

Future of Government

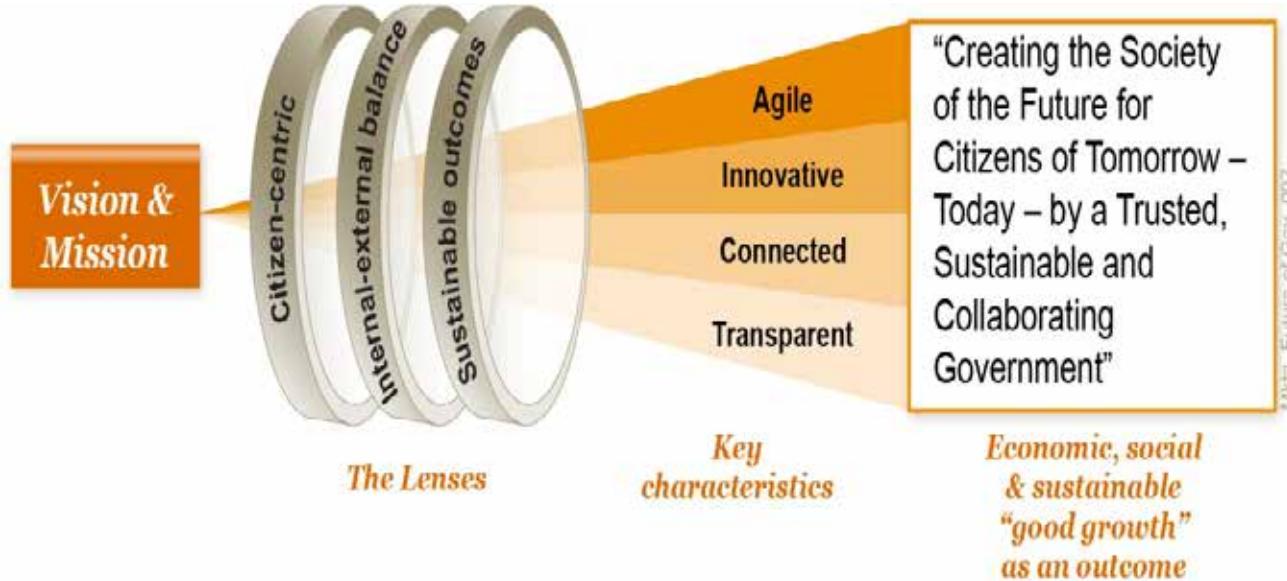
Tomorrow's Leading Public Body

21 November 2013



Future of Government

Tomorrow's leading public body...



“...projecting a clear and vibrant picture for the future which energises internal and external stakeholders”

Future of Government: Contents

Delivering on the citizen promise?

Where next for public services?

What guides and shapes the future public body?

What defines us?

How can we equip ourselves?

The bottom line – Leadership

What's next? An agenda for action

The 'new normal'?



“Underlying all these risks are velocity, multiplicity, and interconnectivity – creating a global system where mastering complexities will be the foremost challenge.”

