00:00:05:17 - 00:00:08:06

So for me, true collaborative

and partnership working

00:00:08:06 - 00:00:12:09

is about having a shared vision across

organisations and different structures.

00:00:12:09 - 00:00:15:14

So actually do people feel able

to ring me when people come

00:00:15:14 - 00:00:18:16

and bring ideas from

the sector forward to us?

00:00:18:16 - 00:00:21:13

Do we know what strengths

we need to bring to the table

00:00:21:13 - 00:00:25:12

and are we proactive in making sure that

the right people are part of shaping it?

00:00:25:12 - 00:00:28:10

I'm very lucky as

part of my current role

00:00:28:10 - 00:00:31:07

that actually I can use that role

to be a vehicle for change,

00:00:31:07 - 00:00:35:03

but knowing that actually we need different

people on the bus to create a really good

00:00:35:03 - 00:00:36:18

collaborative approach together.

00:00:36:18 - 00:00:39:22

Culture is really important.

It's about creating a positive culture

00:00:39:22 - 00:00:44:14

that enables Welsh ministers to

deliver a better Wales for our citizens.

00:00:44:14 - 00:00:48:12

And making sure that we include

citizens' voice in everything that we do.

00:00:48:12 - 00:00:50:06

An all-systems approach

00:00:50:06 - 00:00:53:12

supports the vision for the sector

because it's a collective approach.

00:00:53:12 - 00:00:58:00

Empowering others to come forward

with innovative and different solutions

00:00:58:00 - 00:01:02:23

created such phenomenal positive

change in such a short period of time

00:01:02:23 - 00:01:06:00

that I think that that actually is really

central to everything that we do.

00:01:06:00 - 00:01:10:00

And I think it will be really central to

me as a leader in terms of making sure

00:01:10:00 - 00:01:13:00

that my approach is collaborative and I really focus

00:01:13:00 - 00:01:16:21

on the innovative solutions of the

people that I work with, of people

00:01:16:21 - 00:01:21:14

across the sector and citizens' voice,

to shape how we develop policy.

00:01:21:14 - 00:01:22:10

I always ask myself

00:01:22:10 - 00:01:26:09

some key questions to see about

how I have created a positive culture

00:01:26:09 - 00:01:30:08

and my role in that within the

kind of the teams that I am part of.

00:01:30:08 - 00:01:34:03

And for me, that's about considering

have people feel empowered to disagree

00:01:34:03 - 00:01:35:15

with me in a given week?

00:01:35:15 - 00:01:38:20

Have they felt they felt that they can come

and constructively give me an alternative

00:01:38:20 - 00:01:41:22

opinion, and actually how

have those conversations gone?

00:01:41:22 - 00:01:45:23

Have they created a better vision?

Have they created better outcomes?

00:01:45:23 - 00:01:47:11

I also consider as part of that

00:01:47:11 - 00:01:49:19

the language that I hear when

I'm walking around the office.

00:01:49:19 - 00:01:54:14

So actually, are people speaking about

language that's enabling, about what positivity is?

00:01:54:14 - 00:01:56:16

Are people using change language?

00:01:56:16 - 00:02:00:01

And that gives me a really good

indicator actually as a leader about

00:02:00:01 - 00:02:03:05

where my organisation is at

and where my teams are at.

00:02:03:05 - 00:02:06:17

But that's for me then to reflect upon.

What do people need differently from me

00:02:06:17 - 00:02:07:20

the next week?

00:02:07:20 - 00:02:10:03

Actually, how do my

behaviours create the change

00:02:10:03 - 00:02:13:20

that is needed to enable people

to exhibit those behaviours?