

YVAN LAUZON, MBA

**LEADERSHIP,
CHANGE MANAGEMENT
& COACHING :
CROSSROAD TOWARDS
DIGITAL
TRANSFORMATION**



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DEDICATION

This work is dedicated to all the First Ministers and Presidents of the countries of the world,
who had to manage important crises related to the coronavirus (COVID-19) pandemic especially;
Quebec Premier, ***François Legault***; Ontario Premier, ***Doug Ford***
and the Australian Prime Minister, ***Scott Morrison***.

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Teaching actually various courses in Change Management (CM); Human Resources Management in Technological Environments (eHRM) and Project Management (PM) at the School of Public Administration, University of Quebec (ENAP-UQ).

Since 1987, he has been teaching part time in master's degree Programs in both Canadian and foreign based universities. Such programs would include: Master's in public administration (MPA); Master's in business administration (MBA) and Master's in project management (MPM). The main emphasis in recent years has been with respect to Change Management such as; eHRM; Project Management; IT Management; IT/IS Governance; Knowledge Management (KM).

Since 1981, he has also held various positions in both public and private organizations, including as; Assistant to the Chief Information Officer (CIO) of the Government of Quebec from 2006 to 2008; Coordinator of Training Programs in Project Management; IT Management; and Information Security from 2008 to 2012 (CSPQ-CLDC).

Yvan served as Consultant for international organizations; 1993-1996, United Nations: UNECE-CEFACT-WP4; 2006-2008, OECD. He was also quite active on Boards of directors of Professional Associations like; AAPI (Privacy) and PMI-Lévis Québec-GP-Québec (Project Management).

In terms of research, in 2009 he conducted a qualitative study on the success of public projects by interviewing 125 PM practitioners and 25 professors and researchers in PM. Complementary initiatives in 2012-2013, along with the assistance of Francophone Associations of practitioners the required skills for Project Managers were identified applicable to various types of projects. In 2013, Yvan was invited as keynote speaker at the Annual Forum, PMI France. He highlighted the important issues regarding non-technical skills (soft skills) with respect to Project Managers.

Recently, he co-authored three recent books in French relating to: Smart City; Collaboration in Project & Public bodies; Innovation in Governments. Abstracts and Articles are available in English, French and Spanish via: (www.smartconference.ca).

He created and financed different initiatives (Free Conferences & Web sites freely available worldwide) related to Innovation in Public Sector, as: (www.smartconference.ca), (www.climb.express), (www.smartconference.world). Finally, an international Tour is in progress about the ***Required skills in 2020 for Project Managers Leader and their Managers***.

ABSTRACT– EDITIONS 1 & 2

Three main concepts form the basis of this book, which is addressing Digital Transformation leading to eCommerce and Electronic Service Delivery (ESD).

- Strong Leadership is needed to ensure organizational performance, sustaining the going concern in a fast changing and evolving world (VUCA).
- Digital Transformation is a defining era in terms of societal and historical development, requiring a management approach not uniquely reactive, given the multivariate nature of the issues involved. Those are largely the legal dimensions associated with Personal Data and Privacy Issues as well as other information resources, which must be protected.
- Most often Coaching Managers and Project Managers (Project Leaders) is needed to provide guidance and frameworks for heightened performance and also create an effective work environment and commitment of participants over the short and long terms.

REMARKS – EDITIONS 1 & 2

The first edition of this work published 2020-06 was distributed for educational purpose only.

The second edition published 2020-07 contains over **100 additional pages** covering **10 supplementary sections** (S6 to S15) and **5 Addendums** with rich innovating content and greatly augmented with a list of **References** and **2 practical Index** along with definitions of key terms in a **Glossary**. This work is designed for the practitioner in the field, as well as those in academia, since it proposes a series of useful tricks, techniques and tools based on practical experience.

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**This book was not designed for continuous reading;
rather it can be used much as a reference document
where various sections are pertinent to a situation.**

**The sections are unique therefore skipping sections
and/or coming back to anyone of them is just fine.**

FOREWORD

- I always begin my speaking engagements with a description of the business context, because to evolve the current public organization (*so-called postmodern or hypermodern organization*) must take into account its business environment - both external and internal - of same as the foreseeable trends, while knowing its strengths and weaknesses (SW), but also the opportunities and threats (OT).

- EXTERNAL business environment has evolved considerably over the past 30 years:

- VUCA world, more difficult to predict & forecast.

- Volatility (rate of change,...) / Uncertainty (clear possible future,...) / Change (ubiquitous & rapid) /

- Ambiguity (sense to give to events; perceptions versus facts).

- On various aspects or issues: PESTELOD.

- Political / Economic / Social / Technological / Environment (Sustainable Development) / Legal & Ethics / Organizational (Outsourcing, Regionalization, ...) / Demographic.*

- Globalization: Perceived as a prerequisite to success in business...

- Internet Revolution, from Web 1.0 (April 30, 1993) to: *Web 1.0 + Web 2.0 + Web 3.0 + Web 4.0*

- Infobesity.

- Family transformed: X Generation; Y Gen.; Millennium Gen.; Retired Baby Boomers that boredom... (-;-)

- Customer has changed, too.

- Worker is asked to do more, with less. This increase STRESS...

- INTERNAL business environment -- New Managerial Approaches & Strategic Programs took place gradually with their lots of promises, but challenges too !

NOTE : Dates here are globally applicable to Canada & USA. In fact, they are variable, by Business sector and Country.

- Zero-based budgeting: end '70 (*)

- Just-in-time: early '80

- Business Process Reengineering: mid '80

- Quality: mid '80

- Lean Management: early'90

- Results-oriented public management: mid '90

- Agility: early '00

- eCollaboration & Web 2.0: mid '00

Organizations, public or private, show a certain RESISTANCE, in a changing environment:

- Statutes & Privileges, maintained.

- Interservice Battles.

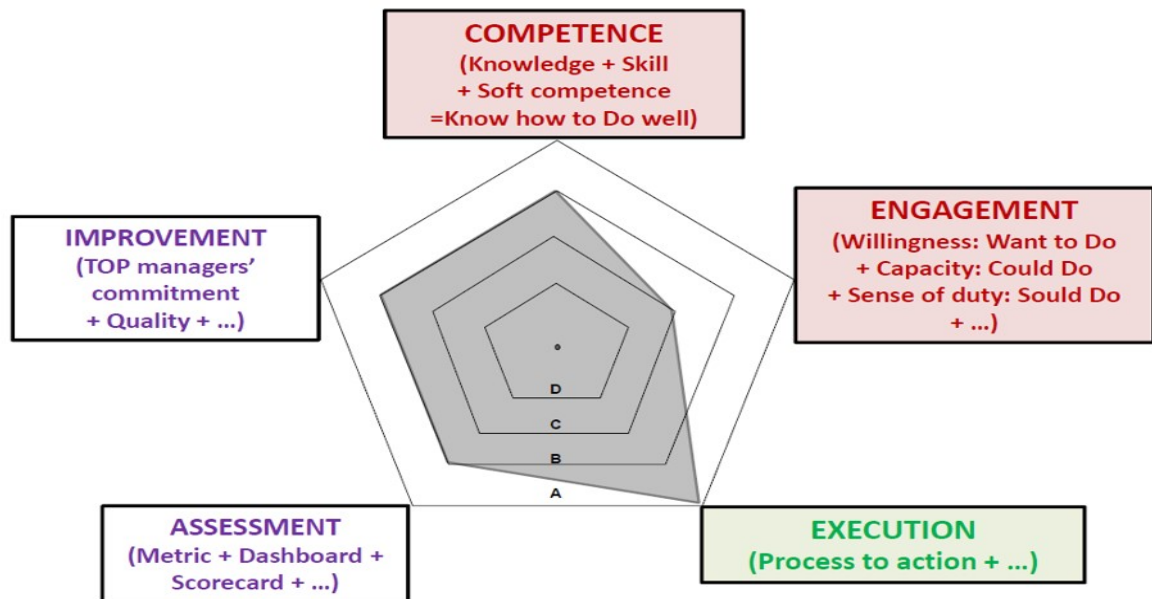
- Bureaucracy

- *Meetingitis* (too much meetings), a real business Pathology...

