Jess Annison: more human, but much more real opportunities, so that when we came to games time, and we were actually doing this thing for real, we had not just those rehearsed, exercised boundaries and roles and responsibilities, but also the human relationships that meant that we were able to

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00:43:35.600 --> 00:43:42.780

Jess Annison: yeah, be much more smooth in how we were working with each other. So, yeah, I'm not sure that was a whole answer to the question, but hopefully gives a bit of a flavor.

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00:43:44.300 --> 00:44:00.709

Victoria Pallois: I think, it's, as you just mentioned in your... in your answer, it's an exercise to a quite complex question, and I feel like there's no one single answer. It's, it's very insightful. Thank you. For, we have a question for Trevor.

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00:44:01.000 --> 00:44:12.190

Victoria Pallois: How can you build practical commitment across cross-functional teams when you don't have formal authority over them? Oh, that's a tricky situation.

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00:44:15.220 --> 00:44:30.210

Trevor Zimmer: It is. I mean... I mean, I guess, like, you know, it's a great question, and, like, an honest thing is, like, can you? And the answer is, you can influence, right? And this is really,

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00:44:30.640 --> 00:44:40.669

Trevor Zimmer: you know, when you work across, I think across, like, functions, even if you're kind of in a, shall I say, a facilitative role instead of a decision-making role, I think...

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00:44:40.830 --> 00:44:44.839

Trevor Zimmer: There is a lot of value, in kind of clarifying

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00:44:44.980 --> 00:44:51.970

Trevor Zimmer: what those shared goals are. And going back to a narrow mandate

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00:44:52.050 --> 00:45:05.039

Trevor Zimmer: shared accountability, so 70% within a country. That's pretty simple, easy to understand. And then across teams and stakeholders, really understand what each

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00:45:05.130 --> 00:45:13.359

Trevor Zimmer: contributions are, what their capacities are, what their capabilities are, having honest discussion, clarify that. So...

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00:45:14.130 --> 00:45:23.450

Trevor Zimmer: you know, country governments and even, you know, ministries of health versus ministries of treasury, those are very different functions, different roles.

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00:45:23.580 --> 00:45:31.489

Trevor Zimmer: What are those kind of sub-goals or outcomes on the way to vaccinating 70%? Similar with donors.

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00:45:31.500 --> 00:45:48.270

Trevor Zimmer: Similar with UN agencies, you know, UNICEF is great at, you know, within vaccines, supplies, and WSO is great at intercepting bodies and technical assistance. So, really kind of breaking down what those, you know, those overall goals are into the

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00:45:48.340 --> 00:45:52.960

Trevor Zimmer: Core activities, and then who within...

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00:45:53.110 --> 00:45:55.720

Trevor Zimmer: you know, the coalition, I think.

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00:45:56.530 --> 00:46:14.199

Trevor Zimmer: Have the capacity and capabilities to achieve them. You know, who is responsible versus who is accountable, who should be consulted, really having those conversations and tracking it, updating it. If you're gonna have, like, a weekly meeting or a... that might be overkill.

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00:46:14.240 --> 00:46:32.399

Trevor Zimmer: you don't want death by meetings, but a bi-weekly meeting or monthly meeting, really pull up this document or this dashboard, and have, you know, conversations on how each agency or respective stakeholder is tracking along with that. None of this requires actual, like,

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00:46:32.600 --> 00:46:48.190

Trevor Zimmer: Authority, what it requires is transparency across each other. And, you know, and implicit in that transparency across each stakeholder is you want to look good and do your bid across them, you know, each other.

247

00:46:48.300 --> 00:47:04.939

Trevor Zimmer: So, I think kind of, you know, what they say, like, light is the best disinfectant. Just, you know, having that kind of clarity and defined roles, you know, is a way as a facilitator instead of a decision maker, you could help, you know, drive alignment

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00:47:05.200 --> 00:47:11.850

Trevor Zimmer: Overcome obstacles, bottlenecks, dependencies, and limitations, and drive collective action.

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00:47:14.290 --> 00:47:21.349

Victoria Pallois: Thank you, Trevor. We've had a question for you, Belinda. So it's from...

