

... As Do "Leadership" Styles

Teaching

Showing

Helping/Nurturing

Nudging

Pushing

Dragging

Doing It for Them

Match to Culture and Sense of Urgency

Think in Time Scales and Achievable Accomplishments

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

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

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



0 to 6 months

6 to 12 months

12 to 18 months

18+ months

Time scales are approximate ... your mileage will vary!

Setting tangible, measurable and visible expectations

Develop Digital Use Cases That Bridge the "Silos of Excellence"

Digital Civic Moment – Job Lost and Found

The Job to **Reduce the length of unemployment and lost income**
 Get Done: **through the swift return to a suitable job.**

1 2 3 4 5 6 7 8 9 10

Elapsed time

Digital Civic Moment – A Digital Safety Net

The Job to **Reduce social and financial cost of care by increasing self-sufficiency in elderly or disabled people.**
 Get Done:

1 2 3 4 5 6 7 8 9 10

Elapsed time

Digital Civic Moment – Emergency Bridge Repair

The Job to **Enhance safety and mobility in and around major transportation assets.**

1 2 3 4 5 6 7 8 9 10

Elapsed time

Digital Civic Moment – Precision Emergency Response

The Job to **Accurately assess all real or possible threats to human life and property to take precise, appropriate actions.**

1 2 3 4 5 6 7 8 9 10

Elapsed time

Digital Civic Moment – Travel Free License Renewal

The Job to **Increase drivers license renewal compliance while reducing wait times in DMV offices.**

1 2 3 4 5 6 7 8 9 10

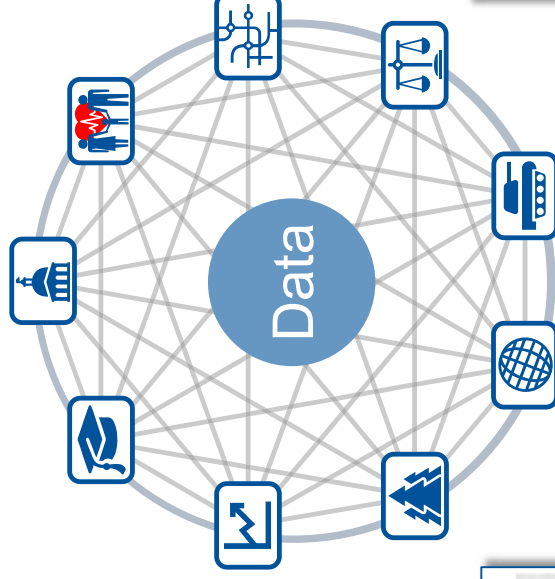
Elapsed time

Digital Civic Moment – Major Cross-Region Shipment

The Job to **Support timely movement of oversize loads with minimum disruption to traffic.**

