Capacities for Public Sector Transformational Change

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UN 2.0 Quintet of Change - Evolving for Impact: Skills and Culture for Tomorrow

- UN Secretary General "vision of a modern UN family, promoting a forward-looking culture and empowered by cutting-edge skills to turbocharge our support to people and planet."

- Five areas of expertise and culture in:
  - Innovation
  - Data
  - Digital
  - Foresight
  - Behavioral science skills

- To move to a more agile, diverse, responsive, and impactful UN organization.

Quintet of cutting-edge skills

FORESIGHT

Instilling a culture of foresight means equipping ourselves with the capacities to discern emerging trends, anticipate potential shifts, and respond proactively. It signifies a commitment to long-term thinking, strategic planning, and readiness for a spectrum of possible futures.

BEHAVIORAL SCIENCE

Nurturing behavioural science skills and promoting a culture of behavioural insight goes beyond understanding human actions. It is about applying knowledge of human behaviour to design evidence-based strategies and interventions that encourage positive change.

VISIT THE WEBSITE

Learn more at www.un.org/two-zero

Quintet of cutting-edge skills

QUINTET OF CUTTING-EDGE SKILLS

DATA

Building on the overarching UN data strategy launched last year, turning the organisation into the state-of-the-art data analyst and communicator for the benefit of the world.

DIGITAL

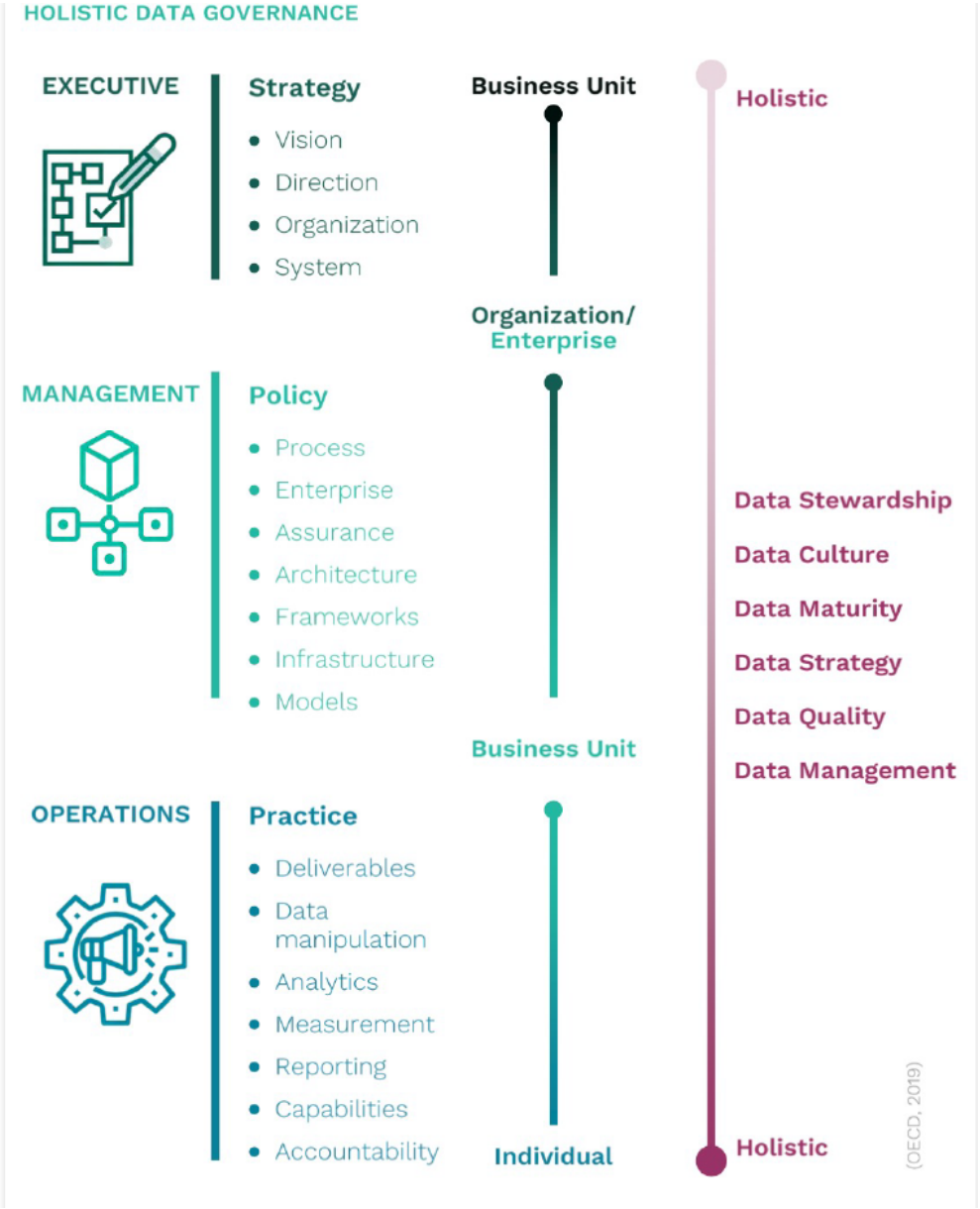
Developing digital skills and culture means embracing technological advancements and integrating them seamlessly into our work processes. It is about leveraging digital tools and platforms to enhance efficiency, foster collaboration, and amplify results.

INNOVATION

Cultivating innovation skills and culture is about fostering environments that encourage creativity, risk-taking, and continuous learning. It goes beyond simple problem-solving - it's about viewing challenges as opportunities for groundbreaking ideas and solutions.

1. **Data Governance Definition**

- A set of rules governing the lifecycle and flow of data according to its typology, aimed at ensuring its quality, usage, ownership, sharing, security, and deletion, while focusing on value generation and minimizing associated risks. This is expressed through a policy that integrates controls, business goals, strategic objectives, involved processes, and management indicators.
- Governance encompasses processes of data generation, collection, sharing, aggregation, exploitation, and innovation.



Source: Armando Guio, Harvard University

2. Rethinking Data Governance: Beyond Policies and Lifecycles:

1

Data Governance and the Data Lifecycle: Governance is intrinsically linked to the data lifecycle, addressing the needs and processes that occur within it.

