

Leadership for digital government



ASIA AND THE PACIFIC

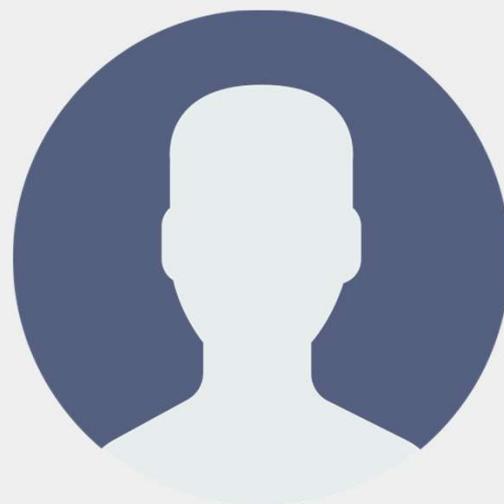
**Regional
Innovation Centre**

Meet your hosts!



XX

XX



XX

XX



10-min group discussion

Can you introduce yourself, and tell us what made you want to participate in this session?

A few zoom we start

house rules before

- Make sure your name is displayed
- Keep your video on unless you have connectivity issues
- Mute if you're not speaking
- Don't hesitate to ask questions by raising your hand or using the chat

These are the learning modules that your team went through

1. Introduction to digital government

2. Human-centred design for digital services

3. Agile and open ways of working

4. Building trust in digital government

5. Data: uses, opportunities and risks

6. Managing digital technology risks

7. Navigating barriers to digital government

Learning objectives

- ✓ Define digital and how it changes the role of leaders
- ✓ Understand the conditions for successful digital transformation within government
- ✓ Identify priorities and next steps to lead change within your organisation

1. Definition of digital transformation

2. Enablers of digital transformation

3. Leading change

Before we define digital transformation, let's define **digital.**



5-min group discussion

How would you define digital?

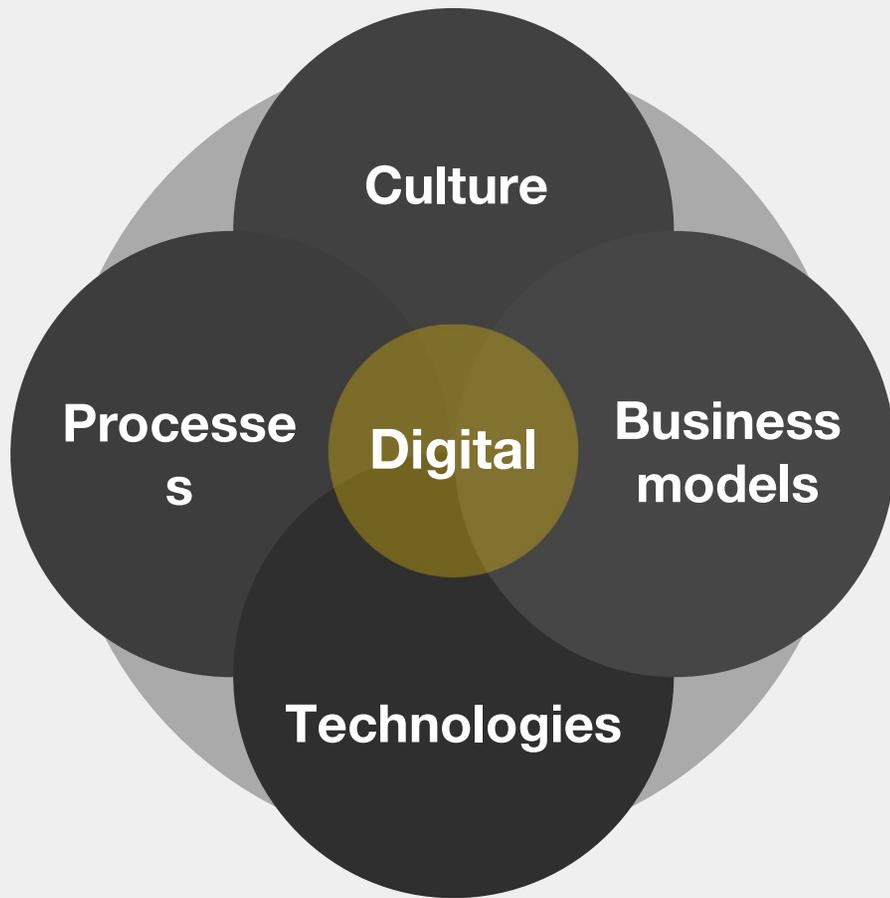
Digital is not the same as **IT**.