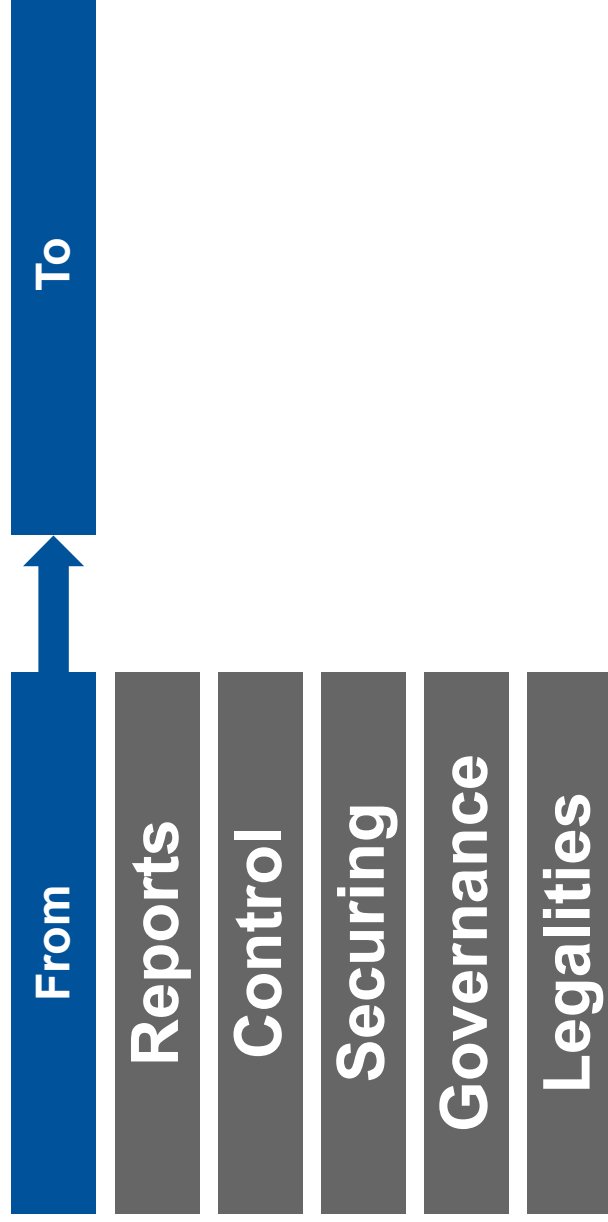
1 2 3 4 5 6 7 8 9 10

Elapsed time



Determine Your Level of Digital Courage

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



Best Practices for Digital Government

- Start with an ambitious vision
 - With business/mission leadership
- View it from the citizens' (& employees') perspectives
 - Solve their problems; make their experiences your priorities
- Think beyond the org chart
 - Ignore or break down silos; be inclusive and embrace diversity
- Use an (incremental, iterative, agile) approach
 - Show tangible progress; build momentum

Best Practices for Digital Government (concluded)

- Don't attempt to boil the ocean
 - Takes too much energy, too long; little discernible change
- Find a leader (or leaders)
 - Clarify roles & responsibilities
- Choose your role(s) and leadership style(s) wisely
 - Best fit to evolve organizational culture; not a force fit
- Adopt a platform mindset
 - Open, reusable, shared, reconfigurable

Recommendations for Government CIOs and IT Directors

To Move Beyond E-Government

- ✓ Assess your organization's readiness for digital transformation:
 - Right fit culturally?
 - Right scope and time to value?
 - Right alignment with citizen needs and wants?
- ✓ Evaluate your opportunity to implement a digital strategy:
 - Right governance and budget?
 - Right capacity and capabilities?
 - Right use cases (digital civic moments)?
 - Right metrics?

