STRATEGIC PLANNING & FORESIGHT FOR PUBLIC SECTOR TRANSFORMATION

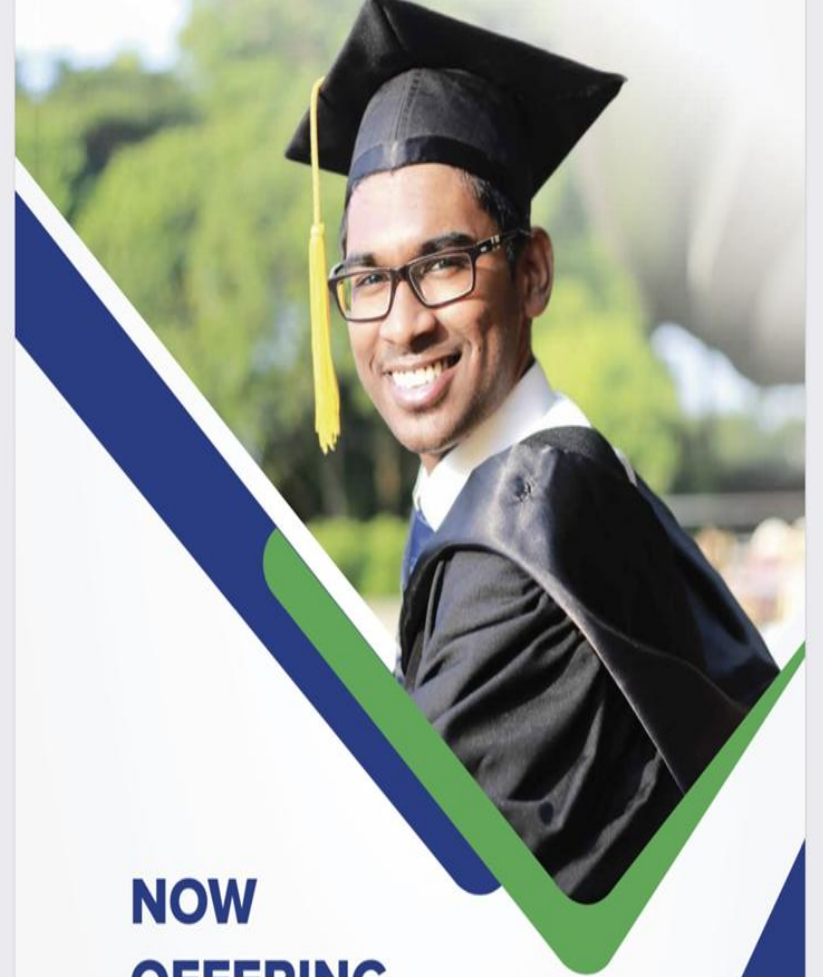By

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Director, Research & Management Consultancy

ESAMI

Session Outline

- Some Thoughts
- Transformation Approaches & Philosophy
- Foresight & Strategic Planning
- The 7 Burdens & 10 Megatrends
- The Future
- The Formula

NOW OFFERING

- ✔ Academic Programmes
- ✔ Executive Programmes
- ✔ Consultancy Services
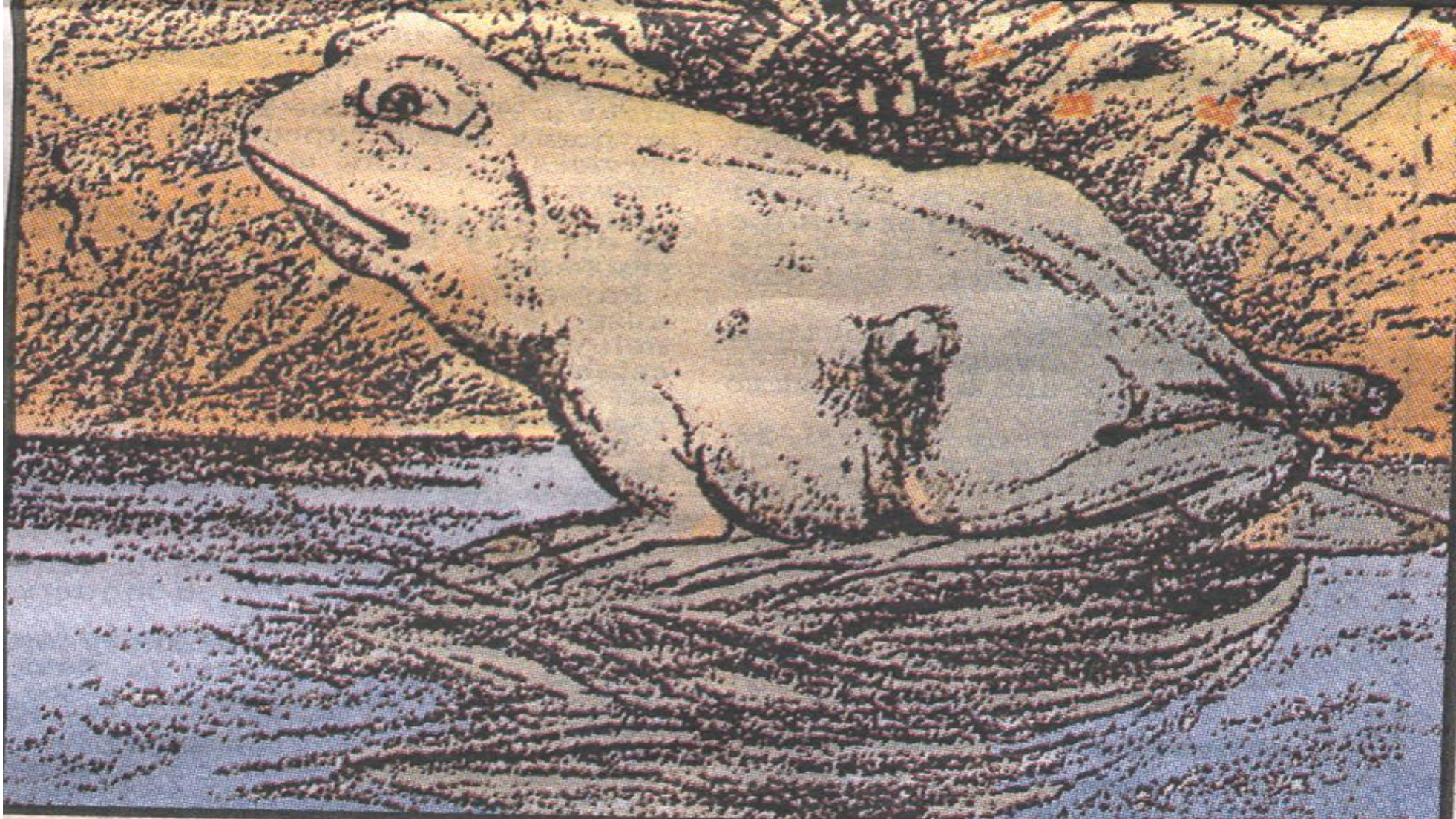- ✔ Trade Programmes
- ✔ Research

1. Some Thoughts

What Is This?

