

E-Governance and ICT Training in Nepal

# e-Governance Change Management Strategy

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## Education & Work Background

- Professor of Global ICT Convergence Department, Graduate School of Information Sciences, Soongsil University from 2010
- Vice President, Korea Telecom (1987~2010)
- Ph.D., University of Birmingham, 1997
- MS, KAIST, 1987

## Research and Projects

- More than 30 SSCI and research papers published so far
- In particular, 6 research papers about e-Government published
- 15 Training Programs including KOICA ICT Master Degree Program



# Presentation Outline

- 1 Cases, Challenges and Barriers of Project Management in Developing Countries
- 2 Understanding the Basic Concepts of Change Management
- 3 Tool and Methodology of Change Management
- 4 Conclusions and Implications for Change Management



# **1. Cases, Challenges and Barriers of Project Management in Developing Countries**



## 2. National Strategies for e-Government

# Rwanda Case





## Rwanda Case

1

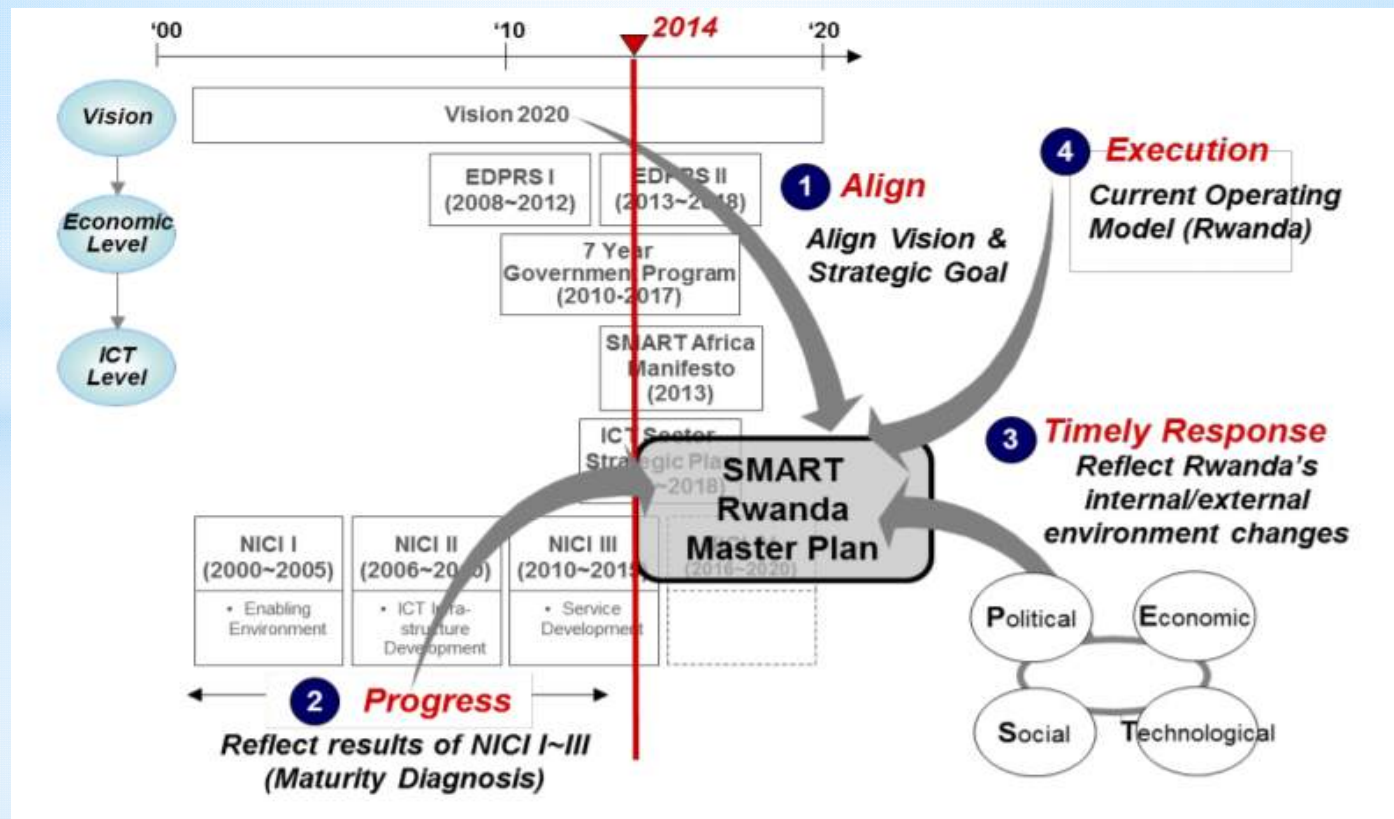
### SMART Rwanda Master Plan : ICT Strategy

- ✓ Approved by the Cabinet on Nov. 3, 2015
- ✓ Focus on business and innovation:
  - Rwanda to become Africa's ICT Hub
  - Private sector driven economy
- ✓ National economic digital transformation:
  - Government Digital Transformation by 2018
  - Broadband for all by 2020
  - Digital Literacy for all
- ✓ Research and Development for exports and economic digital transformation (IoT, Big Data and Analytics, Cyber Security, etc.)



## Rwanda Case

### 2 SMART Rwanda Master Plan

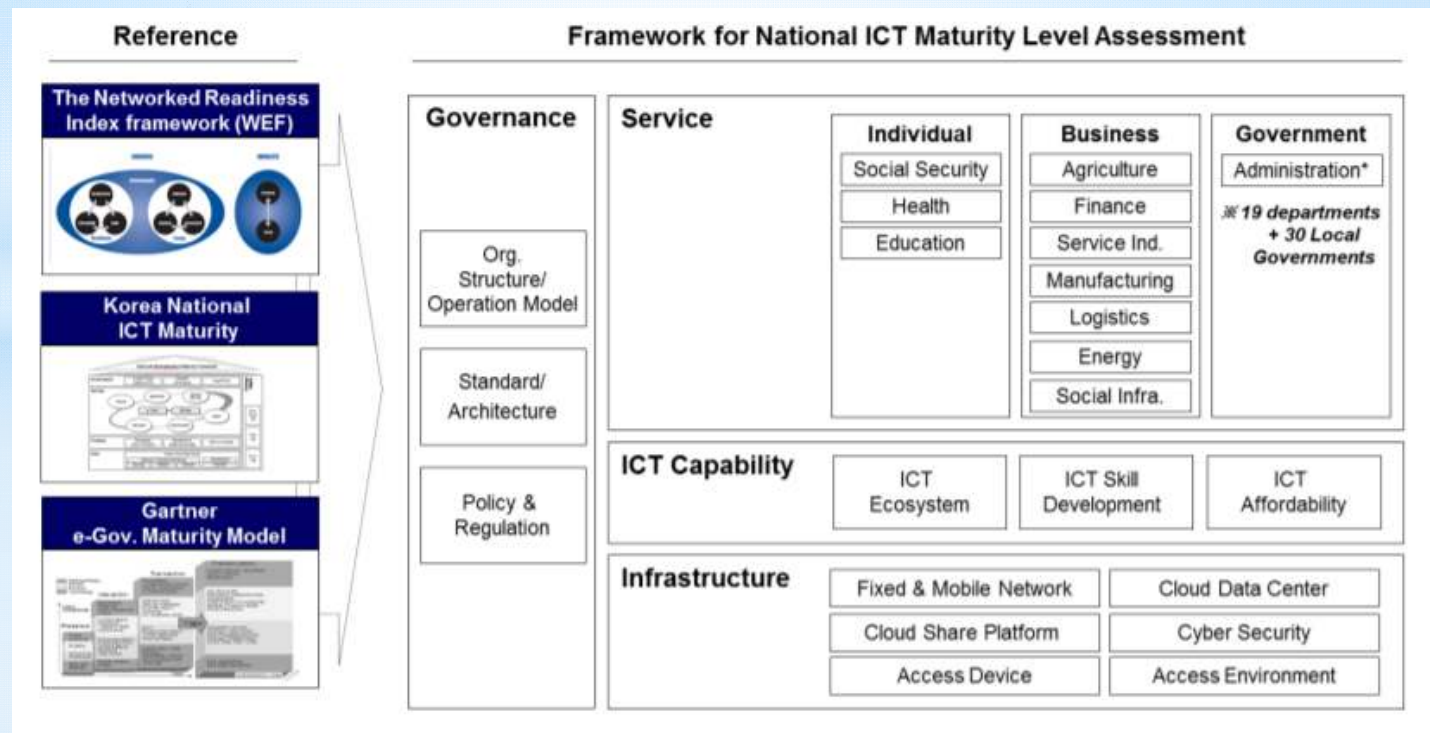


Source : Republic of Rwanda(2015),  
SMART Rwanda Master Plan 2015 ~ 2020.



## Rwanda Case

### 3 SMART Rwanda Master Plan - ICT Maturity Level Assessment



Source : Republic of Rwanda(2015),  
SMART Rwanda Master Plan 2015 ~ 2020.



## Rwanda Case

### 4 SMART Rwanda Master Plan : Core Objectives

1. Expand medical and health services to enhance citizen's quality of life
2. Utilize ICT for Education as a tool to enhance teaching and learning
3. Transform agricultural practices to enhance productivity, and increased commercialization and industrialization
4. Expand financial infrastructure to increase access to financial services
5. Promote entrepreneurship & business development by enhancing value of products and services



## Rwanda Case

### 4 SMART Rwanda Master Plan : Core Objectives

6. Improve and expand access to ICT skills and innovation capacity
7. Sustainable urban development and management
8. Build a secured, shared robust and resilient infrastructure to underpin service delivery and support national ICT initiatives
9. Transform the national ICT Governance and regulatory structure
10. Enhance national governance through e-Governance and provide effective public service delivery to empower rural and urban communities



## Rwanda Case

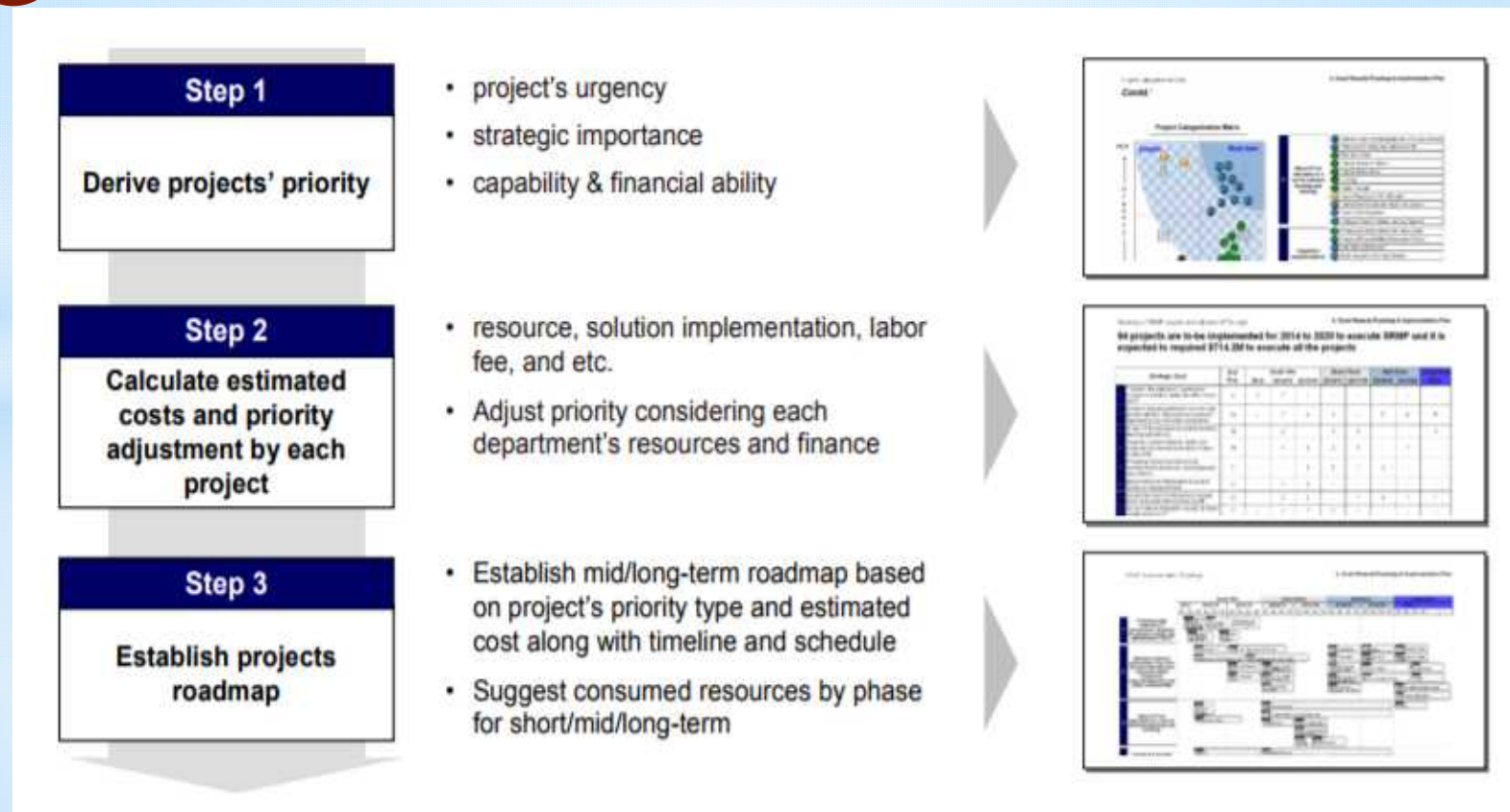
### 5 SMART Rwanda master plan : Types of Projects

- ✓ 'Quick Win' projects: ~2014/15, focused on projects related to ICT enabler
- ✓ 'Short-term' projects: 2016/17 ~ 2017/18
- ✓ 'Mid-term' projects: 2018/19 ~ 2020
- ✓ 'Long-term' projects: after 2020



