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THE CHANGE LEADER WITH COLONEL JENIFFER HARRIS

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DAVID PEMBROKE

Hello everyone and welcome once again to Work with Purpose, a podcast about the Australian public sector and how it serves the Australian people. My name is David Pembroke. Thanks for joining me.

As we begin, I'd like to acknowledge the traditional custodians of the land on which we are broadcasting from today, the Ngunnawal and Ngambri peoples, 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. And indeed, I'd also like to acknowledge the custodians of all the lands from where anybody listening to this podcast today is joining us from. Now, as regular listeners would appreciate, the programming of Work with Purpose is driven by you, the listener. So today we are returning to one of our most requested topics, which is managing change and transformation. And as many of you will note, change is hard. As humans, most of us don't like it. We prefer stability over uncertainty, reassurance over the unknown.

So, lining everyone up both inside and outside organisations to make things happen is often an opportunity and a challenge. But in the Australian Army, its Digital Twin Project is showing how it can be done. Now, the Australian Army Research Center's definition of a digital twin is, and I quote, "a single dynamic data set that represents the physical world in sufficient resolution to act as the reference point for all systems requiring mission data." It allows the army to make informed decisions about cost, about personnel and equipment and capability and I'm pleased to report that the project is working. Joining us is Colonel Jennifer Harris, who is one of the leaders of the project. She joined the Australian Army in 1996 and has enjoyed one of those wonderfully diverse and rich military careers working with regimental staff, engineering and representational appointments.

She has worked across Australia and around the world in countries including the United Kingdom, Papua New Guinea, Lebanon, Syria, Iraq, and Afghanistan. Colonel Harris is currently undertaking the defence strategic studies course at the Australian War College where she's exploring the key topic of how modern organisations achieve successful transformation in a digital world. And in her most recent appointment before that, she was the Chief of Staff of the Land Capability Division, and she had the privilege to work on the army's response to meet the government direction post the Defence

Strategic Review. She joins me in the studio. Colonel Harris, welcome to Work with Purpose.

COLONEL JENNIFER HARRIS — Hey, thanks for having me, David. It's great to be here.

DAVID PEMBROKE — So listen at Work with Purpose. Before we get into the substantive stuff, we like to meet the people, know the people so to speak. So, what's the Colonel Jennifer Harris story?

COLONEL JENNIFER HARRIS — Wow, that's a big story. So, I guess to start at the beginning, what motivated me to join the army was two key influences. The first thing in the 90s, our army, our defence force was focused on post-conflict reconstruction. We were doing peacekeeping operations and the thought of being able to help communities at their most vulnerable post-conflict was really motivating.

But there was a second influence as well, and that's got to be my uncle. So, my uncle is a civil engineer, very practical, pragmatic building solutions out in the community. So, it was those two things that really motivated | 3 me to join the army. I didn't want to be in a traditional role, perhaps behind a desk, and I saw the army could bring together both those things and that's where it all started.

DAVID PEMBROKE — Where did you grow up?

COLONEL JENNIFER HARRIS — I grew up in Central Victoria, in Bendigo, a lovely little community right in the middle of Central Victoria, a wonderful upbringing. We lived on five acres, were out in the bush, potentially you would call me a tomboy. But coming through school fascinated by maths and science and how I could explain the world, and that's how it all came together.

DAVID PEMBROKE — Growing up then in that sort of environment and interested in maths and science with an influence like your uncle who you looked up to, can you remember sort of the age where you were thinking to yourself, well, army might be something for me? When did that happen? Did a recruitment sort of gang roll into town and you thought, okay, that sounds like me?

COLONEL JENIFFER HARRIS — So fascinatingly, I think I must've been in about year nine and year nine was where I was really invested in by great maths teachers, great physics teachers. I have to work hard, so I'm not absolutely talented at maths and science. It was almost just a pivot point where I was invested in at the right time. And in year nine, I was looking at how I could bring those influences together.

DAVID PEMBROKE

That's an interesting point though, that you weren't naturally gifted, but you knew you had to work hard at it. But why did you feel you had to work hard for it? Because I remember doing physics and maths and I couldn't run away from it fast enough because I didn't like it. And I was like, I'm rolling ball bearings off desks and things like that. I was like, couldn't see the point, wasn't that interested, but when you didn't have an aptitude for it, but you felt that there was an interest there, what drove that?

