



INSTITUTE OF
PUBLIC ADMINISTRATION
AUSTRALIA

02 6154 9800
PO Box 4349 Kingston ACT 2604
admin@act.ipaa.org.au

TRANSCRIPT OF PODCAST

WORK WITH PURPOSE
EPISODE #47

Jill Charker FCPHR GAICD (Guest) Associate Partner, McKinsey & Company and
IPAA ACT Councillor

Stephen Barrow-Yu (Guest), Assistant Secretary, Performance, Safety and Integrity
Department of Foreign Affairs and Trade

Holly Noble (Host), Director, Strategic Planning and Performance, Department of
Finance and Chair of IPAA ACT's Future Leaders Committee

Forward by DAVID PEMBROKE, Founder and Chief Executive Officer, contentgroup

13 September 2021

Enquiries should be directed to Caroline Walsh on 0413 139 427 or at caroline.walsh@act.ipaa.org.au

Delivered in a partnership between IPAA ACT and contentgroup

contentgroup

- DAVID PEMBROKE: Hello everyone and welcome to Work with Purpose, a podcast about the Australian public service. My name's David Pembroke, thanks for joining me. Today we feature a special panel discussion, the First 90 Days: Lessons learned from public and private sector leadership. Holly Noble, the Chair of IPAA ACT's Future Leaders Committee is joined in conversation by Stephen Barrow-Yu, the Assistant Secretary of Performance, Safety and Integrity at the Department of Foreign Affairs and Trade. And also Jill Charker, who is an Associate Partner at McKinsey. The discussion is about the importance of the first 90 days in any new leadership role, and indeed the differences between leading in the private sector, and the public sector. I'm sure you'll enjoy it. And I'll now handover to Holly Noble.
- HOLLY NOBLE: Hello everyone. And welcome to a special Future Leaders inspired edition of IPAA's Work with Purpose podcast series. My name is Holly Noble and I'm the Chair of IPAA's ACT Future Leaders Committee, and I'll be your host for this episode. I begin today's podcast by acknowledging the Traditional Custodians of the land on which we're meeting today, the Ngunnawal people, and pay my respects to their Elders, past, present and emerging, and acknowledge the ongoing contribution they make to the life of our city and this region.
- HOLLY NOBLE: Today's podcast is built around the concept of how to make an impact in the first 90 days in a new job. When brainstorming topics that would resonate with our Future Leaders alumni, the Future Leaders Committee considered what this first 90 days might look like in the private and public sectors. With an increasing call for Future Leaders to take up mobility opportunities and learn from the different experiences offered working in the public service and the private sectors, the concept for this podcast was born.
- HOLLY NOBLE: Today we're joined by Jill Charker and Steve Barrow-Yu. Based in Canberra, Jill works as a junior partner in McKinsey's social and health sector practice. Prior to joining McKinsey, Jill held senior executive leadership positions including CEO and deputy secretary in a diverse range of portfolios within the state and federal public sector, including employment, human services, immigration, superannuation, and government statistics functions. Jill completed an executive master's of public administration through ANZSOG in 2007 and also holds undergraduate and postgraduate qualifications in psychology, statistics, and applied finance. She's also a graduate of the Australian Institute of Company Directors and a fellow and certified HR practitioner through the Australian Human Resources Institute.
- HOLLY NOBLE: Steve is Assistant Secretary Performance, Safety, and Integrity, at Department of Foreign Affairs and Trade. Immediately prior to this, he was the Executive Director and Partner of People and Change at KPMG. Steve's long-term career has been within financial services. He was at NAB for almost a decade, where he held a number of senior people, change, and communication roles at the bank. His final role was Executive General Manager, People, Culture, and Capability, across the NAB Group. Prior to this, he worked for the Hong Kong and Shanghai Bank for many years. First based in Hong Kong, and then in London. His final role being Global Head of People, Strategy, and Resourcing.
- HOLLY NOBLE: Steve relocated to Australia in 2007, originally from the UK he also lived in Hong Kong and Dubai. He holds a bachelor's in management science and a master's in organisational psychology. Steve is married to Lawrence, and has a two year old daughter, Charlotte, and is currently going through the perils of working from home and looking after children while at home, as well. Welcome Jill and Steve.