Same Term, Differing Perspectives
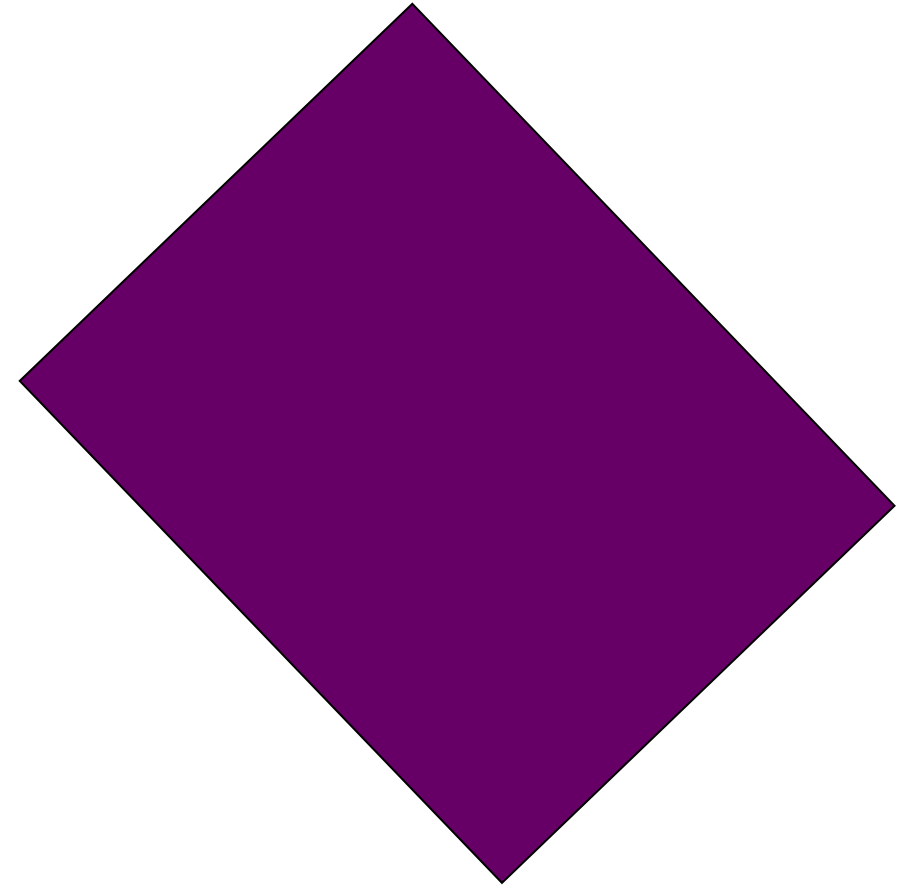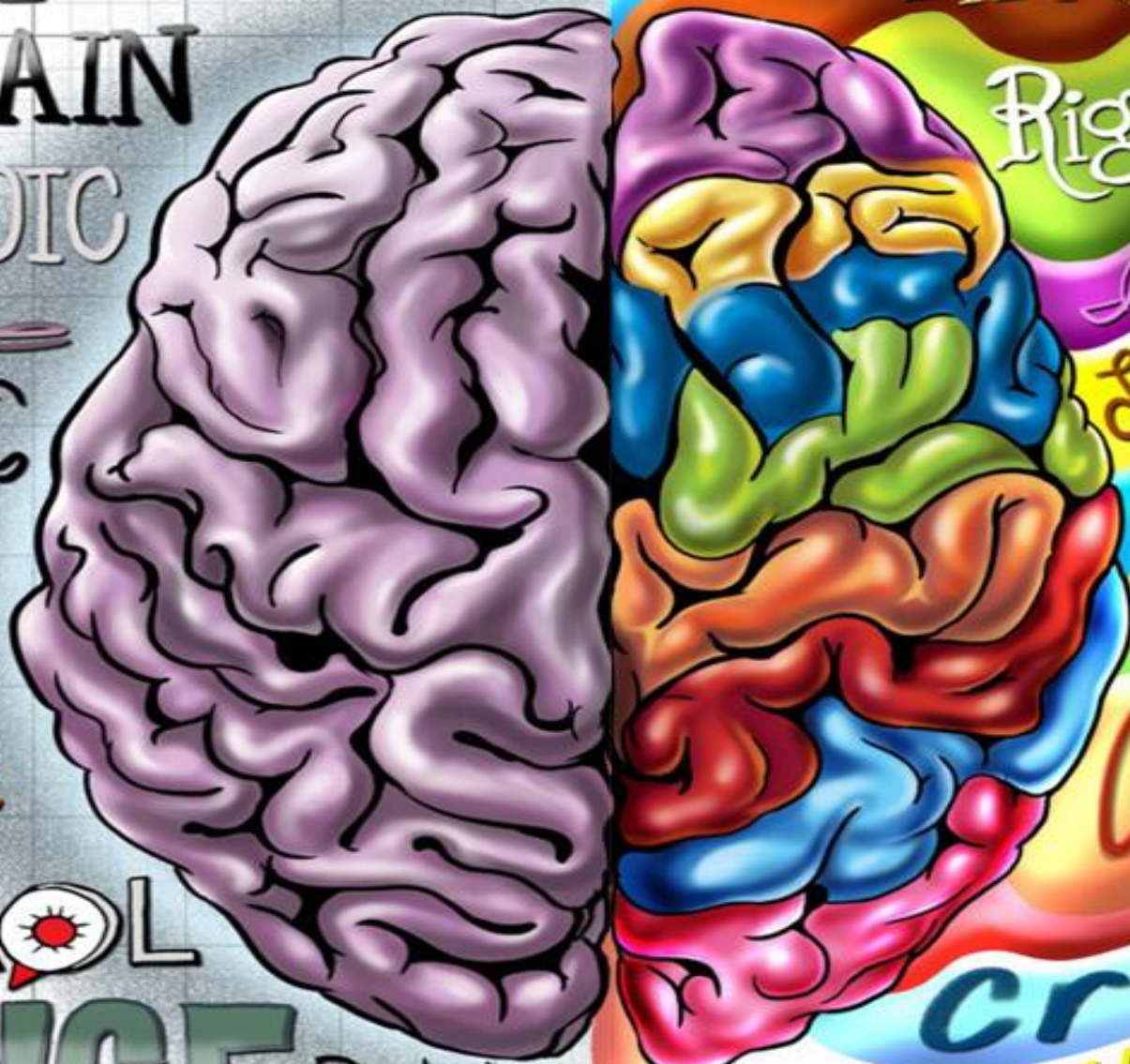
Some Thoughts

If you think the country can develop without you (developing), you are right.

•From religious writings…

…"And if the blind lead the blind, both shall fall into the ditch"

Some Thoughts

If you think when you develop the country will also develop, you are also right.

Some Thoughts

If you think the country cannot develop without you, you are also right, in your wisdom or lack of it!

Some Thoughts

Life is about Choices – Choose Wisely

Train you mind!

Choices Made Today Determine Tomorrow

2. Transformation Approached & Philosophy

PS Transformation Approaches

- Restructuring
- Results Based
- Re-engineering
- Performance Contracting
- E-I-M-Wo Government- WoN

PS Transformation

- Transformational leadership as facilitative
- Citizen/client at the centre
- Technology as an enabler
- Internal and external environment changes as drivers

PST Philosophy

- Re-(think; imagine; sponsive; sults; structure; engineer; configure; calibrate)
- C-(itizen; entric; onnected; onsultative)
- A mixture of slogans, rhetoric and limited action.
- Result – Confused Public Service?
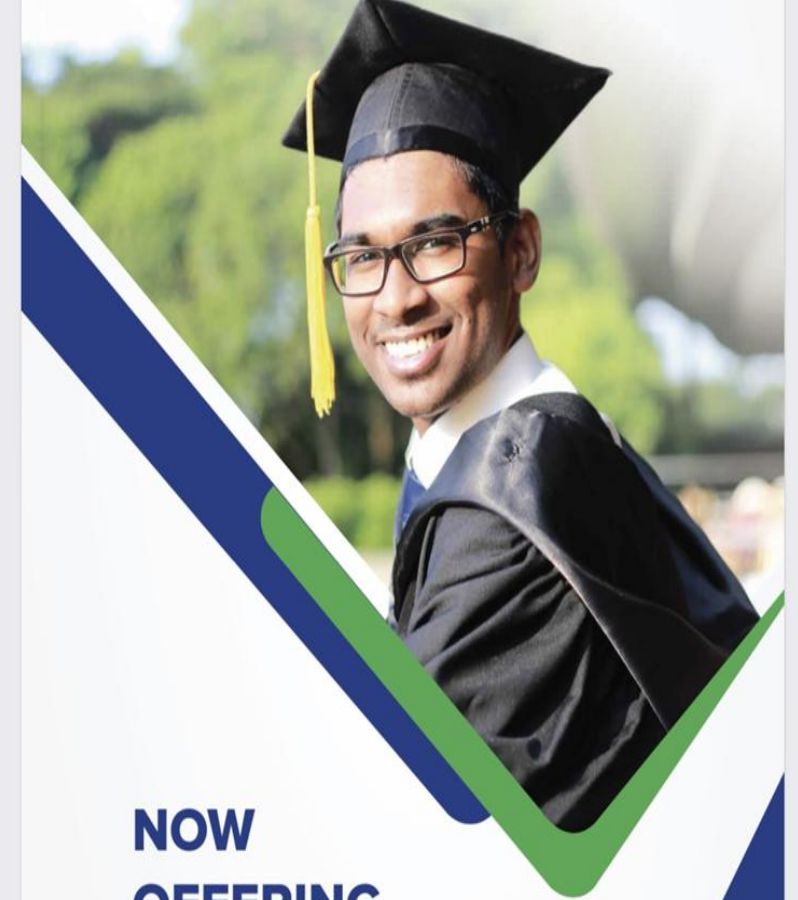
Transformation Agenda…

- Results not very exciting…

- WHY?

- Externalized?

- Underled?

- Misunderstood?

- Wrongly framed?

Key Claims

- Why Transformation has not worked
  1. Wrongly Framed – Hardware over SOFTWARE
  2. Externalized

TRANSFORMING CAPACITY FOR SERVICE DELIVERY

THE TRANSFORMATION JOURNEY

Outcomes
- **Good Governance**
- **Political stability**
- **Sustainable Economic Growth**
- **Food self-sufficiency**
- **Employment Creation**
- **Environmental sustainability**
- **Technological advancement**
- **PUBLIC TRUST**

Transformational leadership

Results focus

Results Based Management

- Disease
- Poor housing
- Hunger
- Poverty
- Education

Citizen focus

- NTP
- Results Based Budgets
- Results Based HR Performance Management System
- M&E/MIS
- E-Government

Stakeholder collaboration

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Big Question

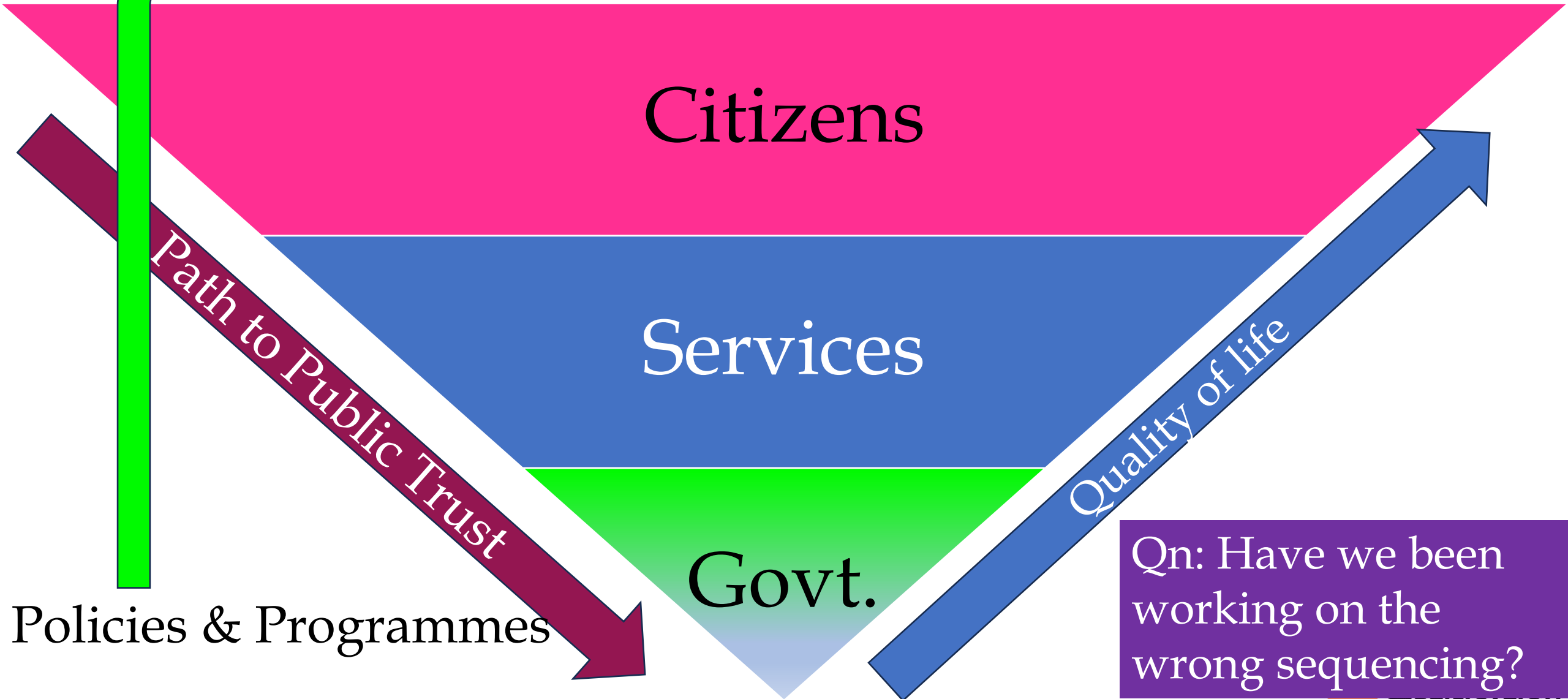## Do we start with Strategic Planning or Should we Start with FORESIGHT?