## Rwanda Case

### 6 SMART Rwanda Master Plan : Implementation

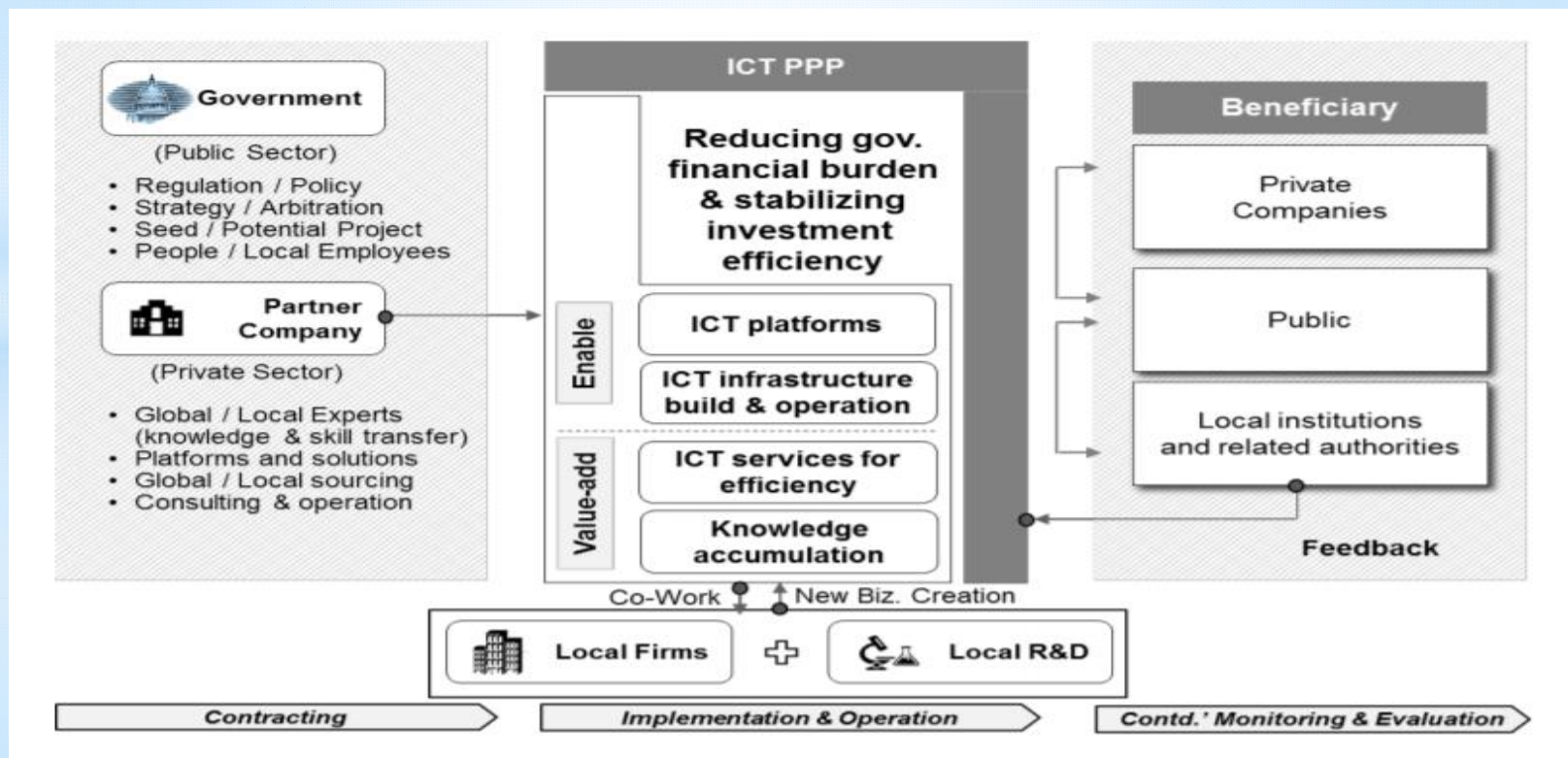


Source : Republic of Rwanda(2015),  
SMART Rwanda Master Plan 2015 ~ 2020.



## Rwanda Case

### 7 SMART Rwanda Master Plan - ICT public-private-partnership(PPP) model



Source : Republic of Rwanda(2015),  
SMART Rwanda Master Plan 2015 - 2020.



# Heeks' assessment framework for e-Government

eGOVERNMENT FAILURE

eGOVERNMENT SUCCESS

*Lack of drivers*

**Drivers**

*External pressure*

*Internal Will*

**Constraints**

**Enablers**

*Strategy*

Lack of strategy

Overall strategy

*Management*

Poor project management  
Poor change management  
Dominance of politics and self-interest

Effective project management  
Effective change management

*Design*

Poor/unrealistic design

Effective design

*Competencies*

Lack of requisite competencies

Requisite competencies

*Infrastructure*

Inadequate technical infrastructure  
Inadequate data infrastructure  
Inadequate legal infrastructure

Adequate technical infrastructure  
Adequate data infrastructure  
Adequate legal infrastructure

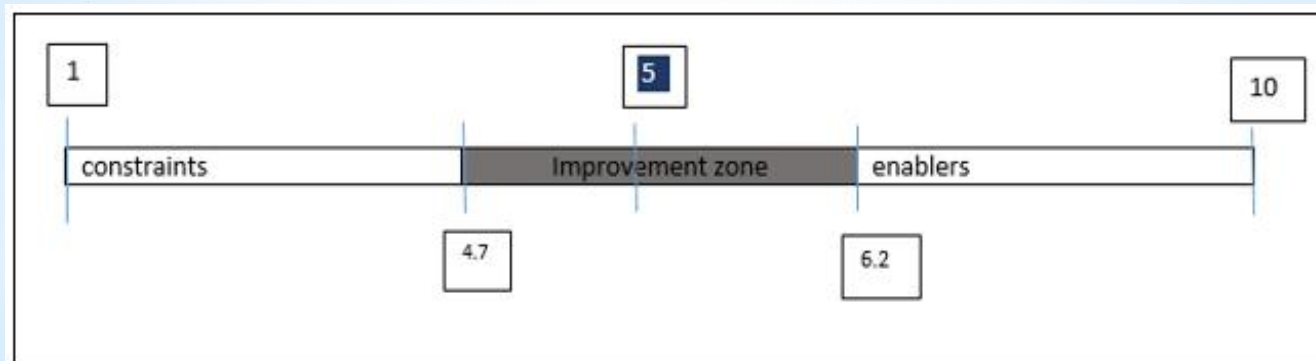
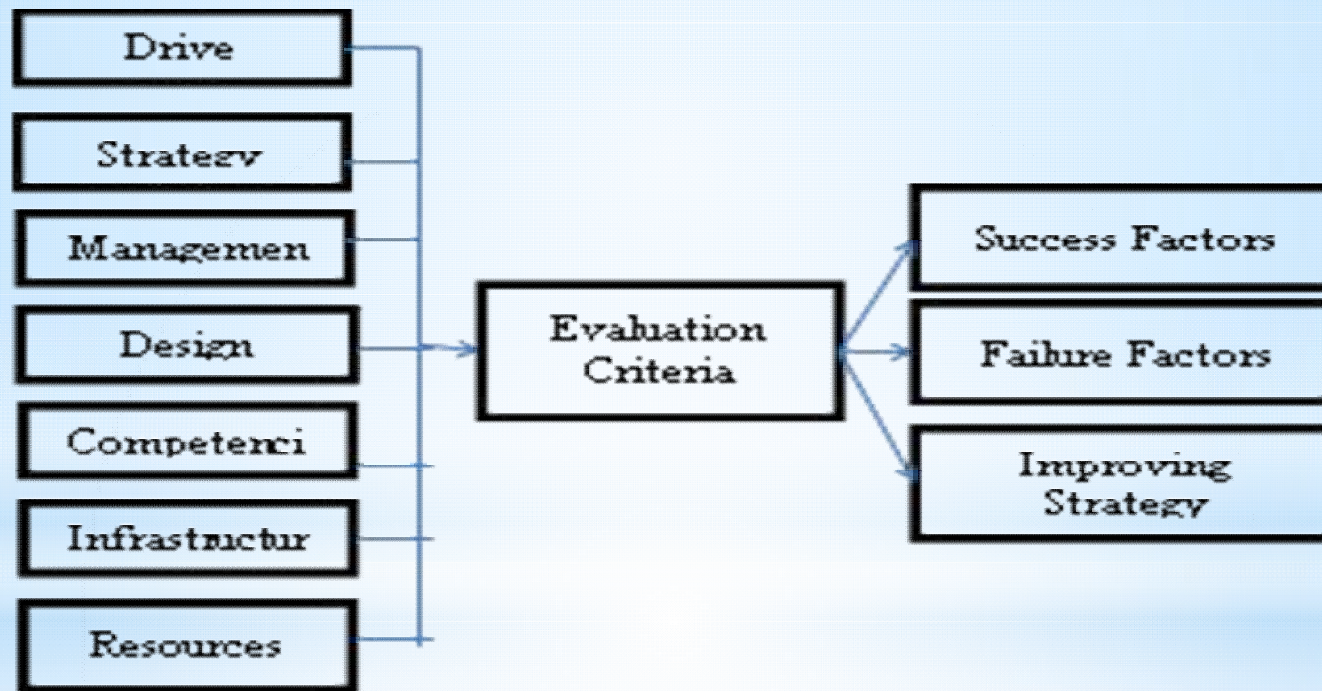
*Other resources*

Insufficient money and time

Sufficient money and time



# Factor Evaluation





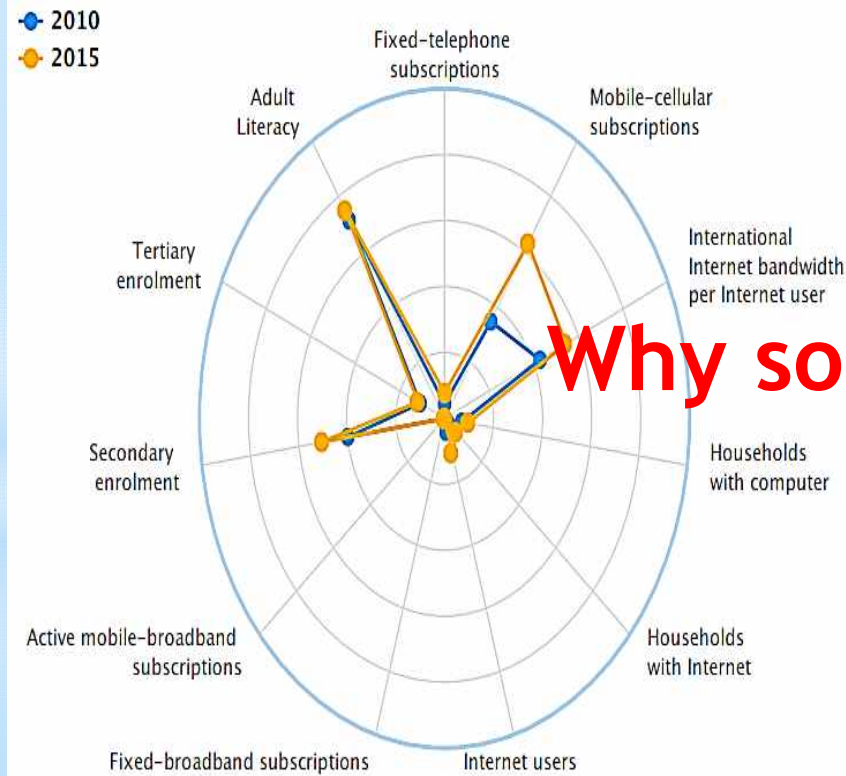
# Analysis of e-Government Implementation in Kenya

Factor	Variables	Variable Rating (Average)	Gap (5- Effort)	Factor Rating (Average)
Drive	Strong drive for change in e-Government from outside	3.93	1.07	4.07
	Strong drive from key government officials for reform	3.78	1.22	
	Personal support for e-Government implementation*	4.73	1.27	
	Recognition of government issues*	3.80	1.20	
Strategy	Approved National ICT policy	3.95	1.05	3.89
	National ICT Master Plan	4.11	0.89	
	e-Government strategic plan	3.82	1.18	
	Stakeholder's participation in e-Government strategy development	3.71	1.30	
Management	Clear project responsibility	3.64	1.36	3.56
	Presence of a champion organization	3.88	1.12	
	Stakeholder's involvement in e-Government project	3.60	1.40	
	Coordination of e-Government project*	3.14	1.86	
Design	Incremental/piloting approach	3.66	1.34	3.44
	Quick and feasible objectives	3.69	1.31	
	Stakeholders' involvement in e-Government design development	3.39	1.61	
	Achievement of the intended objectives*	3.02	1.98	
Competencies	Possession of basic computing skills*	3.00	2.00	3.38
	Computer networking skills*	4.21	0.79	
	Training on Database System Design and implementation*	3.22	1.78	
	e-Government sensitization**	3.07	1.93	
Infrastructure	All government have LAN and are interconnected*	2.75	2.25	2.66
	Adequate H/W, S/W and network technologies	2.65	2.35	
	Adequate e-transactions laws*	2.56	2.44	
Other resources	Strong availability of financial resources for e-government	3.08	1.92	3.13
	Long term budget plan	3.25	1.75	
	Government finances 100% of e-government projects**	2.85	2.15	
	Funding from donors**	3.34	1.66	



# Cameroon ICT Development

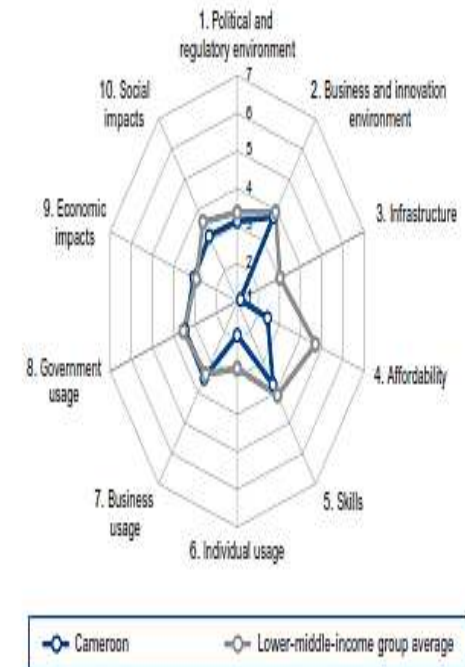
Cameroon ICT Development index 2015



Cameroon is ranked 147 globally with an ICT Development Index (IDI) value of 2.19. It is the 20th country in African Region  
Source : ITU-D Report 2015

Cameroon Networked Readiness Index 2015

	Rank (out of 143)	Value (1-7)
Networked Readiness Index 2015	126	3.0
Networked Readiness Index 2014 (out of 148)	131	2.9
Networked Readiness Index 2013 (out of 144)	124	2.9
A. Environment subindex	115	3.5
1st pillar: Political and regulatory environment	112	3.1
2nd pillar: Business and innovation environment	107	3.8
B. Readiness subindex	136	2.4
3rd pillar: Infrastructure	141	1.2
4th pillar: Affordability	132	2.4
5th pillar: Skills	111	3.7
C. Usage subindex	116	3.0
6th pillar: Individual usage	130	1.9
7th pillar: Business usage	80	3.5
8th pillar: Government usage	103	3.5
D. Impact subindex	110	3.1
9th pillar: Economic impacts	87	3.0
10th pillar: Social impacts	118	3.1