Model: Organizational Performance – Five Domains

- Find below a *Performance Model* whose five evaluation domains are designed to ensure the ongoing public and private organizations as going concerns. (*Read clockwise*).

This innovative model that I created in 2018 was first presented in English at the International Conference on Metrology CAFMET 2018, in Marrakech, April 11, 2018.



- *Performance Model* with its five dimensions or conditions to succeed in business:

- | | |
|---|---------------|
| • Knowing, experience, attitude & behavior | (Competence) |
| • Workers real Commitment in action | (Engagement) |
| • Successful Accomplishment of the Strategic Plan | (Execution) |
| • Ongoing Evaluation of Activities | (Assessment) |
| • Ongoing Enhancement | (Improvement) |

- The above figure, in the shape of a pentagon much like a *spider diagram*, provides a quick visual appreciation of the organizational results with respect to the five evaluation domains. This form of reporting gives an instant grasp of performance yielding five separate results.

- For example, the reporting organization obtain five marks, shown in clockwise order:

- B for Competencies Held: Pertinence; Depth; Scope...
- C for Collaborators' Engagement: Involvement; Commitment; Effort...
- A for Execution: Successful Mission Delivery of SMART business Objective.
- B for Assessment: Tools; Pertinent Indicators; KPI...
- B for Improvements: Senior Management Commitment; Corrective Measures...

Basics of Project management

- First and foremost, let's accept the ISO 21500 definition for Project Management:
"Project Management is the application of methods, tools, techniques and competences to a project. Project management includes the integration of various phases of the project life cycle. Project management is accomplished through processes".
- As Thomas (2015)¹ said :
"A project is undertaken to address a requirement for a product, service or result.
 - A product is usually something physical...
 - A service is generally tangible (i.e. technical support...).
 - A result is typically directly associated with the item (i.e. based on this consumer research, the following forecast is recommended)".

NOTE : A project should not be confused with ongoing operations.

However, ongoing operations may involve projects.

With Project management, you can meet defined objectives and satisfy *Stakeholders*. Stakeholders are individuals who have a vested interest in the project). They can make or break the success of a project.

Complexity of Project

- The complexity level of the project must be considered and addressed as:
SIMPLE / COMPLICATED / COMPLEX / DISRUPTIVE INNOVATION & CHAOTIC (i.e. out of control).
- SIMPLE projects: The overall predictability level is high. The study giving rise to the project, the various associated issues, impacts and probable consequences are clear. Also, the procedures, policies and activities are nicely predetermined and easy to follow.
For example, painting your four-room office premises.
- COMPLICATED projects: Obviously not as simple. Then certain expertise should be considered, with the right specialists for the targeted objective, to assess and understand the situation, fragmenting the proposed project into manageable component parts, for instance building a new plane.
- COMPLEX projects: Many times, it is difficult if not impossible to anticipate the end results completely. Rather, modelling and simulating are the only approach to guide the selected course of action; Sooner or later contradictory elements can and will emerge; Low acquiescence facing the real situation: commonly shared visions, reaching consensus among varying stakeholders; Many times, those projects do not evolve as predicted; Procedures and early detailed planning rarely work for those projects; Complex projects require pragmatism, a heightened degree of managerial expertise and stronger leadership paying attention to several complementary facets.
- DISRUPTIVE INNOVATION creates a new market by providing a different set of values, which ultimately and unexpectedly overtakes an existing market. In example, the lower-priced, more easily affordable "Ford Model T" in 1908, which displaced horse-drawn carriages.

¹ Thomas (2015) : The basic of Project Evaluation and Lessons Learned. ISBN: 978-1482204537.

TABLE OF CONTENT

Foreword	[P. 5]
List of Contributors	[P. 9]
Introduction	[P. 10]

List of SECTIONS – EDITIONS 1 & EDITION 2

1.. Communications & Relations between Politician and Executive Administration	[P. 11]
2.. Evolution of the Roles & Responsibilities of Managers facing Complexity	[P. 18]
3.. Leadership Required for Virtual Team & Teleworking	[P. 23]
4.. Integrating Public Services in The Digital Age: Management Issues & Challenges	[P. 27]
5.. Re-Designing An Effective Public Service : A Few Thoughts Worth Considering a Renewed Public Service	[P. 35]

List of SECTIONS – EDITION 2 ONLY

6..Re-Designing An Effective Public Service : A Few Thoughts Worth Considering
7..Repositioning Proximity Management: Needed Condition to Renew Public Service
8..Urgent Need to Develop Emotional Competencies within Organizations ...
9.. Managing Project Teams and other Workteams
10.. Artificial Intelligence (AI), Managers & Knowledge Management (KM)
11.. Organizational change involving Transformation & Transition
12.. Digital Transformation to eCommerce (EC)
13.. Digital Transformation to Electronic Service Delivery (ESD)
14.. Ethics applied to eCommerce (EC), IT & Electronic Service Delivery (ESD)
15.. Typical Business Responses to eCommerce & Electronic Service Delivery (ESD)

LIST of ADDENDUMS

A.. Required Competencies, Senior Management, Managers & Negotiators Project Managers, Work Team Coordinators, Team Members & Recruits
B.. Basics of Technological Change
C.. Strategic inspirations from successful eCommerce Strategies & Models
D.. Strategic inspirations from successful Electronic Service Delivery (ESD) Strategies & Models

References

Glossary

Index

<u>Conclusion</u>	[P. 42]
<u>YLA Publications</u>	[P. 43]

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Here is the list of contributors (co-authors) of this collective book, by country of origin:

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* * *

INTRODUCTION – EDITION 1 & 2

- In December 2019, I was completing my mandate teaching and training at Laval University, (*GP-QUÉBEC Program*) with the following caption:

*"LEADERSHIP creates value within projects and current operations;
Which must now be BETTER EVALUATED and PROMOTED across all Stakeholders"*

- This is the object of this work, addressing **Leadership, Change & Coaching** by making you discover different facets of the *Digital transformation towards eCommerce and Electronic Service Delivery (ESD)* in a VUCA world.
- In fact, this book clearly shows the importance of strong leadership, to generate individual & collective performance, improve the conduct of its transformation projects and other activities, but also its business processes and level of organizational maturity; all in a context of significant, even continual, change. Indeed, as you will see, the important thing to progress is not so much "*the starting point, but to do the right things with courage & determination*" as part of an articulated process of transformation; of course taking into account the stated expectations (i.e. SMART objectives), but also best practices and ideally always with respect for people.
- You will enjoy discovering this wide-ranging and extensive book giving both subjects for reflection, practical tips learned in the field over the years, as well as guidelines based on best practices in Project Management (i.e. PMI), Change Management or even modern concepts & approaches of public management (from MPA programs) or private management (from MBA programs).
- This book covers five sections (46 pages) in its first edition (ISBN: 9781989364253) and fifteen sections (over 150 pages) in its second edition (ISBN: 978-1989364291). In the second edition, you will also find 5 Addendums rich in innovative content, offering other aspects to consider in order to better succeed in your digital transformation, both in public, private or associative organizations.
- Therefore, a book to be read gradually for step-by-step learning, to be shared with their best colleagues (i.e. employees with high potential, HiPO), then to keep for future reference.

