



# Leadership for digital government

## Digital Transformation Learning Modules

Time	Slide #	Script (text and actions)
<b>Leadership (02:30:00)</b>		
<b>Introduction (14:30)</b>		
00:30	1 	<b>Share screen</b> Hello and welcome everyone. Thank you for coming along to this session on the role of government leaders in the digital era.
00:30	2 	My name is [Name] and my colleague [Name] and I will be facilitating this session for you today.
10:00	3	Before we start, we'd like to give you all an opportunity to say hello, tell us who you are and what made you



		<p>want to join this session.</p> <p>To make sure I don't skip anyone, I'll call everyone of you in alphabetical order. Please just come off mute when I say your name.</p> <p><b>Go through the list of participants</b></p>
00:30	<p>4</p> 	<p>Thank you. Please be aware that one of the objectives of this session is to trigger conversations on digital. Therefore we want to make this session as interactive as possible. We'll pause regularly for activities and discussions. But do not hesitate to interrupt us anytime for questions or comments. You can do this either by raising your virtual hand, or by using the chat. Unless you have connectivity issues, I'll ask you to keep your video on. But please stay on mute unless you're speaking.</p>
01:30	<p>5</p> 	<p>This module is the leadership module complementing a training programme of 7 modules which your team (middle managers) went through. You can see here the topics that they cover:</p> <ul style="list-style-type: none"> <li>● Introduction to digital government</li> <li>● Human-centred design</li> <li>● Agile and open ways of working</li> <li>● Building citizen trust</li> <li>● Using data in government</li> <li>● Managing digital technology risks</li> <li>● Navigating barriers to digital government</li> </ul> <p>This module was designed specifically for senior leaders because we believe that without the support of senior</p>



		leaders, mid-level managers will struggle to put into practice what they have learned during this training programme.
01:00	6 	<p>Let's zoom on today's session. At the end of this session, you should be able to:</p> <ul style="list-style-type: none"> <li>● Define digital and how it changed the role of leaders</li> <li>● Understand the conditions for successful digital transformation within government</li> <li>● Identify a few key priorities and next steps to lead change within your organisation</li> </ul> <p>Any questions before we start with the first item on our agenda?</p>
<b>1. Definition of digital transformation (15:00)</b>		
00:15	7 	Let's start then!
00:15	8 	To define digital transformation, we need to first define what digital means.
05:00	9 	<b>Poll</b> Let's pause here. How would you define digital?



		Invite participants to share their thoughts
00:15	10 	Digital is not the same as IT. They're often confused, but they're actually very different.
01:00	11 	<p>IT stands for Information Technology. As its name says, IT is all about technology. It consists in using computers - and other physical devices like network infrastructure - to store, secure, and exchange all forms of electronic data (information).</p> <p>IT teams make sure that an organisation's systems, networks, and applications all connect and function properly. They also oversee their security.</p> <p>IT teams traditionally include:</p> <ul style="list-style-type: none"> <li>• system administrators who are in charge of configuring and maintaining computers, servers, networks and security systems</li> <li>• helpdesk staff who answer questions and direct troubleshooting efforts</li> </ul>
03:00	12 	<p>Digital is much broader than IT. It is not only about technology. In fact, digital is as much about technology than it is about culture, processes and business models.</p> <ul style="list-style-type: none"> <li>• Why culture? The technologies of the internet era have reshaped the way we interact as humans, how we behave, and how we communicate. Both in our professional and personal lives. Think about</li> </ul>