2

Governance as Policy Implementation: Governance represents the way data policies are expressed and materialized. While there are policies aimed at establishing public data governance frameworks, these often lack a holistic perspective that involves other sectors.

3

Limitations of Current Governance Perspectives: Current governance is often framed around a limited set of verbs or activities related to data processing and treatment. This approach can constrain data exploitation to predefined activities, which needs rethinking in a rapidly changing context.

Source: Armando Guio, Harvard University

3. Proposed New Model for Data Governance

Alignment with Institutional and Public Policy Frameworks
The model must align with the current institutional structures and public policy frameworks to ensure relevance and effectiveness.

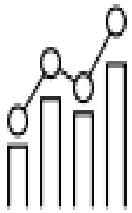
Adoption of a Technical and Ontological Approach
Beyond proposing a standardized framework for data governance, it is crucial to assess the maturity level of the infrastructure that each entity is developing and utilizing.

Fostering Trust
The model should actively work toward building and maintaining trust among stakeholders, ensuring transparency and accountability.

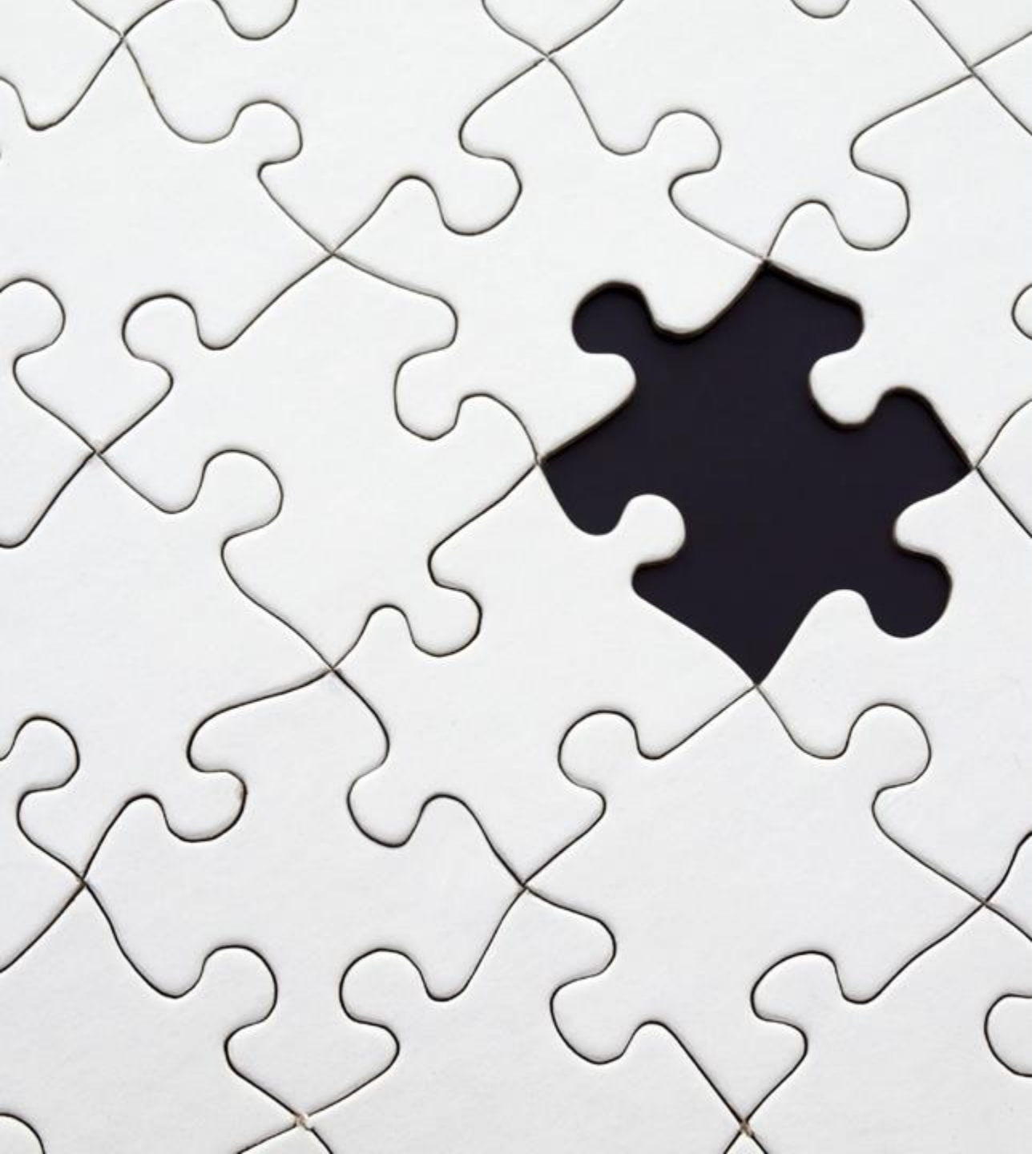
Enhanced Information Sharing with the Private Sector
The model must facilitate greater and more efficient data exchange between public entities and the private sector to unlock collaborative potential.

Source: Armando Guio, Harvard University

What kind of Mindsets are needed?

Evidence-based Mindset 	Data is critical to make good decisions.	Is driven and motivated to using, validating, and documenting data.	A competency associated with the evidence-based mindset is **data and information literacy** to recognize the need to locate, retrieve, analyze, and utilize data and information for problem solving as well as to promote transparency for better public policy and service design and delivery. **Public Financial Management (PFM)** competency is also needed for effective public administration and service delivery, especially in fragile and post conflict environments (see chapter 12).