My greatest hope is that this book will help you in your work and throughout your career.

Professor Yvan Lauzon, MBA

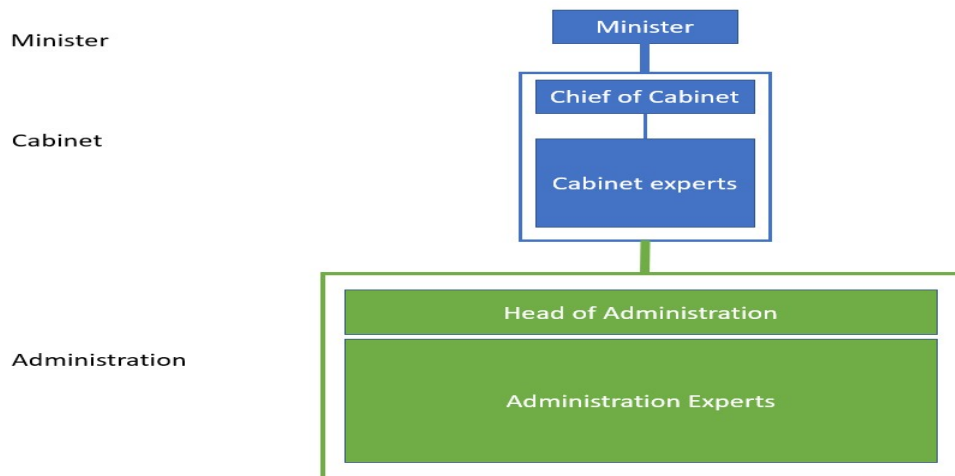
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Section 1.. Communications & Relations between Politician and Executive Administration

Written by **Mr. Frank Leyman**, former President of International Council for Information Technology in Government Administration, ICA. (<http://www.ica-it.org>)

The relationship between a politician and his Administration (in this case the executive level) is one of first line management; The minister being the hierarchical superior of the executive. In that context the executive responds to the demands of the Minister and executes what is requested from this person (him or her).

The orders that are given are political objectives. It is up to the executive level to translate those objectives in technical / practical / administrative objectives in view of better services.



1.1.. Levels of power

Between the minister and the Expert (e.g. Technical-Expert) you may find several levels of power:

- **Minister:** He defines the political direction to take.
- **Chief of cabinet:** He translates the political direction of the Minister and converts it into general tasks/services to build or follow.
- **Cabinet experts:** They are in charge of part of the political objectives. They prepare dossiers for the Minister (upon request of the Chief of cabinet) and also make sure that administration can deliver (correctly and always on time).
- **Head of Administration:** He receives the directions from the Chief of cabinet and appoints experts within his team to take up the task and/or build the service.
- **Expert:** He translates the requested task into functional specifications and technical specifications. Based on those specs he builds the service (or has it built by an external partner under his supervision).

It is safe to say that each of these levels of power (may) generate a filter and make a personal interpretation of the demand. De facto this also means that passing a message/task from one level to another, generates a potential shift in the message/task due to mis-communication.

1.2.. Behaviors and drivers

Politician:

Brutally spoken one could say that the only thing that drives a politician is to take those actions that will re-elect him at the next elections. Luckily, one can say that they do more than that. Within the mandate that they have (and the time still available) they can define political guidelines and define strategies to reach their goals.

Chief of Cabinet:

The Chief of Cabinet is there to run the cabinet and the cabinet experts, and make sure that all that the minister requested is being taken care of and delivered in due time. He is a COO (Chief Operating Officer). A lot of attention goes to the communication aspects, allowing the Minister to be visible and to show he can deliver to his promises. He can be a good buffer, influencer, a filter, a blocker. Of course, this goes in both directions.

Cabinet experts:

The cabinet experts are there to assist the chief of cabinet in realizing (on time) the objectives that the Minister has defined. They are the interface between politics and administration for certain topics/projects and also interact with other stakeholders like private sector, associations, etc.

Head of Administration:

The head of administration manages a team of technical experts (e.g. Project managers, also called Project Leader), Programme managers, Service managers, ...) that is in charge of advising and/or building a technical solution or a service. He also needs to manage time, budget and headcount.

Technical expert:

The technical expert is in charge of building a service, running a project and/or be the technical expert in a certain domain. He is supposed to master a topic or technology and consequently be available to advice the Minister on his expertise. Most of the time he is capable of understanding the market and market tendencies, in order to build a solution (or write a public tender requesting the market to build a solution upon the defined requirements).

1.3.. Difference in horizon between the Administration and the Political level

The fact that a politician is not too much interested in what will happen after he has left (end of mandate), with the risk of building something that will potentially benefit a successor that might not be of the same party, makes it difficult to work long-term with the administration.

The Administration, on the other hand, is there to stay. They are more interested in building sound foundations for the long term, and do not want to limit their scope to just one legislation (e.g. 4- or 5-years term). This is a constant struggle and basis for tension between the political department and the Administration. They are condemned to work together though as the one is the boss of the other, and also needs to listen and execute what is requested.

Some politicians have the courage to work beyond their mandate (for the sake of the country), but experience shows that that species tends to die out rapidly.

What I just described is the difference between a “Politician” and a “States person”. The latter dares to think long-term. The first one is too much subject to political party drives and/or own short-term profiling.

There are situations known where a minister was so focused on short-term profiling that it became too dangerous for his administration to talk to him. As soon as they spoke to him about an idea of a service to build, he immediately spoke about it in public and to the press. This had a double effect:

- At the end of the day he could never deliver.
- The press stopped taking him seriously.

1.4.. ICT needs packaging

ICT as such is not appealing enough for the average citizen to convince him/her to start using it. This is why some marketing efforts are needed before launching a service. This means thinking about how to offer the service to the market; making sure it is user-friendly, safe, easy to install, ... and above all, that it shows a clear added value for Citizens and other Stakeholders. All of this becomes a task for the Administration. One will notice that appropriate communication, education and dissemination is needed. This kind of communication may differ from the kind of communication that a Minister is seeking.