STEPHEN BARROW-YU: Thank you, Holly.

JILL CHARKER: Thank you.

HOLLY NOBLE: So, let's jump in. Both of you have worked in the public and private sectors, each recently making the transition to the opposite sector. Steve, from the private sector to DFAT, and Jill from the APS to McKinsey. Tell me, how did the first 90 days differ between the sectors?

JILL CHARKER: Thanks, Holly, and it's great to be part of this discussion today, too. Many thanks for the invitation. Yeah, look, it's an interesting question that you ask about how the first 90 days differed. Because it actually made me think about when I first started in the public sector, which was back in Queensland back in 2003 actually. And really since that time, I've moved through either the Queensland public sector or the Australian public service, and that sense of first 90 days or orientation hasn't been a particularly strong experience, because I've moved through rather than had a big transition into, if that makes sense.

JILL CHARKER: I think what that has meant is that the transition has been much more noticeable, of course. With the move to McKinsey, from the APS. It's been also characterised because of the time that we're all in, with the pandemic, it's been characterised by high levels as you would expect, of remote learning, of Zoom discussions, training delivered intensively via those remote mechanisms which I think A, I know it's atypical for McKinsey, as it would be for any organisation. And B, it probably changes the nature of that transition experience because you're building brand new relationships perhaps not as efficiently or as effectively as you might if you were in person.

JILL CHARKER: I think those are some big changes that I think have really shaped that first 90 days. And I think that's going to continue, as well. Obviously going forward. Steve, I'll pass the baton over to you for your reflections.

STEPHEN BARROW-YU: Great. Thanks, Jill. Thanks, Holly, and to IPAA for the invite to participate here. I think transitions always throw up a degree of challenge. I think there's always the excitement and the anticipation of something new and the anxiety, the performance anxiety that what is this context going to be like? As you said in the introduction, Holly, I've lived in quite a few different places around the world. And I've made a number of transitions at various stages. Obviously this is a transition for me, from being a senior executive in a corporate setting into the APS and that was something very conscious for me on my bucket list of things that I wanted to do.

STEPHEN BARROW-YU: I'm not going to repeat what Jill has said, because I'd agree with everything that she has said about the context. I think what I would say is that whenever you make a transition and for us, as a family, it was from Sydney to Canberra, from living in a house to living in an apartment, and from being in private sector into public sector, I think the principles are seek first to understand. Go in with your eyes open, ears open, and try and understand context. Because context really, really does matter. However senior you are, I guess I'm probably a little bit further on my career, Jill, than you are. However senior you are, there will always be that excitement and a bit of anxiety going on.

- HOLLY NOBLE: Yeah. I think it's really interesting you're talking about the excitement, the anxiety, and also the different platforms that people use. I know for a lot of our Future Leaders, we've heard that engaging with the IT platform can sometimes be opening opportunities they didn't think that they would have before. They're able to look at different jobs and the options are much broader. I'm interested, with the context of having different IT backgrounds and platforms available in public and in private, and the different context, is there a difference in leading a team successfully in the private sector, or the public sector that you've found?
- JILL CHARKER: My take on this, based on a grand total of seven months in, right? Is that I actually think the similarities around team leadership are much greater than the differences. I'm sure there's different views on this, but from my point of view, some of those fundamentals that really matter with any team, given that you're talking about a group of humans, endure regardless of sector. E.g. the ability to give the team a sense of purpose and focus, the ability to create a genuinely safe environment. We talk a lot about psychological safety. It matters, doesn't matter what sector you're in, it's relevant. The ability to bring people's work together, pointing in the same direction to deliver a particular outcome.
- JILL CHARKER: I do not think those things differ, because we're still dealing with people. The only things that I would call out as being differences from my point of view are really around the type of work and this is probably less a sectoral difference comment than it is perhaps an industry difference. I'm working in an industry that happens to be professional services, where the work happens to be more structured on the basis of projects, with very distinct and clear start times, end times, work to be achieved in that time. In contrast to previous APS roles, particularly where they're much more ongoing administration of a program, a function, with that sort of ongoing sense.
- JILL CHARKER: That is a big difference, but that's not ubiquitous across the whole of the private sector, either. Hence my comment that I'm not sure the differences are as much sectorial as they are perhaps type of work. And I think the similarities are stronger than the differences, but I'd actually be super interested, Stephen, your views on that because you've had a broader private sector experiences than I have.
- STEPHEN BARROW-YU: Yeah. No, I'd agree with Jill. I think the difference is context and nature of the work. I think that in the private sector, you've got more leaders that you can pull than perhaps you can within the APS. I'd agree with your start point. People are people. I've lead teams that have had 5 or 600 people in them, across departments, I've been accountable for. At the moment I've got a much smaller area. Principles are exactly the same. Treat people as individuals, seek to understand them and it's an old dated one, but the old situational leadership stuff is really relevant. Individuals within a context.
- STEPHEN BARROW-YU: I do think that the nature of the work, I also, I did have a ... It wasn't on my resume that you introduced there, Holly, but I did have a couple of years at KPMG as a Partner immediately before joining public service, after banking. Again, as you say, it's very project driven work. It's got a different feel to it. One of the things, I mean, I loved the professional services firm I worked with, the context of the work though, for me, I was looking to have a little bit more accountability end to end for longer, bigger pieces of work. Which is what typified my career within financial services.
- STEPHEN BARROW-YU: It does come down to context. Treating people as individuals. Leadership, and this is a theme I hope we get to talk about a bit later on, leadership is an active sport. You don't go in to being a people manager and a leader without actually acknowledging that this is really a serious and fun, sometimes not quite so much fun, but fun piece of the role.

