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**THE MINISTRY OF DIGITAL TRANSITION AND ADMINISTRATIVE
REFORM OF THE KINGDOM OF MOROCCO**

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WHAT GOVERNANCE FOR A SUCCESSFUL DIGITAL TRANSFORMATION?

NATIONAL EXPERIENCE – JORDAN

by

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par l'Union européenne



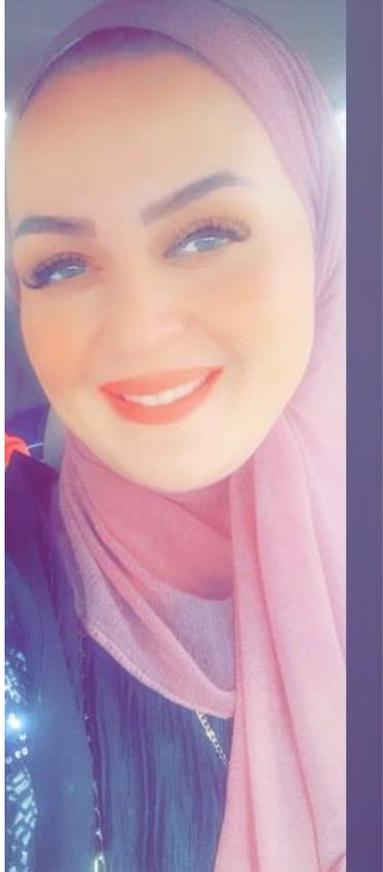
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Cofinancé et mis en œuvre
par le Conseil de l'Europe

Le projet UniDem Med est mis en œuvre dans le cadre du programme conjoint Union européenne/Conseil de l'Europe
« Protéger les droits de l'homme, l'État de droit et la démocratie par des normes partagées dans le sud de la Méditerranée » (Programme Sud V)

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With 14 years experience in government sector in the areas of :

Institutional Development ,future foresight and strategic planning,
management of digital and artificial intelligence Transformation projects.





Jordan Institute of Public Administration

In 1968 IPA was established in Jordan as one of the first Institutes in the MENA Region specialized in training, capacity building, studies, research and consultations in various fields of public administration.

Our Mission

To create a common understanding of the modern public administration's principles, spread knowledge, impart skills and approaches on best practices and its manners of application in all fields of work, provide consultations and prepare studies to improve individual and institutional performance.

Our Vision

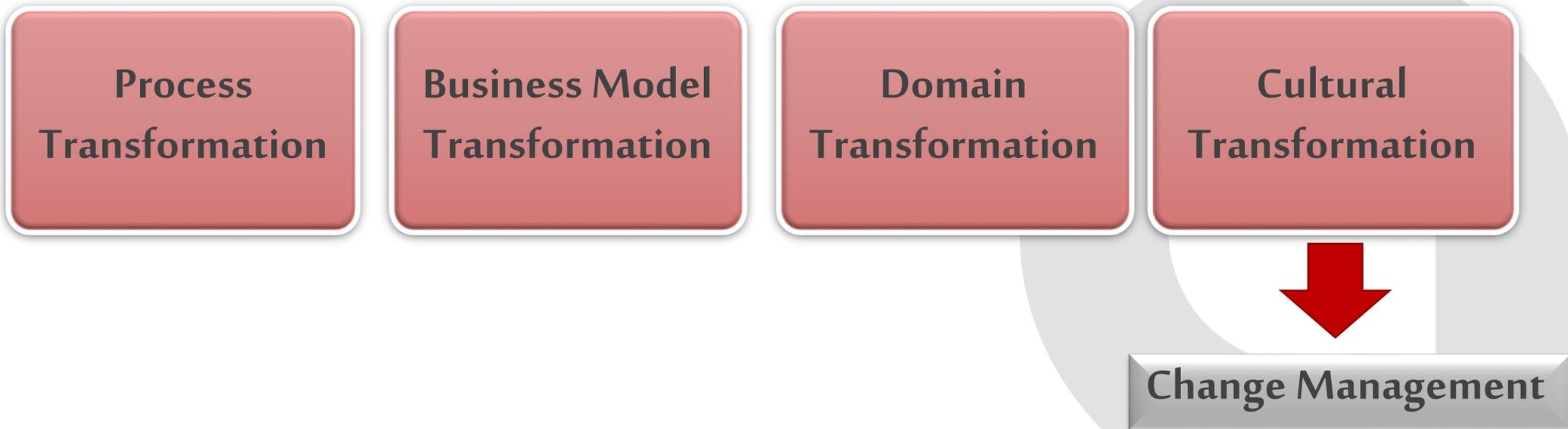
Being the pioneers in developing talents and preparing leaders.

