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#695318

Managing Transformation

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18th October, 2021

Jointly Organized by

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USGS science for a changing world

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WGIC World Geospatial Industry Council

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NIAS

Introduction and overview

- Introduction to AARC Consultancy
- Managing Transformation Overview

AARC ABOUT US OUR FOCUS AREAS PROJECTS GET IN TOUCH

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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

- 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

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

No	Item	Lead	Duration
1	Introductions and overview	Murray Cowan	5 mins
2	**Presentation:** ❖ Why transformation is necessary (the context) and what is to be transformed (the institution) ❖ What is the transformation and the key techniques to succeed (the changes to be implemented and methods and practices to be used) ❖ The role of leaders during transformation (the decisive difference)	Murray Cowan	40 mins
3	Case Study presentation – Survey of India: 10 mins	Lt Gen (Ret'd) Girish Kumar	10 mins
4	Questions and Answers	Joint	20 mins
5	Individual exercise: organizational agility and leader assessments	Murray Cowan	10 mins
6	Wrap-up	Murray Cowan	10 mins

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

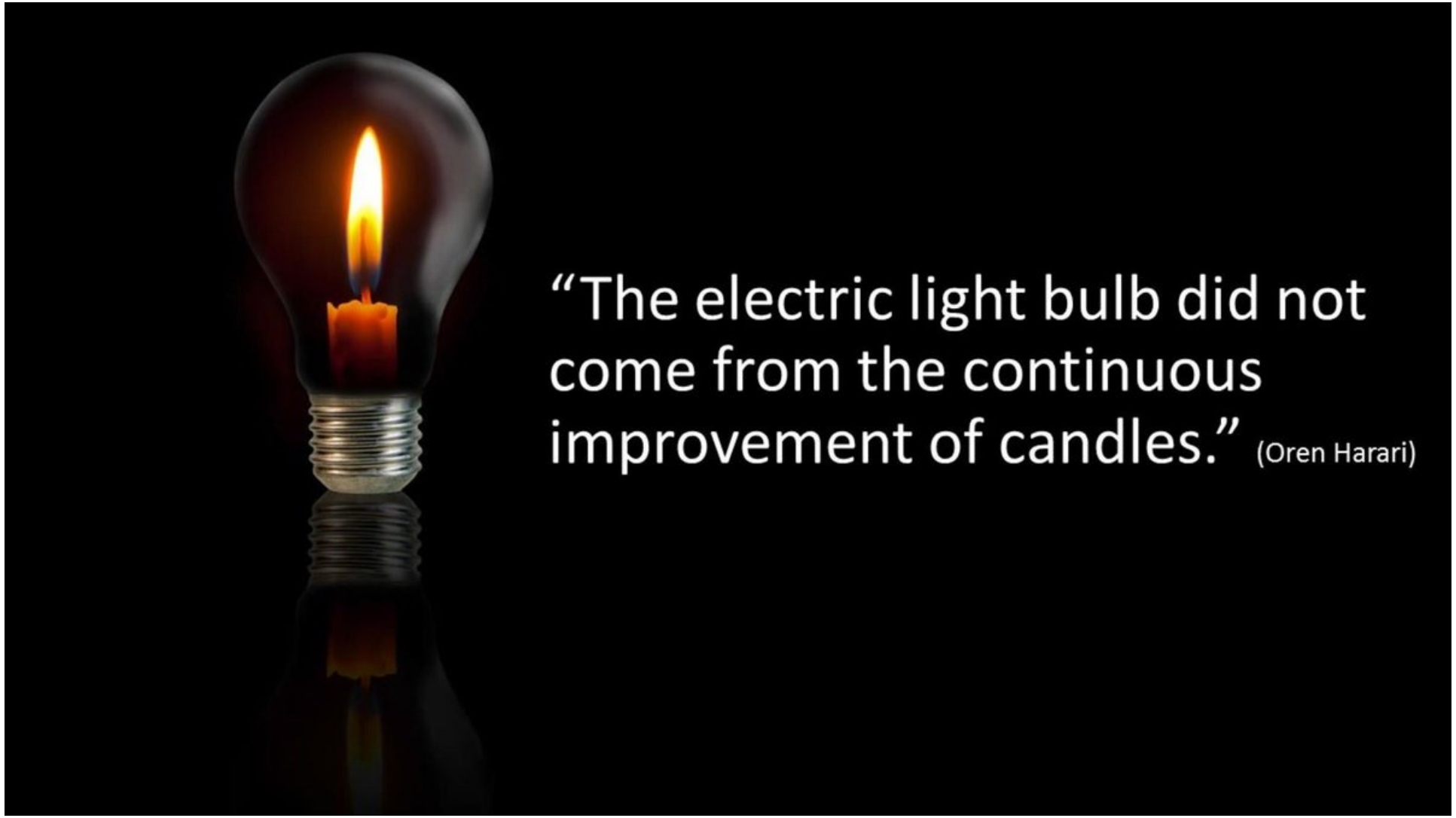
- ❖Managing Transformation
- ❖Developing a National Geospatial Strategy and Action Plan (Lesson 10)

Reflections on the Program and discussions so far

Discussion and Questions	Transformation Perspective
❑ Most significant role over the next decade and the change(s) required	❑ Create your new future with ambition and vision – and outstanding leadership
❑ Strategy then policy / policy then strategy	❑ Define Future Ambition and Vision – 'big picture'
❑ Ministry's working in silos	❑ See below
❑ Organize users and reconcile their requests with the data producer(s) – 'always about people' ❑ Strong cooperation with all stakeholders	❑ Demand Management ❑ 'Customer Development' ❑ 'Design Sprints' ❑ Excellent change management
❑ Be more user focussed ❑ 'Only of value when used'	❑ As above ❑ Purpose of CM is to ensure full use

1) Why transformation is necessary (the context) and what is to be transformed (the institution)

Transformation is something fundamentally different



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?

Opportunities everywhere – overwhelming?

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

But successful transformation and change is hard

70%

of change initiatives fail to achieve their goals …

… or do they?