Innovation



The Importance of an Innovation/Experimental Mindset

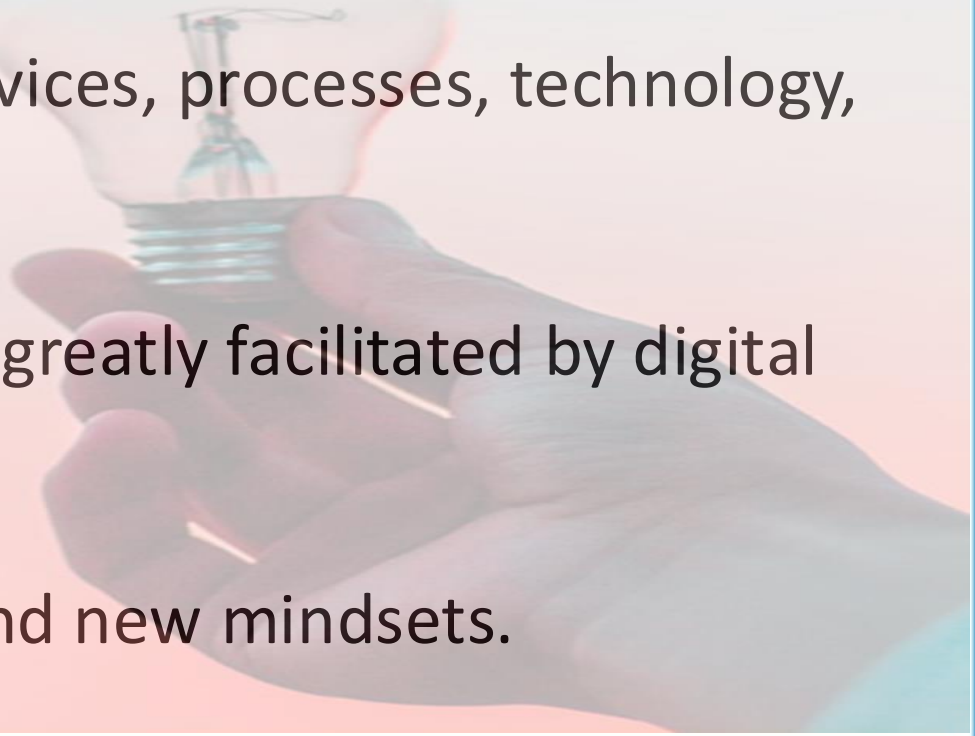
What is Innovation?

The generation and implementation of **valuable new ideas**.

Innovation can be directed to products, services, processes, technology, strategy and entire models of operation.

Today innovation in many different areas is greatly facilitated by digital technologies.

Digital transformation requires new skills and new mindsets.



What is an Innovation/Experimental Mindset?

Institutional Effectiveness
Innovative/ Problem-solving Experimental Mindset
BELIEFS: Human capacities are not fixed; it is possible to continuously improve through efforts and learning ATTITUDES: Is a risk-taker, eager to experiment, problem-solver, creative, resilient, driven and motivated to achieve excellence, thinking outside of the box COMPETENCIES: An experimental problem-solving/experimental mindset is characterized by **strategic problem-solving** to develop and break down problem scenarios to ensure solutions that can be presented in a stepwise approach towards the achievement of a target; **creativity** to actively seek to improve programmes or services, offering new and different options to solve problems and meet client/citizen needs **and innovation** to value the improvement of process and new solutions in work situations, while perceiving different and novel ways to deal with public challenges and opportunities.

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The Growth Mindset is essential for Innovation

Stanford University psychologist Carol Dweck juxtaposed

The **Fixed mindset**: “I can’t do it”

vs

The **Growth mindset**: “I can’t do it - yet”.

MINDSET = SET OF ATTITUDES WHICH INFORM HOW YOU PERCEIVE, UNDERSTAND AND ACT IN SITUATIONS

FIRST OF ALL... EACH OF US CAN HAVE BOTH MINDSETS

THAT CAN APPEAR AT DIFFERENT TIMES, DEPENDING ON THE SITUATION AND OUR EMOTIONAL STATE

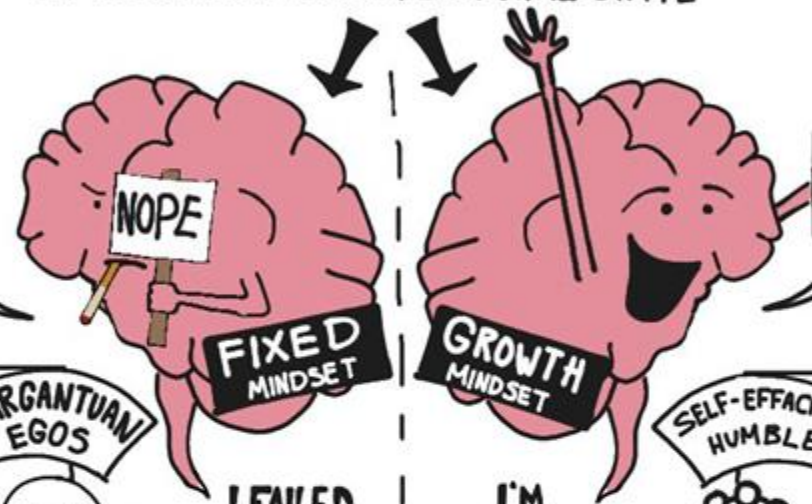
HOW TO RECOGNISE?

- GIVES UP AT FIRST SIGN OF FAILURE
- BLAMES OTHERS (OR TOOLS, ENVIRONMENT...) WHEN THINGS GO WRONG
- THREATENED BY AND JEALOUS OF THE SUCCESS OF OTHERS
- CHOOSES TO IGNORE CONSTRUCTIVE CRITICISM

FIXED FACT SHEET

- FEARS - FAILURE, LOOKING DUMB
- LOVES - VALIDATION & PRAISE
- SUCCESS = PROVING YOU'RE SMART
- SEES ABILITY AS A 'GOD' GIVEN GIFT
- GOOD OUTCOMES ARE A CONFIRMATION OF OWN BRILLIANCE

EFFORT IS FOR THOSE WHO DON'T HAVE ABILITY.



GROWTH FACT SHEET

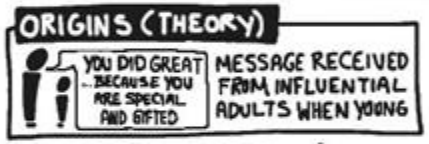
- FEARS - GIVING UP AND NOT LEARNING
- LOVES - CHALLENGES
- SUCCESS - SELF DEVELOPMENT
- SEES - POTENTIAL AS UNKNOWN
- GOOD OUTCOMES ARE THE RESULT OF HARD WORK AND EFFORT

INTELLIGENCE CAN BE DEVELOPED!