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00:47:21.480 --> 00:47:30.899

Victoria Pallois: Eben, please, can you speak to the two tools that you found efficient with timely delivery and how to use them?

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00:47:32.780 --> 00:47:46.260

Belinda Wood: Thanks so much, Victoria. It was, I presume the two tools that I was speaking about, at the beginning, in my first answer, and absolutely, I think, there's different contexts in which you can use them.

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00:47:46.260 --> 00:48:00.400

Belinda Wood: And the reason why the delivery chain is, I find, such a useful exercise to do is, I presume, due to the nature of this event, most of the people that are on this call are, represent governments.

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00:48:00.570 --> 00:48:10.639

Belinda Wood: And when you represent a government, the big sort of projects that you have are often large in scope, but also have a real impact on citizens.

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00:48:10.670 --> 00:48:27.249

Belinda Wood: And so if they go wrong, a citizen's life is better, but if they... if it goes... yeah, if it goes well, a citizen's life is better, but if your rollout goes wrong, you know, it affects people, day to day. And so you want to be able to, map out

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00:48:27.840 --> 00:48:45.540

Belinda Wood: what you're doing quite, quickly, and be able to use that tool, the delivery chain tool to be able to quite quickly identify where potentially something's going wrong. So I would say, you know, at any stage in your process, pull that out, pull together a delivery chain, see if it's changed.

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00:48:45.540 --> 00:48:52.679

Belinda Wood: If it needs to be modified in any way. Yeah, there was... there's great value in using that... that throughout.

257

00:48:52.680 --> 00:48:59.119

Belinda Wood: And it helps with, as I mentioned, quickly being able to identify where there's particular risks or weaknesses.

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00:48:59.120 --> 00:49:05.530

Belinda Wood: And enables you to go and see for yourself and figure out why, you know, why something's not going well.

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00:49:05.530 --> 00:49:23.010

Belinda Wood: And we've used it quite successfully in, for example, rolling out education programs. Often you have these, you're sitting in the Department of Education, or whatever institution in your country, and you take a policy decision that we get to roll out something particular in an education space.

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00:49:23.010 --> 00:49:33.340

Belinda Wood: And then on the day that the reading's meant to be taking place, or the spelling test meant to be taking place, you're sort of sitting in head office thinking, I wonder if this is happening.

261

00:49:33.360 --> 00:49:47.949

Belinda Wood: And so it's a way to really map that out. And then I think feet on the ground, can be utilized no matter what area you're in. It's really an opportunity to see, for yourself what's happening, and what results you are, you know, and what results

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00:49:48.010 --> 00:49:52.650

Belinda Wood: You're able to see, is it making the impact that you want it to make? Thanks, Victoria.

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00:49:53.690 --> 00:50:04.460

Victoria Pallois: Thank you for expanding on these. We've had another event, no, not another event, another question. So...

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00:50:04.850 --> 00:50:08.220

Victoria Pallois: This is, not dedic...

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00:50:08.290 --> 00:50:24.250

Victoria Pallois: So let me read it. How do you balance pivot in delivery? One other great question. In other words, when and how do you assess that there is a need to pivot, slightly, or significantly, or cancel a program project delivery?

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00:50:24.250 --> 00:50:31.829

Victoria Pallois: How do you manage such a decision with key stakeholders, the coalition, the partner, the citizens, the leaders, etc?

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00:50:31.930 --> 00:50:41.489

Victoria Pallois: So, who, I feel like, Jess, you see... you seem to be eager to answer.

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00:50:42.850 --> 00:50:48.899

Jess Annison: My face is always giving me away. No, I'm happy to. I'm happy to share some thoughts, Victoria, thank you.

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00:50:48.970 --> 00:50:53.400

Jess Annison: Yeah, I think it's a great question, because it happens, it happens a lot.

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00:50:53.400 --> 00:51:14.600

Jess Annison: And it can be really hard as well, particularly if you've spent a lot of time and energy getting something off the ground, and then you realize, maybe this isn't quite the right answer, or this isn't quite the right time, or something else has got to go first that actually is more important. So, it is one of those really, really tricky, bits to navigate.

