

# Solve.

WITH YOU  
WITH ME

Issue 4 | Aug 2022

*FROM RAF AIR  
SPECIALIST TO  
PEGA DEVELOPER*

**PEOPLE  
FOCUSSED**  
*PARTNERSHIPS*



As a global company with headquarters in Australia, WithYouWithMe acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community.

We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

The logo for 'Solve.' features the word 'Solve.' in a bold, white, sans-serif font. The period is a large, solid white dot. The text is positioned above a horizontal teal bar that is slightly wider than the text.

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## Welcome to Solve.

Hello and welcome to Solve. WithYouWithMe's official magazine. WithYouWithMe's main mission is to "solve underemployment".

Solve is one of the ways WithYouWithMe can highlight the innovative solutions used to overcome a variety of challenges, not just underemployment, but challenges faced by both us and our customers.

Sharing what we've learned is important to us if we're going to work together to make a better future for people in the workplace.

# PURPOSE, COLLABORATION, & PARTNERSHIP

from Tom Moore  
CEO & Founder, WithYouWithMe

In everything we do at WithYouWithMe, we seek to solve underemployment and create a more equitable world.

This is a fierce vision – and to help us get there, we've been assembling a global army.

We know that multiple tribes of people experience hardship because of out-dated and biased employment practices. People who don't have years of experience, degrees, or shiny corporate connections are being disregarded from job opportunities, regardless of their potential or their fit to role.

This triggers our deeply ingrained sense of justice, and makes us want to fight for these groups, to overcome the prejudices of society, and provide a lifeline to the groups that need it most.

Put simply, we want revolution, not evolution. The scale of impact we are seeking requires us to form effective partnerships with like-minded groups: purposefully selected entities working together to effect change. These partnerships are built on transparency, equity, and a common vision.

In this edition of Solve, we are highlighting just some of the groups we partner and collaborate with. There are those effecting change in the corporate world, such as BAE Systems Australia. Those which are driving the public sector to be better and stronger, like the Royal Lancers, Capita, and the Canadian Government. There are those delivering critical community and not for profit services, like Aman Lara's Ukraine Refugee support program. And there are those fuelling the next iteration of change and innovation, like Bondi Partner's 1941 Fund.

Individually, what these groups are achieving is impressive. But together, we are changing the world.





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- Tom Moore  
CEO & Founder, WithYouWithMe

For more insights from Tom,  
check out his newsletter *Being Fierce*.



# 1941 Fund's *FIRST INVESTMENT* to Support Veterans



by Gus McLachlan AO  
Senior Advisor, Bondi Partners

*On behalf of the 1941 Fund, an investment partnership between Bondi Partners and Ellerston Capital Limited that seeks to invest in early-stage private businesses in the National Security sector, I am excited to announce and discuss our investment in WithYouWithMe (WYWM), and the importance of this collaboration.*

Through Bondi Partners and Ellerston Capital's combined insights and experience, the 1941 Fund seeks to help grow the next generation of Australian and U.S. dual-use national security businesses. Combined, we have a unique ability to identify and invest in opportunities, many of which are not accessible to other fund managers and generate material value add for these businesses. We believe supporting the growth of leading innovators like WithYouWithMe helps elevate the US-Australian trade and investment relationship and strengthens our enduring alliance.

Bondi Partners is an advisory and investment firm offering strategic counsel in a rapidly evolving world. With several members of our team previously serving for either the Australian or U.S. armed forces, we are aware of the benefits of veteran experience and leadership in the workplace and at times the difficulties veterans can face in finding meaningful employment when transitioning from the military to civilian life.

1941 has chosen to invest in WithYouWithMe, as we are enthusiastic about helping the company grow its social impact by scaling its platform to a larger audience. We see WithYouWithMe as an attractive business, operating in the national security sphere, with a clear and powerful mission. The company's mission – helping the unemployed and underemployed seek employment in the technology sector (with a focus on veteran and neurodivergent talent) – is one that Bondi Partners and the 1941 Fund are thrilled to support.

**We see opportunities for WithYouWithMe to grow further in support of veterans in Australia, the U.S. and globally given the strong tailwinds in the national security sector.**





Australia has committed AUD\$270 billion in defence funding for new capabilities over the next ten years, and with support of the U.S., our closest defence partner and largest investor in new technologies, opportunities for investment in the sector will be considerable. Furthermore, with cyber-attacks growing in frequency and severity, Australia will spend AUD\$9.9 billion over the coming decade on the Australian Signals Directorate to deliver greater offensive and defensive cyber capabilities.

To support the surge in funding and corresponding innovation, businesses will need further technical and cyber support, which WithYouWithMe can help provide through its platform.

The opportunity in national security is significant and with our expansive networks and insights in this sector, we believe WithYouWithMe will be well-positioned to capitalise.

As we often say at Bondi Partners, “trust is the most valuable commodity of the 21st century”. We look forward to working alongside WithYouWithMe as it becomes the trusted platform of choice for businesses, militaries and governments looking to increase their talent mobility in critical tech and cyber, build internal talent pipelines and support innovation.



#### ABOUT THE CONTRIBUTOR



**Gus McLachlan is Senior Advisor at Bondi Partners.** Prior to this, he commanded 35,000 Army personnel. He oversaw the command's cyber and electronic warfare restructure.

Gus retired as a Major General in December 2018, after 37 years of service. Gus consults for Australian and US defence, cyber, and space industries.

He advises Monash University on national security and leads Charles Sturt's Cyber and Data Security Advisory Board. Gus is a director at the aviation and space "Think Tank" Williams Foundation. Gus received the AO for Army modernisation and the US Legion of Merit for Afghanistan service.

» CASE STUDY

# Finding Hidden Workers

by Olly Benzecry  
Chairman of WithYouWithMe, UK



**David Attwood** is a former RAF Air Specialist, who's now found employment through WithYouWithMe as a PEGA Junior Developer at Accenture.

Latest government data shows almost a fifth of UK companies have a digital skills vacancy. With the need to find innovative solutions to this digital crisis becoming more urgent, I am continuing to cast a light on those organisations and individuals who have the courage to try a new approach.

Today I'm particularly pleased to share a story from Accenture UK and Ireland where I had the privilege of serving as Chairman and Managing Director for many years.

Accenture has always been progressive in its approach to finding hidden talent – last year they partnered with Harvard Business School's Project "Managing the Future of Work" to find out more about what is keeping these workers hidden.

Their survey showed how enhancing hiring processes can stop hidden talent being screened out of job opportunities.

This aligns well with how they came to be one of the early supporters of the WithYouWithMe initiative in the UK.

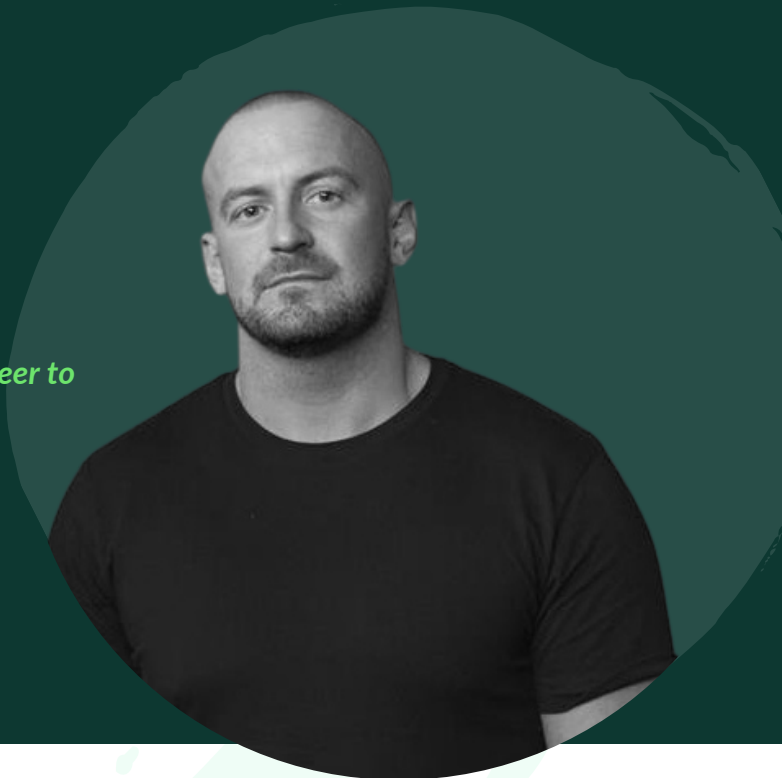
**Here is the story of an individual who has been given the opportunity to realise his potential at Accenture, after transitioning out of the British Army.**



MEET...