- HOLLY NOBLE: I think you've shared a little bit around your leadership philosophy there. I'd be really interested to know if that's changed over time. Again, Jill, for you as well, and if your experiences working in the different sectors has shaped that at all.
- STEPHEN BARROW-YU: I'll go first on that one, Jill, if that's okay. Absolutely without a question of a doubt, people learn and grow and develop and we're never a finished item. We're always learning and growing and developing. My style has developed over a 35-36 year career. I've learned from absolutely fantastic leaders that are authentic and giving, and have backed and supported me. I've equally had some shockers of people leaders that are bullies and control freaks and from them, I've still learned a lot from them.
- STEPHEN BARROW-YU: I think you do modify your style as it goes, and I think the challenge is understanding the context that you're operating in. Jill, you're going from into a very different context like I am, understanding the context that you're going in, and authentically being able to be yourself. My brand of leadership is to be open, to be supportive. I'm very requiring, so I set high standards, but I would hope that I'm fair and life is too short not to be doing something that you enjoy. And that's probably a long way around of answering your question, Holly, but I think we're always developing our styles based on learning and based on context. Anybody that doesn't, if anybody thinks that they're the finished item and that they're perfect, well then they're deluding themselves. It doesn't matter how senior you are, by the way.
- JILL CHARKER: Yeah. How true, Steve. Certainly agree with all of that and certainly no finished items over this way either, I can assure you. I think to answer your question, Holly, I think your question's about reflecting on how your leadership style's changed over time. I think there's more flexibility that I've got now in that situational piece, that Steve was referring to, where I'm much more explicit I think, with myself and others about forming a view of what an organisation or a team or a group needs at a point in time, and consciously moulding my approach to that, which my preference is to be less directive. But there have been many ... Not many, but several instances where that wouldn't have been the right response for a period of time in that situation. So I've consciously chosen to be more directive. Just an example of a shift. I think that really conscious, explicit choice has featured much more prominently in my leadership style in recent years.
- JILL CHARKER: But having said that, there are also some core anchors that if anything have gotten stronger over time. One of them is around, I touched on it before actually, around psychological safety. This is about genuinely creating a climate in your team where people feel safe to speak. Because I want them to speak and I want to know what people are thinking, and I want to know what they're worried about in the context of our work. Because without that, I don't have the whole information set. And I suppose my belief in psychological safety has done nothing but strengthen in recent years, as well.
- STEPHEN BARROW-YU: Can I just come in there again? Actually, you prompted something for me there, Jill. One of the big changes I made was about, I don't know, 12 or 15 years ago, when I was going into a completely different context. I was moving from being a deep specialist into being a generalist and leading very large teams. My new boss had come in and we were having that conversation about how we were going to work together and I said to him, "Well, people build trust over time." He said, "No." He said, "You assume trust until it's lost."
- STEPHEN BARROW-YU: That philosophically, the old banking adage, trust and verify. That's very important but I think I've gone more to a position of assuming trust and it's there for people to lose, rather than making people earn the trust. I would say just as I've got the talking stick here, I'm less of a control freak than I used to be.

