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Intro:

Welcome to the GovComms podcast, bringing you the latest insights and innovations from experts and thought leaders around the globe in government communication. Now here is your host, David Pembroke.

David Pembroke:

Hello, everyone, and welcome back to the Collective Engagement for Social Purpose Podcast, a collaboration between GovComms and the University of Adelaide's, Dr. Taylor Wilmott, and Professor Jodie Conduit. Today's episode is the sixth and final instalment of this series where we are sharing with you the wisdom and insights from a multi-year, multi-phase Australian Research Council (ARC) funded discovery project. Now, if you are yet to listen to the previous episodes from this series, could I recommend that you go back to the beginning and listen to episodes one and two where we introduce the collective engagement for social purpose project? While episodes three and four feature the impressive leaders from industry, including the Obesity Collective's, Tiffany Petre and Orange Sky's, Lucas Patchett.

Our most recent episode, Episode 5, features Professor Ingo Karpen who is a Professor of Business and Design at the University of Adelaide and Karlstad University in Sweden. In that particular episode, Ingo discussed the role and importance of compassion in collectively engaging a group of people toward a shared social purpose. So all of those episodes are available for you to download and stream at your convenience, and I would encourage you to do so before you jump into today's episode because today, we're joined by Professor Jodie Conduit and Dr. Taylor Wilmott from the University of Adelaide.

Jodie is the lead investigator on the ARC funded collective engagement towards social purpose project and has been working closely with Taylor on the analysis of the qualitative data from interviews with 35 community engagement managers of social purpose organisations and the big thing today is that we will be getting the top seven tips for leaders looking to engage groups of people towards a social purpose. Before we get into that, a big welcome to both Jodie Conduit and also to Taylor Wilmott. Jodie, welcome to the program.

Professor Jodie Conduit:

Thank you, David. It's a pleasure to be back again.

David Pembroke:

And Taylor, a very big welcome to you as well.

Dr. Taylor Wilmott:

Thanks for having me back, David.

David Pembroke:

Okay, so Taylor, let's talk to you, perhaps first just to set up before we get towards the top seven tips, but just to bring the audience into the work that you've been doing since we last spoke, which was in Episode 5 when we were talking with Ingo Karpen. What sort of work have you been up to in that interim period?

Dr. Taylor Wilmott:

Yeah, David. So as you mentioned, we have completed our interviews with community engagement managers and leaders of social purpose organisations. So we spoke with 35 different interviewees and a lot of them were from diverse backgrounds and were tackling a range of courses from obesity, alcohol, sanitation and hygiene, period poverty, homelessness, mental illness, refugee and migrant employment, domestic and family violence, volunteering, youth empowerment, energy use and issues around sustainability. So, from there we have been working on analysing that qualitative data using an abductive approach, and abductive reasoning usually for those who are unfamiliar usually involves applying a combination of inductive and deductive logic.

The data were analysed following an iterative process as the team coded independently and then met to discuss the main and kind of supplementary themes identified in our respective analyses. So, that's where the top seven tips that we are going to share with you today have come from, and they're essentially a higher level summary of the key insights that have come out of our abductive analysis.

David Pembroke:

So just in terms of that, just to get these definitions right, so can you give us an example of that abductive reasoning and just exactly how is it that you look at qualitative data? What might be some of the questions that you look at going through both that inductive stage and also the deductive stage?

Dr. Taylor Wilmott:

Yeah, so I guess in the context of our project, we went in with a phenomena, so collective engagement, and the context was around social purpose, and we had a theory around engagement that happens at an individual level. So we know that you need to have cognitive, emotional and behavioural engagement for individuals to be engaged towards a focal object, whether it's a brand or whether it's a social cause. So, what we are really looking at is how do you transition from that individual level engagement toward a brand or a cause to actually getting the group level engagement? And the abductive side of the analysis came in when I started going through the codes with that lens, looking at engagement towards a social cause.

It started to see, what we call emergent themes come through. An example is in Episode 5 when we spoke with Ingo about compassion, that was really an inductive theme that came out of the data. It wasn't something that we went in looking for, but it was actually something that came through strong from participants, the important role of compassion in transitioning from that individual level engagement to that collective or group level engagement and all the practices that surround compassionate behaviour. So does that answer your question, hopefully?

