States of Change Learning Programme

Scoping Workshop

Day 3

Bas Leurs & Brenton Caffin

Melbourne, April 2018

STATES OF CHANGE

VICTORIA State Government

Check in
STATES OF CHANGE

Any thoughts or reflections on yesterday?

Scoping session

Monday	Tuesday	Wednesday	Thursday	Friday
	9:00 – 12:00 People & Systems	9:00 – 12:00 Problems & Solutions		
13:00 – 17:00 Welcome to the program	13:00 – 17:00 Facts & Futures	13:00 – 17:00 Building your team		
17:00+ Networking & drinks				

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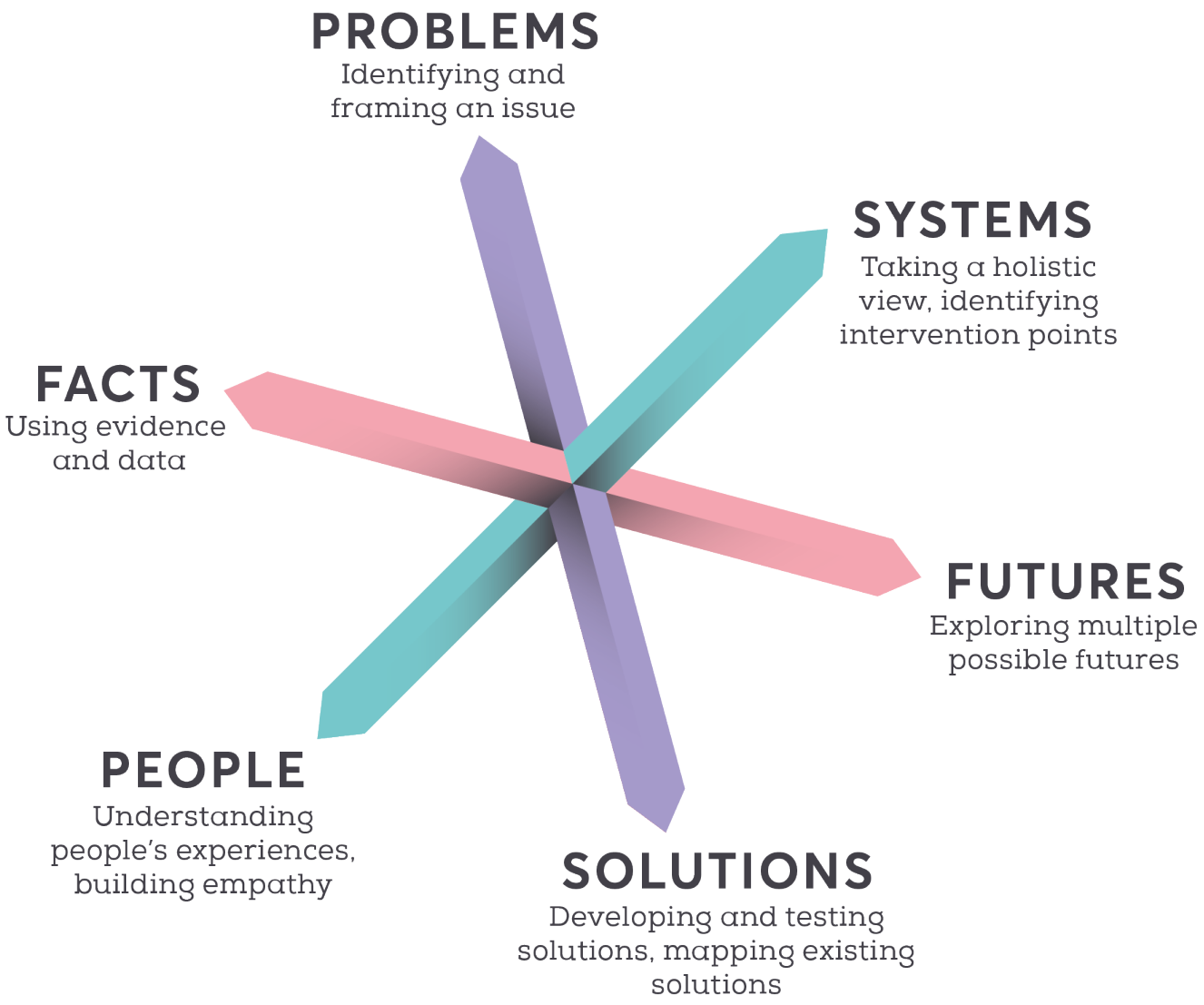
We have a quarter of a kitchen sink left...

STATES OF CHANGE



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Today's agenda

9:00	**Check in**
9:15	**Solutions: finding solutions**
10:00	**Problems: exploring the problem**
10:45	Coffee/tea break
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16:30	**Wrap up and reflection**

Principle: solutions
Finding solutions
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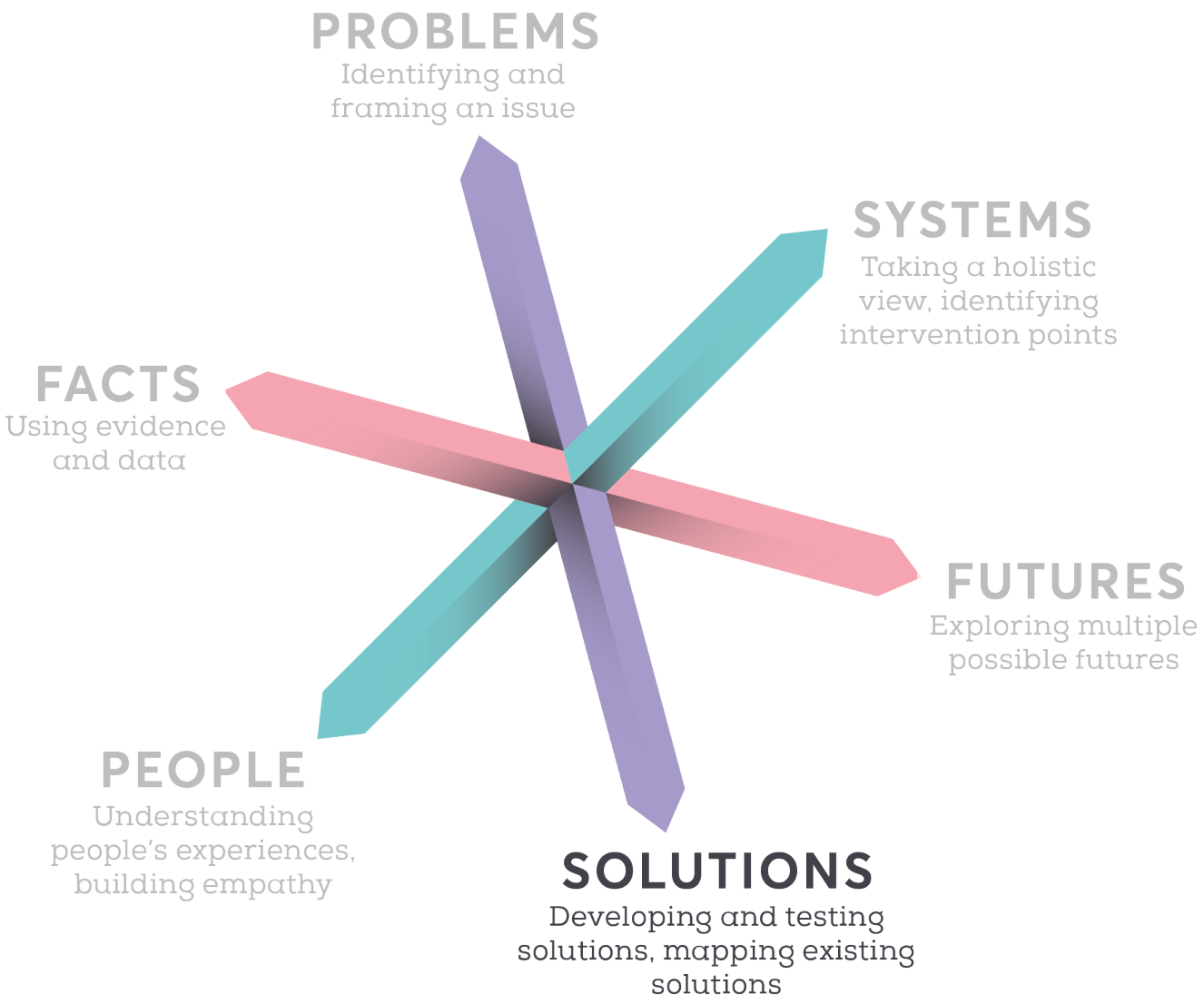

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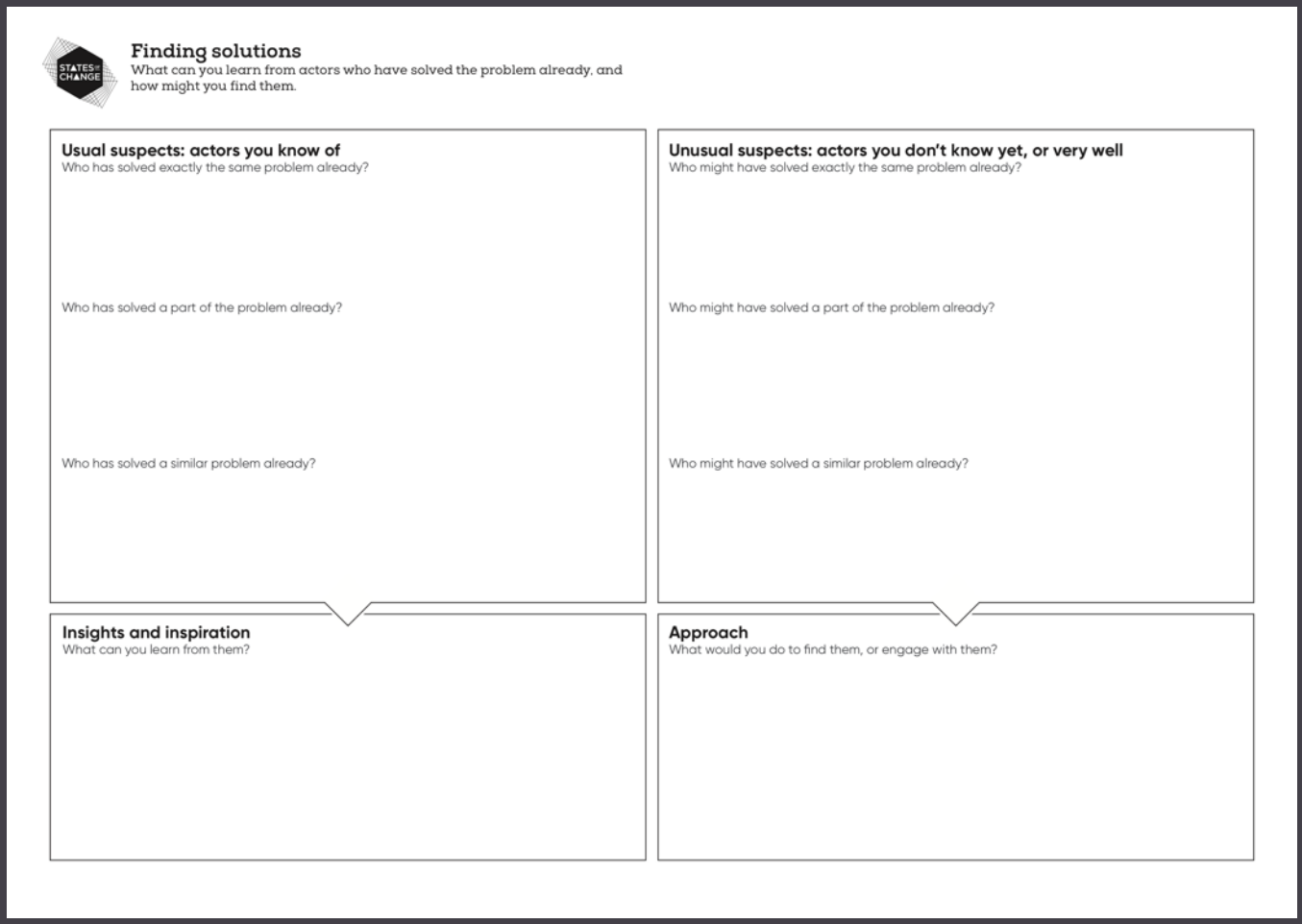
Finding solutions



Finding solutions
What can you learn from actors who have solved the problem already, and how might you find them.

Usual suspects: actors you know of
Who has solved exactly the same problem already?

Who has solved a part of the problem already?

Who has solved a similar problem already?

Unusual suspects: actors you don't know yet, or very well
Who might have solved exactly the same problem already?

Who might have solved a part of the problem already?

Who might have solved a similar problem already?

Insights and inspiration
What can you learn from them?

Approach
What would you do to find them, or engage with them?

Has anyone solved a similar challenge to you already? What can you learn from them?

How do you find the unusual suspects

Profiling the international development mutants

Thursday, 18 May 2017 | + comment

Share 70 Tweet 121

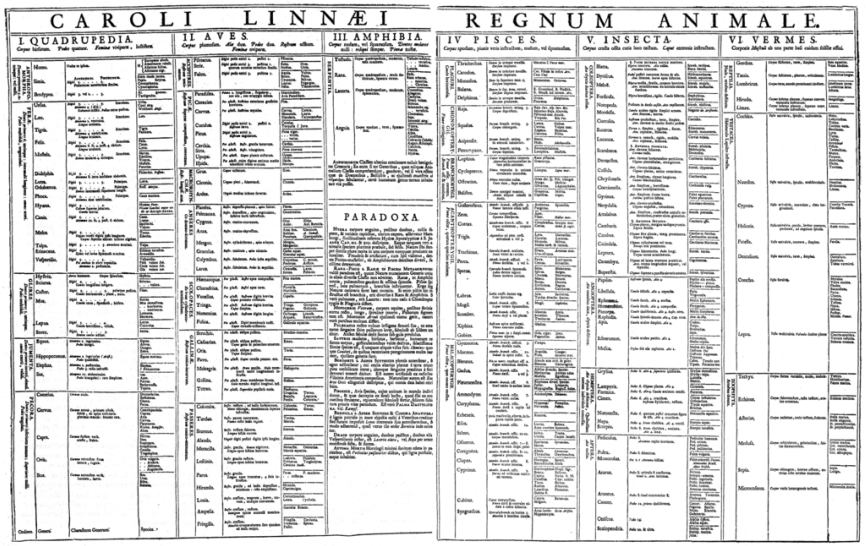
As part of our refreshed DIY Toolkit and Nesta email update, we'll be profiling an innovator working on the edge of development – the development 'mutants'. In this first edition, we talk to the man who coined the term, Giulio Quaggiotto, about the effect these mutants are having on traditional development players and how they can best collaborate.

You've previously written about the rise of a new breed of 'international development mutants' who are shaking up the world of development. Can you remind us who they are, what they're doing, and what new trends you've seen in the last year?

Think like Darwin, not like Linnaeus

Carl Linnaeus

Regnum Animale


CAROLI LINNÆI

I. QUADRUPEDIA.

II. AVES.

III. AMPHIBIA.

REGNUM ANIMALE.

