
InTransition 135: Paul Maddison

Speaker 1: Welcome to InTransition, a program dedicated to the practice of content communication in the public sector. Here's your host, David Pembroke.

David Pembroke: Hello ladies and gentlemen, and welcome once again to InTransition, the podcast that examines the practice of content communication in government and the public sector. My name's David Pembroke, and thank you very much for joining me once again. And to any new listeners out there, thank you, and welcome to our discussion today, because it promises to be a very interesting conversation because today we go into the world of diplomacy and defense, to discuss with a very senior person in both of those worlds, just what communications means in that space, and how indeed he is looking at creating value for his country here in Australia.

But we'll come to him in just a moment, but again, often we talk about just exactly what it is, content communication, but it's a strategic, measurable, and accountable business process that relies on the creation, curation, and distribution of useful, relevant, and consistent content. The purpose is to engage and inform a specific audience in order to achieve a desired citizen and/or stakeholder action. It's this notion that we can all now be publishers, we can all tell our story, so how do we go about doing that in order to achieve or make progress towards our business objectives?

Well today, I am joined by Paul Maddison who is the Canadian High Commissioner to Australia, but he wasn't always the Canadian High Commission to Australia. Paul had a distinguished career in the Canadian Navy, and we're going to talk about that in just a moment, but since about 2015, Paul has come to Australia to be the Canadian High Commissioner, and he is also currently a Fellow of the Royal Canadian Geographical Society. So, we will talk to him about all of those things, and he joins me in the studio, so Paul, thanks very much for joining me InTransition.

Paul Maddison: It's great to be here, and thank you for the invitation.

David Pembroke: Okay, let's go back to your career in the Navy. Was it something you always wanted to do from a young age? Was it something that was as you grew up, you thought, "I'd like to be in the Navy and be an officer in the Navy?"

Paul Maddison: Not particularly, but I had some great role models, one being my father, who served in the Royal Canadian Air Force, and the one being my older brother who went to military college and wanted to be a pilot, but because of his

eyesight, ended up in the Navy. He was older enough that he would come home and tell stories about visiting Mexico and Pearl Harbour and Japan, and enough that I actually became very, very interested. I applied for a military college, so similar to going to Duntroon, when I was 17, and that was that.

David Pembroke: It's interesting, though, that you mentioned that notion of telling stories, that got you moving. Because I tell a similar story about going to boarding school. My elder brother went to boarding school and he went to exotic places like Goulburn and Canberra, and we were from Sydney. But I remember thinking, "His stories, they're better than my stories. I can't sit in a room and talk about those things" so I wanted to do those things. Has story always been an important part of the way that you've gone about influencing people?

Paul Maddison: It is, and it's become more so as I've matured through my career, because I now find myself very much as a leader, often in a mentoring role, where I'm sitting with members of my team who are younger, perhaps a bit more energetic. As I try to explain where I'm trying to go, and what are the priorities, and as I'm trying to explain where the government of Canada might be in setting objectives, and how we operationalize them at a mission here in Canberra, or when I was at the defence, I often use stories.

I often will say, "Well, let me tell you what happened in 1992 when I was in a certain role in a certain situation and was faced with a certain challenge. This is how we worked our way through it" and that's why the lesson from that can be applied to what we're trying to do here today. Lots of stories, perhaps I tell too many stories, but I find it's, for me anyway, it's a good way to bring relevance to conversations around how we plan and execute and get things done.

David Pembroke: Well certainly, and I think it's the way that we create meaning, and it's the way that as humans, we connect with each other so that we can understand. Because I think without that story, if it's just a series of facts or figures or whatever it is, I don't know if we're capable then of taking or doing anything with that.

Paul Maddison: I often find that with senior officials, public servants, at the equivalent of Deputy Secretary, or First Assistant Secretary level. I'm not referring to Australians, just in my experience, I've often been in rooms where I felt I was just listening to bureaucratic jargon. I really wasn't getting a sense of passion, of energy, of assessing and approaching risk and figuring out how to

get around it, and harnessing all of our human capital and talent in the room to drive forward. It was just jingoism, and it doesn't achieve a heck of a lot.

David Pembroke: How do you tell a good story? What makes a good story for you?

Paul Maddison: I guess it's relevance. For me, they just pop up and there's a voice that says, "Here's a good way to" ... "Here's a tool to help you explain what you're trying to communicate here." It's not just standing around with a beer in your hand telling stories, and jokes or whatever. There's relevance to it.

