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## TRANSCRIPT OF PODCAST

Work with Purpose

EPISODE #60

MAKING MEETINGS WORK

Hosted by Megan Aponte-Payne, Industry and Expert Insights, Office of Supply Chain Resilience, Department of Prime Minister and Cabinet

# TRANSCRIPT

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David Pembroke:

Hello everyone, and welcome to today's special recording of Work with Purpose. My name's David Pembroke, but I won't be your host today. Today, Megan Aponte-Payne is joined by Sean Innis and Subho Banerjee as they discuss how do you make meetings fruitful.

David Pembroke:

Take it away, Megan.

Megan Aponte-Payne:

Hello everyone, and welcome to a special episode of Work with Purpose. My name is Megan Aponte-Payne, and I'm from the Office of Supply Chain Resilience with the Department of Prime Minister and Cabinet. I'm also a member of the IPAA Future Leaders Committee. And it's a great honour to be your host today for this episode.

Megan Aponte-Payne:

I begin today's podcast by acknowledging the traditional custodians of the land on which we meet, the Ngunnawal people. And I pay my respects to their elders, past, present, and emerging. I also acknowledge the ongoing contribution they make to the life of our city and to this region. I'd also like to acknowledge the custodians of all the lands from where anybody listening today is joining us from.

Megan Aponte-Payne:

I'm joined today by Mr. Sean Innis, Principal of Damala St Consulting, and Dr. Subho Banerjee, Deputy CEO at ANZSOG. Thank you both for coming.

Megan Aponte-Payne:

Our subject today is meetings, and there are probably some people rolling their eyes just thinking about meetings and how much time they take in preparation and follow-up, let alone sitting through them. In fact, it was a discussion about meetings and their impact on our working day that prompted our guest, Sean Innis, to write an article.

Megan Aponte-Payne:

Sean, can you tell me about that meeting and a little about the article?

Sean Innis:

Thanks, Megan. It's lovely to be here and talking about such an exciting topic. So I roll my eyes too, and the reason why Subho and I came to discuss meetings, and we've been friends a long time. And one of the things that strikes me about our friendship is we share a lot of passions but we think quite differently.

Sean Innis:

And Subho and I were walking around the lake one Canberra sunny afternoon talking about one of our shared passions, which was cricket. And we turned to another, which is actually good government and good public

administration. We really share a passion for it. And the question Subho posed was what would make a difference to public service productivity?

Sean Innis:

What would really make a difference? And the conversation centred on meetings that both of us observe that we do a lot of meetings, we're all sick of them. And actually we don't do them terribly well. And that triggered an exploration of what is better meeting practice? How do we reach it? And what does it mean to try and build that into an organisation.

Megan Aponte-Payne:

And Subho, from what Sean said, you have similar passions but you thought about it differently. Did you agree on this particular thing that really we weren't using meetings particularly productively?

Dr. Subho Banerjee:

Yeah, there was a shared sense that this is such a big part of our working life, it's so important to move issues forward and to get work done. And yet we're absurdly not reflective about it. We complain about it all the time and we're absurdly not reflective about it.

Dr. Subho Banerjee:

And Sean mentioned on the way through that it started from a cricket conversation because we were really thinking about technique and the importance of getting the basics right. Really doing the basics at a really high level of excellence, and repeatably so. And so this idea that to be really, really good at something actually requires a lot of work in getting the fundamentals absolutely sorted, and then being creative off the back of that.

Dr. Subho Banerjee:

So meetings as a topic sounds incredibly dull and boring, but this idea of surely we can do better for something that everyone is complaining about just nonstop. And yet we don't pay attention to these absolutely basic disciplines, which have a flow on impact not just in terms of our own productivity and wellbeing, but for the productivity of the organisation as a whole as well.

Megan Aponte-Payne:

Yeah, absolutely. And it feels like nobody's ever stopped and actually looked at, examined how we do them. It's just, yep, I've got these meetings that I have to sit through and then I've got the rest of my day where I can actually be productive. And really we should be able to be productive in both.

Sean Innis:

One of the fun things about writing the piece is I try and go back in history and understand how thought lines, song lines almost evolve. And there's a book written by a US civil war engineer, it was written in the 1870s. And the genesis of the book was he was leading a church meeting for his local church group, was so angry at how bad it was. He walked out and said, "I'm going to write a book about this."