IV. PISCES.

V. INSECTA.

VI. VERMES.

PARADOXA

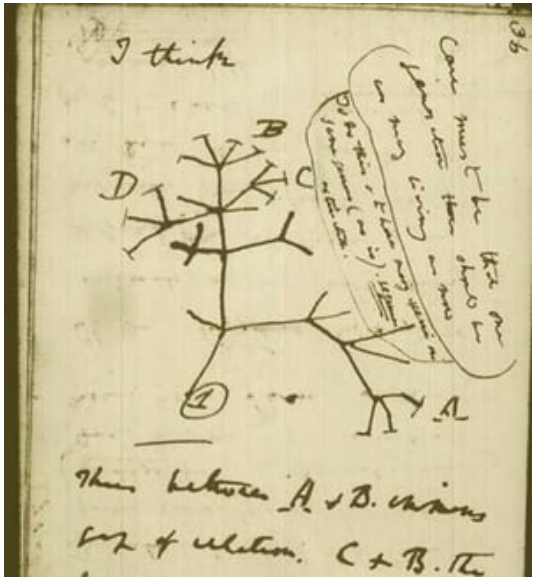
Special creation (by God)

Species are immutable

Ordering life in a static/hierarchical manner

Charles Darwin

Tree of life



Evolution (survival of the fittest)

Species "transmutate"

Ordering life in dynamic/evolutionary a manner

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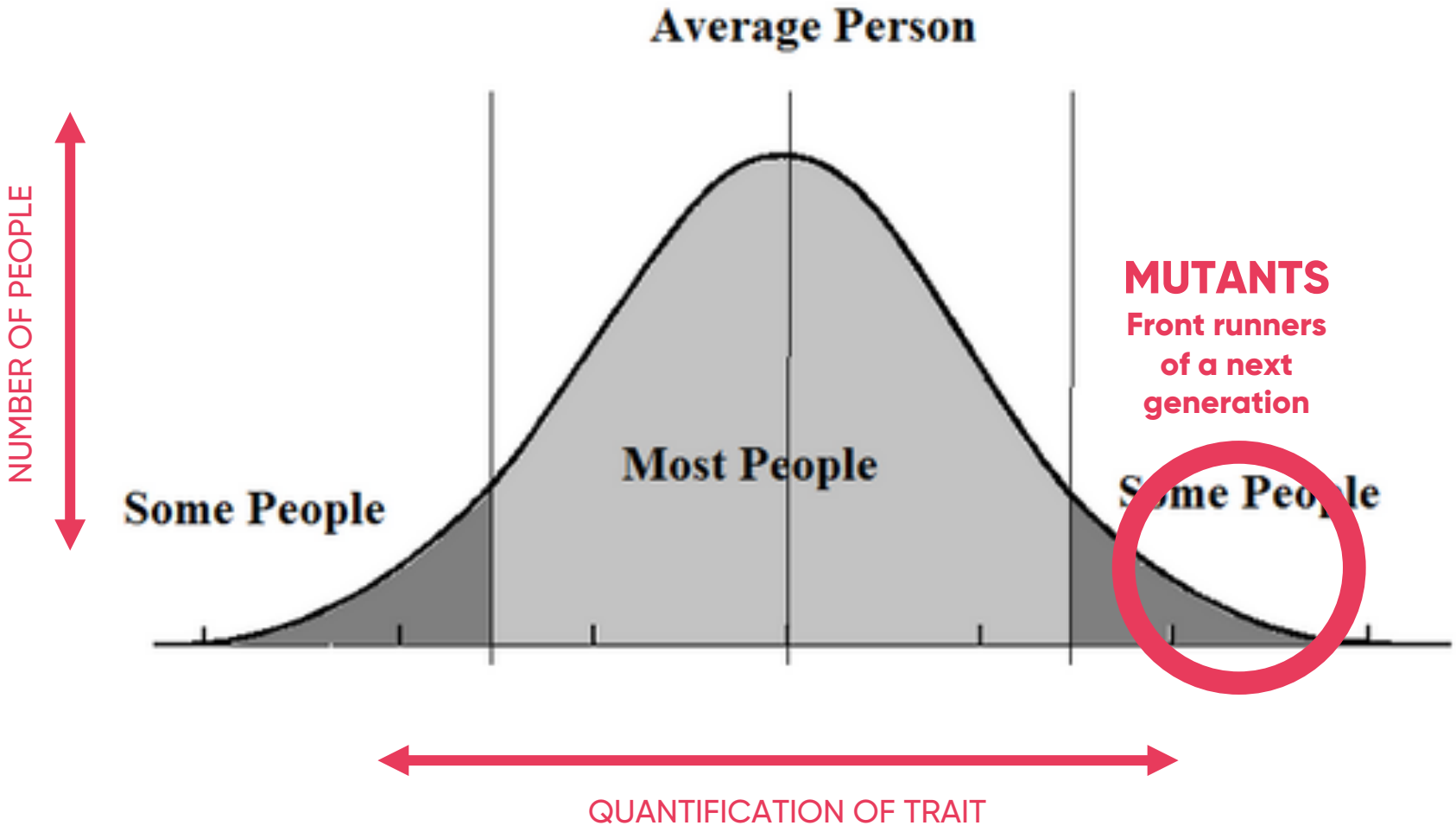
Think like Darwin, not like Linnaeus



Linnaeus thought that traits were set by God and immutable, Darwin thought they were not equally distributed around a population, because of variation

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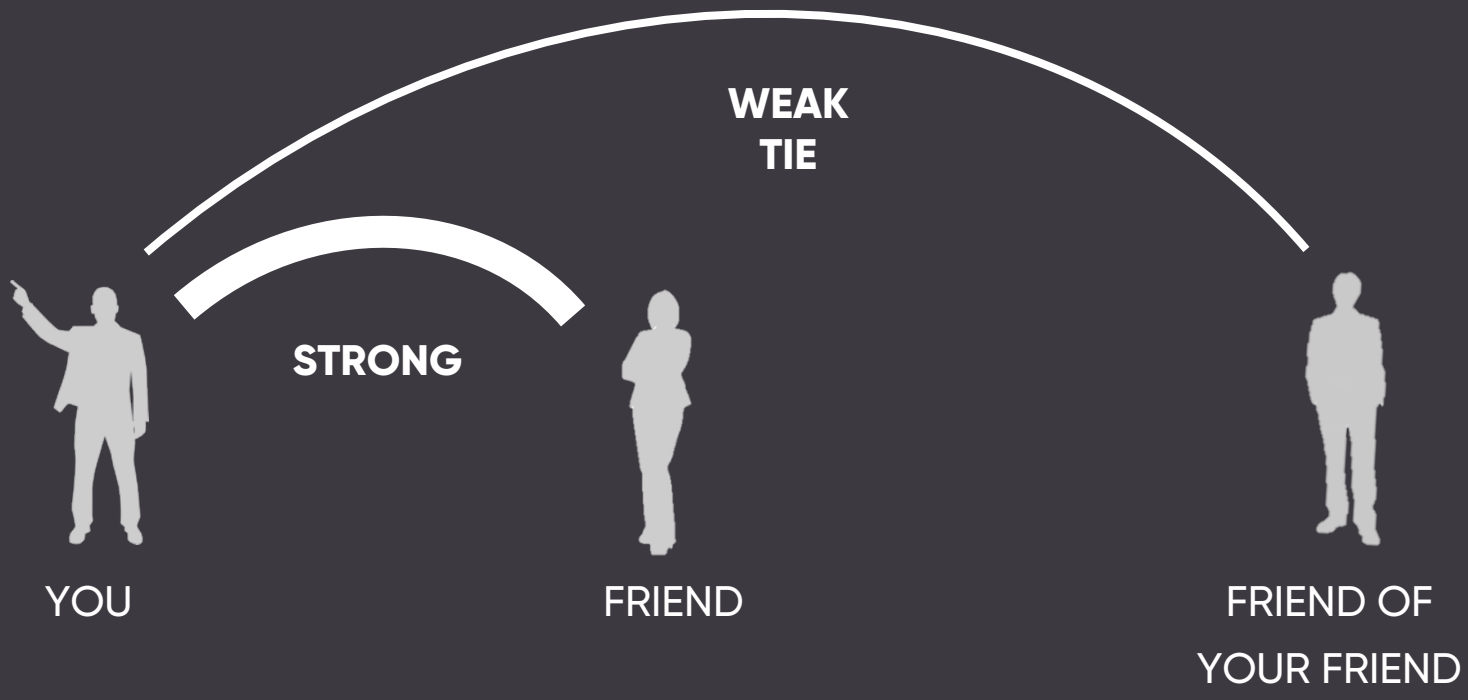
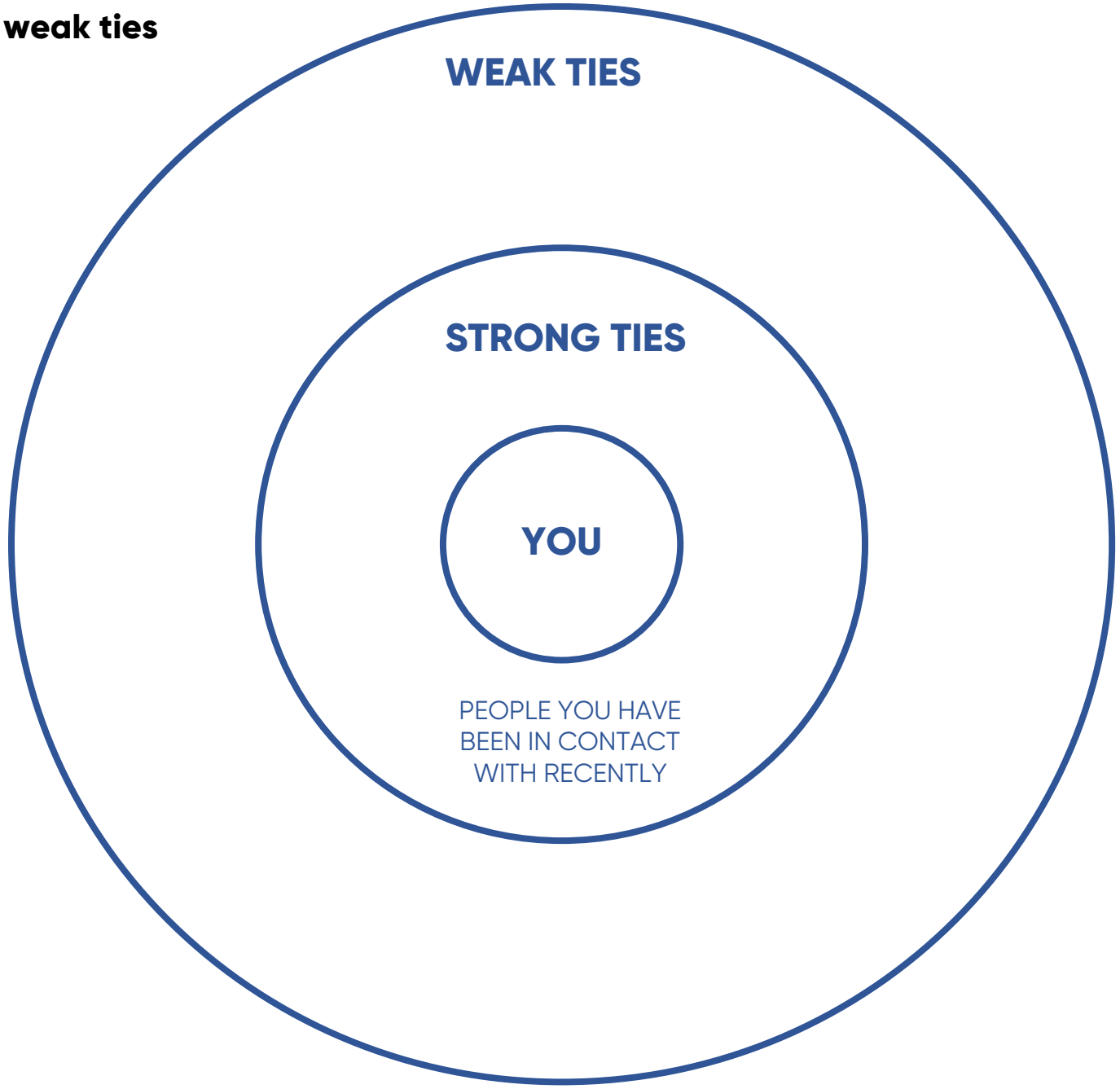
Strong and weak ties (Granovetter)



It is most likely you get new information from your weak ties.

Mapping weak ties



How might you use your strong ties to help you in your search?

How might you engage with your weak ties?

How might you "google" them?

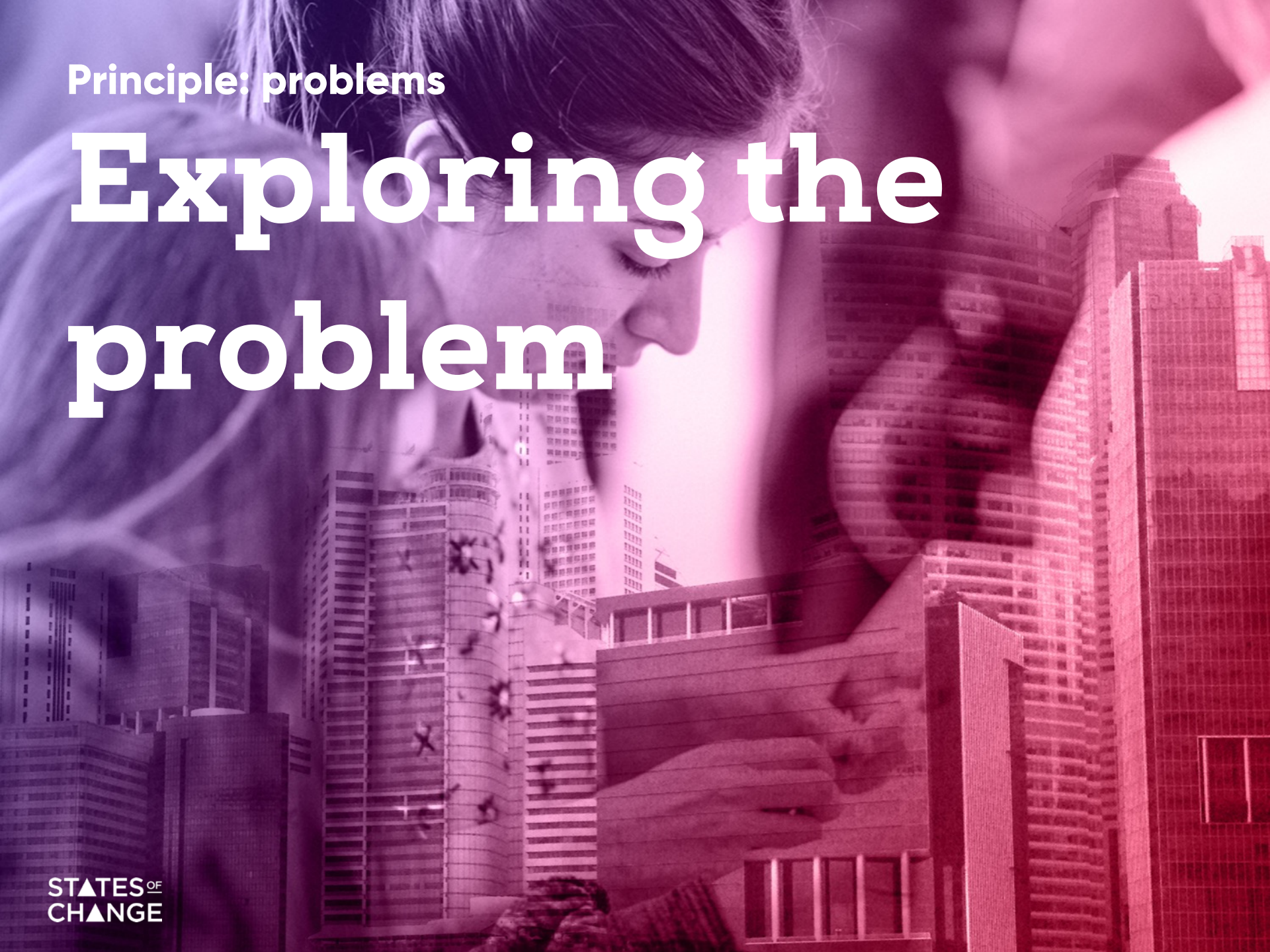
What search terms would you use?

Less of...

Focusing on the problem itself, and consider solutions to be the result of a thoughtful process

More of...

Learn how others have solved the problem already, and actively look for these solutions



Principle: problems

Exploring the problem

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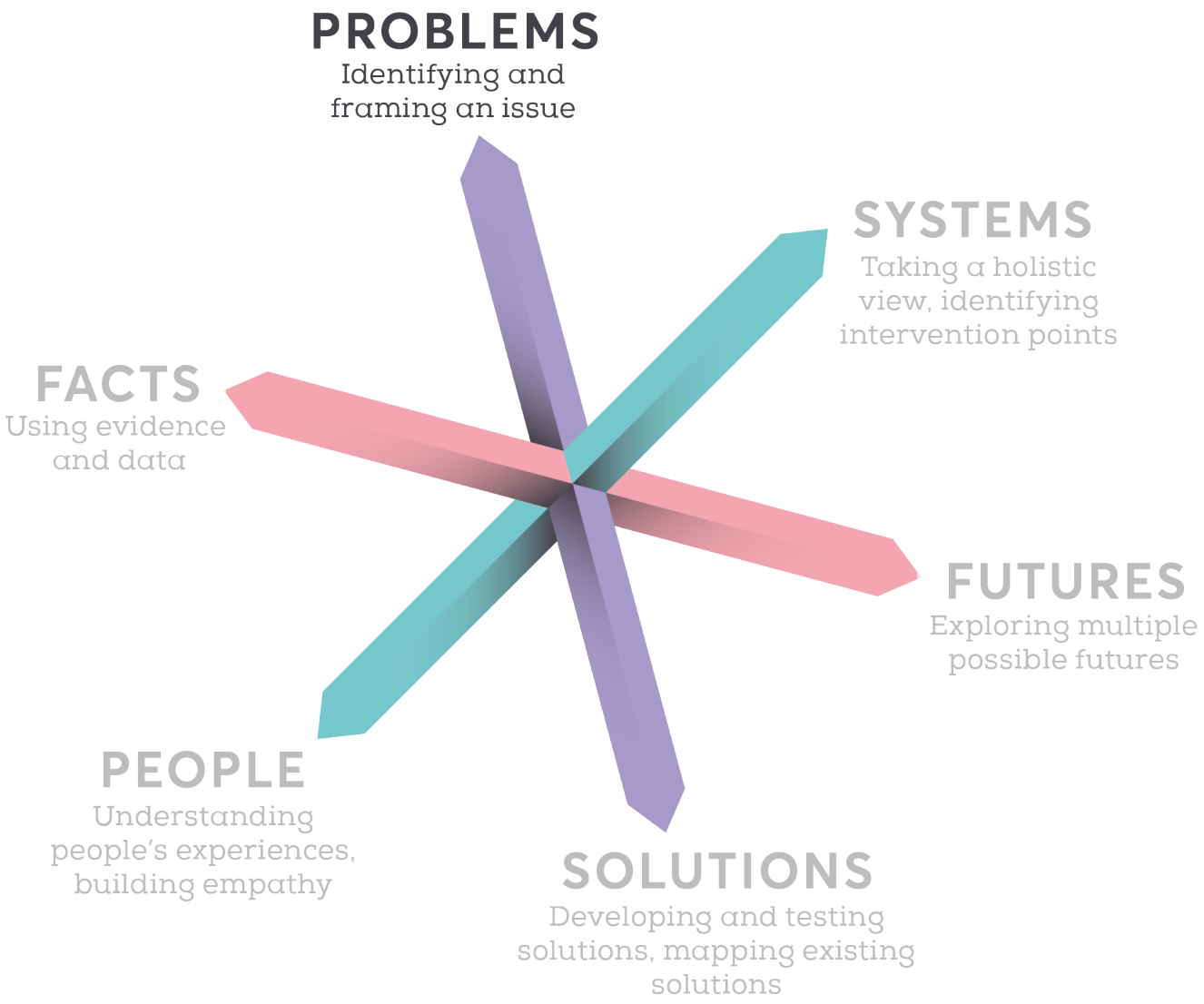