David Pembroke: Yeah. I know what you mean, 'cause I've got a meeting this afternoon with a federal government minister and I've got about 10 minutes. I know I've got to tell a good story, 'cause that's what he wants to hear, and I think that's the way to do it. I've been, this morning, just rolling it around in my head. How do I get into the story? How do I get to that point that is hopefully going to create the meaning? Then, how do we then move out of the story into, "Okay, well what are the actions that we can take out of this that will allow us to move forward?"

Paul Maddison: Very good. Yeah, when you're into a serious meeting or a serious decision point, or when you are communicating in front of a group that needs to hear your message and you need them to try to understand your message, you need to go in prepared, and a good friend of mine used to say it doesn't matter how brilliant you are and how much passion you have when you speak publicly, or whatever, you need to really think about it in advance and come in with your three key points, and state your three key points. Then, describe each on them, and then sum up with your key three points, and try not to go off on too many great stories.

David Pembroke: Yeah. Well, to me, that sounds like a really nice little back pocket little guide that you could take, isn't it? Do that. Three points, sum up with your three points, and then move on. Then, close your mouth and listen, and see what you can do with that. What'd you learn in the Navy about communication? Because again, probably a different circumstance to the private sector or even more broadly in the public sector. It's command and control, because of the work that military is involved in, there has to be lines of communication, there has to be chains of command. So, how do stories work in that particular environment?

Paul Maddison: You know, I saw quite a change in culture over a period of 35 years, so when I joined defence, it was a very binary equation. You were spoken-

David Pembroke: You did what you were told.

Paul Maddison: ... to, and there wasn't a lot of solicitation of input if I can put it that way.

David Pembroke: Very diplomatic.

Paul Maddison: But you know, but everybody understood what their role was and everybody contributed to the best of their ability, but I've seen a change of generation and a change of culture over time, such that by the time I was commanding the Navy, we were very much focused on recognising in every individual a unique and valued talent that each and every member of the team would bring to a ship's company or to a headquarters, or to wherever it was that they served.

And that we had recognised in the new generations, younger generations coming up, a real desire to be consulted, to be enabled and empowered, to contribute on a respect base level, regardless of rank, or experience, or pay grade or whatever, in any instance. So, it changed from the commanding officer saying, "This is how it's going to be done, this is what I want, get on with it" to, "This is my intent. These are the effects that we are hoping to achieve. I cannot do this on my own obviously. We, as a team, we will need to harness all of the talent we have individually and collectively to get there. I'm relying on you. What are your ideas? How are you going to do this?"

But the neat thing about being in the military is you go through that process. When the boss makes a decision, when the captain makes the decision, when the admiral makes the decision, everybody acknowledges that it has been in some respects, a bottom up, consultative, collaborative approach. Depending on the circumstances. I mean, if you're in operations, time becomes critical and sometimes you just make snap decisions, and everybody just gets on with it, but at the end of the day, people recognise how the decision was made, but when the decision is made, everybody gets behind it, because that's obviously what needs to happen in that kind of an institution.

David Pembroke: Yep. How difficult was that as a cultural change? Or, was it something that was obvious that needed to change? Was there resistance to that?

Paul Maddison: There was resistance. I characterise it as being generational, so I'm sure there's analogies here with Australian defence, but those who were commanding ships when I was a young officer had been trained by those who fought in World War 2 and in Korea, and it was just a different culture

at the time. Like I said before, it was pretty binary. It was all male which is really important when we talk about gender balance and gender equity, and it was, in some cases, brilliant leadership, in other cases somewhat abusive in ways that simply would not be tolerated today.

The role of alcohol I think was much more prominent than obviously it is now, and you throw all these factors into play and it was just a different climate. So, as that generation moved on, it was replaced by younger officers with a different formative experience, different family experience, different ways of relating to a rapidly evolving society. Over time, I began to see that I joined a military that saw itself as separate from Canadian society, and by the time I had retired from the Canadian Armed Forces, we very much took pride in the fact that we were a reflection of Canadian society. The walls were down.

There was a much greater communication between Canadians at all levels, whether it was municipal, whether it was civil society, whether it was provincial, federal. There was a much more respect and trust based communication going on between Canadian society at large, and those who had volunteered to serve and protect and fight for the values and the freedoms that are so important in our countries.