Technologies

Doing IT

(Information Technology) means using computers to store, retrieve, and exchange all forms of electronic data.



Being digital:

applying the culture, processes, business models and technologies of the internet era to respond to people's raised expectations.

Digital transformation
means **changing how
an organisation runs
itself.**





Heather Conway
@MyLittleFires

...

Love seeing government embrace online service delivery! Makes my life so much easier. Less long queues, accessibility issues & limited service hours! It also helps to embrace idea of service support staff being able to live anywhere! [@GovNL](#)

12:20 PM · Jul 17, 2021 · Twitter for iPhone



R^2
@RightLeftReboja

...

Man, it would be nice if the government had online solutions for problems that just result in having to call in. I really love calling both service lines only to be told they're not accepting any calls at the moment.

6:03 PM · Apr 21, 2020 · Twitter for Android



NoelCuddy 🍀 🏏 📷 🐵 🌱
@noelcuddy

...

Amazing service from [@PassportIRL](#) Completed online renewal applications Sunday night, new passports arrive in post Tuesday morning. Great to see a government body setting a high standard. 🙌 [@dfatirl](#)

12:54 PM · Aug 18, 2020 from Fingal, Ireland · Twitter for iPhone



Thea Riofrancos
@triofrancos

...

I just ordered four at-home rapid covid tests online, for free, from a government website that will be shipped to my door by the postal service.

It's not amazing or impressive that this can be done now; it's a travesty, with fatal results, this wasn't done months or years ago.

7:03 PM · Jan 18, 2022 · Twitter Web App



5-min group discussion

What surprised you most in how we defined digital?