		<p>WhatsApp. We communicate more, faster, and with more people than ever before. This has enabled tremendous change in how we work.</p> <ul style="list-style-type: none"> <li>• Why processes? Thanks to the technologies of the internet era, lots of manual repetitive processes can be automated. Let's take the example of a public service like passport renewal. Before the internet, admin staff had to call people to let them know their renewed passport was ready for pick up. Now it's possible for computers to send notifications in real-time by email or text message with limited human involvement. Digital transformation is about how we can redesign processes to have civil servants focusing on value-adding tasks, leaving repetitive tasks to computers.</li> <li>• Why business models? People usually use the term 'business model' to describe how private companies make profit. In the public sector, business models describe how governments create value that benefits people. For example, by delivering public services online.</li> </ul>
00:30	<p>13</p> 	<p>To illustrate what government digital transformation is, let's take the analogy of an iceberg. When we talk about digital transformation, people usually think of shiny websites and apps, here the tip of the iceberg.</p> <p>But these 4 facets of digital we've just seen - technologies, culture, processes, and business models - are not really visible. They are the hidden part of the iceberg, and the most important part (as the Titanic would know). They're about changing how organisations run themselves.</p>
02:45	<p>14</p> 	<p>Let's go back to our definition of digital: applying the culture, processes, business models and technologies of the internet-era to respond to people's raised expectations. What do we mean by people's raised expectations?</p>



		<p>people are now used to buying products online that are delivered one day later. They can have live conversations with people on the other side of the planet, and use a voice command to ask their phone the opening hours of the nearest Italian restaurant based on geolocation. They can receive customised recommendations for movies and books based on their interests.</p> <p>people expect that digital transformation takes place in government as well. They want easier and faster access to public services that better target their needs.</p> <p>You can see on the screen a few tweets that show just that:</p> <ul style="list-style-type: none"> <li>• Heather from Canada: “Love seeing government embrace online service delivery! [...] Less long queues, accessibility issues and limited service hours!”</li> <li>• Noel from Ireland: “[...] Completed online (passport) renewal applications Sunday night, new passports arrive in post Tuesday morning”</li> <li>• Thea from the US “I just ordered [...] covid tests online [...] that will be shipped to my door [...] It’s not amazing or impressive that this can be done now”</li> </ul>
05:00	<p>15</p> 	<p><b>Poll</b></p> <p>What surprised you most in how we defined digital?</p>



2. Enablers of digital transformation (18:00)		
00:30	16 	<p>Let's move on to the second part of today's session: the enablers of digital government. By enablers of digital government, we mean the ingredients governments need to make digital transformation happen.</p>
02:00	17 	<p>The first thing we'd like to highlight here, is that digital transformation is not just the work of digital teams. Digital transformation in government won't happen just thanks to people building digital services. All of you are actors of your government's digital transformation.</p> <p>Most of the big IT projects failures that you may have read about tend to have at their root cause that they were given to the IT dept or big supplier to worry about. Or a group of consultants.</p> <p>Projects failed not because those people were inadequate or not intelligent but because the rest of the organisation washed their hands of it.</p> <p>Delegating it to one executive, or one team, or one set of skills (or worse, one consultancy), and keeping it separate from the wider delivery of services will get you into trouble.</p> <p>So, digital is a collective responsibility for leadership. Everyone in this group will play a role in making it happen - in delivering it, in creating the organisational culture, processes and operating models that allow it to be delivered.</p>



02:00	18 	<p>The very first enabler that governments need to kick start digital transformation is supportive leadership. This is particularly important in administrations where hierarchy plays an important role. Leaders both need to understand how digital transformation can create value, and support initiatives for change.</p> <p>Digital transformation takes time, and does not follow a straight line. Some projects are very likely to fail. It's absolutely normal to fail at something new. Failure is not bad, as long as people draw lessons from these experiences. But without a supportive leader who understands this, public servants trying to launch new projects may fear for their career in case of failure.</p> <p>Digital governments need leaders that are willing to take risks and back up their teams.</p>
01:00	19 	<p>It's no longer possible for leaders and decision makers to say, "digital isn't really my thing."</p> <p>As we have just discussed, a supportive leadership is key to the success of digital transformation. The right leader is not necessarily a digital expert. But at minimum, they need to be digitally curious.</p> <p>Open.</p> <p>Aware that the internet-era has profound shifted expectations.</p> <p>Able to see the limitations and opportunities of tech.</p> <p>Prepared to spend their personal capital to make difficult decisions and trade-offs.</p>
03:30	20 	<p>Another enabler of digital government is cross-department governance. Cross-department governance is the opposite of silos. When government organisations operate in silos, they don't care much about what other organisations are doing. They don't communicate, nor cooperate.</p> <p>This makes digital transformation very difficult. First, public services are interconnected. They very often</p>