David Pembroke: Who was the most effective leader that you served under, and what did he or she bring to that leadership that had an impact on you?

Paul Maddison: Boy, that's a really good question. I mentioned to you earlier that it was my older brother that got me interested. Well, as it turns out, at the end of the day, we're the only two brothers in Canadian history who both commanded the Royal Canadian Navy. So, as he moved up through his career, I was always very much junior to him, but as I watched his tactical and then operational and then strategic success, and saw the way that he took bold, energetic, sometimes risky decisions but well reasoned, and the respect that he earned from his subordinates and his colleagues, he was quite a role model.

His mentor was another admiral who commanded the Navy back in the '90s and he was a great role model because he was extraordinarily gifted intellectually, a real outstanding ship handler, tactician. A workaholic I guess in a positive sense, if I can put it that way. Always available, always across the files, and with a real genuine focus on his people, and you'd know in an institution like the military whether a leader really means it when he begins

to talk about caring for the wellbeing of his or her subordinates and their families. Is it words or is it genuine?

This guy was genuine, and he did some things in his career at sea that were just remarkable and showed a lot of personal courage, which is, again, another great example. At the strategic level, he had to deal with some really difficult political defence engagement challenges in Ottawa that put the institution in a very difficult place and I'm speaking specifically to very serious developments in Somalia in the early '90s that put the credibility of the Canadian Armed Forces at risk with the Canadian public, and it wasn't helped by the government at the time.

So, how he responded to that and how he stuck to his principles when required to testify at senate committees et cetera was just extraordinary. He ended up becoming a Deputy Minister or a Secretary in two departments, after he retired from uniform, and he was very much involved in what would be your RSL, and he was very engaged with the sea cadet movement. So, I'll just say he was just an extraordinary, he continues to be just an inspirational of service to country, and the last thing I'll say about this guy, now that you got me onto him was, he did all of this with great humility and there was never any ego.

I've come across many instances in my career where I'm working with brilliant people, with a lot of experience, and a lot of confidence, and a lot of talent, but when you see the ego, to me that's a very, that's not helpful. You don't have to be the smartest guy in the room, or you don't have to show you're the smartest guy in the room. This particular admiral that I'm referring to was actually fairly nondescript, but when the proverbial hit the fan, everybody just turned to him and things got done.

David Pembroke: With that courage and that character, is that a learned thing? Or, are you born with that?

Paul Maddison: I think it's a learned thing, personally.

David Pembroke: Experience shaped?

Paul Maddison: Yeah. I think you can be 16 and do courageous things, but my personal experience is that in my career, just when I got to a place where I was comfortable with the responsibilities that I had been assigned, and was enjoying being across the files so to speak, I was pulled out of that comfort zone and put into another one. Every time that happened, I would always

look at what I was being asked to do and a voice inside would go, "Ah, I don't think I can do that. I'm not sure I have the ability to be able to stand in front of 200 people or 20 people and try to drive and motivate them in a team setting to achieve some very difficult objectives."

Or, I wasn't sure I would be able to do what I was observing folks senior to me doing, but when I was a young officer, I never really saw myself as a commanding officer of a warship. I aspired to do that and I knew that it could be in my career path, but I honestly wasn't confident that I had the potential within me to do that, and yet, just one experience created confidence which created another experience which created more confidence, and as this was happening, I learned early that it really wasn't about me. It was all about the people around me with whom I was working at all levels.

Suddenly you find yourself in command of a warship at sea, and it's just an incredible feeling. It's so exhilarating, and I never saw myself achieving flag rank. But that happened as well, and so it's like a spiral of experience which generates confidence and competence and as you go through very difficult challenges and get through them, you develop an inner voice that says, "You've done this before. You know how to deal with adversity and whatever comes, you will manage again, as long as you have the right people around you who are leaning in with you." That's been my experience.

David Pembroke: How do you help people, though, as the leader? When you do that to someone, when it's your choice to say, "I'm going to identify that person and I'm going to give them a very big task" and their head talk might be exactly as you say, "I can't do this" or, "This is beyond me. I'm not capable?" What do you do or what can you do as a leader to help them get to that point of, "Well, actually you can do it and you will do it well?"