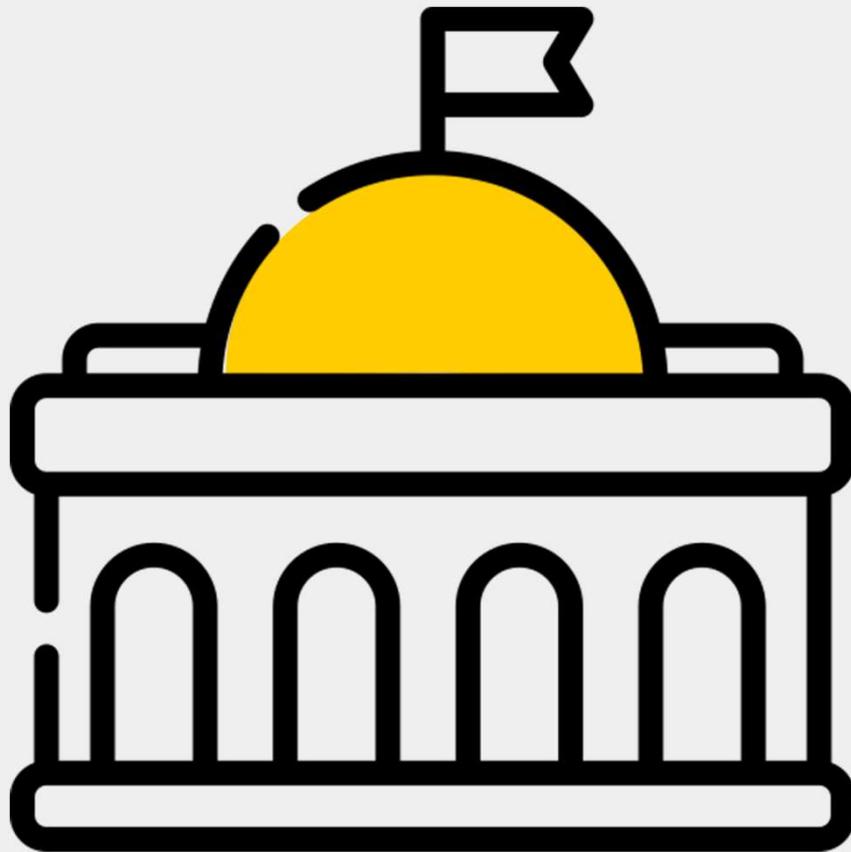
1. Definition of digital transformation

2. Enablers of digital transformation

3. Leading change

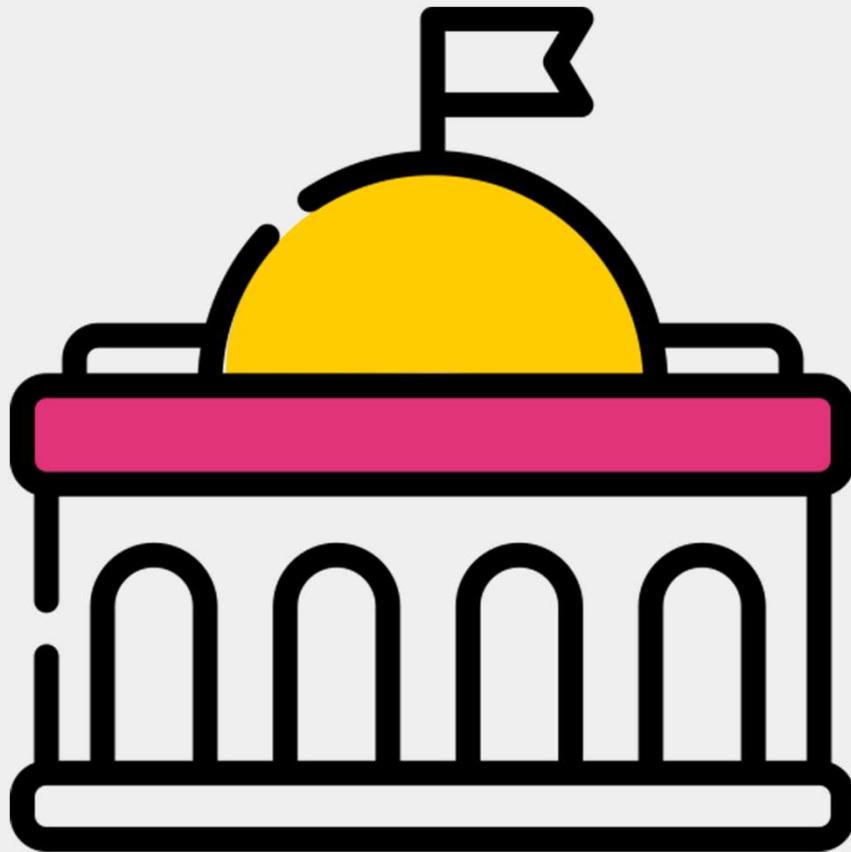
Digital transformation is not just the work of digital teams.

It requires **everyone** to be involved.