COLONEL JENNIFER HARRIS

It was really the investment of some great teachers that demystified it. So, I think sometimes with maths and science, people can struggle to wrap their head around how it relates to the real world. I had some amazing teachers who were able to show how both maths, physics, chemistry, those hard sciences actually helped explain the world. And then as I progressed into year 10 and 11, I was looking at careers that would help me be out in the world constructing things. And then seeing my uncle who was this amazing practical civil engineer who seemed to be able to break problems down into their component parts and solve them. That's really what motivated, and it connected me with the army. Back then there were recruiting offices in every town and I walked into the recruiting office and said, "Hey, I want to join the army." They looked at what I was doing and said, "How about you have a look at ADFA?" And that's where I joined ADFA and started civil engineering.

DAVID PEMBROKE

It all began. So, tell us about that, that experience of coming into ADFA now because as I mentioned in the introduction, it's probably not well known or understood, but the diversity of the careers and the things that you get to do, it's extraordinary. And also, I think one of the things about the services that is not really well appreciated is that it's probably the greatest learning organisation in Australia. It gives the opportunity for its people to, "Here's another thing, we'll keep putting the challenges in front of you and we'll keep preparing you to take on those challenges." But just going back to ADFA, what was it like when you sort of turned up with your kit bag and you were sort of away from Bendigo? Do you remember those times?

COLONEL JENIFFER HARRIS

I don't think I blocked them out completely. No, it was a fantastic opportunity. All of a sudden you were thrown together with students from all over the world, all motivated to serve, all motivated to be in the army, navy, and air force. We were in an academic institution. So,

you had that, you are almost small fish in a big pond again, and everyone is together kind of going through re-levelling because each of the state's education systems are slightly different. So that first year was really about connecting the team and setting the foundation for how we would go through, which was a four-year degree, in my case, in civil engineering.

The beauty of ADFA is every year, every quarter you would connect with your service, you would do army specific training, you'd do leadership training. So, it really was a holistic education environment. As a civil engineer, we were so fortunate to have army engineers who had been out in army, who had done those post conflict reconstruction activities actually instructing us. So, there was that great connection. And I think one of the beauties of ADFA is how you bring people who have practically done that role in and connect them with students.

Because one of the hard things about university is sometimes it can get into that theoretical, esoteric kind of space and it could be hard to see how it applies in the real world. Having those great lecturers who have done the role and explain how this theoretical concept actually applies in the real world. And in our case, in that military setting was so valuable and we had a great team that wrapped around us. We laid concrete, we climbed the Sydney Harbour Bridge before Bridge Climb was ever a thing. There were these practical activities that were integrated with ADFA that just made it such a rich experience. And as we came out and graduated from ADFA as young engineers in the army, we were out there with our teams with responsibility for constructing roads, small buildings, field defences. You having that responsibility as a very young first-year engineer is absolutely unique in the military.

DAVID PEMBROKE

How old would've been at graduation where you did have that opportunity to start?

COLONEL JENNIFER HARRIS

So, when I started at ADFA, I was 18, so it would've been 5 years later, so about 23. So, you did three years of your degree, you then did the year of pure military training over at the Royal Military College, then you went back for your fourth year. So about 23 years old. And as a 23-year-old brand new engineer, you were out in a construction unit. I was 21 Construction Squadron in Brisbane, which was just a brilliant environment. You had these great senior tradesmen who'd come together as part of a team, but you had responsibility for a team. In my

case, I had responsibility team of 60 people. They were the plan operators and the truck drivers, and we were out constructing roads as first, second-year engineers straight out of university. Fantastic.

DAVID PEMBROKE

Yeah. So, did you follow your nose then through the career? Because I'm always interested in how people move through the services and whether it's the army, the navy, the Air Force, you see them sort of bounce around to different opportunities and there is quite an emphasis put on career management. So as that they're looking to create those opportunities for you, how did you think about your career?

COLONEL JENNIFER HARRIS

So it was a fascinating time. So, when I graduated from the Royal Military College, and ADFA as far as a young engineer, 50% of the roles, 50% of the positions in the Corps of Engineers were not open to women.

DAVID PEMBROKE

Oh, why is that?