Paul Maddison: To go full circle here, by telling your story. So, saying, "Look, I was you. In fact, I would like to be you again because I really, I'm excited about the challenge that you're facing here, and it's the right challenge because it's at the heart of our profession. So, I was on the other side of this table once or twice, or three times, and this is going to work, and here's how it's going to work for you, and you have my confidence."

David Pembroke: And belief's a great thing, isn't it?

Paul Maddison: Yep.

David Pembroke: If you can instil that in someone, that someone believes in you that you can do it, that really goes a long way to quietening the insecurity that perhaps may be there.

Paul Maddison: It's very powerful when somebody, if you're a commander and an admiral says to you, "I believe you have the right stuff. You're talented, you've got all of the qualifications. I have every confidence in you. I know you're going to do this well. Fly and be free, and by the way, take some risk. It's okay to make a few mistakes. As long as they're genuine mistakes, and you don't make them more than once or twice. I'll cover your back."

David Pembroke: "I'm with you," yeah.

Paul Maddison: And so, that works.

David Pembroke: Wonderful experience obviously, deep experience, and to command the Royal Canadian Navy, the warships, so much experience, but today your job is a very different job. Your job today is to represent the wonderful country of Canada in this part of the world. What are the similarities and what are the differences?

Paul Maddison: I think the similarities are that you interpret the strategic intent of the government of the day, and you break that down into priorities and operationalize that, and communicate that to the team, and make sure that the team understands what it is we're trying to achieve together here, in service to Canada in Australia, that every member of the team recognises or knows that they are valued for what they're bringing to the team effort, and that they are recognised when they do good work in service to us trying to achieve those objectives.

And the need to communicate. As the Head of Mission, I don't see myself as the ship's captain, but it's easy to see that analogy here. So, to communicate, to be the face of the mission, to listen, and to help build that team dynamic. I think that's a common piece. I think the difference for me was making a transition from having led a very large institution to one in which is relatively small. I mean, the High Commission in Canberra here is about 18 Canadians and another 25 locally engaged Australians. We're about 45 folks.

So, I remember getting here and beginning to articulate what I wanted to do and my deputy, so I have a Deputy Head of Mission here, he said to me on one occasion early in my tenure he said, "Okay, I understand what you want

to do. Now, either I'm going to do it or one other political officer in this section's going to do it, or you're going to do it. That's the only way it's going to get done. You no longer have a headquarters or operational commands where you can just go, 'Here's the vision. Make it happen.'" I got that. So-

David Pembroke: Was that a hard realisation or did you realise it pretty quick that it wasn't going to be a different-

Paul Maddison: It wasn't hard. I had to adjust my expectations. I had obviously-

David Pembroke: Instead of thousands, you had-

Paul Maddison: ... gotten used to being enabled with a lot of human and financial resources to get things done relative to what I'm allocated here in Australia. That's fine. We're very innovative. I like to say that we can turn a \$10,000 activity line into a \$100,000 event.

David Pembroke: Yeah, for sure.

Paul Maddison: Or to create a million dollar effect. That's kind of the language I use with the team, and so we look for all sorts of innovative ways to operationalize the Canadian brand across a number of sectors here in Australia.

David Pembroke: So what are you trying to do? How will you be judged, whether you have succeeded or not succeeded in your time as High Commissioner?

Paul Maddison: I'm not sure how I will be judged and I'm really not terribly concerned about that. But what we're trying to achieve is to strengthen relationships across a number of fronts. Political, economic, cultural, social. That breaks down into a whole number of things. I guess one of the things we're trying to do here is to try to break this tradition of viewing the Canada/Australia bilateral relationship as a first cousins who take one another for granted, and we call each other when we need to, and we get together for a beer when it's a good time, and get together for a barbie.

But there's not a great need to put a lot of structure around that because there's so much else going on. I really believe and I think interlocutors, both in Canberra and Ottawa, agree that it's never been more important globally than for medium powers like Australia and Canada to stand together, to in unison, shape the global narrative in a constructive way around a rules based international order, or around the Washington consensus, around Bretton Woods, around the system of the world as it has evolved over the past 72 years.

In fact, yesterday was the United Nations day, so 72 years since the charter was signed, and because there's a lot going on in the world right now which is challenging that rules based international order, and I think more than ever, countries like Australia and Canada need to be looking at ways to ensure that the communication pipes are wide open between our capitals. But also between academia, between corporate Australia, corporate Canada, and all of that.

David Pembroke: Yeah. But it is, it's formulizing that structure, isn't it?