Sean Innis:

And his book is still in print today, 150 years later. It's amazing.

Megan Aponte-Payne:

I guess it just shows how much we still have to learn about running good meetings.

Dr. Subho Banerjee:

And the basics really do have this sense of trying to get them right in a form where the fundamental thinking has been in place for a long time. Sean's article refers to a Harvard Business Review piece by Antony Jay who was one of the writers of the classic, Yes Minister & Yes Prime Minister series. And it's a serious business article, it's about how to be productive. But it's coruscating in this sense of how so many meetings are just terrible for completely avoidable reasons.

Dr. Subho Banerjee:

And so he sets out some really helpful guidance that stands up incredibly well. It is a fresh, contemporary article and it was written in the mid 70s.

Megan Aponte-Payne:

Incredible. One of the issues I'm interested in exploring is that of overplanning, because I think there are a lot of people when they're chairing a meeting are perhaps not very comfortable with ambiguity. And so they have their meeting, they have their agenda, and they want to stick to it. And often it's quite unproductive because the chair doesn't allow the meeting to move in the natural direction that it would have gone.

Megan Aponte-Payne:

So I'm interested in your views, and maybe we'll start with you, Sean, on how we can both be really well prepared for meetings but actually also not that coming at the cost of being too rigid.

Sean Innis:

Oh, you've put that in a lovely way. And I'd make a distinction between preparing for a meeting and being involved in a meeting. So one of my observations would be actually we don't prepare enough for meetings. That Priya Parker, another author that I refer to in the article. She wrote a lovely book called the art of gathering. Her argument is actually 90% of the magic of a meeting is in the preparation, not actually in the conduct.

Sean Innis:

And you've got to prepare for success. That's a bit different to running a meeting. And I think one of the things that we can all do better is if we're chairing a meeting or we're participating in a meeting, be generous about it. And every meeting's different, every meeting has its own pathway. And I'm a great believer in spending time where there is value in a meeting.

Sean Innis:

So make sure you understand your agenda, make sure that you've prepared and that you've brought people into the room. But once people are in the room and focused on the purpose, the outcome you're trying to achieve, actually respond to where the meeting's heading. Keep it moving, but spend time on the things which are productive.

Sean Innis:

Move on. If there are unproductive conversations, gently move on.

Megan Aponte-Payne:

Yeah, that makes sense. And at the same time as preparing for a meeting's important, I imagine at the other end as well, actually taking actions at the end of the meeting is really important as well.

Sean Innis:

Oh, wouldn't it be nice if we didn't have to do anything after our meetings. And just as Priya Parker talks about 90% being in advance of the meeting, I actually don't think that's right. A lot of it comes afterwards, because it's very rare that we have a meeting and we are the people taking things forward. Usually, it's other people. And that handover of the value of the meeting to other people is critical, otherwise you don't get the outcomes that you are seeking.

Sean Innis:

And it creates a delicate balance. And my advice to chairs is take responsibility for what happens next. It's your responsibility as the chair of a meeting to ensure that that handover occurs well, that the nuances of a meeting are actually translated. And there are lots of different ways you can do that, but it's your responsibility.

Megan Aponte-Payne:

Yes, your responsibility doesn't end when the meeting ends.

Sean Innis:

Indeed.

Megan Aponte-Payne:

Subho, I wanted to pick up on the theme of productivity that you mentioned before. Someone once said to me that the effectiveness of a meeting is inversely proportionate to the number of people in the meeting. That is if you've got a meeting with lots of people, little will get done. And obviously a lot of the wagers are put into each of those people attending. Do you think that's true? And if you do, why don't you think we keep to sticking to smaller meeting numbers?

Dr. Subho Banerjee:

Yeah, it's a great question. I think that there needs to be careful thought about who really needs to come. There's no doubt about that. And I don't think there's any great insight in that. Why is that hard to hold the line? Because an important part of what is going on, and in fact the Antony Jay article I mentioned before talks about this, is that there is a really crucial information sharing part of meetings and people are rightly worried about missing out on that.

Dr. Subho Banerjee:

There is also a status part. There is no doubt that various types of meetings convey a status of where you are in the organisation, and so it's also hard to leave people out for that purpose. So there are some pressures to bring more people along. There are pressures in the opposite direction. People that come and feel like they're not making a contribution hate it.

