

Panel Notes – Dot points - D Henderson

1. How do you maximise an intelligence team's effectiveness?

- First principles thinking - Traditional methods – Eg direction /intel cycle
- Robust processes without being too draconian
- Understanding what's being asked of the intel organisation – eg the PIRS being asked of you – always review and evaluate
- Cross functional teams
- Organisation of your SMEs
- Understand the risk and accept the risk

2. What perspectives create the most robust intelligence outputs?

- Clear direction and understand your purpose within the system
- Don't duplicate – use products already created
- Liaison is key! Critical to the success of the system
- The intel function needs to be simplified, unified and Integrated (Strategic, Operational, Tactical)
- Moveable & Transferable & Diverse workforce - Change with the times (eg HR workforce planning)
- Credibility

3. How have intelligence teams evolved in recent times to meet your challenges?

- MoH – COVID 19 – Policy - Decision making
- Public facing Intelligence
- Once you show what Intelligence can do for decision makers they will want more – expectation management
- Flexible working arrangements and the challenges within the IT environment
- Talent management within a mobile workforce

4. What techniques have you used to create innovation in the workplace?

- Everyone has a voice/collaborate
- Question and listen to diverse thoughts and ideas.
- Evaluate and review and capture lessons learnt.
- Functional teams/task organised across outputs
- Give opportunity to lead a process or function, bring new ideas

- Look to other organisations

5. What policies have you seen advance the intelligence discipline most significantly?

- COVID -19 health orders and policy decisions drove the requirement to have good intel understanding
- Health reforms – Co-governance process
- Intel led – strategy, policy, and operations

6. How have you seen efforts to foster workplace innovation flounder?

- Paralysis by analysis
- Intelligence for the sake of doing intelligence
- Poor relationship management and liaison
- No what you can influence and what you can't
- Dealing with "big data"
- Too much collection not enough analysis

7. What advice would you have for intelligence leaders and aspiring leaders for the coming years?

- Be a leader/manager and focus of the wider outputs
- You don't have to be the SME for everything
- Trust your people – don't micro-manage
- Make a decision, that's why you're there
- Own the risk
- Work life balance of your staff and yourself

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