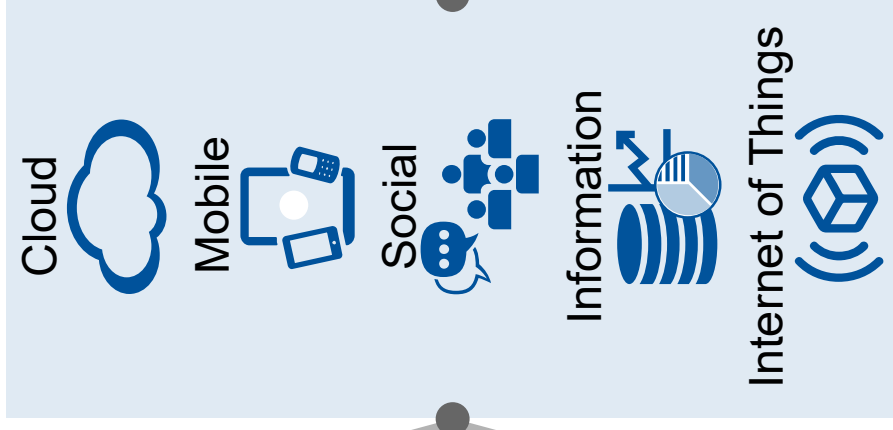


Business and Technology Trends

More Than Aligned: Technology and Business are Fused

Government **Business** Trends

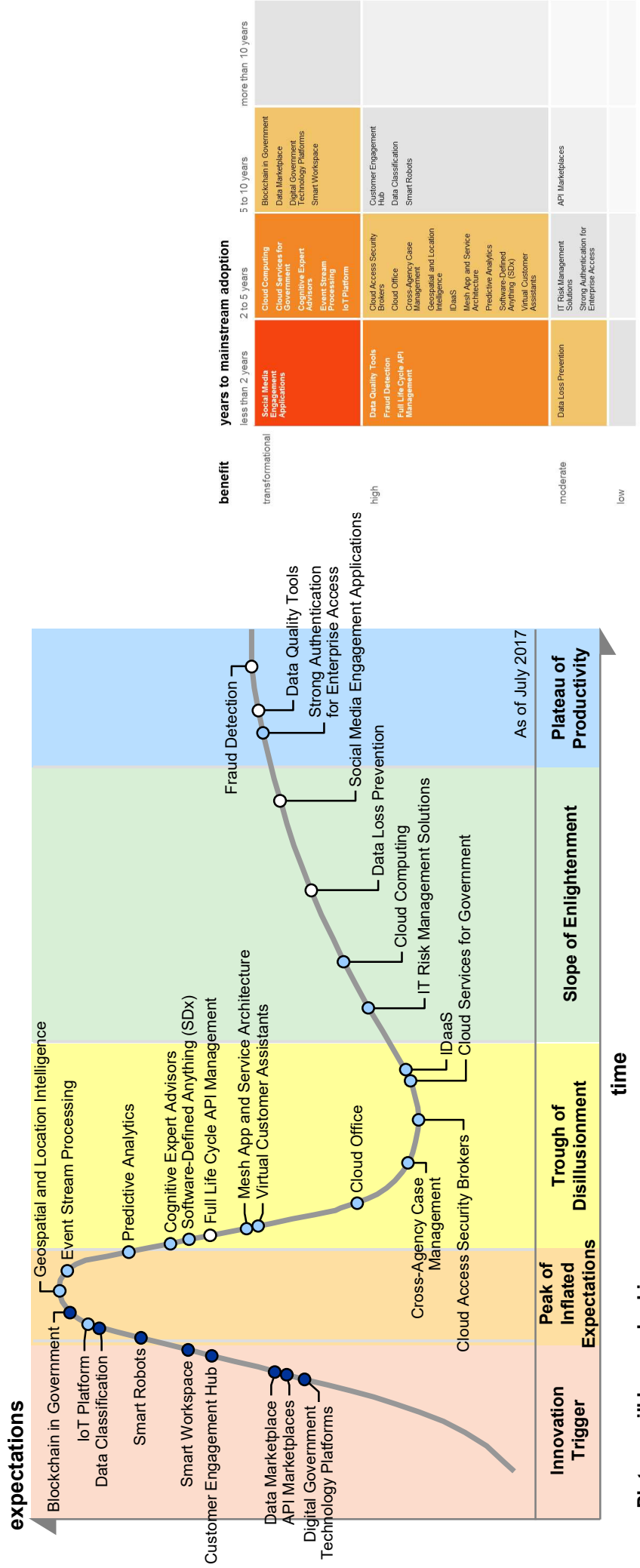
Citizen Experience Management
Digital Equity
Evolving Civil Service
Insight-Driven Workforce
Performance Management 3.0
Institutional Agility
Partner Ecosystems
Community Resilience
Digital Leadership
Sustainable Cybersecurity



Government **Technology** Trends

Multichannel Citizen Engagement
Citizen e-ID
Digital Workplace
Analytics Everywhere
Smart Machines
Open Data Marketplace
Blockchain
API Management
Mesh App and Service Architecture
Risk-Based Security