- HOLLY NOBLE: That's always a good thing. That's good. I definitely picked up in both of your reflections, context being key, being able to translate across sectors, having that flexibility but also knowing when there's the time to be directive is key and as we work more and more with partners in private sector and public sector, more and more we're seeing them mesh together. That's definitely a lesson that's particularly important. I'm interested, what does the private sector do well? Which you think public sector workers could learn from. If there was the top one or two things.
- JILL CHARKER: You have a go, Steve. You've been super polite in letting me go first. I'm going to hand the baton over your way.
- STEPHEN BARROW-YU: I think there's strengths to both. I think the, as I said a bit earlier on, I think in the private sector there's more levers to pull. I think the use of rewards, I think accountability, and I'm going to say the ease, because you always need to be careful around this, but I think are more levers around accountability and reward. Both the accountability, reward, and I'm going to use the word punishment, but you know what I mean there. I think commercial sector has that more. I think that there is being fleet of foot, being able to make ... I've worked within very large banks which have big governance controls over them.
- STEPHEN BARROW-YU: I think that's the same in the public sector, obviously, but more so. I think it's probably easier to get things done in the commercial context than it necessarily is in the public service. But I'll talk about the strengths of public service a bit later on. I'll handover to Jill, because this would be good to your early observations.
- JILL CHARKER: Yeah. It's a good question. And I agree with you, Steve. I think there are genuinely strengths in different sectors in different ways. I mean, my early observation would be to state the obvious, the private sector is often its own agent. It's often acting for itself. It's not typically acting on behalf of elected officials, on behalf of government, which of course, we are in the public sector. I guess I've seen a few instances of late, not just in my own organisation now, but in those I've served in the last seven months, as well.
- JILL CHARKER: Where my sense is that seems to drive a sharpness in clarity around strategy, and actions that are needed to implement that strategy. Because it's got that ability to act on its own behalf. Not withstanding shareholders, stakeholders, et cetera, but largely it's its own agent. I think the public sector, though, has a real strength around big systems. Big, complex social systems, financial economics systems, into which the private sector interweaves.
- JILL CHARKER: But the public sector has to almost by definition, be able to navigate multi-layered, federal, state, local governments at times, across areas which are at best artificially designated between economic or social or other categorizations, because the problems that the public sector tackles, as we all know, rarely conform nicely to boxes, or particular partitioning of ideas or sections of the community, or sections of government. I think that would be an early reflection is I think that ability to understand and navigate big systems is a strength of the public sector in the general.
- HOLLY NOBLE: Steve, do you have a strength of the public sector you'd like to share?

STEPHEN BARROW-YU: Yeah. At the end of the day, if you drive it right the way down to what's our reason for being, I've had a wonderful career in commercial organisations where the imperative is about shareholder return and financial reward. Along with other purpose driven elements. The reality here is this is about how I work for DFAT, so this is about how do we serve Australia in the world and make Australia a better, safer, stronger place? There can be no higher purpose than that, and that was what attracted me to want to serve out the last bit of my career doing something with real purpose. I think that, if there was one word to summarise, it would be that.

STEPHEN BARROW-YU: And I think Jill, you gave an absolutely fantastic explanation as to why the time frames considerations and the benefits I said around being commercial, around being able to make quicker decisions and stuff like that, you gave the perfect answer as to why that isn't always the case, or isn't the case within the APS.

HOLLY NOBLE: Definitely that sense of purpose, I think is something that a lot of our Future Leaders have identified. I know last year when we were doing smaller interviews with public servants across the ACT, there were so many wonderful stories that were shared with IPAA about how people were making a difference at every level of the enterprise. It was one of the best things I think that we've done. I'm interested in the transition period. Jill, you said you, about seven months in, and Steve I think you're slightly around that time, five, yeah. What worked well in your transition, and what was the hardest adjustment?