Cultural Change towards successful digital transformation In Jordan



Digitalization is the use of digital technologies to automate processes and activities while transformation is a broader concept that includes digitalization and other changes.

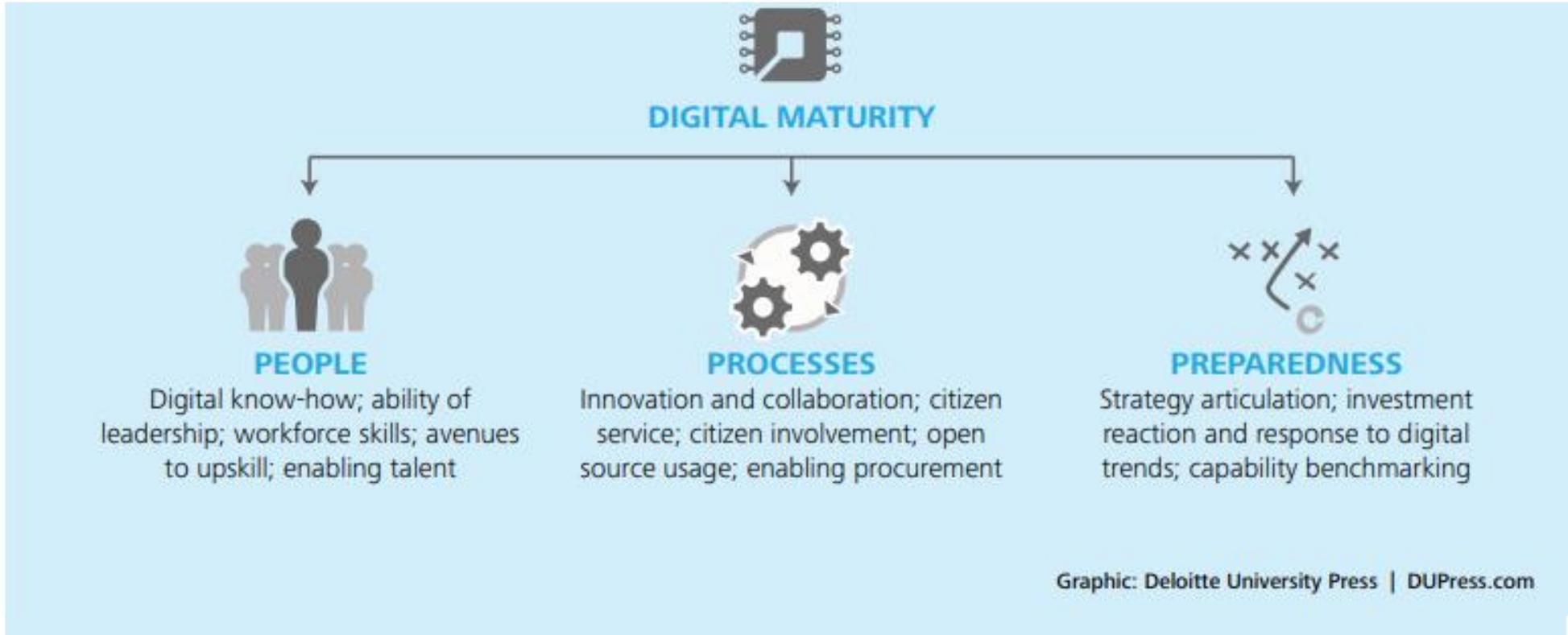
What are the 4 main areas of digital transformation?