Transformation What Does It Take?

- The Power of **VISION**

- What will the Future Public Service be Like? Versus

- How do we best respond to the citizen needs?

Three Things, 1 Question

Citizens

Services

Govt.

Path to Public Trust

Quality of life

Policies & Programmes

Qn: Have we been working on the wrong sequencing?

WHAT DO CITIZENS WANT OF SERVICES

AVAILABILITY

ACCESS

QUALITY

RELIABILITY

Timeliness

Efficiency

Predictability

AFFORDABILITY

WHAT DO CITIZENS WANT (4 S'S)

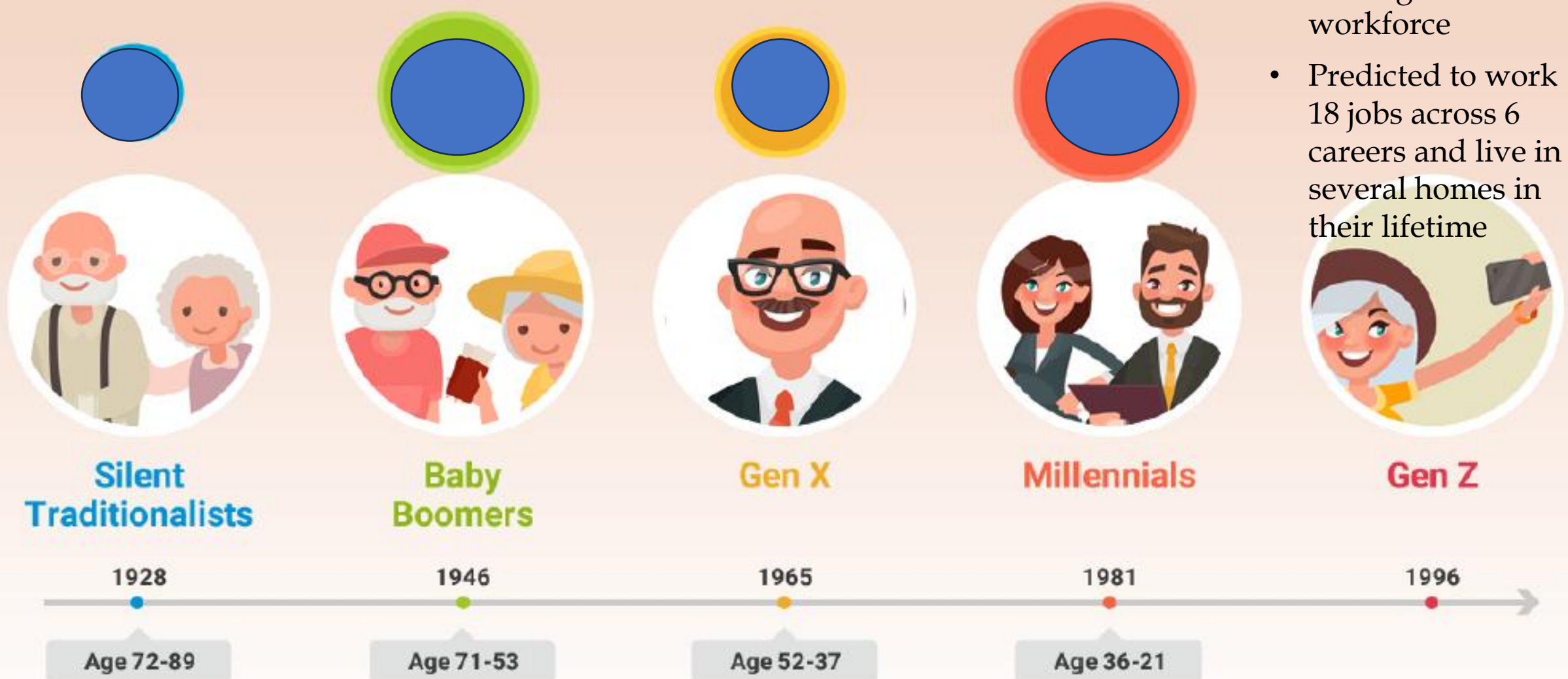|	
SPEED	*Timeliness*
SIMPLE	*Less Red Tape*
SEAMLESS	*Clustered No Wrong Door*
SATISFACTION	*Confidence in Government*

The Environment….?

VUCAD

Volatility

Uncertainty

Complexity

Ambiguity

Diversity

Others…
- Rapid
- Unpredicatble
- Paradoxial
- Tangled

Others…
- Brittle
- Anxious
- Non-Linear
- Incomprehensible

Others…
- Turbulent
- Uncertain
- Novel
- Ambiguous
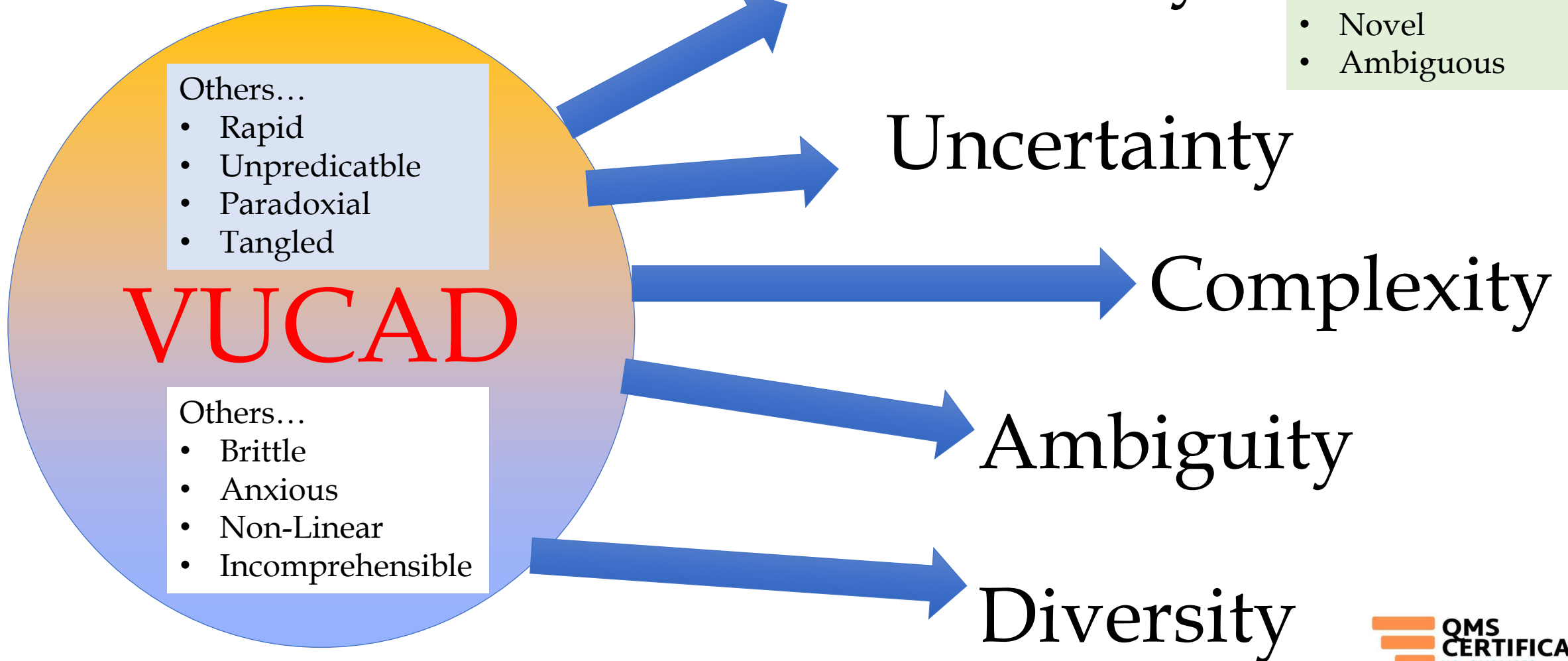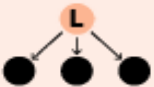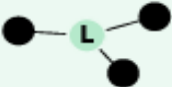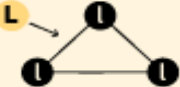
5 Generations, 1 Workplace

- 22% of the global population and 27% of the global workforce

- Predicted to work 18 jobs across 6 careers and live in several homes in their lifetime