		<p>involve different organisations. For example, if you want to register a new business, you'll most likely have to deal with people at the Ministry of Economy and the Ministry of Justice. So, if you want to redesign this service, you need to make sure all the stakeholders are involved.</p> <p>Second, digital services share lots of building blocks in common. For example applying for a driving licence and a construction permit. In both cases, you'll have to fill out a form online, then maybe use an online payment system, and finally you'll receive a notification saying your request has been made. Instead of building all these systems from scratch, government organisations can share what they have in common. Why use different payment or notification systems? If all government organisations manage to agree on a set of common tools and building blocks, than they'll save lots of time and money on developing applications for their own use only.</p>
03:00	<p>21</p> 	<p>Having an agile and open culture is another enabler of digital government. An open culture consists in having people sharing what you do, both successes and failures. It allows other people to learn from their experiences, and even finds opportunities for cooperation. Agile ways of working consist in being flexible and iterating based on new incoming information.</p>
02:00	<p>22</p> 	<p>Traditional service or policy development usually follows this pattern, which is called the waterfall approach. It's a linear approach: the previous phase of the project must be completed before moving on to the next. Everything starts by someone, somewhere defining a thing they want to build or change. For this change to happen, or for the new service to exist, they capture a list of requirements. What does the thing need to do? This can take a while and leads to large specs or requirements documents. Then comes the design and implementation stage, which can either happen in-house, or be outsourced. Once</p>



		<p>the design is finalised, there is very little opportunity to bring changes. Finally, once all the development is done, the service is launched to users. This is the moment where the team finds out whether the initial requirements captured everything correctly. This approach works well in infrastructure projects generally. For instance if you are building a bridge, there is an order in which engineers will approach the project and that will not change.</p>
	<p>23</p> 	<p>But digital transformation projects are very different and in most cases agile ways of working are more appropriate for digital projects. Agile is about starting small, testing and scaling what works. It is a way to de-risk digital transformation projects by making it safe to fail. Since you are starting small and not big bang, if you fail you will detect it early and you will have the opportunity to iterate, to improve the service until it meets the user's needs and only once you have confidence in the service that it will be scaled.</p>
01:30	<p>24</p> 	<p>But once again, for digital teams to adopt agile ways of working and work in the open, they need the support of leaders. Agile is not a methodology like PRINCE2. It is a mindset: a way of thinking and acting and requires change to the organisation culture. Digital teams need the support of leadership to bring organisational change. Leaders should create and promote a learning culture where teams feel comfortable to share openly even when they fail. Agile ways of working may also require policy changes for example to the way procurement is done. If the leadership is still thinking and leading in a waterfall way, agile projects will not succeed.</p>
01:30	<p>25</p> 	<p>Last but not least, digital government transformation cannot take place without people's trust. Citizen trust is important for the adoption of digital services. If people don't trust digital services, they will simply not use them. Trust is easier to lose than to earn or restore, so preserving public trust has always been crucial for</p>



		governments. The way governments use data and technology can impact the level of trust people have in government, for better or for worse. If a government provides its people with user-centred, reliable services, and an easy access to public information, then technology participates in building trust. On the other hand, poor online services or misuse of citizen personal data, can deteriorate trust.
00:30	26 	One last but important message we'd like to highlight before we take a break is that digital transformation does not happen overnight. It takes time and commitment and digital transformation efforts or initiatives need to be sustained over time. For example, the Digital Bangladesh programme was launched in 2009 and they still have a lot more to do in digital transformation. Also, even when a very successful digital service has been built and is being used, the needs of users will evolve over time and so should the digital service. So digital transformation is not a once-off investment.
<b>Break (10:00)</b>		
<b>3. Leading change (01:27:30)</b>		
00:30	27 	The last part of our session today is really about you as leaders. We are going to give you some practical tips but there will be lots of room for discussion as well. So we would like to ask to keep an open mind and participate fully in all the discussions.
01:00	28 	I am sure that this slide must resonate well with most of you. It's true for most countries and organisations around the world. Covid has accelerated the adoption of digital technologies and changed the way many services have been delivered.