Source: Challenging the 70% statistic

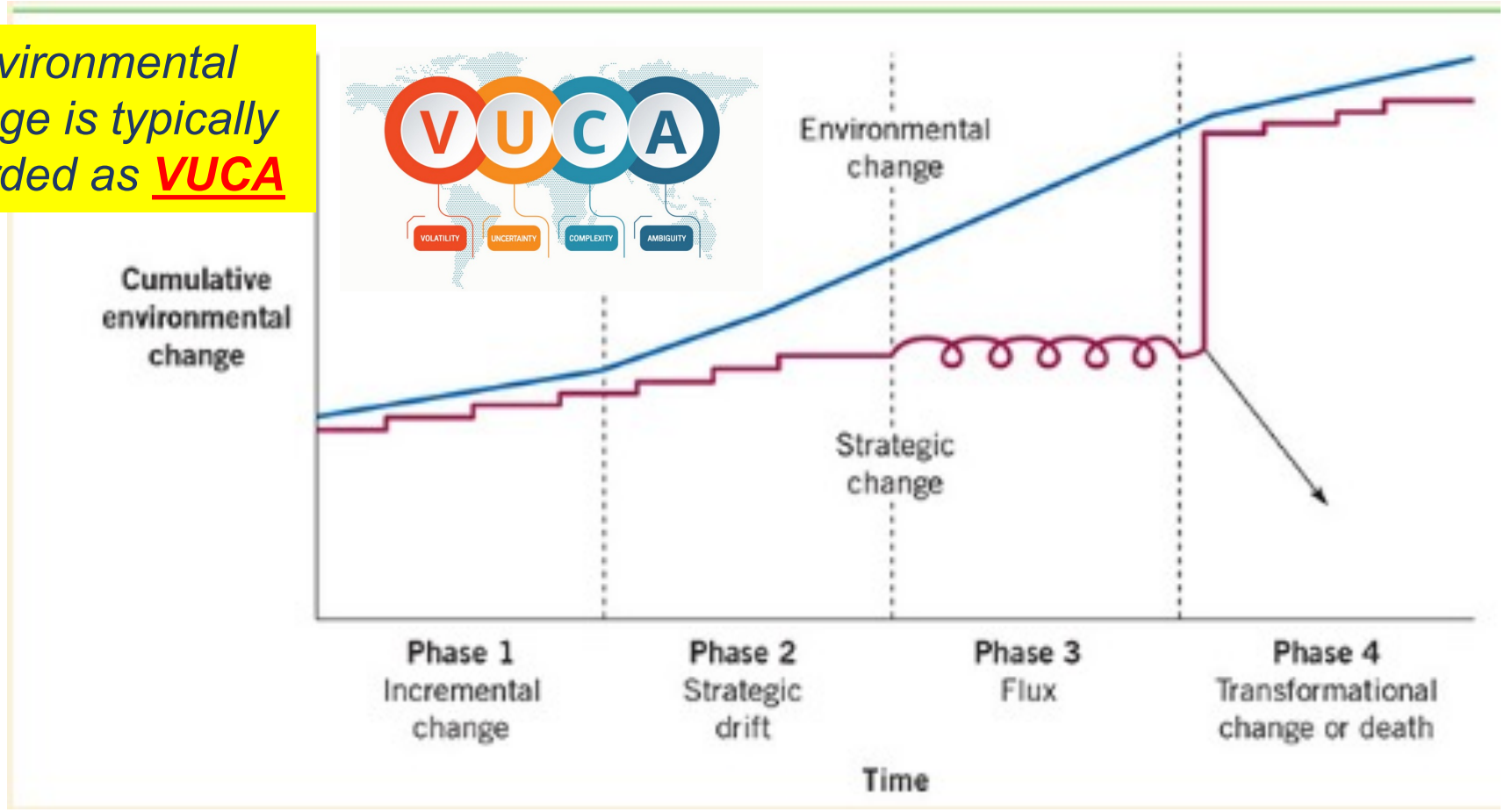
22%

of 128 global company transformations between 2016 – 2020 were successful

Source: Harvard Business Review, September 2021

So why transform? Relevance, success, survival

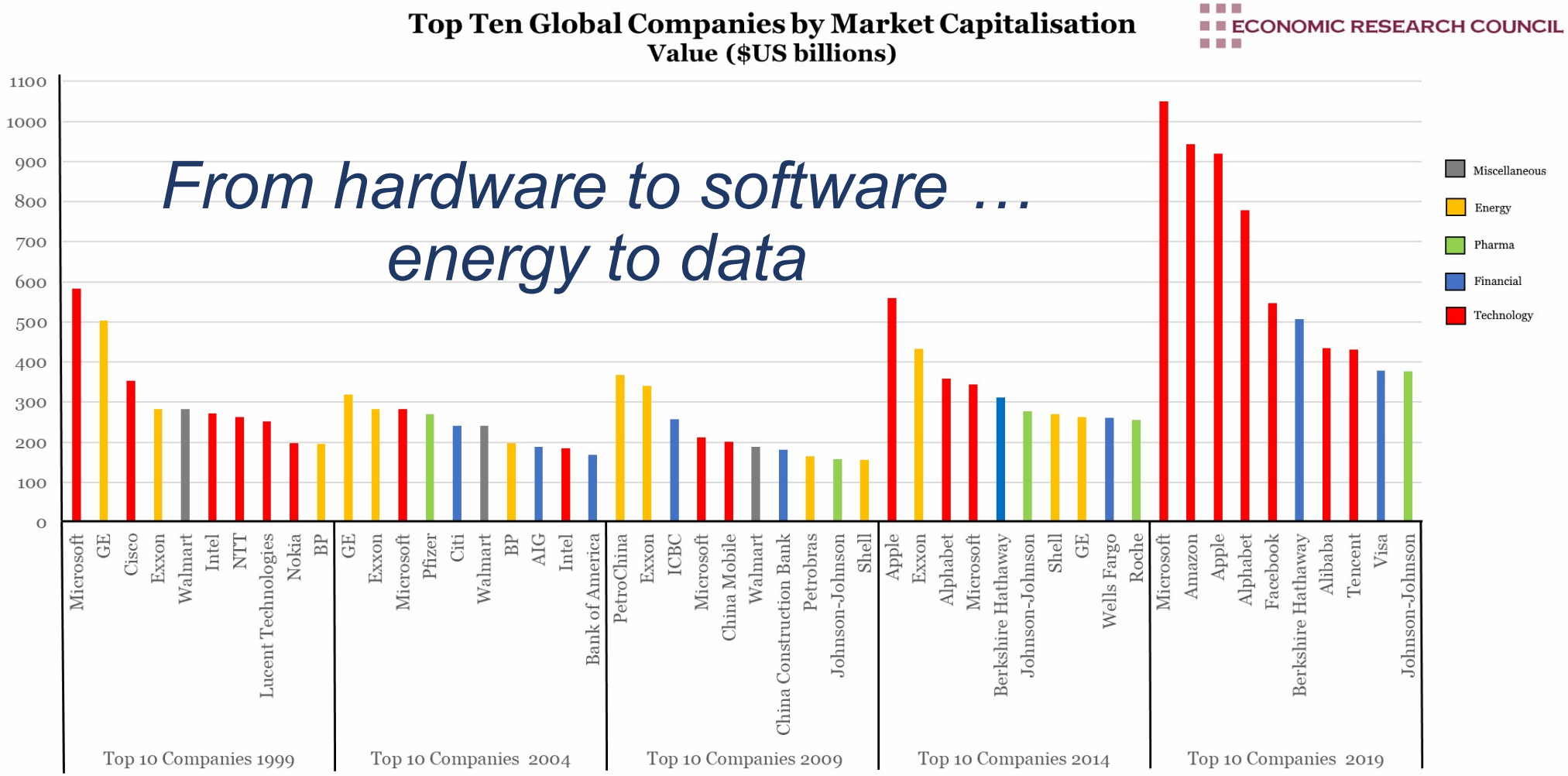
*Environmental change is typically regarded as **VUCA***



***Strategic drift** emerges when the rate of environmental change is faster than the rate of the organisation's change*

Source: Johnson, Gerry. Exploring Strategy, Text and Cases, 12th Edition (p. 174). Pearson Education Limited.