COLONEL JENNIFER HARRIS

Because women at that stage weren't allowed to serve in combat roles, and our engineer forces were part of those combined arms teams. When I joined, I knew that was the case, but we'd seen movement in that space. But when I graduated, we still hadn't moved. So, all of a sudden, I've come out, graduated, the roles I really wanted to do I couldn't actually serve him. I was a woman. 15 years later, I would command one of those units. So, when it comes to change, change has been a constant throughout my career. But that key point when I came out gave me the opportunity to do some fascinating things. I was able to go over to the United Kingdom and study a masters in weapons effects on structures, basically how to blow things up and therefore how to protect things from weapons effects. So, it's amazing how these different pivots and what would've been a constraint actually opened up other doors. And as I said, 15, 17 years later, I commanded one of the units I couldn't serve in when I graduated. So, it's been a fascinating journey.

DAVID PEMBROKE

And that evolving of the culture that females being able to serve in combat units, how has that changed the army?

COLONEL JENNIFER HARRIS

We pride ourselves on being an organisation where everyone can reach their potential. We've realised that with now opening up roles for everybody to reach their potential. We are accessing the full suite of talent that Australia and now internationally has to offer. And I think that is the key cultural change is we've truly realised an organisation

where everyone can find their space, can achieve what they need to achieve without artificial constraints. And that's exciting. When I talk to young men and women coming through today, gender is not a factor in the decision-making process. If you want to drive a tank, you drive a tank. If you want to be a dog handler, you can be a dog handler. That's a testament to how far we've come.

DAVID PEMBROKE

So, with that, if you look back now or not so much looking back, but you're engaging with these young people in the services at the moment, do you see any difference between them at that age and you at that age? Is the motivation still the same? Are the conversations still the same?

COLONEL JENNIFER HARRIS

It is fascinating. I think sometimes we look at the younger generations coming through and think they're different, they're motivated by different things. But it's still fascinating to see that the vast majority of people joining our defence force today are still motivated by a sense of service.

DAVID PEMBROKE

Service, yeah.

Colonel Jennifer Harris:

To serve a cause higher than themselves. And it's really enriching to see young people, they bring a different energy, they bring a focus. And I think what's really exciting when I think about myself as a young officer and then think of the new officers coming through, there's a real want to understand, to question, to be part of the decision-making process. There's a real focus on that collective team and it's really exciting and motivating. I love the fact that the generations coming through are still motivated by that sense of service, but even more so, they have a real curiosity and creativity that brings more richness to our organisation. And when we're navigating a number of global trends all changing at pace, the fourth industrial revolution, we need creative, curious, deep experts with fascinations around technology, around AI, around machine learning to really bring us into that future. And I think the next generation of people coming through are really bringing that richness to the organisation.

DAVID PEMBROKE

Now look, I do want to get to the digital thing, but interestingly, just this morning I was listening to a podcast, Max Gawn, the captain of the Melbourne football team, was talking to a guy called Luke Darcy on Luke Darcy's podcast. And they were talking about leadership, and they were talking about the contribution of the younger people, the

younger players coming through. And it was interesting. Max Gawn's view on it was letting them lead, letting them bring, bringing them forward. And he said, "They'll take you to incredible places if you let them go."

COLONEL JENNIFER HARRIS Absolutely.

DAVID PEMBROKE So how does that tally with your view and your understanding of the younger people coming through?

COLONEL JENNIFER HARRIS Could not agree more. More and indeed I think our greatest responsibility in any organisation, but particularly the defence force is cultivating the next generation of leaders, giving them the opportunity, empowering them to explore their leadership style, to explore their ideas and bring through and I think those different perspectives and giving them the opportunity to lead in their own way to achieve a task in their own way is so empowering. In fact, one of the most rewarding things as a leader is to give someone a task with the resources to do that. You've done your planning, so you know they've got what they need, but when they achieve it in a completely different way, it's just fascinating to watch. And I think that richness resonates with the podcasts that you are listening in, there's such a wonderful rewarding experience when you see a new leader blossom but blossom in their own way. And I think as I said, the greatest responsibility we have is cultivating the next generation. And being able to do that in the defence force has just been a really rewarding aspect of my career.

DAVID PEMBROKE Okay, so let's dive into these Digital Twin Project. And as I mentioned in the lead, as Chief of Staff of the Land Capability Division, were leading that land capability system and really it was about that evolving into the reality of this digital future and this project, which is known as the Integrated Force Digital Twin. Take us through it. Tell us the story of what it is and what's the problem it's trying to solve inside the context of the National Defence Strategy and the Defence Strategic Review.