Silent Traditionalists

Baby Boomers

Gen X

Millennials

Gen Z

1928 — Age 72-89

1946 — Age 71-53

1965 — Age 52-37

1981 — Age 36-21

1996

Leading across generations

Category	Builders Born: 1925-1945	Baby Boomers Born: 1946-1964	Generation X Born: 1965-1979	Generation Y Born: 1980-1994	Generation Z Born: 1995-2009	Gen Alpha Born: 2010-2024
Slang terms	We prefer proper English if you please	Be cool, Peace, Groovy, Way out	Dude, Ace, Rad, As if, Wicked	Bling, Funky, Doh, Foshizz, Whassup?	🔥, Fam, GOAT, Slay, Yass queen	lit, yeet, hundo, oof, rn, idrc
Social markers	World War II 1939-1945	Moon landing 1969	Stock market crash 1987	September 11 2001	GFC 2008	COVID-19 2020
Iconic cars	Model T Ford Final, 1927	Ford Mustang 1964	Holden Commodore 1978	Toyota Prius 1997	Tesla Model S 2012	Autonomous vehicles 2020s
Iconic toys	Roller skates	Frisbee	Rubix cube	BMX bike	Folding scooter	Fidget spinner
Music devices	Record player LP, 1948	Audio cassette 1962	Walkman 1979	iPod 2001	Spotify 2008	Smart speakers Now
Leadership style	Controlling	Directing	Coordinating	Guiding	Empowering	Inspiring
Ideal leader	Commander	Thinker	Doer	Supporter	Collaborator	Co-creator
Learning style	Formal	Structured	Participative	Interactive	Multi-modal	Virtual
Influence Advice	Officials	Experts	Practitioners	Peers	Forums	Chatbots
Marketing	Print (traditional)	Broadcast (mass)	Direct (targeted)	Online (linked)	Digital (social)	In situ (real-time)

What is the average age of your SLT/ELT?

DIGITAL INTEGRATORS

10 HRS 19 MINS TECH. USE/DAY

5,100,000,000 SEARCHES/DAY

4,000,000,000 VIEWS/DAY

1,000,000,000+ ACTIVE USERS

500,000,000 TWEETS/DAY

1,000,000+ APPS

GLOBAL GENERATION

2,000,000,000 2 BILLION GEN Zs

COUNTRIES WITH LARGEST NUMBER

1. India
2. China
3. USA

EFFECTIVE ENGAGEMENT

Verbal	→ Visual
Sit & listen	→ Try & see
Teacher	→ Facilitator
Content (what)	→ Process (how)
Curriculum centred	→ Learner centric
Closed book exams	→ Open book world

The Future

- From

- Office to Workplace

- Workforce to Workforce Ecosystems

3. Foresight & Strategic Planning

NOW OFFERING

- ✔ Academic Programmes
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- ✔ Consultancy Services
- ✔ Trade Programmes
- ✔ Research

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The Cone of Plausability

RE-IMAGINING THE FUTURE

Foresight

- Mental models
- How the world works based on the images, experience, knowledge and stories we carry in our minds.
- Explore alternative paths that help us architect the future we envisage
- Building Scenarios,..Plausible futures

Foresight

- Development of strategies that
  - are robust across that range of futures and that deliver desired outcomes.

  - forecast historical data to estimate a future condition

Foresight
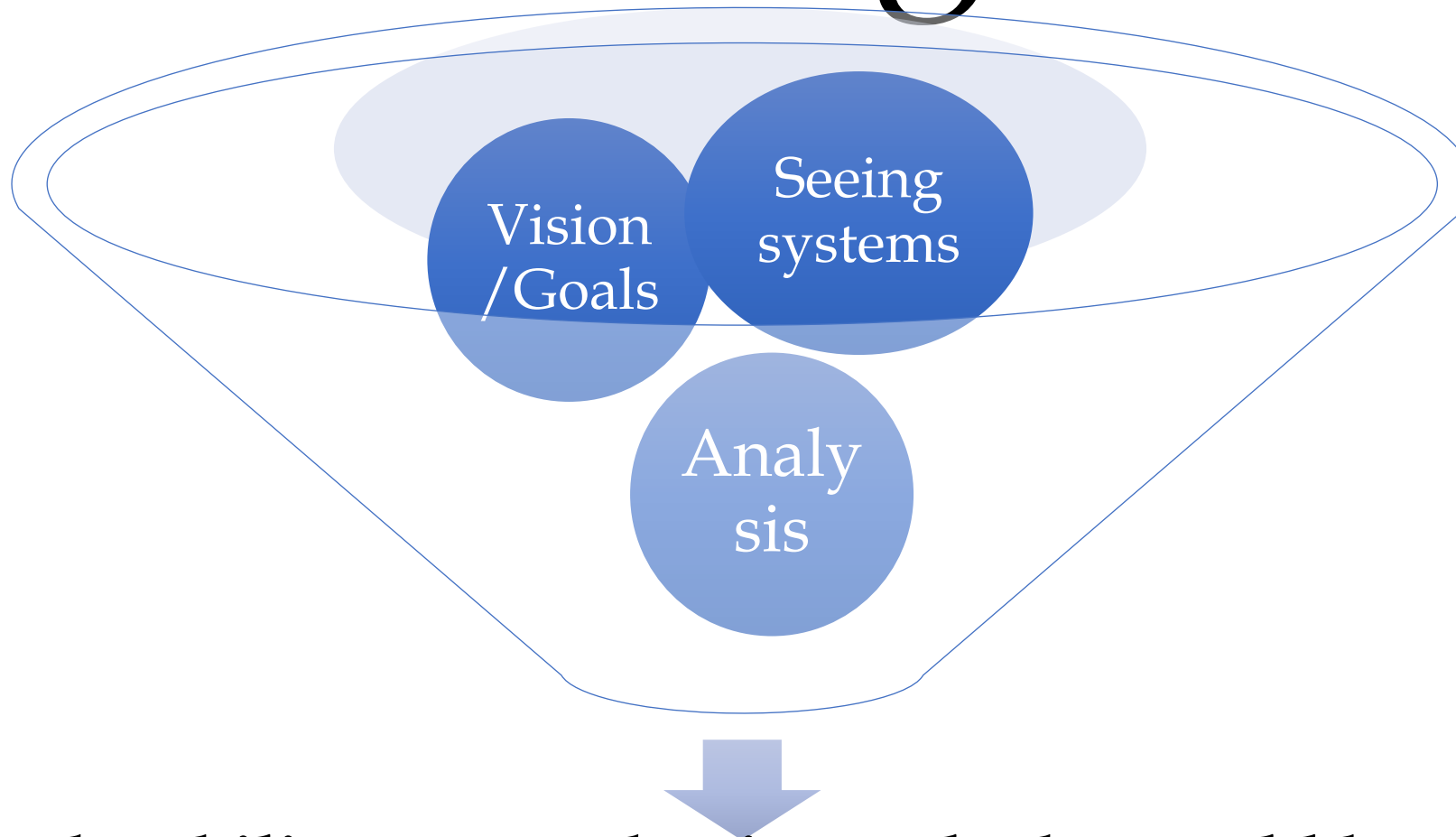
The ability to see what is - and what could be – and make choices that lead to desired outcomes.

In 2020, the World Economic Forum predicted…

WORLD ECONOMIC FORUM

Reskilling needs

50% of all employees will need reskilling by 2025.

Source: Future of Jobs Report 2020, World Economic Forum.

Strategic Question

What new skills must we invest in to have a citizen responsive public service?

Some Reflections

- What do citizens need?

The Citizens

Economic Sectors

Productive sectors
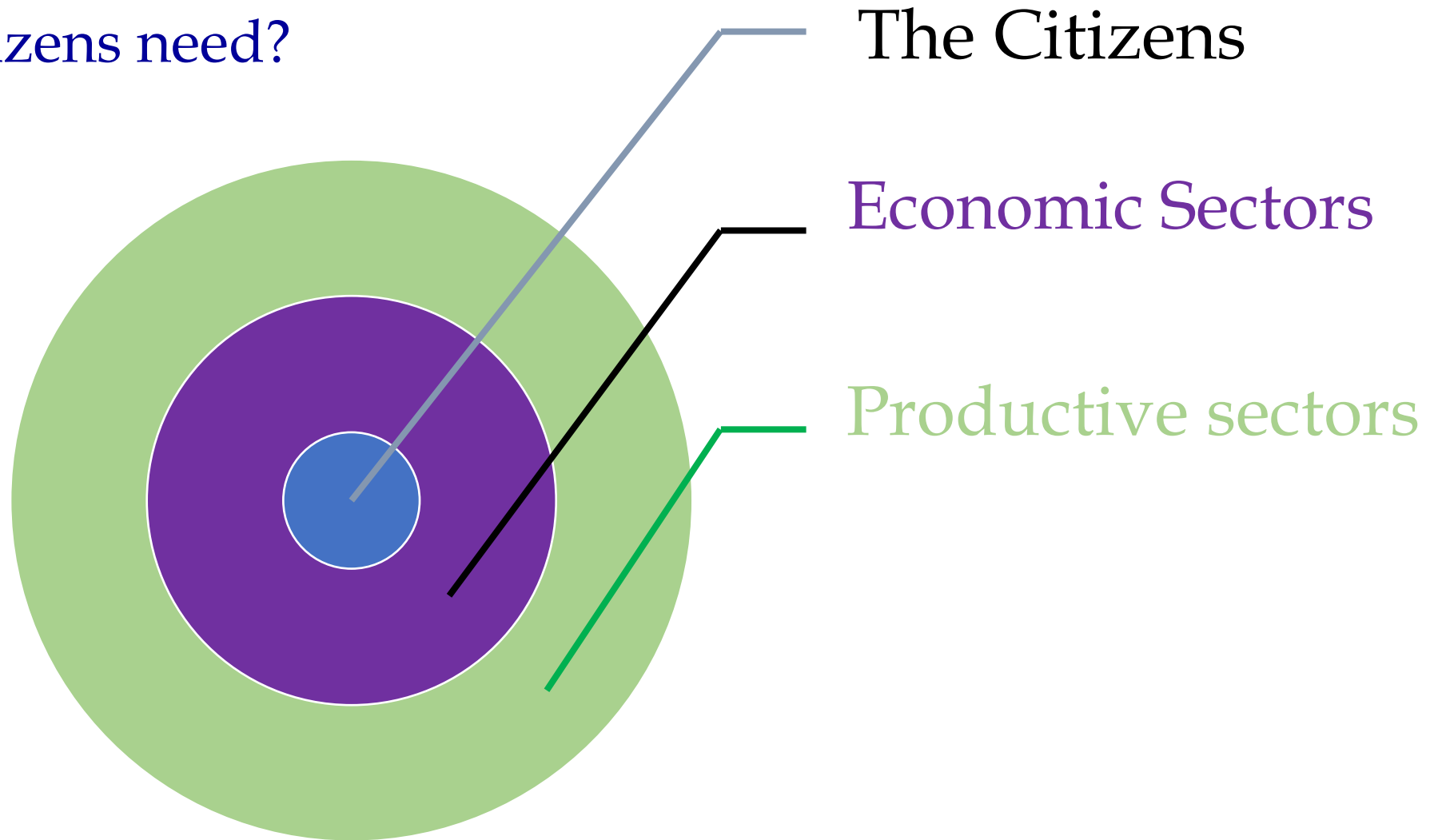
- Where do development partners put most money? Why?