Hype Cycle for Digital Government Technology, 2017



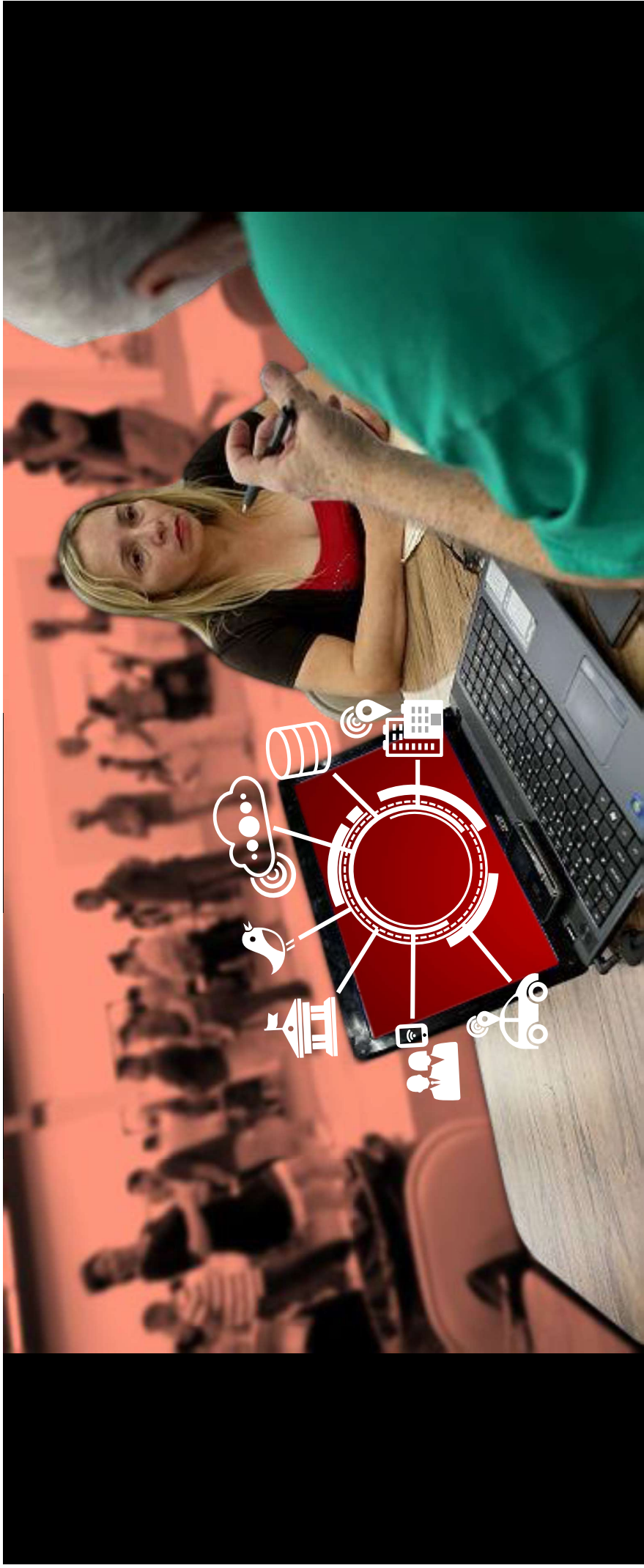
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Digital Civic Moments

