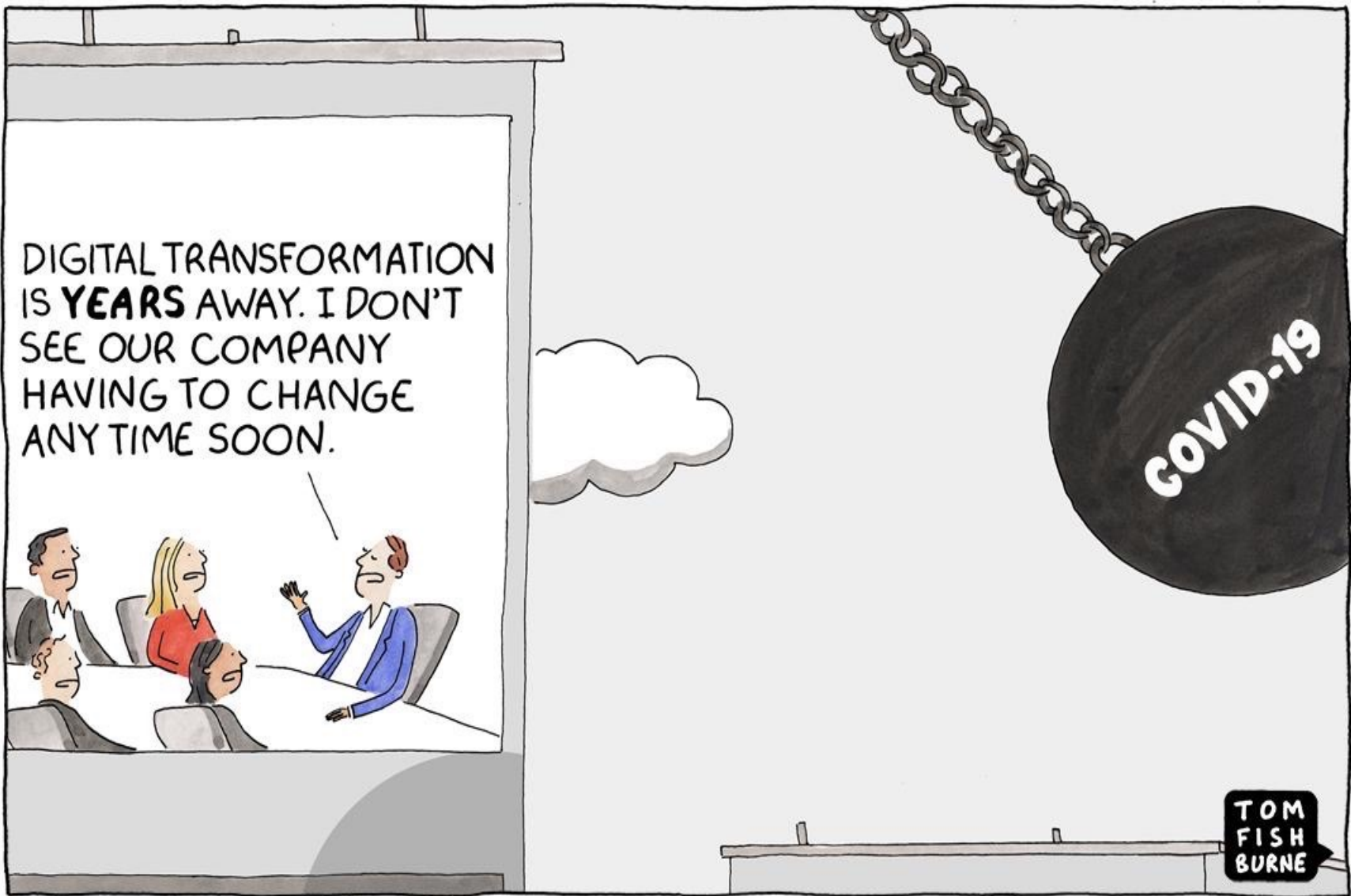


# **SCHEMA FOR PUBLIC SECTOR TRANSFORMATION – LEADERSHIP FOR INNOVATION**





DIGITAL TRANSFORMATION IS **YEARS** AWAY. I DON'T SEE OUR COMPANY HAVING TO CHANGE ANY TIME SOON.

TOM  
FISH  
BURNE

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## **DR. ASHA CAMBON :**

- Since 1950, the region has been hit on average, by seven disasters per year, that have killed hundreds of thousands of people and affected millions more
- Annual damage in the Caribbean accounts for 40 percent of global damage
- Caribbean small states have suffered more damage at greater frequency than both other small and larger states
- Climate change is expected to exacerbate these effects by increasing the frequency and severity of natural disasters, affecting the livelihood of the populations, and harming the essential assets their insufficiently diversified economies rely on.

