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Managing Transformation

Murray Cowan MBE MBA, Transformation Consultant, AARC Consultancy (Ireland)
18th October, 2021
Introduction and overview

- Introduction to AARC Consultancy
- Managing Transformation Overview
AARC Ltd

Providing integrated consulting solutions to public sector clients globally.

Our Focus Areas

PFM & Tax Administration
Public Administration
Business Environment
Health, Education, Labour & Social Services
Climate and Environment
Financial Sector

Geospatial Knowledge Infrastructure

- Established in 2009
- HQ in Dublin, Ireland, satellite offices in Barcelona, Tashkent, and Bangalore
- Delivered > 100 projects globally in more than 50 countries
- Work with major international partners including AfDB, ADB, EBRD, EIB, Europe Aid, GIZ, GCF, Irish Aid, MCC, UNDP & WB
- At an EU level, AARC delivers long-term public sector reform programmes with the European Commission

www.aarcconsultancy.com
Managing Transformation Presenters

Murray Cowan
Presentation
Joint Q&A
Exercise
MCQs
Wrap-up

Lt Gen (Ret’d) Girish Kumar
Case Study: Survey of India
Joint Q&A
## Managing Transformation Overview

<table>
<thead>
<tr>
<th>No.</th>
<th>Item</th>
<th>Lead</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introductions and overview</td>
<td>Murray Cowan</td>
<td>5 mins</td>
</tr>
<tr>
<td>2</td>
<td><strong>Presentation:</strong>&lt;br&gt;  - Why transformation is necessary (the context) and what is to be transformed (the institution)&lt;br&gt;  - What is the transformation and the key techniques to succeed (the changes to be implemented and methods and practices to be used)&lt;br&gt;  - The role of leaders during transformation (the decisive difference)</td>
<td>Murray Cowan</td>
<td>40 mins</td>
</tr>
<tr>
<td>3</td>
<td>Case Study presentation – Survey of India: 10 mins</td>
<td>Lt Gen (Ret’d) Girish Kumar</td>
<td>10 mins</td>
</tr>
<tr>
<td>4</td>
<td>Questions and Answers</td>
<td>Joint</td>
<td>20 mins</td>
</tr>
<tr>
<td>5</td>
<td>Individual exercise: organizational agility and leader assessments</td>
<td>Murray Cowan</td>
<td>10 mins</td>
</tr>
<tr>
<td>6</td>
<td>Wrap-up</td>
<td>Murray Cowan</td>
<td>10 mins</td>
</tr>
</tbody>
</table>
Managing Transformation in Program context

Why and What

✓ Geospatial Knowledge Infrastructure (GKI)
✓ GKI: Benefits & Transformation and IGIF relationship
✓ GKI Standards
✓ Positioning Infrastructure
✓ Partnerships & Business Models
✓ Integrated Geospatial Policy Framework
✓ GKI Integrating New Technologies with National Priorities

How and Who

❖ Managing Transformation
❖ Developing a National Geospatial Strategy and Action Plan (Lesson 10)
### Reflections on the Program and discussions so far

<table>
<thead>
<tr>
<th>Discussion and Questions</th>
<th>Transformation Perspective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most significant role over the next decade and the change(s) required</td>
<td>Create your new future with ambition and vision – and outstanding leadership</td>
</tr>
<tr>
<td>Strategy then policy / policy then strategy</td>
<td>Define Future Ambition and Vision – ‘big picture’</td>
</tr>
<tr>
<td>Ministry’s working in silos</td>
<td>See below</td>
</tr>
<tr>
<td>Organize users and reconcile their requests with the data producer(s) – ‘always about people’</td>
<td>Demand Management</td>
</tr>
<tr>
<td>Strong cooperation with all stakeholders</td>
<td>‘Customer Development’</td>
</tr>
<tr>
<td>Be more user focussed \ ‘Only of value when used’</td>
<td>‘Design Sprints’</td>
</tr>
<tr>
<td></td>
<td>Excellent change management</td>
</tr>
</tbody>
</table>

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**Geospatial Knowledge Infrastructure**
1) Why transformation is necessary (the context) and what is to be transformed (the institution)
Transformation is something fundamentally different

“The electric light bulb did not come from the continuous improvement of candles.” (Oren Harari)
Recap changes identified in Lesson 2

What do you think is the most important role for your geospatial agency over the next decade?