Dr. Subho Banerjee:

And understandably so. So careful thinking about preparation is about what are we going to talk about? What type of meeting is it going to be? A large part of I think our broader guidance here is there are very different

types of meetings, and we need to think about what is the purpose of the meeting? What are we trying to do? What is the kind of discussion we are having?

Dr. Subho Banerjee:

And then that dictates who needs to be there. Now, there are some absolutely reasonable times where you have a broader based, lighter touch information communication meeting. That's okay. That's a different kind of thing. If you are having a more focused discussion where you're trying to move an issue on, you probably do need a smaller group of people. You need to think about the cross section.

Dr. Subho Banerjee:

You need to think about diversity of views. You need to think about who gets to speak and who's acknowledged as speaking. And a lot of that falls to the chair. So in Sean's article and in our broader conversations, the skill of chairing, I think, is enormously underrated in the public service. A good chair can make just the world of difference between a good meeting and a crap meeting, and a broader culture of whether you have good meetings or bad meetings.

Dr. Subho Banerjee:

So I think senior people really need to take very seriously the responsibility of chairing, that they really need to think... If you are an SES person and you are sitting in a meeting and you are thinking, this is crap. It's your fault. You actually need to step up and think, why am I sitting in this crap meeting that I convened?

Dr. Subho Banerjee:

So a bit more responsibility there is incredibly important. And in the end, someone is the senior person in each of those meetings so you've got to think about what that is.

Dr. Subho Banerjee:

But I'm a big believer in responsibility at all levels. And you need to think at a junior level, well, what is my contribution? What is my preparation? How am I going to make the best possible use of the time that is happening here? That's both about individual meetings, but that's also about setting up the right culture for broader conversations.

Dr. Subho Banerjee:

So all of us are in teams in one form or other, probably the most common meeting is the team meeting. Are you having good team meetings or are you not? And literally everyone in the team has a stake in that. And everyone should be feeling some responsibility about what kind of meeting you are having to make that worthwhile. What's the duration? What's the style? How do we go about it?

Dr. Subho Banerjee:

I just think there's a lot of complaining about meetings and not enough taking responsibility, essentially at all levels. Now it disproportionately falls to senior people because they are doing more of the convening, but it actually applies all the way across, I think.

Sean Innis:

I love the way that Subho puts that, and Priya Parker has this lovely, lovely phrase. And it is let purpose be your bouncer. So if you're thinking about who needs to be in the room, it's all about purpose. It's all about what are you trying to achieve and who needs to be there?

Sean Innis:

Meetings are about bringing diversity together. If you didn't need that diversity, that difference, you don't need a meeting. So that's a really important consideration as to who's there actually embracing that diversity. The other bit that I'd point to is meetings are training grounds, so it's not just about the immediate objective of the meeting. So sometimes you expose people into meetings because that's where you learn.

Sean Innis:

How you do it's important. And it's also about that translation into action. So I'm working a bit with the Agriculture, Water and Environment Department, and Andrew Metcalf and his senior team, for part of what they're doing as an executive, their future readiness program, has this really interesting mix of meetings that facilitate where they have a lot of people in some bits of it and then they hunker down just for the executive, for other bits of it.

Sean Innis:

And that's all about that balance between people learning, actually the people who are going to do the work being involved, and those occasions where the executive actually needs to have a quiet conversation so that they can wrestle through a difficult issue, make a decision, and then express it that way. And it doesn't work for everything, but it's a really powerful mechanism that I've seen in action.

Dr. Subho Banerjee:

Let's be clear that part of our message here is chairing is actually a hugely skilled enterprise. You need to think really carefully about that. It's an important part of how you are exercising your management and leadership responsibilities. You've got to be getting the right kind of conversation. You've got to be getting the balance between, are you making sure that the process is working well, that you are getting somewhere, as we talked about before.

Dr. Subho Banerjee:

But in other types of conversations that you are hearing the different types of views. There is actually nothing worse. Again, I've written about this. If you are dealing with a really difficult intractable controversial issue and everyone agrees, you actually haven't grappled with it with any seriousness. So you actually need to look at, are we grappling with the different parts of this well?

Dr. Subho Banerjee:

In a departmental context, are we gathering views from all the different parts of who needs to think about this issue and needs to weigh in, consider different stakeholder perspectives, other things like that? So that's on the substantive side.