Some Reflections

The Citizens

Recurrent Budget

Development Budget
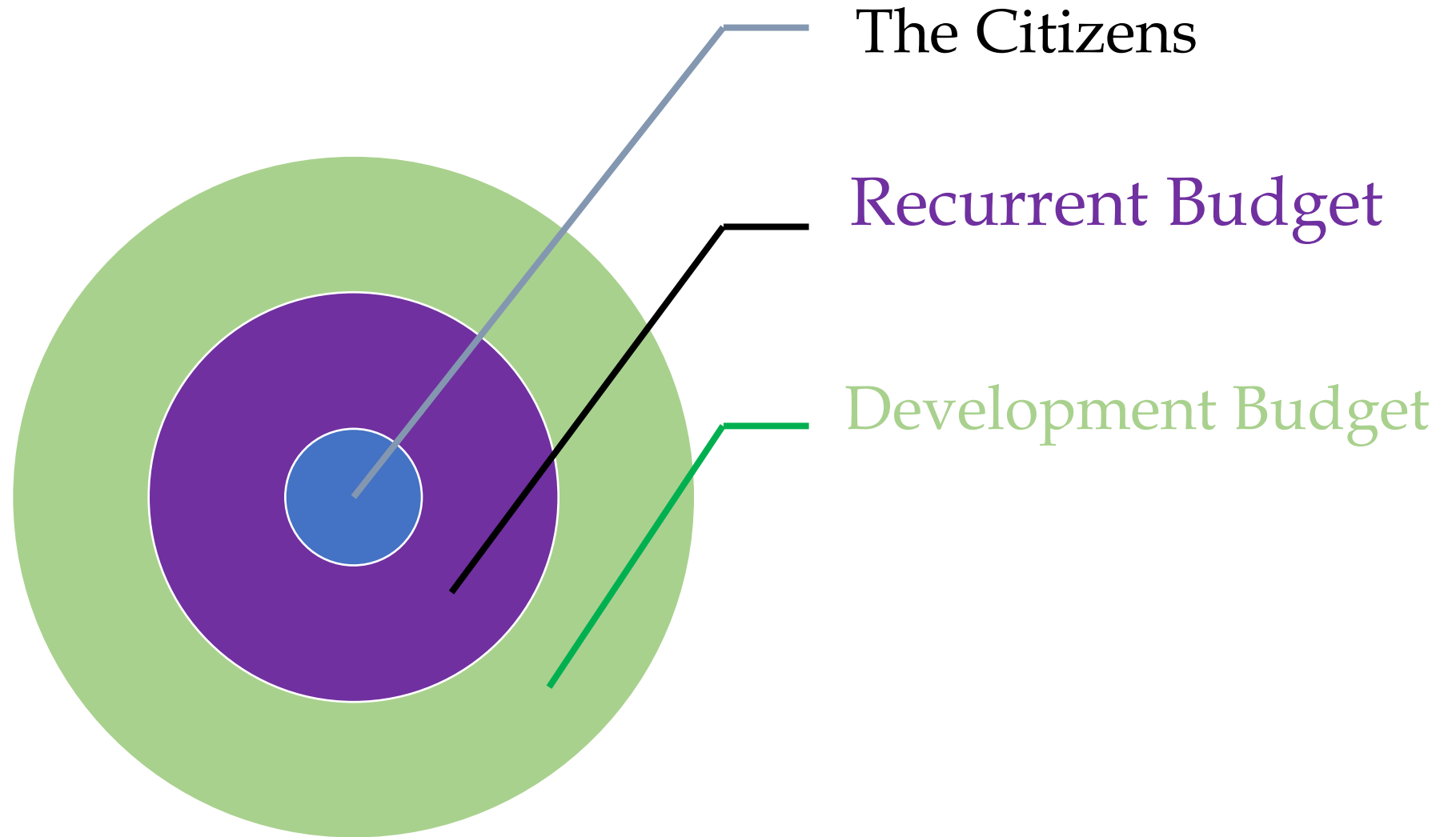
- Trends on recurrent versus development budget?

The 4 rules of strategic thinking

Strategic thinking

| seeks hard, fact-based, logical information | questions everyone's unquestioned assumptions | is characterized by an all-pervasive unwillingness to expend resources | is usually indirect and unexpected rather than head-on and predictable |

The Strategy Questions

1. Where are we now? (Assessment)
2. Where do we need to be? (Gap / Future End State)
3. How will we close the gap (Strategic Plan)
4. How will we monitor our progress

The Strategy Process

- 4 Stages/Phases
  - Strategic analysis
  - Strategy formulation
  - Strategy implementation
  - Strategy evaluation

Phases of strategy
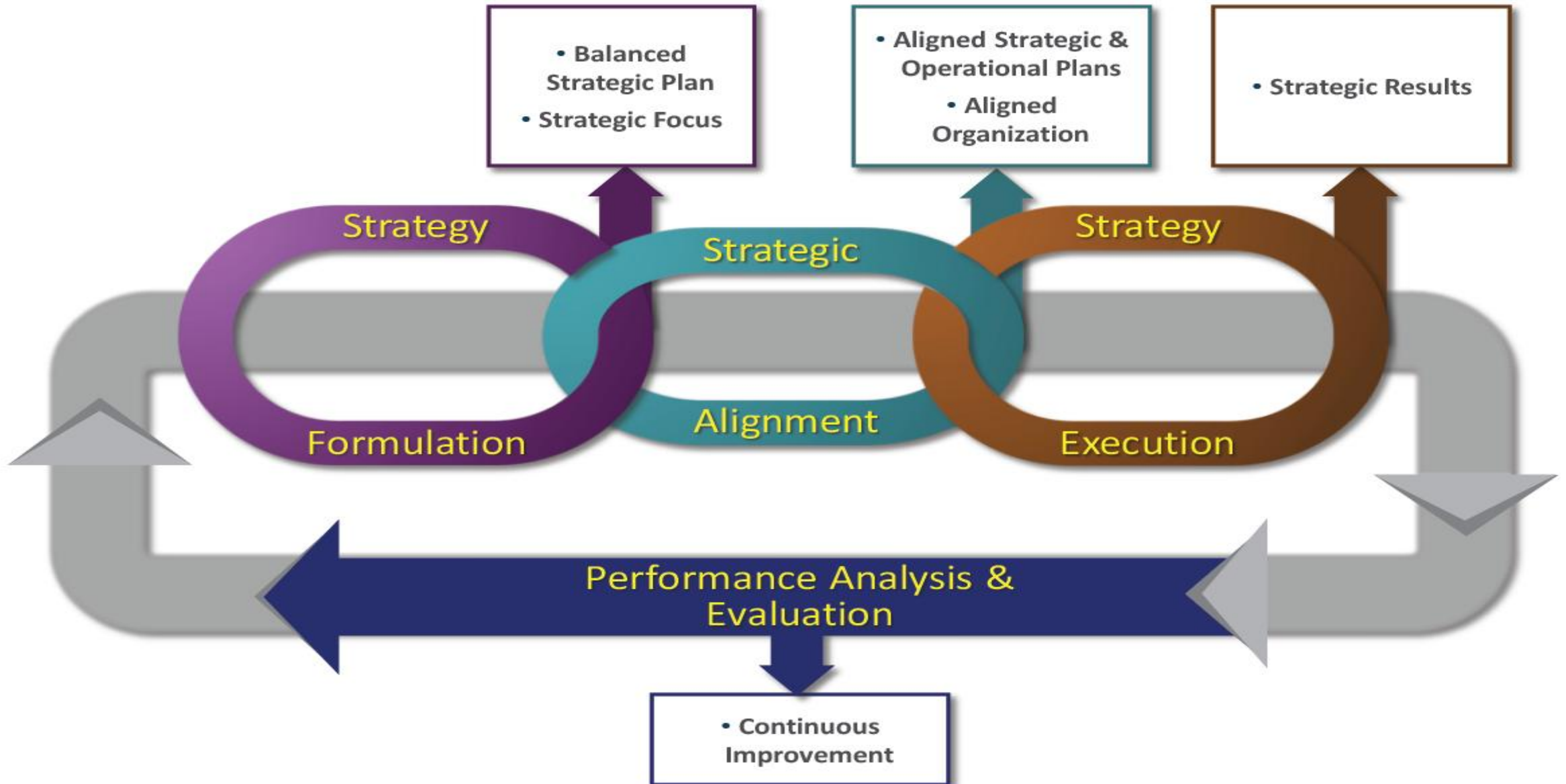
What is Wrong?