Cultural Change towards successful digital transformation In Jordan



Digital Maturity framework



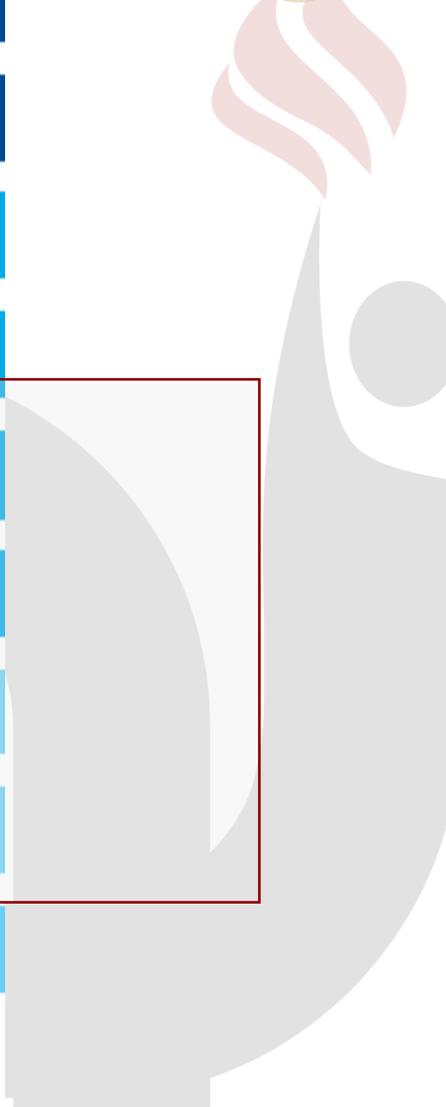
	Strategy	Leadership		Workforce		User focus			Digital culture		
Domains	Clear & coherent digital strategy	Leadership's understanding of digital trends	Leadership's skills to lead digital strategy	Investment in workforce skills	Workforce skills to execute digital strategy	Customer/citizen demands as driver of digital transformation	Objective of strategy to improve customer/citizen experience & engagement, and transparency	Co-creation of digital services	More willing to experiment and adopt an agile, fail fast, fail quickly approach to risk	Digital improving innovative culture	Digital improving collaborative culture



Five factors/domains influencing digital maturity

Domains	Strategy	Leadership		Workforce		User focus			Digital culture		
	Clear & coherent digital strategy	Leadership's understanding of digital trends	Leadership's skills to lead digital strategy	Investment in workforce skills	Workforce skills to execute digital strategy	Customer/citizen demands as driver of digital transformation	Objective of strategy to improve customer/citizen experience & engagement, and transparency	Co-creation of digital services	More willing to experiment and adopt an agile, fail fast, fail quickly approach to risk	Digital improving innovative culture	Digital improving collaborative culture

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Top barriers from taking advantage of digital trends



Challenges ?

Organizations often face difficulty when trying to implement change within their culture.

Often, leadership cannot create the necessary alignment between the company's goals and the employees' behaviors.

Having technologies on hand is only one part of the story.

"Transformations are hard, and digital ones are harder"

Mckinsey 2018 unlocking success in digital transformation

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Why cultural transformation is so challenging to achieve?

1

Culture is an unspoken set of shared values, beliefs, and norms. It is often only brought to attention when there is a problem.

2

Culture is deeply rooted in the organization. As a result, getting employees to change how they have always done things can be very difficult.

3

Leadership must be committed to change in the culture. They need to be role models for the new behaviors.

4

Transformation efforts need to be given time to take root and be given adequate resources.

Cultural Transformation towards successful digital transformation In Jordan

Government efforts towards digital transformation in Jordan ?



Cultural Change towards successful digital transformation In Jordan



Jordan efforts towards digital transformation ?

Digital Transformation strategy was launched in 2020
Jordan has an advanced ICT infrastructure that makes it ready for “significant” digital transformation.
Work is underway to digitize a considerable amount of services .