HOW TO RECOGNISE?

- PERSEVERES IN THE FACE OF SETBACKS
- SEES EFFORT AS THE PATH TO MASTERY
- LEARNS FROM CONSTRUCTIVE CRITICISM
- FINDS LESSONS & INSPIRATION IN THE SUCCESS OF OTHERS

ORIGINS (THEORY)



MESSAGE RECEIVED FROM INFLUENTIAL ADULTS WHEN YOUNG

FIXED M.S. LEADERS

CONSIDER SELVES AS 'GENIUS-WITH 1000 HELPERS'

GARGANTUAN EGOS

"If you disagree with me, you're just not smart enough to understand"

I FAILED THEREFORE I'M A FAILURE

I'M A WORK IN PROGRESS

GROWTH M.S. LEADERS

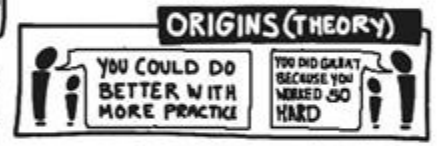
SELF-EFFACING HUMBLE

- PASSION: TO GET THINGS DONE
- NURTURES EMPLOYEES
- NEVER STOPS TRYING TO BECOME QUALIFIED FOR JOB

VALUE IMPUT FROM OTHERS (EVEN CRITICISM)

WE THINK NOT GROUPTHINK

ORIGINS (THEORY)



TALENT & GENIUS

HIRES FOR

LIGHTBULB - SYNONYMOUS WITH INNOVATION: THE AH-HA MOMENT WHEN BRILLIANCE STRIKES A GENIUS INDIVIDUAL

I.E. T. EDISON "THE SOLO INVENTOR..."

...WHEN IN REALITY IT TOOK TEAMS OF ENGINEERS, CHEMISTS, LAB STAFF - TRIALLING & TESTING IDEAS, UNTIL THEY LEARNT WHAT WORKED.

HIRES FOR

ATTITUDE & MINDSET

- CURIOSITY • EMPATHY •
- HUMILITY • COURAGE • AGILE •
- IMAGINATION • RESILIENCE •
- POSITIVITY • CAN-DO •

WHAT DOES THIS MEAN FOR PSI?

FAILURE

NEED TO CHANGE THE MEANING OF 'FAILURE' - IF SOMETHING IS LEARNT FROM IT, ITS MOVED KNOWLEDGE ON.

BLAMEWORTHY ↔ PRAISEWORTHY

I.E. AMY EDMONSON'S GOOD & BAD FAILURE

EXPERIMENTATION

"WE DON'T KNOW IF THIS WILL WORK... BUT WE KNOW HOW WE CAN FIND OUT!"

PEOPLE CAN ONLY DO THIS IF ABLE TO FAIL

LEADERSHIP & CULTURE

IF YOU ONLY HIRE FOR TALENT, PEOPLE ARE FORCED TO PROVE THIS TALENT AT ALL TIMES. THEY'LL:

- HIDE WEAKNESS
- AVOID RISK
- FEAR FAILURE

IF YOU REWARD & INCENTIVISE HARD WORK, PESEVERANCE, GOOD QUESTIONS & PEOPLE TAKING INICIATIVE TO DO THINGS DIFFERENTLY - AND HIRE FOR THESE THINGS...

- YOU MAY HAVE A BETTER PROBLEM SOLVING CULTURE

REFLECTION

PEOPLE ARE GENERALLY BAD AT ASSESSING THEIR OWN ABILITIES

ALL NEED A SAFE SPACE TO REFLECT > TO IDENTIFY WHERE AND HOW TO IMPROVE / DO THINGS DIFFERENTLY.

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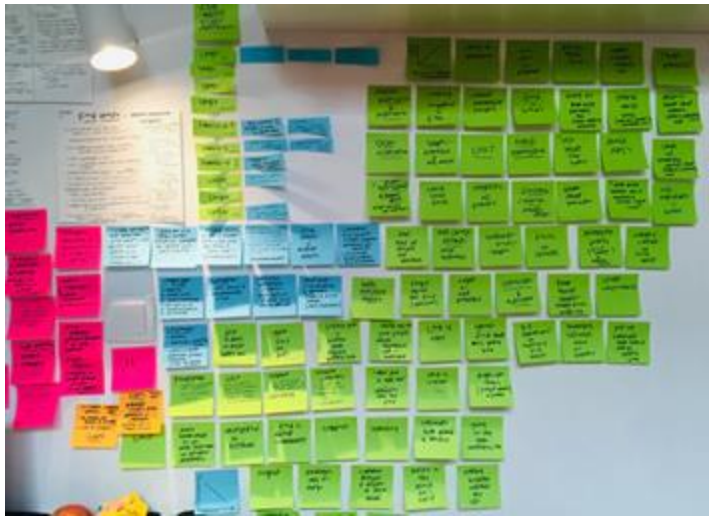
An Innovation mindset is based on a methodology that thrives with …

Teamwork

Meeting the users, yourself



Co-creation

Prototyping solutions

Failing, learning & moving on

Five Main Principles for Innovation in Public Service Delivery

Access: the importance of expanding coverage or enhancement of quality service delivery – especially to vulnerable groups.

Quality: High-quality service delivery

includes

speedy processing of applications or claims, less paperwork

availability of quality government services

Inclusion and Responsiveness (Disaggregated data is vital to understand the needs of the vulnerable groups)

People-driven and personalized services:

Utilizing proven mechanisms to collect feedback to help engage them in the delivery of services.

Transparency and accountability of service delivery: Ensure transparency in service delivery and accountability to ensure that resources are going to the most vulnerable groups.

