



ukgovcamp

Session: 1

Room: Banqueting Suit 1

Session title : Unofficial Influence - ethical ways to shape decisions & making working as fruitful as possible

Session leader : Astrid & Rehemat

Volunteer to continue conversation after :

Notes taken by : Anju Dhir

Notes

Pitch 1, 11.30am, unofficial influence and ethical ways to make decisions. Banqueting Suite, session 1.

Astrid

Issue: current pain points in Dept for Education, create more change and challenge in changing the service, getting difficulty for buy-in. Want to crowd source ideas, shared challenges, and messy things that have or have not worked. How can we influence senior stakeholders to make decisions, but create positive change.

Astrid: as a service, big transformation, lot of pressure to deliver to big ministerial milestones. The maturity of service quite low, want to encourage whole service, and leadership to be bolder in thinking, be open to challenge. In one meeting, keep hearing issue from product owners and leadership are not listening to people on ground. Working on vision for service and direction for change, and trying to understand how they operate and work day to day, and understand leadership. Don't feel listened to.

Attendee- DFE- had to do cross government work, some senior leaders worried that their work will replace their work, and had similar issues to get them to understand to benefit them

but not to threaten them, bring them on for the ride, convince them this was beneficial for both sides. Challenge when don't go away. BAU teams not used to certain changes, and doing the same everyday, but need to bring new ways of working and efficiencies in, so trying to show changes are beneficial. Champion in the team.

Need voice at that level, and not having the influence they have.

Attendee: voices faded into the background. Things like that don't work like that around here. Resistance to change.

Attendees: three ways: influence and who is stakeholders influenced by, engage with organisation. Project shares and offer senior people in other departments to share influence circles. Pre-mortem and share on risks of not doing this, financial, reputational, and shift their decisions. Be bold in workshops to bring users and talk about their experience. Observe two user research products, got to beta as research session.

Attendee: sales and selling ideas of idea and tools, personalities, mapping of stakeholders and influence, Campaign Company has identified three personality types, e.g. pioneers to change the worlds, Prospectors- being seen to do the right things. Settlers- does it make my life easier and more straightforward. We all think people think like us, but only 10% of us are innovators. Know your audience, and that language.

Attendees: service low maturity, stakeholder would be worried, but stakeholders think its good service and not worried, so understand drivers and personal objectives, and understand to be bolder and exceed expectations. Risk adversity and understand their drivers.

Attendees: leader wasn't really bought in, can't change someone if they really don't want to change, so use psychology.

Attendees: build relationships with key person, what keeps you awake at night, pitch big idea, so have 1-1's, and keep chipping away at it, implement things one step at a time. Defensive approach and blame culture, and building empathy.

Attendee: own decisions, and tendency to report too much up, don't get them involved in too many decisions. What are they actually interested in, failing fast and stuck in arguments, and show them and evidence this and build relationship.

Attendee: trust, you employee me to do my job and you make decisions, buy-in, empathy and trust as senior leaders have a lot on their mind, and make it easier for them to make decisions. Need more of us in senior management.

Co-host: making working partnerships fruitful and make sure we have fun together as well.

Attendees: Voxpops and videos and story's of what works and doesn't, business case at heart of it. Build trust and champion them.

Attendees: right person for that person to take forward, build something fast and used tech, and deliver message for leaders and won't see value, get house in order, draw tube map and blocked on destination, and clear narrative and storytelling, find champions, and use tools to allow this to happen, and make it tangible.

Attendees: big overwhelming changes can be too much for senior leaders, maybe reframe the message to bring service up to needed standard, and big changes to service but need to talk to end users and understand why something doesn't function.

Host: internal culture to subtly to do to be open to new messages and open to challenge, and embrace feedback.

Attendees: young senior leaders once, and not building cathedral, but building tree and part of an evolved ecosystem.

Attendees: change start small, leadership to set culture, and teams have own culture and community, and not desired and can I affect change and sometimes not. Is it realistic to make those changes. Timing of changes.

Co host: worked across organisations, arms length body and work harder or easier to make partnerships

Attendee: pragmatism and give and take relationship, dictate across partner's doesn't work well, what do you each need to meet middle-ground.