David Pembroke:

Yeah, no. Exactly. It answers the question. So thanks very much for that answer, but to you Jodie, again, in this period, I know Taylor is probably been doing a lot of the heavy lifting, but as the sort of lead researcher investigator I should say, on this particular project, what's been your experience of what's come to pass so far and how does it compare with other projects that you've done in the past?

Professor Jodie Conduit:

David, this has been a really fascinating project that we've done. I think we have really ... enjoyed isn't always the right word when you're talking to people in the social purpose sector, but I think we've been really engaged and stimulated by the people that we've spoken to. There's such expertise out there and such kindness that people are actually giving to our community. So we've really been able to immerse ourself in understanding their experiences and learning so much from the people that we've spoken to. I think the insight that we've got, Taylor spoke before about the fact that our findings are really emergent. We have gone in not really knowing what to expect, and we really are learning from people that are living this every day.

And really understanding what's working for them and what's not working. And it's our pleasure to be able to share, I guess, that best practise back to your community and more broadly.

David Pembroke:

Yeah, and I would again, encourage people to go back and have a listen to some of those earlier episodes because they're fascinating, the work that was done and the stories that were told by Tiffany and Lucas and Ingo are just really fabulous stories and certainly high quality conversations that I'm sure everyone will get a lot from. So okay, let's get to those top seven tips and Jodie, I might start with you. Number one has come out as 'people-first', what exactly does people first mean and how do you put people first?

Professor Jodie Conduit:

First in understanding people first David, it really comes from having, as Ingo and Taylor spoke about last time, that compassion for people, but it's really about understanding the humanity, the human relationships, and really having those people at the table and really actively listening to what they have to say. Perhaps Taylor, you could expand on this one a little bit more even, I'd say.

Dr. Taylor Wilmott:

Yeah, I think the people first tip is really around coming back to us all being, having ... sharing the human experience together, and I think we all go through pain and hardship and struggles and at times, we'll need help and assistance from others, and coming back to our core as humans before starting to engage in a social cause as a collective is really important. So understanding each individual in the room as a person first and that they come with their own unique background and experience, as well as the sharedness that we all have and identifying what are our shared values, what are some of the beliefs and mindsets that were all coming together with and how can we leverage some of those mindsets, beliefs, and resources in the room.

Also are there any that we need to identify that potentially aren't going to be productive for advancing the social cause? So really understanding the people in the room and leveraging strengths and weaknesses, and I think once you're in relationship with each other and everyone that's at the table working together, then you can identify the common threads that some of our participants spoke about. And that really is the empathy and the compassion at that group level that you're able to draw upon once each other. So you can't develop empathy and move through to compassion if you don't know the personal stories of the other people in the room before commencing work with each other.

So really just getting people to talk about the challenges that they've faced and connecting behaviorally as well as emotionally and spiritually perhaps as well.

David Pembroke:

So Taylor, was it the experience of the participants, the 36 interviewees that you engaged with, that this is something that is done well or it's not done well? That we often don't take the time to get to know each other, don't take the time to understand each other before we're trying to find solutions.

Dr. Taylor Wilmott:

It was certainly highlighted as potentially a barrier to achieving strong collective engagement within a group. And I think when spoken about in terms of a barrier, it was more so we don't have time or we don't have the resources or we don't have the expertise in order to build that culture. But then at the same time, we had some really good kind of, I'll call best practice examples of organisations who had engaged people that had expertise in co-design, for example, that were able to bring a group of diverse people together, really sit down and engage as humans first and as I said, identify those mindsets, those values and beliefs before starting to work together and create that shared sense of social purpose, and I do think that there's a really important role of leadership in that process of becoming people first.

It needs to start from the top and the leader can't just come in ... one of our participants said at the end, the leader can't come in for the final 15 minutes of the co-design workshop and thank everyone so much for their time and for showing up. The leader has to be there as a participant and someone who is managing their power dynamics in the room and is able to step back, as I said, and recognise that everyone has unique strengths and weaknesses including themselves, and how best can we leverage them and make sure that everyone feels like their voice will be heard in the room.

