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# The Journey to Digital Government

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# Strategic Planning Assumption

↘ By 2020, **more than 30%** of today's government transactions will vanish in their current form ...

... and more than 20% will be transactions that currently do not exist.

*Implication: Lean Government is Effective ...*

*... Efficiencies Follow*

# Digital Government takes the citizens' journey



# Digital Government requires collaboration



# Digital Government uses data that already exist but...



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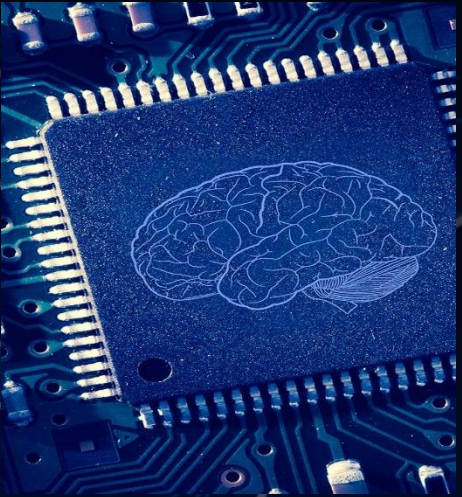
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A rectangular block of colorful, illegible text resembling a data dump or code.

... that you have never connected before

# Digital Government is open, inclusive and affordable



# Key Issues

1. How can public-sector organizations harness the transformative power of digital change?
2. What can government leaders do to advance "digital maturity"?

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# We are Digital Citizens in the Digital Society



↘ What does this imply for your Production units?

Future operating processes and supply chains

What does this imply for cross Government execution?

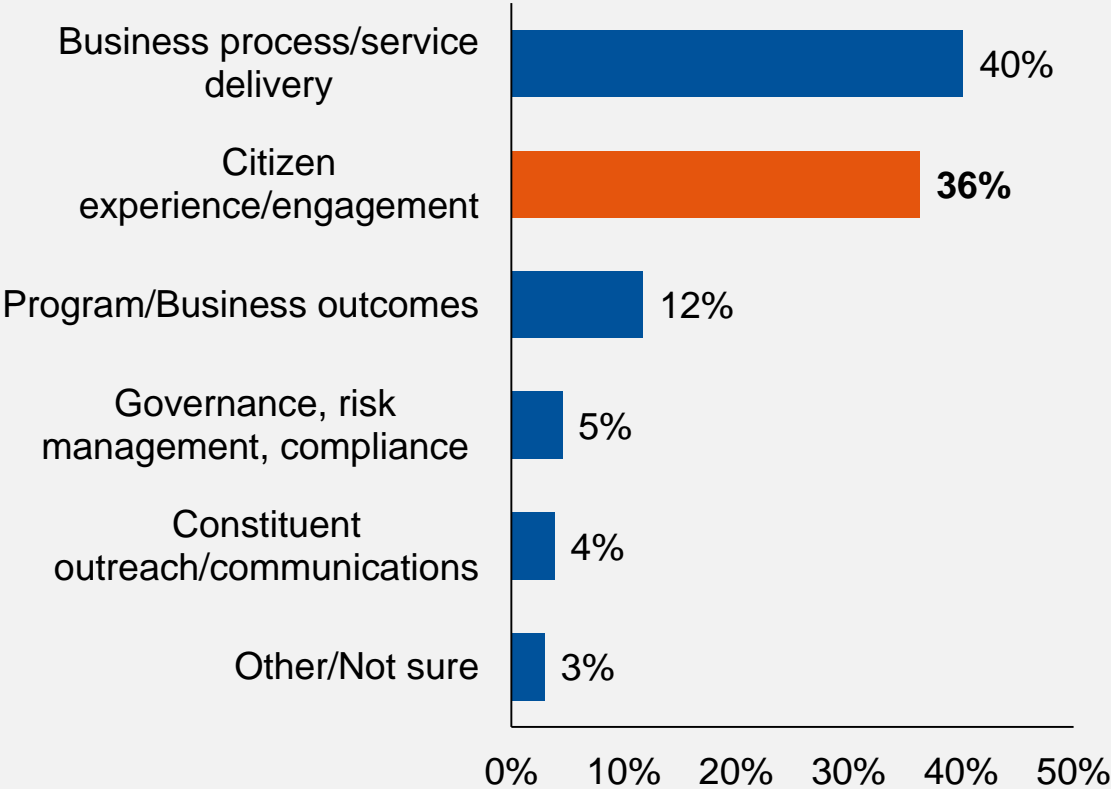
A close collaboration with other government units, citizens and eco-systems requires new ways of govern, budget and KPIs

What does this imply for your IT-organization?