Looking at the politician side, I would like to quote Mr. José Manuel Durão Barroso (former President of the European Commission). After a difficult negotiation with the Heads of State about dividing the budget to different sectors/projects. They didn't want to allocate money to digitalization Programmes, even after the launch of the “Digital Europe” Programme. After discussion they finally approved to put a 1billion euros (1bln €) on it. When press asked him for an explanation why this amount was so low, he responded by saying “ICT doesn't generate votes”. This says it all.

Starting from this “fact”, the Administration has taken this in as “a given” when defining a strategy. So, when they need the attention of their Minister for a certain project, they will now make sure that that project can have a link with is constituency, or make sure that the project can make an impact on his potential voters. At the end of the day, the Administration will have a green light to execute the project and the Minister will have another opportunity to be visible and to show what he can realize for his voters. (win-win situation).

1.5.. Political influence of politics on Administration management

It gets really complex when you know that the management of the administration are all mandated nominations. This means that all Director-Generals of the administration get appointed by political parties. After having passed exams, assessed and interviews they are ranked according to their results. In theory the first in line is supposed to be appointed, but in practice there may be a political negotiation around it. In order to be appointed, one has to seek for political support. The consequence is that this Director-General loses when doing so his complete independency. He may become a puppet of a political party or “the eye of Moscow” when that person is from another party than the one of his Minister.

Communication between Minister and Administration can be smoothly or, on the contrary, blocked based on the above.

1.6.. Link between technical competence and communication

Politicians do not have to pass an exam before being appointed as minister in charge of ICT / Digital Transformation. When a Minister, a chief of Cabinet or a Cabinet expert does not have a technical background, it has an immediate impact on the communication with its Administration.

- Communication between both parties tends to be more difficult.
- A lot of time is lost due to basic education.
- Politician tends to minimize his need for technical education and will focus more on “window dressing”.

It really gets dangerous when politicians start pretending that they know. With ICT this is equal to performing “hara-kiri”. He may convince an average citizen a few times, but for sure not specialized press. The same goes for his administration. Trust in a Minister is easily lost when a Minister starts pretending to know about technology. It rapidly paralyses running projects and generates huge delays in execution.

If, on the other hand, an Administration has to deal with a technically competent Minister and cabinet, then the communication is more smoothly, and better & faster progress can be made.

1.7.. Window of opportunity

For an Administration to be productive, it cannot rely of the full period of a mandate of his Minister. The window of opportunity is much smaller.

1.. In the beginning a newly appointed minister needs some time to get familiar with his administration and its functioning. He also needs some time to master the topics for which he is responsible and to start getting to know the important stakeholders. In this first period focus of communication is concentrated on “education”; assisting your Minister to absorb and understand the context and technical aspects.

2.. In a second phase, the Minister will define his “political strategy”. He will define the main lines of his mandate and set out the goals within his legislation. In this phase the Administration will assist his Minister in defining his strategy. Most of the time this is a very productive moment where communication between cabinet and administration is very productive.

3.. In a third phase, which is the longest, the Administration is supposed to execute the strategy and to build services. This is the “window of opportunity”. This phase can be stable or turbulent, depending on the degree of execution of the Administration, upon potential new political hurdles along the way, external factors out of control of cabinet nor administration (e.g. banking crisis).

When there are digital projects that impact the whole country (all Regions, all Communities, all Ministries), one can be sure that all political parties will want to have they say in decision taking. This has as a consequence that a technical project becomes a political project. This means that a political agreement needs to be reached first before Administration can start building the solution. Communication at that moment becomes broader than just with your own Minister or cabinet. No miracles here, all concerned parties need to sit around the table and agree on scope, timing, budget and expected outcomes.

Good practice of Belgium: In order to avoid that this situation occurs on every single project, the Federal Public Service for ICT negotiates “collaboration agreements” with all political parties from the start. They agree beforehand on what the ICT Administration will build (and how and by when) for the benefit of all stakeholders. This is in generally done for a period of 3 years. Once there is agreement on what, how and by when, then they can start building it all, without being bothered along the way by any political interference.

4.. In a fourth phase, we fall into a period of pre-election. In this period politicians expect that the Administration focusses on delivering. The politician needs to be actively present in the media. He needs to show that he has kept his political promises and that he has had an impact on the topics he was responsible for. This is a hectic period, where communication between cabinet and administration is not easy. Cabinet is under a lot of pressure to come up with “the good news show” in a constructive way. Knowing that the Administration functions with a scope on long-term, this may generate communication problems. Add to this that Administration

Management is also politically mandated, then it is very well possible that the political game between different camps can be played in a very subtle way.

5.. In a fifth phase, the election phase (and communication freezing period before), the Minister is in control. Administration just keeps on working on existing projects.

6.. One could add a sixth phase, which is just after the elections, when a new government needs to be constituted. In Belgium they know that this period can last quite long (550 days). During this period Administrations are in "*affaires courantes*". This means that they keep on working on existing projects, but new projects cannot be started. During this period there is not much interaction with the Minister. Either because he is in phase out because not re-elected; or he is part of the negotiators and then the role phase one and two could be applicable.

Belgian Administration has enjoyed the *550 days of "no government"* for most of the period, because it allowed them to use that time to:

- Finalize / stabilize certain projects that were setup maybe a bit too quickly.
- Document all up-and-running projects.
- Focus on enhancing internal procedures.

If the period of "no government" becomes too long, then there is a risk of slowing down of efficiency and productivity; experts start to leave the department; irritation amongst colleagues sees the day ... On the communication side this is not ideal, because this is not what a politician wants to hear while he is focusing on his potentially new job and responsibility.

1.8.. It's a cultural thing

The communication between a politician and its administration is culturally driven. I give you some examples to state my quote:

- In Africa politicians tend to be "untouchable". Administration tends not to discuss very much statements from Ministers. They just execute.
- In Scandinavian countries there is more a culture of saying openly what you think, with a strong notion of efficiency. Administration management and Minister are closer to each other and dare to discuss and argument.
- In Japan the Minister of cybersecurity has never used a PC. Administration just accepts this as a given and makes sure that this minister can do his job. They are at his service. No-one has ever made a remark on this aspect.

1.9.. Respect

A good and efficient communication between politician and his Administration starts with a healthy mutual respect and sound comprehension of each other's situation, talents, responsibilities, etc.

If this aspect is not present, then communication starts with a heavy handicap.

If the above is respected, then it will probably be easier to empower administration by giving them the tools to function in optimal conditions and with the powers that are needed for the job. E.g.: decision taking power, overruling power, power to stop ICT projects or to cut of the financing.

Empowerment of Administration enhances the communication and vise-versa, a better communication will make the Administration more efficient.

1.10.. We are not alone anymore...

Nowadays, we see that interaction between Politician and Administration is no more binary. With the introduction of internet and more specifically with social networks, a third party has invited himself to the table, whether we like it or not. Citizen and non-public sector stakeholders have decided that they wanted to participate to the discussions and decision-making process of eServices. This all of a sudden change the equation. Administrations are not used to have citizens tell them what to do, nor does the politician. There is no option not to take that into account. So, the politician and the administration are going through a learning curve and are starting to be giving it a place. Depending from *country to country* this has been done with success. The game of power between these three entities around the e-Table is ongoing. One may expect that the newly joined party may win the power game over time and will manage to dictate to Minister and Administration on what to do.