# ALEX ELEY

*From Army Communications Engineer to  
Pega Business Architect  
with Accenture*



Alex is a British Army veteran who began his military career as a Junior Communications Engineer and won the Brigade Commanders Commendation for Exemplary Operational Service from the UK Ministry of Defence in 2010. From there, he held various positions such as Communications Systems Operator and Electronic Countermeasure Specialist. In 2016, Alex shifted to a full-time position as an Information Technology Project Engineer with the Ministry of Defence, where he remained until his 2017 discharge.

After leaving the UK Ministry of Defence, Alex struggled to find a role with meaning. Though he had a decorated career in the military, his skills were not being perceived as transferable by the broader market. He initially worked in the Steel industry, then as a Personal Trainer, as well as an Uber Eats and Just Eat delivery driver to make ends meet.

Eventually, he was introduced to WithYouWithMe where he could undertake free courses for high-demand careers and receive industry-recognised certifications.

Alex has ADHD, so flexible course delivery enabled him to work at his own speed and concentrate on learning the IT Skills that he was most passionate about. He received certifications in Project Management and Pega – and quickly landed a role as a Pega Business Architect at Accenture.

Keen to soak up as much information as possible, Alex is continuing to upskill on the WithYouWithMe platform and is focused on gaining valuable consulting experience from his placement at Accenture.




ABOUT  
THE AUTHOR



**Olly Benzecry is the Chair (UK)  
of WithYouWithMe.**

He previously served as Chairman and Managing Director of Accenture UK and Ireland. Olly is a member of the Digital Economy Council of the United Kingdom, Chairman of Movement to Work and is on the corporate development boards of Cancer Research UK and the National History Museum of London.



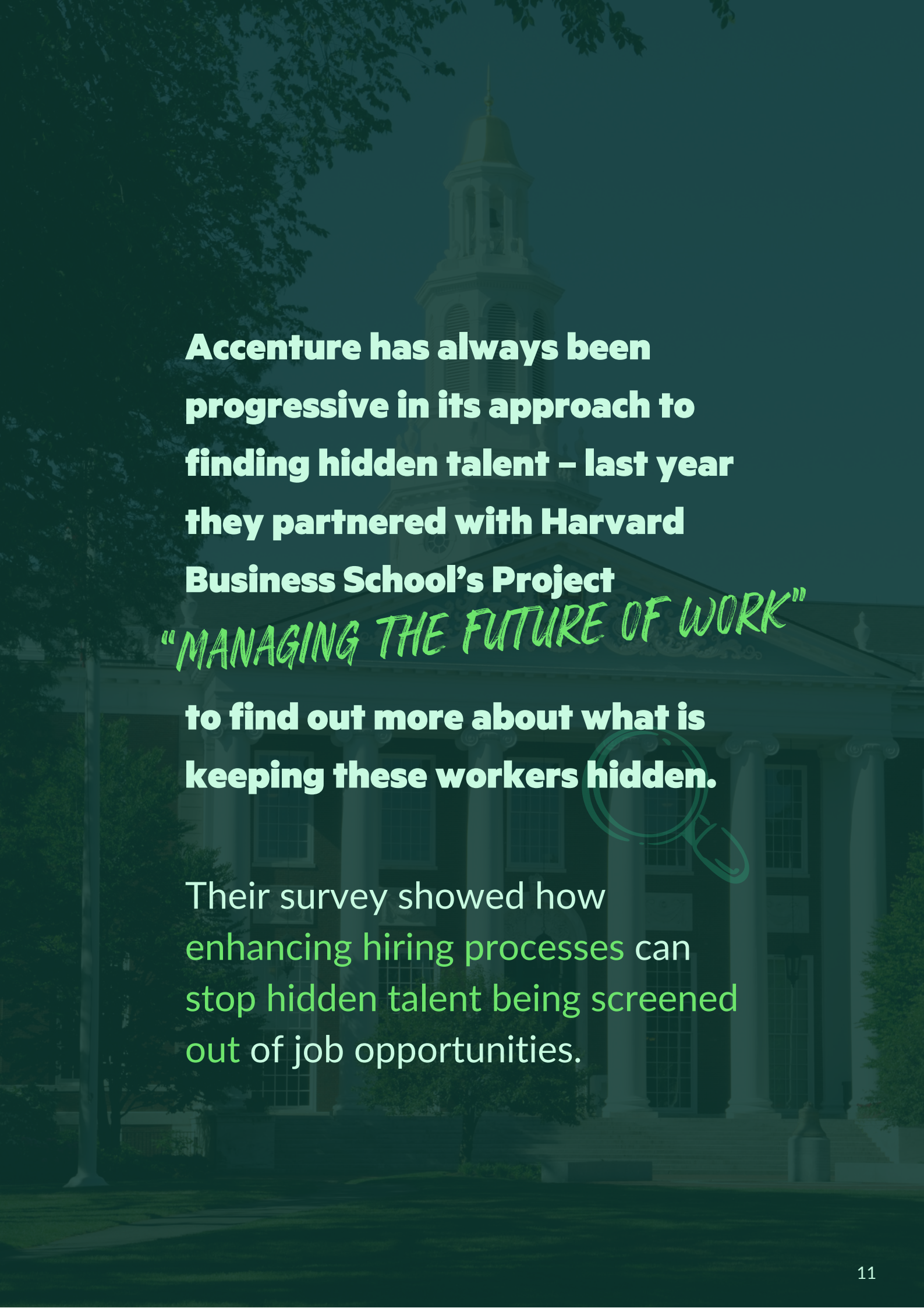
**Alex is an example of why prioritising potential over experience can be so rewarding for employers looking to diversify their workforces and fill their chronic digital skills shortages.**

If you would like to learn more about the individuals who have found new careers through WithYouWithMe – including David Attwood a former Royal Air Force (RAF) Air Specialist, who has recently accepted a new role as a PEGA Junior Developer at Accenture – head to:

[www.15000futures.co.uk](http://www.15000futures.co.uk)







**Accenture has always been  
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out of job opportunities.



» IN THE NEWS

# Capita joins WithYouWithMe to change **15,000** Futures

Capita was born of local government outsourcing in the 1980s and is now the largest supplier of services to Government in the UK touching more than 50% of the population every day. They employ 45,000 people who deliver everything from call-centres and congestion charging systems to data exploitation and machine learning tools to 70% of British police forces, the training transformation programme for the Royal Navy; not to mention their private sector business which covers banking, retail, healthcare and more. The business generates over £3bn in annual revenue.