What is the most significant change you will need to make to achieve this role?
Expectations of citizens are increasingly demanding

‘Citizens have come to **expect greater choice, convenience and efficiency** when accessing public services

Citizens **do not readily understand** why government – to which they pay a far greater share of their income through taxation – does not provide the same level of service as providers like Amazon, PayPal and Uber’

**March 2015 – ever more relevant in 2021?**
Organizational transformation

Complete overhaul of the organization from top to bottom, which can mean changes to organization’s operating model, its mission and vision, its culture, day-to-day workflows, employee experience, and more

(Source: WalkMe)

Digitalization

Digitalization is the use of digital technologies to change a business model and provide new revenue and value-producing opportunities; it is the process of moving to a digital business

(Source: Gartner)
Transformation and change are also changing.

- Bigger Change
- Faster Change
- More Complex Change
- More Cross Functional
But successful transformation and change is hard

70% of change initiatives fail to achieve their goals ...

... or do they?

22% of 128 global company transformations between 2016 – 2020 were successful

Source: Challenging the 70% statistic

Source: Harvard Business Review, September 2021
So why transform? Relevance, success, survival

Strategic drift emerges when the rate of environmental change is faster than the rate of the organisation’s change.

Strategic drift is real: Top 10 global companies

From hardware to software …
energy to data

Source: ERC analysis of FT and Google Finance data via Visual Capitalist

Source: https://ercouncil.org/2019/top-ten-companies-by-market-cap-over-20-years/
Q2. In which Phase is your organization?
What is the current status of your organization as per the phases of 'strategic drift'? 

Start presenting to display the poll results on this slide.
Why transform? A ‘once in a generation’ transformation

**Vision:** Geospatial Knowledge at the heart of tomorrow’s global digital society

**Common Goal:** Benefitting the World economy, society and the environment
2) What is the transformation and the key techniques to succeed (the changes to be implemented and methods and practices to be used)
Disclaimer … and focus …

Disclaimer

• Dr Zaffar Sadiq Mohamed-Ghouse FRGS FSSSI will cover ‘Developing a National Geospatial Strategy and Action Plan’ in Lesson 10
• There are numerous excellent materials available plus your experience

Focus

• Emphasize the essentials
• Focus on key methods to help create a new future at pace with purpose
What is the transformation? A complete overhaul

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**Geospatial Knowledge Infrastructure**
Shifting focus to the economic opportunity

- Driving new economic growth opportunities
- Public service delivery to citizens
- Efficiency of internal government operations
<table>
<thead>
<tr>
<th>Agency</th>
<th>Parent Ministry</th>
<th>Leadership</th>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surveying and Mapping Authority, Republic of Slovenia</td>
<td>Ministry of the Environment and Spatial Planning</td>
<td>Director General/General Manager</td>
<td>independent body of the Ministry</td>
</tr>
<tr>
<td>Rwanda Land Management and Use Authority</td>
<td>Ministry of Environment</td>
<td>Director General and Chief Registrar of land titles</td>
<td>Board of Directors</td>
</tr>
<tr>
<td>Agustín Codazzi Geographical Institute (IGAC) attached to DANE, National Administrative Department of Statistics, Colombia</td>
<td>Independent</td>
<td>Director General</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ministry of Transport and Communication, Mozambique</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spatial Information Division at Geodesy and Geoinformation Department, Georgia</td>
<td>Ministry of Defence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Territorial Management</td>
<td>Ministry of Habitat, Urbanism and Territorial Management, Mauritania</td>
<td>Director General</td>
<td></td>
</tr>
<tr>
<td>State Land Services of Latvia</td>
<td></td>
<td>Director General</td>
<td></td>
</tr>
<tr>
<td>National Cadastre Service, Paraguay</td>
<td>Ministry of Finance</td>
<td>Director</td>
<td></td>
</tr>
<tr>
<td>Federal Geographic Information Center, UAE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Authority for Survey and Geospatial Information</td>
<td>Ministry of Defense</td>
<td>President</td>
<td>Board of Directors</td>
</tr>
<tr>
<td>Ministry of Lands and Natural Resources</td>
<td></td>
<td>Chief Executive Officer</td>
<td></td>
</tr>
<tr>
<td>Surveys and Mapping</td>
<td>Ministry of Lands, Housing and Human Settlements Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning Authority</td>
<td>Ministry for the Environment, Climate Change and Planning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ordnance Survey</td>
<td>Department for Business, Energy &amp; Industrial Strategy.</td>
<td>Chief Executive Officer</td>
<td>Public Corporation – Board of Directors</td>
</tr>
<tr>
<td>Geodesy, Cartography and Cadastre, Ukraine</td>
<td>Ministry of Economic Development, Trade and Agriculture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Geographic Institute, Belgium</td>
<td>Ministry of Defense</td>
<td></td>
<td>Type B parastatal</td>
</tr>
<tr>
<td>Federal Agency for Cartography and Geodesy, Germany</td>
<td>Ministry of the Interior, Building and Community</td>
<td>President</td>
<td></td>
</tr>
</tbody>
</table>
‘How’ to transform