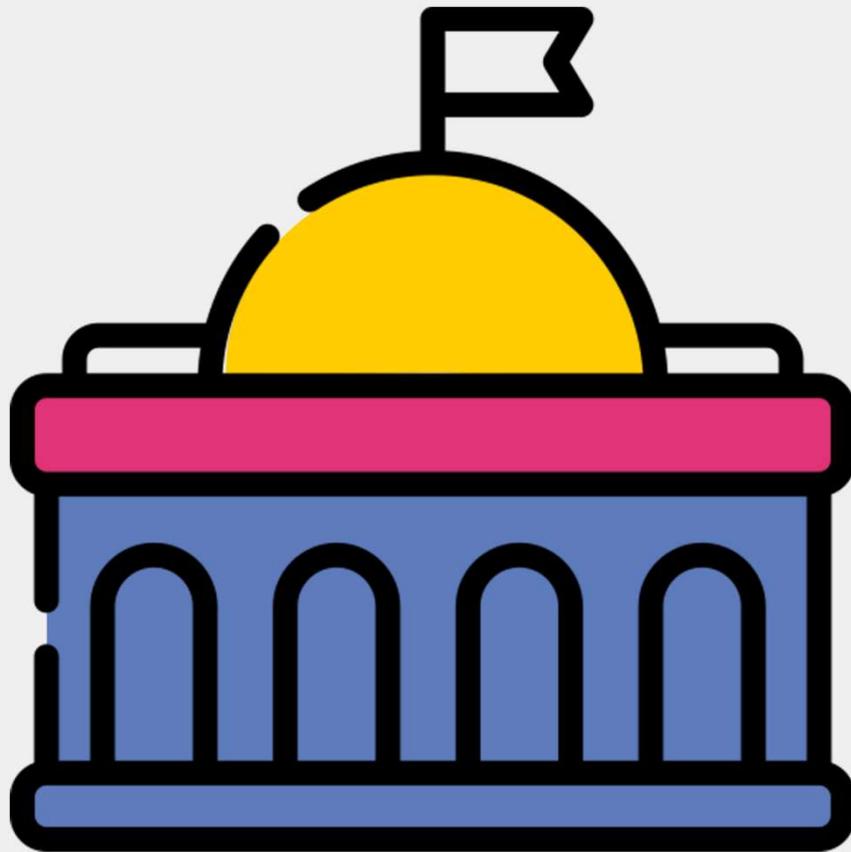
**Supportive
leadership**

It's no longer possible for leaders to say 'digital is not my thing'.