* * *

Section 2.. Evolution of the Roles & Responsibilities of Managers facing Complexity

*Written in 2019 by **Andrea MIGONE**, Ph.D. formerly Director of Research and Outreach, IPAC.*

Public Sector Managers in the Age of Complexity

Public sector managers have traditionally played a central if at times under-recognized role in maintaining and running the machinery of government. In the public administration, they are fundamental to processes that range from ensuring that organizational knowledge is retained, to managing individual projects, to providing HR evaluations for their staff. In other words, often managers provide an enabling interface between the design and the implementation phases of a program. This is not about to change. In fact, in the future of public organizations, managers will play an increasingly central role (van der Wal 2017; Wu, Ramesh, and Howlett 2015). In particular, they will be critical in supporting public sector goals like citizen-centered programming, agile approaches, and innovation.

We should note that public sector managers are not, and should not be considered, a homogenous category. In fact, various metaphors may apply to the idea of public sector managers, especially as their role changes in the 21st century (Althaus 2016). van der Wal (2017) proposes a very useful tripartite categorization that separates managers in traditional, business-like, and networking. The first category is focused on bureaucratic rules, the second is performance oriented and the last tends to focus on relations. Not only are these different categories likely to co-exist within individual units, but behaviours aligning with each are likely to coexist within the approach of the same individual. In fact, the modern public sector manager will need to be able to blend dynamically these characteristics so to enable an agile and effective outcome-oriented approach, shaped by the ability to develop innovation, and that is not destructive of the basic principles and values of the public service. This will demand both personal and organizational excellence, which in turn will require a strategic approach from public sector organizations.

Managers have always been under pressure to perform multiple tasks, and generally they have been measured on their capacity to achieve predefined targets (Coats and Passmore 2008) and ‘making things happen’ (Huxham and Vangen 2000). However, for at least the last twenty years they have been confronted with two very specific sets of demands. The first relates to the increased complexity they have had to confront, both within their organizations and outside of them. The second is the much-increased push for innovative solutions within the public sector. These two trends, especially when coupled with demographic shifts and consistent fiscal restraint, will have a critical impact on the role of public sector managers. The latter will also operate within a context which they will share with an increasingly Millennial workforce and with a much broader and diverse set of internal and external stakeholders. This will pose cultural, organizational, and practical challenges to the whole public service organization of course, and – we believe – it will reflect upon the way in which managers’ leadership will need to be applied. In this sense, we argue that leadership styles fostering engagement,

empowerment and exploration will fare better in the 21st century than those that highlight control, command and a closed approach. While this might seem a straightforward prescription, we believe that not enough attention is being paid to how to ensure that public sector managers are equipped with the tools they require and are given the opportunity to develop and apply this type of leadership within their area of work.

Below we briefly highlight some of the challenges that managers face and suggest some ideas as to how this fundamental group can reshape its contribution to public sector.

While we have not achieved a state of governance without government (Peters and Pierre 1998), the role of public sector managers has certainly evolved in the past two decades. How public sector managers respond to complex, shifting dynamics has been an ongoing focus in the literature. From the description of managing networked organizations (Jackson and Stainsby 2000), to how to deal with Volatility, Uncertainty, Complexity and Ambiguity (van der Wal 2017), to triggering innovation in government (Taylor 2018), managers have been connected consistently to complexity in the public service.

Complexity exists both in terms of the world in which public administrations operate and in terms of how this reflects on the policy and delivery challenges they need to work with. The emergence of so-called 'wicked problems' (Rittel and Webber 1973) has dramatically modified the nature of administrative challenges (Allen 2012) and has increasingly shifted the focus towards collaborative leadership in the public sector (Connelly 2007; Crosby and Bryson 2010; O'Leary and Vij 2012). Mostly because collaborative and integrative approaches (Page 2010), with their multiple focuses on bridge building (Ospina and Foldy 2010) and boundary spanning techniques for example (Williams 2013), can help tackling this type of challenges.

However, as anyone who has experience with organizational management can attest to, a critical paradox lies at the core of collaborative approaches. While collaboration among diverse units and people who share common goals embodies the potential for great advantages, that very same difference and diversity carry the potential for inertia as they may result in conflict and challenges (Huxham and Vangen 2005). In this sense, collaborative approaches cannot overlook the need to manage proactively these dynamics (Taylor 2018).

It remains difficult to answer the question of which leadership approach to utilize just in terms of authority structures (Taylor 2018; Crosby and Bryson 2005). In this sense, collaborative approaches require an almost syncretic understanding of leadership where sponsors, champions, managers, stakeholders and clients come together. If, as we noted above, one of the key expectations we have of public sector managers is that they will solve problems and shepherd projects to completion (Huxham and Vangen 2000; Coats and Passmore 2008), then they should be an integral part in any collaborative leadership initiative.

The question then hinges on what type of leadership should be in place in the public service and how we should utilize the skills and capacities of public sector managers to promote innovative responses to complex problems. There seems to be a fair alignment within the literature on the

notion that a new model of public sector leadership is needed. It also seems relatively established that this model will likely need to be based on leadership principles that prioritize transformational approaches, are value-based and engage stakeholders – both internal and external – in a distributed fashion (Althaus 2016; Crosby and Bryson 2010; Kellis and Ran 2013; Taylor 2018).

We believe that in the 21st century public sector managers will represent a key leadership cadre. If it is true that transformational leaders foster strategic change, by sitting at the core of broad networks but by being separate from those who execute the strategy (Ljungholm 2014), public sector managers to be effective will need to be plugged into those networks and to have sufficient capacity and latitude to implement the strategic directions of transformational leaders.

What this will mean in practice? On the one hand, managers or at least a part of that cadre, will need the latitude and capacity to design and implement innovative change. Managers have a potentially critical comparative advantage in this field because they are immersed in the ‘machinery’ and know the ins and outs better than most. That same immersion can also be – ironically – a shackle upon against change. We believe that the public service on the 21st century will need to modify its approach to be innovative, responsive and keep working within the boundaries of fiscal prudence. These steps do not need to be massive ones to bring important changes.

In this sense, the Government of Canada’s Free Agents program is a good example of the type of changes that will be needed. Free Agents are tasked with helping administrative units to innovate their practice. Where traditional change management approaches in government often rely on reactive approaches and the creation of new units, the Free Agents one was inspired by Deloitte’s GovCloud: The Future of Government Work [1] model and relied instead on the principles of workforce mobility and agility. Their members are selected privileging traits like creativity, innovation, the capacity to thrive on change, and problem-solving skills as opposed to specific competences. They possess specific top-end talent in the tools of change and innovation and are able to provide to managers in organizations that are looking to take on that journey a temporary but much needed injection of those skills.

Since their inception as a small project within Natural Resources Canada, the Free Agents have expanded to various Departments within the Government of Canada, have attracted the attention of multiple jurisdictions and organizations domestically and internationally, and have been showcased in an OECD case study. [2]

Over the past three years, the Free Agents program has shown considerable success and it has begun to scale. The idea itself of a talent cloud has been met with a mix of elation and resistance as one would expect, but there are evident signs that it has built traction. For example, it has moved from its original home in Natural Resources Canada to the Treasury Board Secretariat, from where it could exert a much stronger influence across departments. It should be noted that the program does not simply produce excellent results in terms of implementing innovative

processes. Free Agents report much higher levels job satisfaction and enjoyment than the rest of Public Service employees. This is a fundamental result because one of the goals of the program was to support, develop and retain talented public servants.