David Pembroke:

Did you get any insights as to how do you do that? Because I think a lot of people listening would be thinking it's impossible to try to get my boss or my leader or my higher ups to attend a meeting, let alone a workshop of a few hours. Were there any insights as to how you can do that, how you can engage leadership to get them to understand the importance of leader led participation, empathy, understanding, patience and all of those things that go to creating that trusted environment, but again, often elusive in a world when there's ... in a world where there is always many, many other competing challenges and demands on your time,

Dr. Taylor Wilmott:

We certainly did get some insights on how that can be achieved. I think firstly, you do need to get the buy-in of the leader or the leadership team, and that really comes down to explaining that the quality of insights and outcomes of a collaborative process are really enhanced if you do have that people first mentality and that people first leadership and linking that back to the quality of outcomes of a co-design workshop, for example, is the first step in getting the leadership team to buy into that. I think on a very practical level, in terms of leaders embodying the people first, it's them understanding, particularly in a social purpose context, that the beneficiaries of the work they're doing are people and humans.

And keeping them in mind, I think storytelling is a really, really good tool, and starting a co-design workshop with a story rather than facts and figures of maybe a beneficiary of your organisation is a really great place to start. And it's also a place of creating that sharedness and that sense of we're all in this to together. So yeah, certainly storytelling is one good example. I think there's a range of different sort of positive psychology and resilience building training that can be offered prior to those workshops. And I know a few of the participants we spoke about emphasise the importance of training prior to facilitating a co-design workshop. So I'd definitely encourage leaders to look into doing some of that training before they step out and participate in a co-design workshop.

David Pembroke:

All right, so number two on the top seven tips is 'Make it tangible'. What does that mean?

Professor Jodie Conduit:

So I think for us, David, it actually is really nice to sort of build on the discussion you were just having with Taylor. I think it's about really bringing the issues to life and really about making it resonate with everybody in the organisation, but including the leaders. One of the things that we found, which I guess isn't surprising, but a lot of people that were involved with the social purpose organisation have often have lived experience of that organisation. So they come to the table really ready to share their experience to, as Taylor said, engage in sort of storytelling and building on your question before David, I think it's important that not just the leaders but everyone in the organisation hears about that experience.

It's only with that really deep understanding and almost feeling the emotional connection as well, that for someone having gone through it, that we can start to have a common understanding of where we want to go and really connect with those people. So making it relevant, we see that if people can use things like storytelling, if they can have guest speakers at events, if they can have people that are sharing their stories, even through perhaps marketing campaigns, this is allowing people to not just look at some of the facts and figures that are happening, but really understand that true lived experience that the people that they're trying to help have been through.

We heard some really great examples, David, perhaps if I share one with you, of an organisation that was looking to support an organisation in the area of homelessness, and they had a guest presenter come and talk from the organisation, but actually a member, an employee from that organisation stood up and spoke about the experience that they'd had of homelessness, and to say that they're almost ... it wasn't a dry eye in the room, of hearing this colleague that they'd all worked with and her experience of homelessness just really made it real. It made it tangible, it really resonated them with the people in the room that this isn't somebody that's just out on the street, this could be any one of us.

And in bringing it to life that way just really allows people to connect. It allows them to really focus on what's important and then, I guess all pull together to achieve that.

David Pembroke:

And for you, Taylor, in terms of that, making it tangible, making it relevant, what were the key takeaways for you?

Dr. Taylor Wilmott:

Yeah, to echo what Jodie said, and also to build on some of those insights, I think participants really emphasise the importance of emotional connection. We know that being cognitively engaged through facts and figures about people living with homelessness or experiencing insecurity in their housing situation, certainly can be compelling, but it's actually those personal stories of people who have experienced homelessness and the circumstances surrounding that brings in that emotional connection, and we find that it's an emotional connection that tips people from potentially having empathy for people experiencing homelessness to that compassion component of actually wanting to give their time to the organisation or to give funds to the organisation to really show their compassion and take action to make a difference.

David Pembroke:

All right, number three on the top seven is to 'Create access points'. So Jody, what does create access points mean?

Professor Jodie Conduit:

Well, I guess David, it's important that we can allow the right people to essentially be in the room and to work with us around a number of things. So for example, we want to ... if we're going to go from a whole group of individuals working together or working on a social purpose towards a collective, working together on that social purpose, we need to make sure that people have the opportunity to join, but also that we've got the right people in the room who are able to move things forward. So very much we're seeing that we've got to reach out so that we can touch people nationally, all around Australia, that they can come together that we have really good then diversity of thought that we've got people with a range of lived experiences and so that therefore we're starting to cover and understand the diversity of issues.

