

Key messages and references for Jody Grima and Scott Johnston Podcast**Smarter ways of working: curating responsive, flexible & resilient organisational cultures and work practices for ongoing change****Key messages:**

- HR is now embedded in the business. The function has evolved and as a leader they need to work with HR which has enabled a better connection to strategy and resolving problems. This has developed ‘people leaders’ in managers and taken HR out of the ‘doing’.
- HR is now the trusted provider and a significant help in complex issues – that managers can talk to and coach through a problem.
- HR is no longer the ‘big stick’ and reactive towards a proactive, friendly support.
- A critical consideration for managers is ‘how do we stay relevant’ and best respond to the needs of our customers and community – in a way that is responsive and seamless. Service NSW has created ‘customer care’ which is a relationship-based service. Through change it is important to support the resilience of their staff to effectively ramp up, invest in core capabilities. They partnered with HR to achieve this change quickly.
- In responding to the current context the pandemic has lifted and made change such as digitalization at a pace they would never have imagined and have reshaped the customer experience and job roles to support the change. You don’t just embed technology, people are critical to the transformation, you have to invest in understanding the skills of today, what needs to be invested in and developed for the future. There are opportunities to continue to undertake process automation and business process improvement which creates a whole lot of jobs and change in the way we work. It makes sense to connect the business strategy with the people strategy to ensure different conversations are had.
- A real current risk is that we leave people behind. As a leader, need to think of everyone and how it impacts individuals.
- We have to be incredibly adaptable and we need to step back and be able to see where we need to go and how do we drive change to achieve (being mindful of where you have come from). How do we think about what this means for everyone? What are the consequences of our decisions? It is not a binary consideration – it is very broad and keep making micro adjustments. Being consistent and supportive, having a common purpose and alignment. Don’t have a strategy which sits on a shelf – it needs very careful management and support. Never waste an opportunity.
- “Culture eats strategy for breakfast” – if you don’t have the right culture then you won’t achieve required change. Important to test and fail, fail fast and have a go, repivot and keep stepping forward. You have to start from where we are.
- What we have achieved as a public service over the last 5 months has been remarkable. Have received great support from HR to respond effectively to the change, that staff feel empowered, emotionally supported, safe and have the

resources to do their job – whether working remotely or on the front-line. Utilise ‘workplace by Facebook’ to support ongoing live conversations, wherever they work and importance of utilizing the network across organisation boundaries to solve problems quickly. Being in a position to expose both the good and negative impacts on the workforce.

- Importance of HR knowing the business and then be in a position to provide the support needed – through regular check-ins and support – rather than a planned monthly meeting.
- Supporting managers to think practically about their workforce and what can be achieved in their workforce - workforce planning is a critical service. HR needs to be at the table when conversations such as strategy and budget are happening to inject thoughts and opportunities in relation to the performance of the workforce, capacity, absence management, resource planning, utilisation and design rewarding jobs.
- Self-determination theory and the three basic human needs around competence, autonomy and relatedness – we need to build the competence level in the future digital era so it is not feared. Focus on the positive impacts and work with people’s strengths.
- Important to create a culture and environment where diversity thrives because the workplace is inclusive and rewarding. Targets are good, but they are not an end in of themselves. We need to think about our people from a values base and be open and vulnerable to learning where you say or do the wrong thing.
- Service NSW has a lot of success in bringing in refugees through an internship program and connections to other departments and areas.
- Always lift your head up from the process and challenge status quo/how work is being done – the world is changing so rapidly and we need to reflect on our actions, the consequences and the impact on people.
- Speak up and have a strong voice!

References/remaining abreast of trends:

- Google Project Oxygen – role of managers and their value in the workplace - <https://www.inc.com/scott-mautz/google-tried-to-prove-managers-dont-matter-instead-they-discovered-10-traits-of-very-best-ones.html>
- Harvard Business Review – future of work podcasts (and research) <https://www.hbs.edu/managing-the-future-of-work/Pages/default.aspx>
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- Gratton, L & Scott, A (2020) The New Long Life: A Framework for Flourishing in a Changing World, Bloomsbury Publishing
- Steward-Weekes, M & Cooper, S (2019) Are We There Yet?: The Digital Transformation of Government and the Public Service in Australia, Longueville Books