**Supportive
leadership**

**Cross-department
governance**

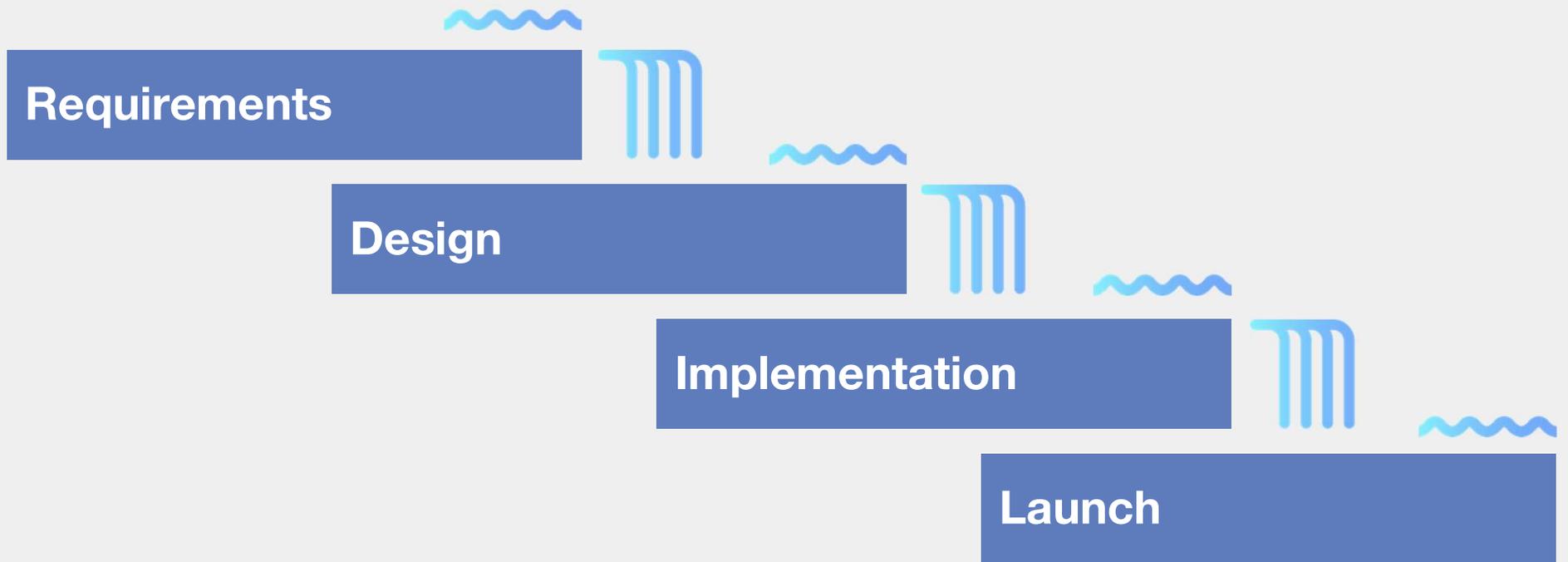


**Supportive
leadership**

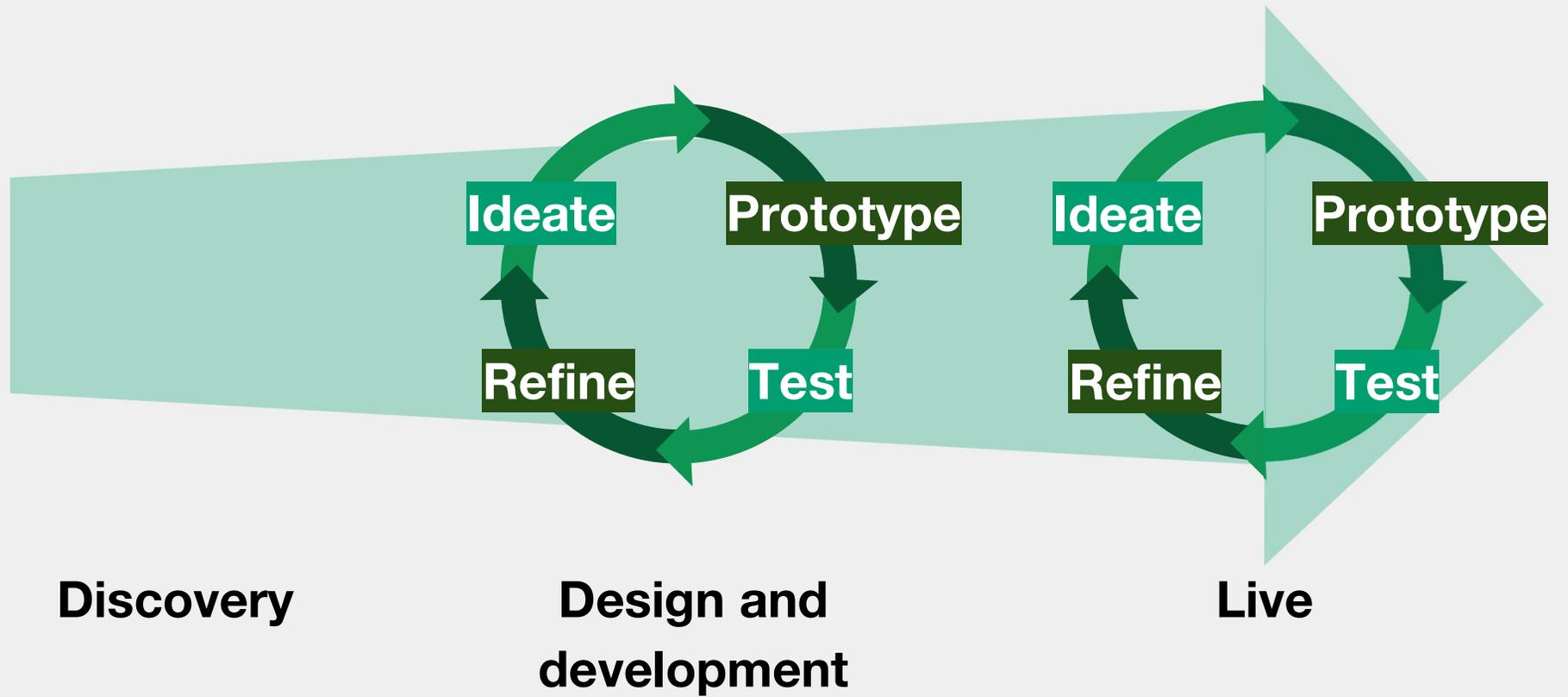
**Cross-department
governance**

**An agile and open
culture across the
organisation**

Waterfall



Agile



Agile is not a methodology, it's a
mindset.