Most of the people we've spoken to, when they talk about social purpose, it's not an easy fix. It's not a silver bullet. We're talking about really complex systems and complex structures, and the more people with different resources, different expertise that we can bring together through various access points, will really help us to achieve that common goal.

David Pembroke:

So Taylor, could you give us some examples of this notion of creating access points? Is it about making sure that you are engaged with people both in an offline way and an online way through multiple channels over time or how is it that you can enable the right people to have the right information at the right time?

Dr. Taylor Wilmott:

Yeah, certainly. I think it's really has to be focused on removing barriers to participation, and that comes down to simplicity in your onboarding processes, in your recruitment processes and removing friction. So to give you an example, if organisations were to send out a newsletter that included a link potentially to their website and how you can learn more about volunteering as opposed to in that email and that communication, having a direct link to the form to provide your details and be linked with a volunteer manager at the organisation. So it's about removing that middle step that really is unnecessary and creates friction for people who would want to participate, and I think it's also, we had participants talk about the impact of COVID.

That obviously added more friction for people that wanted to volunteer at some organisations where there was face-to-face contact. Then, looking at innovating in different ways in which they could simplify that recruitment and onboarding process so that they didn't lose volunteers. And they did speak about the more steps you have in order to sign up or join an organisation, the more likely you are to lose a volunteer. So I think it's really stripping away unnecessary steps in that process in order to get more people on board and to join a collective.

David Pembroke:

So Jodie, to you, number four in the top seven tips is 'Get the right people in the room'. You've started to answer that in your earlier response that you gave, but what do you mean by getting the right people in the room and how do you determine who the right people are?

Professor Jodie Conduit:

Yeah, this one was really interesting for us as researchers, David, because before we started on this journey, I think we had an implicit assumption that to really have a collective, you wanted people that had a lot of synchronicity between them, that they're all sort of working to towards this a common goal that they all had a common agenda. When we started talking to our interviewees, one of the things that came up quite a bit was the need for diversity, the need to actually have different opinions and one of the challenges that we therefore talked about is, well, how do you get those people with differing goals, differing reasons why they're in the room to actually come together? And this is where we found that some of the co-design workshops that Taylor talked about were really critical and really important.

I think also with that is once you have those people in the room, the importance of really creating partnerships and really getting that community buy-in, people were talking about, we needed to move forward. We need councils. We need key volunteers. We need governments. We need funders. We need industry partners. We need people that have, as I said before, had the lived experience or who are the beneficiaries, and if we can have all of those people together with a similar agenda, all moving in the same direction, this is when we're going to be really effective for that collective engagement towards a social purpose. So it's identifying who needs a seat at that table and making sure that they're there.

And we've had some really great examples of things that were achieved because if anything, people just dropped tools, they almost walked away from the business as usual or their other agendas to really work together to make a difference in various spaces.

David Pembroke:

That to me sounds like it would require a high degree of skill to manage those interactions because effectively you're inviting tension into the conversation that you're not just having a whole set of fellow travellers sitting there agreeing with each other. How important is it for people to have the right skills in order to manage these conversations appropriately?

Professor Jodie Conduit:

I think it's people having the right skill or finding the right person that is the conduit to bring everyone together. I'm thinking of one sector that we spoke to where in fact the different groups and the different organisations, although they still had the same social purpose, almost we're competing against each other for funding. We're almost starting to get into competition or undermining each other's efforts to ensure that their organisation was remaining effective. Now bringing them together into one collective and having a similar agenda, it almost stripped those things away a little bit. It wasn't an easy effort, and there were some more stories that came out as well, but as a complete sector that the ground that they were able to make and the changes that they're able to make were much more than if they were acting all independently.

So yes, definitely some skill involved there, David or somebody that's prepared to take on the challenge to actually get everybody in the room.

David Pembroke:

So Taylor, number five is 'Create a safe space'. What does that mean?

Dr. Taylor Wilmott:

Yeah, so creating a safe space is all around the idea of providing a meeting point essentially, whether that's physical or an emotional space for people to come to, and emotional in the sense that people can come together and feel safe and secure in that space to express themselves, to share their opinions openly and honestly without fear of judgement or blame is really important, and all of our participants really emphasised the importance of having a meeting place or space, and it didn't have to be physical, it could be online, but it did have to allow for that psychological safety so people could feel comfortable contributing and participating.