Having landed in the UK some 12 months ago, WithYouWithMe has recently partnered with Capita to launch **15,000 Futures**, a campaign with the vision that all UK Armed Forces leavers and their spouses should gain rewarding and meaningful civilian employment after a life in the military. The campaign is the centrepiece of a strategic partnership which will see Capita take a minority equity stake in WithYouWithMe through its Scaling Partner business.





WithYouWithMe CEO and Co-Founder, Tom Moore, said: "We know there is a huge demand for digital skills, which are lying dormant in underrepresented areas of society. Through our partnership with Capita and the 15,000 Futures programme, we will help people access the labour market and enable employers to build a workforce that meets their current and future needs."

This first phase of the campaign is in flight and seeks to find and sign 'Pioneer' companies to the cause. The Pioneer Companies will be selected from the biggest and best employers in the UK to ensure that candidates are placed in rewarding, meaningful roles with the optimum chance of success and long, fulfilling careers. To help in this, WYWM has developed a formidable group of advisers including Olly Benzecry, Chairman of leading tech consultancy Accenture, former Deputy Supreme Allied Commander Europe Sir James Everard, former British Army Officer and Conservative politician and Lieutenant General Sir Nicholas Pope, the British Army's former Chief of Staff. All are passionate about 15,000 Futures, enabling veterans to achieve their full potential and closing the UK's digital skills gap.

Jon Lewis, Chief Executive Officer at Capita, commented: "We are delighted to enter this partnership with WithYouWithMe, a firm we greatly admire. Competition for talent, in particular tech talent, is a strategically critical issue for Capita as well as our public and private sector clients.

**Samantha Gillison** is a former Met Police Officer, who's now found employment through Not-for-profit Disability employment organisation, Astriid and WithYouWithMe as a Full Stack Application Developer at Northrup Grumman UK.

**WithYouWithMe are helping to solve this issue by creating new pools of talent from diverse and underemployed communities, and by doing so creating significant social value. This fits perfectly with our ethos at Capita. We are proud to be a founding member of the 15,000 Futures campaign and look forward to working with other leading businesses to make it a success."**

*- Jon Lewis CEO, Capita*

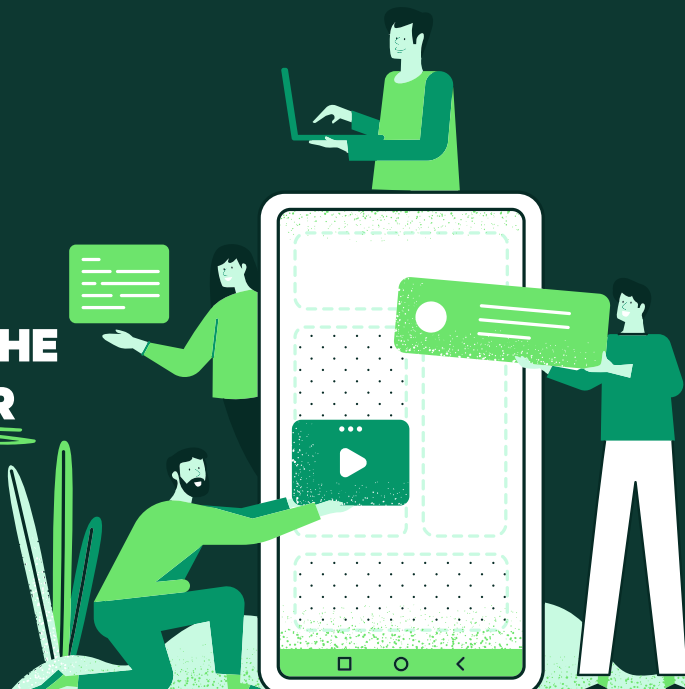
It is early days, but WithYouWithMe is already beginning to change lives in the UK. Samantha Gillison is just one of the individuals who has been able to find employment through WithYouWithMe in the UK. She said: "When you've worked in the emergency services, you are working as a public servant, so having a meaningful job is really important to me naturally because it's something that I have done for the past 7 years. To have that sense of purpose and feel valued is really important to me and it's really helped me get back into work."

**To find out more about the 15,000 Futures campaign, visit:** [www.15000futures.co.uk](http://www.15000futures.co.uk)

## » CASE STUDY

# IN-HOUSE SOFTWARE FACTORIES: BRIDGING THE GAP BETWEEN THE DEVELOPER AND THE END USER

WithYouWithMe recently partnered with several FVEY military organisations to build out their in-house digital capabilities to empower teams to ideate and build technology solutions that meet their evolving needs.



## THE CHALLENGE

Currently, many defence organisations find themselves digitally hamstrung. They're often forced to address their complex and unit-specific software requirements with commercial-off-the-shelf products that don't quite meet the brief or are highly customised and siloed solutions.

There's little-to-no consideration for reuse and future development and it's difficult to mobilize innovative ideas.

Units increasingly require fit-for-purpose software developed in-house by subject matter experts. They need the ability to update their solutions to meet their specific current and future software requirements.

Ultimately, units require digital transformation - but accessing the capabilities and mindset to achieve this in-house is challenging.

## THE SOLUTION

WithYouWithMe is building out defence organizations' in-house digital capabilities through the delivery of 'Software Factories' which are designed to create empowered teams that ideate and deliver technology solutions that meet unit's evolving needs.

WithYouWithMe's Software Factory model helps ensure innovation and agility can be embedded into defence culture.



Commanders can readily **identify and enable their members** to learn software development through WYWM. Resulting in **personnel with in-depth knowledge of the Unit user requirements** to build bespoke software solutions.



**Leveraging WYWM's industry network**, qualified personnel were able to **gain valuable experience in large tech organizations** and implement that knowledge into their Unit.



A fundamental problem with militaries is that often, the link between the people producing the solution and the people using the solution, is too far, is broken, or doesn't exist. And so the problems compound. **A software factory is designed to bring those two teams together.**



**A software factory could look like anything.** It could be a team of three in a unit or a larger squad in a higher headquarters. **It can be customized to the size of the organization, and the size of the problem.**

Within FVEYS, we worked with several Defence Leaders, which required diverse HR software solutions to address a data capture/analysis deficiency that impacts the entire enterprise.

After several attempts using spreadsheets and off the shelf software, the leaders and her teams of SMEs sought to design a 'unicorn' solution. With user story and problem in mind, the Unit undertook testing to discover the talent of their personnel and enabled them to complete WYWM's training pipelines. Once qualified, the Unit had a Software Factory developing successful, bespoke software solutions.

The innovation of the Unit was showcased widely as they were able to assist other HQs requiring the same solution.

*Lieutenant Colonel (Retired) Caleb Walker,  
Vice President Defence and Government, WithYouWithMe*

## **BENEFITS** OF AN IN-HOUSE SOFTWARE FACTORY:



Using WYWM's Potential training platform to create a pool of **digitally-enabled teams**



Fit for purpose software developed in-house by **subject matter experts**



Units are able to **update their solutions** to meet current and future software requirements



**Enhanced analytics capability** integrating PowerBI reporting



Improved generation of **decision-ready information**



Increased levels of **digital literacy**



Improved **automated** handling of data



**Broader access to data** across the organization



**Integrated** capability development



### ABOUT THE AUTHOR



Lieutenant-Colonel (Ret'd) Caleb Walker spent 20 years in the Canadian Army. His last role was the Command of the Army's Chief Action Group. In 2019, Caleb wrote the Managed Readiness System Review. Currently, Caleb works as the Senior Vice President Strategic Pursuits for WithYouWithMe.



» IN THE SPOTLIGHT

500  
ROYAL LANCERS

# to uncover hidden digital potential

by John Garrido

Regional VP, UK, WithYouWithMe

The Royal Lancers, the British Army's leading reconnaissance Regiment, is undertaking an innovative technology capability building program that could serve as a blueprint for how the entire British Army addresses its digital skills gap.

