



## EXecuTALK: Building Agility and Swift Mobilization Between Headquarters and the Regions

EXecuTALKs are a series of 30-minute webinars exploring priority topics and issues to support the continuous learning needs of executives.

This tool provides the key points shared by Christine Donoghue and Sylvie Bérubé during the EXecuTALK **Building Agility and Swift Mobilization Between Headquarters and the Regions**. Christine Donoghue is Deputy Commissioner at the Canada Revenue Agency and Sylvie Bérubé is Assistant Deputy Minister at Service Canada, Western Canada and Territories Region.

### Discussion Highlights

Implementation of the Canada Emergency Response Benefit (CERB)

How the Crisis Has Enabled More Flexibility in Management

Collaboration Between Departments

Empowerment of Employees

Importance of Using Lessons Learned to Move Forward



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### Key Takeaways

#### Collaboration between departments

- For the rapid implementation of the Canada Emergency Response Benefit (CERB) and its call centre, collaboration between departments was essential.
- It was not a number of departments working together, but a single government without distinction between the regions and their headquarters. Silos were removed.

#### Risk-taking and agile approach

- Risk tolerance was reviewed collectively. The end product didn't have to be perfect the first time; it was adjusted over time.
- "We needed to be agile [...] and recognize that good enough was a good start." – S. Bérubé

#### Leadership lesson

- Senior management gave their employees flexibility and space for them to innovate and contribute. We have to listen to the employees' point of view.
- "Guide them, but know when to get out of the way." – C. Donoghue

#### Seize the telework opportunity

- We must go beyond the people we know. We have to go wider and get the expertise where it resides. Creating a team of employees from different regions across the country brings greater diversity.
- Senior leaders must talk to their employees about mental health. It is important to stay in touch with them to break the isolation that telework can cause.

#### Importance of not going back

- Employees do not want the elastic we stretched around rapid response, quick decision making, risk tolerance, and going wider to snap back to where we were pre-pandemic.
- We have to keep using the asymmetric approach we developed. We need to keep the ability to bring in local knowledge and respond to local conditions while factoring in the broad national approach.