**Citizen
trust**



**Supportive
leadership**

**Cross-department
governance**

**An agile and open
culture across the
organisation**

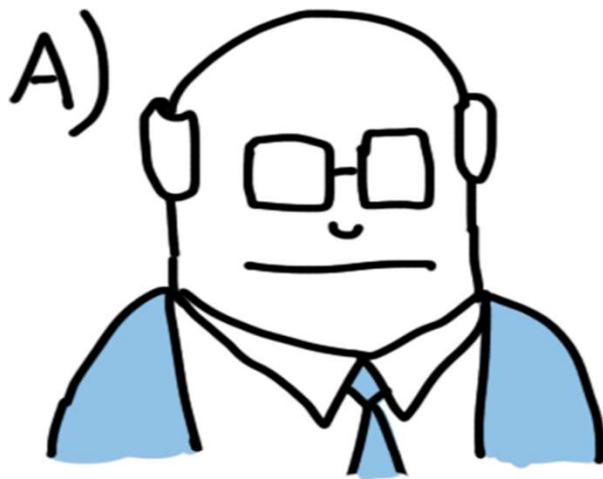
Digital transformation does
not happen overnight.

1. Definition of digital transformation

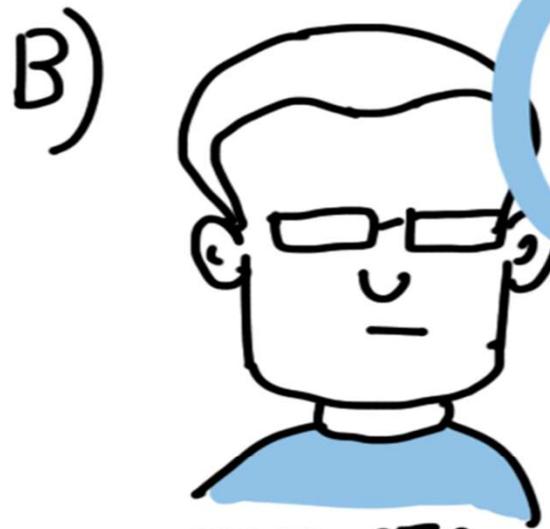
2. Enablers of digital transformation

3. Leading change

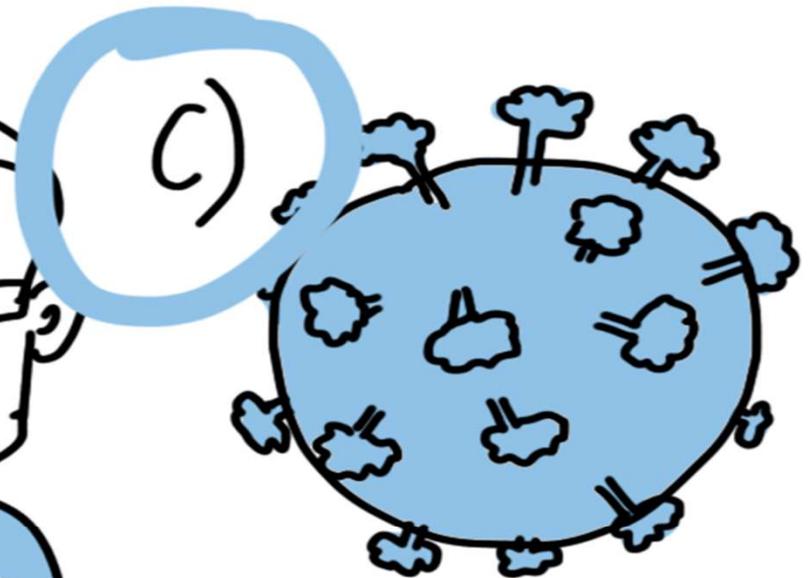
WHO LED THE DIGITAL TRANSFORMATION
OF YOUR COMPANY ?