Six Key Steps in Designing a Roadmap for Innovation and Digital Transformation

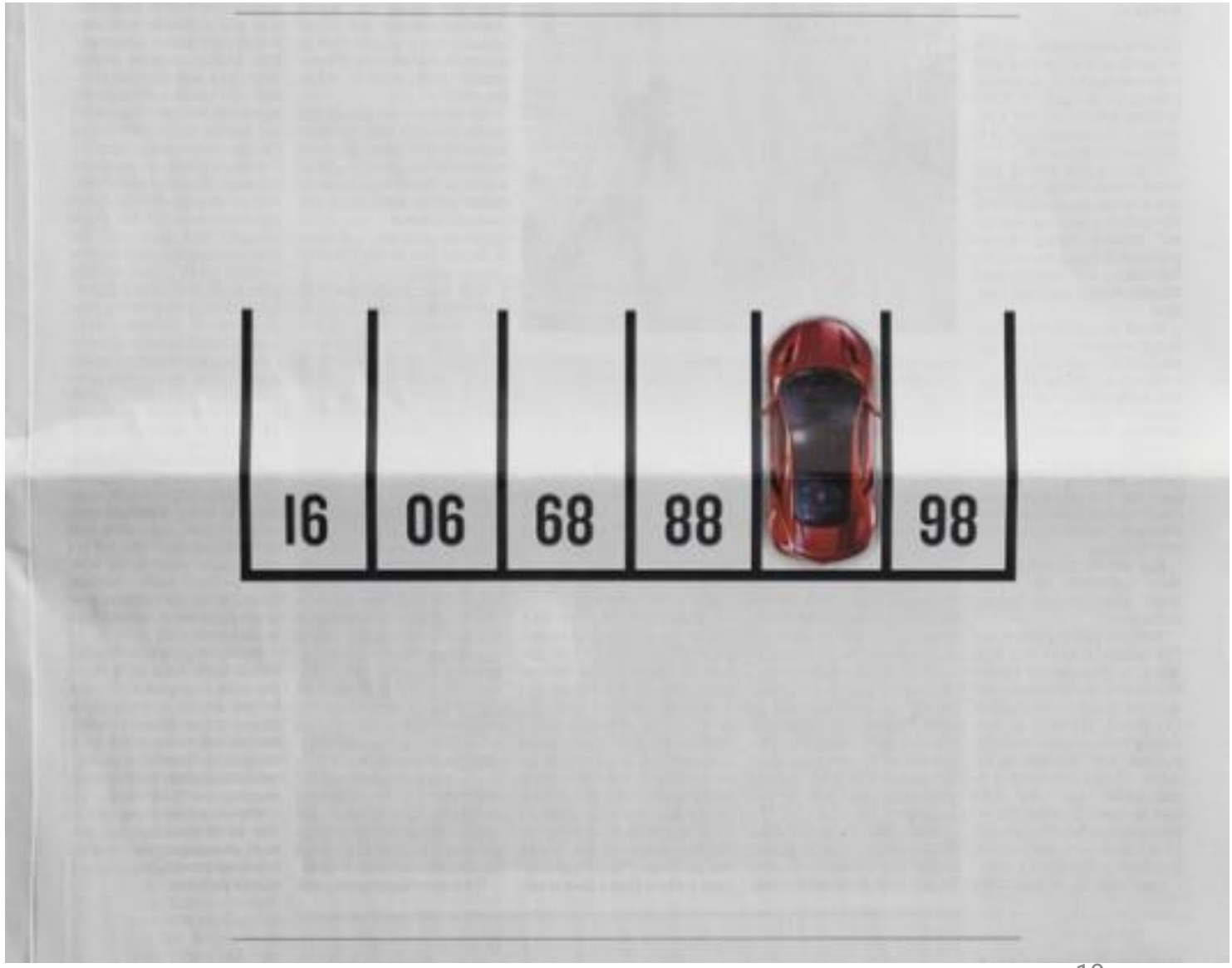
1. A holistic approach
2. Systems thinking
3. A strategic framework
4. Stakeholder analysis
5. Strategy
6. Action