A project like the Free Agents can provide managers within the public service with much needed support in designing, developing and implementing the type of change that will be increasingly required in their organizations. It can also provide an important spark in terms of how innovative mindsets can be fostered within the public administration.

A model like this will not satisfy all of the needs of the manager cadre. At a minimum, public service renewal strategies should incorporate better training opportunities, more capacity for autonomous decision making, and a focus on building strong, functional networks both within the community and with outside groups. However, the type of support envisioned in the Free Agent approach can help as catalyst for larger shifts in the approach and vision among managers and can be a powerful example on how managers themselves can reshape their role within the boundaries of the organization.

NOTES

[1]: <https://www2.deloitte.com/insights/us/en/industry/public-sector/the-future-of-the-federal-workforce.html>

[2]: <https://www.oecd.org/gov/innovative-government/Canada-case-study-UAE-report-2018.pdf>

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Section 3.. Leadership Required for Virtual Teams

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- First, let us define a virtual team, which is essentially a scattered group of workers doing the transversal work over a wide area beyond physical borders organizational or geographical, supported by information technology and communications.
- One would assume the underlying premise is to provide many advantages and cost reductions as well as provide greater creativity and efficient productivity associated to better performance.
- However, in practice, managing such work teams is complicated with various significant obstacles. In the literature, it is reported up to 80% of virtual teams do not meet the objectives planned by the management of their organizations.
- Here are the main usually encountered challenges applicable to virtual teams:
 - Using Technological Tools.
 - Communication Problems.
 - Difficulties in Managing Time Zones.
 - Isolation & Lesser Feeling of Belonging.
 - Deficient Trust Between Members.
 - Misunderstandings Caused by Cultural Differences.
- Within such a context, exercising leadership and distance are truly great organizational challenges. Accordingly, it becomes interesting to focus on the style of leadership required to suit this type of structure, given it is growing rapidly in importance.

Team Complexity

- All such teams are not subjected to the same levels of complexity or challenge.
- Generally, the level of complexity is a function of the following factors and characteristics:
 - The work team is larger.
 - Several time zones separating members.
 - Several national cultural groups.
 - Matrix Management is involved.
 - Whenever some members are clustered while others are not.

eLeadership

- More is demanded from the *eLeader* than the traditional leader, placing a particular emphasis in daily actions, imparting a climate of trust and constructive dialogue across the team, constantly making clear the goals and objectives of the virtual team. Furthermore, there is an essential requirement to possess exceptional intellectual competencies and master the traditional project management skills and the relational abilities critical and specific to a particular project. Here are four competencies considered essential to succeed with a virtual team in a complex context:

1.. **Empathy:** The virtues of empathy at work are still largely under-estimated, mostly caused by a certain definition. In fact, currently we can appreciate two dimensions to empathy. First an emotional dimension, which is the ability to perceive the emotional state of another person. Equally, often called sympathy that dimension is associated with a reaction much more akin to emotional contagion rather than a simple innate competency. Also, a cognitive dimension adapting another person's perspective in order to understand the intentions and belief system without, adopting it. This of course represents the competency attributes, allowing connecting to people easily by understanding the frames of reference and mental patterns of other people. This form allows the leader to step into the other person shoes so to speak and understand the perceptions. This can contribute greatly to understand the behavioral patterns of the other person in response to the distant work environment. Empathetic leaders are particularly attentive and sensitive to the non-verbal body language even in the distance in order to extract the real essential information.

2.. **Generate Trust:** A difficult aspect to virtual teams for the most part, is the psychological distance, which gradually sinks in between members but also with respect to the leader. That psychological distance is a hindrance to individual, collective and organizational performance. This reflects directly on commitment in action for the members of the team, whom need some level of psychological comfort to generate enthusiasm and value to the work to be accomplished as a team. It becomes the task of the leader to constantly reduce the psychological distance, while creating a climate of trust. Therefore, he has to be able to lean on his team with confidence, while monitoring the performance of the staff. This is done through job enrichment and empowerment with autonomy policies rather than hard monitoring along the concept of command and control.

3..**Tolerance to Ambiguity:** Ability to adapt is a basic skill in virtual context. The agility of the manager finds its acumen in his capacity to extract the real information out a constantly moving unstable environment. The world of virtual work teams is a perfect representation of the new reality facing the working VUCA world.

VUCA stands for: Volatility; increasing rate of change.

Uncertainty; the future is less predictable.

Complexity; multivariate includes more variables.

Ambiguity; there might be no real solution.

eLeaders must be endowed with: Agility, Tolerance and Adaptation.

4.. Cultural Intelligence: Managers must develop cultural intelligence, represented by a ready series of pre-planned responses, attitudes and behavioral patterns, allowing an individual to instantly adapt to the multicultural dimension of work teams. Among the required attributes found in the first place is knowledge and self-control since it is important to better understand the impact of one's own culture in the course of managerial practice. Furthermore, it is a good idea to incite interest and curiosity towards the differences among employees. It is obvious listening is the driving characteristic with observation and comprehension, prior to assessing a situation is a good idea. The intensity and impacts of consequences are a function of the ability derived from this concept of cultural intelligence to manage effectively and avoid dysfunctions.

- In the pictorial diagram below, see how important the relational and emotional competencies of the leader are in private and public organizations.

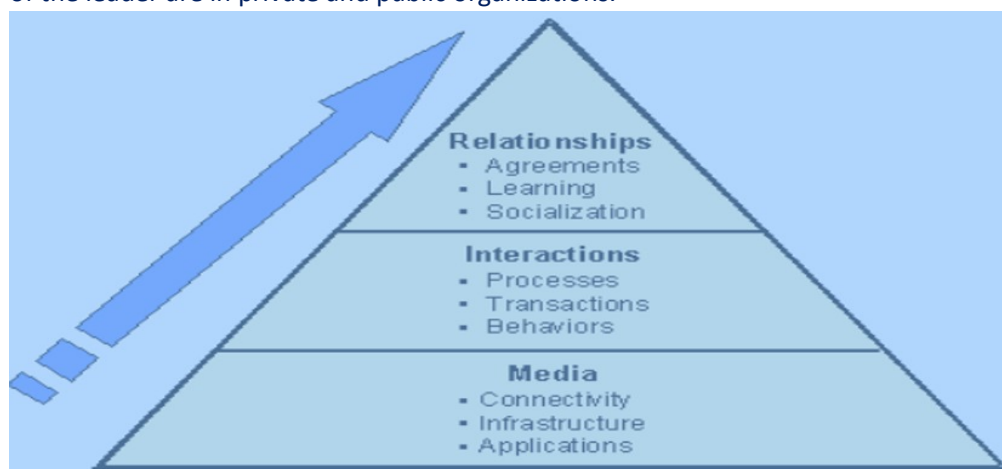


Figure 1. Team Linkages – From Media to Relationship

Source: Lipnack J. & Stamps J. ISBN: 978-0471165538

A Few Practical Pointers

- **Fine-tuning the Competency Profile and Recruiting:** Working in a virtual team requires specific competencies. Ensure the collaborators are at ease with the technologies and they are able to organize their work as demonstrated from prior experience. During interviews, behavioral questions like: “ *Can you give me an example of a project where you had to ... ?* ” are particularly effective to assess actual accomplishments and where the needed competencies have made the difference.