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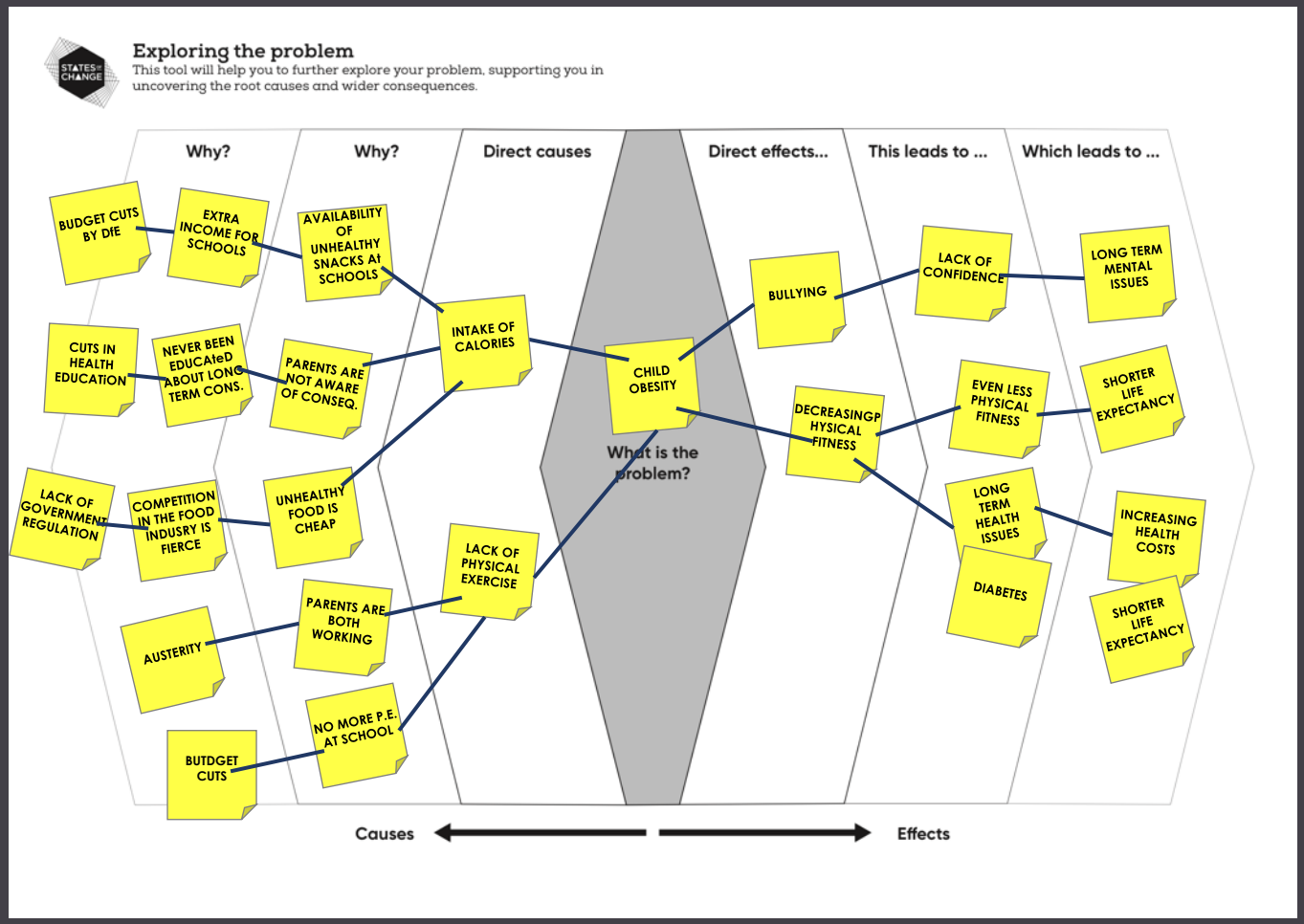
Finding solutions



What causes a problem (cultural, technological, political, social, financial, etc.)? What are the ensuring effects?

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20–30 min.

Any new insights?

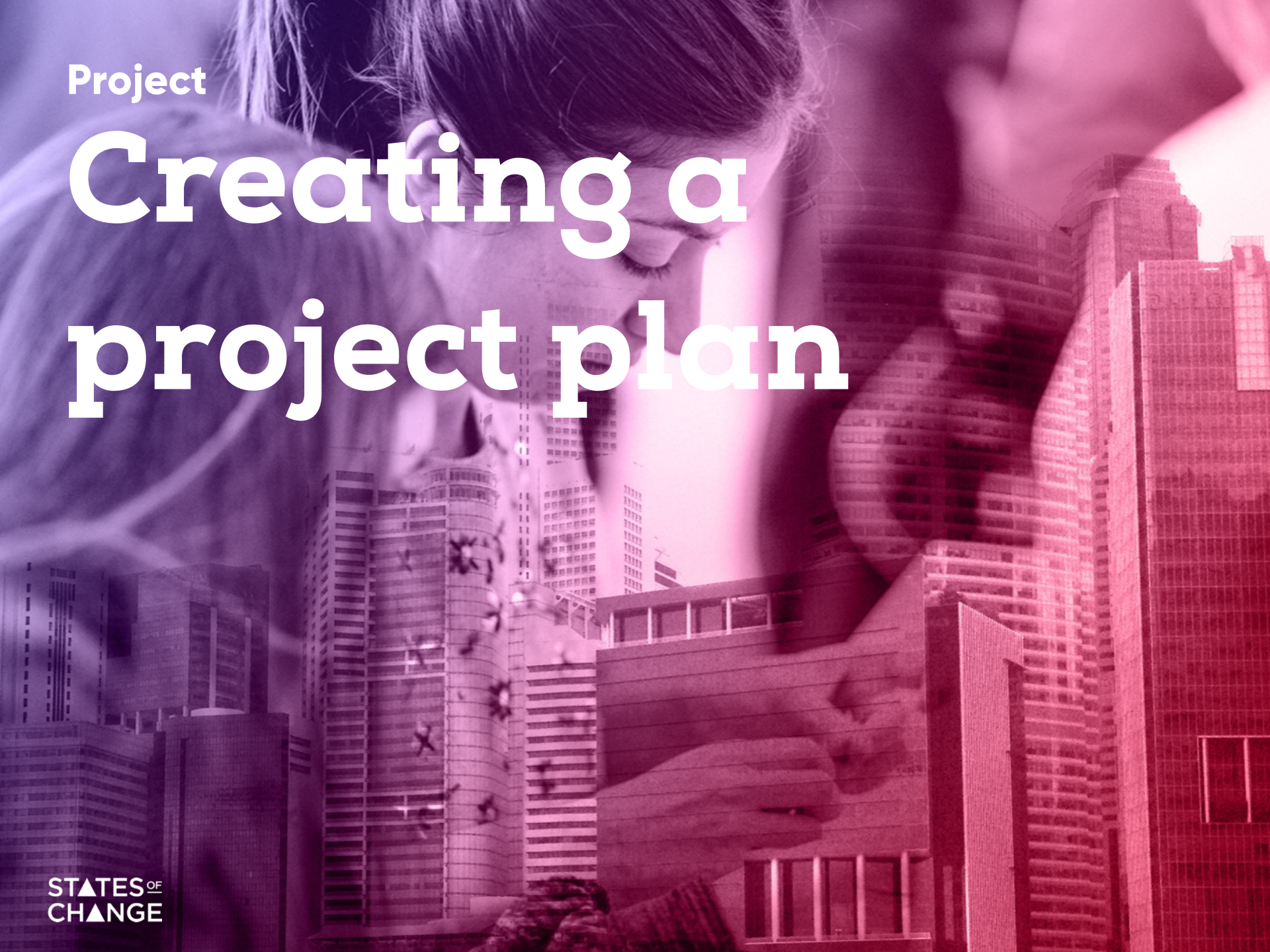
Less of...

Defining the challenge in its most obvious appearance, only looking at direct effects.

More of...

Look at deeper and multiple causes of the challenge, and identify wider (undesired) effects.

Coffee/tea break


Project
Creating a project plan
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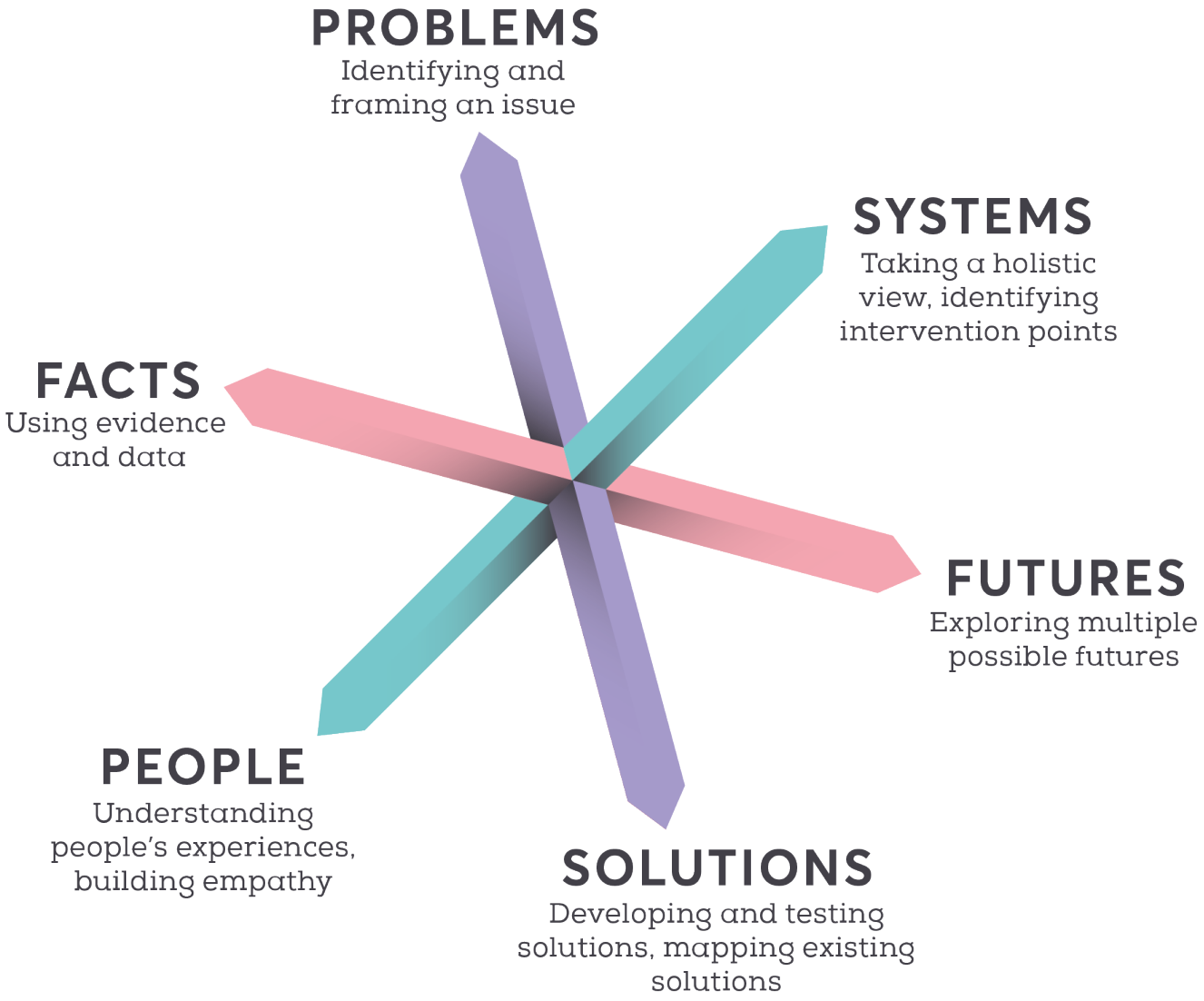
Please note...

Your project plan is not a static document

It will develop and change over time.

We quickly explored the unobvious around these principles...



What do we know?

(Validated) knowledge	Assumptions	Knowledge gaps
What do you know for sure? For which you have evidence to support your claims	**What do you think you know for sure?** But, for which you don't have any evidence to support your claims	**What is it that you don't know?** *For which you need to do research*

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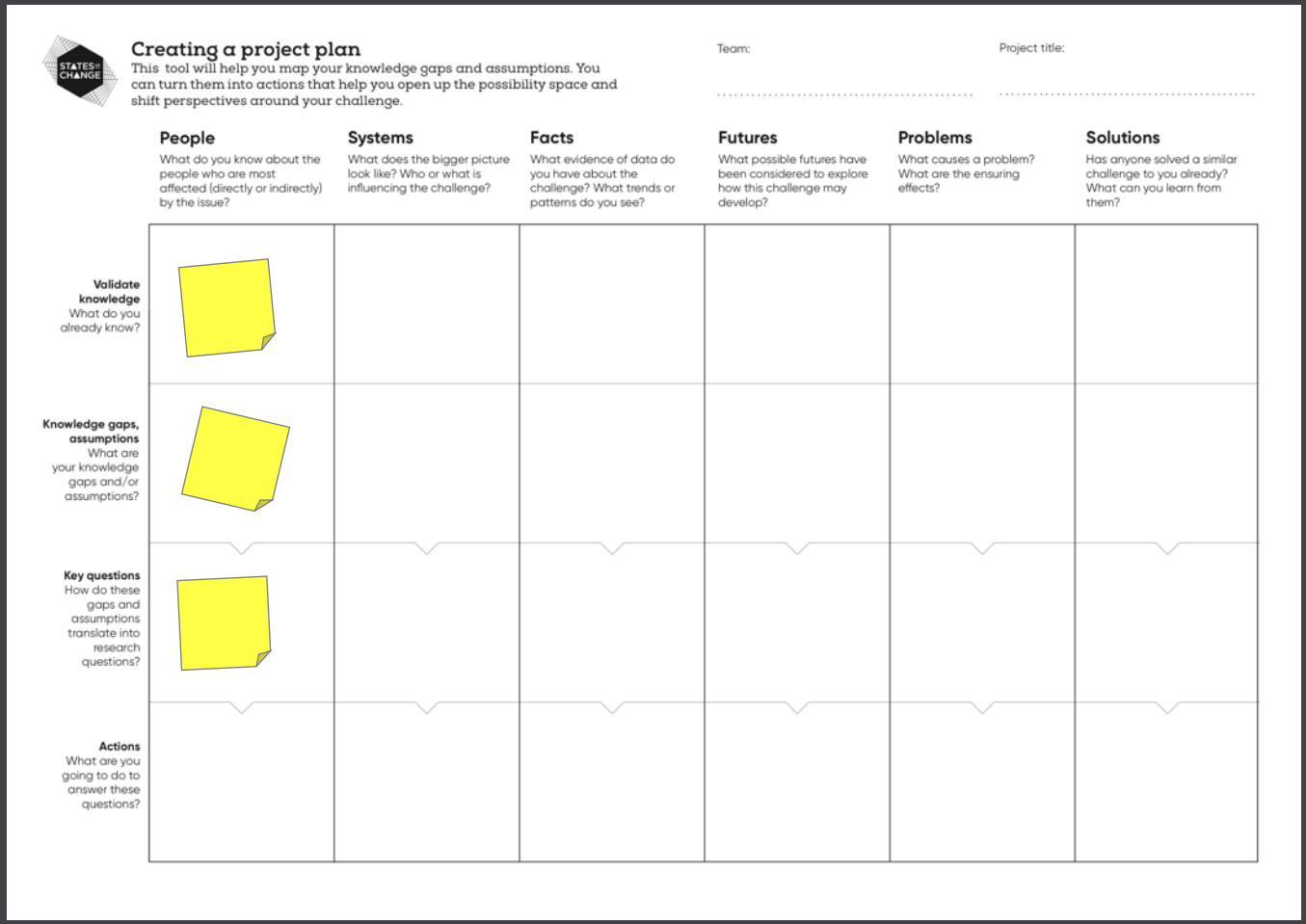
Finding solutions



Creating a project plan

This tool will help you map your knowledge gaps and assumptions. You can turn them into actions that help you open up the possibility space and shift perspectives around your challenge.

Team:

Project title:

	People What do you know about the people who are most affected (directly or indirectly) by the issue?	Systems What does the bigger picture look like? Who or what is influencing the challenge?	Facts What evidence of data do you have about the challenge? What trends or patterns do you see?	Futures What possible futures have been considered to explore how this challenge may develop?	Problems What causes a problem? What are the ensuring effects?	Solutions Has anyone solved a similar challenge to you already? What can you learn from them?
Validate knowledge What do you already know?						
Knowledge gaps, assumptions What are your knowledge gaps and/or assumptions?						
Key questions How do these gaps and assumptions translate into research questions?						
Actions What are you going to do to answer these questions?						

What do we know for sure, what are our assumptions and knowledge gaps for each of the principles?

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20–30 min.

Project plan

- What is the challenge you are trying to tackle?
- Who is mostly affected by the problem?
- What does he (wider) context of your challenge look like?
- What risks, barriers and opportunities do you see?
- What are key milestones? And what does success look like for them?