In June, 500 Royal Lancers participated in a ground-breaking skills mapping and digital training program with WithYouWithMe, a veteran-led Software as a Service (SaaS) company that partners with Defence agencies around the world to build technology capability.

The program is designed to help unit level commanders leverage the invisible digital talent within the force, identifying soldiers with natural abilities to excel in key digital roles such as cyber, software engineering and data analytics.

The software platform – called Potential – uses innovative psychometric testing to identify Soldiers with the aptitude to thrive in tech-based roles, then builds their skills in under 200 hours through accredited digital training so they are ready to deliver critical tech-led capabilities.



The program will support the Royal Lancers in identifying the correct candidates to shape the development of Perseus Troop – the Royal Lancers' hub facilitating bottom-up efficiencies through digitisation. It will also serve the four Sabre Squadrons and the Troops within them.

With new technology on the horizon, the training will establish a sophisticated data analytics capability, which will eventually leverage data feeds from drones, satellites, and radio transmissions. This in turn will feedback critical insights to support commanders to make faster and better-informed decisions.

In camp, Soldiers are developing coding skills to build apps for everyday Regimental business. So far, the Royal Lancers have built tools to support career management, reporting of bullying and harassment, to inform Soldiers of training opportunities as well as going paperless on car pass and military clothing requests. Their main priority has now switched to supporting commanders monitor the fitness and recovery of their soldiers.

Captain Guy Parker, Regimental Signals Officer, and Officer Commanding Perseus Troop at the Royal Lancers, said the pilot exercise would equip the force with the agility to react to the future requirements of the modern battlefield and to day-to-day work in barracks. Through driving efficiency in camp, we will gain time to focus on lethality.

“To ensure we’re strongly placed to take advantage of emerging digital technologies, we must adopt a forward-looking approach to capability building,” said Captain Parker.



“With the changing character of the modern battlefield, soldiers need to analyse more information than ever to provide intelligence. Modern technologies – including artificial intelligence, Cyber and augmented reality – are inevitably becoming more prevalent in training and in war. The Army that adjusts fastest will have the fighting edge over adversaries and the enemy.

**There is an abundance of untapped potential within the British Army – as seen with the Royal Lancers – the challenge now is harnessing it.”**

“This includes providing our Soldiers with the opportunities and abilities to identify those emerging digital technologies that can strengthen us on operations and become rapidly proficient.

“Our partnership with WithYouWithMe will enable Soldiers to better understand their own strengths and weaknesses, identify areas for development and upskill in critical capability gaps.



**“It will also help us identify positions that can leverage skills outside of their usual employment stream, which we hope will result in a more rewarding career path within the Army.”**

The first WithYouWithMe program started in May and is ongoing. 10% of the 200 soldiers initially screened have undertaken the first of several planned "bootcamps" run by Wi. These bootcamps are a 200-hour blended learning course with instructor led lessons conducted during working hours consolidating the lessons from the online modules completed at the students' own pace.

Capt. Parker continues to work as the Royal Lancers lead, providing the proof of concept and creating data. This will inform future decisions by the Digital Academy (Defence Digital) to recognise the training and distribute skills learnt more widely across Defence.

Edward Plunkett, Defence Lead at WithYouWithMe, said while the approach is already used by the Australian and Canadian Armies, the Royal Lancers are the first unit in the UK's Ministry of Defence to embark on the innovative program.







“In a military environment where digital capabilities are vital, we want to make a difference by providing a route for serving members be part of the solution to the force’s skills gap,” said Edward Plunkett, Defence Lead at WithYouWithMe.

“When serving in combat the Royal Lancers are relied upon to provide a continuous stream of timely, accurate information to commanders to support important tactical and operational decisions. The potential to increase the efficiency and lethality of this capability through fast and effective processing and analysis of the data is a huge force multiplier.

“This means that every Soldier should have the digital skills required to exploit the full range of technologies at their disposal, from handheld devices that capture information in the field through to processing the collection from multiple sensors on their Armoured Reconnaissance Vehicles.

“WithYouWithMe’s digital skills program will hold a critical role in ensuring Soldiers are equipped to fight on the digital battlefield, particularly in terms of cyber capabilities.”



#### ABOUT THE AUTHOR



**John Garrido is the Regional VP, UK, WithYouWithMe.**

With 25 years' experience in the tech sector, John has previously led teams in the Asia Pacific before migrating to the UK in 2021. Today, he heads up the regional market growth for WithYouWithMe, working with a growing customer-base across government, commercial and defence domains.



# Australian First Nation's Drone Network Launch

by Alison Howe

Co-Founder and Chief Operating Officer NISR

**With only 60 rapid antigen tests left, enough to test 10% of the community,**

**the COVID-19 outbreak looked set to rage unchecked through town.**

In February 2022, Ampilatwatja, 350 kms north of Alice Springs had been cut off by floods; and likewise, nearby Utopia was struggling for critical medical supplies.

We picked up the phone and messaged Lee Croft at Drone Technology company Department 13;

**‘We should do something about this’.**

Department 13 and the National Institute of Strategic Resilience (NISR) had parallel initiatives developing to empower communities with drone technologies and the skills to deploy them. Department 13 had already invested in community projects in the Pacific and NISR was developing a program for remote communities at home.

**As the burgeoning potential use cases escalated during fire, flood and pandemic, the teams decided to collaborate.**

NISR had been introduced to Pano Skrivanos from Inlailawatash, in British Columbia, Canada, following a chance conversation with the international strategist and commentator Peter W Singer. We'd been told of an innovative approach to engaging First Nation communities in creating drone based sustainable skills and projects. We tracked down Pano and started a long conversation, spanning the covid years.

So far, Pano has overseen the training and development of 8 Indigenous drone stewardship program cohorts, delivered through British Columbia's First Nations Technology Council. The model has been to engage with nominated individuals from First Nation communities, who then participate in the 3-week program. The program combines experiential learning, ground school, and applied learning. Participants bring a community focused drone application use case for development into an operational flight plan in the weeks after training. This use case project is then applied back in community. Participants receive a drone and the qualifications to operate within their community both legally and safely.



“Drones could be an extremely great addition to every Indigenous Community’s Land Management Toolkit”

-Pano Skrivanos

Similarly, Department 13 had already scoped out and tested a program to engage women and girls in Pacific Island communities, with an initial emphasis on creating access to quality training leading to jobs in the aviation industry. Bringing the separate projects into alignment, created a boost to both teams.


The collaboration of Department 13, NISR and Inlailawatash was just the start. Since then, the project had been donated resources by the National Resilience Project at WithYouWithMe, with Claire Turner joining the team to help build the social-return-on-investment case for this not-for-profit initiative. Claire joins the team from her previous project, working into regional and remote communities in and around Darwin.

**‘The Australian First Nation's Drone Network (AFNDN) will deliver more than drone training, licensing, and experience, it will support the creation of sustainable microbusinesses bringing much needed economic stimulation to regional and remote communities’**

says Daniel Joinbee, NISR Project Director.





A man in a red and black plaid shirt is seen from the side, holding a tablet and a remote control. A white drone is flying in the sky above him. In the background, there is a red tractor in a field.

**This is an exciting opportunity to bring Canadian training and expertise to the region.**

**It will result in further people-to-people connections, a more skilled and capable workforce, and long-term gains. It also provides yet another way for our Indigenous communities to work together.**

**Drone technology and training provides individuals and communities with options in a variety of areas that would be hard to imagine otherwise.**

**H.E. Mark Glauser**

*The High Commissioner of Canada to Australia*

Daniel, himself a qualified First Nations drone pilot, observes that whilst ‘investing in the creation of regional and remote microbusinesses, we will also be creating a network of drone operators with local knowledge, offering a contingency capability in times of disruption’. That capability will be monitored and coordinated through Department 13, until an independent, not-for-profit, ROC is established.