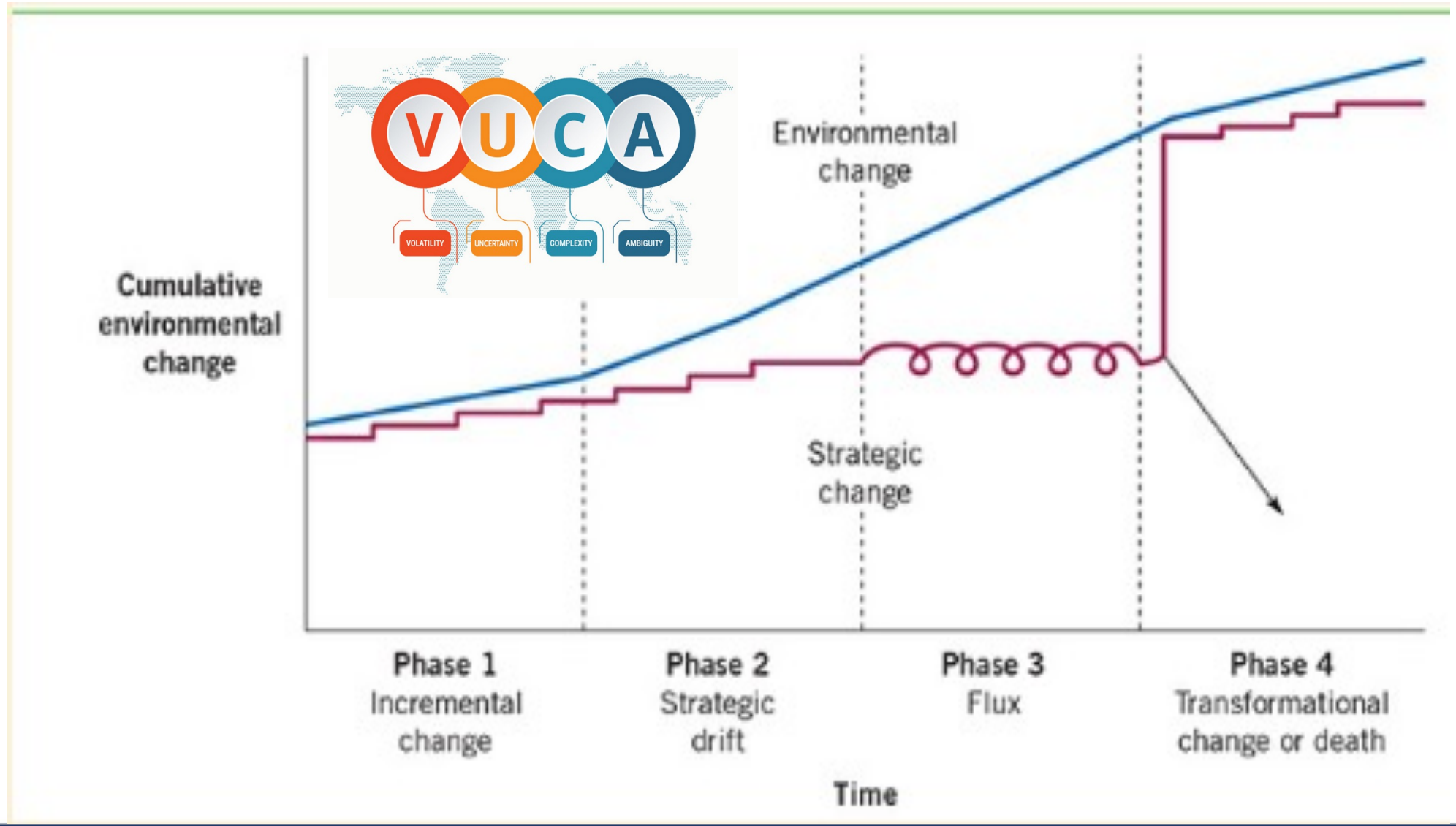
Strategic drift is real: Top 10 global companies



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?



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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

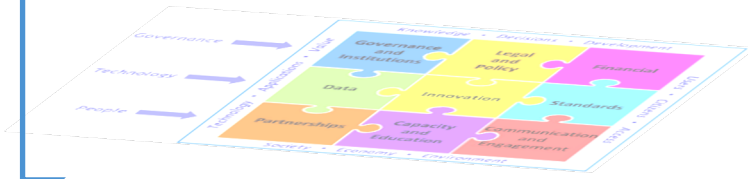
Vision: *Geospatial Knowledge at the heart of tomorrow’s global digital society*