		In the next activity, we'll invite you to reflect on what your experience with Covid-19 has taught you and how you could use those learnings.
30:00	29 	<b>Group discussion</b> <ol style="list-style-type: none"> <li>1. Think about your experience over the course of the pandemic. How has COVID impacted your culture, process and operating model in the delivery of services?</li> <li>2. What learnings can you draw from that?</li> </ol>
03:00	30 	<p>Maybe you mentioned some of these:</p> <ul style="list-style-type: none"> <li>• Teams empowered to act - one of the implications of remote working prompted by the pandemic has been that organisations with 'traditional' structures had to empower teams more and be outcome driven because leading teams remotely requires different ways of working. Teams were also generally more empowered to come up with new ideas that could drive impact during the pandemic.</li> <li>• Hierarchy and process stripped back - this is linked to the first point. But in addition to empowering teams more and moving away from 'hierarchical' ways of working, during the pandemic organisations have had to rethink many of their processes and get rid of unnecessary steps or red tape simply because they did not have the luxury to keep doing this anymore.</li> <li>• Clear outcomes - the pandemic also brought organisations closer to what their mission is, almost bringing them back to the roots. In the context of government and public institutions, the pandemic helped to shift the thinking towards what people need from the government and focusing on how to deliver on those outcomes.</li> </ul>



		<p>But it's not necessary to have a crisis to do these things. You could leverage on those learnings to lead change in your organisation. It also shows that change can happen within a relatively short period of time. Perhaps if it was not in times of crisis, some organisations would have been reluctant to strip back their processes for instance. But the crisis acted like a catalyst. So it is possible to bring change to how an organisation operates, to organisation ways of working if there is commitment from the leadership.</p>
00:30	<p>31</p> 	<p>We'll now share with you 5 principles which from our experience are key for leading in the digital age:</p> <ol style="list-style-type: none"> <li>1. Define outcomes, not solutions</li> <li>2. Start with needs</li> <li>3. Build teams you trust and trust them</li> <li>4. Start small, test early, learn fast</li> <li>5. Work in the open</li> </ol>
02:00	<p>32</p> 	<p><b>1. Define outcomes, not solutions</b></p> <p>Let's take an example to illustrate what we mean by outcomes. Suppose one goal of the government is to reduce the time for people to transact with government. This could be broken down into several specific objectives, for example ask for information only once from people. For this objective, the deliverable or solution would be a data sharing mechanism between Ministries or other public institutions. The outcomes of all of this could be people finding it easy to interact with government and efficiency for the government. Outcomes are things that affect people's lives. They make a difference to someone's lived experience. In our experience, the best leaders are clear on outcomes and focus their energy on achieving outcomes. It's important for leaders to communicate goals and objectives to their teams too. But leaders should not get</p>



		bogged down into the deliverables or the solutions.
00:30	33 	Worst, digital transformation should not be driven by the solution or deliverable. It's like putting the cart before the ox! So in our previous example, the focus should not be how many apps have the teams built but how happier the people are interacting with government.
03:00	34 	<p><b>2. Start with needs</b></p> <p>It's all about the user! The fundamental principle behind a digital service is that it needs to be designed for people. Not the other way round, it's not people who need to find their way around technology.</p> <p>Think about your user first. Ask yourselves these questions:</p> <ol style="list-style-type: none"><li>1. Who are the users of my services?</li><li>2. What's their situation?</li><li>3. What's their motivation?</li><li>4. What's their expected outcome?</li></ol> <p>Let's take birth registration as an example:</p> <ol style="list-style-type: none"><li>1. Users are parents who want to register the birth of their child</li><li>2. A likely situation could be that mother and child have just returned home from hospital at the time of birth registration.</li><li>3. Parents want to get the birth registration done quickly...</li><li>4. In order to spend those precious moments in life with their child</li></ol> <p>Starting with the needs helps to build better digital services that truly transform the lives of people. In that</p>