Lunch break

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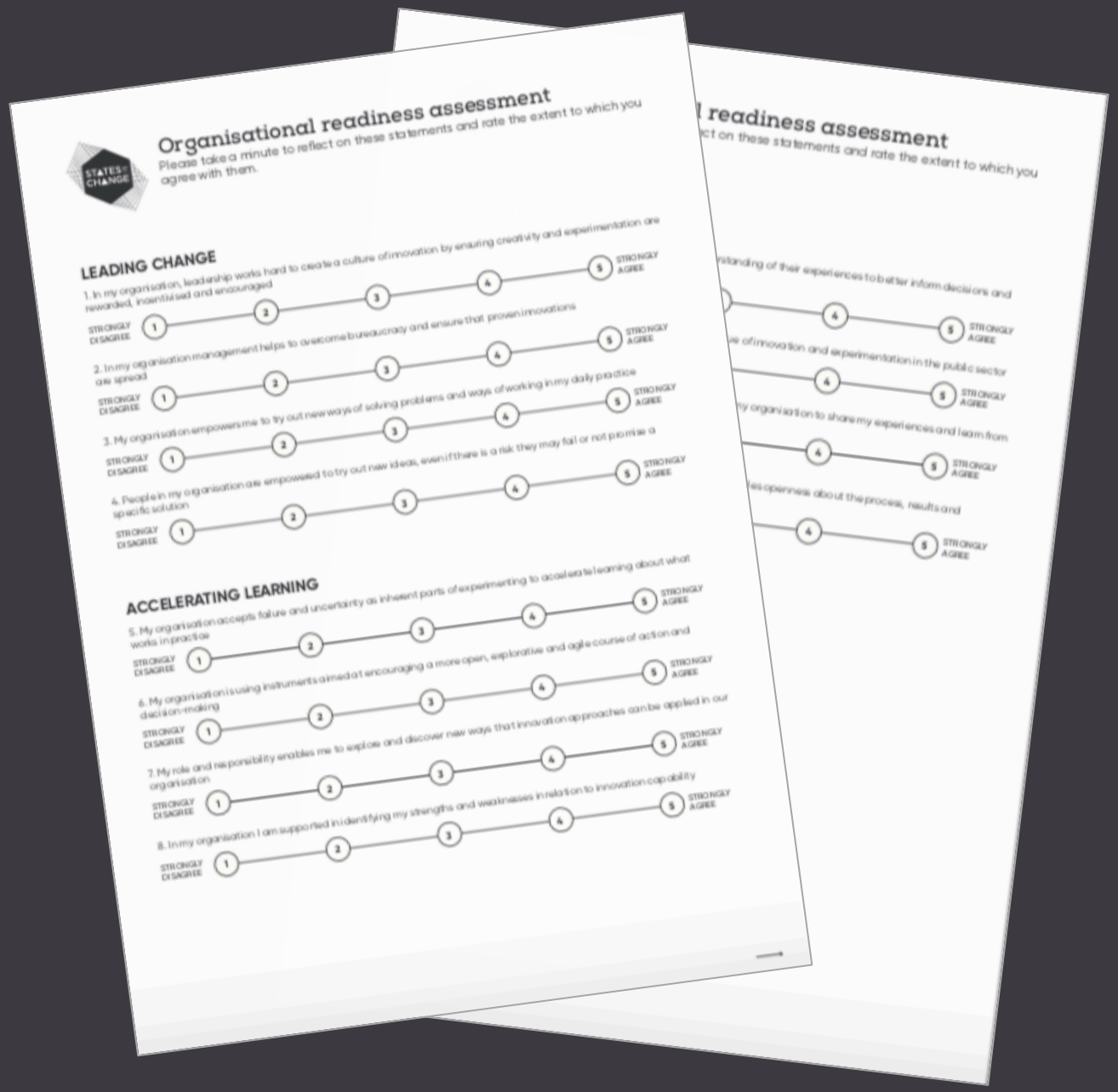

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Project
Identifying risks
STATES OF CHANGE

Objective

Identify potential risks that may kill your project

Reflect on the dynamics of the political and bureaucratic landscape

Pre-post-mortem with LabX

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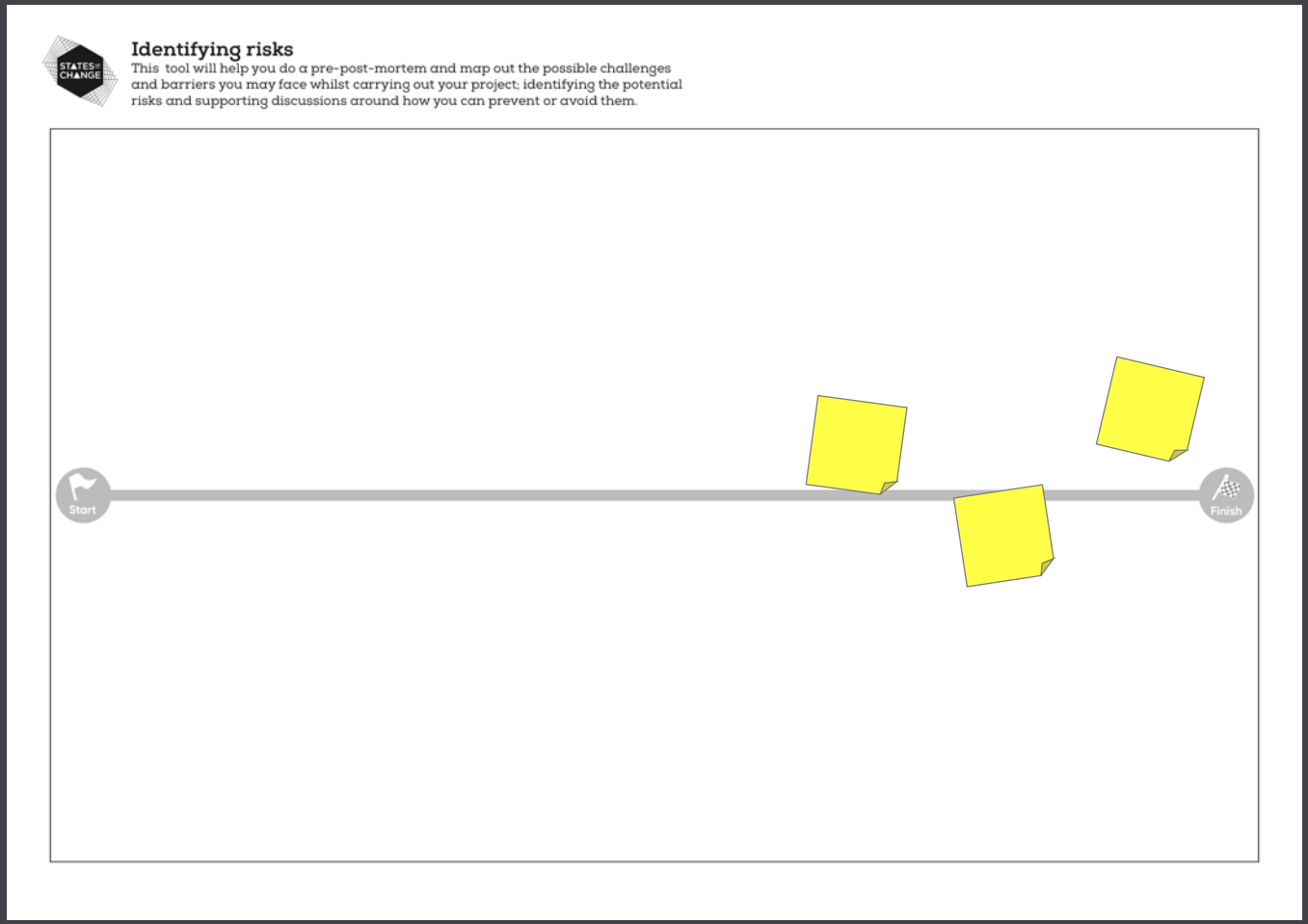
Identifying risks



You're in the future, the project has ended, not successfully. What has "killed" the project along the way?

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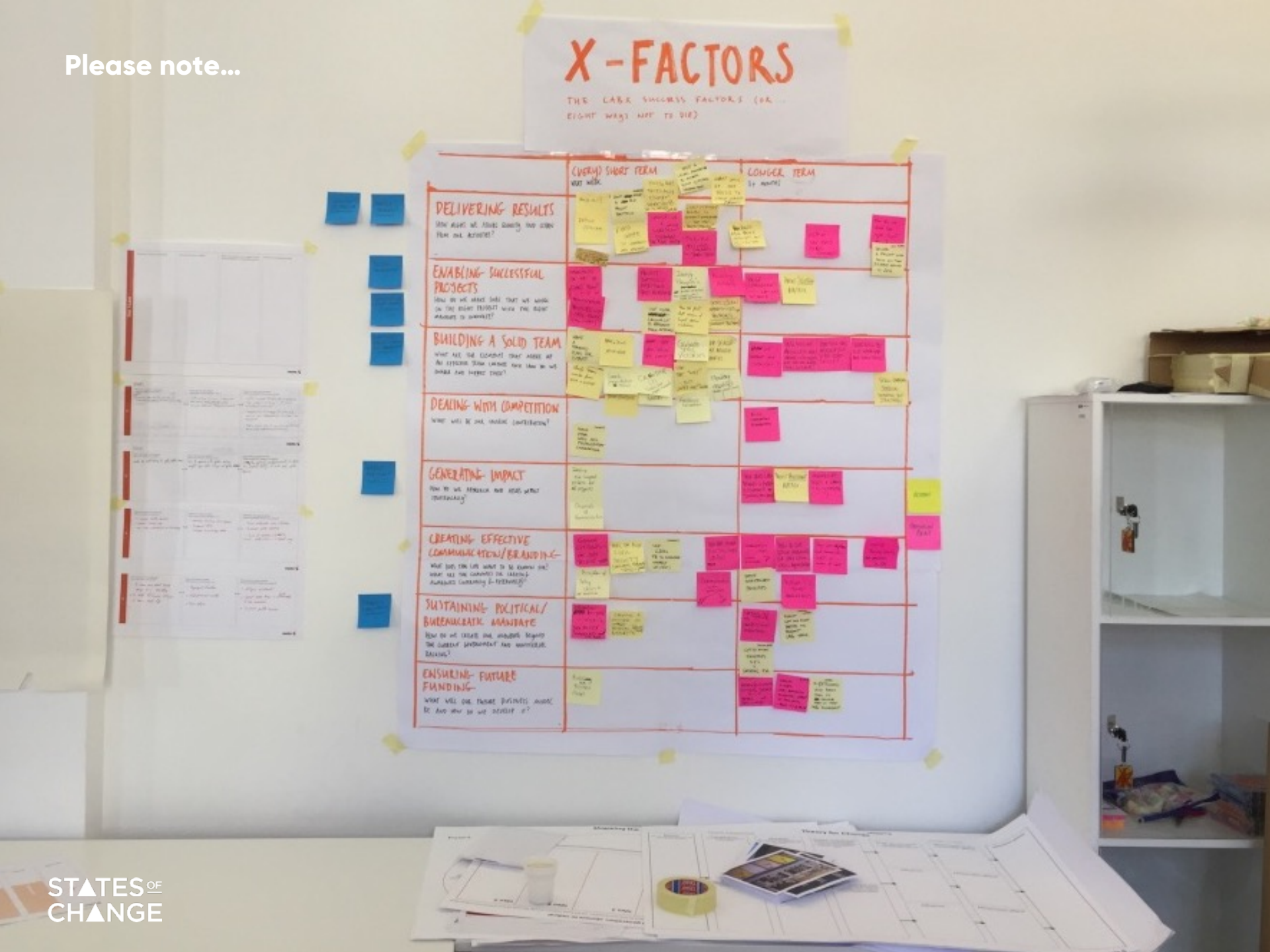
20 min.

Please note...



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Group your "project killers"

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Risks and preventive actions

BIGGEST RISKS (Project killers)	IMMEDIATE ACTIONS (Next week)	LONGER TERM ACTIONS (±3 months)

What are your biggest risks? How can you mitigate them?
What action is required on the short and longer term?

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20 min.

Organisational dynamics

Preparing (counter) arguments for innovation

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Objective

Identify potential risks that may prevent you from successfully completing your project.

Reflect on the dynamics of the political and bureaucratic landscape

Objective

"We will not change or challenge the status quo"	*"It won't work"*	*"Let's make sure we..."*	*"I will support"*	*"I want to make it happen"*	*"We need to change!"*
SABOTEURS	**SCEPTICS**	**CRITICS**	**AMBASSADORS**	**ENTHUSIASTS**	**ACTIVIST**
Will kill	**Will hinder**	**Might support**	**Will support**	**Will work (hard)**	**Will drive**

STATES OF CHANGE

Objective

"We will not change or challenge the status quo"

SABOTEURS

Will kill

"It won't work"

SCEPTICS

Will hinder

"Let's make sure we..."

CRITICS

Might support

"I will support"

AMBASSADORS

Will support

"I want to make it happen"

ENTHUSIASTS

Will work (hard)

"We need to change!"

ACTIVIST

Will drive

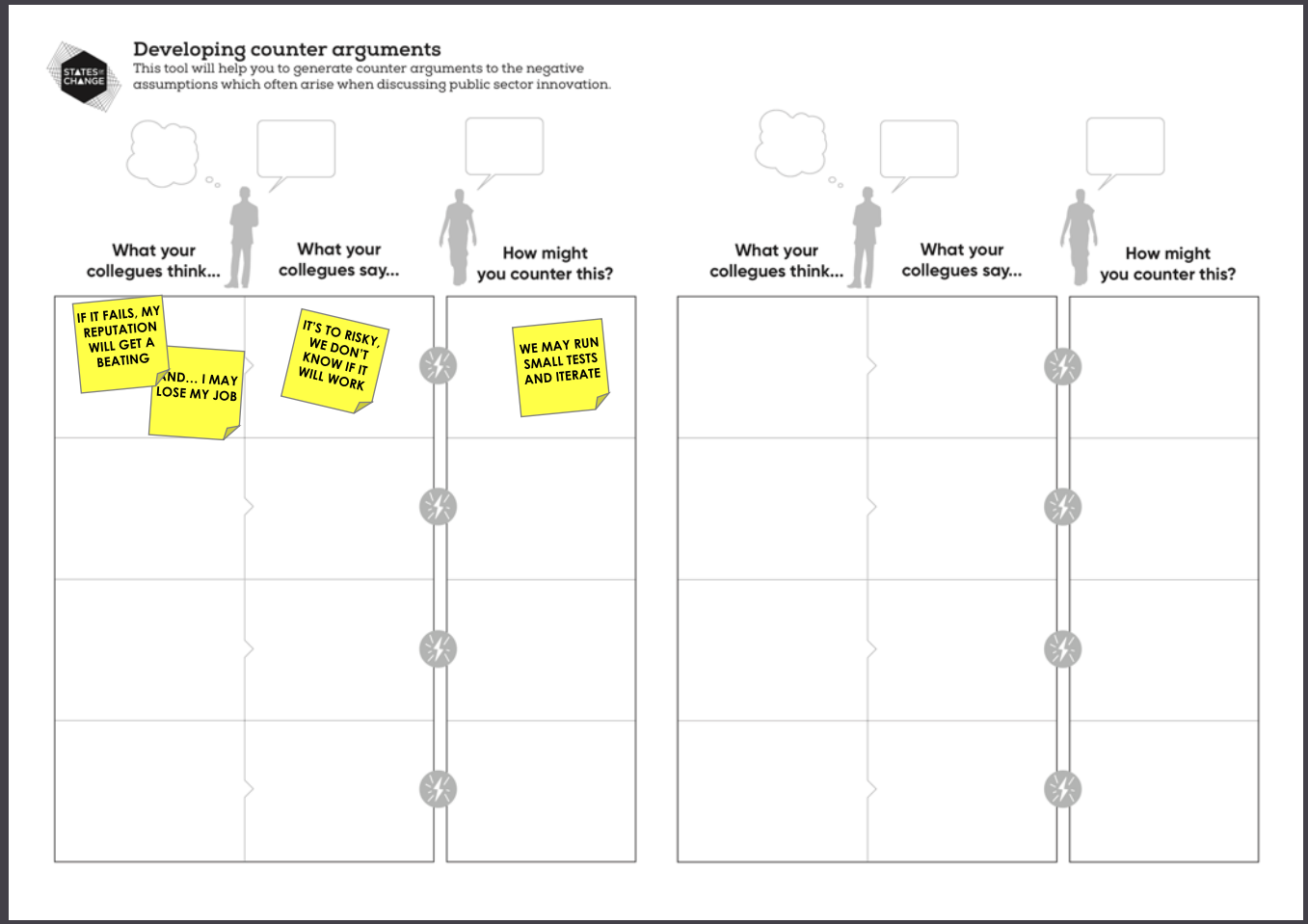
SUCCESS CLAIMERS

TYRE KICKERS

TOURISTS

STATES OF CHANGE

Developing counter arguments



Think of a colleague, or executive who will be skeptical or critical about your project. What will they say? How can you counter their arguments?

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20-30 min.

UNDP's INNOVATION JOURNEY

From the ECIS to the rest of the world

The innovation journey in UNDP has evolved significantly over the last four years, initially spearheaded by the work in ECIS regions, and it has gone through three distinct stages.

STAGE 1 (2012-2013)

FLYING UNDER THE RADAR

Finding out what we mean by innovation, lots of experimenting, identify what works and what doesn't without attracting too much attention

PARTNERS WE LEARNED FROM
Innovation work began attracting an entirely new type of partner-ships.