National knowledge Infrastructure

Government

Industry

UNITED NATIONS INTEGRATED GEOSPATIAL INFORMATION FRAMEWORK



National Integrated Geospatial Information

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 …

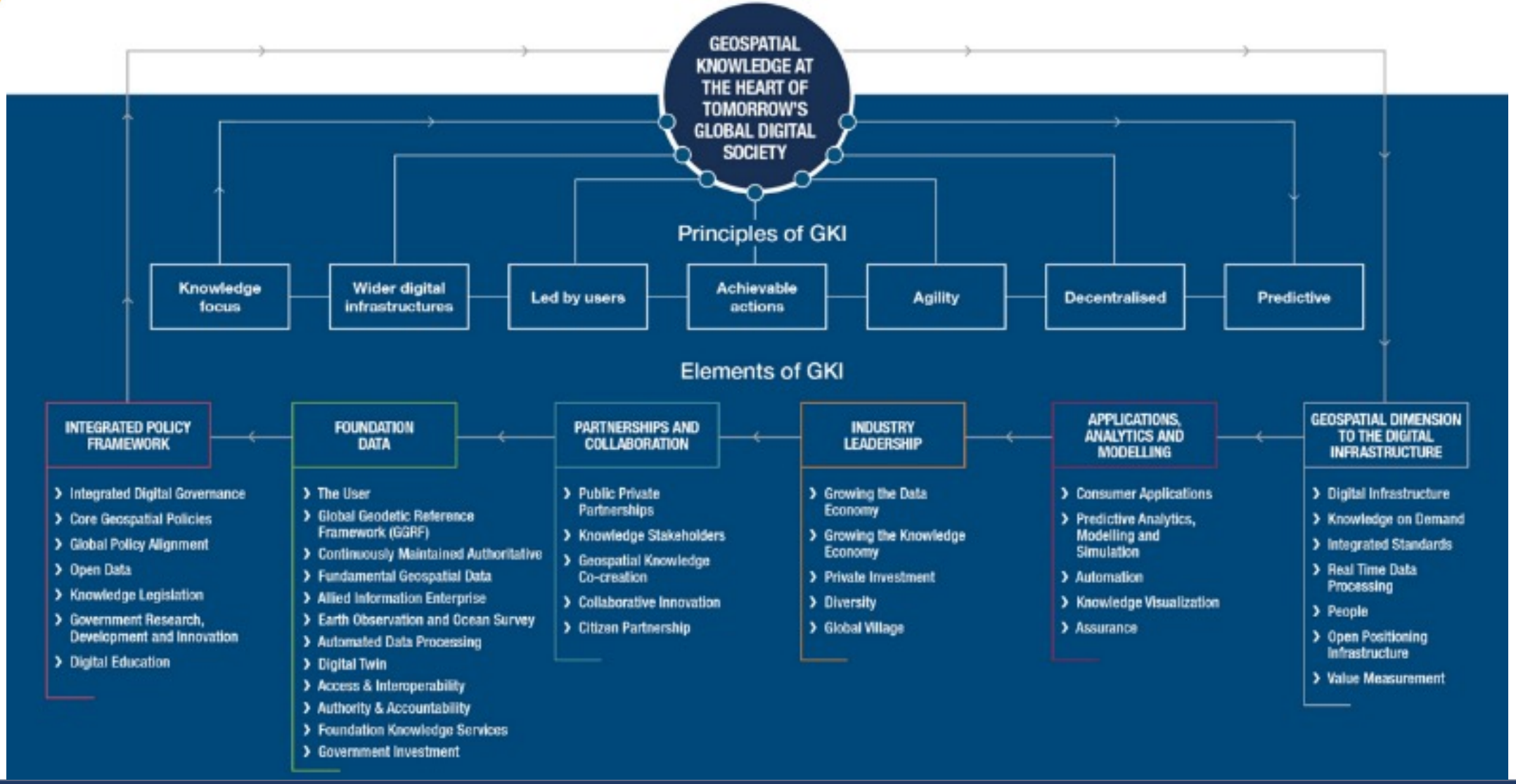
Disclaimer

- *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*

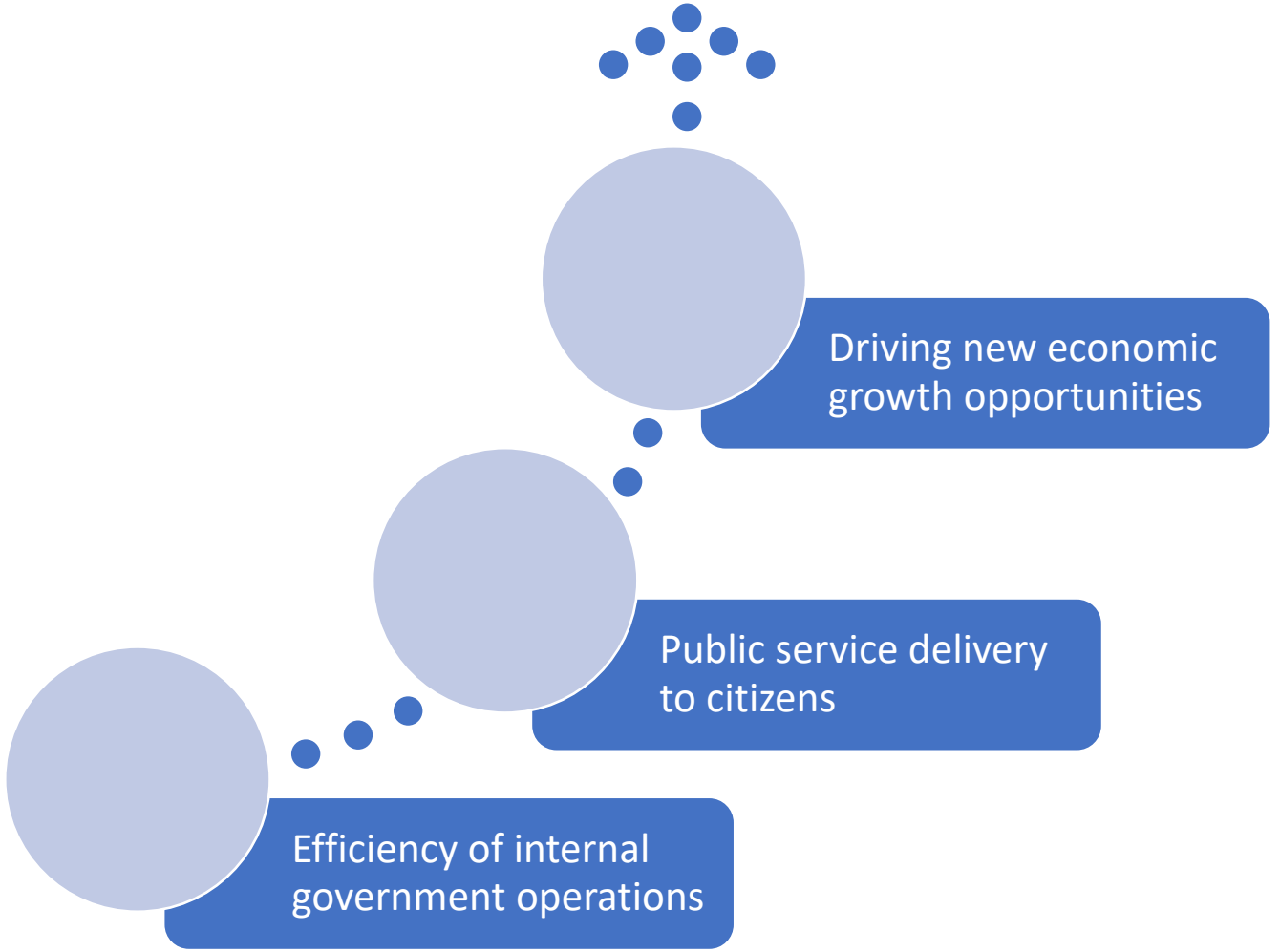
Focus

- Emphasize the essentials
- Focus on key methods to help create a new future at pace with purpose