Agile, flexible processes & technology for rapid releases and citizen value

# Gartner's Survey: CIO Agenda 2017

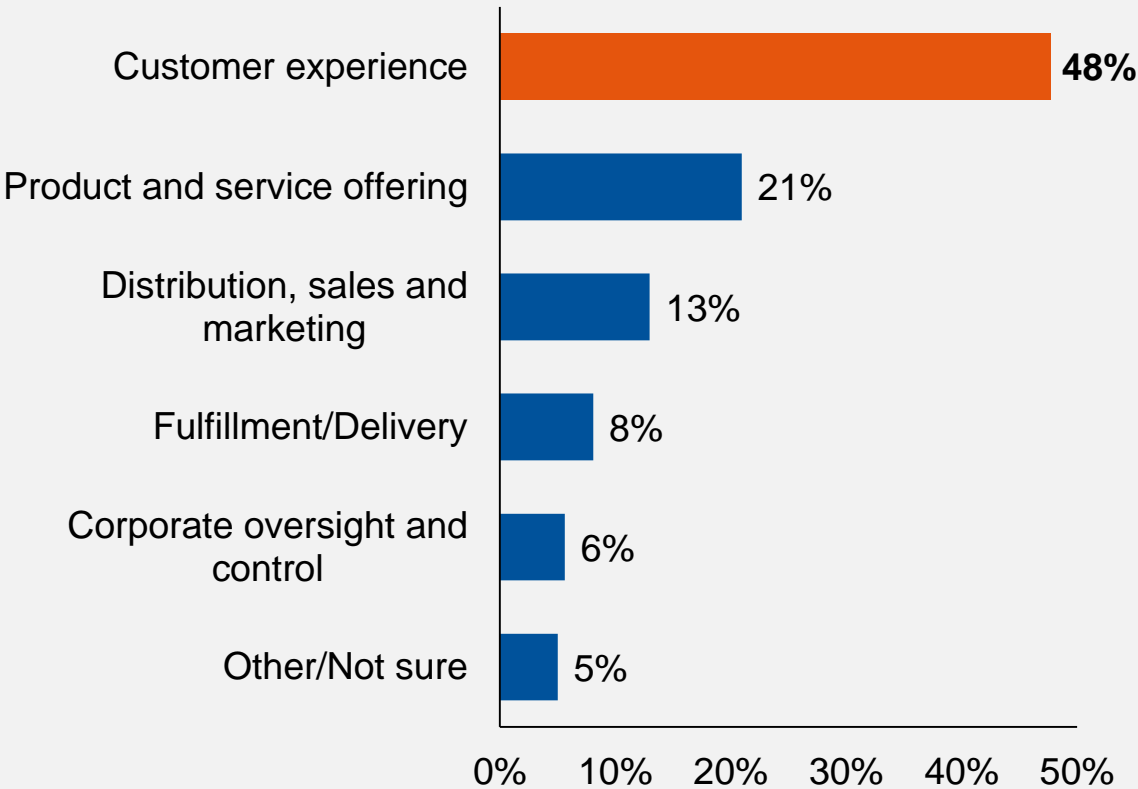
## Biggest Digital Impact: Public Sector



In what area will digital have the greatest impact for your **government or public entity**?

n = 724; Base: Have Digital Initiative, Government/Public Entity Organization

## Biggest Digital Impact: Private Sector



In what area will digital have the greatest impact for **your company or your business unit**?

n = 1757; Base: Have Digital Initiative, Not Government/Public Entity Organization



- What is your current level of digital maturity?
- Based on your constituent and/or leadership expectations, at what level of digital maturity should you be?
- In your opinion, what level of digital maturity could you attain in the next year?

# Prepare for the Journey by Assessing Your Digital Maturity

	E-Government		Open		Data-Centric		Fully Digital		Smart	
Maturity Level	01	Initial	02	Developing	03	Defined	04	Managed	05	Optimizing
Value Focus	Compliance, efficiency		Transparency and openness		Constituent value		Transformation		Sustainability	
Channel Strategy	Portal		Government as a platform		Nongovernment channels		Truly multichannel		Automation replaces portals	
Leadership	CIO/CTO		CDO		Departments		CIO and departments		CIO <sup>plus</sup>	
Technology Focus	Service-oriented architecture		Open data, open service		Open any data		Things as data		Smart machines	
Sourcing Strategy	Mixed		Reinsourced, cloud first		Multisourced		Partner-sourced		Outsourced	
Key Metrics	% services online		% open data		Number of data-driven services		% data from things		% decrease of services	