JILL CHARKER: Yeah. Thanks. It's a good question, Holly. As you said, I'm seven months in which is probably relatively early. You could conceptualise that and say, "Oh, you're over the first week or two, it's smooth sailing." I think a transition of this size takes longer. I guess in my mind I still feel I'm very much in that transition, still making it. With that said, the best thing that has been useful for me has been a learning mindset. It's not dissimilar to Steve's comment about seeking first to understand, which I love that adage.

JILL CHARKER: It's super, super relevant. I literally did not assume and do not assume that I know the answer to anything in particular. I have absolutely put aside default preferences. I am always observing, asking questions, really trying to deeply understand the context. That is the most useful thing I think that I have been able to do. It's not always easy. I didn't think that it would always be easy. But gee, it's helpful. And then people are super happy to talk to you and share ideas, and they know you genuinely want to understand, and people hear that and they see it. That's when the magic starts to happen, when you learn.

JILL CHARKER: The hardest part is just what I would probably slate back to any big organisation, which is just getting to understand how it works. There's a whole lot of stuff that we get trained on, all the sorts of things we cover in orientation and induction, about who to talk to about what. As we all know, there's a truckload of stuff which is implicit and you just pick it up. Either by talking to colleagues, you pick it up on the job, you pick it up through some sort of osmosis process, and that just takes time.

JILL CHARKER: Again, I think the openness matters to enable you to get through that, but that's the hardest part is just what you don't know, and what you don't know that's not written down.

STEPHEN BARROW-YU: I think the mindset that you come in with is fundamental. If you come in with an open mindset, Jill talked about an openness to learning, seeking first to understand, coming in with humility actually. I think that's really important because then you set yourself up for projecting to others in that way. I have met wonderful, engaging people that have been nothing other than helpful in helping orientate me towards the department and towards being in the APS. I can't really comment broadly on the APS, other than I've had quite a bit to do with the APSC. Because of my role, and that's been fantastic.

STEPHEN BARROW-YU: People are really, really helpful. My induction and moving up that learning curve, there hasn't been anything that I've gone home and I've gone, "Oh, God no." From that front. I think there are a couple of dynamics that are challenging. I think I have accountability for supporting the department around performance and talent and leadership, but I think the extent to which leaders lead and managers manage, and take accountability for that, we've got a bit of certainly within the department I'm part of, we've got some work to do around equipping our managers to be, and leaders to be better managers and better leaders.

STEPHEN BARROW-YU: And understanding within the context, Jill that you described, of who we are serving and how that plays, how accountability roles. I suppose I'm just recalibrating in my head, an experience, the accountability that I have relative to where I sit in the structure. And making sure that I prosecute my role and support my seniors to be able to prosecute their roles optimally. I think it's a recalibration would be the summary, because there are differences, and those are to do with context.

HOLLY NOBLE: There's a theme here. I think context is coming through loud and clear for our listeners, which absolutely is very, very true. Can you give any advice to Future Leaders considering the transition between public and private sectors? I mean, we've heard part of the Thodey review is absolutely we should be learning across sectors, we should be open to mobility opportunities more broadly, because there's slightly different skillsets, different opportunities, different ways of working, and that context is really helpful to form a lasting and genuine partnership across the sectors. So, any advice you can share with our Future Leaders considering making the jump?

STEPHEN BARROW-YU: I think diversity of experience, diversity of teams is really, really important. I think that throughout my career, I've been able to lead, pull together and lead and manage diverse interdisciplinary teams that have got commercial experience. My background's actually been academia, commercial, consulting, and now public sector. I think what you bring from each of those are slightly different perspectives and more resourceful. I think if I look at the amazing talent that comes in as graduates into those different sectors, I was blown away when I was in consulting by some of the skills that you learn as a junior consultant in a consulting firm.

STEPHEN BARROW-YU: The governance accountability that you learn within this context, commerciality that you learn in different ... I think what I would say, and I'd be careful about saying advice, but what I would give people as advice is to get diverse experiences. You own your career. Nobody else owns your career. We're accountable for creating the context for your career but you've got to own it. Be honest with yourself about where your strengths lie. Personally, I think you're never going to make a weakness into a strength. How do you mitigate the risks of your weaknesses and build your strengths? And look for diverse experiences. It's going to sound it's okay for me to say isn't it, but do what makes you happy. Why be in a context that you're not enjoying?