Create a new future while manage daily operations

Take full advantage of talent development

Superior Portfolio, Program and Project Management (P3M) and Change Management

Maximize fast progress using different rapid methods

Outstanding transformation leadership and management
Successful operations today / creating a new future

Source: EC PM2

Not just changing the tires while driving but designing and building a whole new vehicle
Take full advantage of talent development

1) Take full advantage of this incredible opportunity for talent development of staff through increased delegation and empowerment

2) Delegate and empower staff to either run daily operations or delivery the changes

3) Free-up executive time to spend at least 50% focused on the future away from daily operations and issues

4) ‘Best change’ and fastest most sustainable change comes from brilliant internal teams
Superior P3M needs all elements to be in place

Choose the method, systems and tools which work best for you

A multi-year, sustained P3M is required which is dynamic to changing contexts

- **“Why?”**
  - Aligned to the strategic targets
  - Know where you are
  - Rationale understood & owned
  - Clear picture of future

- **“What?”**
  - Clear steps on the road
  - Clear & agreed scope
  - Prioritised & achievable work
  - Assess complexity, risk & scale

- **“How?”**
  - Appropriate governance
  - Organise to deliver
  - Hierarchy of integrated plans
  - Identify & engage stakeholders

- **“How well?”**
  - Assure delivery
  - Forward-looking controls
  - Measures of success
  - Active management of risks

Geospatial Knowledge Infrastructure
Superior change management

Prosci Change Method:
1. Project Change Triangle
2. 3 Phase Change Process
3. Individual Change Journey

Source: Prosci
Superior change management

• ‘Developing a National Geospatial Strategy and Action Plan’
• Will include ‘As-Is’ and ‘To-Be’ assessments
• Change management needs the difference between these
• Complete a change impact assessment to identify:

1) What will change from ‘As-Is’ and ‘To-Be’
2) What the impact will be and who will be impacted
3) How much change management effort will be needed to succeed
4) What actions need to be completed to be ready to change
Rapid methods to maximize fast progress

#1 Demand Management

#2 Business Model Canvas

#3 Customer Development – engage & talk:
1. Identify the need
2. Hypothesize potential solutions
3. Identify assumptions
4. Validate assumptions
5. Rapid develop minimum solution
6. Start delivering
7. Constantly re-evaluate solution

#4 Design Sprint
Assessing your organization’s agility

For each attribute, consider if it is:

- Driving your organization forward
- Holding your organization back
- And identify 2 actions you could take right now to improve the situation to support your coming transformation
Rank the attributes of organizational agility from hardest to achieve to the easiest

Start presenting to display the poll results on this slide.
Transformation feels like – is like …

But survival is optional – no one has to change
W. Edwards Deming
3) The role of leaders during transformation (the decisive difference)

*Leaders make the decisive difference in successful transformation*
Transformational leadership is required

<table>
<thead>
<tr>
<th>Transactional</th>
<th>Situational</th>
<th>Transformational</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ emphasise ‘hard’ levers of change such as designing systems and controls</td>
<td>✓ strategic leaders adjust their leadership style to the context they face</td>
<td>✓ build vision for their organisations</td>
</tr>
<tr>
<td>✓ changes of structures</td>
<td></td>
<td>✓ create organisational identity around collective values and beliefs to support vision</td>
</tr>
<tr>
<td>✓ setting targets to be achieved, financial incentives</td>
<td></td>
<td>✓ energising people to achieve it</td>
</tr>
<tr>
<td>✓ careful project management</td>
<td></td>
<td>✓ Beneficial for people’s motivation and job performance</td>
</tr>
<tr>
<td>✓ monitoring of organisational and individual performance</td>
<td>there is not just one best way of leading: appropriate leadership style changes according to the specific demands of the situation</td>
<td>✓ Positive for wider business performance when organisations face uncertainty</td>
</tr>
</tbody>
</table>

There is not just one best way of leading: appropriate leadership style changes according to the specific demands of the situation.
Leader effectiveness correlates with results

Prosci’s research since 1998 has identified:

**Top contributor to success**
- effective sponsor (leader)

**Biggest obstacle to success**
- lack of executive support and active sponsorship

Source: [https://www.prosci.com/resources/articles/primary-sponsors-role-and-importance](https://www.prosci.com/resources/articles/primary-sponsors-role-and-importance)
But do leaders understand their transformation role?