1

**T**ranquil, calm, serene sea  
Beckoning, welcoming  
Embracing, enfolding me  
Azure, cobalt or aquamarine  
The reef merely murmurs  
Panoramic scene of recreation, enjoyment  
Nocturnal romance platform for  
Dalliance and denials  
That was yesterday  
A transformation is underway, today  
The named storm is here  
There is an atmospheric change everywhere

2

**T**oday the sea rages,  
Froths and foams  
Shrieks and sways with swells  
Evokes screams and provokes yells  
Yet brave sea birds signal  
They are aware yet not afraid  
Circling, surveying the  
Boats tossed like toys in a tub  
The boys venturing much too close  
Risk for them is merely a word, not a reality  
For young minds of curiosity  
A body overcharged with curiosity and energy

3

**A** storm surge, surges inland  
To burn and scorch  
Winds and waves of relentless ferocity  
Slam against rocks and infrastructure  
Infrastructure crumbles, rocks remain  
The beach so pristine, now gone  
Monumental damage and destruction  
Despair looms for the desperate  
As steel gray sky kisses silver sea  
I gaze in awe and trepidation  
My frailty and insignificance  
An antidote to creeping arrogance

4

**A**mazed at the power, the mystery of creation  
We anxiously pray for fishers who heeded warnings late  
Hoping to return safely to port  
And the welcoming, safe arms of loved ones  
Human mortality as tangible as the rain  
Anxiety as deep as the slamming sea  
The fear of loss, the hope for safety  
Override all other considerations,  
Rise to the crest of emotions  
The transformation aesthetically wonderful  
Yet we must all be careful, even fearful  
The transformation, a force balancing an equation

# The TRANSFORMATION



By  
Franklyn  
Michael  
May 30th,  
2023

**When you hear Public Sector Transformation, what word or emotion comes to mind?**

# PST – The Journey

- 1990's – Reinventing Government

- Embracing Competition/Privatisation/Agencification
- Measuring Outcomes rather than inputs/processes
- Insistence on Accountability

- Mixed Review

- Different pace of adoption of transformation
- Political Will
- Capacity

- <https://www.governing.com/topics/mgmt/gov-reinventing-government-book.html>

# **PUBLIC VALUE FRAMEWORK**

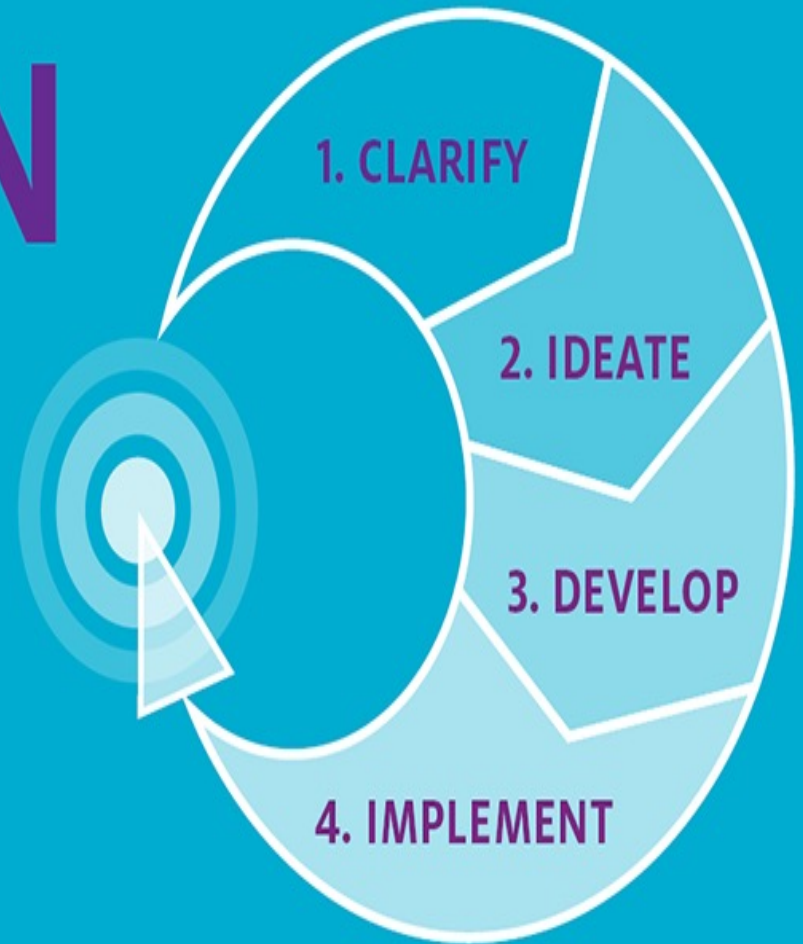
- Pursuing Goals
- Managing Inputs
- User and Citizen Engagement
- Developing System Capacity