- JILL CHARKER: Yeah. You've made a great set of points there, Steve, and your last one is an interesting one about do what makes you happy and there's certainly a lot of discussion in McKinsey about very much similar, just phrased differently, which is identify where you find your energy. What gives you energy? They're talking in a work context. And try to shift your work and how you do your work towards that. It's such an interesting point you raise, but I mean, some other thoughts I had for people contemplating a shift in either direction, is I think not dissimilar again Steve to your point, I think it's about being thoughtful, about why you want to make the shift.
- JILL CHARKER: And secondly, to which organisation you want to shift, and what are their values? What is their purpose? Does that align with your purpose or your why? Sometimes I see people who jump quite quickly from point A to point B, maybe become dissatisfied, jump back to point A or onto another point C or D, and I guess I hope that if people are going to make a shift, any shift, even if it's within a sector as opposed to across private or public, that they've had a chance to think about A, what is their purpose professionally? And B, what are they looking for in an organisation? And for me personally, this is not necessarily for everyone, the values of an organisation matter really highly.
- JILL CHARKER: And its purpose matters very highly. So that I can put my energy and my effort into doing something which is aligned for me personally, with that organisation. I think other pieces are ... I think we've touched on this already, but being genuinely open to learning. And Steve I think's described it really nicely around learning the context of different organisations. I think if you enter into another organisation, be it a sectorial jump or not, you have to accept you're up for some learning, and at a minimum, it's context recognition of some things are different around here.
- JILL CHARKER: It may be more than that. It might actually be not necessarily formal learning, although in some cases that might be true, but a real willingness to do things differently, potentially to adapt. One can't assume that we can just lift and shift how we do things. I think having an openness to that, and I think having a long term view. Because sometimes a move might actually be challenging in the short term. You might perceive it or others might perceive it maybe as a backwards step or maybe a sideways step, and sometimes there can be good reasons for that in the context of what your longer term goal is or where you are at a point in time. I think before contemplating changes, I think having a good sense of longer term.
- Jill Charker Where am I trying to get to? What do I want to do? And thinking about whether this move is aligned with that at this time, I think it's a really important piece to factor into that mix, as well.
- STEPHEN BARROW-YU: Can I just add in another point on top of Jill's there? I think you make great points there, Jill. The reality is learning and development, we describe it in ... I was chief learning officer, by the way, a couple of times. You describe it in very neat ... Actually, it's often very messy, learning and development, because it's about change. Sometimes when you're going through these experiences, they're hard. Acknowledge that. It is what it is. As I say to people where I have this concept of optimal stretch.
- STEPHEN BARROW-YU: I've got people that have worked with me in different parts of the world, they're in way more senior jobs than I've ever had now, and the role of the leader is to actively engage and help people, individuals, to realise their potential. That's about being with them, working with them, and creating this ... People believe they can do this, they can actually do that. The difference between that, the delta between those two is the role of the leader. That's the first bit.