- **Be Explicit Regarding Objectives and Expectations:** This, in order to avoid delays flowing from difficulties in communications. Make sure the project objectives are well defined. Following that, the team members should be free to ask questions to validate their own understanding of the various concepts, opinions, the scope and range of responsibilities for each. This is a great approach to generate a better overall comprehension of the complete picture. Access online to a well-organized documentation, many times turns out to be a great problem solver. Multiple interesting tools exist for distance collaboration, however success is not purely a function of the

tools per se, rather it will be a function of the proper use of such tools added to a comprehension of their impacts on performance.

- **Monitor the Work not Employees:** Managing work progression while not being in a face-to-face relationship can be a daunting experience. Means to follow progression must be found to avoid giving the impression of micro-management. In distance working, it is a better idea to control the quality of the work rather than the number of hours worked. The *eLeader* should define with the team the method to be used to follow the weekly progress. Hence, follow-ups will be perceived as an exchange and support. To avoid working in isolation, progress should be made available to everyone to achieve real collaborative work, where the whole team works together and not in cooperation mode, which is grouping isolated works.

- **Be Genuine and Generate Proximity:** Distant relationships tend to be cold, based on protocol and formal. To enhance exchanges and create trust the *eLeader* has a vested interest in knowing more about his staff, done in compliance with the rules of ethics and management. He himself can incite overtone by letting out a few elements about himself. The goal is ensuring a genuine leadership to create and nurture trust despite the distance involved.

- **Organize Virtual Social Activities:** Along the same concept, sometimes it can be difficult to have a conscious or explicit sense of belonging to a virtual work team with cohesion and improved working climate. Various activities to consolidate the team, such as team building can be programmed. Informal exchanges inclusive of general topics disconnected from work issues can be an effective form of consolidation over collaborative platforms. This should not be viewed as a waste of time; rather it should be viewed as beneficial to the project.

- **Welcoming New Arrivals:** A newly arrived staff must be properly welcomed and made comfortable joining a new team. Integration and a sense of belonging are essential. It has to be more than just a business memo informing everyone. Efforts and some resources must be deployed to ensure this integration and get the wanted commitment and performance.

- **Rely on a Good Launching Encounter:** The literature shows the leader should have a face-to-face launching meeting with the staff, as it would maximize the chances for team success. This is somewhat odd and paradoxical, as it is counter-intuitive, having a face-to-face meeting while the basic concept involved is virtuality.

- **Periodic Face-to-face Meetings:** The need expressed by team members to have monthly, quarterly or annual meetings represents a paradox given the virtual existence of the team. In fact, face-to-face meetings are important and effective, allowing more efficient communications, richer in useful information flowing from verbal interactive exchanges as well as from body non-verbal language. It makes for a more coherent message at work creating a more tangible "*esprit de corps*" within the team as a whole, realigning efforts and enhancing productivity with greater job satisfaction and commitment. According to Dubé (2009) such encounters provide the team members an opportunity to know one another in personal networking.

* * *

Section 4.. Integrating Public Services in The Digital Age: Management Issues & Challenges

*Written in 2019 by Pr. **Christian BOUDREAU**, Ph. D., Professor at ENAP-UQ (University of Quebec).*

Introduction

Integrating public services and sharing its resources such as human, material, financial and information bases, are at the center of government digital development strategies, which have been taking place over the last fifteen years, more specifically in the developed and emerging nations of the world. (United Nations, 2014; 2016) The rate (pace and magnitude) of the implementation of shared and integrated services have been quite intense and are showing no sign of relenting.

Many governments around the world perceive this as a significant leverage to enhance the efficiency of their infrastructures delivering quality services. The attributes are many, for instance: certain economies of scale; harmonized administrative processes; ongoing free flowing services; sharing limited expertise are but a few of the great advantages generated by services integration. (Boudreau, 2019)

Understood as the pooling of resources and services offered continuously by several organizations (Kernaghan, 2005), the integration of public services appears as an obvious way for the government to simplify public service access and to rationalize the use of its resources. (Borins, 2007, Boudreau, 2011)

Integration may represent an adequate response to the many existing government Websites and to the online services diversification, a trend peeking in early 2000's. (United Nations, 2012) Adopting recently the integrated services approach, governments have tried to reverse the trend of services and programs fragmentation and the "Agentification" of public organizations. (Bouckaert & al. 2010)

Some statistics in Quebec reveal the extend of this fragmentation. In the early 1960's, there were less than 20 public organizations in existence in Quebec. The number rose dramatically to more than 180 by 2013-2014, covering more than 400 public services distributed across 80 ministries and departments, a gigantic puzzle for the average citizen and enterprise to probing their way across such a web of government services.

4.1.. The Main Forms of Integration for Public Services

In general terms, integration rests on the principle that it is preferable to "do together" or "let it be done by others" instead of "doing it each for oneself". Hence, in a collaborative spirit, public

organizations are called upon to yield their collective effort, sharing their resources, including the associated expertise in order to achieve delivery of the best quality services at minimal cost. The various technological infrastructures and supportive platforms provide an interesting avenue for public organizations to draw significant benefits from the joint resources and expertise right where it is located, offering material support for simultaneous cooperation between those various organizations.

Among the strategic options available regarding the development of digital government, four forms of integration come out, namely: (1) Internal integrated services; (2) Portal; (3) One stop shop; (4) Shared services.

Integrated services are a grouping of common or related services offered by more than one organization to non-governmental clientele. By offering integrated services the state tries to simplify the life of citizens and enterprises by inserting common and closely related services into a continuous process which minimize useless delaying formalities for users, or such things as data re-entry for different business units. For several years now, the Quebec public administration has been offering several integrated digital based services, like change of address; business startups; calls for tenders' electronic systems (SEAO); citizens individual dossier; government authentication (ClicSÉCUR); individual health dossier (DSQ) and more recently the personal health record (Carnet de santé).

Portal is grouping information and services in one web site in order to provide the citizenry and business enterprises – and to a lesser degree for foreign users, whom might be tourists, immigrants, investors or other parties - with the required information and services they seek for their own use and. Services offered on the portal are pretty much on an intuitive basis. The portal itself could have several layers and be of various order, like international, national, provincial; regional; municipal or other. Nowadays, most countries and most large cities of the world have implemented such portals, which can vary widely in terms of maturity levels, especially where transactions are carried out. It is easy to appreciate the underlying rationale for such portal facilities, which is making the life of citizens and organizations simpler while seeking information and/or services. The portal can fully support the client with his information and services as it can act as a relay and refer the client to the appropriate provider.

One Stop Shop represents the grouping of a variety of services offered according to various channel of delivery, which can be: in person; online; by telephone or postal services. Much like portals, one-stop-shop is aimed at delivering services, which used to be provided by other departments, and can further be used to relay the user towards the appropriate service provider. In the past, one stop shop was mostly in the form of relay to the right provider as opposed to nowadays, where first line services are provided. Such systems as “Services Canada” and the majority of provincial governments like “Services Quebec”, “Services New Brunswick”, “Services Ontario”, “Services Alberta” and more, have respectively developed and implemented such facilities, combining portals, call centers, and service counters.