Dr. Subho Banerjee:

Meetings reflect culture, but they set culture as well. So they are a really important leadership exercise. The really fundamental point, particularly as a male. If you are in the chair, you need to be acknowledging people's contribution. You need to be very explicit, particularly with female contributions to make sure that it's not being repeated elsewhere or then being taken up as this fantastic idea. You need to think about the balance between junior and senior contributions. You need to think about whether or not you're fostering a bit of debate, particularly if you are the senior person and people broadly know where you stand on it.

Dr. Subho Banerjee:

It is a fantastic thing if someone in a meeting is willing to challenge that in a proper way, that is such good organisational behaviour. You should be massively encouraging that and fostering that.

Dr. Subho Banerjee:

So it's got to be almost this exaggerated sense of, "Thanks, that was really interesting. Let's think about that. Let's talk about that." And it's all about having the mastery to do these different things at different times in different context. So there are some meetings that have to be short, sharp, you need to move, there's got to be an exercise of authority. It is really an advisory meeting to the senior person.

Dr. Subho Banerjee:

I've heard your views. I've made a decision, we're moving on. Those absolutely are crucial meetings. There are other meetings where you're really just trying to gather views and trying to get different things on the table. There are other meetings where you're genuinely workshopping things and you're thinking about things allowed.

Dr. Subho Banerjee:

I mentioned before about part of the skill of chairing being making sure that you acknowledge contributions. Often introverts and extroverts need very different meeting cadence as well, and you need to be conscious of that. All of this goes to getting your technique right, doing it at a pitch of excellence, and doing it repeatedly. And that was really what we were talking about in the first conversation and really came through in the article.

Megan Aponte-Payne:

So it sounds like you could almost do a degree on how to chair a meeting, and obviously there's an element of emotional intelligence and experience as well. Admittedly, I'm not at the SES level, but I haven't actually seen training, for example, offered in how to chair a meeting. Is it something that you have seen or is it something you would advocate more for?

Sean Innis:

It's a really, really good pick up. And most of us get our training by looking at other people. So I was in Prime Minister and Cabinet for a long time, and this is starting to show my age. Max Moore-Wilton was secretary for part of that period. I learned a huge amount from Max. Mostly what I wouldn't do myself when I was in a position of seniority. But he actually did some things that were incredibly effective.

Sean Innis:

So most of us learn from others. I worked with another person on an energy white paper, he was a former Secretary of the Industry department. Probably the best chair I came across. And his philosophy was if the meeting's going to get to where it needs to be without you, be quiet. Let people take control and ownership of what's happening. And not all of our personalities are like that.

Sean Innis:

So I've worked with other secretaries and other SES officers who need to be on stage, they need to be driving things. And Antony Jay, who Subho's mentioned earlier, talks about three types of bad chairs. The first is the person who dominates a meeting. That they've got a view, that's the view that the meeting's going to end with, and they just dominate it through.

Sean Innis:

There's another really bad chair, and that is any outcome's a good outcome. We're here to get an outcome, but it actually doesn't matter what that is. Now, that's bad leadership and chairing. And there's another bad type of chair, which is those who actually just kick the can down the road. You don't actually make a decision. You don't get an outcome. You don't further the joint purpose of the meeting itself. You just kick it down the road.

Sean Innis:

My view is that this is really craft, and it's organisational craft and it's individual craft. And I would love to see the public service invest more in helping people learn that craft. If you think about what we do in the public service, it is almost all through meetings. Those who sit at the front line do a magnificent job, but most of the people in Canberra, our work is through that collective process in one way or another.

Dr. Subho Banerjee:

And more broadly, I think the APS Academy, through its leadership and management strand of thinking about Craft, thinks about exactly these things. How do you learn from practice? How do you learn from senior people in a broader apprenticeship way, obviously supported by organisations like IPAA, ANZSOG, and other specialist providers who are thinking about leadership training.

Dr. Subho Banerjee:

But this is a really important part of how you get your work done. And really when we were talking about doing this podcast, we all had a little bit of a chuckle about just how boring a topic talking about meetings for a podcast would be, but it's so central to getting our work done. And yet we are not reflective enough about this core bit of our technique and how we can do better at it.

Dr. Subho Banerjee:

So apprenticeship is a really powerful model as long as you're reflecting, as long as you are learning from each time. You're not just playing the same game over and over again, you've got to actually get better at what you're trying to do.