COLONEL JENNIFER HARRIS Absolutely. So digital twins, as you said, are used across all sectors. They enable us to see complex systems, all their interactions. They enable us to model scenarios and ultimately optimise behaviours and outcomes. In the | 7 land capability system, we needed to be able to see the entirety of the system and all its integrated parts from the tank and the crew conducting training to the new capability project that was replacing that tank to how that crew integrated into a holistic

digital force. We needed to connect the everyday activity of the desk officer, whether it was the person that was bringing in the new tank, the team leader that was training their team around that tank to the entire integrated force system. And the reason we needed to do that is we needed to enable decision makers at all levels to focus in on those points of risk to optimise the outcome and ultimately ensure that our future warfighting capability could meet the threat ahead.

Unfortunately, the data to do that is contained just in the capability space in 130 documents, exquisitely written PDF'd and signed in a system. And we've all been familiar with dashboards that we all fill out the extra data every month to enable someone to collate that data to try and give ourselves an assessment of performance and assessment of risk. So just in the capability space in army, we had hundreds of projects and existing capabilities, with each desk officer managing their own piece of that puzzle. So, to see an integrated view of that entire system to both sustain current capability but also progressively transform that capability, we needed to be able to see that entire system. But importantly, we didn't want people replicating data that was elsewhere. We wanted people that just in the everyday activity of managing existing capability or transforming new capability, the data they were using to do that role was connected and aggregated and visible for our highest decision makers.

And then with the Defence Strategic Review now encapsulated in the National Defence Strategy, we needed to be able to pivot to achieve that government direction. So, seeing that system was essential. We were asking critical questions. The critical question is where is our current risk? Not to budget, not to time in terms of project, to warfighting and future capability. And then with the pivot that we received out of the Defence Strategic Review, we needed a system that could enable us to do that rapidly. We can't afford to take six months to bring all these pieces together. Data enter once assured through life, through everyday actions that was able to aggregate in a system level to enable decision makers to see risk and optimise outcomes.

DAVID PEMBROKE

That sounds like a big change, a big change around mindset, big change around skills, big change around attitude, this whole integrated force. So how did you solve that particular problem? How did you go about? And how long did it take to actually put this together?

COLONEL JENNIFER HARRIS

So it's a live activity that continues, and I think this is interesting for any sort of future capability system where they've been delivering projects. You start with requirements; you find a system that delivers those requirements. You do your planning for execution and how you're going to train people in the new system, how are you going to maintain the new system? You introduce it into service and off it goes.

DAVID PEMBROKE

Yeah.

COLONEL JENNIFER HARRIS

Trying to aggregate that in a digital environment, in this digital model, in this twin is an ever-evolving live activity. What we're able to do is to truly unlock data to support decision-making, we had to bring together an integrated team. We worked with a great industry partner who had all the data smarts. We worked with great people across army who were trying to manage their piece of the puzzle every day. We connected them together and we focused them on key questions. So, what does army's contribution to the integrated force need to look for at this time? Where are we now? How do we bring those together? And we had to find the data in those 130 documents and connect that together.

But in building that digital twin, we iterated all the time. It is a live activity. Working with the Defence Science and Technology Group who have an amazing environment for building these types of digital twins, we were enabled to do this iteration. We didn't go out and ask for a black box application where a contractor would come in and give us this black box and we'd pump all our data in because that didn't enable our teams that were working every day. We iterated, we built, and we aggressively built the digital twin to answer those questions. And it's still live today, still working. It has truly provided a model of how defence leveraging a great organisation like Defence Science and Technology Group with a really smart integrated industry partner could build our digital twin.

DAVID PEMBROKE

So how mature is it as you look at it now? Do you think you're halfway through the job, you're two thirds of the way through the job, where would you see, or is it as you say, it's a job that'll never be finished, but perhaps in terms of its effectiveness?

COLONEL JENNIFER HARRIS

So it's continually evolving. And what it's enabled is as army senior leaders see themselves in the context of the Defence Senior Leadership Group, they can now see not just the capability system, so where our future projects are. They can also integrate that with where

our training is. For example, in bringing in the new tank, we needed to ensure that the system continues to function. We still have to generate the armoured component of our combined arms team. They still need to train. You can't just take all the old systems away and put the new systems in. By being able to see even that small ecosystem, we were able to understand with the project coming in how we could optimise, maintain training, but then maximise the new capability coming through. That's just for one component of the land capability system, let alone the entire force. So, we've already seen how we can integrate all the things army does in a more effective way, move activities around to optimise the force. Each time we get a tough question, we throw it at the twin, and that's part of that evolutionary process. And I think this is the beauty, the backbone is there, the data is there. We are now just looking at where we need to augment that, where we need to access that. And the next step is how you integrate the entire integrated force across defence.