Source: The Global Information Technology Report 2015. pp 138



# UN Component for Cameroon Master Planning





## SWOT Analysis in Myanmar

### STRENGTHS

- Economic opening
- An untapped one of Southeast Asian markets of over 40M people
- Demand for ICT Services
- Terrain is good for rolling out wire infrastructure
- Large youthful population, providing low-cost labor force attractive to foreign investments

### WEAKNESSES

- Lack of awareness and willingness of high positions
- Roles and responsibilities are not clearly defined and lack of accountability
- No sustainable effort to make the plans into reality
- Lack of long term financial consideration
- No proper guidelines, policies and legal framework
- Limitations in ICT infrastructure
- Lack of skilled personnel
- Weak in Collaboration and Coordination
- Lack of ICT legal Framework
- Mindset

### OPPORTUNITIES

- Leapfrog opportunities
- Public Private Partnership
- Potential for investment in a wide range of sectors
- Vast markets in neighboring countries(China, India)
- Countries such as Japanese, Korea and China are making a strong presence in Myanmar

### THREATS

- lack of skilled personnel
- Repaid change in technology Cyber Security
- Brain-drain effect
- Risk of political changes ahead of 2015 general elections
- Risks from economic reform and Liberalization



## Implications for Myanmar

- ✓ Leadership commitment is critical role
- ✓ Establishing strong policy and regulatory Framework
- ✓ Sustainable effort to make the plans into reality by setting clear goals and appropriate organizational frameworks
- ✓ To establish National Informatization Plan to develop Human Capacity in ICT skills and competencies and bridge digital divide between urban and rural area.
- ✓ To take the opportunity of international collaboration and effort
- ✓ Creating Win-Win situation in every sector by aligning the power of all stakeholders.
- ✓ Having special funding for IT projects



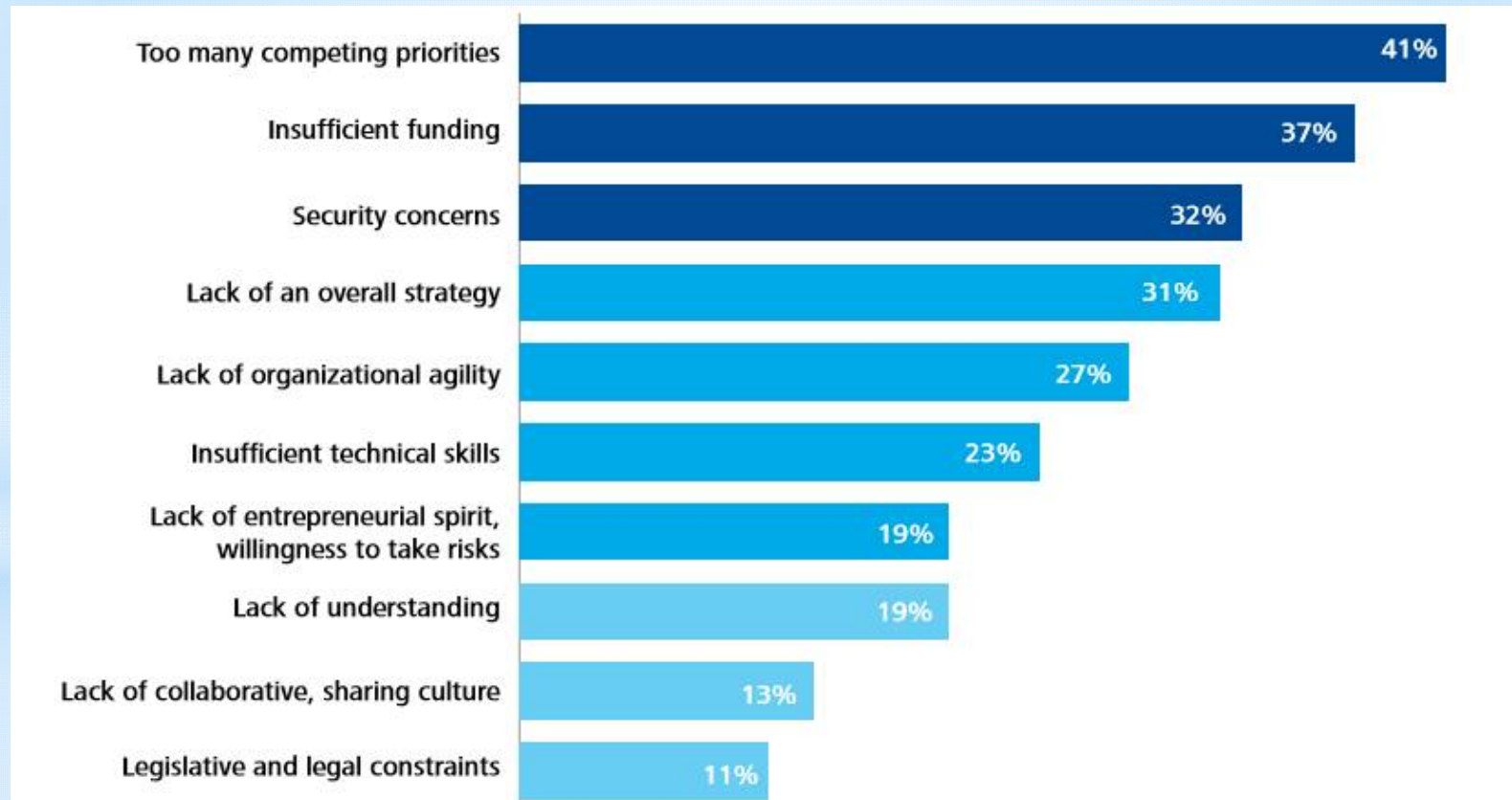


# Barriers and Challenges of e-Government

- 1 IT Infrastructural weakness*
- 2 Lack of knowledge about the e-government program*
- 3 Lack of security and privacy of information*
- 4 Lack of qualified personnel and training courses*
- 5 Culture differences*
- 6 Leaders and management support*
- 7 Lack of policy and regulation for e-usage*
- 8 Lack of partnership and collaboration*
- 9 Lack of strategic plans*
- 10 Resistance to change to e-systems*
- 11 Shortage of financial resources*



# Barriers to Digital Transformation



Source : Eggers, W.D. & Bellman, J.(2015), The Journey to Government' s Digital Transformation, Deloitte University Press.



# Why Is Functional Cooperation a Challenge?

- ✓ They don't speak the same language.
- ✓ They use different performance measures.
- ✓ They tend to have different personality types, i.e., they don't think alike.
- ✓ They can be defensive about their own turfs.
- ✓ They may be in different physical locations.
- ✓ They "don't have time."



# Discussion Issues

1. Define the e-Government or other projects and stakeholders that you or your organization has undertaken,
2. Provide examples of stigmatization by stakeholder's unreasonable demands, stakeholder's lack of active support,
3. How did you overcome the difficulties, crises or resistance you faced during the course of these e-Government or other projects?
4. Or, with what strategies and alternatives would you like to overcome similar problems in the future?



## **2. Understanding the Basic Concepts of Change Management**

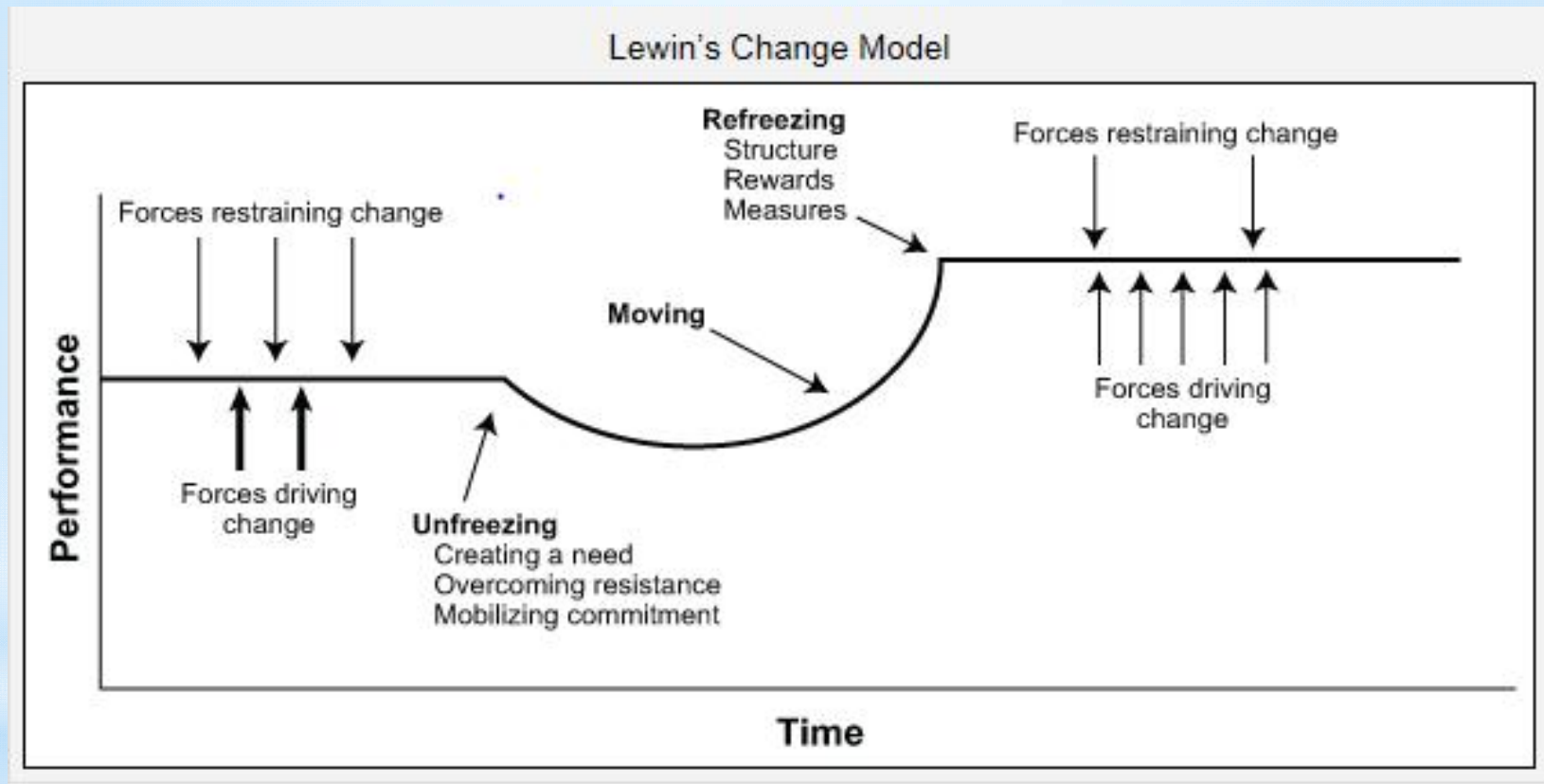


# Definition of Change Management

- Process of **planning, organizing, coordinating and controlling** the compositions of the **environment**, internal and external; to ensure that the process changes are implemented according to **approved plans** and the overall objectives of introducing the changes are achieved with as **little disruption as possible**.
- Change Management is a structured approach to transitioning individuals, teams and organizations from the current state to the desirable future state. It is an organizational process to empowering employees to accept and embrace changes in their current business environment. CM has been widely acknowledged as a critical success factor in software systems.



# Difference of Performance by Accelerated Change



Lewin's change model defines three stages in the process of change:

1. **Unfreezing:** This is the shakeup phase triggered by a problem. The result is the acceptance that the existing structures and ways are not working.
2. **Moving:** This is the process of devising and implementing the change.
3. **Refreezing:** This is the phase of sustaining the change.



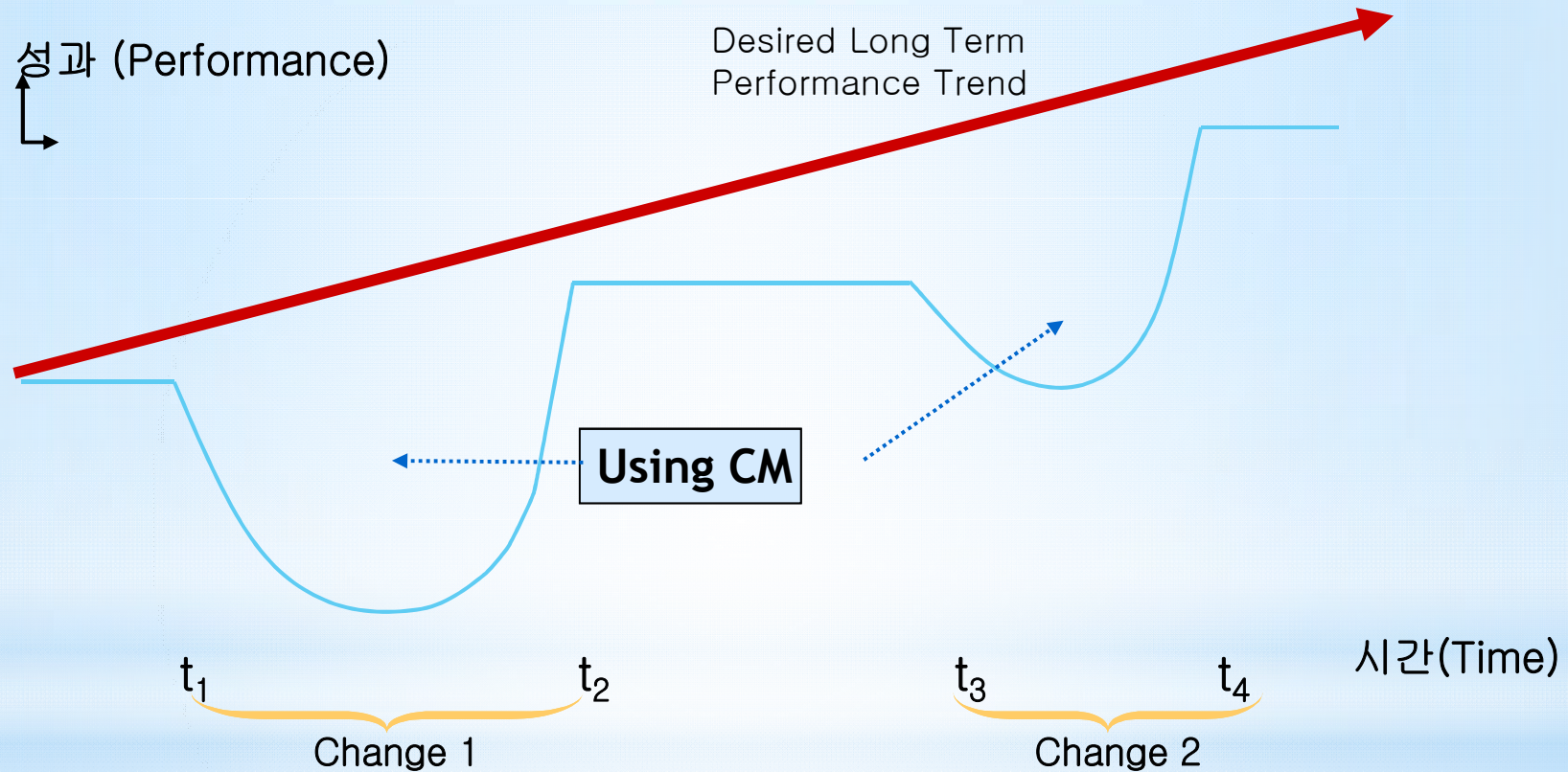
# What is CAP?