The team is seeking to raise \$380k in funding for stage one deployment of the Australian First Nations Drone Network. Funding which will provide, pilot training & licensing (with payload), insurance, use-case based projects, a commercial drone, business start-up facilitation and ongoing support – all within a culturally appropriate and safe context.

It is intended that local microbusinesses will be created spanning the applications of mapping, survey, tourism, logistics and distribution, and environmental monitoring.

**In the months ahead the collaboration will see co-design activities, where the learnings from the Canadian First Nations Drone projects, will be shared with Australian First Nations stakeholders and vice-versa.**

The team will build and deliver a rolling program to achieve sustainable, drone enabled microbusinesses under a continuing support and monitoring structure, whilst embedding the ability to coordinate this distributed capability in times of local or national need.



**ABOUT THE  
CONTRIBUTOR**



**Alison Howe is the Co-Founder and Chief Operating Officer for the National Institute of Strategic Resilience.**

She has extensive experience in business transformation in a variety of industries, including IT, telecommunications, retail, FMCG supply chain, oil and gas. Alison strives to deliver practical implementations of the best thought leadership strategies aimed at addressing national challenges. She believes that national resilience is linked to how we utilise individual, family, community, regional, state, and national capabilities.



## **The National Resilience Project is now accepting membership applications for upcoming work assignments.**

This is a fantastic opportunity for people interested in meaningful short-term work assignments. Participants who register will also gain access to free training and skill development resources, aimed at increasing their readiness for National Resilience Project work.

The National Resilience Project is currently open to Australians, however will be launching soon in the UK and Canada. If you'd like to be included when it launches in the UK and Canada, please complete the form and we will be in touch.

[Sign up](#) for the National Resilience Project today



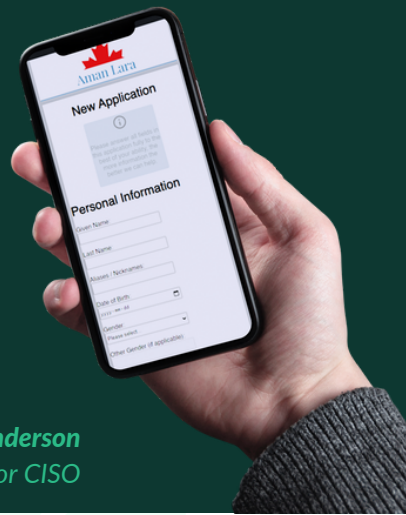


## » COLLABORATION IN ACTION

# WithYouWithMe & Aman Lara created an app to assist Ukrainian refugees to immigrate to Canada.

by Richard Henderson

WithYouWithMe Public Sector CISO



As a digitally connected citizen of the 21st century, I witnessed the invasion of Ukraine from my computer in Canada.

Some WithYouWithMe employees decided to travel to Eastern Europe to support the Ukrainian military utilising their many years of military expertise. Other colleagues started gathering supplies and asking their networks whether there were any ways they could help. There was a noticeable sense of determination to support the Ukrainian people by any means necessary.

Enter Aman Lara. Aman Lara is a non-profit organization created by Canadian veterans, former interpreters, and other volunteers their sole mission is: To get good people out of bad places". Aman Lara was originally founded to help Afghans escape the Taliban and resettle in Canada. Since their inception, they've successfully helped thousands of Afghans evacuate Afghanistan.

### ***But was there more they could do?***

When the war in Ukraine broke out and it became clear another humanitarian crisis was starting, they wasted no time reaching out to WYWM and asked if we could help them streamline their digital operations and enable them to help Ukrainians get to Canada as quickly as possible.

We jumped at the opportunity to lend a hand. We sprang into action and put a call out for help throughout the company: "Come help build a platform-agnostic app that showcases the skills you've learned at WithYouWithMe and at the same time helps people in urgent need!"

**Within a couple of days, we had almost a dozen volunteers with skills and abilities as varied as you can imagine, and we got started. A functioning AI prototype was ready in a matter of weeks, and finally- we were able to deploy a live app that is being used to help resettle Ukrainian refugees, and that was available in multiple languages.**

The app, built with Azure and Microsoft's suite of cloud-based tools, are designed to allow Ukrainians fleeing the war to enter their personal information and upload all the required documentation needed to streamline their refugee applications with Immigration, Refugees and Citizenship Canada (IRCC) and to help reduce any roadblocks they may face on their way to, and once they arrive in Canada. The refugee application process in Canada can be incredibly complex and time-consuming... not to mention stressful. Our mission was to build something that would reduce some of the stress that refugee's face.

It's true that no plan ever goes off without a hitch, and ours was no exception. What did we learn along the journey? A lot! We learned that it's essential to spend as much time as possible with the "customer" in order to really understand their technical challenges and what they're attempting to accomplish. After a couple of brief video conferences and an eagerness to get started, we realised that we were moving in the wrong direction. As we got to the heart of what Aman Lara needed, we were able to create a product that would be much more financially sustainable and a product that Aman Lara could operate themselves when we are ready to hand over the keys.

We also learned that it's important to learn as much as possible about each volunteer in order to effectively put their time and skills to use on a project. People's natural tendency is to want to help, yet in their good intentions they may end up taking on more than they can handle.

Documenting the project's objectives and designating a manager to oversee its execution is vital. Putting a plan down on paper with someone to lead the management of the project, is necessary not only for routine technology development, but also for similar future projects.

Finally, it's critical to remind ourselves as volunteers and people who don't always have one hundred percent of the skills needed to design, build, and deploy things like this, that failure is expected and it's how we push through the failures and come out the other side that really builds the career experience new people to technology can share throughout their career as a shining moment. No project is ever perfect in its first iteration, and people new to technology are sometimes hard on themselves when things are not working out the way they planned. Yet as Robert Frost remarked in *Servant to Servant*, "the only way out is through." I am so proud of the work this small team of volunteers did, and it's already having a real-world impact. I am excited to see what they do next.



### ABOUT THE CONTRIBUTOR



**Richard Henderson is WithYouWithMe's Public Sector CISO and Data Privacy Officer.**

Richard mentors WithYouWithMe's internal security department and advises clients on cybersecurity. A former DHS undersecretary commended Richard's "insightful outlook" on cybersecurity. Richard has presented at Global Cyber Security conferences such as: DEFCON, Gartner, and Forrester. He's also a researcher and trainer. Richard was one of the first researchers to defeat Apple's TouchID fingerprint sensor on the iPhone 5S.

## » MARKET REPORT

# Diversity and inclusion aren't the same

AND BOTH NEED YOUR ATTENTION

by Scarlett McDermott  
WithYouWithMe  
Chief Technology Officer

Recognition and understanding of the importance of diversity and inclusion (D&I) in workplaces is increasing, which is an encouraging shift in the right direction.

However, something I frequently observe is that the two terms—diversity and inclusion—are used interchangeably. They are two distinct concepts that are certainly interconnected, but not exchangeable.

Many workplaces have diverse workforces but are not inclusive. Employees may come from culturally diverse backgrounds, be neurodivergent, or LGBTQI+, but this does not necessarily mean these people feel comfortable to be their true selves at work. They may not feel their opinion counts for the same as someone else's, or that they are socially accepted. In other words, a sense of inclusion is lacking.