DAVID PEMBROKE And how far away is that? Is air force and navy on a similar journey?

Colonel Jennifer Harris: So everyone's on a similar journey. Everyone needs to see this complex system and be able to see how we can work together to achieve the future force. And this is what the DSR's challenged us to do. This is what the National Defence Strategy us challenged us to do. We need to make hard decisions about prioritising, which capability needs to be upgraded when. But instead of just measuring what's easy, budget and time in an individual project concept, we actually need to measure what is future warfighting capability against the threat and then be able to optimise the project. And you can only do that when you can see this entire system.

DAVID PEMBROKE But this is change, this is transformation, this is difficult. What were the hardest things for you to deal with and some of the roadblocks that you came up against? And what advice do you have for people who are working across the APS in similar types of environments? Because yes, we're talking about the digital twin as it relates to army and the integrated force, but really as you mentioned, digital twins are really everywhere.

COLONEL JENNIFER HARRIS Yeah, absolutely. So, I think if we look at organisational change and we look at any organisation as a complex adaptive system, and I'm not going to get too down in the weeds on this one. But you need to look at this system from a whole of entity perspective, you then look at the system from the internal architecture perspective, and then you

dive straight into what is central to change, which is people and that cognitive element. All those things still remain in any transformation outcome.

However, in a digital transformation sense, there are a number of other behaviours that were really exposed that complicate it even further. People often approach digital transformation as if I can just get all my data together in one big swamp, just bring it all together. Hopefully these insights will bubble to the surface. That's not going to happen. You need to start with a good question, but so many digital transformations start with let's just get all the data, just give me all the data.

The second aspect is this black box mentality. "Contractor X, I want you to give me an application that would show me Y." And then we'll take all this big data swamp, and we plug it in and then show me Y. Again, it's not a helpful process. And you then get this pathology where people are trying to ... You prove to me that this application is going to be better than this PowerPoint that I produce every month to update my senior leaders on where my projects at.

And the final thing is we don't have a great historical experience. So, when people look at digital transformation, when they look at how we've performed before in introducing a new application, they have this bias already when you start. So, all of this is coming together, but imagine it in a large organisation. If you can understand those levels, you can actually manage and help people navigate change more effectively. So, at that entity level, and I think this is really important for the public service and all of our government architecture. In the private sector, you are motivated by market forces and profit.

If you don't evolve, you will cease to exist. In the public sector, there's not that same motivation. If you think about a defence force in a wartime setting, you have to adapt to survive. But in a peacetime setting, you don't have that motivation. So, recognising that is important. How do you bring a whole of organisation along when there isn't that existential threat?

DAVID PEMBROKE

How do you do that then?

COLONEL JENNIFER HARRIS

The key thing is about unlocking the opportunity, the capacity to move them away from a process that has been built for a time to the outcome. And I think when you look at that next level, at that organisational architecture level, particularly in a military, but I would

say across a lot of public settings that institutional architecture, often processes created to create certainty out of chaos, actually lose focus on the outcomes they were trying to achieve. So, you become a slave to the process, you become a slave to the rules, they become morally and politically important as opposed to a focus on the outcome. So, getting the organisation back focused on that outcome is essential. Standard operating procedures, processes, create order out of chaos. But when you're trying to innovate, when you're trying to change, you need to be able to understand where they're actually producing perverse outcomes.

But I think the most important level in terms of barriers is really at that cognitive level, the way you and I see the world. So, the way we process information is a product of our experiences, is a product of our organisational culture, is the schema and the way we view the world, we process information and make decisions fundamentally impacts the people in a change process. Being able to identify where we need to challenge those mental models helps bring the whole organisation along. And that's why appreciating all three levels is important. | 10 And I think it is in the people space and bringing people back to the centre of any transformation outcome where you really start to unlock opportunities.

And I think in a digital transformation, people focus on the application and the tools as opposed to the people that actually have to use them. And that's where there's a real opportunity to help people both navigate change, but also be the trigger for that change.