CAP is a process and set of tools focused on helping Change Agents drive change successfully at a desired speed. The root of CAP lies in Kurt Lewin's *Force Field Change Model*. Lewin, one of the modern pioneers of social, organizational and applied psychology, highlights the following:

- There are forces driving change and forces restraining it.
- When there is equilibrium between the two sets of forces there will be no change.
- In order for change to occur the driving forces must exceed the restraining forces.



# Difference of Performance by Accelerated Change



CM reduces the temporary loss of performance due to new changes and innovations and shortens adaptation time of change



# What is Change Management?

- Change Management is like Project Management, ...but it is the “people side” of projects
- Research shows that Change Management is the #1 success factor for project teams
- Change management is proactively managing the people side of change to achieve the desired business results



# Primary reasons for applying change management

- Increase probability of project success
- Manage employee resistance to change
- Build change competency onto organization



# **Statistics on the success rate of change**

- **One-half to one-third of the plans that could cause significant changes to the company eventually fail.**
- **Positive changes actually took place as a result of efforts to achieve change are about 40 percent.**
- **One-third of major change efforts actually make things worse.**
- **Less than 50 percent of organizational restructuring programs are successful, but some claim to be less than 20 percent.**
- **Many companies make moderate organizational change at least once a year, making breakthrough organizational changes every 4 to 5 years.**



# Consequences to Avoid CM

- Project failures
- Productivity loss
- Turnover of valued employees
- Delayed implementation or over-budget
- Disruption to customers and business revenue



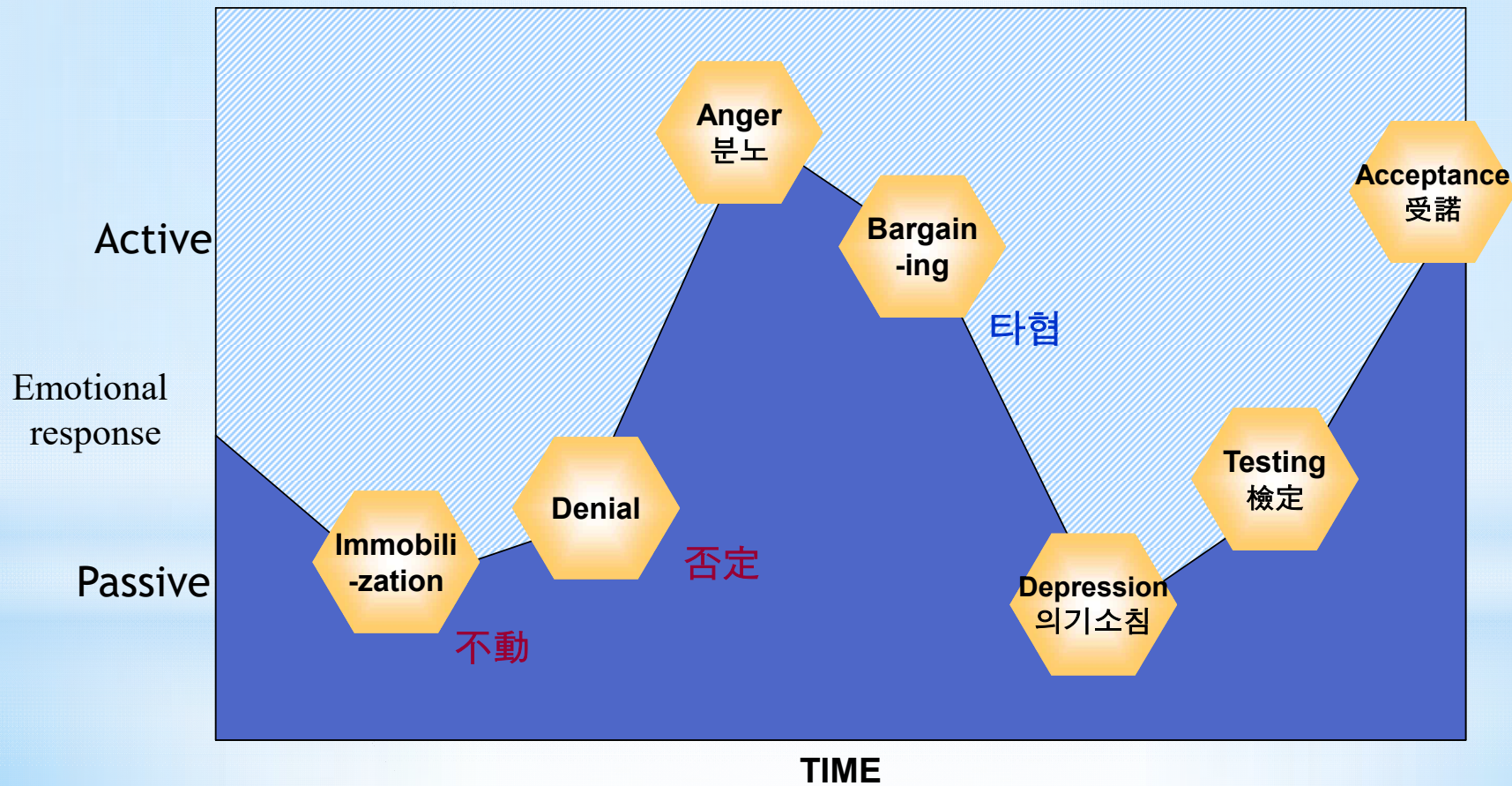
# **Problems with failure of a change project**

- **Morale down, and conflict and anger up**
- **Loss of respect and credibility for leaders and executives**
- **Increased stress and fatigue**
- **Cost overruns and productivity losses**
- **Individual, department, or organization failed to meet its goals**
- **Decrease in willingness to participate in change efforts**



# A model of change(1)

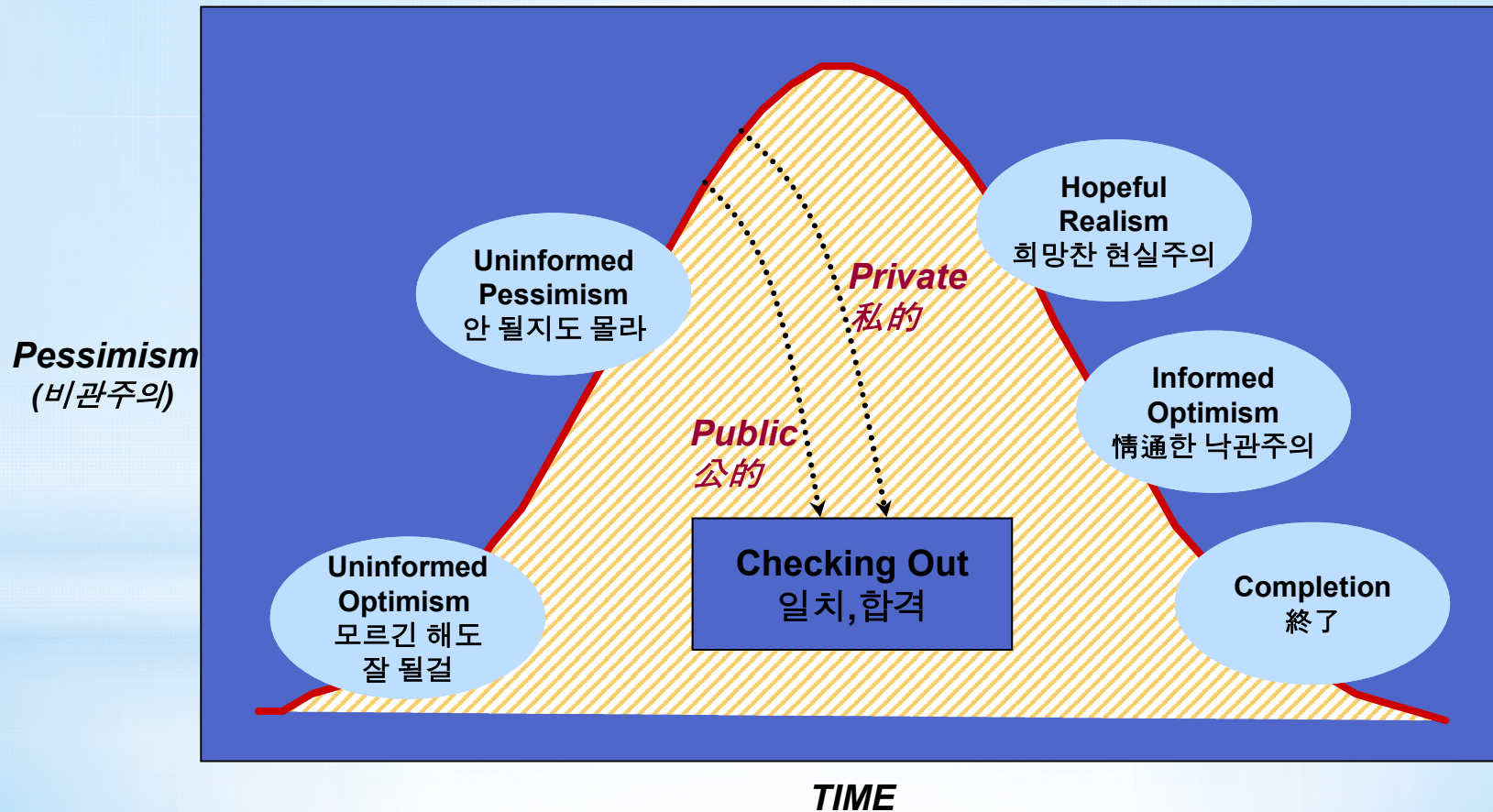
## Negative reaction to change





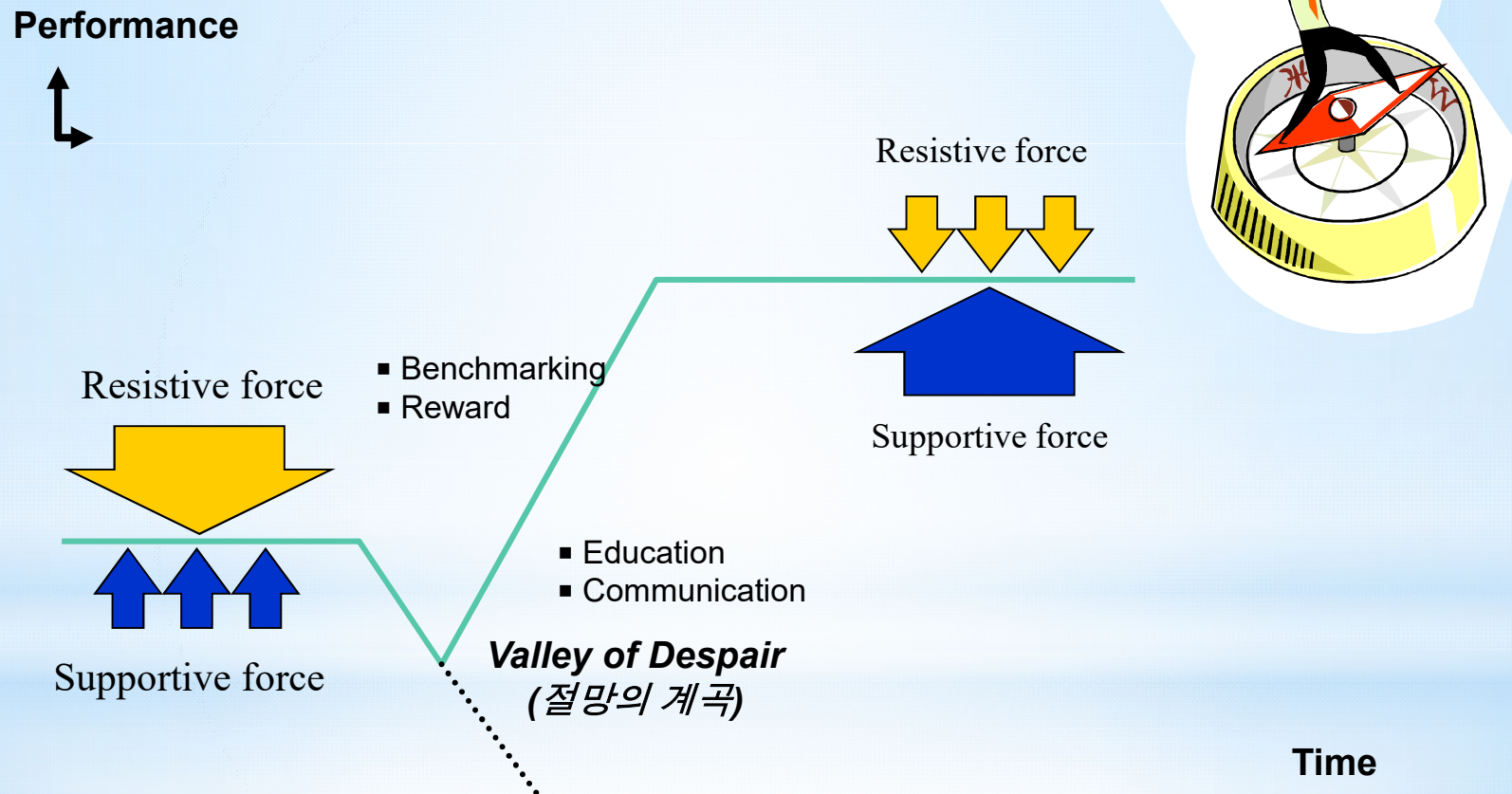
# A model of change(2)

Active reaction to change





# Change Learning Curve





# Ten Reasons People Resist Change

- 1 Loss of Control
- 2 Excess Uncertainty
- 3 Surprise, Surprise!
- 4 Everything Seems Different
- 5 Loss of Face
- 6 Concerns about Competence
- 7 More Work
- 8 Riffle Effect
- 9 Past Resentment
- 10 Sometimes the Threat is Real

[Source: Rosabeth Moss Kanter](#)