Klaus Schwab, Founder & Executive Chairman of the World Economic Forum

Navigating the shifts

Citizen under control

Citizen in control

Governing for citizens

Governing with citizens

Organisation silos

Organisation networks

**Public sector organisations as
big, all-in-one giants**

**Public sector organisations as small, flexible,
purpose-driven entities**

Government as service provider

**Government as service facilitator / broker
/ commissioner**

**Government owning
inputs and processes**

**Governments and citizens owning
outcomes**

Measuring outputs

Measuring outcomes

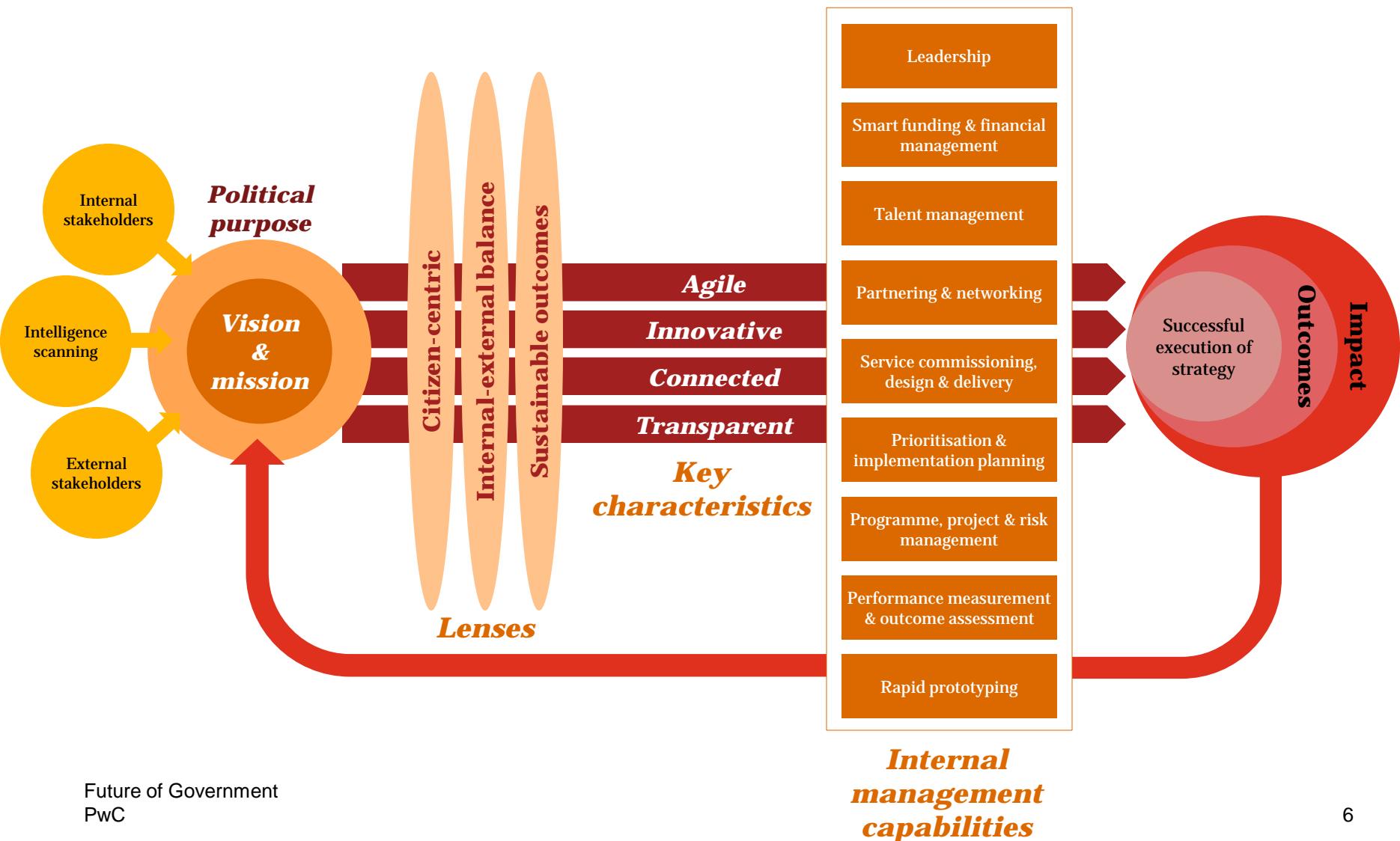
**Forced cooperation
based on enforcement**

**Mutual collaboration
based on trust**

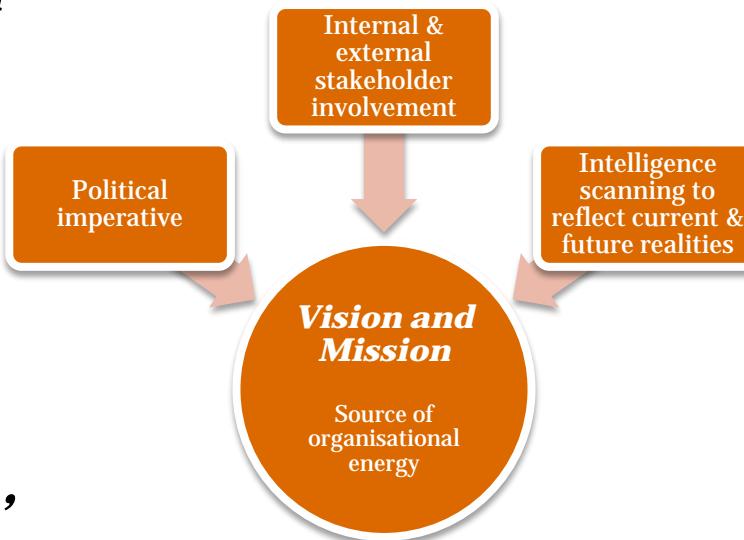
Trust in the “strong leader”

Trust in each other, the “servant leader”

The future leading public body – Projecting and creating the society of the future



Vision & mission



The three 'lenses'

Citizen centrality

- Citizen as a customer, partner, collaborator, co-producer
- *Citizen's Jury / Citizen Compass*