- Thick documents, little substance
- Good values, not applied
- Wring things being measured, Misalignment!

Strategic Planning, Our Way
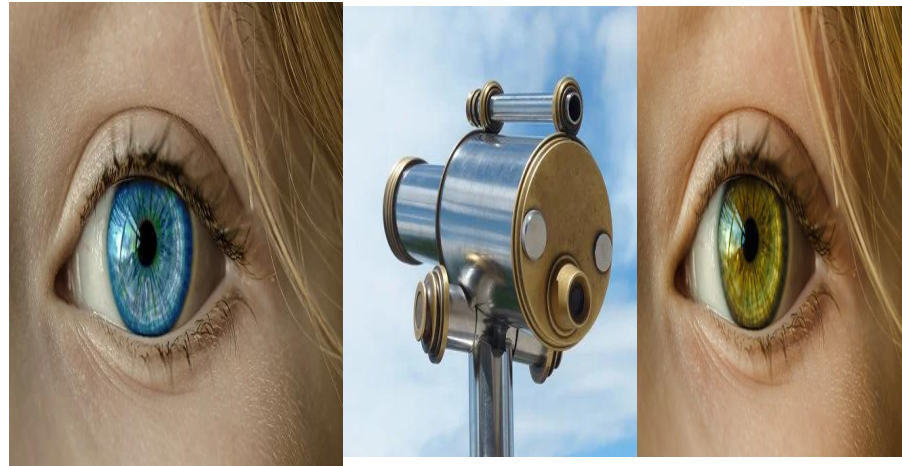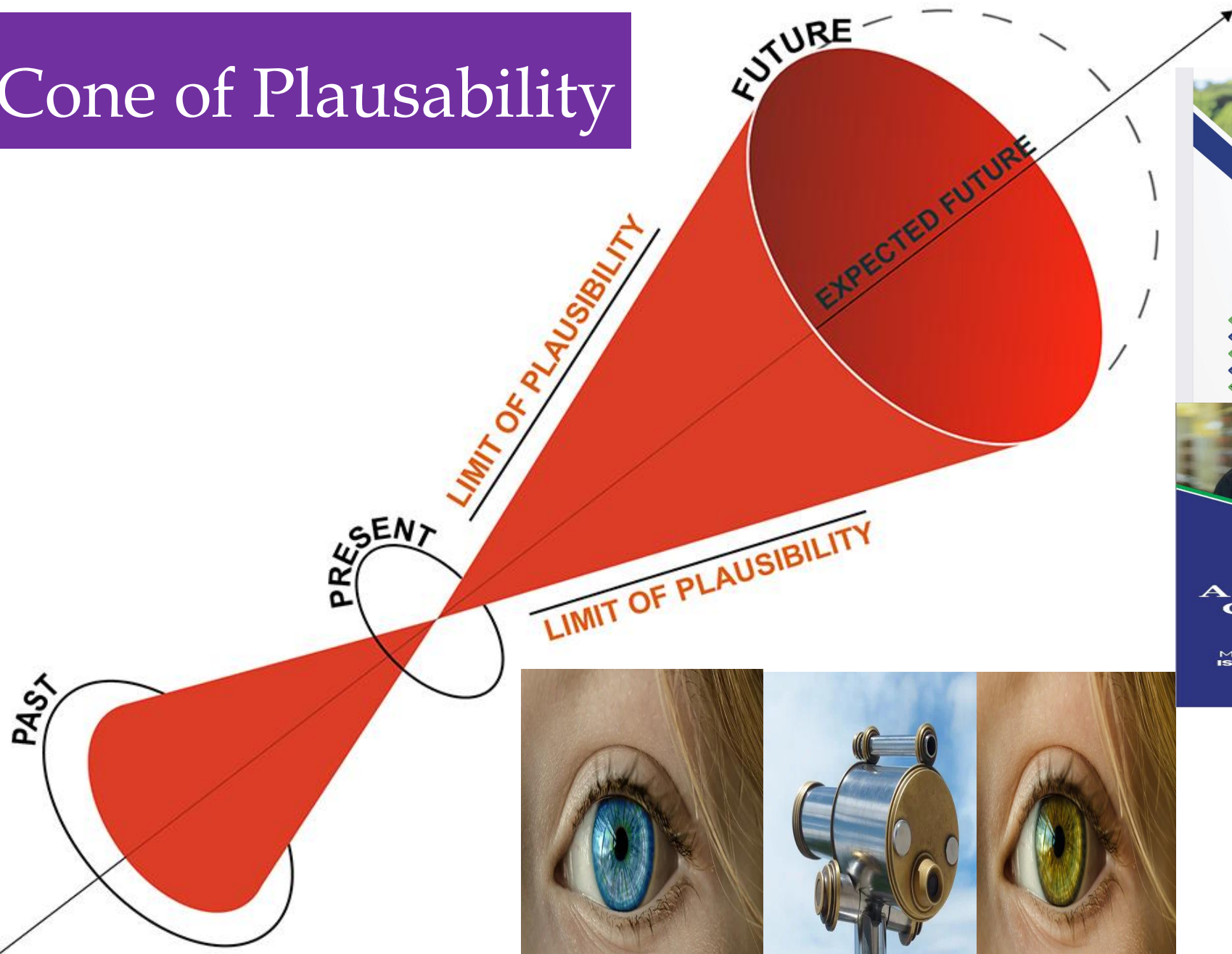
4. The Burdens & Trends

The Seven (07) Burdens

The 10 Megatrends

NOW OFFERING

- ✔ Academic Programmes
- ✔ Executive Programmes
- ✔ Consultancy Services
- ✔ Trade Programmes
- ✔ Research

The Burdens…

1. Aging Population (Longevity Risk)
2. Youth unemployment
3. Narrow private sector base
4. Productivity levels declining
5. Tech oriented, borderless, office-less businesses
6. Consumption oriented economies
7. Import orientation

Global Megatrends into 2030

1. Demographics
2. Rise of the individual
3. Enabling technology
4. Economic interconnectedness
5. Public debt

Global Megatrends into 2030

6. Economic power shift
7. Politics (Geo)
8. Climate change
9. Resource stress
10. Urbanization

- By 2050, Africa will host the largest population in the world

5. The Future

FUTURE-READY PUBLIC SERVICE

Nine Imperatives of Future-ready Public Sector

Living Labs

Local & int'l networking

- Thematic inter-lab collaboration; a local hub engaged with the global network

Systemic innovation

- Involve users, application environment, infrastructure, experts to form innovation ecosystem