- STEPHEN BARROW-YU: The second bit, from time to time, you're going to get it wrong. I've had a couple of career disasters during my time. My career has been really successful and then a couple of bits that have gone really badly wrong. It is what it is. Own it, learn from it, move on. Nobody has this perfect ... Well, very few people I think, if they're honest, have this perfect playbook. There are going to be things you do wrong, things that are going to go wrong, so learn from them.
- JILL CHARKER: Yeah. That's so true, Steve. I echo that. I think there's one or two things where things haven't quite worked out for me in the direction that I might have hoped, but gee, they've provided some great learning. And in some cases have really solidified. We spoke earlier about the pieces of leadership that we've changed on and I mentioned some that in fact have gotten stronger. Some of those experiences have actually just solidified those for me, and that's actually been a good thing. So yeah, there's learning to be had. Some of it's more painful than others, and some of it's actually really enjoyable and fantastic, and we have to take all of it as part of life.
- STEPHEN BARROW-YU: I know we're labouring on this one a bit, but Jill you made really good points about context and learning and purpose. I think culture is fundamental here. There was another organisation I worked for briefly. I got headhunted from HSBC to another bank which will remain nameless, and the culture was toxic. It was terrible. And I almost, about ... Well, after about six months they realised they hated me and I hated them. It was a marriage not made where you'd want them. Move on. These things happen.
- HOLLY NOBLE: There are some wonderful things to add to our Future Leaders playbook there. I love that term, I'm totally stealing it. Some things that really stood out from both of your reflections. Diversity of thought and experience is key, really thinking about where you find your energy, your happiness, your professional purpose, and what culture works with you, and in your context as well. But also it was this theme of context that we kept coming back to. Humility, having that open growth mindset, thinking about your optimum stretch goals for your learning and development and a genuine commitment to understand that context really helps be flexible. Whether you're in the private sector, public sector, or jumping back and forth between the two.
- HOLLY NOBLE: Something that's been a really popular feature of our Future Leaders inspired events in the past is the opportunity for our speakers to share one thing, a very quick 30 second summary, something they wish they'd known earlier. A little bit of advice to the younger self. Before we wrap up today, I'd really like to invite you both to share one very quick reflection or anecdote, something to leave our Future Leaders with.
- JILL CHARKER: That's a tough one, isn't it? Yeah, I know, you're laughing. I'm laughing, too, Steve. It's a tough one, Holly. Oh look, I'd say back your gut. Go with it. Give it a go. There are so many ways in which we can talk ourselves out of something. Be it I'm not good enough for this, that's too hard, they won't like me, I'm going to muck it up. Whatever, whatever. And the number of times that I've said, "Look, just forget it, I'm going to do this and I'm going to give it my best shot, and what will be will be," that's actually served me really well. What you get out of that is a level of confidence that you can have a go, and it probably will be okay.
- JILL CHARKER: It might not be perfect, but it will be okay. I think yeah, back yourself and have a go. Sounds pretty simple in some respects, but harder to implement at times than the words might suggest.

STEPHEN BARROW-YU: I hand balled that one over to you. You've now made it harder for me to respond, because that was exactly what I was going to say, which is around back yourself. Trust yourself and I suppose what I'll add to that, and there's a book to that called *Feel The Fear And Do It Anyway*. *Feel The Fear And Do It Anyway*, which captures that sentiment. I think I would add in terms of existentially, treat people with dignity and respect, always. Always personally try and look for the positive and take accountability. Admit to your failures, learn from them, and enjoy yourself. The one thing, sorry, I wish I'd done a bit more, if I look back over my career, I wish I'd been a bit more audacious a couple of times.

HOLLY NOBLE: Well, thank you Jill and Steve for joining us today and sharing so generously all of your insights. We've got book recommendations, we've got little bite sized bits of career coaching and planning. It'd just be fantastic for all of our audience, but particularly our Future Leaders who are tuning in. Thank you everybody for tuning in to this special Future Leaders edition of IPAA's *Work With Purpose*. Please keep an eye out for our next IPAA Future Leaders event, a follow-on from last year's Future Leaders Hackathon. This year's Hackathon is being delivered in partnership with the APSC and KPMG, and it's an event not to be missed.

HOLLY NOBLE: Also, the IPAA Future Leaders Connect newsletter is being released very shortly. It's your one-stop shop for all IPAA content created with Future Leaders in mind, where you'll find everything to keep you inspired, connected, and empowered. We're always looking for opportunities to engage with our Future Leaders, so please connect with us via our social media channels on Facebook, LinkedIn, and Twitter. Thank you Steve and Jill.

STEPHEN BARROW-YU: Thank you, Holly.

JILL CHARKER: It's a pleasure. Thank you both.

DAVID PEMBROKE: So there you have it. Holly Noble, Stephen Barrow-Yu, and Jill Charker, with that insightful conversation about leadership and the first 90 days, but importantly those contrasts and lessons that we have from working in the public sector and the private sector. Thanks again for joining us on *Work with Purpose*. If you do see the social media promotion for the podcast, please pass it along. And indeed if you've got time for a review on your favourite podcast catcher, that always helps for the program to be found. We're very grateful for your support once again, and we will be back at the same time in two weeks with another episode of *Work with Purpose*. 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.