FutureGov, Nesta, Behavioral Insights Team, Cognitive Edge, Edgeryders, Stanford PeaceLab, MIT Climate CoLab

TESTING GOVERNMENTS' DEMAND
The first two years showed early signs of success and yielded initial learning: doing things differently can lead to better solutions and new funds.

Foursquare4Tourism, Kallxo Platform, SMS & Prespa Lake, BeResponsible

INNOVATION DRIVEN FROM THE FIELD
Can innovation be driven from the field? Country offices in ECIS are adopting an innovation agenda

Montenegro, Kosovo*, tFYRoM, Moldova, Armenia, Uzbekistan, Ukraine

? Does innovation lead to fresh insights and new solutions?

? How do we do more of ECIS-like innovation? Can other county offices drive this?

BUDVA DECLARATION
Key outcome of the Global Innovation Meeting 2013 in Budva (Montenegro) was a shared vision of a different way to approach development challenges and of what is needed to have UNDP become known as a trusted broker in the field of social innovation. This vision is presented as The Budva Declaration.

STAGE 2 (2013-2014)

MANY AIRCRAFTS IN THE AIR

Building distributed capacities of colleagues in the field and country offices, broadening networks and expanding the innovation portfolio

FORMALIZING INNOVATION SERVICES
moving from under the radar, expanding the portfolio of innovation services, supporting the scaling up of initial prototypes

Citizen-led innovation, Human Centered Design

EXPANDING THE TOOLKIT
Experiments led to new corporate policies and approaches

Challenge Prizes, Foresight, Big & Open Data

CORPORATE ENDORSEMENT
Budva Declaration created new momentum for promoting innovation by recognizing it as one of the major organizational priorities

Innovation Framework

BUILDING CAPACITY IN THE FIELD
building a distributed innovation capacity, CO based innovation champions, began influencing corporate culture

BROADER CORPORATE MOVEMENT
Many country offices and regions doing innovation.

Armenia, Egypt, Georgia, Panama, Colombia, Malawi, Yemen, Asia Pacific, Jordan, Sudan

to name a few...

? How does innovation become the new normal? What is needed to embed innovation in everyday practice?

MINDLAB'S EVALUATION
The report showed how CO teams who were first adopters of innovation quickly developed new solutions, new skills, new partnerships and generated new funds for development. There seems to be momentum to build on this and make innovation the new normal in the organization.

FINANCING
New parties are investing in innovation

INNOVATION FACILITY
UNDP establishes a corporate mechanism for driving innovation, the Innovation Facility. To date, the Facility has supported more than 120 initiatives in over 90 countries with technical support and seed funding. Supporting colleagues with risk capital to test new ways of working has had spill over effects- countries built on the Facility's support to launch spin off innovation initiatives, leading to additional 110 experiments.

STAGE 3 (2014-PRESENT)

BUILDING THE LANDING STRIP

Hacking the procedures, increasing organisational readiness to embed innovation capacity in everyday practice

HUMAN RESOURCES
Defining competencies, developing curricula, learning and developing programmes. "Innovation" becomes a job-title.

Innovation Curriculum, Leadership Programmes, Roster of innovation experts, RBAP Innovation Ambassador Programme

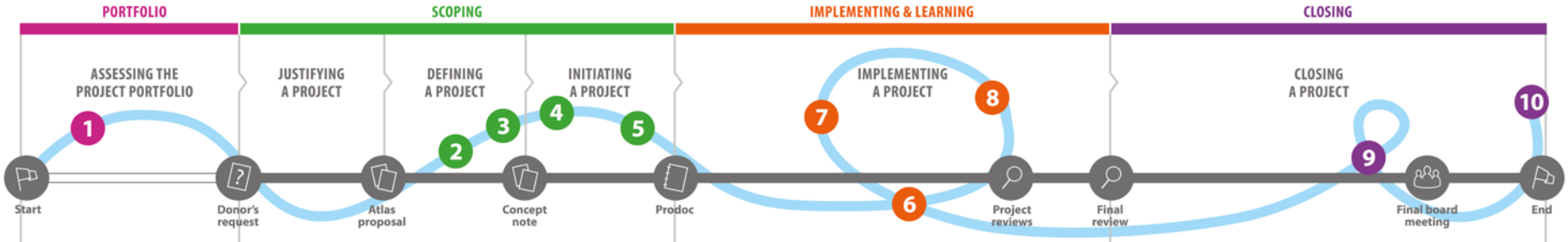
TOOLS
Tools to embed innovation in UNDP's bussiness processes.

DIY Toolkit, UNDP Project Cycle Hackers Kit

INNOVATION DAYS
Istanbul, October 2016

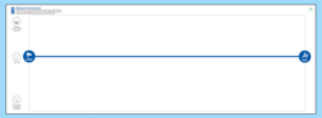
* References to Kosovo on this text shall be understood to be in the context of the UN Security Council Resolution 1244 (1999)

PROJECT NAVIGATION MAP: ENTRY POINTS FOR INNOVATION IN THE UNDP PROCESS CYCLE



If you do just one thing...

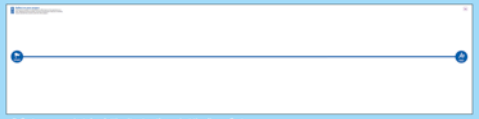
... use the Analyse your portfolio tool to identify opportunities for future work



... Map your users' journey to build empathy, before defining the project

... use the Test your assumptions tool before initiating a project to translate your assumptions into a testable hypothesis

... use the Plan your advanced prototype tool before investing large amounts of resources into implementing - possible the wrong - solution



... Reflect on your project , by plotting it out on the project timeline, reflect on decisions and extract lessons learned to feed into future projects.

1 Analyse your portfolio

Identify opportunities for future work

Before initiating a new project you might consider how it fits within the current portfolio. But to stay relevant as an organisation, you may need to consider the future portfolio as well. How might UNDP best serve the government in tackling their most challenging issues?

One approach is to **Analyse your portfolio**, to help you assess your existing projects and identify opportunities for development.

2 Build empathy

Learn about the people you work for

Learn how users experience your services by using the **Map your users' journey** tool. Alternatively, you can also **Explore a day in the life** of your user, to learn about their daily routines, or **Develop a persona** to capture your insights and develop profiles of the people you work for. For a more advanced level, you may consider the **Map your stakeholders** tool, to plot out stakeholder networks and identify potential leverage points.

3 Scan your horizon

Find examples of who has already solved the problem

Often, a quick internet search gives you various examples of initiatives that have already solved your problem, or part thereof. If you **Create a search strategy**, it can speed up finding these examples by helping you to generate entry points (keywords) for your search. You can then **Explore your personal network** to map out your weak ties. In addition to this you might try to **Reverse Engineer a solution**, which enables you to take apart an exisiting solution and learn how it's constituent elements are realted - helping you identify which elements can be replicated for your context.

4 Challenge your assumptions

Translate your assumptions into a testable hypothesis

Before you start allocating vast amounts of time and resources on furthering your plan, it is important to **Test your assumptions.** This helps you to identify your assumptions and translate them into a testable hypothesis . Alternatively, you might take a different perspective on your challenge by trying to **Reframe the problem you are working on.**

5 Build prototypes

Materialise ideas to test them at an early stage, to learn fast and fail early

Having a clear Prototype Plan helps you to focus on specific assumptions you want to test or feedback you want to get on the specific features of your solution. The **Plan your first prototype** tool helps you align your problem statement, solution, and prototyping goals.

6 Running multiple parallel experiments

Find out what the best approach is

Doing multiple experiments at the same time helps you to try an array of possible solutions, enabling you to uncover what works and what doesn't. To help you think about the different options, and devise a actions to develop and evaluate them, you should **Plan your advanced prototype** and **Plan your experiment**.

7 Know when to pivot

How can you tell you're going in the right direction?

Fixation on implementation may lead you into a blind alley. Just like a skipper, you have to verify your course frequently, in order to pivot and **Adjust your course of action** when necessary.

8 Scale your solutions

Identify leverage mechanisms that generate impact on a larger scale

It is better to start thinking about scaling your solution during the implementation phase and **Explore leverage mechanisms**, in order to help you to think about different strategies to scale your solution.

9 Reflect on your process

Reflect on your decisions and extract lessons learned

At the end of the project, there is a natural moment to **Reflect on your project** to evaluate key decisions and extract lessons learned. It is equally important to look forward as well, what are the opportunities you see for future projects? And what knowledge can be transferred to other activities?

10 Make your solutions sustainable

Think of what needs to be done to embed your solution in the daily practice and spread it across the wider ecosystem.

What if the UNDP ceased to exist, what would your partner(s) do? Will they go back to their old routines? Or will they adopt and further develop your solution? Ideally, you need to **Make your solution sustainable**, this activity assists you in considering possible future scenarios that could make this possible.

Coffee/tea break

Team

Designing your team

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What is a team?

What are its main features?

What is a team?

A team is a group of people who will work together to reach a common goal.

What kind of questions are important when designing a team?

Team design questions

- How many people should be on the team?
- What kind of expertise do we need?
- Is this team designed for the short- or long-term?
- What is our purpose or goal?
- How will we make decisions?
- What process will we follow?
- How will we work with other teams?
- How will we share information?

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STATES OF CHANGE

STATES OF CHANGE

STATES OF CHANGE

Spreading skills
TODO
Nesta
STATES OF CHANGE

The very bare essentials of team design

What makes a team effective?

What is the key factor that makes a high performing team?

Google did research on team effectiveness

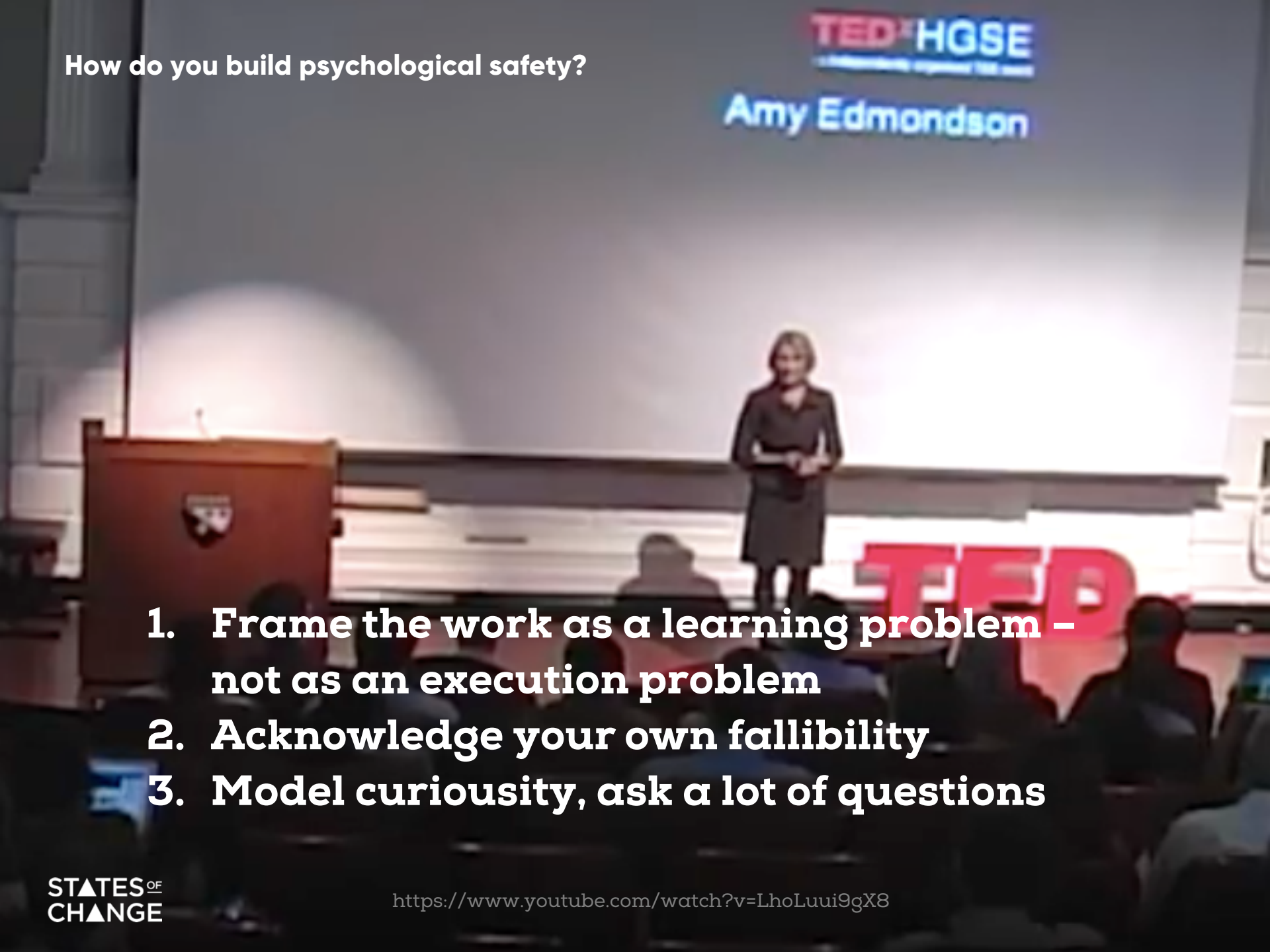
"Who is on a team matters less than how the team members interact, structure their work, and view their contributions."

Google re:Work

https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/

Google's top 5

https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/

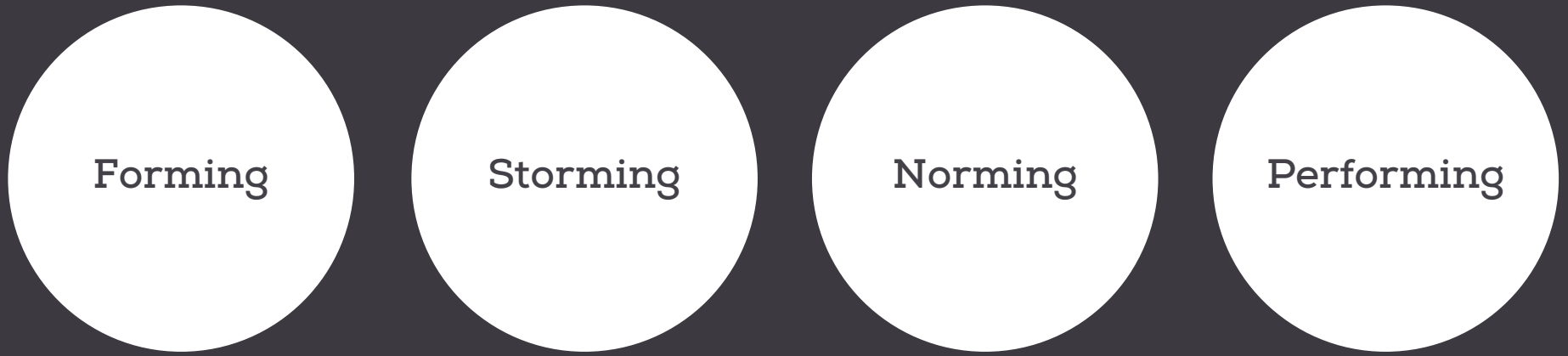


How do you build psychological safety?