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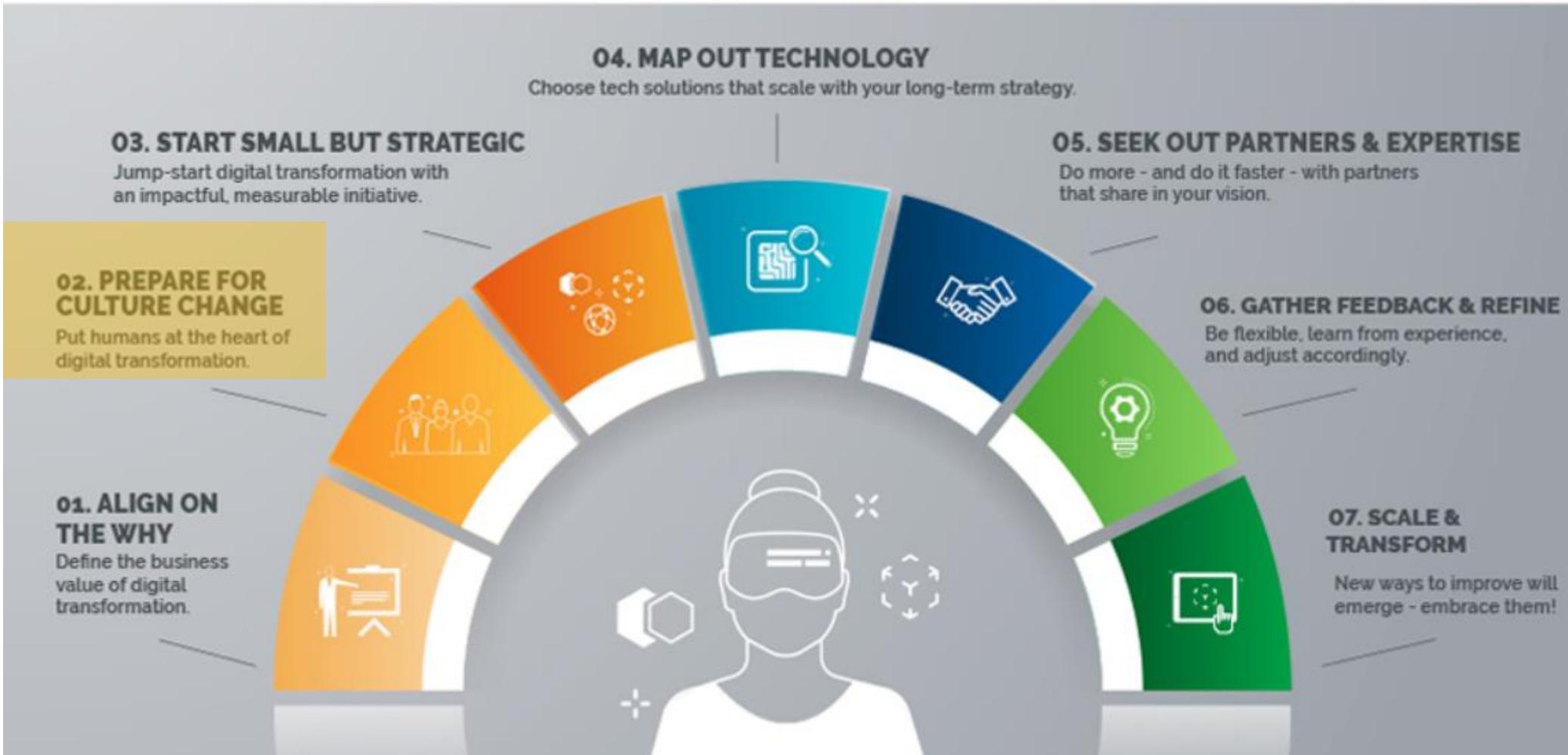
Jordan efforts towards digital transformation ?