Open innovation

- An OI community, involving a variety of stakeholders

User-centric & involvement

- Mainly at the city scale, to form critical mass and promote innovation in the real world
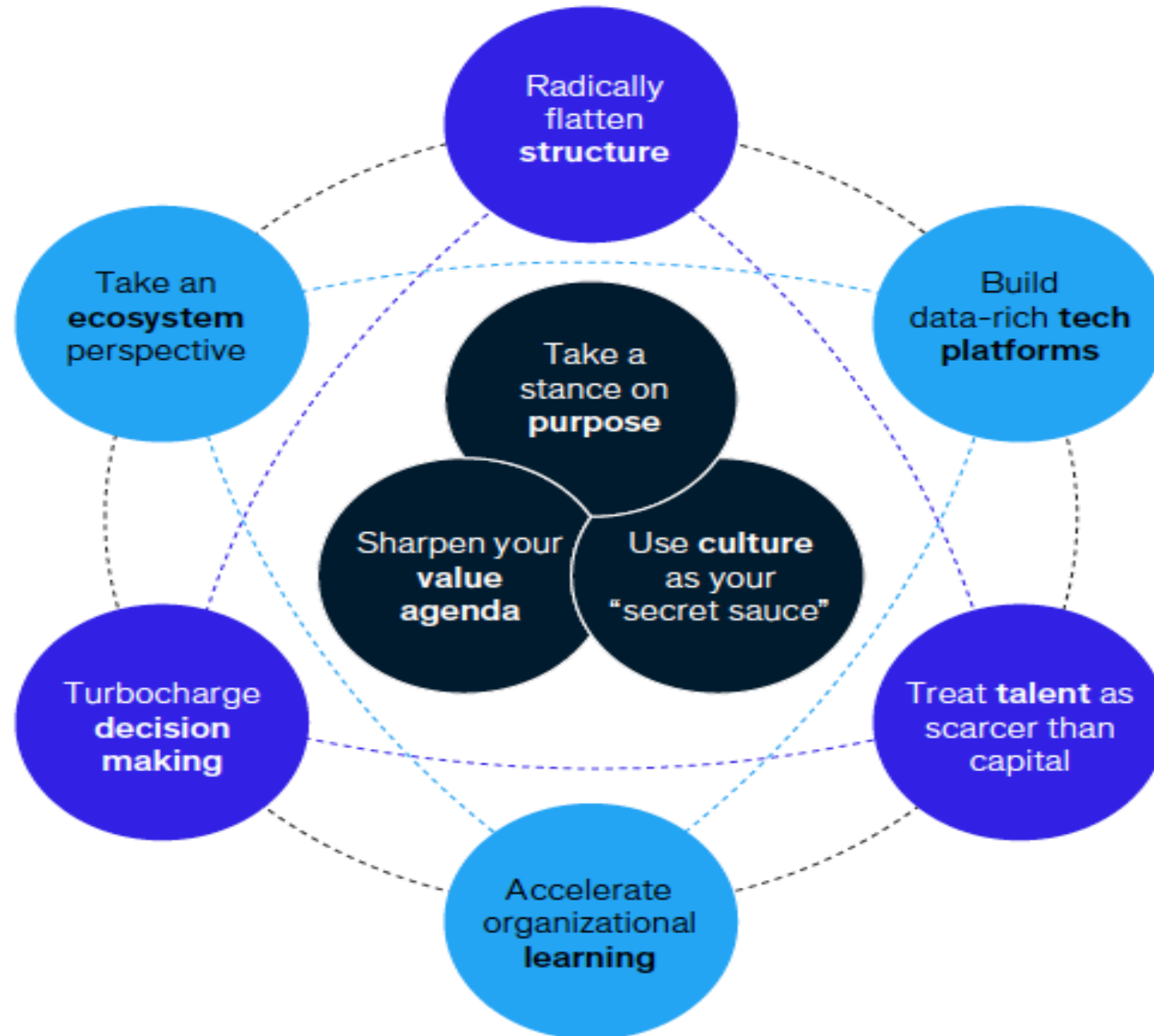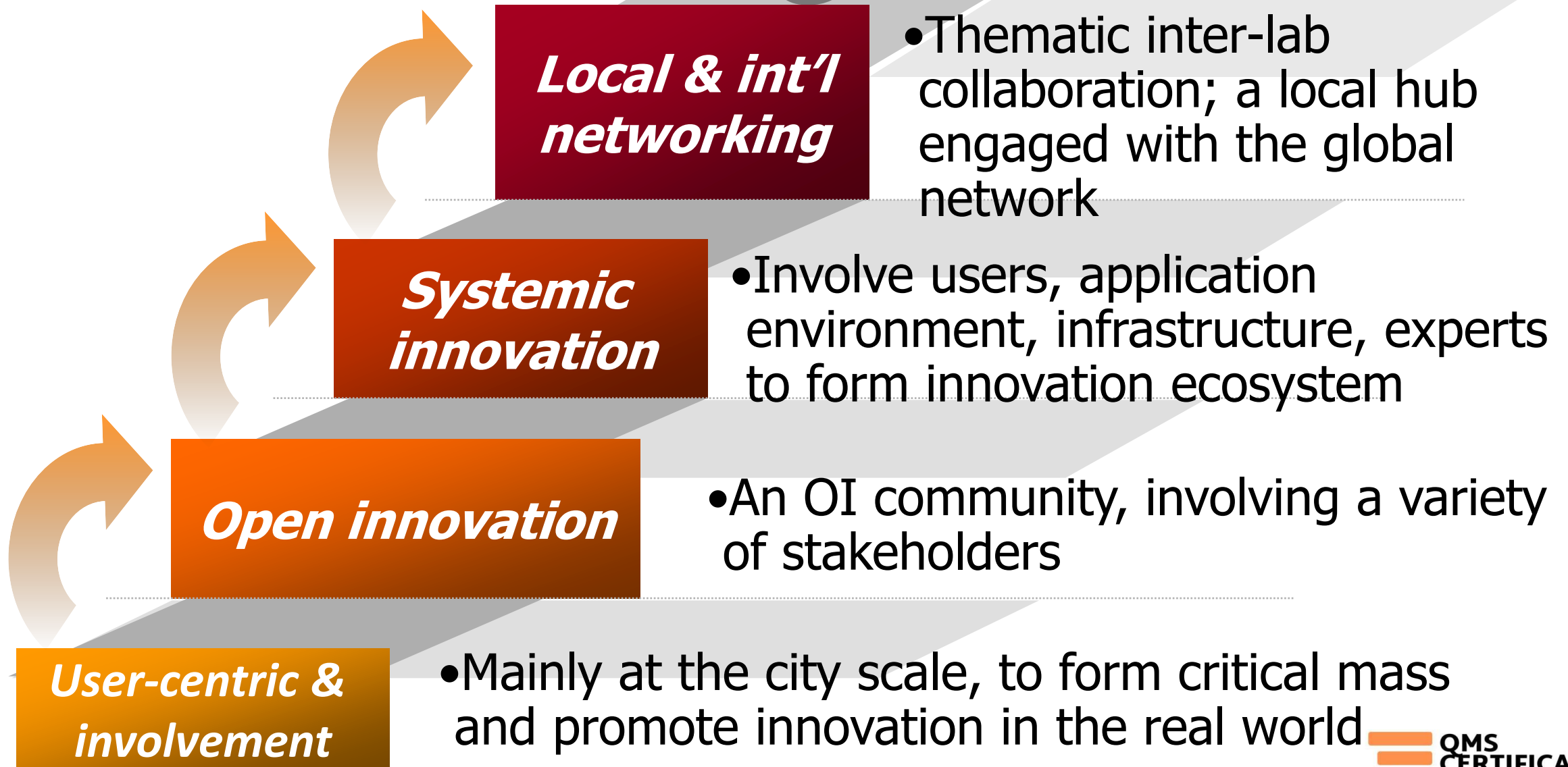
Smart Government
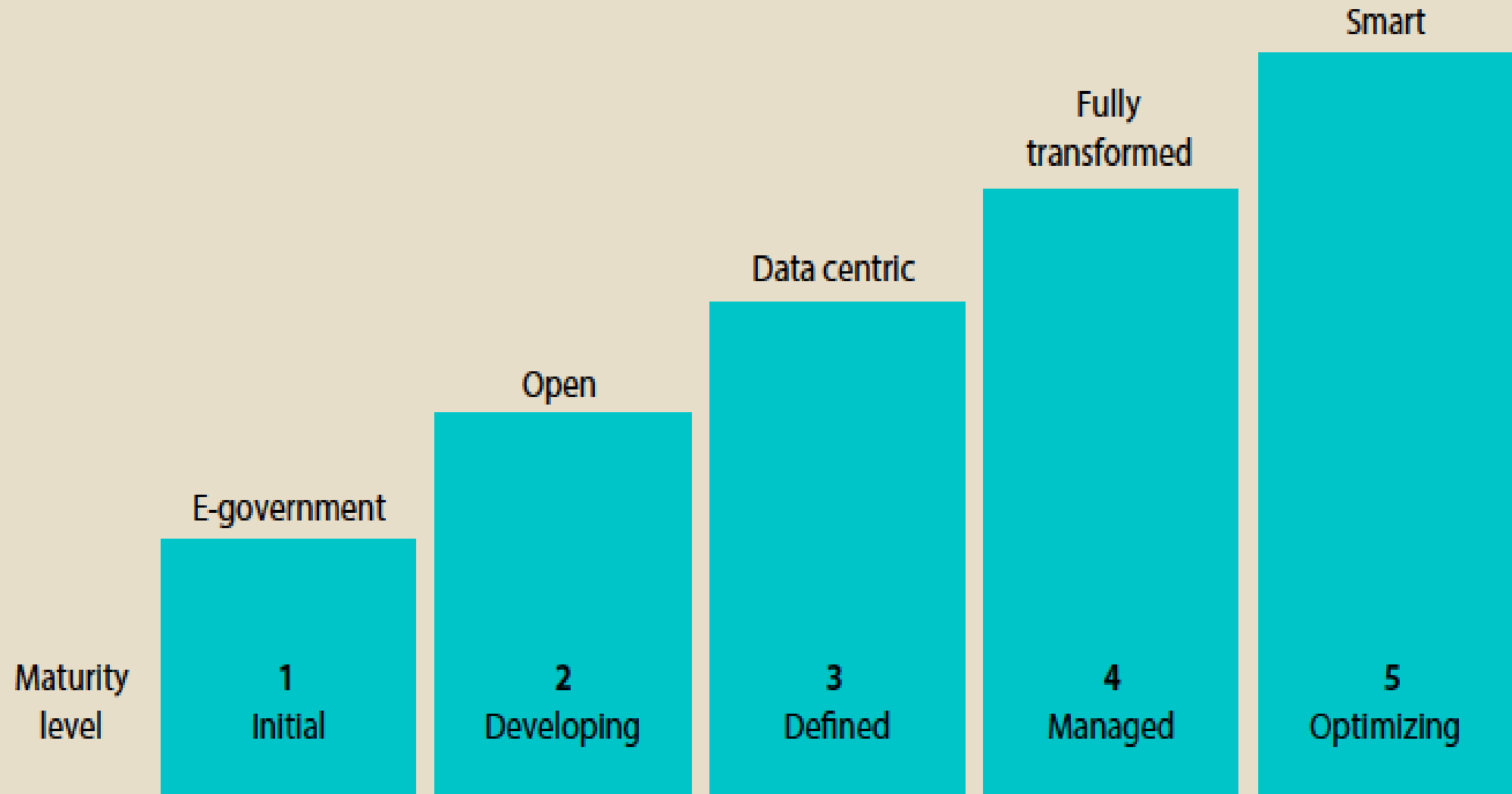
Future of Public Service

- Current
  - Standardized services
  - One stop government, multiple channels for service delivery.
  - User informed service delivery

- Future
  - Highly automated and digital
  - Government of one
  - Customized services to reach individual

Future of Public Service

- ## Future
  - Policy formulation to incorporate implementation viability analysis, beyond CBA and SHA
  - Crowd-sourced and distributed policy making approach
  - Intelligent automation and data analytics

- ## Future
  - User co-creating the service with the public service
  - A 'no-touch' public service delivery mode
  - Single digital citizen identity

Future of Public Service

- Future
  - Future public service will be self-correcting
  - Shared services
  - Lean with an integrated centre office, with digital offices, and robotized processes

- Future
  - Majority of public servants devolved to interface with service end-users
  - Redefined jobs
  - Schemes of service fundamentally changed

Future of Regulation

- Risk based regulation
- Use positive enforcement strategies
- Touchless compliance.
- Intelligent regulation

Future Workforce

- Render services outside the office and outside the public service.

- Managing Talent clouds

- Human-machine collaboration

- Workforce systems
- Just in time workforce
- Adaptive workplaces
- Work on short-term, specialized projects

Future Workforce

- Flex working times
- Home-office balance
- Seeking validation and input from collective, digital "wisdom"
- High degree of autonomy
- Mobile, work from anywhere

- Meaningful work with tangible evidence of social responsibility and impact
- Data-centric, analytics-driven, at home with big data and visualization techniques
- Collaborative & flexible

6. The Formulae

READINESS FOR TRANSFORMATION

Readiness = D (Dissatisfaction) x V (Vision) x F (First steps) > R (Resistance)

D
- Is there enough dissatisfaction with the current state?
- What is the gap between the current reality and the envisioned future?