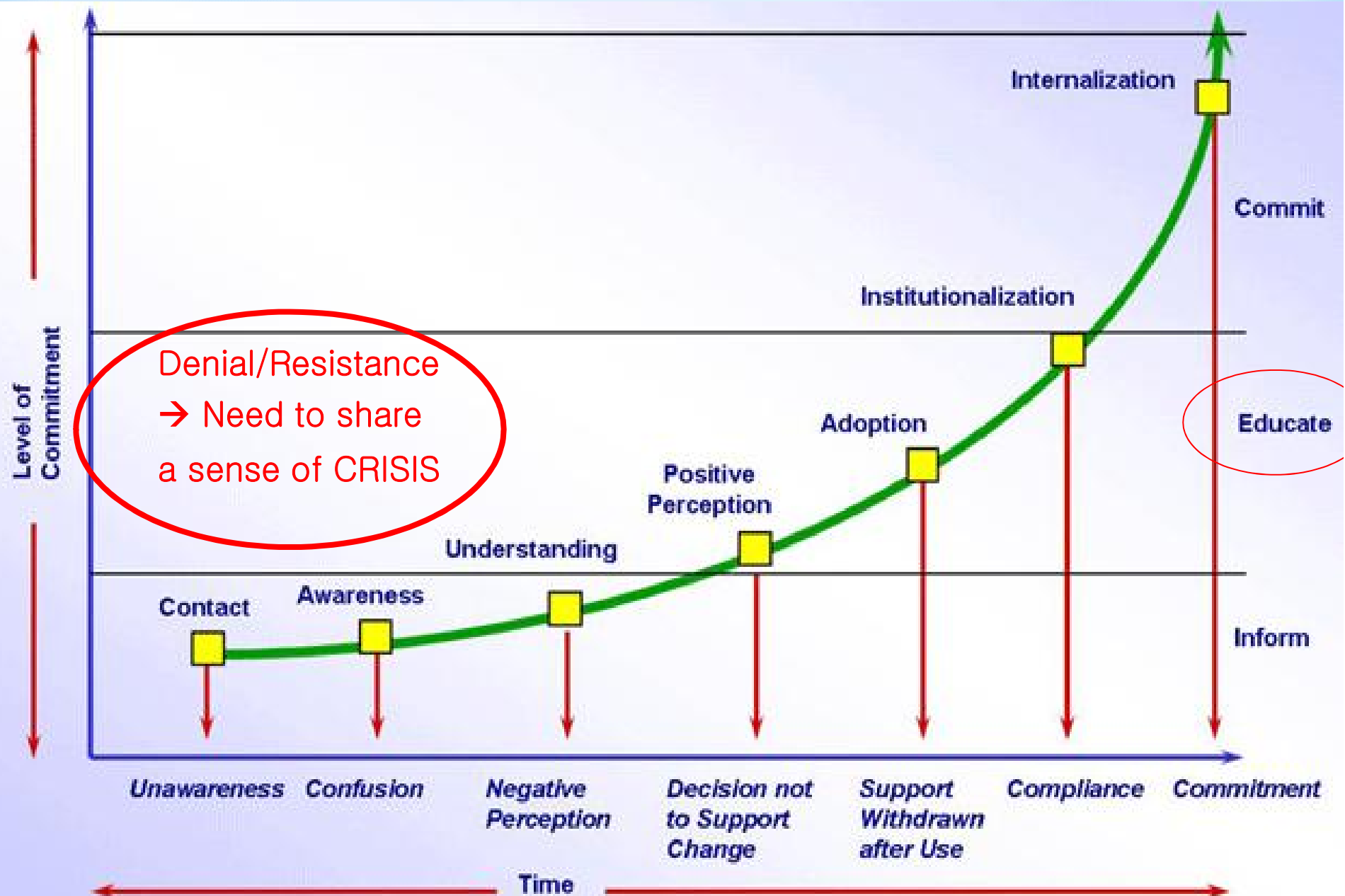


# How does resistance appear?

- “It's just a good thing to say.”
- “Do not go long and move on to something else soon“
- “Too many innovations are overflowing“
- “What's the big deal? What we've been doing for years ... “
- “I've done it before, but I can not.“
- “I do not have time to do“
- “I know how to solve the problem“
- “Is it related to other things we do?“
- “We do not need it because we are doing well“
- “We can not apply the same method we applied in developed countries to us”



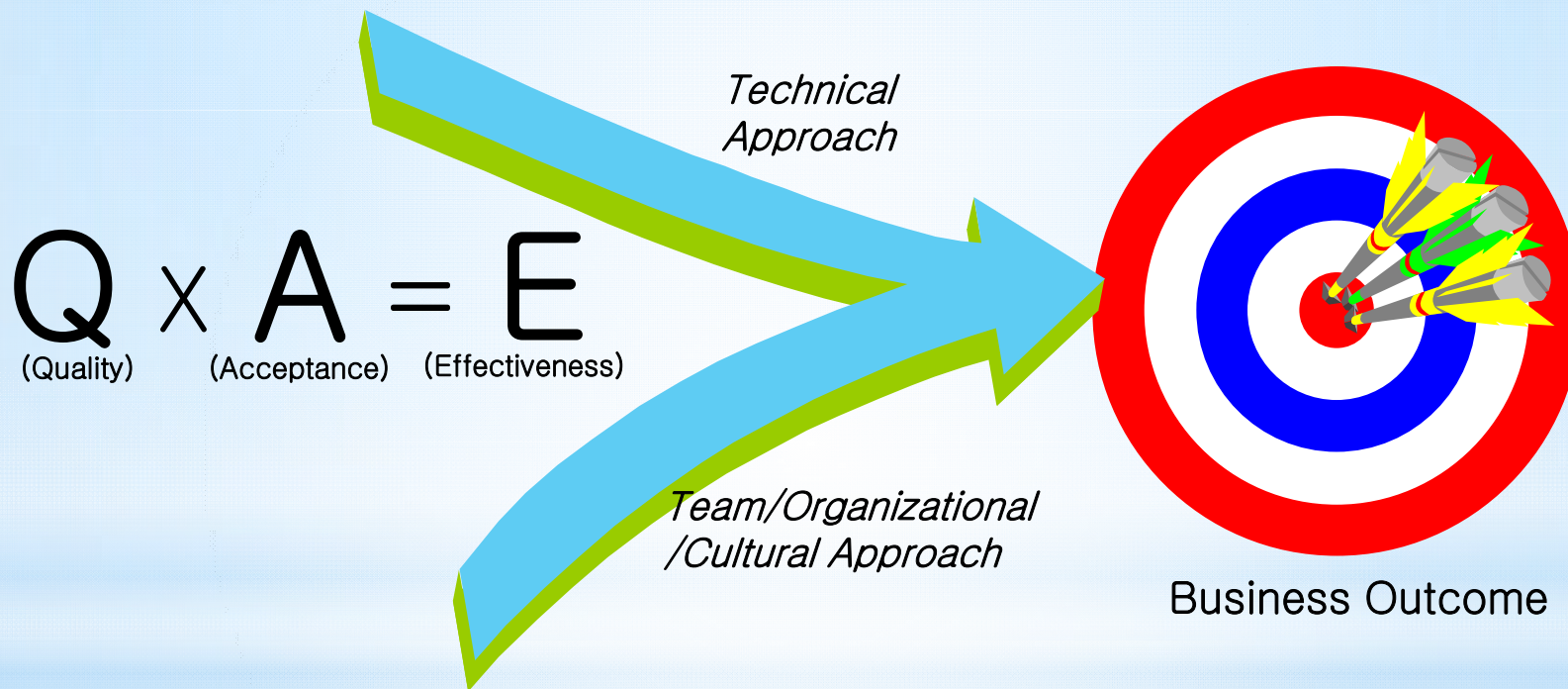
# Overall Reform Process





# Change Acceleration Process

## Accelerated Change



*Technical aspects of change \* Acceptance by employees = Successful change*

*Effectiveness can not be expected without active acceptance of EA*



# Problems due to lack of change management skills

Systematic management from the planning phase of change to the stabilization phase is required

- Lack of a systematic and integrated change plan
- Insufficient understanding of the ripple effects of change in the overall organization
- Insufficient understanding of linkage with strategy of company as a whole
- Consciousness and behavior change of members is not accompanied
- Incomplete integration / coordination of change tasks
- Inadequate evaluation system to measure change result
- Lack of management in the stabilization phase

Problems in the stage of change **planning**

Problems in the stage of **change**

Problems in the stage of **stabilizing** the change



# **Key Issues of change management**

- 1) Organizational CM : How to lead your organization in a strategic direction?**
  - **In what direction should the organization go?**
  - **How to encourage individuals to participate in organizational change and engage in collective action?**
- 2) Personal CM : Focusing on core stakeholders and their attributes or interests, how to make a flow of change?**
  - **How should individuals adapt to organizational and environmental changes?**
  - **It is related to individual motivation, consciousness, and focus on practice**



### **3. Tool and Methodology of Change Management**



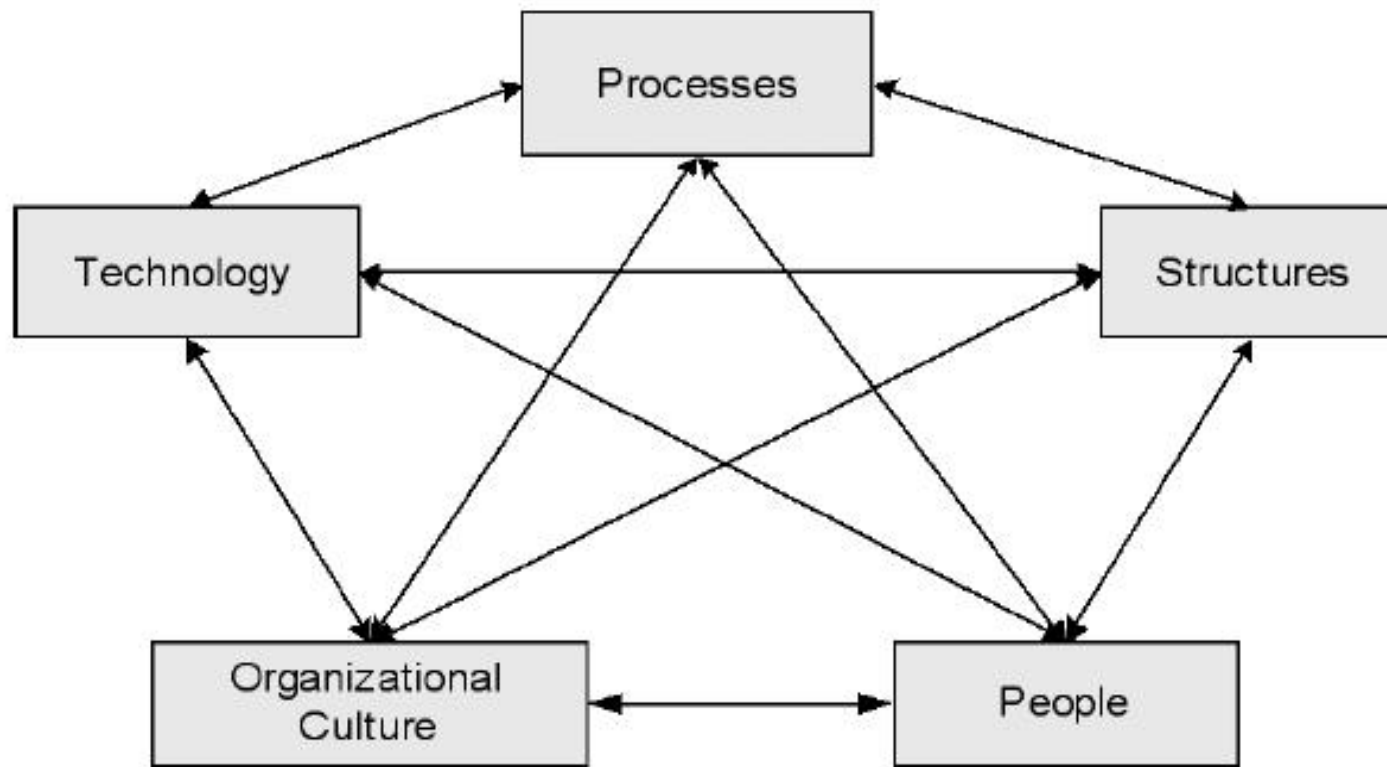
## **3. Tool and Methodology of Change Management**

### **3.1 Leavitt's Extended Model - Special Tool**



# Leavitt's Extended Model

Change cannot be implemented in isolation, as it can have many knock-on impacts throughout an organization, both expected and unexpected. LEM provides an easy framework for understanding the interdependency between five key variables below. Using this framework, you can analyze the impact of the proposed change and use the results within your implementation strategy.



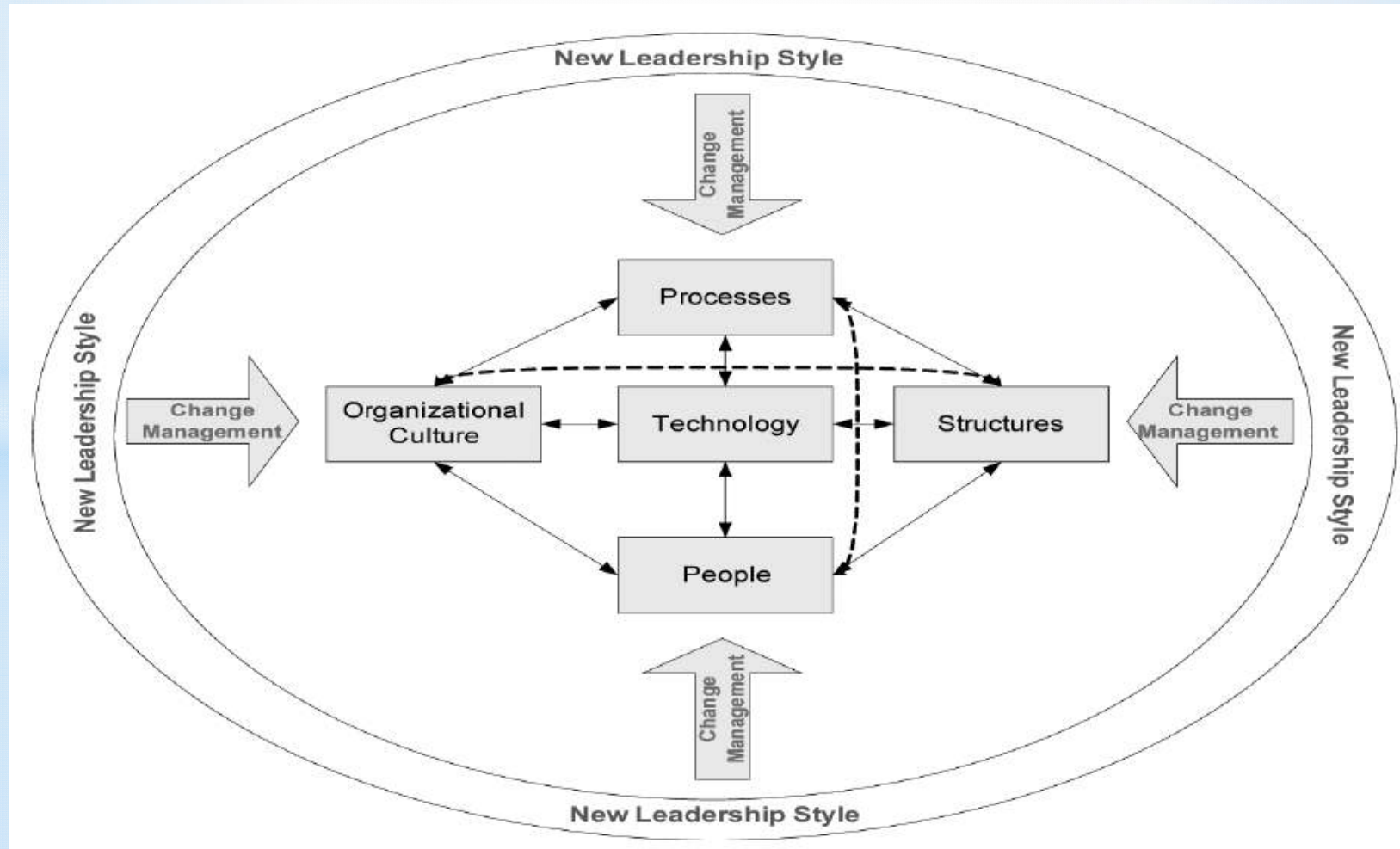


# Change Management Model of e-Government

- 1) It was found that citizen's satisfaction, information accuracy, information exchange, security, privacy and trust, support from the government, ICT skills, facilities offered and efficiency were some of the factors for the success of e-government.
- 2) Furthermore, Nograšek determined change management as a measure of the e-government success and also assessed its relationship with technology, processes, people, organization culture and structure. Unfortunately, studies on success factors for e-government are rarely conducted in the countries of Central and Eastern Europe.