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00:51:14.790 --> 00:51:19.210

Jess Annison: I think it really helps if there's a shared framework

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00:51:19.340 --> 00:51:29.240

Jess Annison: For these discussions, particularly at, sort of, you know, a senior level, where they might be deciding whether to proceed with something, or whether something should be canceled.

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00:51:29.380 --> 00:51:43.899

Jess Annison: it doesn't have to be a sophisticated framework, so one of the most, sort of, useful things that I perhaps did in one organization was implement a very basic portfolio management approach, which was just two questions. Should we be doing this?

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00:51:43.910 --> 00:52:00.690

Jess Annison: can we do this? And oftentimes, there'd be brilliant reasons to do something. The benefits would be significant, the impact for our, you know, our users, the people who are going to receive the benefit, would really want it. We couldn't do it, because actually.

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00:52:00.780 --> 00:52:20.210

Jess Annison: the IT team was already overwhelmed with stuff that had to go first, or maybe it was reliant on a particular area of the business that was not set up to do it in those timescales. So just being able to plot all of our activity, all of our change activity against those two axes, should we be doing this?

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00:52:20.210 --> 00:52:23.129

Jess Annison: Can we do this? Helped...

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00:52:23.130 --> 00:52:41.590

Jess Annison: us be able to galvanize around the things that were in the top right corner. We should do it, we can do it, and be okay with deprioritizing, delaying, maybe finding a different way of doing some of those things that didn't score quite as highly against one of those axes.

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00:52:41.770 --> 00:53:03.069

Jess Annison: the human element of that was still really hard, because obviously, you know, people had invested time and energy in something that they thought was a great idea. Sometimes they would be pet projects for senior leaders, and it would be very hard to take their fingers off something that they believed in. But because we had this consistent framework, and everyone... everyone and everyone's projects were being

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00:53:03.070 --> 00:53:15.839

Jess Annison: assessed equally, that gave us a little bit of legitimacy, I suppose, to be able to say, not now, or not in this way, or not so big, or whatever the message had to be.

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00:53:17.820 --> 00:53:20.959

Victoria Pallois: Oh, that's a great answer, thank you so much.

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00:53:20.980 --> 00:53:35.180

Victoria Pallois: We have time for one last question, and we have one for you, Trevor. You mentioned that in COVAX, the donors were clearly defining the agenda, so there was kind of a dominant stakeholder.

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00:53:35.180 --> 00:53:44.719

Victoria Pallois: What's one tip you have to ensure inclusive participation and prevent dominant voices from taking over discussions in stakeholder spaces?

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00:53:47.410 --> 00:53:55.530

Trevor Zimmer: Wow. Yeah, I mean, it's a great question. It's hard to prevent. I mean, of course...

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00:53:55.990 --> 00:54:02.229

Trevor Zimmer: like, I think part of these... Mechanisms are really designed,

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00:54:03.230 --> 00:54:08.359

Trevor Zimmer: You know, so multiple stakeholders, you know, are at the table.

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00:54:08.520 --> 00:54:25.429

Trevor Zimmer: it can contribute to, like, decision making. The truth of the matter is, when a few countries are providing the vaccines, they're gonna have a very loud voice, you know? Because they can create conditionalities for receiving the vaccines. That said.

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00:54:26.190 --> 00:54:34.619

Trevor Zimmer: It became clear very quickly That even if a few countries provided the vaccines, countries weren't

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00:54:34.730 --> 00:54:48.269

Trevor Zimmer: able to receive them, willing to receive them. If they did receive them, those weren't being converted into vaccinations, jabs in people's arms. So, you know, that is, I think, you know.

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00:54:49.510 --> 00:54:55.110

Trevor Zimmer: One thing that I hoped to contribute to COVAX in a very, very small

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00:54:55.210 --> 00:55:10.579

Trevor Zimmer: way was making sure on-the-ground voices bubbled up, so the orientation was less from global down to communities, but communities up to global, and making sure that those, like, feedback loops are there. You know, that said.