Dr. Subho Banerjee:

And so I think that sense of really then getting to what are the basics that help you set up in the right way? There's a quote from Charlie Parker, the jazz musician, who says, master your instrument, master the music, and then let it all go and play. So there is this sense of you've got to get the basics sorted in such a good way that you can then be flexible and deal with all the different types of issues that we're just talking about, and really go where the substance requires you to go.

Dr. Subho Banerjee:

But I guess our pitch is that that requires some really careful thought and attention, and it doesn't just come naturally. And I guess part of our evidence would be there's just so much complaining about meetings. There's a lot of bad meetings out there, surely we could do better.

Megan Aponte-Payne:

That's really excellent advice, I think that's going to be a key takeaway for me. So I wanted to think about modern day meetings, and in particular online meetings, which have been, I guess, all the rage since COVID hit. And obviously they bring some pros and cons. One of the cons or one of the things I wanted to explore with you is the idea of corridor chat.

Megan Aponte-Payne:

So certainly in-person meetings, I find that often the most valuable parts of the meeting can occur before and after. And that's not an indictment on the meeting itself. But for example, before the meeting you're all standing outside the room waiting for it to be vacated. You network, you do some small talk with people who you haven't met before.

Megan Aponte-Payne:

You have the meeting, there's a formal version of events run. And then after the meeting, everyone gets up and someone will come over to you and actually tell you the small P politics version of events, which can often be even more useful for resolving the issue. We potentially lose those elements when we go to virtual meetings. Do you have any ideas or tips for how we can try to replicate the value of those interactions?

Sean Innis:

I love the way you put that, it is boom and bust a bit with the virtual world. We would not have survived the pandemic the way we have without that. And it's opened up so many possibilities. And I think it is worth emphasising some of the goods before we wrestle with some of the bads, because you can lose the good.

Sean Innis:

And personally, what I discovered were a few things. One was we let each other into our lives a bit more, and the side corridor conversation's a bit the same. So in my case, my dog was forever joining my meetings. That I could see in the people I was meeting their kids running around in the background. I think that was a wonderful thing we picked up.

Sean Innis:

That is similar to the corridor thing. It's about those human relationships. I chair public policy for a think tank called ADC Forum. And we a couple of weeks ago held two round tables, one on Australia's future economy and one on Australia's place in the world. In each case, we brought 12 people together. Real experts, wonderful groups of people for an hour and a half conversation.

Sean Innis:

And two things struck me. One was we could never have done that face to face. Would've take months of work to get us together. And the second thing was, and this is the learning of that side conversation. Actually, there was as much richness in what was going on in the sidebar written conversation as there was in the meeting itself. A long winded way of saying, I think we're learning how to do this. Nothing replaces face to face. I talk about loving to meet people in three dimensions, lovely to meet you today in three dimensions.

Sean Innis:

Nothing quite replaces that. And I don't think it is a matter of somehow replicating it virtually. They're different things and we need to bring them together in combinations somehow. It's not one equals the other.

Megan Aponte-Payne:

That makes sense. Well, look, I was hoping to wrap up today. If I could ask both of you for a call to action, if there's one thing that our listeners can do to try and improve the meetings that they either are participating in or running themselves, what would that be? Maybe I'll start with you, Subho.

Dr. Subho Banerjee:

For me, it's take responsibility, and take responsibility at all levels. So certainly the responsibility falls more prominently on the senior people. If you are the senior person in the meeting, take that responsibility seriously from end to end, from the convening. Who needs to be there, the purpose, do we need to have a meeting? What type of meeting is it?

Dr. Subho Banerjee:

Basic disciplines, again, of starting the meeting with what we are hoping to do today. And some of this sounds quite rehearsed, but I'll tell you what. The discipline of actually having to say it out loud helps you, and often we're dealing with very busy people who might not have switched quite into the mindset until they're actually sitting there and thinking about what it is that we need to do today. So as the senior person, take more responsibility.

Dr. Subho Banerjee:

Take seriously the idea that if you're sitting in a lot of crap meetings, you should have a look at yourself. You should really look at what's in your control and what's not. But I would say more broadly, what is the responsibility that people at all levels should take? And that's both directly in the meeting itself, but also in terms of having a bit more innovation, a bit more creativity for different meetings, different styles, different things for different purposes.