# Change Management Model of e-Government





# Necessary Changes of Individual Elements in e-Gov. Implementation-Technology

- national information infrastructure
- network infrastructure and network databases
- architecture interoperability
- compatible data standards (Extensible Markup Language – XML)
- compatible technical standards
- security models
- implementation of discussion support, multimedia, automation, tracking and tracing and personal identification technologies



# Necessary Changes of Individual Elements in e-Gov. Implementation-Processes

- changes to the entire process (consideration of business process change principles from the private sector)
- significantly accelerated process execution (from a few minutes to a couple of seconds); process can be executed 24/7
- horizontal (integration among functions and departments) and vertical process executions (integration among organisations)
- changes to the rules, which determine the process (trust, safety, maintenance and integrity must be dealt with therein)



# Necessary Changes of Individual Elements in e-Gov. Implementation-People

- the employees must gain a horizontal process view
- new and complex skills (e.g. self-organisation, confrontation with unexpected tasks) and knowledge
- staff training must be organised, collective learning must be encouraged
- leaders must be able to combine their ICT knowledge and skills with their understanding of the process dimension
- leaders must be able to develop a strategic vision and comprehensive human resource management, project management and user-orientation strategies



## Necessary Changes of Individual Elements in e-Gov. Implementation-Organizational Culture

- transition to a service-oriented culture
- the employees must overcome departmentalisation thinking
- organisational loyalty must be strengthened
- employees must be encouraged to perform more challenging tasks, to be willing to take responsibility
- inter-departmental and inter-organisational cooperation and trust must be strengthened
- the understanding of organisational learning must be strengthened
- the leaders' way of thinking must be radically changed

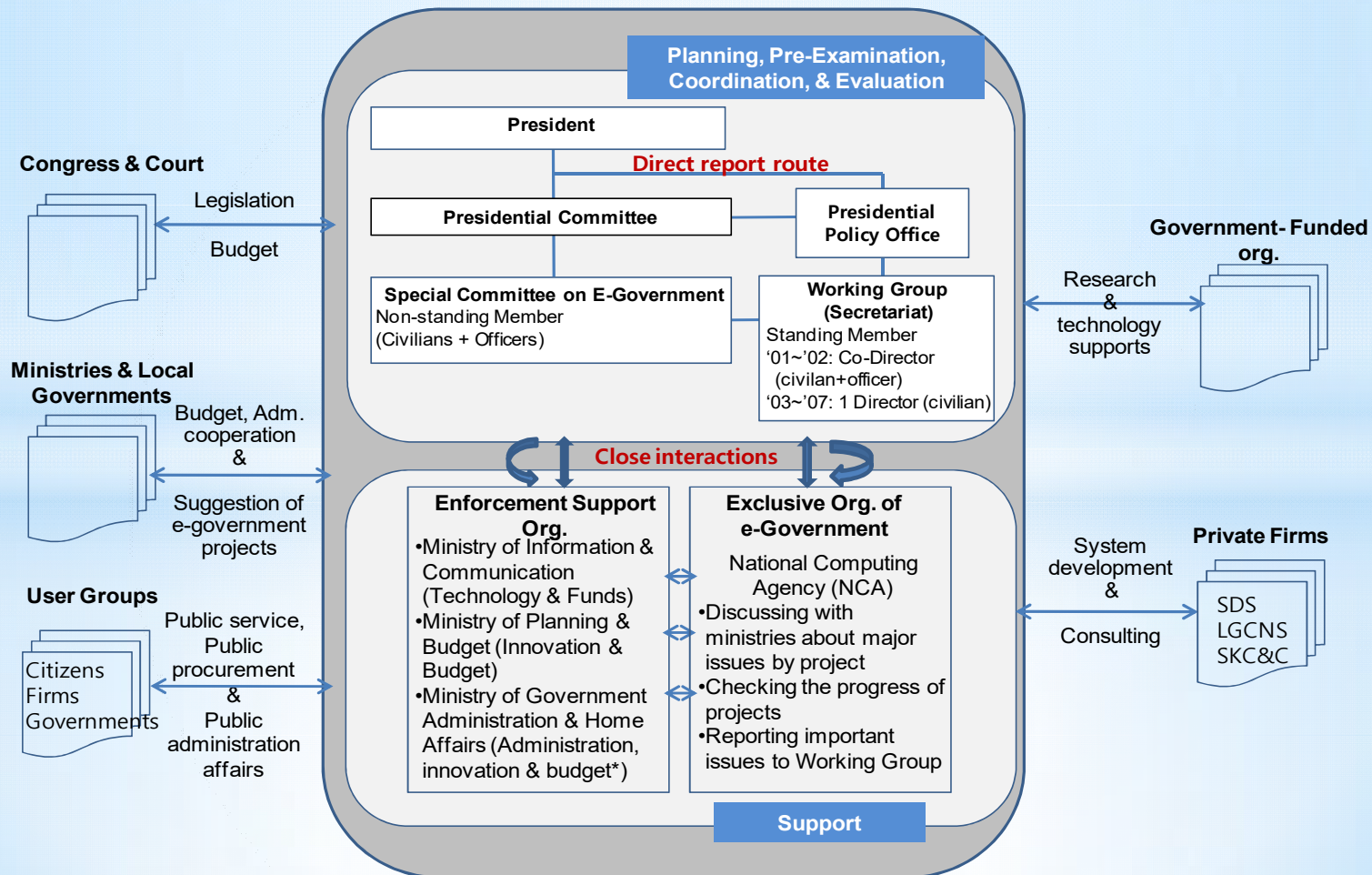


# Necessary Changes of Individual Elements in e-Gov. Implementation-Structure

- it must be taken into account, that, on one hand, due to the horizontal and vertical integration (activities are being de-centralised, a great level of flexibility in task-performing is required), tasks are undergoing a de-specialisation process, while on the other hand, a new task-structuring is required
- data digitalisation must be standardised, procedures being standardised for several departments or organisations simultaneously (e.g. the introduction of e-public procurement), common standards being applied (e.g. XML structures)
- as procedures are simplified and informatised, the level of formalisation is decreased, while, on the other hand, a new procedure execution method requires new record safety, trust, maintenance and integrity rules
- decisions on the introduction of e-government is transferred to e-leaders, which appear both on the top (eLeadership) and the middle level (eChampions, CIO leaders), which leads to a decentralised decision-making process, nevertheless their coordination and control role is strengthened
- the hierarchical structure is transformed into a network one



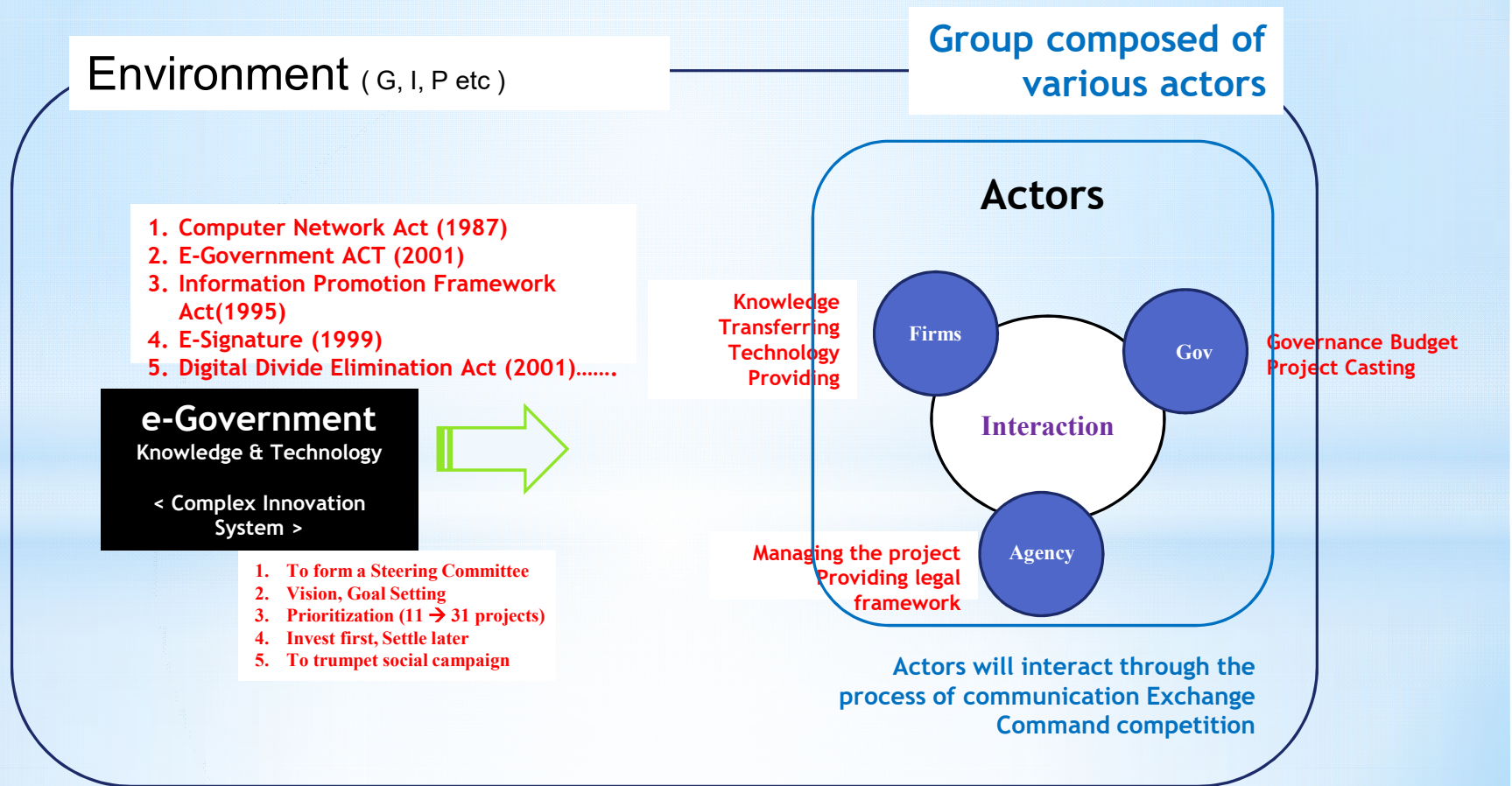
# Clear Role of Korea e-Government



\* Since 2004, backing jobs budget and innovation had been transferred from MoPB to MoGAHA



# Innovation System of Korea e-Government



Actors : Gov, Gov Agency, Firms, University, NGO and so on

The reasons of failure : Crevasse among Policy-Strategy-Implementation, Weakness of Human Capacity, Leadership, Lack of Research to precede the project, awareness of TR etc



## **3. Tool and Methodology of Change Management**

### **3.1 Change Acceleration Process (CAP) - General Tool**



# Change Acceleration Process (CAP)

The Key to Change





Elements of Successful Change:

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Elements of Unsuccessful Change:

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...From Your Change  
Experiences



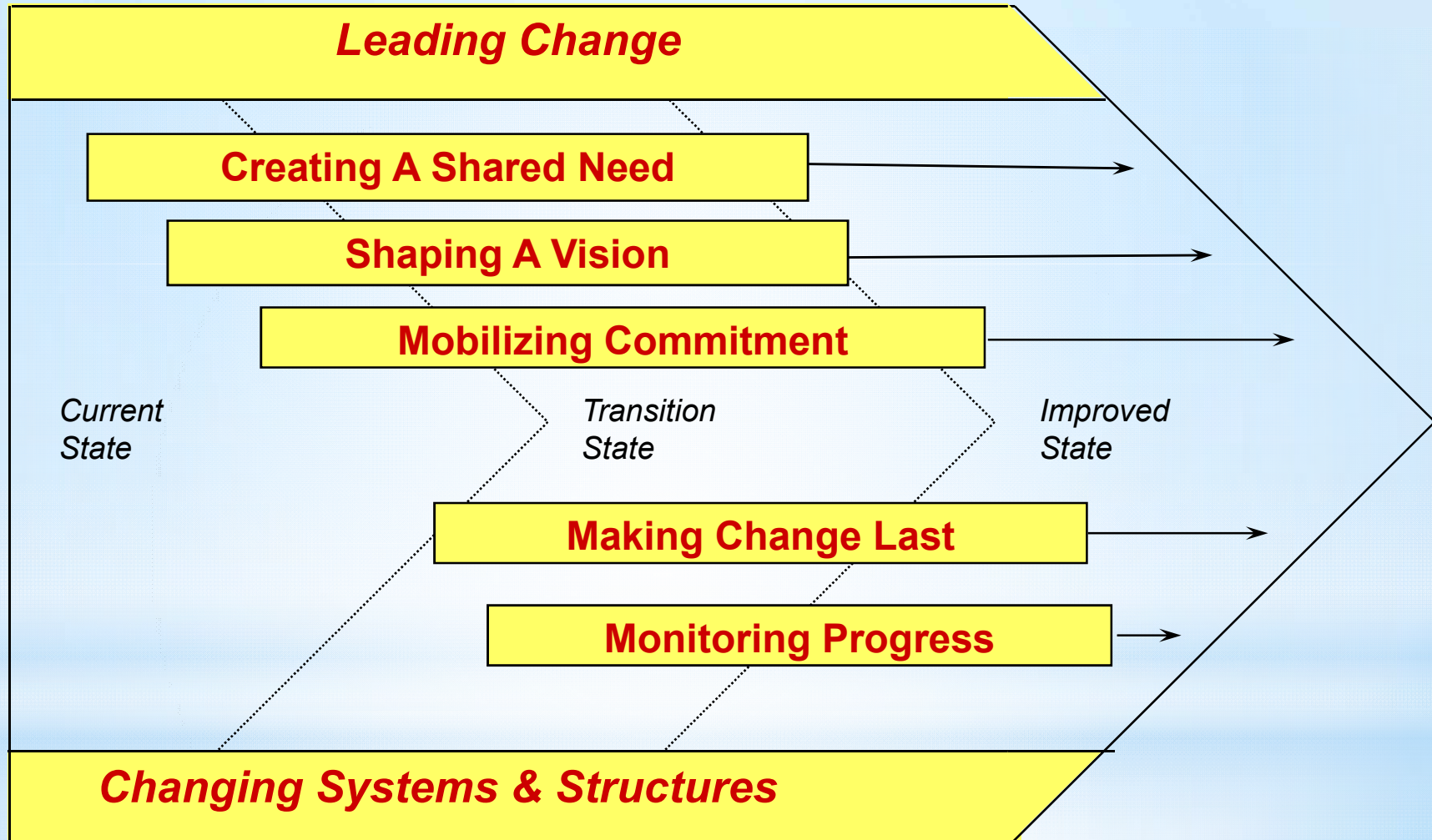
# CAP: The Basics

- \* Provides a 'Pilot's Checklist' for change leadership
- \* A flexible non-linear model used throughout a change process
- \* Applies strategic thinking to the influencing of others
- \* Contains tools to help change teams identify ways to achieve behavioral change