What is the transformation? A complete overhaul

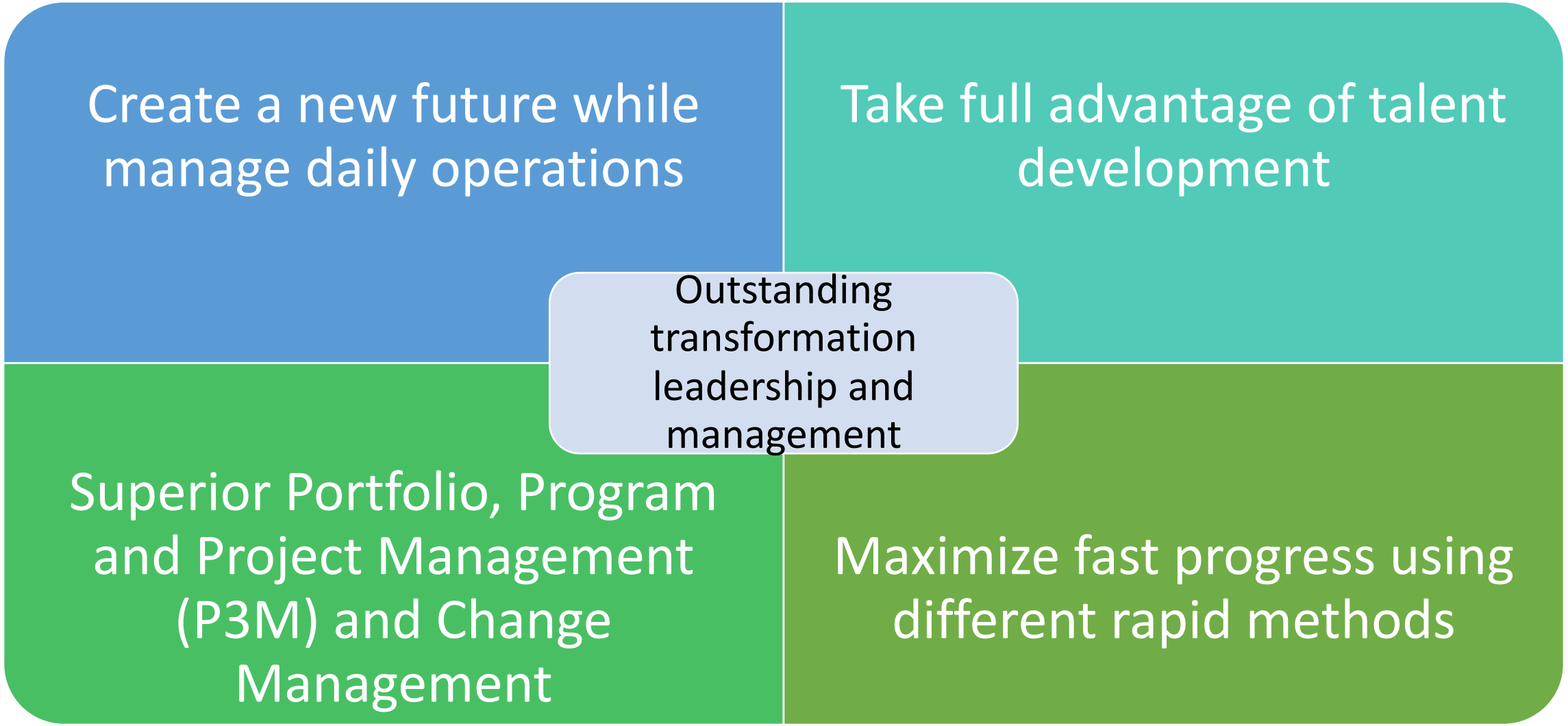


Shifting focus to the economic opportunity



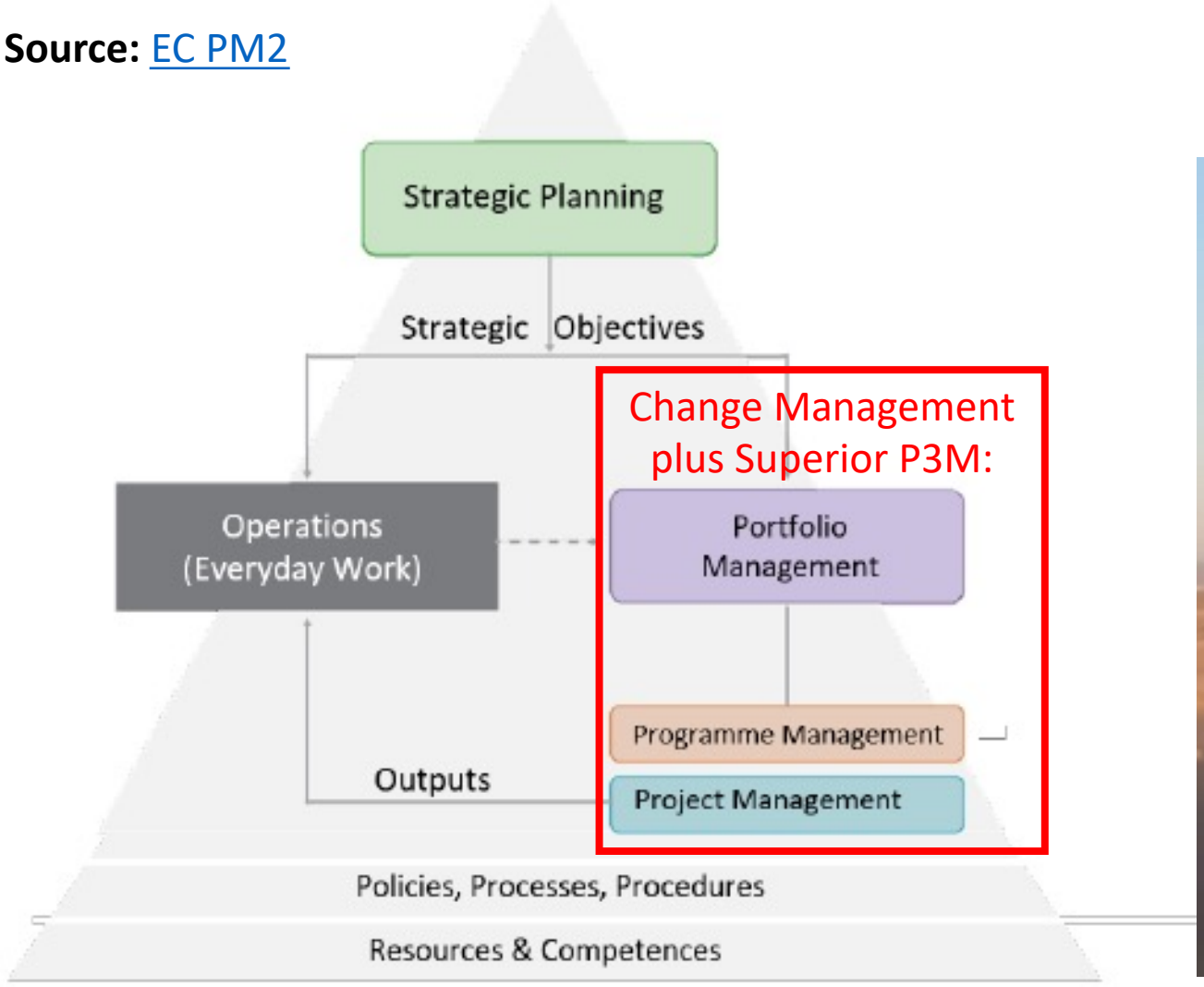
Agency	Parent Ministry	Leadership	Governance
Surveying and Mapping Authority, Republic of Slovenia	Ministry of the Environment and Spatial Planning	Director General/ General Manager	independent body of the Ministry
Rwanda Land Management and Use Authority	Ministry of Environment	Director General and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

‘How’ to transform



Successful operations today / creating a new future

Source: EC PM2



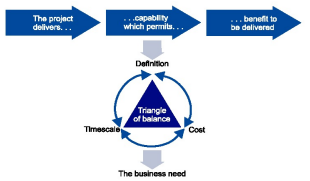
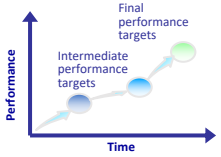
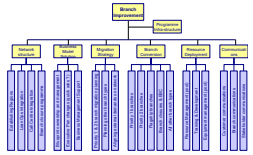
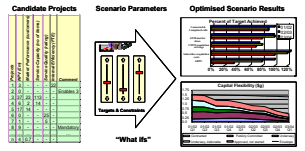
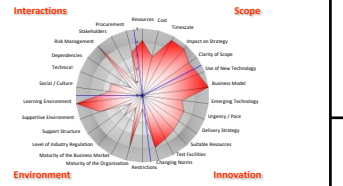
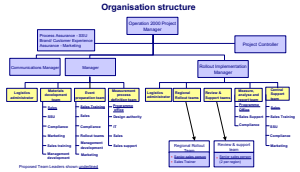
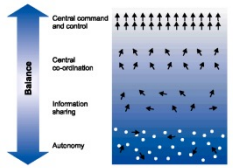
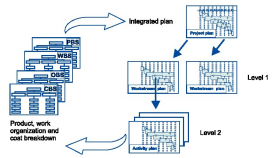
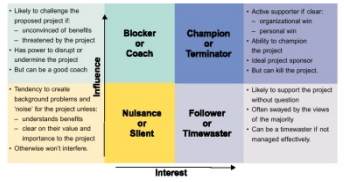
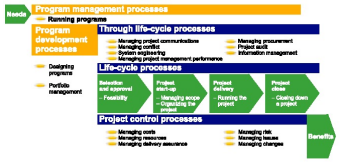
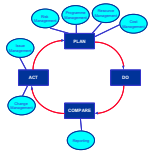
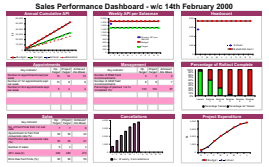
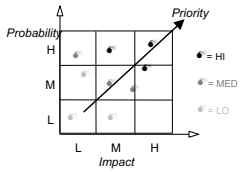
Not just changing the tires while driving but designing and building a whole new vehicle