On the other hand, an organisation may lack diversity but feel inclusive to those within it because employees are from similar backgrounds — not the sort of inclusiveness organisations should aspire to. When an organisation is inclusive to only a select group of individuals — they may look alike, have studied at similar schools, or come from a certain geographical area — it is often unwelcoming (whether explicitly or unintentionally) to a huge swathe of society that looks, thinks, and lives differently.

Organisations like this not only don't represent the communities they operate in, they also greatly limit their potential for creativity, innovation, and performance, which diverse teams are shown to bring in spades.

**The hiring process is often where a lack of diversity stems from. While many organisations believe they are diverse, by the very nature of how they hire, they often fall short.**

So how do you untangle D&I and ensure you are getting both parts right? To start, employers need to step back and assess their recruitment and HR processes in their entirety to identify where biases (including unconscious ones) may be creeping in, and where opportunities exist to increase support.



Traditional recruitment methods that rely on resumes, interviews and reference checks often result in certain candidates being favoured over others, regardless of their merit, as social biases tend to creep in and play a role in decision-making.

To avoid this, organisations should consider incorporating blind hiring and aptitude testing into the hiring process. Blind hiring ensures candidates cannot be evaluated based on details such as age, gender, or where they have worked previously, while aptitude testing reveals a candidate's true potential.

Aptitude testing is important because the best candidate for a role may not present well in interviews for any number of reasons — they could be shy, English might be their second language, or they could have difficulty with hearing, etc. — however none of these factors may impact their ability to perform their job at an extremely high level.

While overhauling hiring processes to be more equitable is an effective way to encourage greater diversity in a workforce, if individuals don't feel supported in their role, or if they feel like they have been hired to meet a diversity target, they are unlikely to reach their full potential or stay with the organisation long-term. This is where inclusion comes in.



ABOUT THE  
AUTHOR



**Scarlett is the Chief Technology Officer at WYWM, leading our product engineering, training, and IT (Information Technology) capabilities.**



**Patrick Chungyampin - WithYouWithMe,**  
*Data analytics specialist*

Fostering inclusion in the workplace can (and should) be done in several ways. Beyond the bare minimum of having a zero-tolerance rule for discriminatory behaviour and language, policies should include things like promoting the use of inclusive language, the practice of allyship, support of social causes, cultural awareness training, employee resource groups, and the amplification of marginalised voices, among other things.

It has been proven repeatedly that organisations that prioritise both diversity and inclusion are more likely to be leaders in their industries and foster greater employee loyalty.

These organisations do not treat diversity and inclusion as a catch-all term. Instead, they understand them as independent, yet interconnected, concepts that require individualised nurturing.

**Want to read more about Diversity & Inclusion?**

**Download the reports here:**

Download the [Australian D&I report](#)

Download the [Canadian DE&I report](#)

She is also a military spouse and has embraced a career in technology that she has taken around Australia with her. When Scarlett is not busy changing the world of employment, she is spending time together with her family or doing something creative.

# Tech Design SPRINT

## An innovative approach to crowdsourcing

## INNOVATION

*By Dathan Demone*

*Regional Vice President, Canada,  
WithYouWithMe*

Every organization has real problems that could benefit from a tech solution. But too often, the institutions with the most pressing need for a solution are the ones with the least resources available to tackle them. It's one of the reasons that WithYouWithMe hosted a Tech Design Sprint as part of the DX Summit, presented in partnership with Canadian Government Executive and Vanguard Media.

We're a social impact technology company committed to solving the digital skills shortage for organizations by getting underemployed, underrepresented groups into tech roles by leveraging their future potential, not past experience. The lessons learnt during Canada's week-long inaugural Tech Design Sprint are valuable for organizations of all types.





# What's a Tech Design Sprint?

**A Tech Design Sprint is a way of approaching a problem that quickly delivers value.**

Instead of focusing on perfect solutions that are never ready for delivery—think big businesses with endless committees and inputs—the ethos behind design sprints is “good enough.” We want to build a minimum viable product that is good enough to launch, with further iterations and development built into the future roadmap.

Design Sprints are something we often run with the organizations we work with to help foster innovation, accelerate technology development and build internal tech capabilities. But in the lead-up to the DX Summit, we were curious about what a Design Sprint would look like if we could mobilize the Canadian government community to lead this kind of exercise from the outside.

Our thinking? It doesn't always have to be government departments that come up with the solutions to the problems facing Canadians—and in fact, it's better that it's not. Because there are already entire armies of digital warriors in Canada who are eager to rise to the challenge of creating technology-based solutions to common problems.

We had more than 40 individuals from across the public service sign up for the Design Sprint. Each person was randomly assigned to one of four challenges: reducing communication coordination time for the YWCA Homeless Support Team; digitizing day care billing for an Indigenous community; making it easier for folks to access mental health services; and improving the way resources and innovation are shared across Canada's public sector. Every team had a WithYouWithMe tech mentor to support them along the way.

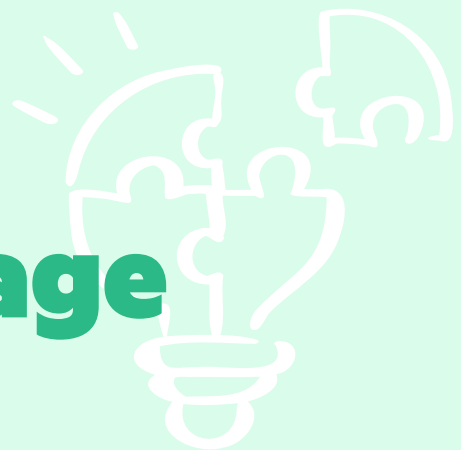


**Matthew McCallum**, one of the winning team members, proudly shared his teams success with LinkedIn.

*"It feels great to be recognized for hard work. Excited and honored to have accepted an award for the winning solution last night at the DX SUMMIT! Technology is a tool to help make a difference and I am glad to have started in this industry."*



# How do Design Sprints encourage innovation?



Ultimately, we had two winning teams, who successfully created solutions that could go into development. However, the main takeaway for our participants is the speed and agility at which they can produce tangible solutions ready for production.

Instead of spending months on research, prototypes, stakeholder engagement, and more, each of these teams was able to put forward a viable solution to an existing challenge in just one week. Should all those steps be thrown out? Absolutely not. And for any solution to be successful, they'll likely need to be addressed at some stage. But instead of getting mired down in the what-ifs or obstacles in those early stages, Design Sprints allow innovation and creativity to combine with technical know-how, to enable quicker outcomes.

The people who were part of the Sprint also offer clues into how organisations can approach doing their own exercise. The teams were putting forth tech-led solutions, but they weren't all individuals in roles traditionally considered to be techy. Instead, we had a mix of skills and aptitudes, like designers, engineers, product aficionados, marketing specialists, and finance gurus.

Widening the pool of who's involved in bringing tech solutions to market means your teams can tap into the different strengths of these people, who all make up a critical part of your solution. They may not have thought of themselves as a tech solution engineer but guess what? Every person involved in the sprint was one. If you find that your teams are struggling to come up with new ways of looking at things, I encourage you to have a look at who you've brought to the table and consider what other talent can be mobilized for quick results.

**At WithYouWithMe, this approach is built into our company ethos.**

**We know that what job titles people have held in the past don't dictate what future potential they have, how quickly they can embrace new technologies, or what value they can bring to a workplace.**

Through initiatives like the Tech Design Sprint, we hope other organizations realize that the potential they're missing likely already exists in their business—they just need to empower people from across roles and functions to work together quickly, without barriers, to build solutions.

# The winning SOLUTIONS

*Streamline day-care payments in an Indigenous community*

## THE CHALLENGE:

An Indigenous community needs a better process to track daycare billing. Currently parents must drive to the daycare centre, pick up a handwritten invoice, drive to the community centre and pay the bill, then drive back to the daycare with proof of payment.