# Changing Direction: Making the Shift From E-Government to Digital Government

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## Changing Direction:

- Focus on internal use of open data
- Re-engage departments and make them lead
- Inside-out and outside-out, rather than outside-in
- Start acting bimodally:
  - Mode 1: Data provider
  - Mode 2: Data user

# Setting the Course: Data and Analytics Drive Transformation

	Open	Data-Centric	Fully Digital	Smart
Maturity level		03 Defined	04 Managed	05 Optimizing
Value Focus		Constituent value	Transformation	Sustainability
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**Setting the Course:**

- Transformation is business as usual
- Centralize best practices and principles
- Decentralize innovation
- Explore IoT and smart machine impact (by domain)
- Reskill:
  - Leadership
  - Sourcing
  - AI/Machine learning

# Continuous Change: Constant Optimization With Algorithms

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Maturity level	01 Initial		04 Managed	05 Optimizing
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**Anticipating Continuous Change:**

- Constant and incremental data-driven innovation
- Profound changes in workforce
- Death of traditional portals
- New role for CIO:
  - Information
  - Integration
  - Innovation



# How to respond to citizen expectations about Digital Government

Your  
Digital  
Platform

Your  
Leadership

Your  
Business  
Contribution

# Your Digital Platform



# Your Leadership

Leading change



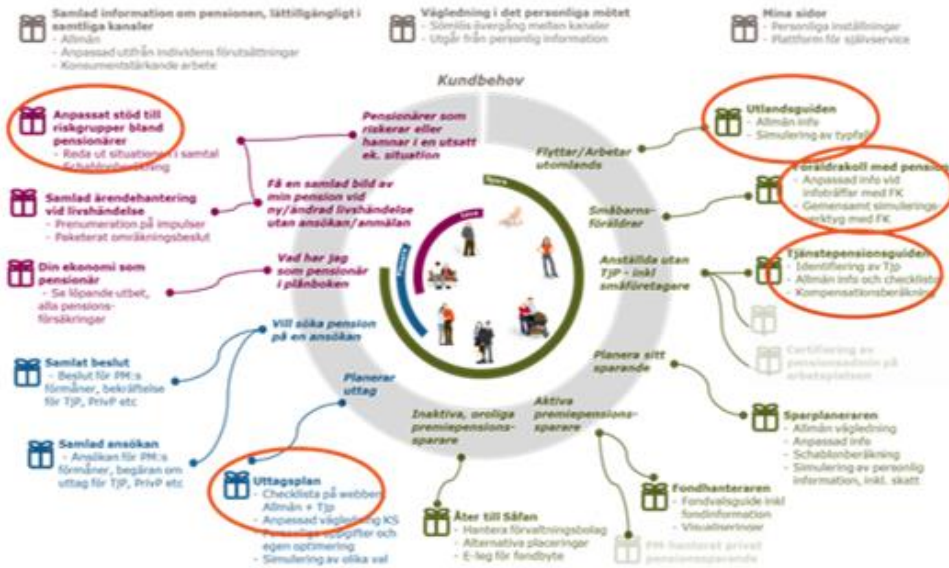
# Your Business Contribution

Digital Government takes the citizens' journey

PENSIONS  
MYNDIGHETEN

From presentation at  
Symposium Barcelona, Nov 2016

## Prioriterade tjänster 2016



# Approaches to Digital Vary by Government or Entity ...

## Platform Provider

- U.K. Government Digital Service
- Estonia X-Road

## Enabler/Accelerator

- GovTech Singapore
- U.S. General Services Administration

## Mode 2 Builder

- U.S. General Services Administration 18F

## Firefighter

- U.S. Digital Service

## API Provider

- Transport for London
- Natural Resources Canada

## Transformation Leader

- Canada's ServiceOntario
- Australia's Digital Transformation Office

**Which Ones Fit Your Organization, Role and Culture?**

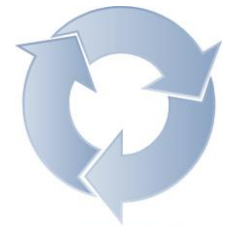
# Think in Time Scales and Achievable Accomplishments

- Governance changes
- Policy review and updates
- Standards adoption
- Small-scale organizational change
- Improved engagement (internal)

- Baselines measured and benchmarks established
- "How to" and best practice guides/tools
- Standards adherence
- Business process optimization
- COTS/XaaS solutions

- Common core services
- Large-scale organizational change
- Improved engagement (external)
- "Optimized" citizen service experiences

Service Transformation



Time scales are approximate — your mileage will vary!