Dr. Subho Banerjee:

So I think a short chat through messaging is a good way of doing some of the corridor stuff that you talked about. It's not a full meeting but it's a bit more figuring out a bit of the context. The follow-up Teams call after the big call where you say, "Well, what did you think?". That's a really important apprenticeship mechanism as well.

Dr. Subho Banerjee:

So my call to action's definitely take responsibility. I think good organisations run good meetings. And if your meetings are pretty bad, it probably does say something more prominently about the organisation and you should be taking that pretty seriously.

Sean Innis:

So as always, I largely agree with Subho and reinforce what he says. A slight concern that the impression we are giving, mate, is that we are a bit boring. Cricket and meetings.

Sean Innis:

Anyway, meetings matter. The reason why we did all this thinking is the conclusion we drew was meetings really matter. And they matter for individuals and they matter for the organisation, and they are a source of productivity.

Sean Innis:

My call to action is we need to move from unconscious to conscious in the way we approach our meetings. A lot of us, and I've done this, I've gone to my EA and gone, "What's my next meeting and why am I going?".

Sean Innis:

And I am sure a lot of people listening have sat in a meeting go, "Why am I here?". We need to move from unconscious to conscious.

Sean Innis:

As a set of organisations, the APS needs to invest in the craft of meeting practice and really invest in the people who run that. As Subho puts it, take responsibility.

Sean Innis:

In the article I talk about five behaviours, and Subho's covered some of them. But just to emphasise the first is actually why? Is it needed? Ask yourself the question as I think Antony Jay did, what would happen if we didn't have the meeting? Would it make a difference? So start there.

Sean Innis:

Design and run the meetings for purpose. Be really, really clear on what the purpose is and spend time and effort in designing for that. Bring people into the room so that they do make a contribution. You do get that diversity, you do get conclusions, and you do get follow on.

Sean Innis:

Chair and participate generously. Look for the value, pursue the value, step over the things that are not working. And then the final thing is follow-up. Your job is not done until you set up the circumstances and the environment. That means that your meeting translates into real value. Once that's done, you can close the meeting and congratulate yourself.

Dr. Subho Banerjee:

Take them seriously, take the basics seriously. Start on time. Finish on time. If people aren't there, start anyway. They'll soon learn to turn up on time. Have a reasonable agenda so that people know where they stand. Have a reasonable writeup that isn't a word for word minute-taking exercise, but is actually a practical writeup that's useful for people.

Dr. Subho Banerjee:

And then have a sense of where you're going with it. These are not profound insights, and yet they're breached all the time. So if we just got some of our basic disciplines to work, the baseline would be lifted to such an enormous degree that then that does give you some opportunity to use them in more creative, innovative ways. And people might actually look forward to them from time to time.

Megan Aponte-Payne:

Who would've thought?

Megan Aponte-Payne:

Look, thank you, Sean and Subho for a really great conversation today and for sharing your insights. And thank you also for letting me talk to you about it. I think what I've taken away from today, firstly, is to take meetings seriously and invest time and effort into them. To be generous in a meeting, particularly as a participant, because I think it's very tempting not to be sometimes or to get on your laptop. To spend time and effort on the purpose of the meeting and also make sure you communicate that to the people participating in the meeting.

Megan Aponte-Payne:

And finally, maybe to put my creative hat on as well and work out ways of making it more memorable. So this brings our Work with Purpose episode to a close for today. I wanted to thank our listeners for joining us and wish you goodbye for now.

David Pembroke:

So there you have it. Who could have possibly thought that meetings were as interesting as those three just made them? Wonderful insights by Megan, by Sean and by Subho.

David Pembroke:

Thanks very much everyone for turning up once again for this very special episode of Work with Purpose. A big thanks to the team at IPAA ACT, and also to the Australian Public Service Commission, because without their support this program would not happen.

David Pembroke:

I'm also very grateful to the team at contentgroup who put this program together each fortnight for your listening pleasure.

David Pembroke:

Now, if you do have the opportunity to rate or review the program on your favourite podcast catcher, that would be much appreciated. Because what it does is to help the program to be found.

David Pembroke:

Thanks once again for coming back, my name's David Pembroke, we'll be back at the same time in two weeks. But for the moment it's bye for now.

Voiceover:

Work with Purpose is a production of contentgroup in partnership with the Institute of Public Administration Australia, and with the support of the Australian Public Service Commission.