THE CEO



THE CTO



COVID-19



1. Think about your experience over the course of the pandemic. How has covid-19 impacted your culture, process and operating model in the delivery of services?
2. What learnings can you draw from that?

Maybe you mentioned some of these:

- Teams empowered to act
- Hierarchy and process stripped back
- Clear outcomes

Principles to lead in the digital age

1. Define outcomes, not solutions
2. Start with needs
3. Build teams you trust and trust them
4. Start small, test early, learn fast
5. Work in the open

1. Define outcomes, not solutions

Goal	→	reduce the time for people to transact with government
Objective	→	ask for information only once from people
Solution	→	data sharing mechanism between Ministries or other public institutions
Outcome	→	people finding it easy to interact with government, efficiency for government

Don't choose a vendor
or platform until you
know what you need



The solution should not drive
the problem (unless you want
to travel backwards).

A platform and vendor were chosen before any requirements were agreed upon.

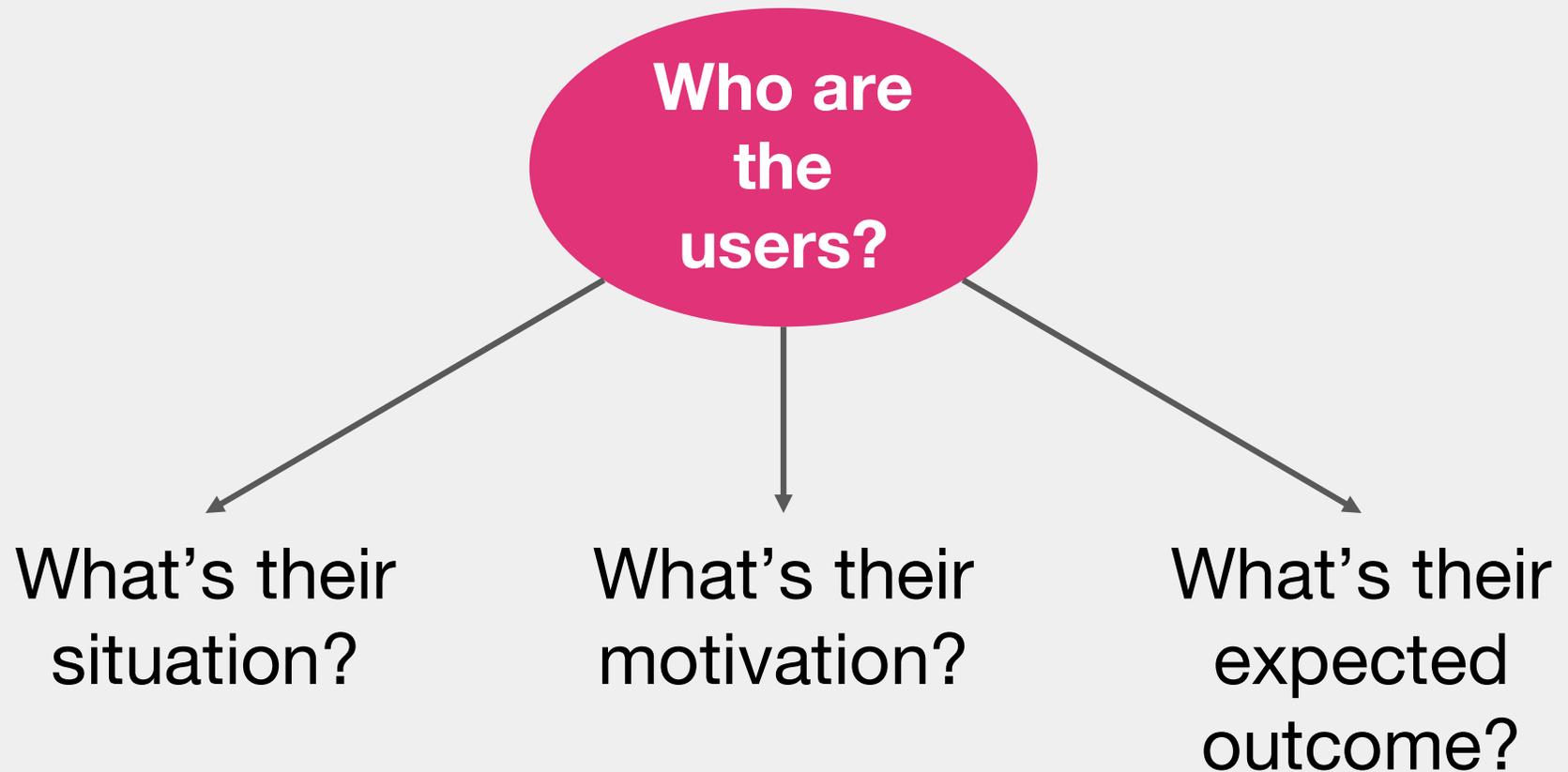


Tom Hovey

Jun 21, 2020 · 7 min read · [Listen](#)



2. Start with needs



3. Build teams you trust and trust them

-  Build high performing teams that have expertise, purpose and autonomy
-  Define governance based on outcomes
-  Design a network of teams
-  Be the glue that holds the teams together
-  Sweat the details
-  Governance structures focused on deliverables
-  Hierarchical organisation
-  Control how teams work

4. Start small, test early, learn fast



Start
small



Test early



Iterate