# *Change Acceleration Process: A Model For Change*





# Seven CAP Process

<b>Creating a Shared Need</b>	The reason to change, whether motivated by threat or opportunity, is instilled within the organization and widely shared through data, demonstration, and demand. The need for change must exceed its resistance.
<b>Shaping a Vision</b>	The desired outcome of change is clear, legitimate, widely understood and shared; the vision is shaped in behavioral terms.
<b>Mobilizing Commitment</b>	There is a strong commitment from constituents to invest in the change, make it work, and demand and receive management attention; Constituents agree to change their own actions and behaviors to support the change.
<b>Making Change Last</b>	Once change is started, it endures, and learnings are transferred throughout the organization. Change is integrated with other key initiatives; early wins are encouraged to build momentum for the change.
<b>Monitoring Progress</b>	Progress is real; benchmarks set and realized; indicators established to guarantee accountability.
<b>Changing Systems &amp; Structures</b>	Making sure that the management practices (Staffing, Development, Rewards, Measures, Communication, Organizational Design, and Information Technology Systems) are used to complement and reinforce change.
<b>Leading Change</b>	Having a sponsor/champion and team members who demonstrate visible, active public commitment and support of change.



# Setting Up for Success: Tools



## \* Project Definition

### \* SCOPE:

- \* Timing
- \* Organizations Involved
- \* Processes Involved
- \* Levels Involved

### \* GOALS:

- \* Results / Target for Project
- \* Measurements of Success

### \* ROLES:

- \* What is Their Role?
- \* Who Should be on Project Team?

## \* Project Definition Tools

### \* Bounding Tools:

- \* GRPI
- \* Includes / Excludes
- \* Process Focus (SIPOC / COPIS)
- \* In the Frame / Out of the Frame

### \* Alignment Test:

- \* 15 words
- \* Critical Success Factors

### \* Significance Test:

- \* On the Screen

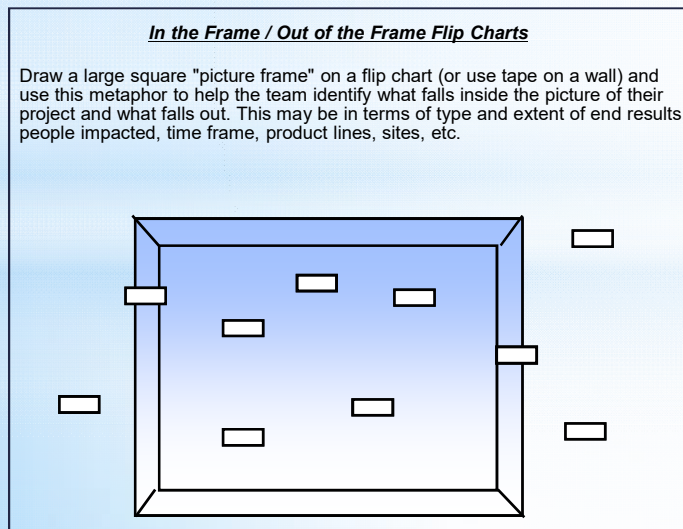


# Project Scoping Tools

## \* In & Out of the Frame

### Used For:

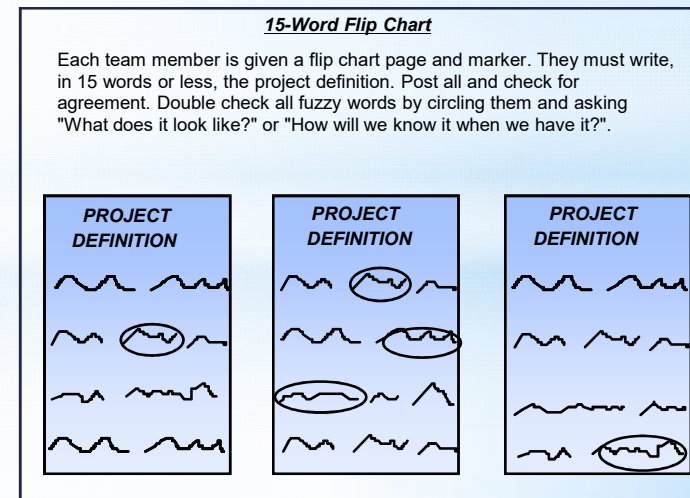
Creating a visual picture of the elements in “Scope” (frame) and out of “Scope” for the project



## \* 15-Word Flip Chart

### Used For:

- \* Developing a Project
- \* Definition Statement





# Leading Change Model

## FOCUS / AGENDA

- Enroll Others
- Facilitative Leadership Skills
- Win/Win

LC  
FC



Change  
Skills

## TIME

- Planning
- Behavior: "Walk the talk"

## ENERGY / PASSION

- Personal involvement
- Is "known for . . ."

*Time x Focus/ Agenda x Energy/ Passion = Attention*



# Leadership Assessment Tools:

## \* Calendar Test (Time Audit)

### Used For:

Stimulating thinking and team discussion about the degree of attention & commitment change leaders are modeling.

1. Identify 4-5 things you feel very strongly about (at home or work).
2. Check your calendar for the last 2-3 months to see what % of your time is spent on those things you say are important to you

LC  
FC

## \* CAP Self-Assessment

### Used For:

Assessing current capacity to show specific competencies in each of the seven core CAP processes.

Change Acceleration Process Self-Assessment					
Leads change	1	2	3	4	
Creates a shared need	1	2	3	4	5
Shapes a vision	1	2	3	4	5
Mobilizes commitment	1	2	3	4	5
Makes change last	1	2	3	4	5
Monitors progress	1	2	3	4	5
Changes systems & structures	1	2	3	4	5



# Creating a Shared Need Tools:

## \*Threat / Opportunity Matrix

### Used For:

Framing the need for change as a combination of *threat* & *opportunity* over the short and long term

	<b>Threat</b> <i>If we don't make this change</i>	<b>Opportunity</b> <i>if we do make this change</i>
<b>Short Term</b>		
<b>Long Term</b>		

## \*Three D's Matrix

### Used For:

- \* Building your case for change with evidence using data, demonstration & demand
- \* Answers the question: "Can I prove it?"

Types of Proof	Examples
<b>Data/ Facts:</b> <ul style="list-style-type: none"> <li>Numbers / trends / statistics</li> <li>Graphs / Financials</li> <li>Benchmark / competitive data</li> </ul>	
<b>Demonstrate:</b> <ul style="list-style-type: none"> <li>Finding Examples</li> <li>Best Practices</li> <li>Visiting other Organizations / Panels/ Pilots/ Testimonials</li> </ul>	
<b>Demand:</b> <ul style="list-style-type: none"> <li>Dynamic Leadership (Setting High Standards/ Accountability)</li> <li>Customers / Suppliers / Competition (Int. / Ext.)</li> </ul>	



# Shaping a Vision Tools:

## ■ Key Phrases Exercise

Used For:

Involving all team members and capturing individual perspectives

1. Individually jot down key phrases that capture the essence of why the team exists.
2. Collect and collate into vision statement.
3. "Test" on customers, vendors, employees.
4. Modify as necessary.

## ■ Backward Imaging Exercise

Used For:

Helping team members think about the future they are working to create

1. Imagine a point in the future when the project has been very successful.
2. Find words to describe what you would see, hear, feel as you observe key stakeholders functioning in the new, changed state.
3. Collate, debate, reach consensus on your vision statement, "test" on others & modify

*Shared Visions come from collective efforts that reflect individual perspectives*

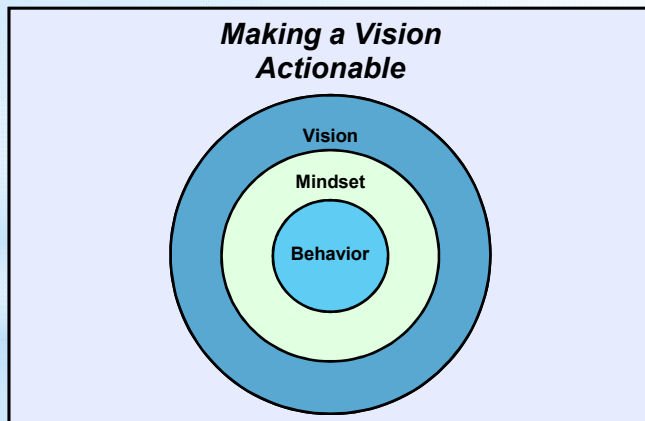


# Focusing Vision on Behaviors:

## ■ Bull's Eye Chart Exercise

Used For:

Developing a Vision that is stated in actionable, behavioral terms



## ■ More of/Less of Exercise

Used For:

Clarifying what the team expects from the new state in behavioral terms

Vision _____	
<u>Behaviors</u>	
<u>More of</u>	<u>Less of</u>
.	.
.	.
.	.
.	.
.	.

*Stating the Vision in actionable, behavioral terms helps the team gain commitment and identify sources of resistance*



# Elevator Speech Worksheet:

SV  
2X

- A “reality check” to ensure that team members see the project the same way.
- To ensure that the team members spread a unified consistent message.

*"Here's what our project is about..."* (Charter, Project Definition Tools)

*"Here's why it's important to do..."* (Shared Need Tools)

*"Here's what success will look like ..."*  
(Shaping a Vision Tools +Milestones)

*"Here's what we need from you..."*  
(Responsibilities, Commitments, Project Plans)

*"Here's what you can count on from me ..."*

(Commitments, Action, Follow-up)

**(Output may change by stakeholder - one size does not fit all)**



# Mobilizing Commitment Tools:

MC  
WC

## ■ Stakeholder Analysis For Change

Used For:

Identifying stakeholders and their current level of commitment to the change initiative

<b>Stakeholder Analysis for Change</b>					
Names	Strongly Against	Moderately Against	Neutral	Moderately Supportive	Strongly Supportive

## ■ Technical-Political-Cultural Analysis

Used For:

Identifying, labeling and understanding sources of resistance

Sources of Resistance	Definition Causes of Resistance	Examples	Rating
Technical			
Political			
Cultural			

*People resist or support change for a variety of reasons.*



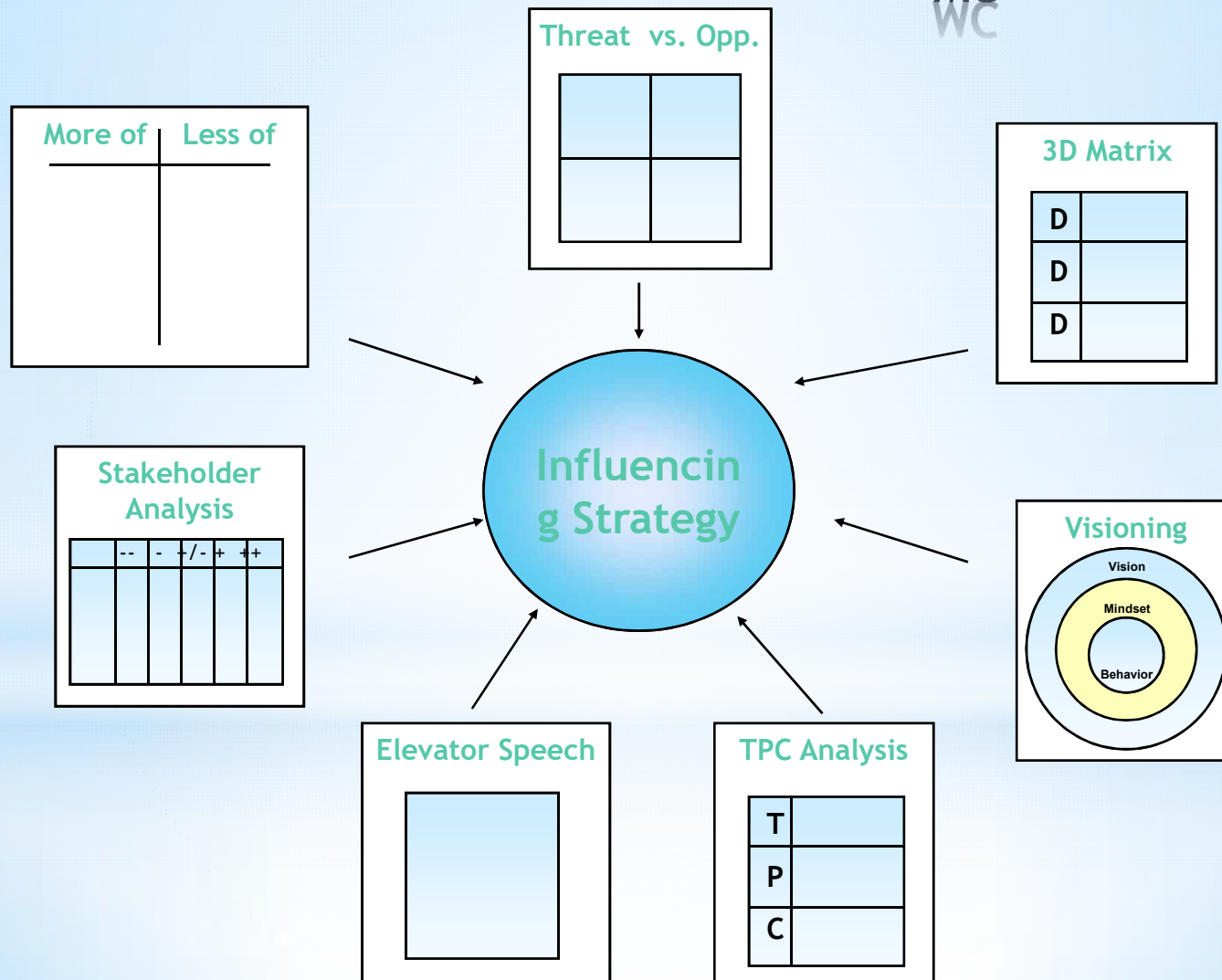
# Sources of Resistance Analysis(TPC)

Source of Resistance	Definition of Sources of Resistance
Technical	People fear or lack skills & resources to change.
	Habit, fear of the unknown, prior investment/sunk costs.
Political	People fear the loss of loss of Power, Influence, Resources and Decision.
	Making Authority. Power struggles, turf, relationships, who gets to talk to whom...
Cultural	People resist because it is different from "how we do things around here".
	Old cultural mindsets, the good old days, blinders, afraid to let go....