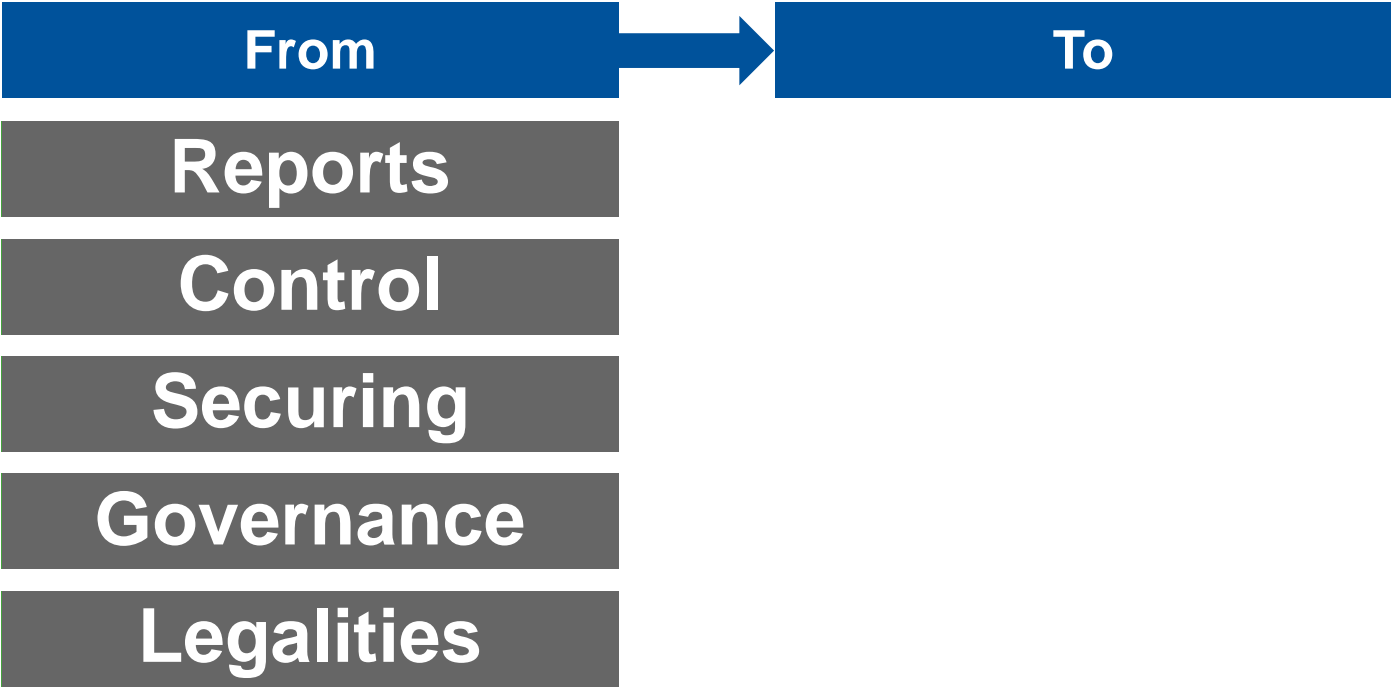
**Setting tangible, measurable and visible expectations**

# Key Issues

1. How can public-sector organizations harness the transformative power of digital change?
2. What can government leaders do to advance “digital maturity”

# Determine your level of Digital Courage ...

... to lead a cultural change in mindset and behaviors







**MODE 1:  
EXPERIENCED  
HANDS**



**MODE 2:  
BEGINNER'S  
MIND**



**“The beginner’s mind  
sees many possibilities,  
while the experienced  
mind only sees few.”**

— Shunryu Suzuki



What would you say the biggest barrier to change is in your organization?

**Culture**

# What is required from a government leader?





- What is your current level of digital leadership?
- If you move more aggressively on digital government, what would you need to develop?
- If you had to decide today, what would be your top three decisions for advancing digital government?



# The Art of Culture Hacking

## Sample Hacks



# Let's Imagine You Wanted Your Culture to Be More Innovative, Open and Agile

## Here are some sample hacks:

- Getting mentoring from a digital-centric company and/or reverse mentoring
- Name every project after the benefit you expect it to deliver
- Write three to five digital behavior maxims and make them wallpaper
- Stop using the word "failure." Start using the words "learn and experiment"
- Don't select the project team. Make it opt-in
- Hold stand-ups with other departments, not just in agile development teams
- Ask, "What would this look like if it was easy?"
- Have lunch with someone outside your department every week and ask your people to do the same and report what they learned



# You need to

## Simplify the complexity

## Get out of government silos

## Do this together

# When you do the right things, great results always follow

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