David Pembroke:

And did you have to leave that space open beyond the consultative period? Did you allow people to ... or were people saying that there should be places where people can continue to contribute outside, perhaps formal ... the more formal engagements that are organised?

Dr. Taylor Wilmott:

Yes, we did have an array of participants who had done co-design workshops in the beginning or as you said, the kind of consultation phase of their project and potentially had left it there, but then we had some other, I would say more best practice examples of those who managed to hold space over time and to continue engaging, whether it's with their beneficiaries, their funders, their partners, or altogether at once, whether they're meeting twice a year or quarterly, to have those conversations and revisit the social purpose, to ensure that alignment is still there and they're still all on the same page. So I do think we did have a spectrum, but certainly I think it's important that you do maintain that space in order to continue engaging over a longer period of time at the group level.

David Pembroke:

So Jodie, number six on the top, seven is 'Empower people'.

Professor Jodie Conduit:

Yeah. Look, David, the point of having collective engagement rather than having lots of people do their own thing, is that when you're part of that collective, you can be empowered to make change and actually have a much larger voice. So one of the things that we heard was that we really need to, once the group is established or the collectives there, to get out of the way sometimes, or at least to empower the group and let them be the change, let them make the change that they're there to make. This goes for both, I guess, the people that are within the organisation or within the structure that are trying to sometimes assist beneficiaries, but I think more importantly, it's also for those participants who have had the experience of that social purpose.

And empowering them to actually make change and know that they can have a voice, know that they have support to move forward, and part of what we spoke about before, showing them that compassion with what they're doing to put ideas forward, see them through and just be empowered, and I actually have a quote, David, that there's ... one of our respondents said, "Because these people are being disempowered for such a long time and made to feel like they have no power, that part of what this organisation was doing was helping them to remember that they have independent personal power, but also, understand that what they haven't had is institutional power." And by making them part of a collective group, David, that's really what we're doing.

We're giving them institutional power, power to change the whole system, not just their life within the system, which is really important.

David Pembroke:

How important is it that, as you say, that people are empowered for success? Are people wary or did you see examples of people where ... examples where people were disempowered by perhaps participating in good faith, but then seeing that whatever had been decided or agreed wasn't followed through because the people who ultimately had the power weren't prepared to see it?

Professor Jodie Conduit:

I think in some of these instances, David, we have one chance these people come, they put all of their self as ... Taylor said at the outset, it's their emotional engagement as well as their behavioural engagement into trying to enact change for social purpose. If we don't follow through with those initiatives, they very quickly do disengage or become disenfranchised, and therefore we don't get or don't see that engagement again, but I do have to say we need to be careful with empowerment. There were some people we spoke to that didn't want to take part, and we actually need to also empower them to choose when and where and how much they actually take part within the social purpose organisation as well. We can't force people to come to the table.

David Pembroke:

And Taylor, the final and seventh top tip is about 'Celebrating success'. Why is that important?

Dr. Taylor Wilmott:

I think celebrating success is almost the way in which you energise the group or the collective, and a lot of these social purpose causes are very ... they're tough topics and they come with a lot of pain, suffering and struggle, and I think oftentimes they're intractable problems. As Jody said, there's no silver bullet to a lot of these causes. So, I think over time, participants of a collective can potentially become a little bit demotivated by the process of investing so much time and resources and not seeing immediate or short term outcomes from their efforts. So I think it's important as a collective to come together and celebrate the smaller wins that are happening along a process that can take years, if not decades, in order to see real change.

We saw a lot of participants shared with us the way in which they celebrate and share success among their teams. So some of them spoke about more formalised ways of doing that. So award ceremonies and offering trophies to volunteers within the organisation or employees who have made significant contributions, but we also saw more informal ways, which was through storytelling. So employees might share a story of someone that they'd met through the organisation who'd been a beneficiary of the cause, and shared how important the help was that they received, and sharing those stories back with the organisation is a key part in continuing to motivate people and see that they are actually having an impact in the work that they're doing.

David Pembroke:

Okay. So that wraps up the top seven tips for this particular research project, this multi-year, multi-phase Australian Research Council Discovery Project. Jodie, what are the next steps? What do you with this work now that you've got it to where it is now?