1. Frame the work as a learning problem – not as an execution problem
2. Acknowledge your own fallibility
3. Model curiousity, ask a lot of questions

https://www.youtube.com/watch?v=LhoLuui9gX8

Tuckman stages of team development



team members are positive and polite

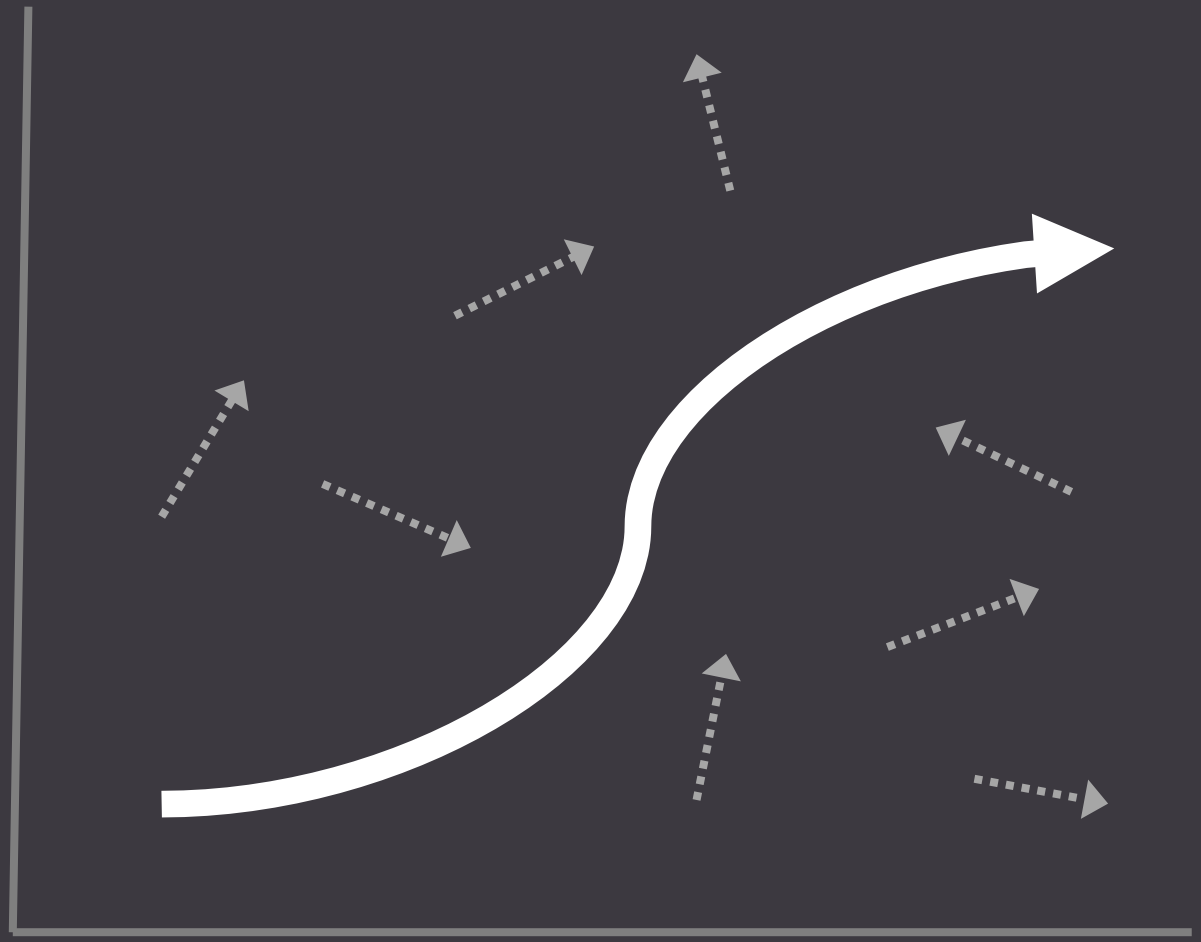
people start to push against the boundaries established in the forming stage

people start to resolve their differences, appreciate colleagues' strengths

hard work leads, without friction, to the achievement of the team's goal

STATES OF CHANGE

Team design is iterative and continuous process



From: NOBL's Team Design Bootcamp

STATES OF CHANGE

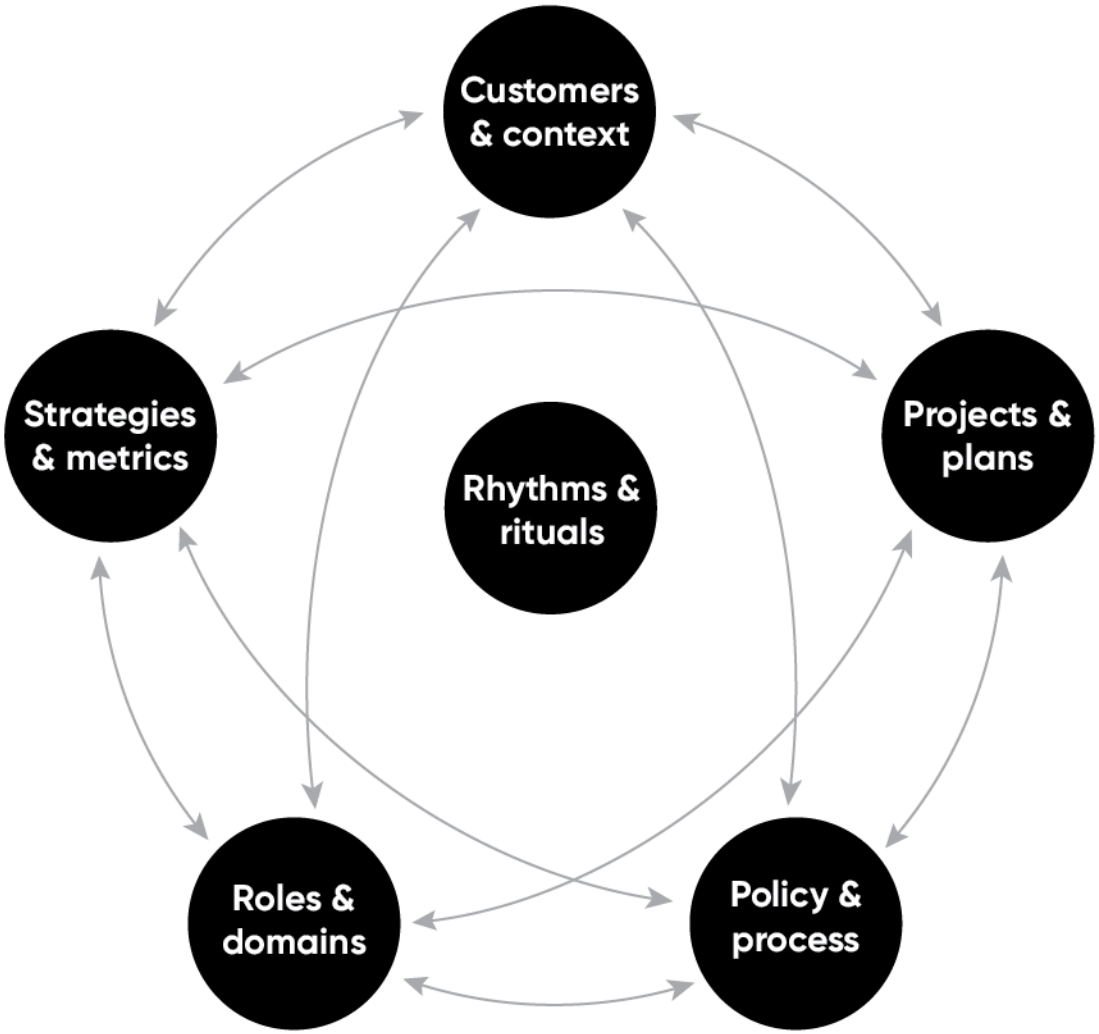
What makes an innovation team different from "normal" teams?

Teaming models

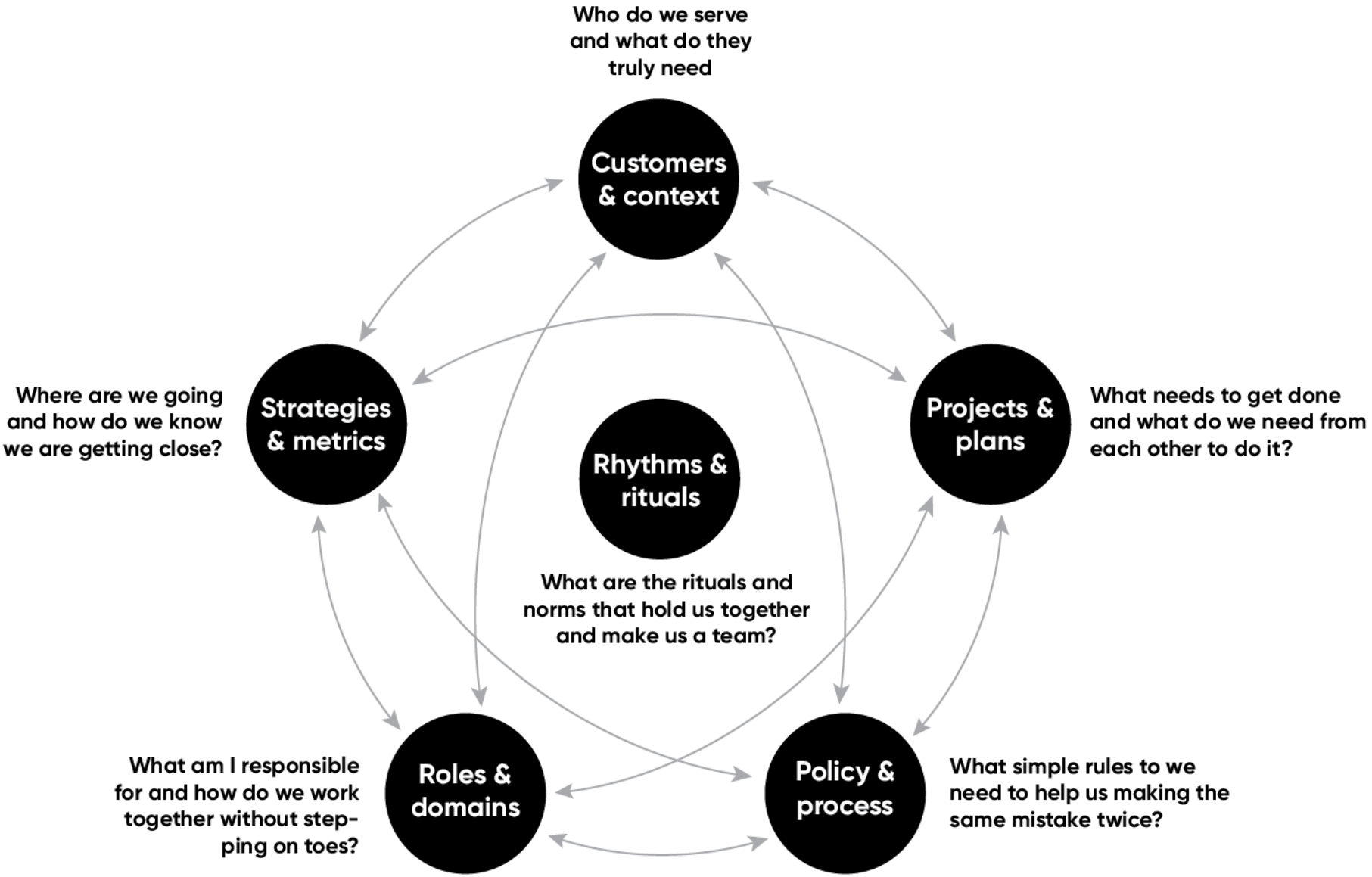
Output-Oriented	Mission-Driven
Command and Control	Sense and Respond
Rigid Structures	Loose Structures
Error-Reducing Systems	Error-Embracing Systems
Suppressed Authority	Distributed Authority
Deep Knowledge	Broad Knowledge
Homogeneity	Diversity

From: NOBL's Team Design Bootcamp

Anatomy of a team (NOBL)

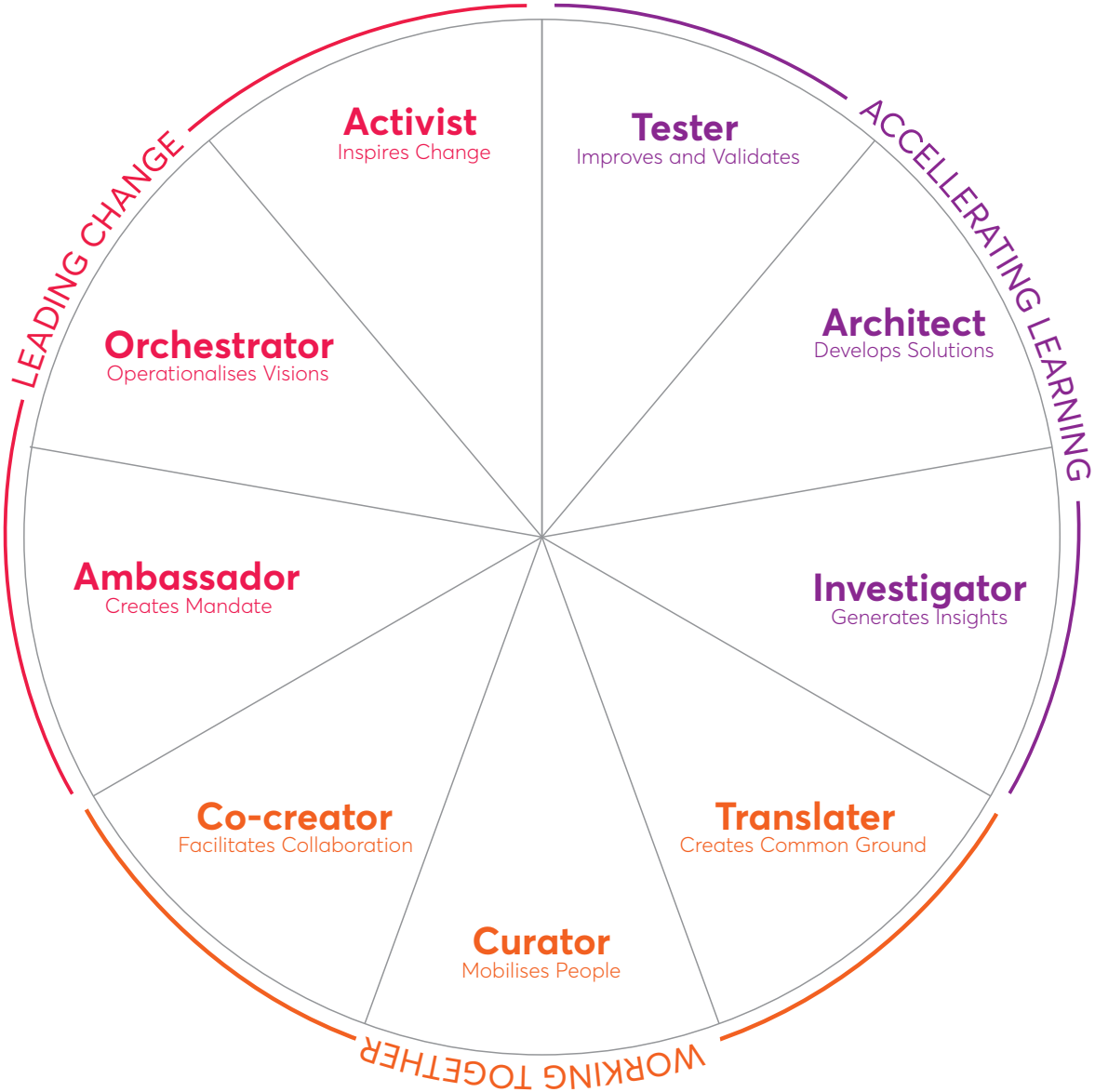


Anatomy of a team (NOBL)



STATES OF CHANGE

Team roles for Experimenting and Public Problem Solving



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December 2017

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Team roles for Experimenting and Public Problem Solving

LEADING CHANGE

Activist
Inspires Change

The Activist is the driving force behind an innovation team/project. They constantly ask the question "how can this be done better?", of themselves and others, to inspire change. They also provide strategic purpose and direction in achieving this change, mobalising people to get things done.

STRENGTHS

Often have bold visions for improvement, and have the courage to challenge the status quo

Are not put off by failures, and will persevere

Can often excite and mobalise other people

WEAKNESSES

Can at times be impatient and restless, wanting to see change happen quickly without taking the time to establish relationships

Orchestrator
Operationalises Visions

The Orchestrator is the overseer; transforming ideas and visions into tangible plans and actions. He/she is there to ensure that smaller achievable actions can (and do) occur, and that they lead to longer term goals, ultimately materialise into the bigger vision.

STRENGTHS

Great attention to detail, able to link the smaller actions to the bigger changes

Excellent people skills, can mobalise and encourage colleagues

WEAKNESSES

Can sometimes micro manage colleagues, being overbearing and stifling

Ambassador
Creates Mandate

The Ambassador creates the mandate for change. They manage the relationship between the team, internal and external stakeholders, with the aim to create buy in for change.

STRENGTHS

Vast experience of the political landscape, can work around the system

Excellent listener and storyteller, can read between the lines of what people are saying

WEAKNESSES

May at times be a people pleaser, focusing less on action, more on relationships

WORKING TOGETHER

Co-creator
Facilitates Collaboration

The Co-creator supports different stakeholders in working together to solve problems. Using multiple tools and methods, the Co-creator facilitates others in articulating, sharing, communicating and listening to multiple views.

STRENGTHS

Genuine interest in a broad range of subjects

Can transform hard data into captivating stories

Sensitive to people they are engaging with

WEAKNESSES

Co-creators build on the basis of consensus, but struggle when urgency commands bold decisions to be made

Curator
Mobilises People

The Curator manages the network that surrounds the innovation team orprojects, and is responsible in building this network of change agents to enable collaborative problem solving.

STRENGTHS

Well connected with key players

Can easily discover, attract and engage with diverse set of people

WEAKNESSES

Can be limited by their own biases, regarding who they choose to work with

Translater
Creates Common Ground

The Translator is able to build bridges between different domains and disciplines, enabling different actors to work across silos. They do this by generating a shared understanding across domains, through communicating and articulating knowledge, experiences and perspectives surrounding the problem.

STRENGTHS

Genuine interest in a broad range of subjects

Can transform hard data into captivating stories

Sensitive to people they are engaging with

WEAKNESSES

Can consider themselves as master of several domains, not knowing when to call in the experts

ACCELERATING LEARNING

Investigator
Generates Insights

The Investigator is driven by curiosity. They have a strong urge to make sense of why things are the way they are, and communicating this to others by translating data into insights to generate understanding.

STRENGTHS

Understanding and making sense of the world around them

Understanding and discovering ways and means of making their findings accessible and communicable to others.

WEAKNESSES

May dwell too much or too long on investigation and analysis. Might find it hard to stop investigating

Architect
Develops Solutions

The Architect synthesises and 'connects the dots'. They see the relationship between different pieces of the puzzle, and are able to discern what parts are important – or not – to develop effective solutions

STRENGTHS

Uses the insights generated by the Tester, to move the idea forward or use it in a new way.

Able to develop multiple parallel solutions to a single problem, and build quick prototypes to explore the suitability of these solutions

WEAKNESSES

May over-complicate solutions by continually seeing connections and relationships – making a solution more difficult to implement.

Tester
Improves and Validates

The Tester is curious to see how ideas might work in reality. They take ideas and try them out within appropriate contexts to understand, improve and validate solutions using different techniques to try ideas out at different stages of the development process.

