

DIGITAL TRANSFORMATION IN GOVERNMENT CASE STUDY

Specification

- Industry: Government
- Institution Size: >11,000
- Department: Ministry of Housing
- Location: Middle East
- Ionology Solution: Executive Education and Advisory Services
- Outcome: Move from 'Digitising Operations' to becoming a 'Citizen-Centric Digital Innovator'
- Impact: Radically Improved Decision Making and Citizen Services





THE SITUATION

What is Digital Transformation?

Politics, policies and platitudes are in abundance when it comes to talking about digital transformation. This government agency was no different from any other in that they claimed to be transforming but were merely digitising their existing services.

The result was hundreds of online forms and PDFs, several mobile apps, portals and statements from ministers. They had 'digitised' not 'transformed'. Their old culture, silos and politics still prevailed and the services offered to the citizen were still sub-optimal.

A better way would be to redesign, innovate and reinvent the government department to best answer the needs of the citizen. This would be truly transformative.

- If the citizen needs were to be met, the solution would impact every department within the Ministry to different degrees
- Business Process Reengineering had no power to change operations
- All strategies were based on politics, experience and subjectivity
- It was thought that the systems integration would produce a more effective Ministry
- IT was in charge of transforming the government yet their skills were not in Housing
- There was no definition of 'digital transformation' yet everyone was told that it was happening. In the absence of clarity, they made up their own interpretation.



THE PROBLEM

Government Silos don't Match Citizen Demands

No one in government is ever credited for the great work they do. They are only criticised for the mistakes. This fosters and promotes a culture of skepticism, protectionism and limits innovation.

Citizens don't care about government departments or structures. They only care about their own wants and needs. They rightly feel that the government is there to service their needs and should automatically optimise to fit their modern-day requests.

A digitised government department forces the citizen to engage with them around their digitised divisional, siloed structures. This is rarely what the citizen wants.

THE CHALLENGES

- The government talked about 'parcels of land'. The citizen talked about "needing a house". The Ministry's language was introspective
- The government built beautiful social housing. The citizen often rejected what had been built because it didn't address their social needs and family bonds
- The Ministry felt more like a property developer than a social services provider
- Strategies for digital transformation were just tech upgrades. Nothing was transforming
- If a citizen need fell outside any single Department in the Ministry, it would be perceived as 'it's not my problem' and nothing got done.



THE INSIGHT

Provide Strong Leadership & Permission to Innovate and Digital Innovators will Emerge

- The Ministers, Undersecretaries and Department Heads all needed executive development to understand what is possible in the digital economy
- The citizen often doesn't know what he wants so they were not the best place to start
- Data was used to prove new hypothesis and dismantle false realities
- Strategy should reward outcomes, not outputs
- Protect the innovators and reward those that bring change, this builds a movement and broader behavioural change.

DEEP DIAGNOSIS BEFORE TECHNOLOGY

Thinking - Exploration - Questioning - Engaging - Pulling the Thread;

These are the hardest and most important parts of digital transformation. Only once the problem is truly understood can people change, enabled by technology.

Example:

Problem: A car has a broken fan belt

Solution: Fix the fan belt.

Deep Diagnosis shows that the owner didn't service the car. **Why?**

Because he couldn't afford it. **Why?** Because he lost his job.

Why? Because he wasn't qualified for the changed times.

Solution: Provide education - not fan belts.

THE SOLUTION

Delivery of Executive Education, Deep Diagnosis and Sprints...

- A program of executive education was required in 4 key areas:
 1. Leading digital transformation
 2. The business capabilities of emerging technology
 3. Building a culture of digital innovation
 4. Data-driven decision making
- Deep diagnosis followed, listing all of the major challenges faced by the citizen
- Teams were built from across multiple affected departments to help find a solution to the problem
- External subject matter experts and citizens at key moments were included in these Sprints
- Tech based solutions were delivered
- Citizens were engaged and progress measured.

- This program was repeated multiple times. With every success it attracted more participants which moved the Ministry from a state of digitising to one of transformation
- It's now much easier to create real change at both an operational and higher legislative level as a new respect for data takes hold.



IONOLOGY ASSISTANCE

**Technology Doesn't Change a Business.
People Change a Business, Empowered by
Technology**

Digital transformation shouldn't be 'done to' a business. It is something the business itself must choose to embrace.

How we think about people, problems, processes, communications, strategy, data and of course technology, helps set the pace of that change.

Ionology provides:

1. Executive education, coaching and mentoring
2. Deep diagnosis assistance
3. Strategy creation
4. Data analysis
5. Running of innovation workshops
6. The creation of specifications and business requirements.

PRACTICAL STEPS

- Provide a course of hands-on executive development
- Create early wins
- Encourage change through better strategic planning.