### **Solution 1: Off-the-Shelf Daycare Management Program**

A monthly subscription granting daycares access to a customizable platform to schedule childcare, record attendance, and manage billing and payments. Cloud-based data storage, quick and easy to implement,

### **Solution 2: Power Apps for Invoice & Payment Notification**

A customized platform with PowerApps for invoicing and payment verification notifications to be used by the Daycare and Band office, without having to pay for extra features from a third party, off-the-shelf product.

*Improve communication between a community group and those it serves*

## THE CHALLENGE:

The YWCA Homeless Support Team has difficulty coordinating and communicating with the 100 women they support—the current analog solution wastes 900 minutes every week, as personnel must chase down services on an individual basis.

### **Solution: A One-Stop-Shop for Streamlining Access to Services**

A device-agnostic app that provides a “one-stop shop” for chasing services on an individual basis by compiling all resources into one portal accessible by menus. The app takes information from intake form pages and stores it in a database to allow for auto population, avoiding duplication mistakes. The client can complete forms indicating demographics and, most importantly, best contact information and immediate services needed.



## ABOUT THE CONTRIBUTOR



**Dathan Demone is the Regional Vice President, Canada for WithYouWithMe.**

With qualifications in computer science and computer engineering, Dathan began his 17-year career in tech working in cyber security before moving into product management. Today, he leads the market engagement and customer teams for WithYouWithMe in Canada – one of the company’s fastest growing geographies.

» THINK PIECE

**PM's job summit –  
a chance to**

# UP ↑ SKILL

## for National Resilience

*by John (Max) Heinrich CSM  
Chief Operating Officer  
National Institute of Strategic  
Resilience*



*Tom Marchant  
Founding Member  
National Resilience Project*

### **The Australian Government's Jobs Summit to be held in September provides a great opportunity to rethink our disaster response skill set and reduce pressure on the Australian Defence Force.**

The extreme flooding affecting the Australian East Coast earlier this year once again produced stories of heart break, as communities struggle to deal with danger and loss. The scale of flooding may eclipse the events in March, which themselves were utterly tragic in their consequences. While every crisis brings its own challenges, emergency responses often struggle to meet community expectations. The current floods provide just the latest example of emergency response resources and management struggling to meet needs and expectations.

We have traditionally presumed that The Australian Defence Force has a key response role in times of crisis. Right now, hundreds of ADF personnel are providing on-the-ground support to flood relief operations in NSW.

During the initial responses to the March flooding, there was some community anger at the lack of first response activity by the ADF. The spontaneous actions of stricken communities to rescue their fellow citizens led to criticism that organised emergency services, including the ADF, were late to the scene and under resourced.

March's ADF 'Operation Flood Assist' followed hot on the heels of the ADF committing up to 1700 defence personnel to support the Aged Care sector; relief missions to Tonga following the eruption of the Hunga Tonga-Hunga Ha'apai volcano in January; and 54 flights during a single week in February, in response to the Solomon Islands covid outbreak. Whilst in Europe, a stark reminder eventuated; Russia invaded Ukraine and we watched a country forced to mobilise, not only its military but its civilian contingency.







While the ADF has a role within disaster response, we recognise it as an ancillary capability, not a primary one. The Royal Commission into the National Natural Disaster Arrangements following the 2019-20 bushfires concluded: 'The public perception was that the ADF could assist in every aspect and was always readily available. This is not, in fact, the case. Nor is it a reasonable expectation of the ADF.'

Australia's national security issues are cast in a new light amid growing security concerns in the Indo-Pacific region, geopolitical tensions with China, and now the war in Europe.

It is increasingly important that our military focuses on their primary roles. Providing large scale disaster relief is a strain detracting from ensuring readiness for those roles, particularly if extreme weather events do increase in frequency and lead to increasing natural disasters.

For this reason, suggestions that the military should develop a specialist disaster response capability are misplaced. Likewise, the Defence Force Reserve cannot be presumed to be a ready response force. Their primary purpose, reinforcement of the regular military forces for surge capacity, has significant readiness overheads too.

Current data indicates there are over one million volunteers who support Australia's crisis response capacity, including over 400,000 who work directly in emergency response and relief. There are over 200,000 volunteers in fire services organisations, and over 25,000 in state and territory emergency services. 200,000 volunteers are engaged in over 1,000 registered emergency and relief charities, and many thousands of 'invisible' volunteers help informally and spontaneously to support communities before, during and after crises.

The scale of volunteers is a magnificent reflection of Australian character, but there are growing concerns regarding its sustainability. Volunteering Australia has highlighted declines and fragility in some of these traditional fields of volunteering. During the 2019/20 bushfire season, for example, volunteer firefighter numbers were at a ten-year low. The annual State Emergency Service turnover rate is up to 25 per cent.



Despite the readiness of Australian communities to assist their own emergency response, it is fair to question how resilient our community response may be in the future. Observed high volunteer turnover rates, older volunteers, and growing levels of burnout present challenges to future community volunteer arrangements.

There are public calls for a new model for how Australia prepares for, and responds to, crisis and disruption. It is becoming clear that how we have done things in the past simply is not good enough to safeguard our communities, and our nation. Considered more broadly, this goes to our national resilience, a theme that has become an increasing concern across numerous strategic considerations.

**In facing this challenge there are also significant opportunities. As Alison Howe, CEO of the National Institute of Strategic Resilience says: ‘Our national challenge is to embrace the opportunities often presented by disruption, and use them to ‘bounce forward,’ not just to bounce back from adversity.’**

There are agencies, enterprises and not-for-profits working across various aspects of disaster response, including the State Emergency Service, Rural Fire Service and Disaster Resilience Australia. What’s lacking is a nationally coordinated strategic approach. Australia has an opportunity to upskill across civil society, in transferable skills that can support, not only disaster response but the broader needs of national resilience. We need a cohesive framework to incentivize, train, predict, and manage our volunteer response workforces, to optimize the actual and latent potential of our society.



A model that is being discussed publicly considers a highly trained civilian emergency response force, paid to develop, and maintain key skills, which would be actively managed. Establishing this would be a significant national project, and a game-changer, not just in how we prepare for and respond to crises in the future, but how we enhance the resilience of our people, communities, and nation beyond merely crisis response.

While permanently paid emergency response forces are not a viable option, ensuring a ready force of suitably trained and managed volunteers, trained (and preferably paid) to learn critical skills and maintain them, is a model that deserves consideration.

An initiative like this does not need to have a standing start. In March, General Sir Peter Cosgrove backed a state based, commonwealth funded civilian contingency. Its goal is to develop a reserve of volunteers, with training, development, and maintenance of their skills for when disaster or disruption strikes.

Building a capability that can be mobilised to address specific needs will require the regular training of civilians. Aside from enhancing the ability of communities to support resilience, response and recovery, the upskilling of community members will create opportunities for personal and professional growth for individuals.

Education and training could target the utilisation of current and emerging best practice and technology. This could include professional development areas such as systemic risk assessments, public consultation, and debriefings, as well as skills in using risk intelligence data, cutting edge logistics operations, medical mobilisation etc. Investment in strategic and operational skills will have a long-term payback to the community, and the economy, beyond their deployment in resilience building, preparedness, or disaster response.

The upcoming national jobs and skills summit to be held in September which has focus a to get the Australian “skills mix right over the long term “is a good place to progress this conversation.

A civilian response force with the right skills and supporting platforms will enhance individual and community resilience through personal and professional growth. Formal education, training and maintenance of qualifications will help to overcome declining volunteer numbers, whilst boosting economic opportunity. Our individuals and communities need to be part of a rewarding strategic plan that turns disaster into opportunity for the nation.