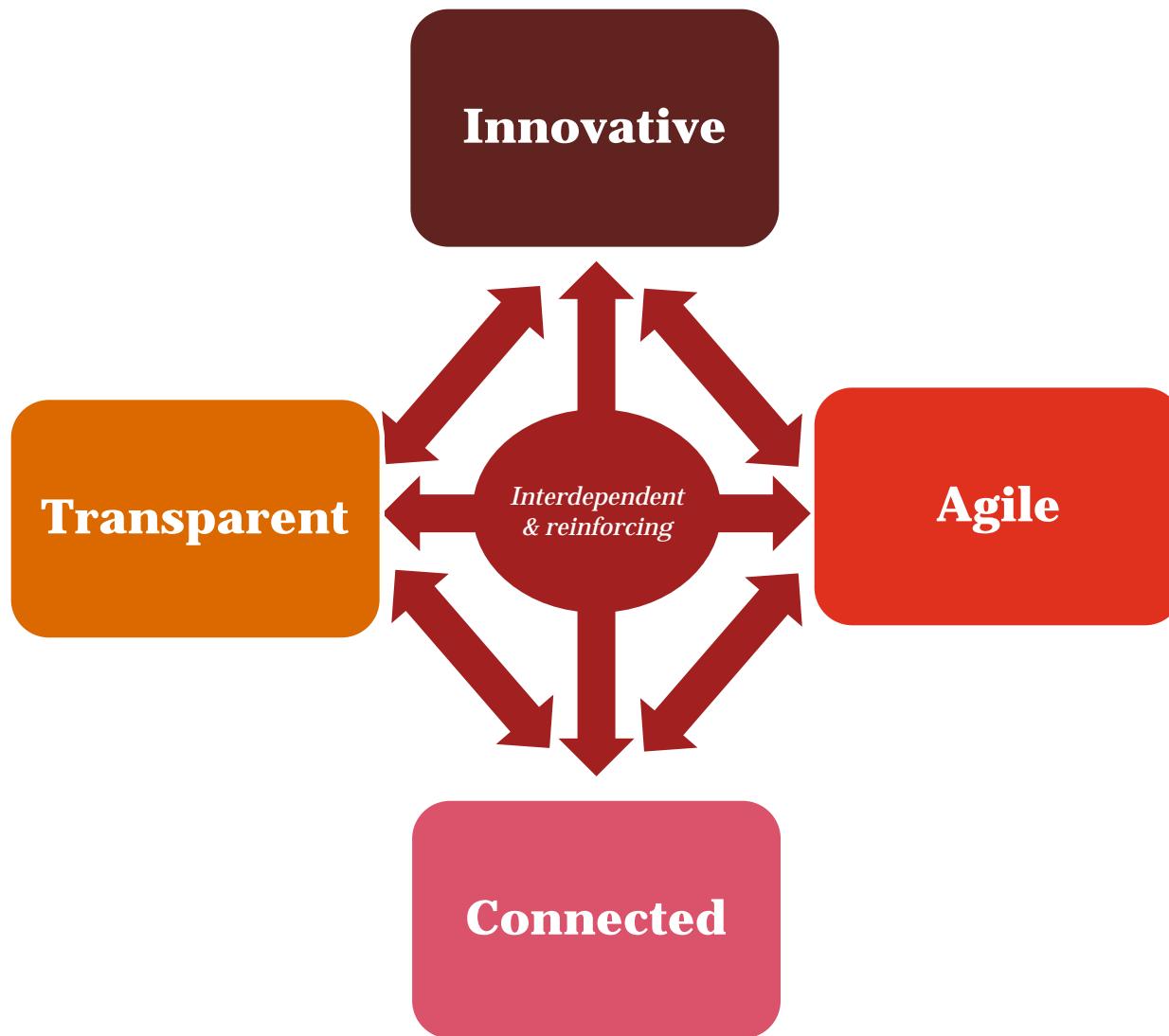
Internal-external balance



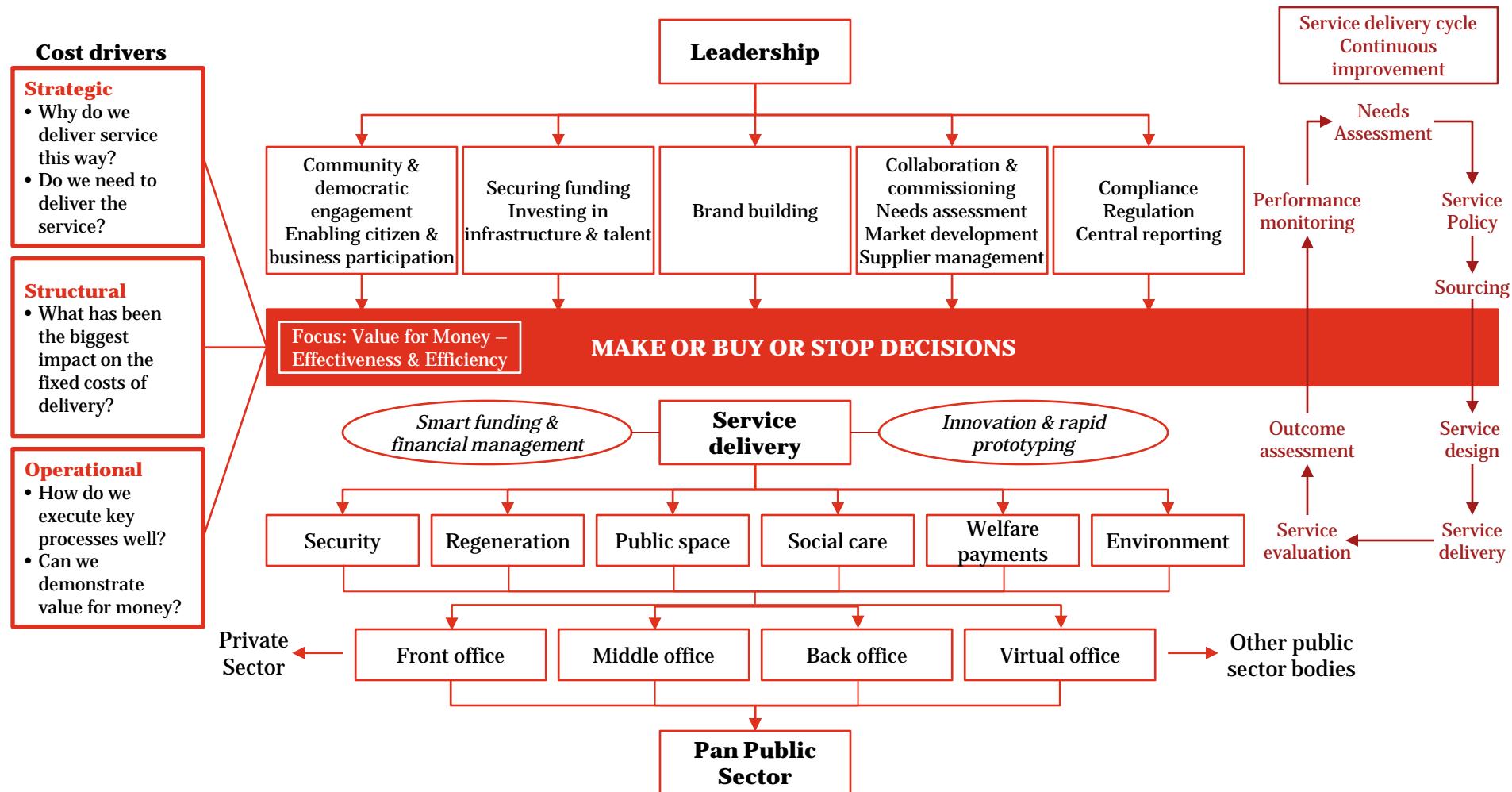
Sustainable outcomes



Characteristics of the public body of the future



Internal management capabilities



Checklist for the leader of tomorrow's leading public body: Am I...

- Creating and developing an organisational culture based created through diversity, not through standardisation or “group think”?
- Managing from the standpoint of relationship instead of position, and developing management methods based on dialogue?
- Developing the ability to give and take authority with the purpose of creating high legitimacy both outwards, towards the surrounding environment, and inwards, towards the organisation?
- Being an example and role model of leadership?
- Being clear concerning the vision, goals and direction of the organisation which I am leading?
- Developing my employees and their competencies?
- Creating a climate of openness and trust for dialogue even in difficult and complicated matters?
- Being courageous enough to take responsibility for my own and my employees' successes and misfortunes?
- Working from the basis of a strong personal commitment and being prepared to make decisions and be able to reconsider them?
- Being aware of and alert to the surrounding environment and inclined to innovation?

Moving the organisation

A blueprint for action

Five fundamentals

People dimension

1

Culture and Leadership

Create culture and behaviours aligned to the organisational vision/mission

- Agile
- Innovative
- Collaborative
- Transparent

Attract

Develop

Manage

Retain

2

Capabilities

Ensure talent mirrors the requirements of the citizen/organisation

- Mindset
- Skills
- Tools and technology
- Training

3

Connectedness

Bring the organisation closer to citizens and connecting its people

- Networking
- High performing teams
- Technology - virtuality

4

Costs

Align costs and performance to best-in-class standards

- Reward and performance management
- Technology
- Trust / 'moral dimension'

5

Controls

Ensure controls are in place to balance risk and performance and drive the right behaviours

- Governance
- KPIs / scorecard
- 360 feedback

Organisational imperatives

Traditional core business – Internal focus

New core business – External focus

Risks and controls

Opportunities and growth

Governance and compliance

Innovation, prototyping and demonstration

Cost control

Involvement of, and transparency with, stakeholders

Communication and citizen consultation

Collaboration and partnering: co-venturing, co-creation and co-design

Thank you

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