Professor Jodie Conduit:

Well, we're really excited that our next steps are going to be continue to refine and share this information, David. So immediately we will look to sort of refine and disseminate a conceptual framework that really is going to capture those mechanisms for transitioning engagement from that individual level to the collective level. The first place we're doing that is actually this week at a conference, the Frontiers in Service Conference, which is being held in Maastricht University in the Netherlands. Eventually, we'll also put this framework up on our website so that businesses can use it as a guide for developing collective engagement in their social purpose context.

We'd also probably put these seven tips as well upon our website so that they're there for people to refer to also.

David Pembroke:

And so it's been quite a comprehensive piece of work, hasn't it? Lots of databases, lots of studies, lots of inputs to help you to get to this point of having that basis for a conceptual framework.

Professor Jodie Conduit:

It has been indeed, and in fact, Taylor and I are supervising a PhD student at the moment that's been working on reviewing all of the literature that's out there in this area to help us to develop a measurement tool. We'd like to be able to offer businesses and the academic community, but a way of actually measuring and assessing the cognitive, the emotional, the behavioural, the spiritual engagement that the people that are involved in the social purpose context have, and this can actually work to help businesses to look at where they need to continue to improve, where they can refine sort of that engagement amongst their own, I want to say employees.

Employees, volunteers, partners that are in this process. So trying to get some really practical outcomes from all of that information that we have.

David Pembroke:

Yeah. Well, I imagine you'll also find a lot of interest in government as well.

Professor Jodie Conduit:

Absolutely.

David Pembroke:

Interestingly, the APS, the Australian Public Service Reform program, one of its priorities is in fact exactly this, is building the skills such that public servants are more able to participate in, lead where it's appropriate, but certainly to understand and to bring together collectives such that they can solve problems in the best of the Australian community. So I'm sure there'll be a lot of interest from the public sector. Taylor for you, what's next for you?

Dr. Taylor Wilmott:

Yeah, I think we're working towards a longer term plan of being able to test the collective engagement for social purpose framework that we've been working on developing, and we'll refine as Jody says over the next couple of months, so that we can get it to a point where we can involve organisations who are interested in improving or enhancing engagement within their organisation, perform a brief intervention and do a pre and post evaluation of that intervention that will target cognitive, emotional, behavioural and spiritual engagement. So we can help organisations on a very practical level and functional level to enhance their collective engagement efforts.

David Pembroke:

How long can you keep going with this sort of work? Because to me, it would seem that there is so much to be learnt, so much to be understood, so many elements of society that would require this type of collective engagement, but are you able to sustain it without research funding or does it, when the money dries up, the research dries up as well?

Professor Jodie Conduit:

That's an interesting question, David. I guess when the money dries up, the research slows down. Hopefully not to a standstill, but yeah, we would be looking at also working, as Taylor mentioned, with industry partners, looking at how we could potentially both consult and research in this space. I think there are many avenues for us to really understand in a lot more detail. Our hope would be that we can continue to build on our team and continue to build this into the future.

David Pembroke:

Fantastic. Well, Professor Jodie Conduit and Dr. Taylor Wilmott, thank you so much for inviting Contentgroup to be involved in this six part series because it's been absolutely fabulous and we have encouraged people at the beginning of the program to go back and listen to those earlier episodes. The first two, which really set it up to really where the path was going to then working in with those industry experts. And then in Episode 5, where we worked with Professor Ingo Karpen to understand his insights around the research. I remember the discovery of compassion as a real moment for me in that as well.

So thank you so much for participating in this wonderful series. It's now there. It's an asset for people to go back and listen to and draw from and all the very best with the next stages of the research program.

Professor Jodie Conduit:

Thank you David for the opportunity and for your support of our project.

David Pembroke:

And thanks to you, the audience for being engaged and involved, because I think this is such a vitally important part of unpicking these just complex, wicked problems that society is dealing with, but to really have the insights from this high quality research and there, we can see, those top seven tips that are just going to help you understand how you can go through it, and as we understand and see this conceptual framework as it comes together, it's going to be such a useful tool both for the private and for the public sector as well. So please stay connected to the team at the University of Adelaide and keep following this particular project because it is such an important piece of work, the collective engagement for social purpose.

So a big thanks to you and again, a big thanks to Jodie Conduit and Taylor Wilmott. My name is David Pembroke. Thanks for listening.

Outro:

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