Scale

5. Work in the open

- ✓ Encourage teams to write weeknotes.
- ✓ Write your own personal weeknotes and talk about small as well as big things.
- ✓ Encourage a culture of learning and sharing.
- ✗ Overthink and overdo it.
- ✗ Make weeknotes become internal press releases.
- ✗ Show-off. It's not a competition

Yeah, but...

‘This all sounds fine in **theory**. But it doesn’t fit with the **reality** I have to lead in.’

A few more ‘yeah buts...’

- Ministers demand X delivered by Y, regardless of Z.
- The financial approvals process doesn’t allow this.
- The hunger for certainty is insatiable.
- The existing legislation or regulation does not allow this

Example



Funding Bangladesh  programme

“We set some time aside and went through the service in some detail.

It was a game changer.

This opened up a direct line of contact, where we could work with a mutual understanding of the challenges.”

Pete Herlihy, Product Manager



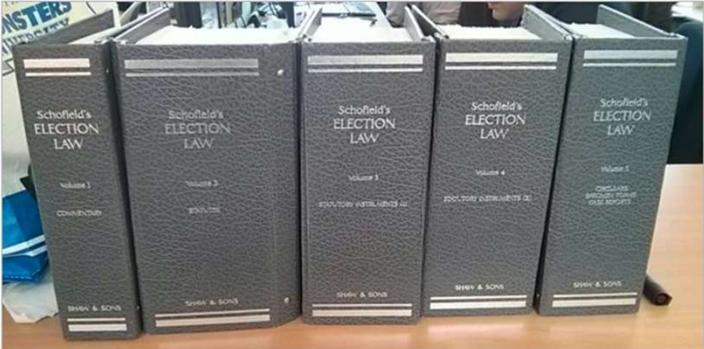
Blog

Government Digital Service

Organisations: [Government Digital Service](#), [Cabinet Office](#)

I fought the law and the users won: delivering online voter registration

[Pete Herlihy - former Lead Product Manager for GOV.UK Notify, Government Digital Service](#), 20 June 2014 - [GOV.UK, Transformation](#)





1. Reflect 5 min individually on your ‘Yeah buts’
2. Share within the group on your ‘Yeah buts’

Call to action

1. What 3 things can you do to support digital transformation in your organisation?
2. What can you commit to try in the next month?

Thank you!



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**public
digital**