Only 18% of leaders had a complete understanding of their role.

52% of leaders had some understanding or less about their role.

Source: https://www.prosci.com/resources/articles/primary-sponsors-role-and-importance
Staff want to hear from the leader of the organization

- When it comes to messages about the future of the organization, the voice for change should be executives and senior leaders.

- Organizational-level messages include:
  - why the change is happening,
  - risks of not changing,
  - customer or competitor issues causing the change,
  - why the change is happening right now,
  - how the economic climate played a role in the change,
  - and the alignment of this change with the organization's vision and direction.

- Employees want to hear from someone at the top of the organization or their division.

Source: https://blog.prosci.com/5-Tips-for-Better-Communication-around-change
Leader’s role during transformation

1) Active and visible participation throughout the project
2) Build a coalition of sponsorship
3) Communicate support and promote the change to impacted groups
4) A key influence on starting early
5) Preferred senders of change communications
6) Resolve escalated issues – though prevention is preferred

Source: https://www.prosci.com/resources/articles/primary-sponsors-role-and-importance
Survey of India case study presentation (online) by General Girish Kumar
Questions and Answer
Multiple Choice Questions
Transformation Leader Self-Assessment

<table>
<thead>
<tr>
<th>Rate yourself on the following (1 = low and 5 = high):</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Knowledge of transformation processes and principles</td>
</tr>
<tr>
<td>(least) 1 2 3 4 5 (most)</td>
</tr>
<tr>
<td>2. Understanding and support for the transformation</td>
</tr>
<tr>
<td>(least) 1 2 3 4 5 (most)</td>
</tr>
<tr>
<td>3. Able and willing to be an active and visible leader of the leader</td>
</tr>
<tr>
<td>(least) 1 2 3 4 5 (most)</td>
</tr>
<tr>
<td>4. Experience and success rate as a leader of past transformation and change initiatives</td>
</tr>
<tr>
<td>(least) 1 2 3 4 5 (most)</td>
</tr>
<tr>
<td>5. Ability to communicate the vision and need for change to employees, managers and stakeholders</td>
</tr>
<tr>
<td>(least) 1 2 3 4 5 (most)</td>
</tr>
<tr>
<td>6. Degree to which the organization (employees and managers) would listen to and respect communications and support from you as the leader</td>
</tr>
<tr>
<td>(least) 1 2 3 4 5 (most)</td>
</tr>
<tr>
<td>7. Your ability to influence and build support with other leaders in other organizations</td>
</tr>
<tr>
<td>(least) 1 2 3 4 5 (most)</td>
</tr>
<tr>
<td>8. Your ability to provide resources and funding for the transformation</td>
</tr>
<tr>
<td>(least) 1 2 3 4 5 (most)</td>
</tr>
<tr>
<td>9. Degree of direct control as leader over the people and processes impacted by the transformation</td>
</tr>
<tr>
<td>(least) 1 2 3 4 5 (most)</td>
</tr>
<tr>
<td>10. Degree of direct control as leader over the systems and tools being impacted by the transformation</td>
</tr>
<tr>
<td>(least) 1 2 3 4 5 (most)</td>
</tr>
</tbody>
</table>

Sum of scores (out of 50 total):

- Based on Prosci’s ‘Sponsor’ Assessment
- Comprises 10 key factors which leaders should excel in to lead successful transformation and change
  - 1 = low
  - 5 = high
  - Maximum total = 50
Wrap-up
Wrap-up

• Any factors included which you would not consider key?
• Any factors not included which you consider key?
• What are your 3 strongest factors and your 3 weakest factors?
Thank you

Murray Cowan, Transformation Consultant, AARC Consultancy
murray.cowan@aarcprojects.com  +44 7719 114546
https://www.aarcconsultancy.com