An Innovation Mindset requires Experimentation

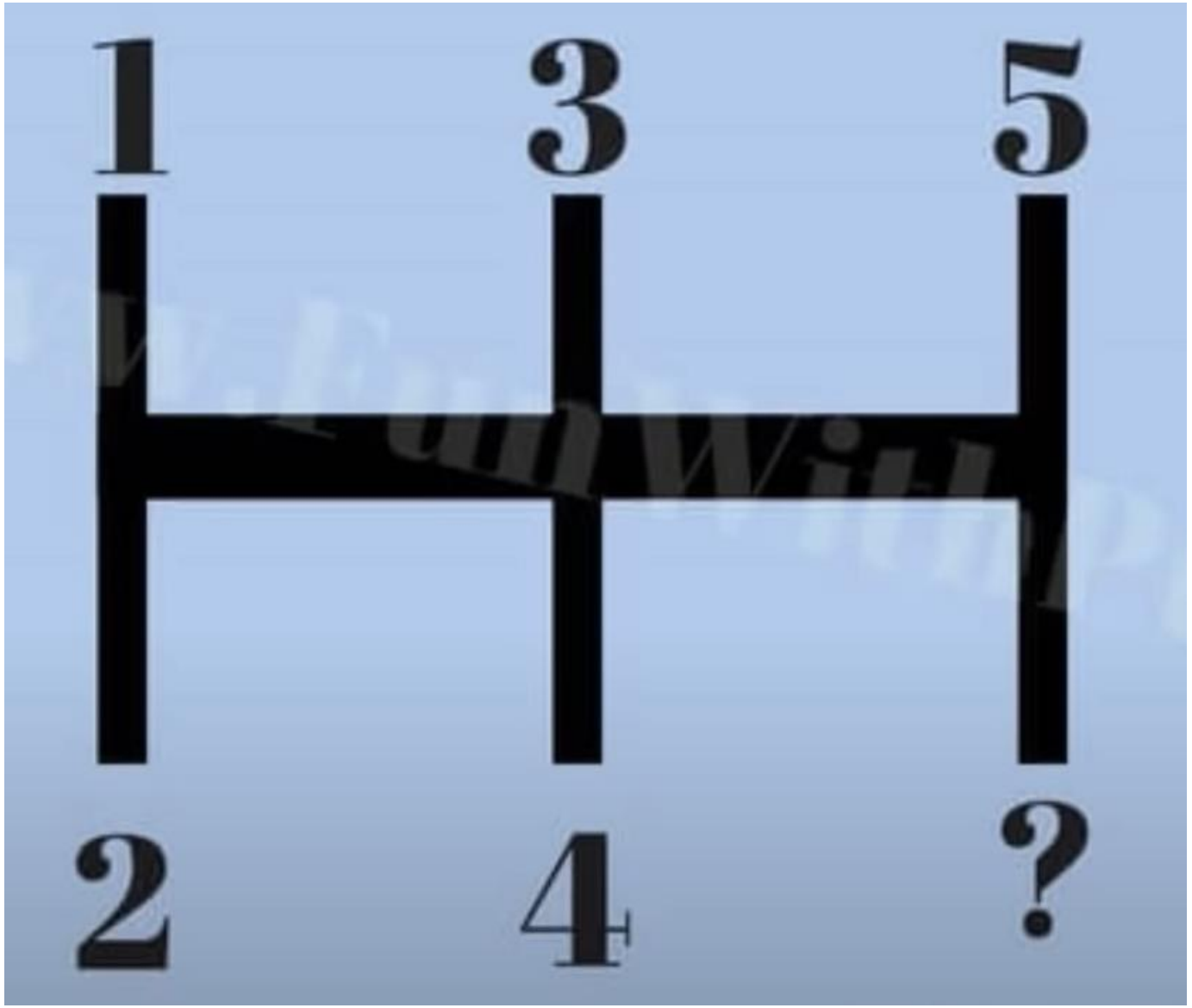
Challenges to an Innovative Mindset

- Resistance to Change
- Aversion to Failure
- Challenges to adopting user-centric approaches
- Working collaboratively in a multidisciplinary approach
- Thinking outside the box

In what parking space number is the vehicle parked?

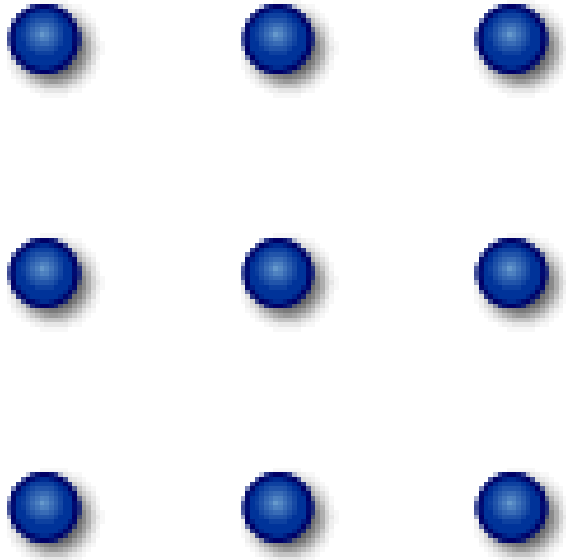


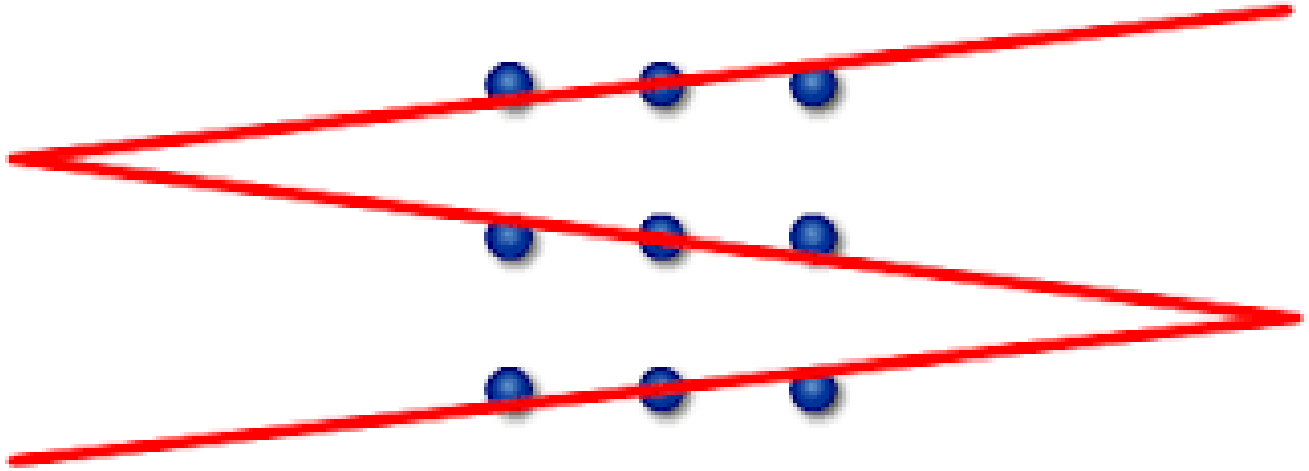
What's next?



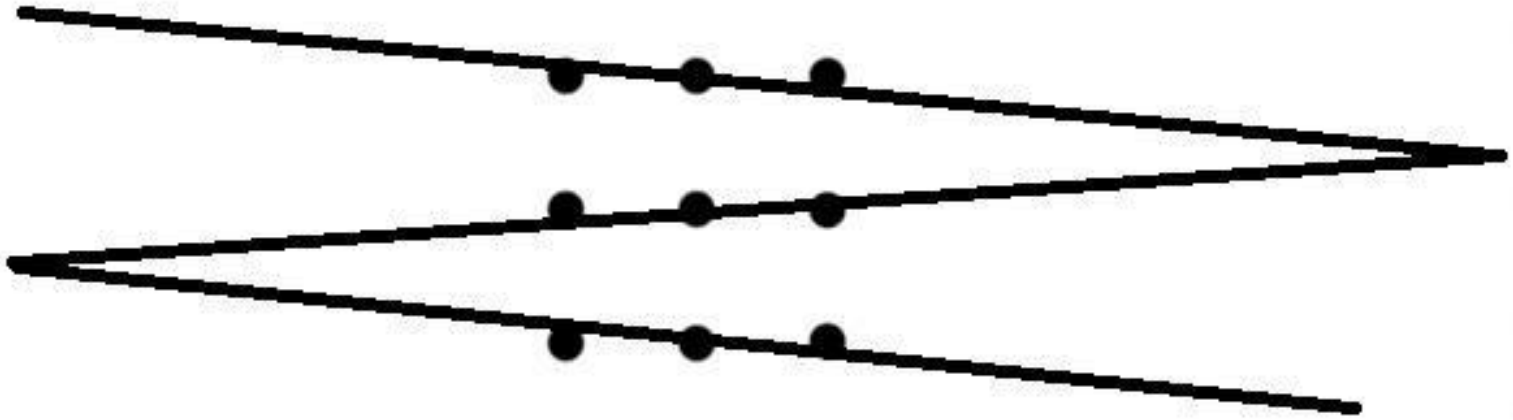
Resistance to Change/Thinking outside the box

Join the 9 points using only 3 linear strokes without lifting the pencil from the paper





Thinking outside the box



Lack of Time and Space to Innovate

Human-Centered Design

"Have you downloaded the App?"