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

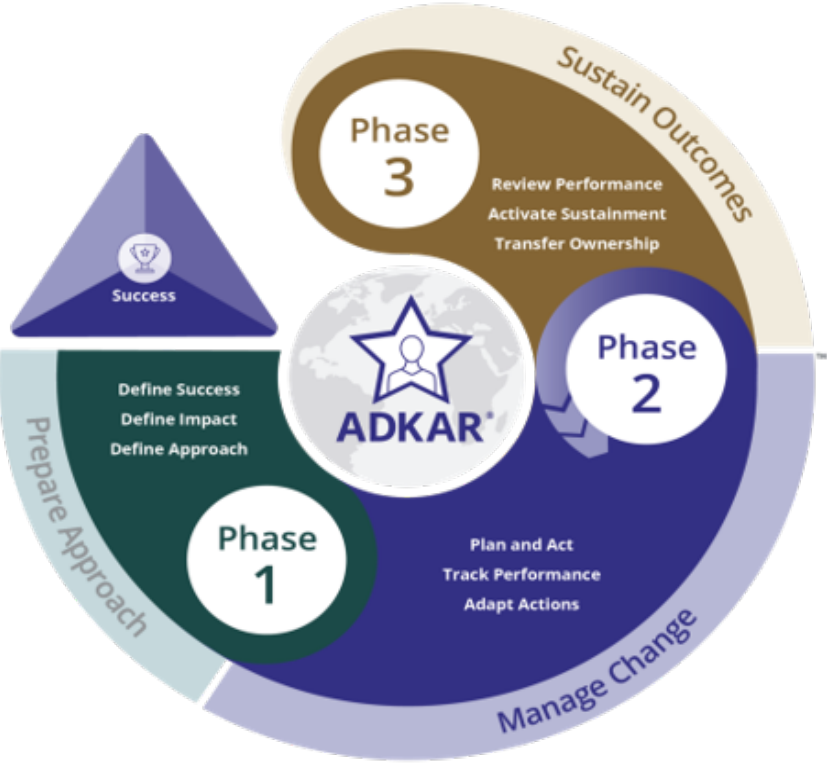
"Why?"	Aligned to the strategic targets	Know where you are	 Rationale understood & owned	Clear picture of future
"What?"	 Clear steps on the road	 Clear & agreed scope	 Prioritised & achievable work	 Assess complexity, risk & scale
"How?"	 Appropriate governance	 Organise to deliver	 Hierarchy of integrated plans	 Identify & engage stakeholders
"How well?"	 Assure delivery	 Forward-looking controls	 Measures of success	 Active management of risks

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

Superior change management

Prosci Change Method:

1. Project Change Triangle
2. 3 Phase Change Process
3. Individual Change Journey



Source: [Prosci]

Superior change management

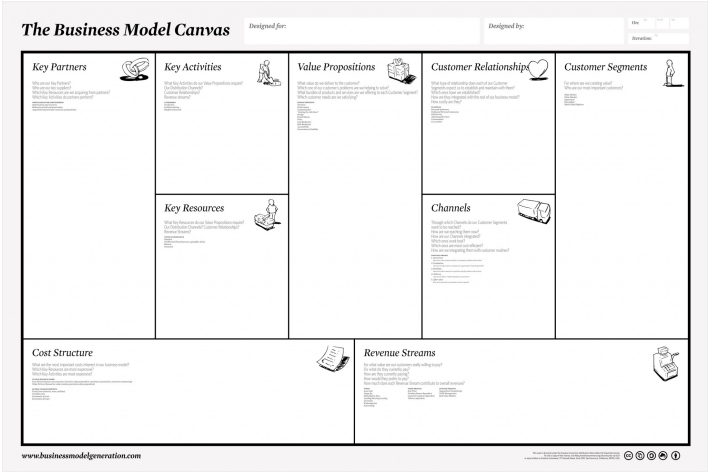
- *'Developing a National Geospatial Strategy and Action Plan'*
- Will include 'As-Is' and 'To-Be' assessments
- Change management needs the difference between these
- Complete a change impact assessment to identify:

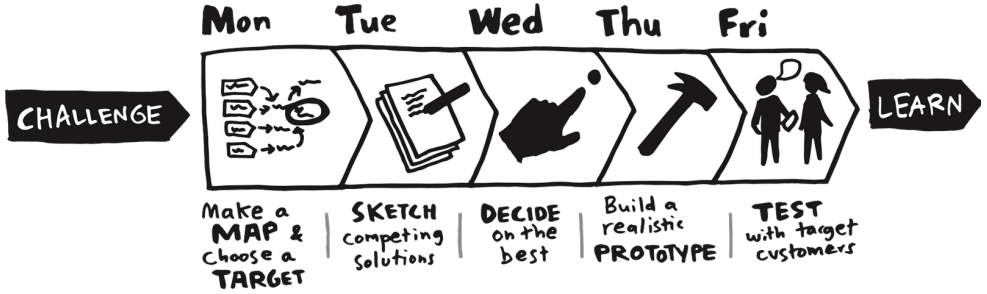
1) What will change from 'As-Is' and 'To-Be'
2) What the impact will be and who will be impacted
3) How much change management effort will be needed to succeed
4) What actions need to be completed to be ready to change

Rapid methods to maximize fast progress

#1 Demand Management

#2 Business Model Canvas





[#4 Design Sprint]

#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

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

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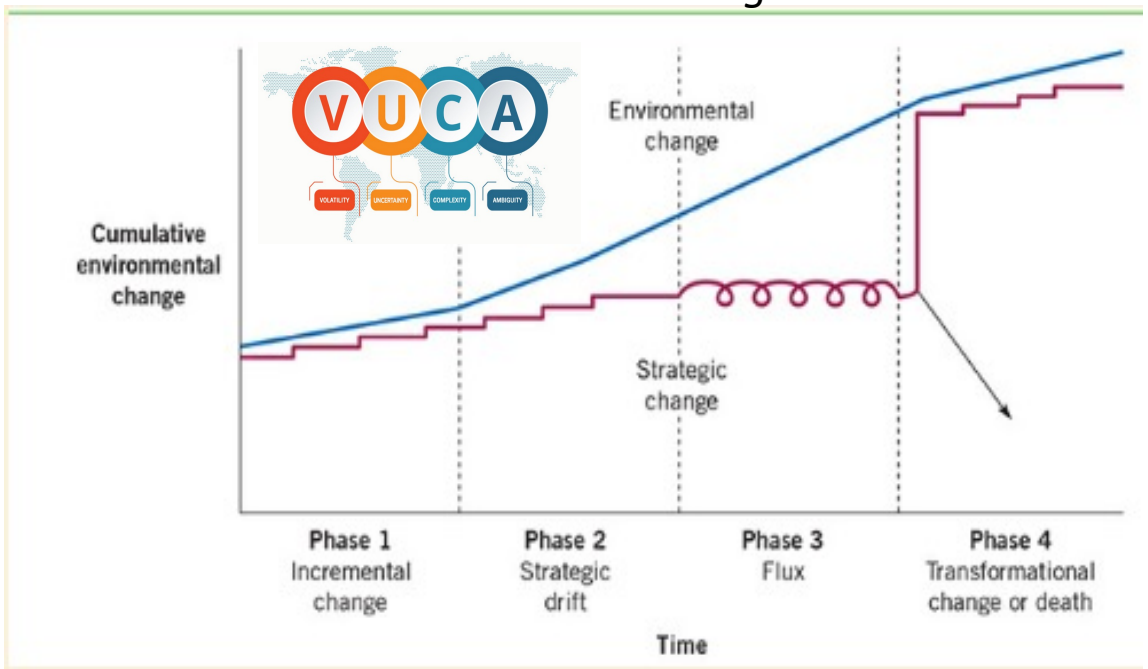
Rank the attributes of organizational agility from hardest to achieve to the easiest