Paul Maddison: Yeah.

David Pembroke: That makes things happen. You can't just rely on happenstance. You actually have to put in place the enabling structure for it to take place, 'cause without that, it's probably as you say, it's going to happen, what's happened in the past.

Paul Maddison: There are a number of really positive bits of structure out there, and I just want to make sure that they continue to be strong, get stronger, and that we look for opportunities to do even more. I'll give you an example. We've put a lot of focus on indigenous policy issues, especially given the priority that Prime Minister Justin Trudeau has put on it since coming to power.

So, one of the outcomes of that has been to establish an Australia/Canada indigenous health initiative, which has come out of a number of indigenous policy workshops that we've run over the past several years in partnership with various Australian entities such as Charles Darwin University up in Darwin, and more recently the Lowitja Institute out of Melbourne, run by Romlie Mokak, who's a good friend, and also partnered with the Australian National University.

We brought policy experts from Aboriginal Australia and from First Nations Canada together here in Canberra last year, to identify and analyse or assess impediments to moving forward in indigenous developed, led, community based health solutions for our communities. We have a lot in common, and so that conversation led to this initiative. There's conversations at the ministerial level happening around these sorts of things.

The good thing about Australia/Canada relations I would say is that since we are so often together in various multilateral fora, whether it's the United Nations General Assembly last month, or whether it's G20, or whether it's APEC, or whether it's CHGM, Commonwealth Heads of Government

Meetings, or whether it's TPP 11 discussions. Around all of these sorts of multilateral meetings, there will always be bilateral setup between the principals.

So, Foreign Minister Bishop will meet with Foreign Minister Freeland, wherever they're both together. Or, Trade Minister Ciobo will meet with Trade Minister Champagne. So, those relationships are, we work hard to set the conditions so that these engagements are more than just a, "Hey mate, how you going?" It's, "Okay"-

David Pembroke: Substantive conversations.

Paul Maddison: Substantive.

David Pembroke: So communication, we've spoken about the process and the practice of communication at that broader macro level, but when we take it down to telling your story and using media to tell that story, how do you go about using the media and using the great gift of technology which now means that every organisation, it can now be a publisher? So, how are you using that gift of technology in order to achieve some of those objectives that you've defined for the High Commission here in Canberra?

Paul Maddison: Great question. The first thing I would say to you is that the change of government in Ottawa in November of 2015, we need to change the dynamic around public service engagement with the media. There was quite a rule set around that, established by the previous government for what they viewed as very good reasons.

David Pembroke: Meaning that it was led and dominated by the political class?

Paul Maddison: There was a rule set around when and how and under what conditions to engage with the media. Whether it was radio or whether it was print, whether it was TV, whether it was social media. So, anyway, it was what it was, but it was more constrained than it is today, so that's why I mentioned the change of government, because Mr. Trudeau and his team brought in a much more open approach to enabling officials at all levels, to engage when and how appropriate.

There's a certain level of implicit trust in that, and we all get that, so it's not as if folks are encouraged to go out and express personal opinions all the time. The speaking points are there, and it's just like any government, but we're fairly proactive, and so I made it very clear to my media team here.

I've got a small media team. Made it very clear that I'm available, and I've done several radio ... I've done more radio in Australia than I ever did in Canada, and that's been constructive, and I've received pretty good feedback from that.

I'll do print interviews when available, and so we let the journos know that if you want to talk about Canada, I'm available. Part of that message is also that we humbly think that we actually have something interesting to say to Australians, so come and talk to us.

David Pembroke: That's the media side of it. What about the creation of content? How sophisticated are you in terms of producing the video, the audio, the stills, the text, the graphics that really pounds away at that story?

Paul Maddison: I think we're doing better with each and every day. We're active on Facebook, we're active on Twitter. We do YouTube videos, so we have a Consulate General in Sydney, and then we have our High Commission here in Canberra. We've divided the social media enterprise between us, and so Sydney handles Twitter and the YouTube, the video generation. If you go to their website, or if you go to www.CanadaDownUnder.org or whatever it is, then you will see a whole list of videos.

For example, Mike Pyke who won the flag with the Swans in 2012, he's a Canadian ruckman. So, a couple of years ago, they did a video about a Canadian who played rugby in Canada, came over here, transitioned to AFL, and won the flag. So, we do that kind of stuff. We push stuff on Facebook as well, and I'll give you an example of a Twitter success, because I thought this was tremendous.