Fuente: Nando Motta (2020); https://www.brasil247.com/charges/baixou-o-app

Designing with the User

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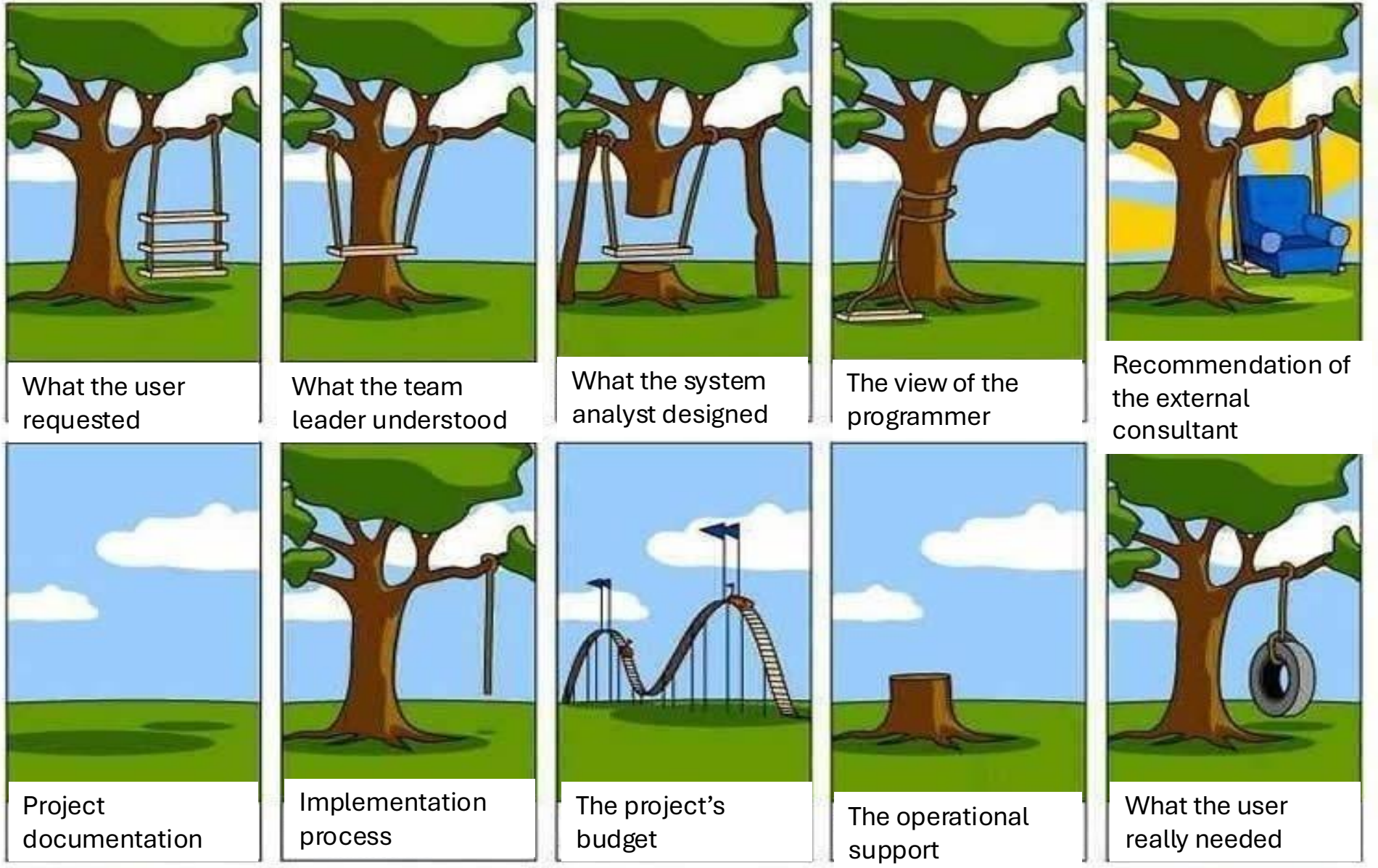
Challenges to (not) Adopting User Friendly Approaches



The capability to innovate varies tremendously between countries

- Governments around the world are using digital technologies to innovate how they operate, share information, make decisions, deliver services, engage and partner with others to solve policy challenges.
- Many countries still face challenges to effectively leverage digital technologies and provide accessible, reliable, fast, personalized, secure and inclusive services to empower people in participatory ways.
- Cross Sector collaboration: allows for partnerships in the design and implementation.
- Public-Private innovation partnerships (PPIs) are increasingly used to innovate public services through new technology.
- NB of partnership design (small and centralized, homogeneous vs large groups –dilemma bet more participatory and ability to make decisions)
- NB high levels of TRUST among participants (Koen Verhoest et al, PAR 2024).

Enablers for promoting digital skills, innovation and changing mindsets

- Political commitment - **Leadership**
- Support a culture of transformational leadership, investing in HR and changing the mindset of the public sector that allows for continuing training.
- Systemic thinking and synergies that allow complementarity in training policies and their implementation.
- Organizational structures and processes that allow intersectoral, intergovernmental and interdepartmental coordination.
- **Appropriate funding.**
- Appropriate legislation/regulations that support training and promote innovation.
- Involvement and empowerment of all stakeholders.
- Monitoring, reporting and evaluation of processes.
- **Promote a skills-based approach to hiring and promotion**.

A few points on contemporary thinking on leadership

- Good leadership makes a difference.
- Leadership (doing the right things) is different from management (doing things right).
- Leadership is not just about personal charisma or about one person on top of a pyramid - everybody can be a leader.
- Leadership is more about making change happen than it is about managing the status quo.
- Leaders should have a good understanding of their own selves.