ⓘ 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

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

Leader effectiveness correlates with results

Prosci's research since 1998 has identified:

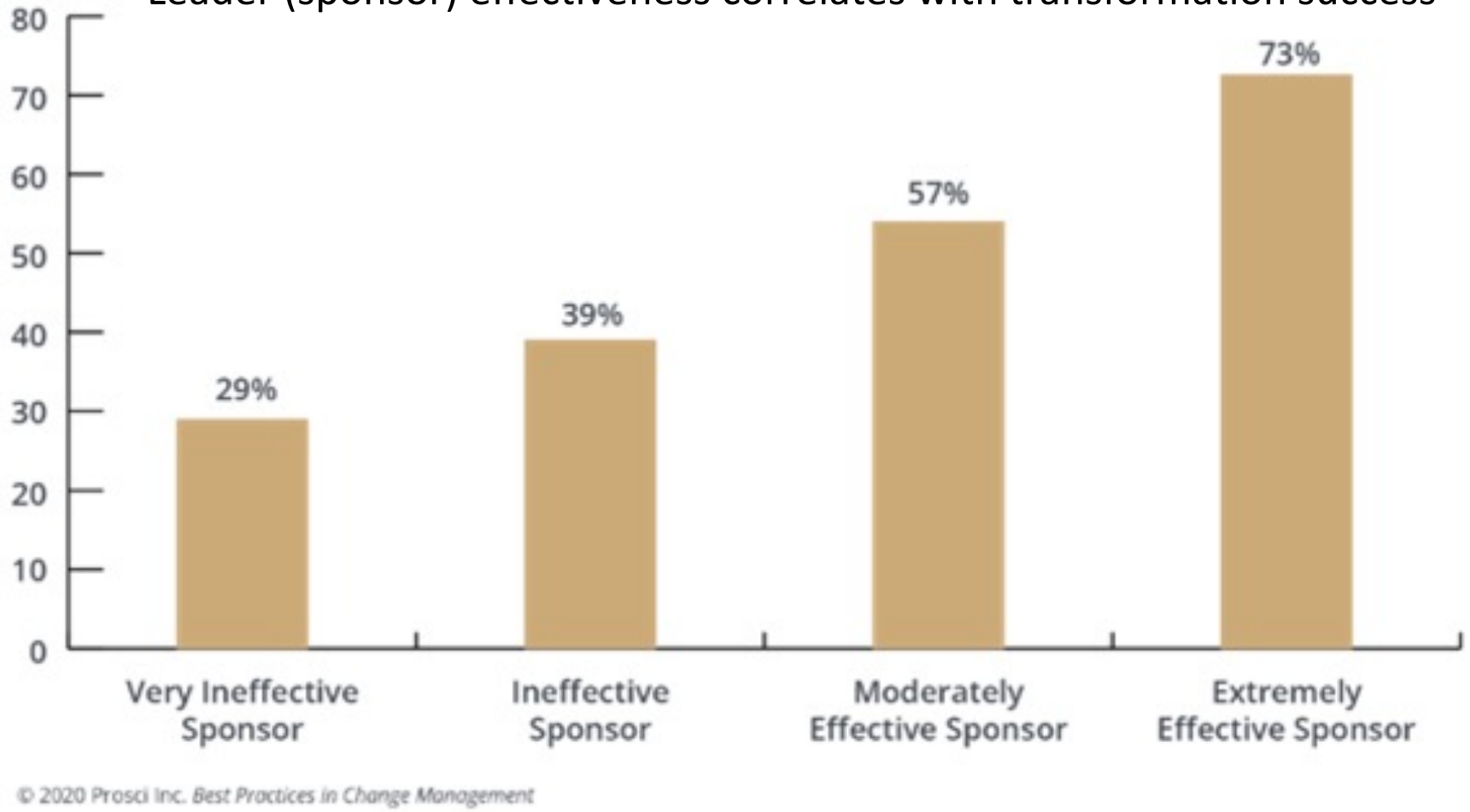
Top contributor to success

= effective sponsor (leader)

Biggest obstacle to success

= lack of executive support and active sponsorship

Leader (sponsor) effectiveness correlates with transformation success



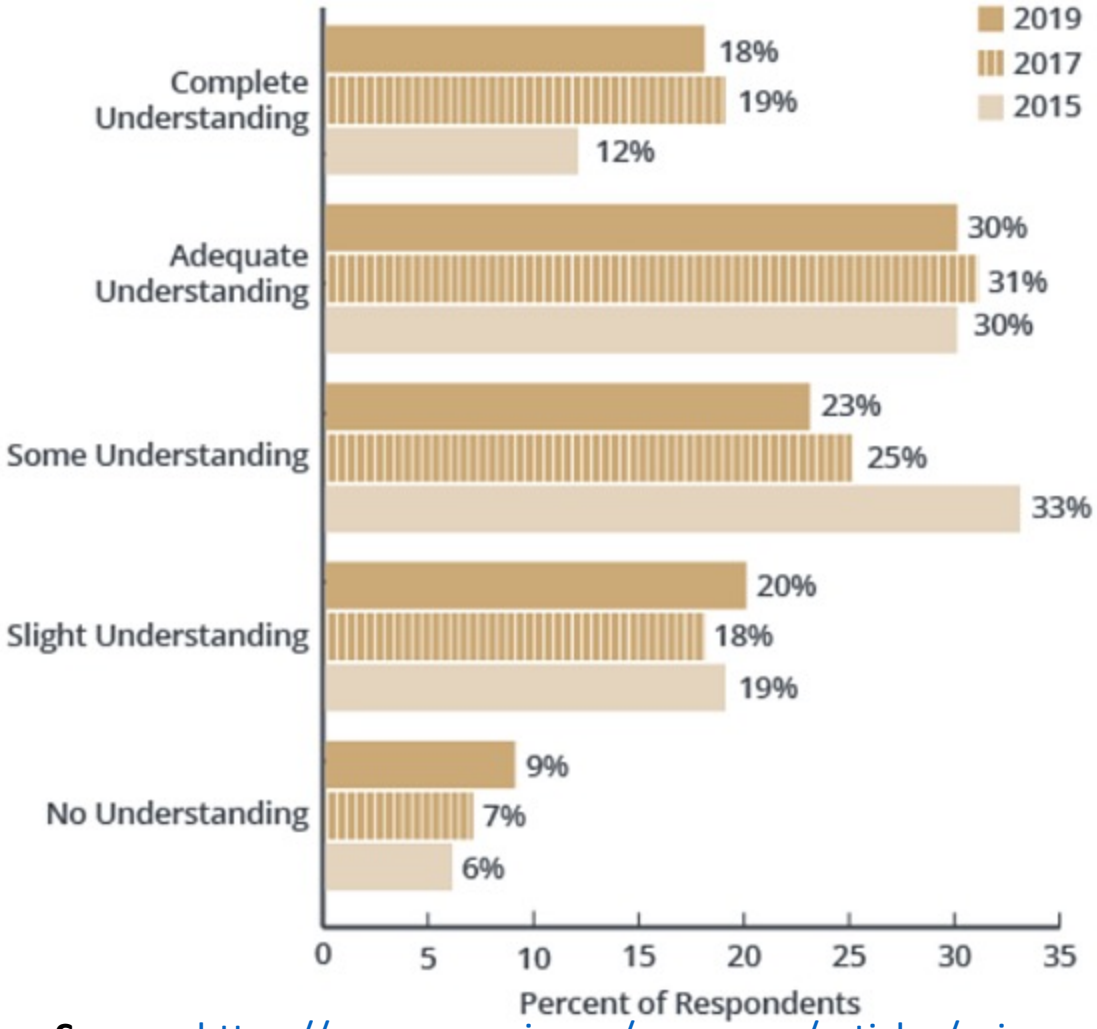
Source: https://www.prosci.com/resources/articles/primary-sponsors-role-and-importance