# CAP Toolkit:

MC  
WC





# Factors to Consider:

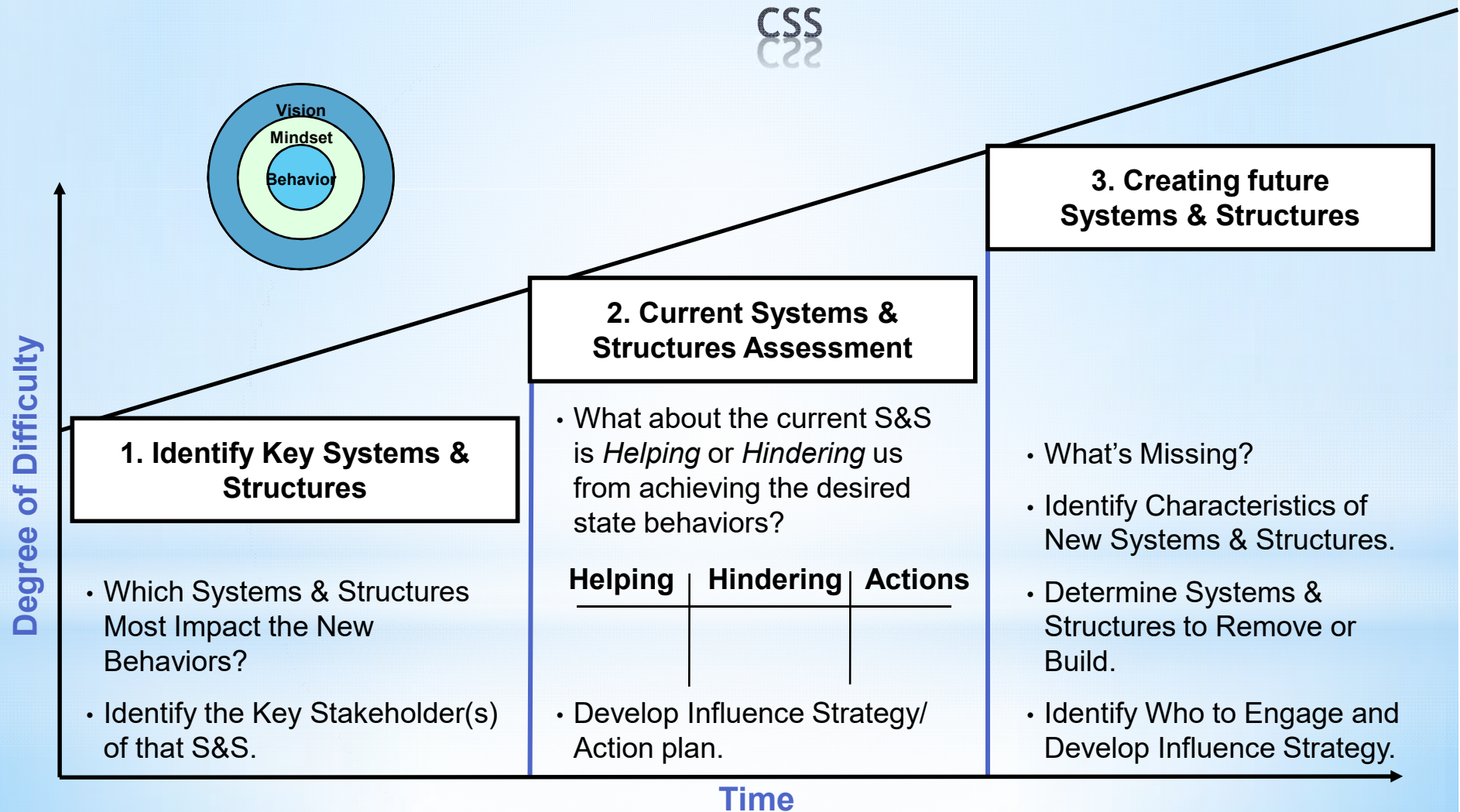
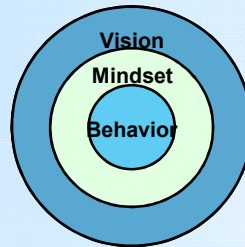
CSS  
C22

<b>Staffing</b>	(Acquiring/placing talent)
<b>Development</b>	(Building competence/capability)
<b>Measures</b>	(Tracking performance)
<b>Rewards</b>	(Recognizing/rewarding desired behavior)
<b>Communication</b>	(Using information to build and sustain momentum)
<b>Organization Design</b>	(Organizing to support the change initiative)
<b>IT Systems</b>	(Utilizing IT technology to enable changes to be successful and sustained)
<b>Resource Allocation</b>	(Adjusting or planning for financial and other resources to support the change project)



# Three Step Alignment Process

CSS  
C22





# Communication Planning Matrix:

CSS  
C22

Channel	Announce the CAP Project	Clarify the Vision	Begin to Mobilize Commitment	Begin to Monitor Progress	Changing Systems & Structures
<b>Written:</b> <ul style="list-style-type: none"> <li>• Newsletter</li> <li>• Bulletin Board</li> <li>• V.P. Memo</li> <li>• etc.</li> </ul>					
<b>Spoken:</b> <b>One-on-many</b> <ul style="list-style-type: none"> <li>• All employees meeting</li> <li>• Weekly staff meeting</li> <li>• Operating managers meeting</li> <li>• Etc.</li> </ul>					
<b>Spoken:</b> <b>One-on-one</b>					
<b>Symbolic:</b> <ul style="list-style-type: none"> <li>• Offsite conference</li> <li>• Press conference</li> <li>• etc.</li> </ul>					

## Used For:

- \* Communication Strategy (various Channels)

## Indicate those that are suitable for:

- \* Providing Information
- \* Persuading
- \* Empowering

## Include:

- \* Audience
- \* Who
- \* When
- \* Where



## **4. Conclusions and Implications for Change Management**



# The role of government is changing.....



Source : Accenture(2015), Digital at Depth



## The role of government is changing.....

- ✓ Public governance era: citizen participation, co-production, etc.
- ✓ From a passive service provider to a collaborator and a facilitator
- ✓ From a problem solver to a solution enabler
- ✓ Collaboration and partnership



# Enhancing government services for citizens in the digital age

- ✓ Align with an overarching digital government strategy or plan
- ✓ Foster the adoption of the new service delivery modes
- ✓ Invest in new capabilities, both human and technological
- ✓ Collaborate between agencies, governments and private entities
- ✓ Ensure the reliability of the new service delivery modes



# Steps for change:

## 1) Pre-implementation

- Realize the need for change
- Determine cost/benefit of new change
- Management must support the new change and display this support to others
  - 3 ways to deal with resistance to change
    - Ignore it
    - End it by preventing it
    - Implement crisis management



# Steps for change:

## 2) Implementation

- Many companies fail before they make it here
- Elect a standing committee
  - Composed of all departments affected
  - Meet on a regular basis
  - Meet when problems arise in order to find solutions
- Should appreciate all stakeholders for their patience and understanding



# Steps for change:

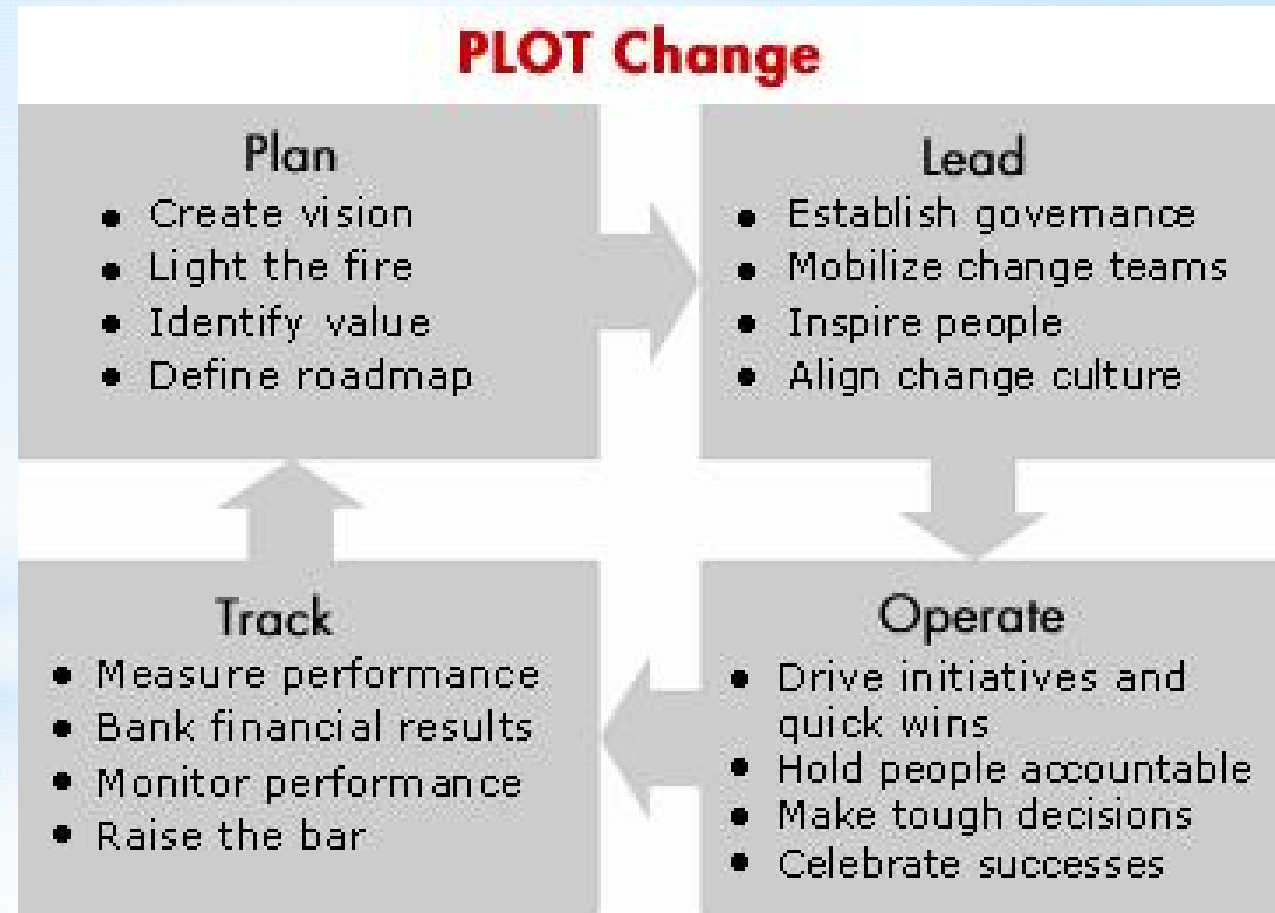
## 3) Post-implementation

- Make sure project achieved planned results
- Problems that arise after implemented are found and dealt with
- May still have resistance due to
  - Lack of training
  - New culture



# Bain & Company Example

- 1) Plan
- 2) Lead
- 3) Operate
- 4) Track





# Common Traps to Avoid!

## **1. Misstarts**

Change is ill-advised and without sufficient commitment.

## **2. Making change an option**

Management asks for change instead of enforcing change

## **3. A focus only on process**

Focus on process not results for initial implementation

## **4. A focus only on results**

Focus completely on the end result with little concern for problems with change

## **5. Not involving those expected to implement the change**

Management decides on change without consulting employees

## **6. Delegation outside company**

Giving outside consultants complete power for change

## **7. No change in reward system**

If you reward employees the same way you will get the same work

## **8. Leadership doesn't walk the talk**

Leadership preaches change, but does not set the example

## **9. Wrong size**

Change is too small or big

## **10. No follow-through**

Management does not clearly define responsibility and thus the change is not executed properly

Source: [http://www.ustyleit.com/Change\\_Management\\_Best\\_Practices.htm](http://www.ustyleit.com/Change_Management_Best_Practices.htm)



# Implications for Managers

1. Conducting an organizational analysis that identifies the current situation, problems, and the forces that are possible causes of those problems. The analysis should specify the actual importance of the problems, the speed with which the problems must be addressed if additional problems are to be avoided, and the kinds of changes that are generally needed.
2. Conducting an analysis of factors relevant to producing the needed changes. This analysis should focus on questions of who might resist the change, why, and how much; who has information that is needed to design the change, and whose cooperation is essential in implementing it; and what is the position of the initiator vis-à-vis other relevant parties in terms of power, trust, normal modes of interaction, and so forth.



# Implications for Managers

3. Selecting a change strategy, based on the previous analysis, that specifies the speed of change, the amount of preplanning, and the degree of involvement of others; that selects specific tactics for use with various individuals and groups; and that is internally consistent.

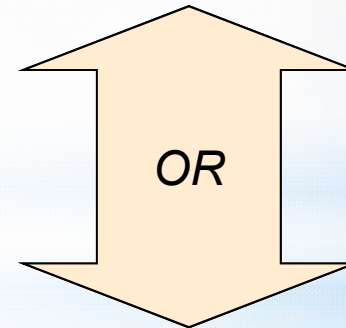
4. Monitoring the implementation process. No matter how good a job one does of initially selecting a change strategy and tactics, something unexpected will eventually occur during implementation. Only by carefully monitoring the process can one identify the unexpected in a timely fashion and react to it intelligently.



# Final Conclusion



Leadership without Systems



Systems without Leadership



# Q & A

## (질의 응답)



**Thank You Very Much**