STRENGTHS

Driven by the real world implications of their work

Can identify what is working and what isn't, by knowing what to measure

WEAKNESSES

May find themselves in eternal loop of testing and iterating, as things can always be improved

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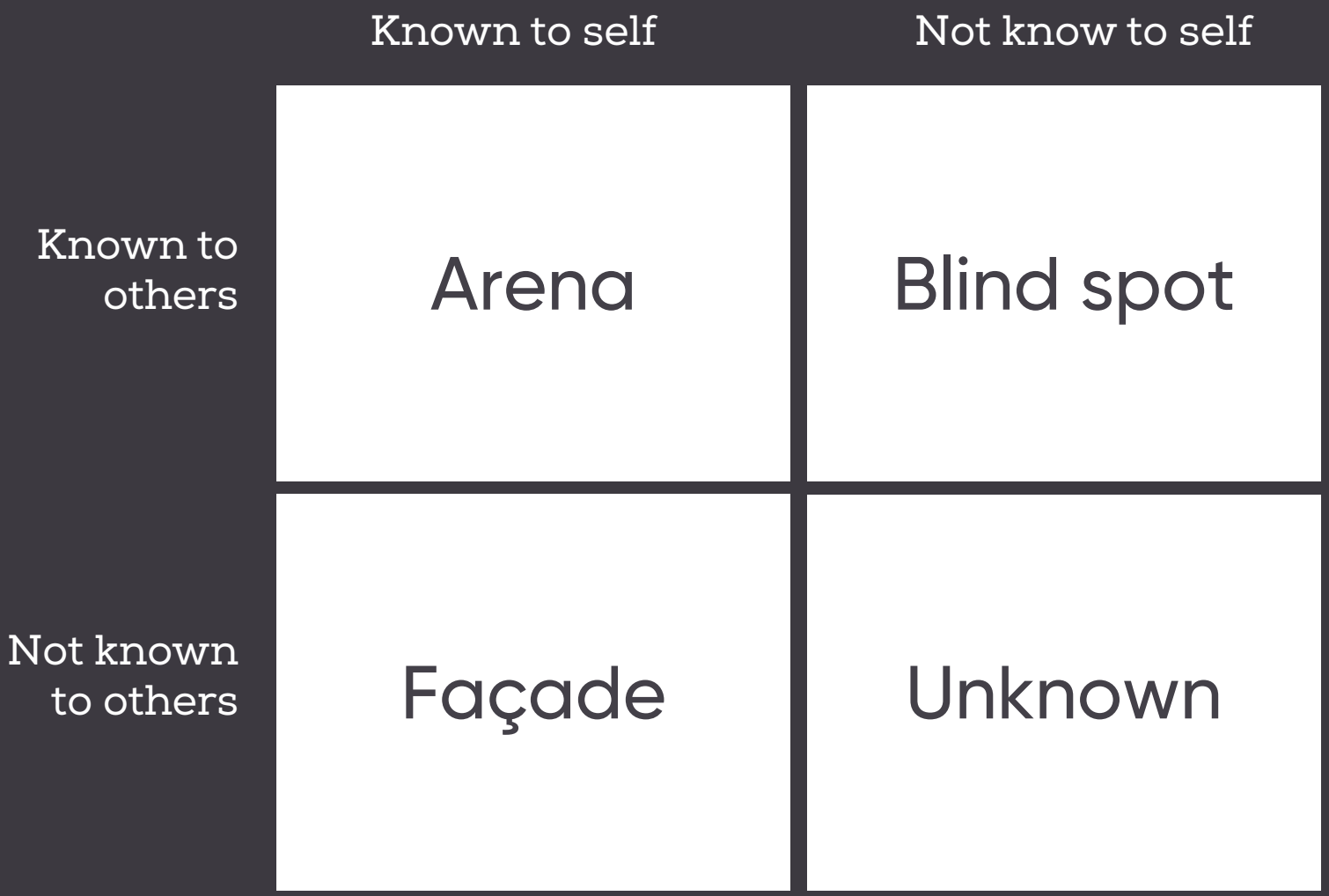
How to use appliances without a user manual?

STATES OF CHANGE

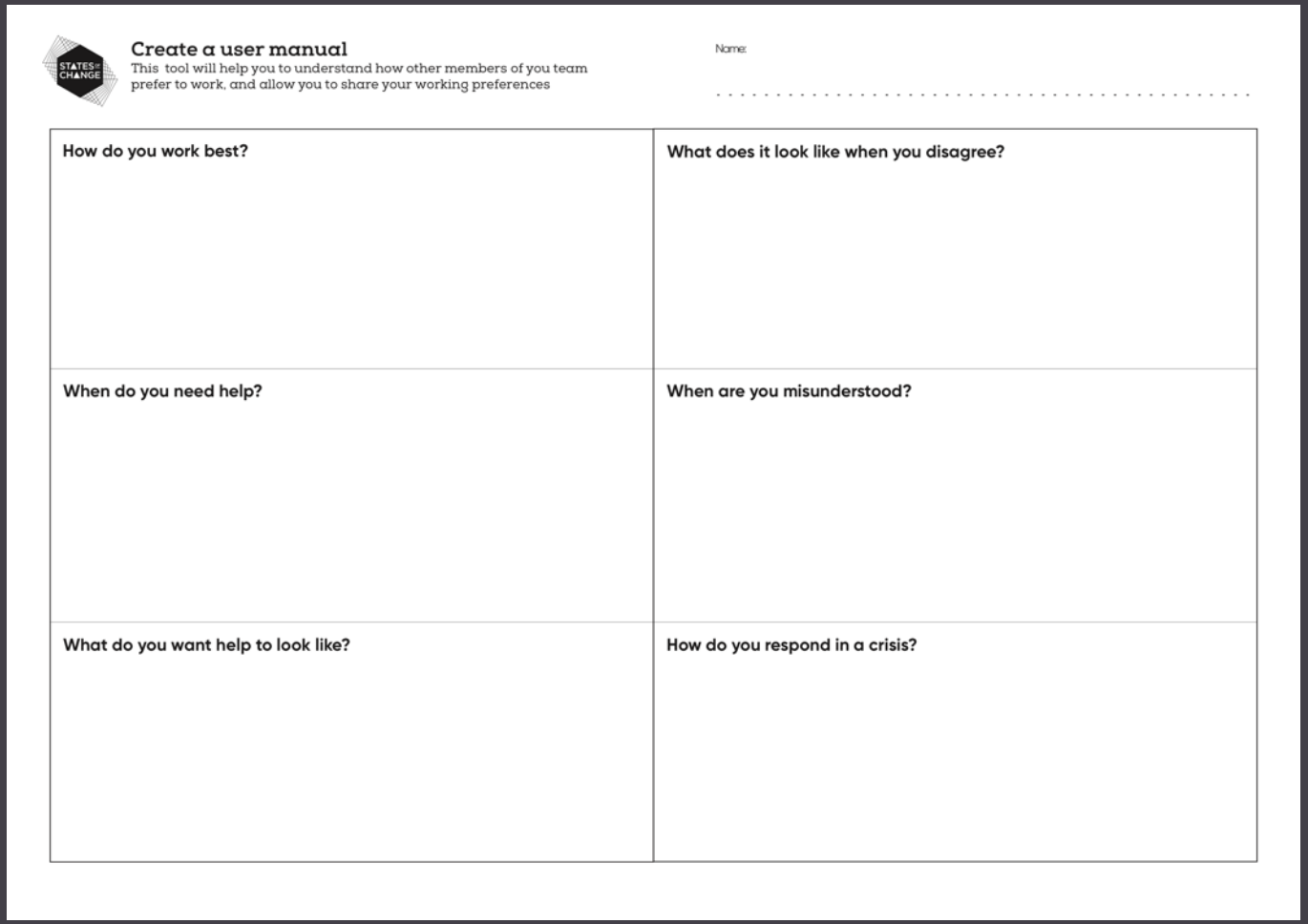
Johari window: what do you know about yourself?



STATES OF CHANGE

From: NOBL's Team Design Bootcamp

Your user manual



Create a user manual

This tool will help you to understand how other members of you team prefer to work, and allow you to share your working preferences

Name:

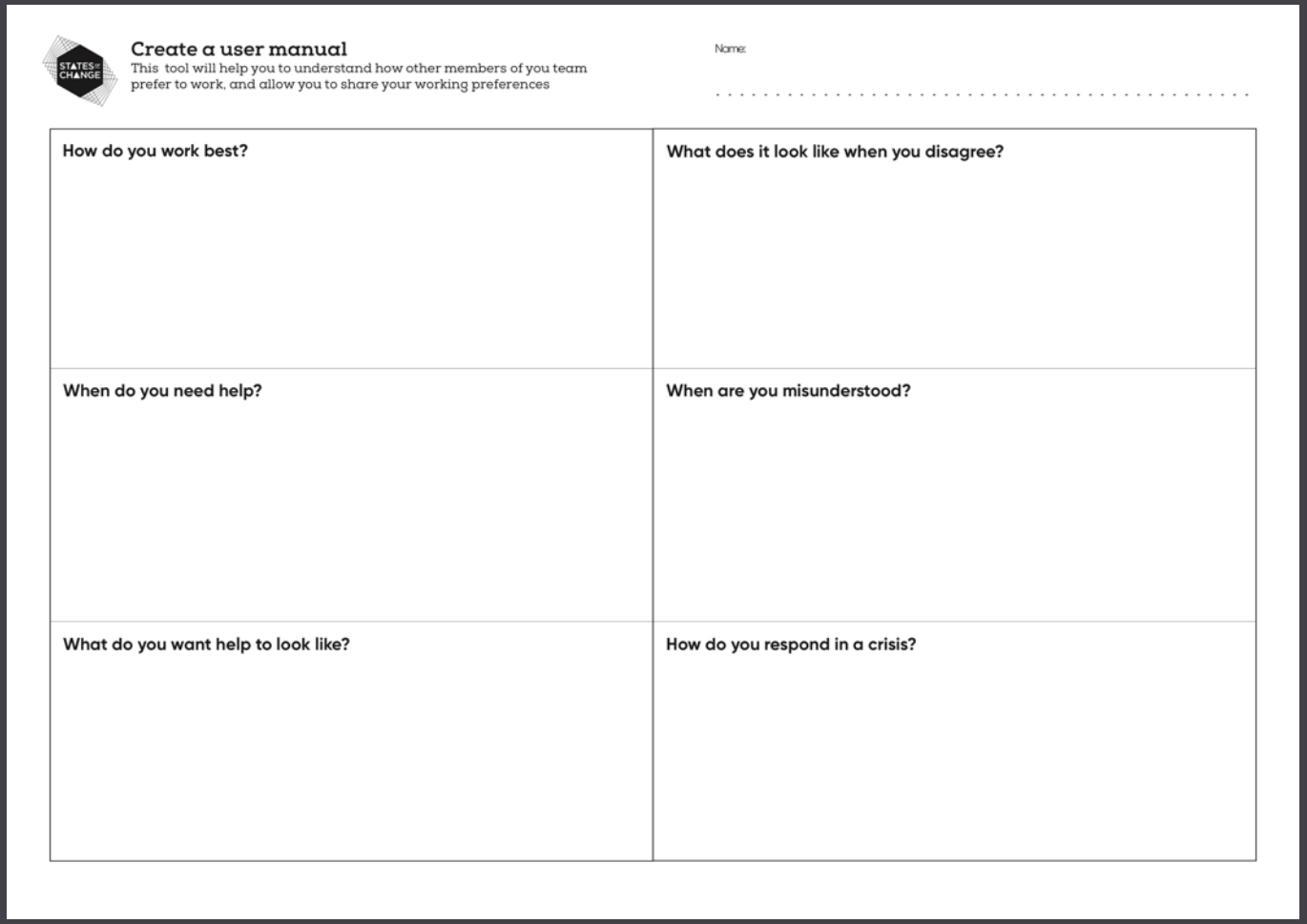
How do you work best?	What does it look like when you disagree?
When do you need help?	When are you misunderstood?
What do you want help to look like?	How do you respond in a crisis?

What is your "user manual", what is important for your colleagues to know when they work with you.

STATES OF CHANGE

10 min.

Sharing your user manuals



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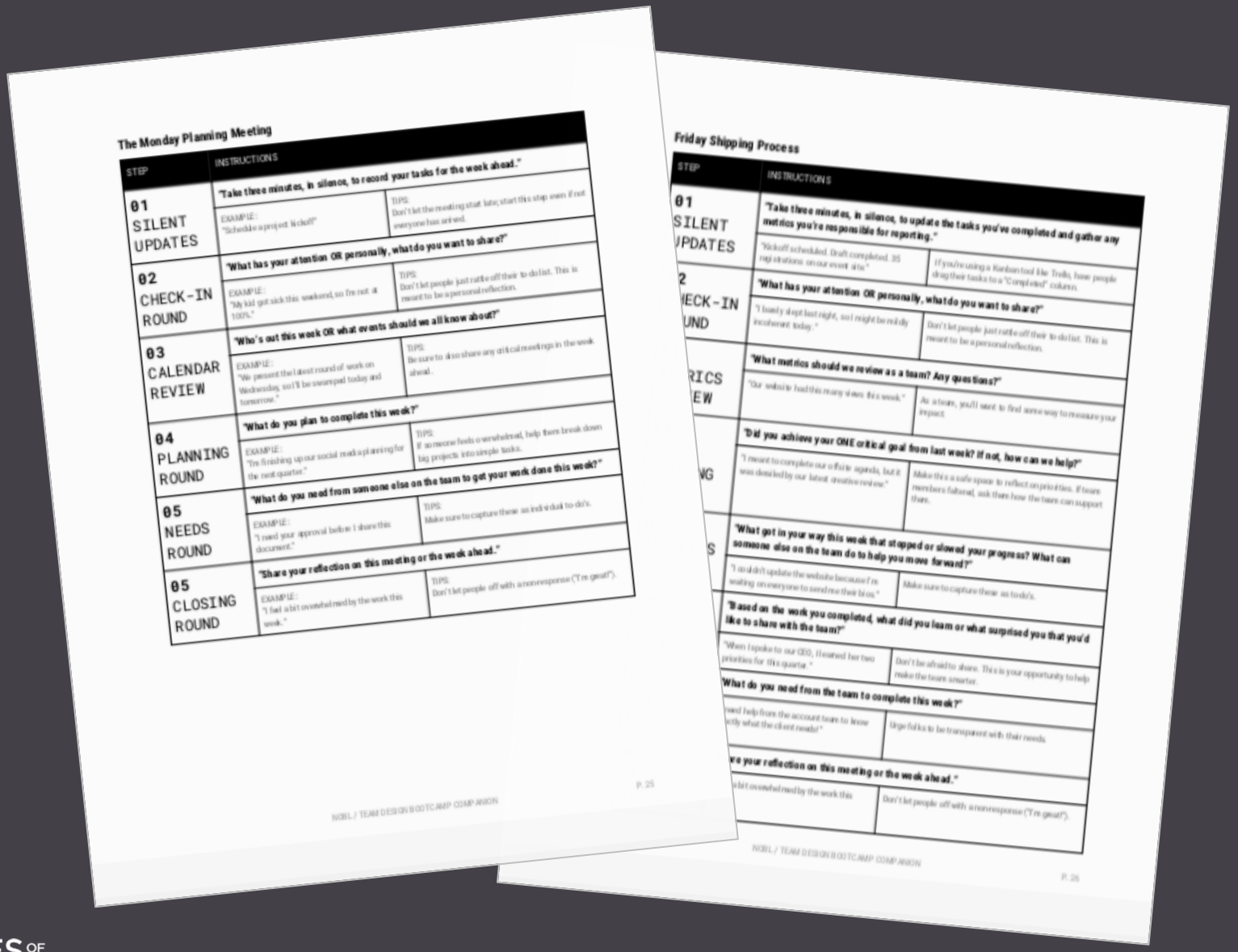
Share your user manuals with your colleagues.

STATES OF CHANGE

20-30 min.

Rhythms and rituals?

Sharing your user manuals



The Monday Planning Meeting

STEP	INSTRUCTIONS	
01 SILENT UPDATES	**"Take three minutes, in silence, to record your tasks for the week ahead."**	
	EXAMPLE: "Schedule a project kickoff"	TIPS: Don't let the meeting start late; start this step even if not everyone has arrived.
02 CHECK-IN ROUND	**"What has your attention OR personally, what do you want to share?"**	
	EXAMPLE: "My kid got sick this weekend, so I'm not at 100%."	TIPS: Don't let people just rattle off their to do list. This is meant to be a personal reflection.
03 CALENDAR REVIEW	**"Who's out this week OR what events should we all know about?"**	
	EXAMPLE: "We present the latest round of work on Wednesday, so I'll be swamped today and tomorrow."	TIPS: Be sure to also share any critical meetings in the week ahead.
04 PLANNING ROUND	**"What do you plan to complete this week?"**	
	EXAMPLE: "I'm finishing up our social media planning for the next quarter."	TIPS: If someone feels overwhelmed, help them break down big projects into simple tasks.
05 NEEDS ROUND	**"What do you need from someone else on the team to get your work done this week?"**	
	EXAMPLE: "I need your approval before I share this document."	TIPS: Make sure to capture these as individual to-do's.
05 CLOSING ROUND	**"Share your reflection on this meeting or the week ahead."**	
	EXAMPLE: "I feel a bit overwhelmed by the work this week."	TIPS: Don't let people off with a nonresponse ("I'm great!").