The strategy concentrates on building human resources that are capable of implementing this vision, and Jordan already has creative minds



Cultural Change towards successful digital transformation In Jordan

Digital Transformation Journey



Cultural Change towards successful digital transformation

Jordan Digital transformation strategy



The Government recognizes the magnitude of change in the digital transformation.

This includes changes in working methods ,procedures, changes in the way individuals think, and changes in the concepts, skills and competencies required.



How to succeed ? What we are doing in IPA ?

We begin with three pieces of common knowledge:

1. The world is changing
2. The pace of change is accelerating
3. Individuals and institutions must adapt.

Cultural Change towards successful digital transformation In Jordan



How to succeed ? What we are doing in IPA ?

Creating platform to help people interact professionally and personally

Talent management & Building capabilities for the workforce of the future

1

Anticipating needs which are going to be in the future and setting out training plans accordingly .
Accelerating the growth of leaders

2

Redefining individuals' roles and responsibilities so they align with a transformation goals.

3

Empowering people to work in new ways, (cultural and behavioral changes) are needed

Cultural Change towards successful digital transformation In Jordan



IPA is encouraging and sharing awareness for institutions to

1

Reinforcing new behaviors and ways of working
· Encouraging to work on Rapid prototyping and allowing employees to learn from their failures

2

Ensuring that people in key roles play parts in reinforcing change.
·

3

Ensuring that all units are collaborating with others when working on transformations

4

Good communication

Institutions must have interactive platforms to enable open dialogues across the organization.



Developing T-shaped Workers for the 21st Century Economy

With the global shift to a service-oriented economy, IBM identified a need for the 21st century worker to possess a strong mix of business, technical and people skills.

IBM envisioned the ideal individual to be a “T-shaped” persona—someone with deep proficiency in an area, engineering for instance, but who is also comfortable interacting in a productive way with other departments, such as marketing, industrial design or finance.

IBM also saw a need for universities to evolve from teaching concepts relevant to the manufacturing era to those relevant to the services economy. Over the past four years, IBM has worked with universities worldwide to equip students

with an integrated mix of business, technology and people skills in a new academic field we term “Service Science, Management and Engineering” (SSME). Today, the SSME curriculum is offered in varsities ranging from Carnegie Mellon University and Cornell University in the US to Tsinghua University in China.

In Singapore last year, IBM and 15 industry partners announced a collaboration with three local universities on a wide-ranging initiative in support of service science innovation through education, research and talent development. As part of the programme, keen and talented students will also be groomed to become multi-disciplinary professionals. ✧

T shaped workers : strong mix of business, technical and people skills

Deep proficiency in an area but comfortable to interact with other departments

Cross Functional Knowledge

T SHAPED EMPLOYEE

Deep Expertise

Cultural Change towards successful digital transformation In Jordan



Change and transition

They assert that people do not resist change.

they resist the loss of status, pay and loss of comfort.

Change : External Situational
Event-based

Transition: Internal
Psychological Experience-based

*managing human side of change

CHANGE	TRANSITION
External	Internal
Situational	Psychological
Event-based	Experience-based



Successful change need two key success factors :

2

A good transition management plan: addresses the human side of change

1

A good change management plan

What is transition?

transition is the psychological process by which people affected by a change reorient themselves from what-has-been to what-is going-to-be.

Cultural Change towards successful digital transformation In Jordan

Transition management plan phases



2

the New Beginning:
functioning effectively in a new way.