		<p>example, starting with the needs could mean:</p> <ol style="list-style-type: none"> <li>1. Users don't care and should not need to care about how public institutions are organised internally - this could lead to a whole-of-government approach to services</li> <li>2. Users are more interested in easy to use services than fancy technology</li> <li>3. Users need interactions to be faster - this could lead to unnecessary steps to be stripped back</li> </ol> <p>Additional reading: <a href="https://hollidazed.co.uk/2017/07/14/leading-service-design-user-needs/">https://hollidazed.co.uk/2017/07/14/leading-service-design-user-needs/</a>  <a href="https://digital.nhs.uk/blog/transformation-blog/2019/pee-and-poo-and-the-language-of-health">https://digital.nhs.uk/blog/transformation-blog/2019/pee-and-poo-and-the-language-of-health</a>  <a href="https://www.youtube.com/watch?v=rmM0kRf8Dbk">https://www.youtube.com/watch?v=rmM0kRf8Dbk</a></p>
01:00	<p>35</p> 	<p><b>3. Build teams you trust and trust them</b></p> <p>Bring the right people together and then trust them to get the work done.</p> <p>Do's and Don'ts</p> <ol style="list-style-type: none"> <li>1. Do: build high performing teams that have expertise, purpose and autonomy. Don't: rather than sweat the details.</li> <li>2. Do: define governance based on outcomes. Don't: rather than governance structures focused on deliverables.</li> <li>3. Do: design for a network of teams. Don't: rather than hierarchy</li> <li>4. Do: be the glue that holds the teams together: Don't: rather than control</li> </ol>



		Additional reading: <a href="https://jeffgothelf.com/blog/ikigai-a-formula-for-successful-agile-team-leadership/">https://jeffgothelf.com/blog/ikigai-a-formula-for-successful-agile-team-leadership/</a>
01:00	36 	<b>4. Start small, test early, learn fast</b>  This picture is an illustration of agile principles. Reduce risk and increase certainty by doing small things to test big assumptions. Analyse and evaluate. Iterate, and move on. Everything you learn is valuable, build on what you learn. Once you're confident about the solution, then scale what works.
02:00	37 	<b>5. Work in the open</b>  Yes you are in government but it's possible to work in the open even in government. Make it part of your governance to share progress and share things that work and things that don't. One simple way of sharing progress is through weeknotes. Weeknotes are simple emails that tell people what a person or a team has been doing during the week. They should be kept simple and flexible; no format and no particular structure. They're just about sharing progress openly.  Do's and don'ts: <ol style="list-style-type: none"> <li>1. Do: Encourage teams to write weeknotes Don't: overthink and overdo it</li> <li>2. Do: Write your own personal weeknotes and talk about small as well as big things. Don't: make weeknotes become internal press releases</li> <li>3. Do: Encourage a culture of learning and sharing. Don't: show-off - working in the open is to get feedback from peers not a competition.</li> </ol>



		Additional reading: <a href="https://gdsengagement.blog.gov.uk/2016/11/04/what-we-mean-when-we-say-show-the-thing/">https://gdsengagement.blog.gov.uk/2016/11/04/what-we-mean-when-we-say-show-the-thing/</a> <a href="https://gilest.org/weeknotes-tips.html">https://gilest.org/weeknotes-tips.html</a>
01:00	38 	We've discussed the 5 principles we wanted to share with you for leading in the digital age. I am sure that some of you might be thinking that these are good principles <b>but</b> they don't necessarily fit within your context and the reality you have to deal with on a day-to-day basis.
01:30	39 	Let me give you a few more examples of 'Yeah buts'. I am sure that most of you can relate to at least one of those if not many. It is not easy to lead change but it is not impossible either. At the beginning of this session, we discussed how your organisations have changed during the pandemic and what you could learn from that experience. What we would like to do next before we end this session is reflect and share on some of the difficulties that you anticipate in leading change and supporting digital transformation within your organisation and what are the quick wins or few things that you could try to do differently.
05:00	40 	We discussed earlier how a crisis like the pandemic can be helpful for generating change. There are other ways in which you can create and capitalise on those windows of opportunity for leading change.  This is a picture of the a2i team in Bangladesh. A2i is Bangladesh's national flagship digital transformation programme. It first meant access to information, but a2i now stands for aspire to innovate. It is an example of