But do leaders understand their transformation role?

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

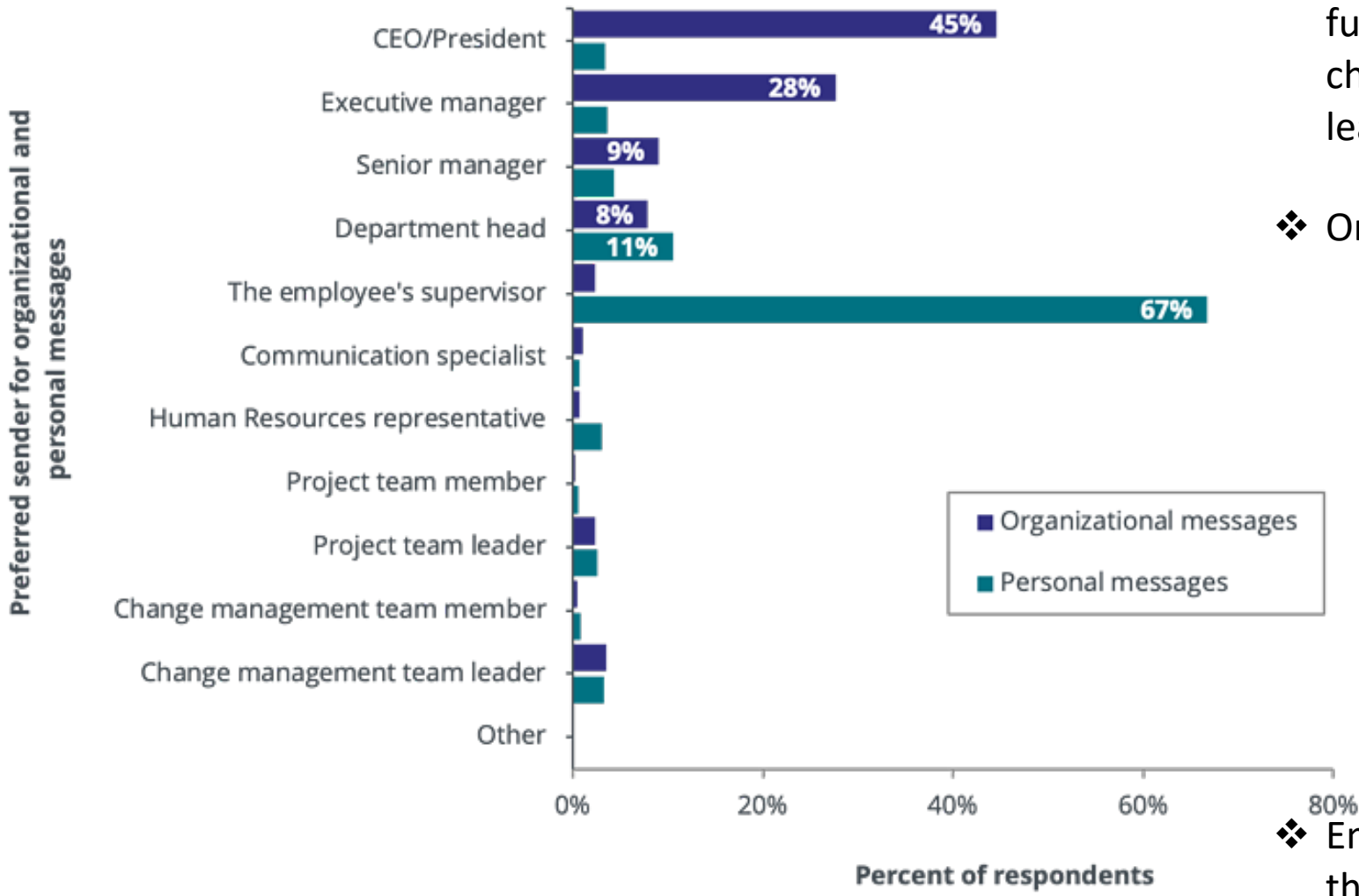
52% of leaders had some understanding or less about their role

Leader (sponsor) understanding of their transformation role



Source: https://www.prosci.com/resources/articles/primary-sponsors-role-and-importance

Staff want to hear from the leader of the organization



Source: https://blog.prosci.com/5-Tips-for-Better-Communication-around-change

- 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.

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

Rate yourself on the following (1 = low and 5 = high):

1. Knowledge of transformation processes and principles

(least)	1	2	3	4	5	(most)

2. Understanding and support for the transformation

(least)	1	2	3	4	5	(most)

3. Able and willing to be an active and visible leader of the leader

(least)	1	2	3	4	5	(most)

4. Experience and success rate as a leader of past transformation and change initiatives

(least)	1	2	3	4	5	(most)

5. Ability to communicate the vision and need for change to employees, managers and stakeholders

(least)	1	2	3	4	5	(most)

6. Degree to which the organization (employees and managers) would listen to and respect communications and support from you as the leader

(least)	1	2	3	4	5	(most)

7. Your ability to influence and build support with other leaders in other organizations

(least)	1	2	3	4	5	(most)

8. Your ability to provide resources and funding for the transformation

(least)	1	2	3	4	5	(most)

9. Degree of direct control as leader over the people and processes impacted by the transformation

(least)	1	2	3	4	5	(most)

10. Degree of direct control as leader over the systems and tools being impacted by the transformation

(least)	1	2	3	4	5	(most)

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

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https://www.aarcconsultancy.com