V
- Is there a sense of compelling vision of a highly desirable future state?
- To what degree is it shared? To what degree are individuals committed to the vision?

F
Are the first steps for making the transformation 'doable'?

Self Change

$$SC = \underline{(V + 3P)}$$

$$= V_{ision} + P_{lan} + P_{atience} +$$

$$P_{ersistence}$$

= (Dreaming, visualization) + (preparation, mapping, timing) + (endurance, staying power, fortitude, faith, hope) + (resolution, determination, diligence, passion)

Do not be of little faith

Critical Success Elements For Transformation

Vision	+ Actionable Strategy	+ Capabilities	+ Incentives	+ Resources	+ Urgency	= Success
Vision Lacking	+ Actionable Strategy	+ Capabilities	+ Incentives	+ Resources	+ Urgency	= Confusion
Vision	+ Actionable Strategy Lacking	+ Capabilities	+ Incentives	+ Resources	+ Urgency	= False Starts
Vision	+ Actionable Strategy	+ Capabilities Lacking	+ Incentives	+ Resources	+ Urgency	= Anxiety
Vision	+ Actionable Strategy	+ Capabilities	+ Incentives Lacking	+ Resources	+ Urgency	= Restraint, Resistance
Vision	+ Actionable Strategy	+ Capabilities	+ Incentives	+ Resources Lacking	+ Urgency	= Frustration
Vision	+ Actionable Strategy	+ Capabilities	+ Incentives	+ Resources	+ Urgency Lacking	= Apathy

Quality of the Transformation Initiative X Alignment of People = Results

SUCCESSFUL TRANSFORMATION ADDRESSES BOTH THE TECHNICAL AND THE PEOPLE SIDE

PROJECT MANAGEMENT

Solution is designed, developed and delivered effectively
(Technical side)

| CURRENT | TRANSITION | FUTURE |

+
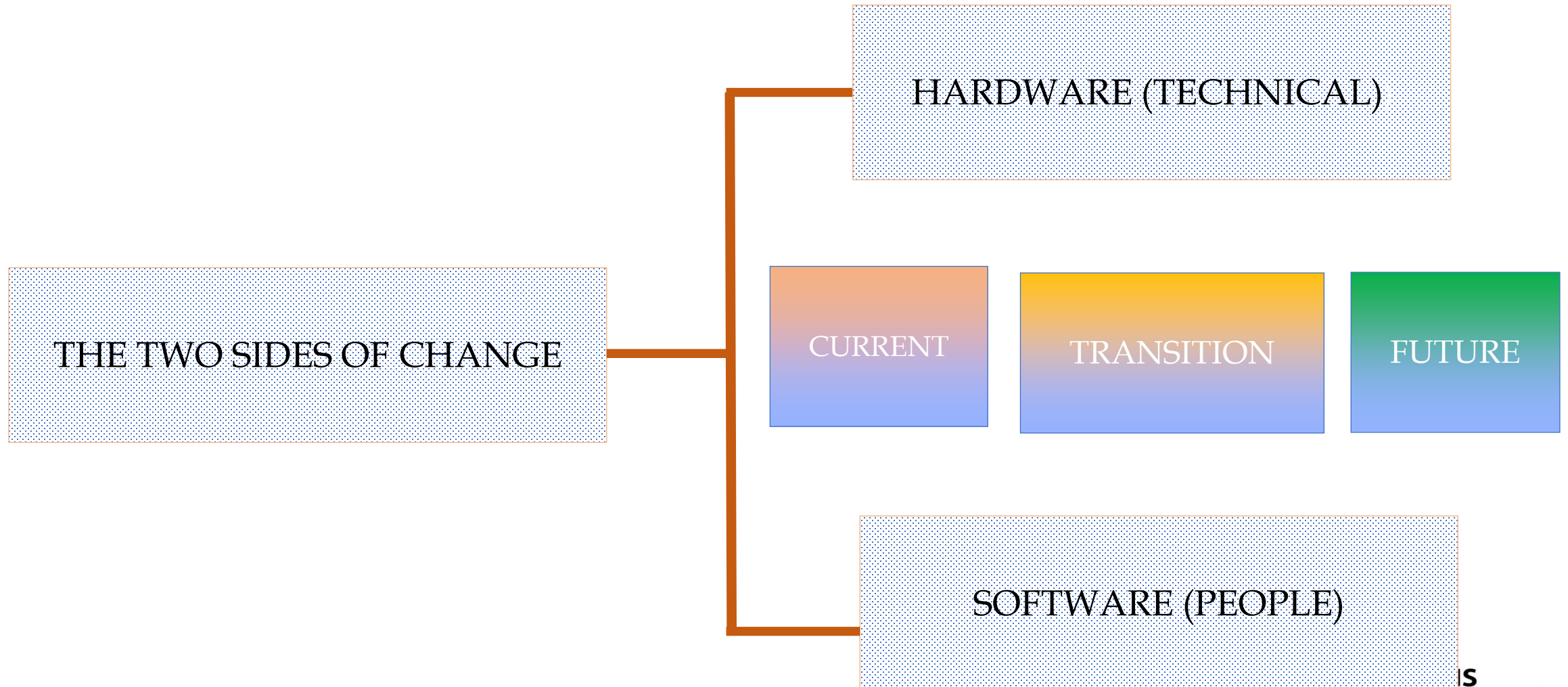
CHANGE MANAGEMENT

Solution is embraced, adopted and utilized effectively
(People side)

= CHANGE SUCCESS

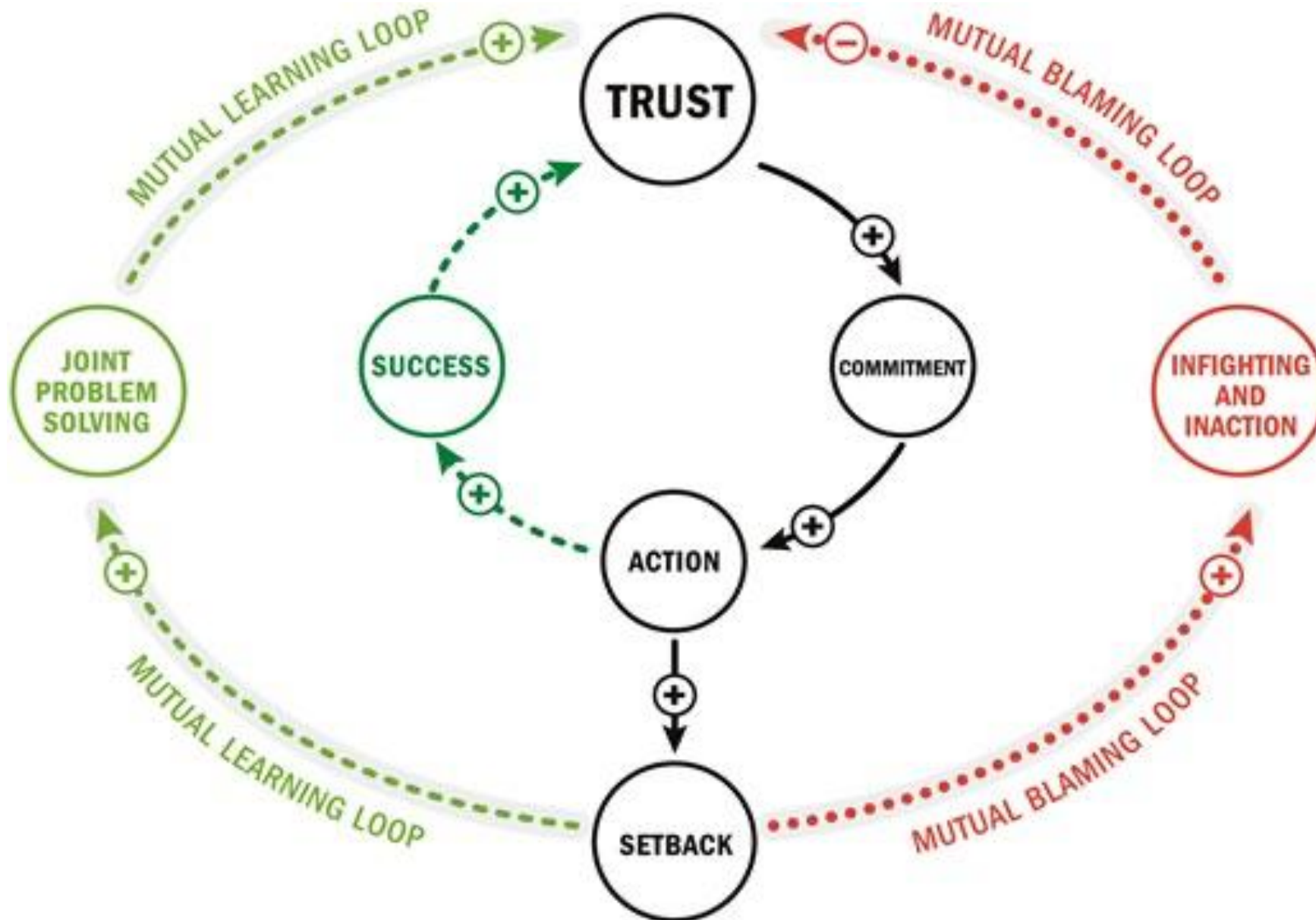**PEOPLE Individually change, leading to organizational change**

Transformation Hardware & Software

HARDWARE (TECHNICAL)

THE TWO SIDES OF CHANGE

CURRENT

TRANSITION

FUTURE

SOFTWARE (PEOPLE)

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Critical Success Factors

Critical Success Factors

Our Role: Training, Research, Education, Consulting

We choose hope over fear. We see the future not as something out of control, but as something we shape for the better through concerted and collective effort."

Barack Obama

"Coming together is a beginning Keeping together is progress; and Working together is success"

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