Transformational Leadership

" … a leadership approach that **causes change in individuals and social systems**. In its ideal form, **it creates valuable and positive change in the followers with the end goal of developing followers into leaders.**"

MacGregor Burns (1978) [emphasis & punctuation added]

Transformational Leadership is particularly important for leaders engaging in the implementation of the SDGs.

Transformational Leadership in Public Management

The 2030 Agenda requires **public leaders that embrace values** like collaboration, integration, inclusion, leaving no one behind, partnerships, respect for people and planet, transparency and accountability.

Spearheading the SDGs demands **a transformational leadership mindset** at local, national, regional and global level.

Transformational leaders today must **understand new concepts** – i.e. social innovation, networking, crowdsourcing, big data, disruptive innovation in the public sector, effective communication, the science of persuasion and more.

In addition to strategic vision and planning they need resilience, people-skills, **leading by example and the courage to make a difference**.

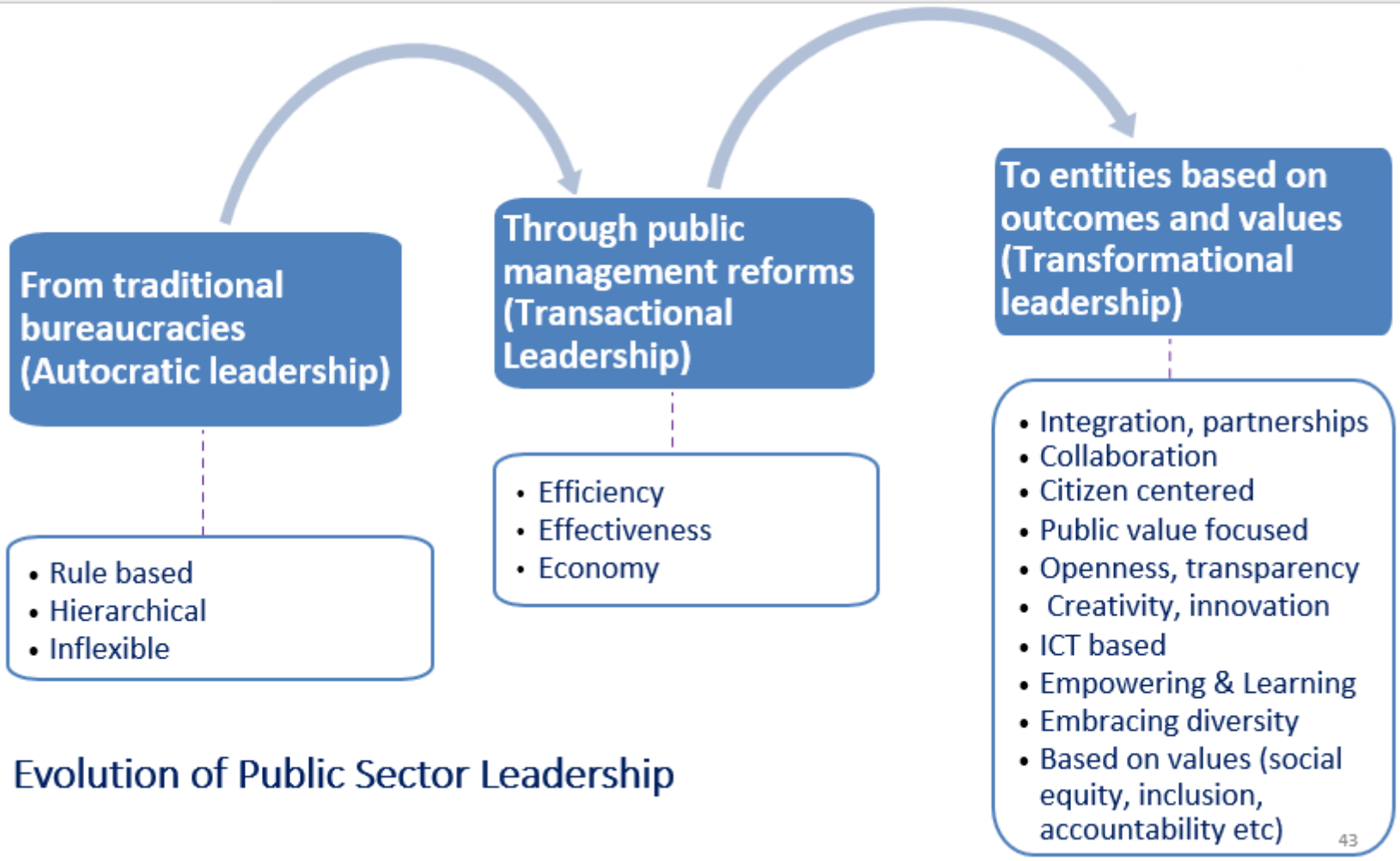
What does Transformational Leadership transform?

Organizations

Institutions

Society

Individuals (mindsets and competencies)



Evolution of Public Sector Leadership

How to encourage learning in your organization

Supportive learning environment

Psychological safety: To learn, people cannot fear being belittled or marginalized if they disagree or ask naive questions. They need to feel comfortable.

Appreciation of differences: learning occurs when people become aware of opposing ideas.

Openness to new ideas: Employees should be encouraged to take risks and explore the untested.

Time for reflection: when people are overstressed their ability to think analytically and creatively is compromised. They need protected time to do this.

Concrete learning processes and practices

Learning environment arises from a series of concrete steps and widely distributed activities.

It requires the generation, collection, interpretation and dissemination of information. I.e. experiments, intelligence gathering, technological trends, education and training.

Knowledge must be shared across individuals, groups or the whole organization - moving laterally or vertically.

Reinforcing leadership behaviour

When leaders actively question and listen to employees—prompting dialogue and debate—people feel encouraged to learn.

If leaders signal the importance of spending time on problem identification, knowledge transfer, and reflective post-audits, these activities are likely to flourish.

When leaders demonstrate through their own behavior a willingness to entertain alternative points of view, employees feel emboldened to offer new ideas and options.

https://hbr.org/2008/03/is-yours-a-learning-organization