Government Must Design Human-Centered Digital Services



Digital Civic Moments: Job Loss and Recovery

Broader Ecosystem

Social Data

IoT and Context-Awareness

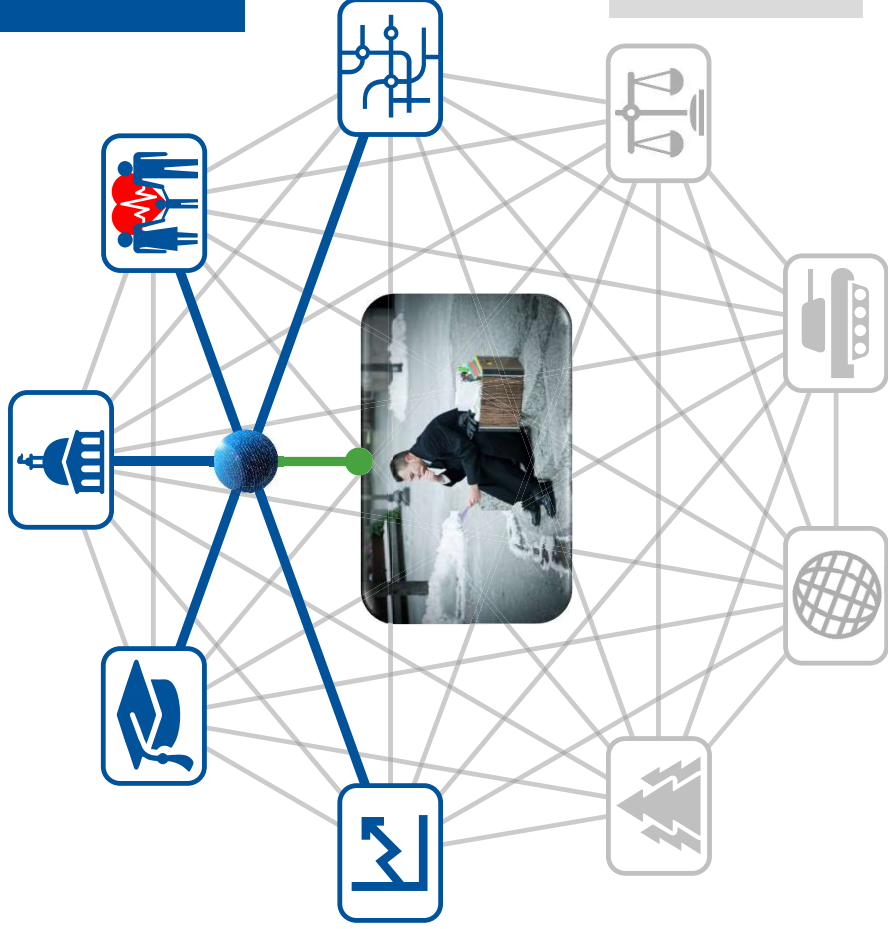
Virtual Private Assistant

Singular Objective
Reduce the length of unemployment and lost income through the swift return to a suitable job.