# HOW CAN WE TRANSFORM?



4-STEP TARGETED

# INNOVATION PROCESS



# CLARIFY

- Need to frame the challenge in a way that encourages creative problem solving
- A good framing question
  - Forward looking
  - Action Oriented
  - Compelling
- Gathering Data/Stakeholder Engagement



## **Leader's Role**

- Develop shared understanding
- Bring together diverse perspectives
- Clarify sufficiently but not get stuck in analysis paralysis

# IDEATE

- Create a collective sense of what's possible
- What are the ways we can potentially solve this problem?
- What can we try/experiment with in order to see what happens?



## **Leader's Role**

- Push your team to think creatively
- Keep scope realistic
- Keep focus on the challenge

# DEVELOP

- Create a well-refined concepts through prototypes, experimenting, test, low risk sharing
- Develop collaborative relationships (gaining acceptance)
- Help team identify additional stakeholders



## **Leader's Role**

Ensure the concepts, solutions are refined, but not get stuck in refinement that nothing moves forward

(Polarity to be managed)

# IMPLEMENT

- The 'Doing' Phase
  - Piloting & Rolling Out
  - Learning & Adapting



## Leader's Role

- Help your team take in new information and adjust as needed
- Keep the innovation on target

# LEADERS' ROLES - TRANSFORM

BE	KNOW	HAVE	DO
VALUES-LED	HOW TO ADJUST TASKS	PRORITIES	REVISE OLD PLANS
VISIONARY & FUTURISTIC	WHO IS BEST FOR CRITICAL TASKS	NEW COMMUNICATION STRATEGY	CREATE NEW PLANS & GOALS
POLITICALLY SENSITIVE & AWARE	HOW TO COMMUNICATE AT ALL TIMES & WITH ALL LEVELS	STRATEGY FOR THE POLITICS	MAINTAIN PERFORMANCE CULTURE
REALISTIC	ANY CHANGES TO LAWS OR REGULATIONS	INTRODUCE NEW SYSTEMS	TRANSFORM – A HIGH PERFORMANCE MANTRA
PROFESSIONAL & ACCOUNTABLE	HOW TO BUILD COMPETENCIES IN TEAM - QUICKLY	RESOURCES INCLUDING SKILLED PEOPLE & QUICK FIXERS	SPEAK TRUTH TO POWER
COURAGEOUS & BOLD	KEY CONTACTS	COURAGE, TACT, PATIENCE	ENABLE AND PROMOTE TEAM DEVELOPMENT
VERY EMPATHETIC	HOW TO KEEP NEW STRATEGIC PARTNERS	CULTURE THAT HELPS	MEASURE & MONITOR
EMOTIONALLY INTELLIGENT - STILL	THE FACTS	PLAN TO NORMALIZE	INTERNALISE NEW SKILLS

# **CARICAD'S SCHEMA FOR PUBLIC SECTOR TRANSFORMATION**



# CARICAD's Public Sector Transformation Roadmap

## Strategic HRM and Organisation Development

- Policies and Practices
- Processes and Procedures
- Structural Reviews
- Workforce Analyses
- Workflows and Systems
- Culture
- Competencies
- Values
- Capacity Building
- Succession Planning
- Performance Management

## Transformation

- National Development Priorities
- The Enabling Environment
- Budgeting
- Digital Transformation
- Evidence-based Policies
- Pillar Integration: governance, accountability, standards, openness, capacity, and legislation
- Strategy and Implementation Plan

## Communication Strategy

- Information dissemination
- Consultation
- Engagement
- Involvement
- Feedback

## Change Management

- Agile Leadership
- Sense of urgency
- Guiding coalition
- Communicating Vision
- Empowering broad-based action
- Short-term wins
- Consolidate Gains
- Anchor Changes

## Monitoring and Evaluation

- Monitoring
- Reflect, learn, decide, adjust
- Evaluation

## Strategic Planning

- Vision and Strategy
- Situational Analysis
- Stakeholder Analysis
- Strategic Priorities
- Outcomes