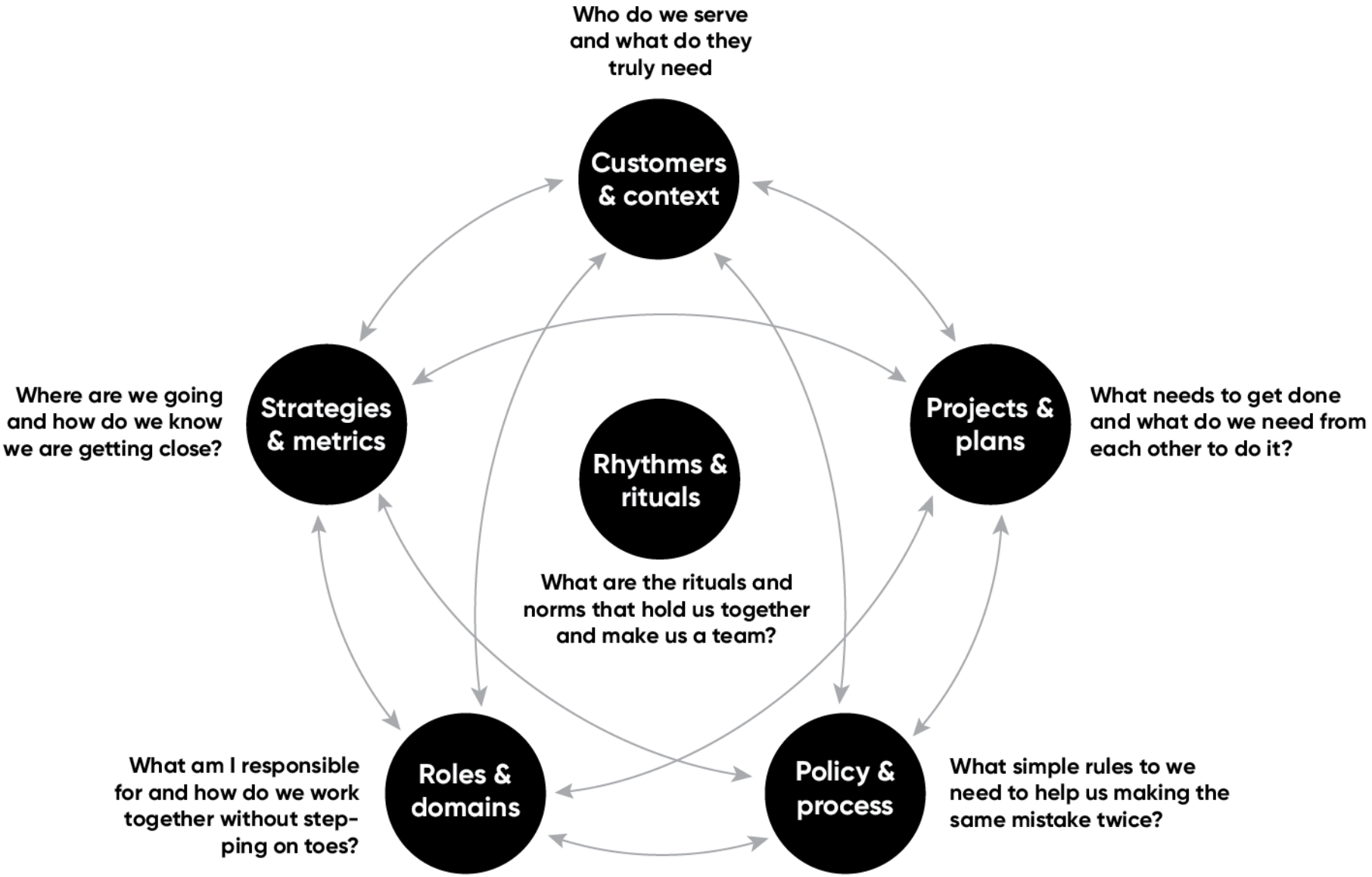
Friday Shipping Process

STEP	INSTRUCTIONS	
01 SILENT UPDATES	**"Take three minutes, in silence, to update the tasks you've completed and gather any metrics you're responsible for reporting."**	
	"Kickoff scheduled. Draft completed. 35 registrations on our event site."	If you're using a Kanban tool like Trello, have people drag their tasks to a "Completed" column.
2 ECK-IN UND	**"What has your attention OR personally, what do you want to share?"**	
	"I barely slept last night, so I might be mildly incoherent today."	Don't let people just rattle off their to do list. This is meant to be a personal reflection.
RICS EW	**"What metrics should we review as a team? Any questions?"**	
	"Our website had this many views this week."	As a team, you'll want to find some way to measure your impact.
VG	**"Did you achieve your ONE critical goal from last week? If not, how can we help?"**	
	"I meant to complete our offsite agenda, but it was derailed by our latest creative review."	Make this a safe space to reflect on priorities. If team members faltered, ask them how the team can support them.
S	**"What got in your way this week that stopped or slowed your progress? What can someone else on the team do to help you move forward?"**	
	"I couldn't update the website because I'm waiting on everyone to send me their bios."	Make sure to capture these as to-do's.
	"Based on the work you completed, what did you learn or what surprised you that you'd like to share with the team?"	
	"When I spoke to our CEO, I learned her two priorities for this quarter."	Don't be afraid to share. This is your opportunity to help make the team smarter.
	"What do you need from the team to complete this week?"	
	need help from the account team to know ctly what the client needs!"	Urge folks to be transparent with their needs.
	re your reflection on this meeting or the week ahead."	
	a bit overwhelmed by the work this	Don't let people off with a nonresponse ("I'm great!").

STATES OF CHANGE

What are your rhythms and rituals?

Anatomy of a team (NOBL)



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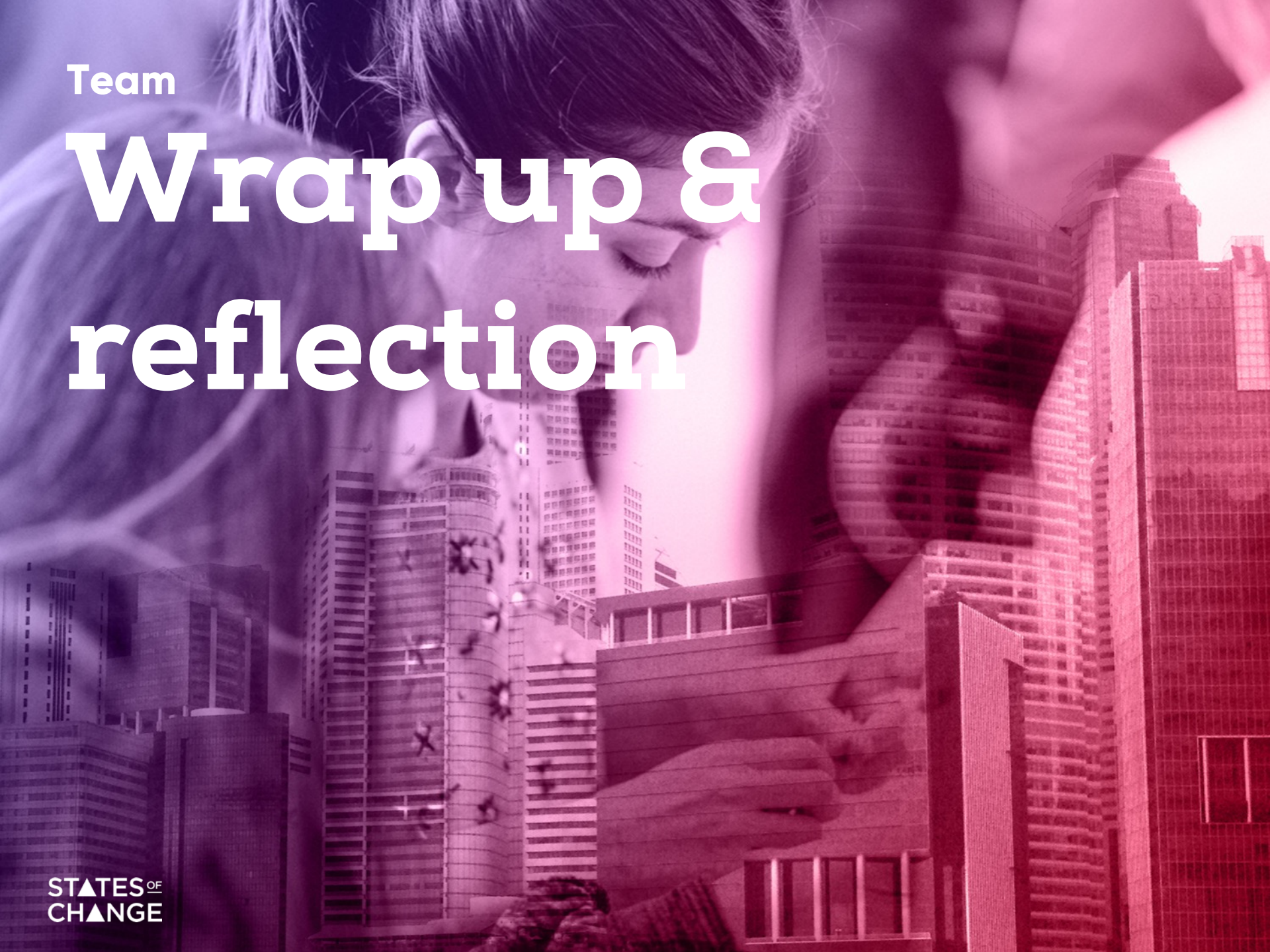
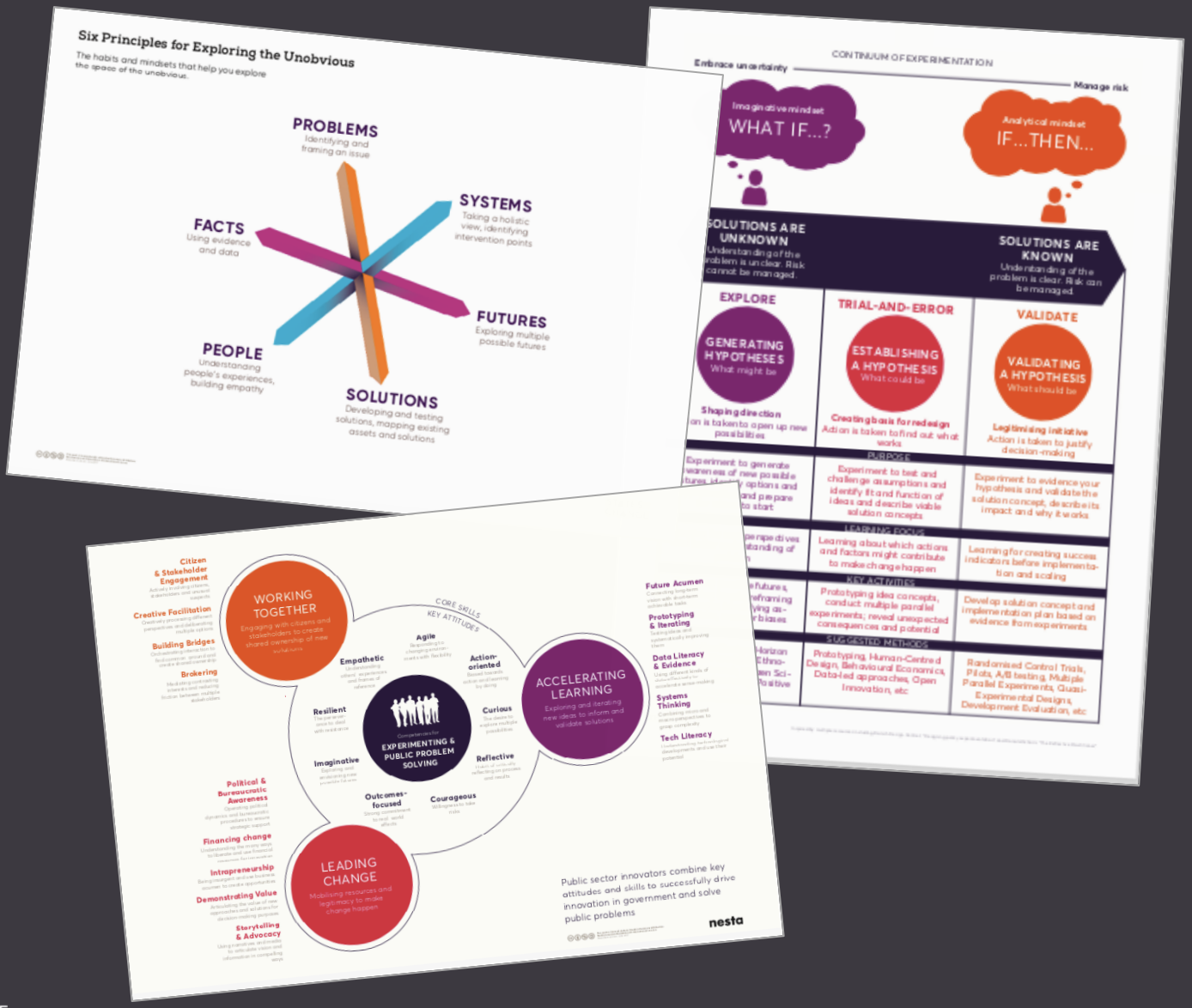

Team
Wrap up &
reflection
STATES OF CHANGE



STATES OF CHANGE

Changing habits

As a team, write down the five habits that you believe you should do less of, and the five you feel are most important to do more of, to become more effective as an innovation team. Then, start to identify what actions will enable you in achieving this transformation.
To support you in listing these habits, think back to the 'room of the obvious activity' and the competency framework.

What current habits do we want to stop, or do less of?	What habits do we want to develop, or do more of?	What do we need to do to make this transformation happen?

Reflections

Lightbulb moment

What was your a-ha moment of today?

STATES OF CHANGE

https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/

Who want to share their light bulb moment?

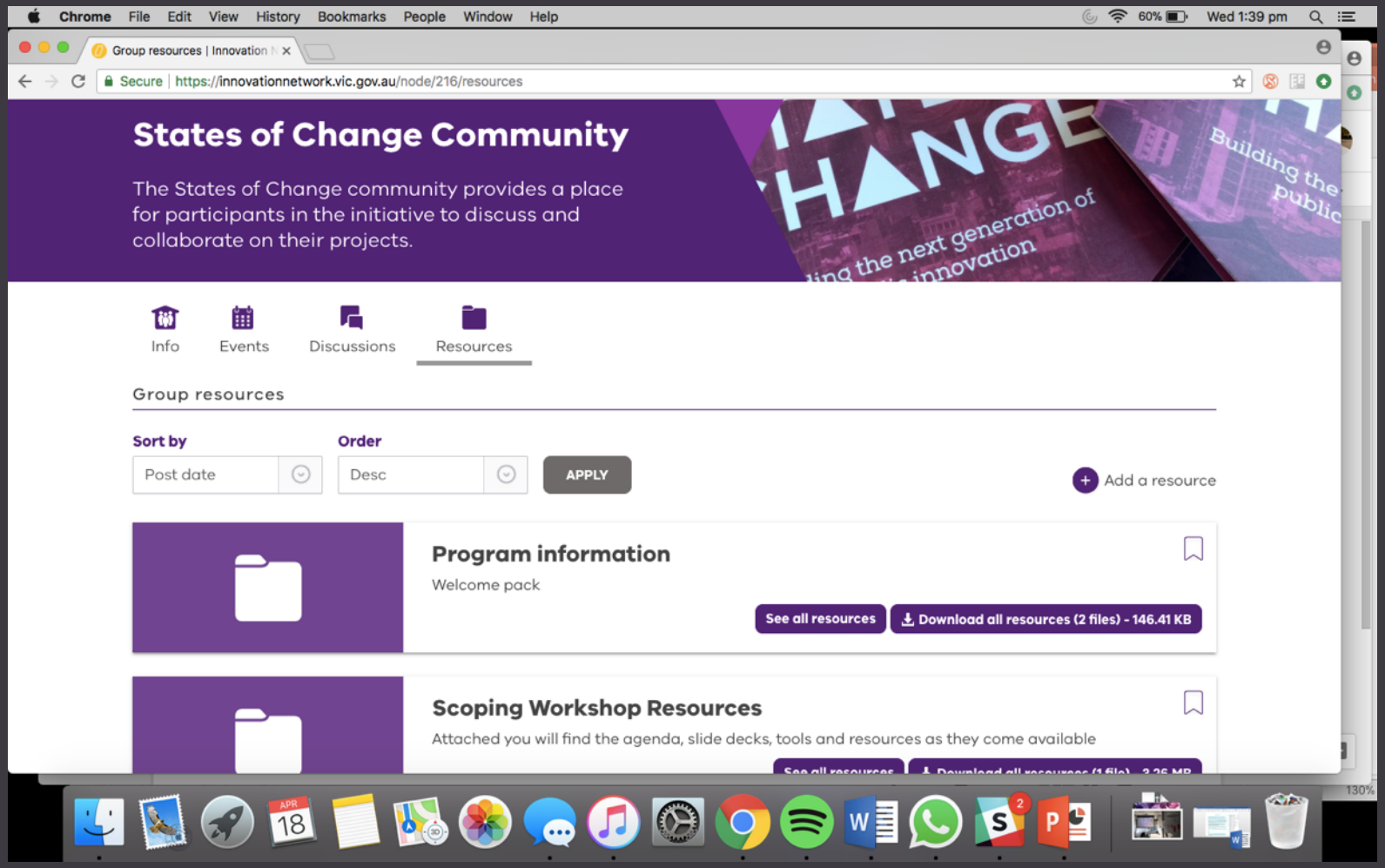
In betweenos

- Discuss changing habits (team)
- Reflection exercise (individually)
- Complete your project plan (team)
- (Recommended) reading

https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/

Most importantly continue working on the action outlined in your “Creating a project plan sheet”

https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/



How do we stay in touch? What if you want to contact us?

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https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/

Please leave sharpies on the table.

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Salut!
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VICTORIA
State Government