**John (Max) Heinrich CSM is the Chief Operating Officer, National Institute of Strategic Resilience.**

A retired Group Captain, Max has extensive command and operational aviation experience in intelligence, surveillance and reconnaissance, electronic warfare, and influence operations. Since retiring from the Air Force, he has consulted in the cybersecurity field.

#### ABOUT THE CO-AUTHORS



**Tom Marchant is a Founding Member of the National Resilience Project.**

At the NRP (National Resilience Project) Tom is building a skills mapped workforce to provide the Australian Government with the ability to innovate and solve problems, respond rapidly to changing national requirements and maintain a technological edge. Tom is also Head of Defence Engagement and Strategy at WithYouWithMe.



WITHYOU  
WITHME

BAE SYSTEMS

**MISSION: Increase employment opportunities for Veterans**

## WYWM + BAE SYSTEMS ARE ON TARGET

Defence powerhouse BAE Systems was awarded the 2021 Veteran Employer of the Year (large industry). In their continued pursuit to employ more veterans and the wider military community (spouses and families), BAE Systems engaged with WithYouWithMe to source security cleared talent, prioritising Potential over Experience.

### THE CHALLENGE

With large Defence contracts comes a need for suitable, security cleared personnel. To address this need and boost social impact in the veteran community, BAE Systems partnered with WithYouWithMe (WYWM). As a global veteran employment accelerator, WYWM was able to assist BAE Systems in bringing more digitally skilled veterans into their workforce.

Using WYWM's Potential platform, BAE Systems were able to identify tech talent and train them in the fields where WYWM's aptitude testing showed they would thrive.

The WYWM & BAE Systems partnership provides many benefits, including access to suitably security cleared candidates, diversifying the workforce and fostering a culture aimed at rapidly upskilling current and future employees.

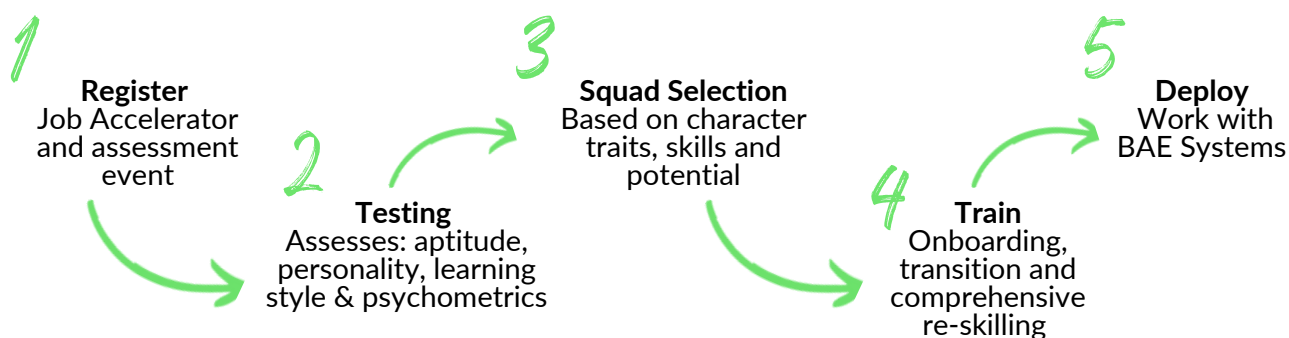
SHARED  
VISION

SHARED  
MISSION

BAE Systems and WYWM share a vision and mission to employ more veterans and the wider military community. Our mission to ensure excellent employment outcomes in the technology sector is enhanced by our shared understanding of the value of veterans in the civilian employment space.

Like many other organisations, BAE Systems have been impacted by the shortage of digitally skilled talent globally. However, through their initiative of creating a Veterans Advisory Committee to support veteran employment into BAE Systems Australia, they have been able to realise the significant value that veterans bring to the organisation.

This understanding has been instrumental to BAE Systems's ability to take full advantage of the WYWM program. To date, 18 veterans have participated in the WYWM program upskilling in critical trades like Cyber Security, Systems Admin, and Network Engineering.





**"This partnership is a win-win as it allows us to provide tailored pathways to veterans looking to work in technology focused roles and enables the company to build a sustainable future through purposeful workforce skilling initiatives."**

*Danielle Mesa*  
BAE Systems Australia  
Chief People Office

## **SOCIAL IMPACT WITH PURPOSE**



Halfway into the 12 month program, the partnership expanded to support 8 further roles across different projects



BAE Systems and WYWM are bounding towards our mutual goal of creating broader scope and employment opportunities for veterans and their wider community



By engaging more veterans, we are assisting BAE Systems to drive towards their goal of being the veteran 'employer of choice'

### **PAYING IT FORWARD: WYWM'S 'Potential Effect'**

BAE System's purchase of 18 licences has enabled 180 veterans to access free training through our platform.

For each commercial licence sold, WYWM pays forward free training for 10 individuals from under-represented backgrounds.



**Prior to landing the role with BAE Systems, I was really struggling to find the right position and I was feeling anxious about the future. BAE Systems has given me confidence and provided me with a safe and secure workplace.**



*Luke Gerritsen*  
WYWM – BAE Systems Squad Member  
Australian Army Veteran



» CLOSING THOUGHTS

# Fuel your passion for embracing change

IN A  
RAPIDLY  
ACCELERATING  
WORLD

by Jason Laufer  
WithYouWithMe  
Chief Customer Officer

As I write the closing remarks for this issue of Solve, there are headlines featured in today's press that our planet will hit a population milestone of 8 billion in November 2022. Although this may be a significant achievement for humanity, with a primary driver of this milestone being technological advancements increasing life expectancy, I reflect on how this time on our planet comes with great responsibility.

There is much to be excited about as we embrace new technologies; with many benefits such as enhanced communication, greater knowledge sharing, a deeper understanding of our planet, and the profound positive benefits that can be garnered by new platforms, and in turn, creating longer lasting and more resilient partnerships. These technological advancements are self-perpetuating and continue to accelerate the rapid rate of change.





Given that we are approaching a world with 8 billion people, new opportunities are a plentiful for those that are at the right nexus of this change and can become its beneficiaries. It is an unfortunate fact that not everyone on the planet enters the world on an even playing field. Dependant on circumstance, many individuals and communities never achieve their full potential nor reap the benefits of these rapidly accelerating changes.

I reflect on our great responsibility to our expansive population, and how we can help to even out the playing field. Our team at WithYouWithMe are dedicated to our vision of solving underemployment, and helping underrepresented groups create new opportunities for themselves, and their communities around them.

Creating and embracing change at WithYouWithMe is what we do daily, whether by working with our customers and introducing new ways to source and train untapped talent pools or building meaningful new partnerships to disrupt the status quo.

Our teams continue to challenge ourselves, our partners, our customers, and communities in new ways of working to achieve our vision of solving underemployment.

As we come closer to the great 8-billion-person milestone on our planet, we hope that this issue of Solve has helped fuel your passion in embracing change for the betterment of society, and a commitment to collectively drive deep social impact.



ABOUT THE  
CONTRIBUTOR



**Jason Laufer is the Chief Customer Officer at WithYouWithMe.**

Before joining WYWM, Jason held senior leadership roles at Qualtrics, LinkedIn, IBM, and Microsoft in the Asia Pacific and Australia / New Zealand regions for over 20 years. Jason is passionate about leading world-class, dynamic, and highly effective teams that seek to positively impact customers and the community. Jason is driven by making significant social impact, with a strong desire to empower underrepresented and underemployed groups help reach their potential.

# Solve.

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