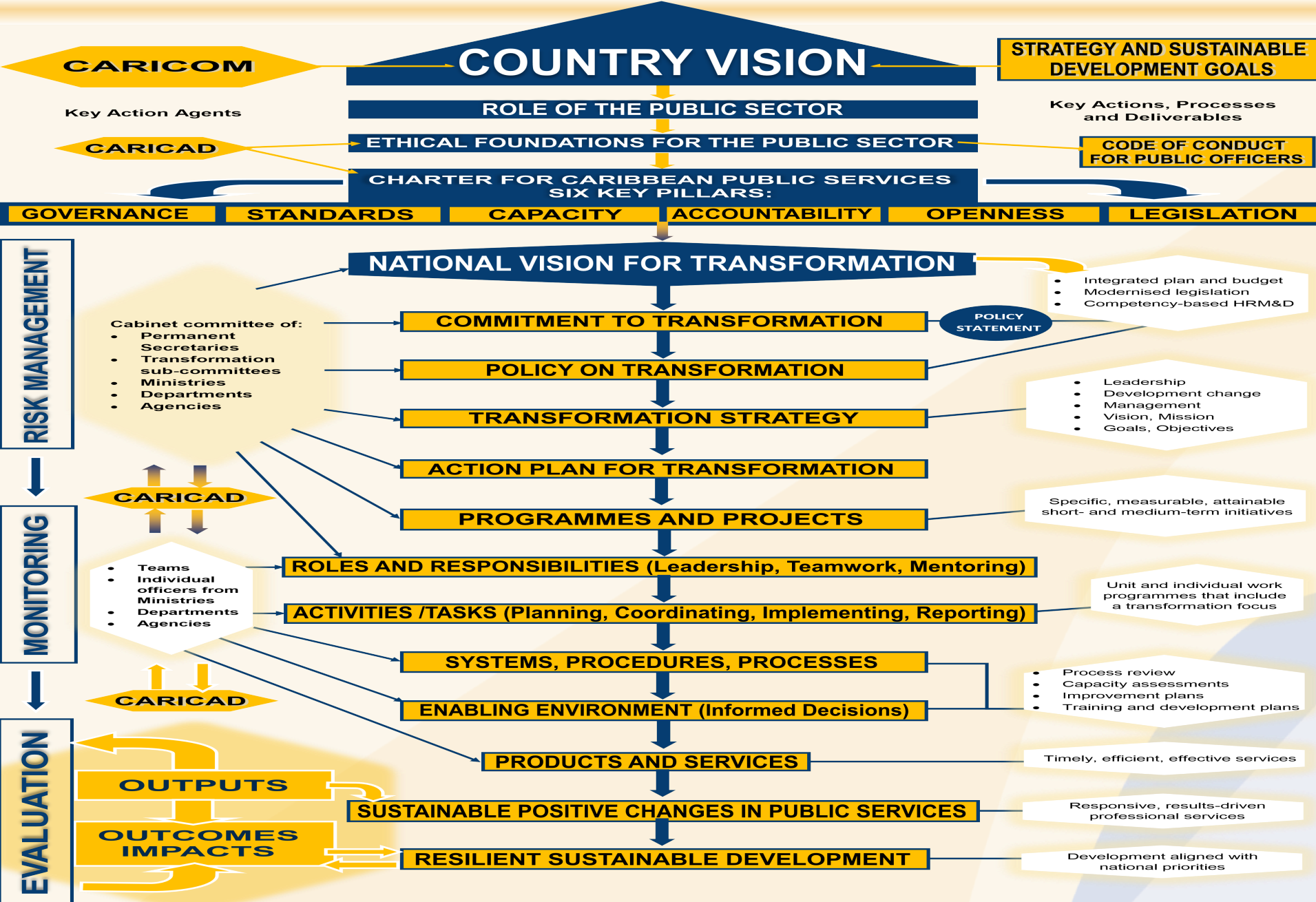
## RBM Action Planning

- Priorities
- Goals, SMART Objectives
- Responsibilities
- Schedules
- Action Sequence
- Budget Alignment
- Indicators
- Outputs
- Risk Assessment

Anticipating in looking forward

Learning by looking back

## SCHEMA FOR IMPLEMENTATION OF PUBLIC SECTOR TRANSFORMATION



# GROUP ACTIVITY

- Using the Schema for PST
  - Analyse the extent to which the key success factors are in place to support your country's transformation agenda?
  - What elements exist?
  - What elements are missing?
  - What needs to be done to close the gaps identified
- You have 20 minutes for this exercise
- Identify 1 person to report out on the group's findings



*You will have  
**20 minutes***

*Note the highlights  
of your group  
discussion to report  
back in plenary.*

# PLENARY DISCUSSION

- To what extent are the key success factors in place to support your country's transformation agenda?
- What elements exist?
- What elements are missing?
- What needs to be done to close the gaps identified?