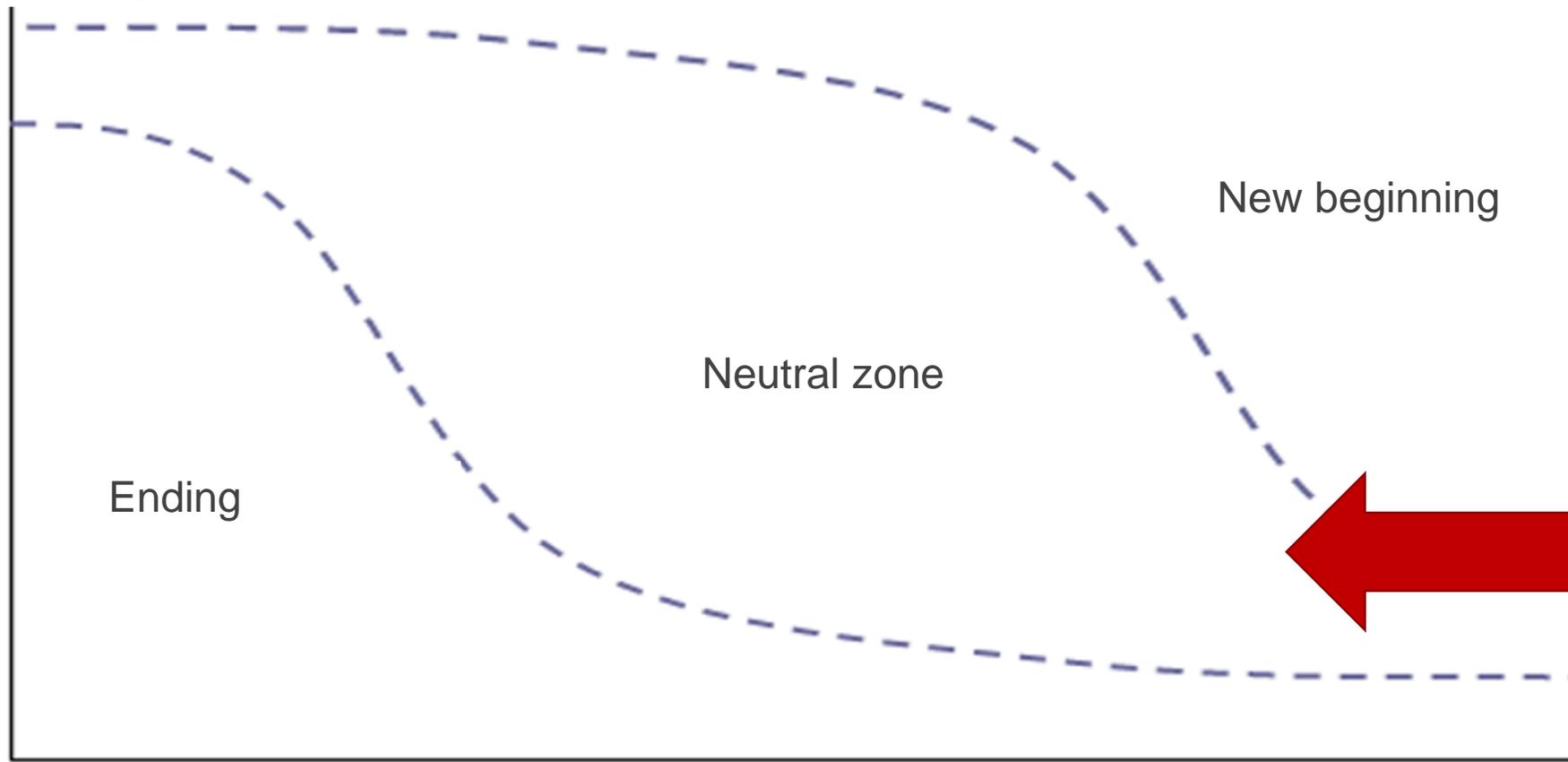
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the Ending phase: letting go of an old identity,
an old reality, or an old strategy.

Next comes the in-between phase known as the Neutral Zone, which is akin to crossing the wilderness between the old way and the new.



The 3-phase transition framework is shown below:



We should Address the dangers and opportunities during the in-between phase and provide the necessary support. It also sets aside resources to help people make a new beginning.

Source: Bridges, W. M. *Managing transitions: Making the most of change*. Cambridge, MA: Perseus Publishing.



Not enough institutions focus on the transformation part of digital transformation, and the transformation part has always been about people.

This has been the blind spot for so many digital transformation

CHARLENE LI

Organizations must be aware of challenges when trying to achieve change in their culture.

They must be patient, dedicate resources, and be clear about their goals.

Thank you