DAVID PEMBROKE

So what are some of the things that you have done successfully which has achieved that alignment that you're looking for? Because as you say, everybody's different. Everyone comes to it with a different level of expertise, a level of understanding and a particular view. How do you get everyone directed into the same area? Obviously as you say, it works at those three levels and the objectives and the question and other things. So, you can get that happening, but how do you sustain it? People working together?

COLONEL JENNIFER HARRIS

And I think it's about recognising they're all having a different response, and they all have a role to play in that response. So, connecting with theory and change management theory. And I think one of the key things for me was taking my practitioner informed view, the experience I developed through an organisation of leading small teams and then larger teams, but also connecting with that deep

change management and systems change theory. So, the Berkana Two Loops Model of Change helps understand the way different people respond. So, if you think about an existing system, there are people within that system that are absolutely invested in how that system continues to function through time. We'll call them our protectors. Their role, and they see their role as this system has to continue, no organisation can just stop and change. Understanding those protectors aren't all resisting change. They're actually invested in making sure the system continues to function. So, you need to cultivate them.

You then have pioneers, you then have your innovators, you then have your people who are looking at this system can improve, this system is no longer fit for purpose. We need to look at a new system. You need to protect them to give them the space for all those ideas to coalesce into a new system. And as that new system emerges, you then need to transition your protectors to the new space. So, you need your transitioners, you need your bridge builders, you need your people that can go through and recognising all that's happening at different spaces and different times from the smallest team to the whole organisation helps you recognise there's no one size fits all. You can't just stand up and motivate everyone with a speech to move from point A to point B. And I think this is where some of these templated seven step process of changes fall over because they don't recognise how each of these different individuals, small teams, components of the organisation need to transition to a new space.

For me, it's been a real process of understanding that theory, of drawing on really great subject matter expertise from potentially outside the organisation and integrating them into that team to navigate through change. What I see in a lot of external change management initiatives where we bring someone from outside defence in to help change the organisation stands back and goes, "Change is being done to me." You need to integrate that expertise in. You need to make sure everyone understands the different levels of the organisation. And you need to recognise that you have to have nuanced strategies for all those components.

And you also need to recognise there will be resistors to change. Very few of those are actually maliciously trying to stop something. They're just invested. They're invested in the old way of doing things. That institutional architecture and those processes have become foremost in their mind. They assume a moral importance. Helping them shift

their mental model and move them into a new space can be challenging, but not everyone is resisting change. There's still that protector element. So, understanding the different roles people play is why I think people have been central to your change process, particularly in a digital space.

DAVID PEMBROKE

So with that, and obviously this, as you say, this is an ever-evolving process, it'll never end because the questions will change, the requirements will change, the technology will change, and everything will continue to change. So, once you've sort got everyone moving in the right direction, how do you keep people going? And do you find that people jump from different categories? Do some people who are the protectors think, well, hang on, I want to go ... Through the experience ... They show the qualities of a different

COLONEL JENNIFER HARRIS

Of a pioneer or an innovator?

DAVID PEMBROKE

Yeah, that's right.

COLONEL JENNIFER HARRIS

Or indeed they transition and recognise the new system, and they become protectors of the new system. And I think the ability to cultivate a learning organisation. So, if we think about the way people learn, you have single loop learning, which is very much about doing things right. I see a mistake, I correct a mistake, but I don't actually investigate the causal factors of why things went wrong.

Double loop learning gets into those causal factors, gets into the space where we focus on not just doing things right, but doing the right things.

The deepest level of learning is where we get to triple loop planning, where we actually look into our values, we look into why those systems are there in the first place. Again, we focus people on the outcomes. So, creating that level of learning in your organisation is fundamentally important. So someone going through a change process, it can feel quite traumatic, particularly for the protectors, but if you can open their cognitive learning space to dive down into that double and triple loop learning, that true reflective practice, you then enable them with the mental models to cope in a reality, this strategic environment we find ourselves in where we're not just coping with one trend changing, there's multiple megatrends all changing at speeds, all coalescing together. So, you're building people with much more flexible, dynamic mental models to help them process into the future. A change process can actually build a

more resilient, continually improving organisation. But it takes work and it's tough.

DAVID PEMBROKE Yeah, it's challenging, isn't it? Because people, ultimately the essence of what you're talking about is people, and people are hard.

COLONEL JENNIFER HARRIS Absolutely.

DAVID PEMBROKE People are difficult, but it's really ... That's a masterclass you've just given us. Thank you. Which I'm really pleased to have sat through it because you've introduced a lot of topics and concepts to me around change that I probably hadn't really thought of too much about before. So, what's next for you? You're obviously studying at the moment, but where does your career go to from here?