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digital

		<p>new ways of funding digital transformation and how policy entrepreneurship can help to bring long-term change within the government.</p> <p>A2i's story started in 2007. The programme was initiated by the Prime Minister's Office of Bangladesh, but was 100 percent donor-funded, backed primarily by the United Nations Development Programme and USAID. These development partners gave the a2i team a budget for 5 years, which they were free to use as they wished, as long as they worked towards their mission which was supporting the sustainable development goals, thanks to digital. This funding model allowed a2i to build a team that was able to innovate, try different things, stop projects, and start new ones depending on what worked, and what didn't.</p> <p>At the end of their first 5 years, a2i already had a good track record of human-centred services. So they decided to continue, and renew the programme for 5 more years. They took this opportunity to shift from a fully donor-funded to a partially government-funded model. But they kept the leeway they had in terms of funds allocation. This new 5-year phase was again a success. So the programme continued.</p> <p>As of 2020, more than 70 percent of a2i's funding comes from the government while the remainder comes from donors such as the Bill &amp; Melinda Gates Foundation, the United Kingdom's Department for International Development, and proceeds from a non profit social enterprise that a2i launched and owns. Because they started as a programme with external funding, a2i enjoyed autonomy. That allowed them to build a sustainable team, developed human-centred services (online public services, digital mobile court system) and launched digital inclusion initiatives (digital centres across the country). Years later, they're now reliant on government funding, but they kept their autonomy, and ways of working because they showed what they were capable of, and what value digital services can bring.</p>
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05:00	41 	<p>This is another example of leading change by breaking the silos between digital teams and legal. This is the screenshot of a blog article published on the UK Government website. The article was written in 2014 by the Product Manager Pete Herlihy, after he participated in a digital service project which objective was to allow people to register to vote online. As you can imagine, registering to vote is heavily surrounded by regulation and legislation.</p> <p>This is why, on several occasions, Pete had to ask lawyers if there was any wriggle room on aspects of the law, that would make the new online service much more simple to use. But every time that happened, lawyers said no. Whatever the question was, the answer remained the same. Up to a point that it made it too difficult for Pete to do his job, and he decided to visit the lawyers, face to face. As he says in his post: “The first thing that I learned when we got together, was that they hadn’t been taken through the service we were building, to give them the context they needed. That was a pretty big mistake.” So he just took the time to take the lawyers through the service in detail, and that changed everything. “This opened up a direct line of contact, where we could work with a mutual understanding of the challenges. It wasn’t that we got everything we wanted, and it was certainly a case of choosing our battles.”</p> <p>Eventually, the service was a success. And the team managed to get some laws changed while developing the service. They also gained agreement from the legal team to work with them when drafting future legislation. There is no secret recipe, digital teams need to work closely with lawyers, and vice versa. To be able to have a constructive dialogue, lawyers and digital teams need to be on equal footing, they both need to know the ins and outs of the project, and understand the goals and constraints on each side.</p> <p><a href="https://gds.blog.gov.uk/2014/06/20/i-fought-the-law-and-the-users-won-delivering-online-voter-registration/">https://gds.blog.gov.uk/2014/06/20/i-fought-the-law-and-the-users-won-delivering-online-voter-registration/</a></p>
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15:00	42 	<b>Group discussion</b> <ol style="list-style-type: none"><li>1. Reflect 5 min individually on your 'Yeah buts'</li><li>2. Share within the group on your 'Yeah buts'</li></ol>
15:00	43 	<b>Call to action</b> <ol style="list-style-type: none"><li>1. Based on everything and anything you've heard today, how could you try the principles and ways of working that we have discussed?</li><li>2. What are 3 things that you can commit to try in the next month?</li></ol>
01:00	44 	<p>I'd like to thank you all for your reflections and contributions today. We are very conscious just how busy things are and so we really appreciate the time you've spent with us today.</p> <p>We've covered a lot during this session. You will receive a post session email which will include the key takeaways from today's session with additional reading.</p> <p>Thanks for your time today.</p>