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00:55:10.920 --> 00:55:13.439

Trevor Zimmer: I think, you know,

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00:55:13.970 --> 00:55:19.319

Trevor Zimmer: The truth of the matter is, these are... this is... these are hard dynamics to prevent.

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00:55:19.420 --> 00:55:39.230

Trevor Zimmer: And I think it's... you need subject matter experts at the table, not just political leaders. And so if you have subject matter experts who've been through rounds of, you know, pandemics, they're able to actually kind of ground truth it, and sense-check it, and provide a sanity check, of how, you know.

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00:55:39.230 --> 00:55:42.369

Trevor Zimmer: You know, how things are gonna go or not.

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00:55:42.400 --> 00:55:45.080

Trevor Zimmer: And I think the most important thing

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00:55:45.200 --> 00:56:05.150

Trevor Zimmer: is to make sure you have mechanisms to bring data and intelligence up to the global level, because that will drive the needle. If global decision makers are realizing that these aren't being converted to vaccinations, or there are limits there, then they have to account. They have to change, they have to adapt.

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00:56:05.310 --> 00:56:17.510

Trevor Zimmer: So, if you have limited, kind of, agency or decision-making power, make sure that you are providing really good, strong, timely intelligence, and then that will, kind of, that thing force people's hands.

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00:56:18.740 --> 00:56:22.520

Trevor Zimmer: But there's no magic bullet with this one, yeah. Over to you, Victoria.

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00:56:22.770 --> 00:56:39.350

Victoria Pallois: I mean, yeah, yes, I agree, there is no magic answer to any, I think, question, but, thank you, Trevor, for sharing. Well, thank you for sharing your incredible rhythm with us today, so please join me in giving Belinda, Trevor, and Jess a virtual round of applause.

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00:56:39.350 --> 00:56:45.989

Victoria Pallois: And most importantly, thanks to you attendees, for investing in your learning and being so engaged in this topic.

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00:56:45.990 --> 00:56:59.889

Victoria Pallois: Oh, I love to see these emojis. We know that many of you were unable to join right at the beginning due to some technical issues, and ironically, in an event about delivery, we did have some delivery challenges.

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00:56:59.910 --> 00:57:07.879

Victoria Pallois: But we really apologize if this was the case for you, and we appreciate you still being here and taking the time to learn with us.

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00:57:08.180 --> 00:57:18.369

Victoria Pallois: We'd still love to know what you thought about the insights shared and the conversation you heard while you were here, so however long that was.

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00:57:18.370 --> 00:57:31.219

Victoria Pallois: So, the poll coming up will ask you whether the time was valuable for you or not. We always are open to feedback to improve your learning, and we really appreciate your responses.

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00:57:31.690 --> 00:57:47.109

Victoria Pallois: So while you are responding to this poll, I want to share a few more events that you can register to to join us again, very soon. Remember that if you cannot join live, you can always register to receive the recording and catch up whenever it suits you.

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00:57:47.120 --> 00:57:59.280

Victoria Pallois: So, next up, on Tuesday, we have AI for Research, part of our AI Skills Lab series, where an expert will show how to cut down on the time spent on research tasks.

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00:57:59.940 --> 00:58:18.360

Victoria Pallois: Then, the following Tuesday, we have How to Make Meetings More Productive, where you'll learn how to run and contribute to efficient meetings that end with clear actions and accountability, exactly how to apply Belinda's tip on the strong routine to set up.

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00:58:18.800 --> 00:58:32.570

Victoria Pallois: And another event is next month, we'll be exploring inclusive leadership with how to lead neuro-inclusive teams in public service. My colleague has just posted the links to these events in the chat, please do register.

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00:58:32.570 --> 00:58:40.369

Victoria Pallois: It's all we have time for today, and we really hope that you found it useful, and we want to say a huge thank you to you speakers.

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00:58:40.370 --> 00:58:47.649

Victoria Pallois: To everyone who's made today happen, and to you attendees for sticking out with us, even if it was difficult to join at first.

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00:58:48.000 --> 00:59:03.440

Victoria Pallois: Keep an eye out for the email coming your way with today's recording and resources. Don't forget to, post on my post, and, see you at... very soon at another apolitical event. Have a great day. Bye-bye!