COLONEL JENNIFER HARRIS So I am exceptionally fortunate. So, I've come from the defence strategic studies course, a great course. 50% of the students on our course are from the region, from different countries in the region. |

DAVID PEMBROKE Yeah.

COLONEL JENNIFER HARRIS A brilliant network, great perspectives. And I've had 12 months focusing on the theory of change, really, really getting deep into how we can help our organisations improve into the future. I'm actually really fortunate to be taking over Commander, Indo-Pacific Endeavour. So, when we think about the Indo-Pacific and Australia in the centre of one of the most dynamic regions in the world, my role is how I bring together all those key exercise aspects that we do with our partners across that region to ensure that we are improving interoperability, we're building relationships, we are bringing together that connective form. So, my role as the commander is actually coalescing, building on those networks.

DAVID PEMBROKE Oh my god. What a job.

COLONEL JENNIFER HARRIS Which is fantastic, which is fantastic. So, I'm

DAVID PEMBROKE Talk about complexity.

COLONEL JENNIFER HARRIS Talk about complexity and complexity across borders. And I think this is one of the fascinating things we see with organisational change. Our organisations aren't impervious. Our organisations are increasingly connected. In the public sector, if we're going to realise whole of nation, whole of government.

DAVID PEMBROKE Correct.

COLONEL JENNIFER HARRIS The influences, the way we shape mental models, the way we connect with people. We are doing this across organisational borders. I'm doing this across country borders, which is super exciting.

DAVID PEMBROKE Yeah. Wow. Well, I think we're in good hands people, don't you think? What a wonderful conversation with one of the very many talented people out in the ADF and Jen, thank you for coming in today to share that great story about the digital twin and all the very best for this very important job that you're about to take on. And I'm sure you'll do it as well as you've done every other job up until this point. So, thanks very much for joining us.

COLONEL JENNIFER HARRIS Hey David, thanks so much. It's been an absolute pleasure.

DAVID PEMBROKE Wow, what a great conversation that was. What a talented ... But I tell you, there are so many smart people out in the ADF. I can tell you I'm fortunate enough to work out there and the mission is real and there are so many capable and competent people in the ADF. So, if you are thinking that you want to do something a bit different, and I'm fascinated, and I've talked about this before, and we did have a guest on the program talking about this. How do we achieve whole of government, whole of nation responses in a whole range of complex areas, but certainly defence is one of them. And to Jen's point the whole change that really everyone has to, in whatever role that you're playing inside the APS or the ADF, how do you start to think differently about the way that you're going to contribute to that model because it's certainly here to stay.

Anyway, we'll get into that in future episodes as well. But listen, great conversation today and if you do want to tune into past episodes, I think we are rolling into about 120 Work with Purpose episodes. But you can go back to Spotify and Apple and you can find us all over the places. So there are plenty of other great stories such as Colonel Harris's story that we heard today to enjoy. If you want to follow and stay up to date with all the latest information on Work with Purpose, you can follow us at contentgroup or at IPAA ACT, and on LinkedIn is the best place to do that. And if you do have time for a rating or review, which I'm sure you do, it doesn't take long, it does help us to be found. So if you could give us a review, we would be very grateful for that.

Now this is your last chance to grab tickets for our very first Work with Purpose Live. Join us on the 20th of November for a conversation about men's mental health with Matthew Breen from Canberra's Running for Resilience. And that is a great story. Matthew Short from the Department of Health and Aged Care, and Lachlan Vivian-Taylor from Comcare. The event is sponsored by Comcare, and tickets are available on the IPAA ACT website. And a big thanks to everyone out there who is sharing the content and helping promote the event.My good friend Jason Duarte from Westpac who was on the IPAA Council, I noticed today he posted something, which is great. So a big thanks to Jason. And if you do see the content come past, promote it to your networks, it'll help us to get more people along to the live event and I'm certainly looking forward to that.

Now Work with Purpose is produced as a collaboration between contentgroup and the Institute of Public Administration of Australia, ACT, and supported as always by our very good friends at the Australian Public Service Commission. So, a wonderful episode today. Plenty more to come. My name is David Pembroke. This was Work with Purpose and now it's by for now. Voice Over: Work with Purpose is a production of contentgroup in partnership with the Institute of Public Administration Australia ACT, and with the support of the Australian Public Service Commission