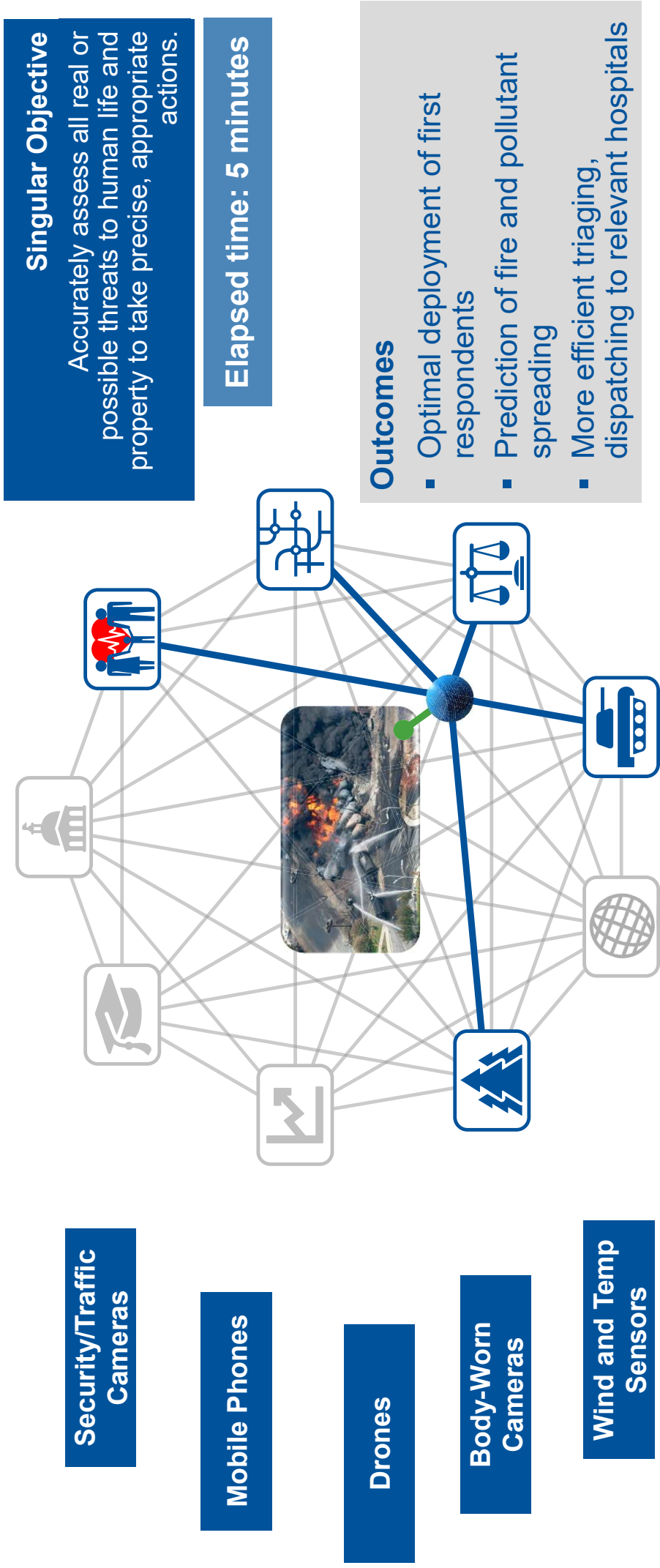
Elapsed time: <30 minutes

Outcomes

- Quicker re-employment
- Quicker, personalized support
- More opportunities



Digital Civic Moments: Addressing a Major Incident



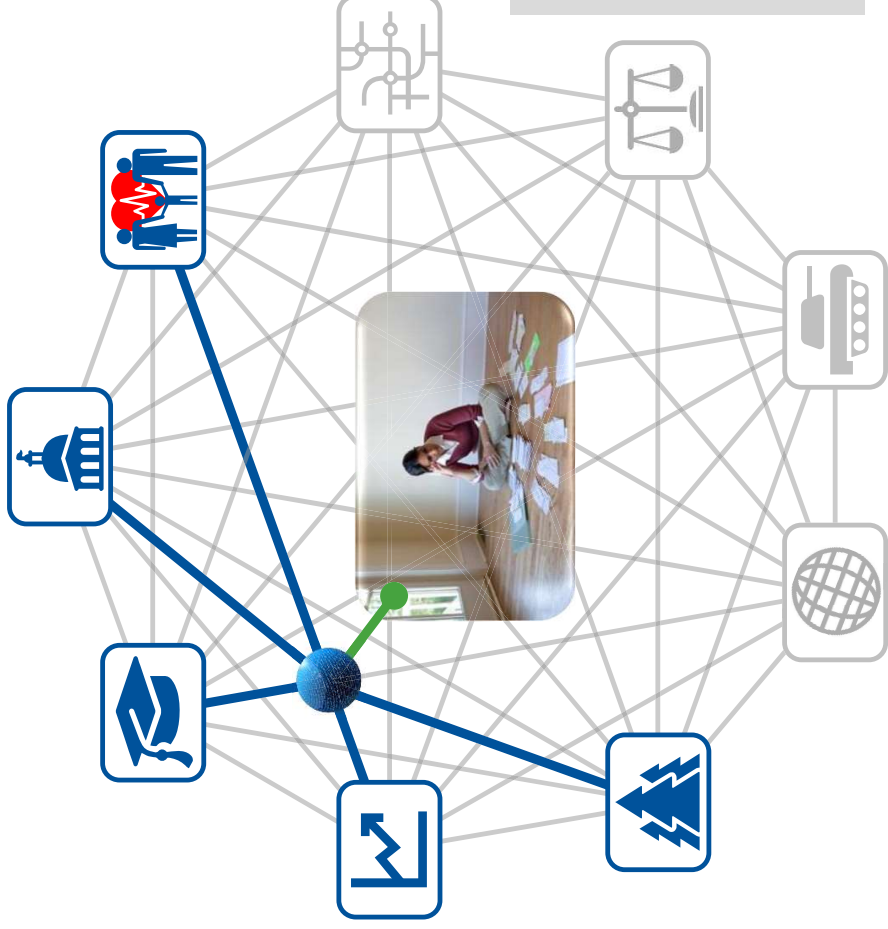
Digital Civic Moments: Turning Taxes Into a Service

Credit Card Data

Insurance Data

Car Data

Home Appliance Data



Outcomes

- Greater tax compliance
- Greater revenues
- More tax breaks
- Linking taxation to green behaviors