



# KEEP ON MOVING

## VIDEO TRANSCRIPT

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One of the themes we've been talking about recently is around digital innovation and digital modernisation for policing and when we think about things like cybercrime and some of the more advanced capabilities that organised crime is using against public citizens, we pivot to policing and we wonder how are we going to do things and how are we going to fix things for policing organisations. How are we going to help them be more productive and be more proactive so they can react quicker and then ultimately help the public.

So what we've come across, is we want to be innovative and we want to be more modern but there's often a lot of restrictions around the price of failure.

So, it is not very often that you get told that once you failed, you've actually succeeded. You can't walk in and say "boss I did something yesterday, it blew up" and they will be like, "that was great, you did amazing here's a promotion". Typical it's the other way around but fundamentally what is really, really important here, is that we need to be able to fail in a controlled environment and we need to be able to embrace that failure so that people understand that they feel safe, they can try and fail and they can learn and it's only through those failures in a controlled environment when we actively are seeking to fail, where we are going to learn how to succeed and that way when something big happens, we have a major event, we have a counter terrorist threat, we have a cyber crime attack, we have human trafficking issues, we're not going to fall

then when it really, really matters. So the key thing there is to actively support failure, get your people to fail, make it a word that is not taboo or prohibited to say, fail early, fail often, fail forward, actively fail and that is what is ultimately going to lead us to succeed in this.

So one of the things I have always struggled with personally is being perpetually interested in everything and starting a bunch of different things and then not being able to finish them. I have got books right now that I am reading and on data science, on mathematics, on renaissance architecture and they are all started but none of them are finished and when we will get the policing and public safety organisation, we are often equally spread too thin where we are trying to do everything and when we try and do everything, ultimately you're not going to be able to do anything as well as you would like to. So the key message here is, identify what you are going to be good at doing and do that well, do less and do it well, if policing is our core mandate, do it well, if it's not information technology, if it's not back office modernisation, if it's not vehicles and cars, stop doing them and find somebody else to do that stuff for you. If policing is one of the things we want to be focused on. do that, really focus on that as hard as you can and do it well.

As we get ready to move forward into some of the new areas that policing has got to focus on, one of the key themes that comes up is education. So how are we going to modernise and retrain everybody that we used to have do something over here and then do something completely different, operate in the physical world and operating in the digital world are quite different. So we used to go through and have people go through a training program, we would re-train an entire force, move them over here



and would declare victory, training is done. Education does not work like that anymore. Everything changes too quickly. All of the technologies that I learnt about when I was in college are functionally gone now, there is even a program that I finished two weeks ago, part of the technology that I used for that program has been obsoleted and replaced by something else. So the only constant in the education program now, is that it is always going to be changing, it is going to be different all the time, so be ready and continually learn, there's no such thing as done anymore.

When we move to the topic of digital strategies, we are constantly looking at modernising how we are going to do things. How are we going to change it? How are we going to advance? How are the newest, latest technologies going to effect us and we then end up getting stuck a little bit in paralysis-analysis, where a new technology comes out. We had adversarial, artificial intelligence last year, that has been replaced by natural language generation. How are all of these things going to tie together? What we need to understand is that digital strategies are going to change and are going to evolve and will be wrong the day after you start them. If you spend six months building them, the day after, they're going to be wrong. So spend less time, get moving and get starting, especially in the world of software. When we do software, software changes all the time and it's a big thing around cybercrime and cyber investigation, so the key thing around software is, it's never really done, you just give up.

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