So, when we did this indigenous health and wellbeing round table last December, we partnered with a social, I guess I'd call a social media accelerator, a local, an Australian company. Basically what they do is they, since they're so good at understanding the Twittersphere, they generate a bit of a buzz around an event, and then they promote it during the event, and then report on how it's going. So, we took an event that was two days long, had about 80 people in a room together talking about indigenous health and exchanging experiences in Canada and Australia.

On the second day, we were the number one trending activity in Australia. Number one on Twitter. At the end of that two days, we had generated 20 million Twitter impressions worldwide.

David Pembroke: Wow.

Paul Maddison: 20 million. I reported that back to Ottawa, because we have a social media office.

David Pembroke: For the government?

Paul Maddison: Well, no. For Global Affairs Canada, which is our Foreign Ministry. So their whole job, these people get up every day in Ottawa, go to work, and their whole job is pushing messaging around the global foreign affairs platform, and picking up on what we're doing and retweeting it or getting it on ... All that kind of stuff. Hootsuite and all that kind of thing, and they were amazed. They were really amazed by that.

Being innovative, being open to new ways of doing business. So trying to replicate that kind of thing is what we aspire to do. Noting again that we have a relatively small team here, and we're all very busy every day, doing everything that we need to get done. But I'm really proud of what we do get done.

I think a long way of answering your question, I think we're getting the messaging out there more persistently, and to a wider audience, around Canadian values, around Canadian commercial interests, around Canadian activities, and in a way that I hope Australians will find interesting and informative.

David Pembroke: You sort of have to, though, don't you really? Given that there is so much competition for people's time and attention, that if you do want to be heard, if you do want to be understood, you have to tell a good story, and you have to make sure it's in the right format, in the right channel, at the right time, so as that the audience that you're seeking to influence come to know and understand that story over time.

But it's a wonderful gift, I think the fact that this democratisation of the factors of media production and distribution. That's certainly our mission here is helping government to strengthen communities and improve the wellbeing of citizens by exercising this capability, and it's great to see that's a wonderful story, but the content must have been good. That's the thing. It wouldn't have moved and it wouldn't have had that many impressions if it didn't resonate, and that goes back to your very, very earliest point about what makes good communication, is relevance.

It all comes ... We draw ourselves all the way back to the beginning that if you're going to communicate, make sure that it says something to the people who you're trying to talk to.

Paul Maddison: Absolutely. When it comes to bettering quality of life in indigenous communities and strengthening the national narrative between indigenous Canadians and Canadians at large, and the same thing over here, and doing it in a respect based, sincere, nation to nation kind of conversation. That's extraordinarily relevant and we also get very positive and widely shared feedback on that.

David Pembroke: Well, Paul, thank you very much for coming in.

Paul Maddison: Thank you.

David Pembroke: Thanks for giving us up a bit of your time today, and I know that we have an audience, a global audience, so there are people all around the world who will have listened to this conversation today, and I'm sure that they will have learned a great deal, 'cause that's the purpose essentially, of doing this podcast, is to engage with people who have experiences and that hopefully there's a few things that people will take out of our discussion today, that they'll be then be able to go back to their job and think, "Okay, maybe I'll be able to take that bit of advice from Paul about how I may be able to communicate more effectively."

So, thanks very much for coming in today, and to you, the audience, thanks very much for coming back once again. Great conversation there with the Canadian High Commissioner here in Australia, and it's certainly encouraged me I think to maybe think a little bit more about Canada and indeed how can we, in this increasingly networked, globalised world, that we do have friends on the other side of the world, here in Australia, and we probably do need to think about them more often, and go and enjoy their wonderful country.

Looking at how can we join things up, we've got a couple of research projects going at the Australian National University and I'm going to actually go and see if we can find some more Canadian partners to get involved in those as well. So anyway, thanks very much for coming back once again. Really do appreciate it. We do have all of the social media if you'd like to engage with it, be it on LinkedIn, Twitter, Facebook, or join the website, sign up for the podcast, because we will certainly have many, many more conversations into the future.

So, thanks very much for joining us once again, and for now, it is goodbye, but I'll be back at the same time next week, so it is now bye for now.

Speaker 1:

You've been listening to InTransition, the program dedicated to the practice of content communication in the public sector. For more, visit us at ContentGroup.com.au.