Shared Services. Contrary to the preceding types of integration, shared integrated services is designed to serve public organizations themselves instead of citizens and business enterprises to. The underlying rationale is to mutualize the infrastructures and related operations of the government back office in order to reduce government operational costs by reducing redundant duplicated information and administrative services. Several governments have favored the creation of shared service centers as a model of back office integration. Those entities may regroup common administrative services or infrastructures and specific expertise to make it available to public bodies so that they can focus on their mission.

Integrating services of government organizations of the same level is referred to as horizontal, which is the most common type at the core of the state. For example, the Quebec service for changes of addresses (SQCA) is a horizontal integration service. Whenever the integration involves public organizations of different levels of government, then the integration is said to be vertical. The system called PerLe, handling the issuance of different permits for the business creation in Quebec or in Canada is an example of that, given that all three levels are involved, that is Federal, Provincial and Municipal. Integrating public services is also a vector of support by non-government organizations, inclusive of private organizations and community non-profit organizations as well. The “Federal integrated system Secure Key”, is an excellent example of a successful extra governmental integration, where several other outside parties play an important role, such as banks serving to authenticate user citizens and associated data with respect to government transactions.

4.2.. Issues Regarding Projects for Services Integration

The current economic, political and technological environments are conducive to additional integration. While the majority of industrialized and emerging countries have given priority to the integration of digital based services, it however has been superficial so far, leaving citizens and enterprises to cope with multiple formalities and administrative hassles, many times repetitive and painstaking. The feeling is akin to buck passing, where the service is not delivered simply and promptly. This happens whenever a particular portal only provides the user with a charted course of action across various organizations and linked redirection towards other websites. Integrating services gives rise to complex projects to be managed, relating to administrative, technological and information infrastructures and inter-government relations, which of course explains the reason why the overall success is greatly mitigated.

The integration of services goes well beyond a simple automated exchange of information between partners. It involves a prior interconnection of the administrative and technological systems of those mandated partners. (Pardo et al. 2012; Boudreau & Bernier 2012) The underlying rationale is allowing the interoperability of the government back-office. The interconnection between the partners must go through a certain harmonization or even standardization of their technological systems, their administrative processes and their data. In a way, administrative and technological systems must be able to communicate and understand one another.

To accomplish the intended objective is not simple given the mix of technologies involved, the result of historical development in isolated islands, and where navigating towards a common goal can be replete with all kinds of stumbling blocks, pitfalls and costly difficulties. It is a key control feature, keeping maintenance in mind by systems management.

In Quebec as elsewhere, public organizations have long tended to diversify their operating rules and to multiply their systems as they deploy their services or business lines, without worrying about interoperability. (Boudreau & Bernier, 2917)

Both the administrative staff and information systems together are really one system. Trying to incite change is probably easier to move an iceberg. Today's state of affairs is the historical sum of long-established policies, administrative routines, documentation and information retrieval in public organizations. (Fountains 2001; Gray & Purdy 2018) Therefore, becoming aware of such stumbling blocks, managing change requires dedicated finesse and enlightened skills, a rare ingredient. For example, changing the upstream procedures leading to authentication, automatic validated data capture, secured environments and universal access remains a tall order, slow and costly to achieve.

As a case in point, let's refer to the Quebec database system for the management of changes of addresses. (SQCA) Following two years of discussion and intense negotiation the partners to the system agreed to the needed parameters to make effective the implementation of SQCA. [1] The operational system is designed in such a way that it follows each individual department's protocol for data prompting and entry.

Lack of historical common administrative policies and procedures along with island management of the various government units, ministries, departments, agencies and other related organizations, each with its own terminology, makes the merging and integrating of systems, slow to implement with elevated risk of costly failures and restarts. This is something we have stood witness to, as in the case of the individual health dossier for instance. The report of the Quebec Auditor General (QAG) makes that explicit and paraphrasing: "The health system through the years has produced a large number of data and information assets, without a synthetic overview for a common perspective applying to data structure." (QAG Annual Report 2009-10, Ch. 6 & 13)

The Justice Department is also targeted as a problem area. Many proprietary systems implemented in the early 70's and 80's are locked solid into position and little has been done to move the technology forward ever since. (Boudreau & Bernier 2004) [2]

Historically most public organizations, especially the service ones, have been operating through time as autonomous bureaucracies, having developed their own separate rules and routines to optimize their own responsibilities, accomplishing the mandate for which they came into existence in the first place. Bureaucratic behavioral patterns appear to be the main currency of public administration. (Fountains, 2001, 2009) It must however be recognized, that the bureaucratic mode of operation is an effective and efficient manner to deliver services, where everything is predictable and easily managed on a routine basis, handling large volumes of

transactions across the various programs. (Boudreau, 2006) Neither the new public management nor the whole-of-government have had any effect to change this. Bureaucracy and related vertical management [3] of the invested resources have shown their ineffective capacity to resolve complex and unforeseen problems. (Milward & Provan, 2000, O'Toole, 1997; U.N. 2014)

Vertical Integration has Limitations Whenever Project Management Is at Stake. Furthermore, vertical management has demonstrated its limits with respect to multi-partner projects. This is a basic requirement whenever a project for integration of public services emerges, leading to a situation where all associated partners must come to terms regarding the needed parameters applying to the project. This causes unexpected delays, given the various partners must seek approval by the respective authorities in strict compliance with the different hierarchical levels, whose ownership of the resources cannot be alienated. This phenomenon gives rise to the island concepts, which by its very nature represents resistance to change and consequently slows down the process of integration. The obsessive idea vertical management entertains, is the loss of control over their resources. This is made worse if the managers have the feeling that they are deprived of certain resources that they consider strategic.

Furthermore, integration has the effect of reducing the autonomy of management in favor of tight interrelationships with the partners. Then, it follows that resistance to change is generated by the slower partners, slowing down the progress for the others and becoming an irritant to say the least. Hence, there is no surprise, observing the lukewarm participation of certain partners, apprehensive and doubtful, especially in the early days of the inception of the project. A point to highlight is sometimes organizational barriers within an organization is a great deal more severe than it would be encountered between different organizations. It is easy to assume that an organization with tight internal authority barriers will bring the same behavioral island pattern in relation with others.

4.3.. Challenges Associated with Collaborative Management

While vertical management is effective managing programs and specific services however, the various management policies, rules and procedures are inadequate for the efficient management of multi-partner projects, more particularly projects aiming at integrating services.

Given the high level of complexity, it is impossible to plan and coordinate such projects centrally with very detailed elements, especially when there is a large number of partners and no evident line of authority.

Successful services integration is also based on horizontal management and inter-organizational collaboration, rather than hierarchical power. Here the term "collaboration" is defined as a "collective learning that is acquired as the organizations and their representatives get to know each other and agree on a common framework of interpretations and actions." (In Boudreau & Bernier, 2007; see also Keast & Mandell, 2018; Ansell & Gash, 2008; Gray & Purdy, 2018).

Collaboration, therefore, flows from the asserted capacity to operate together to implement common projects in the best interest of all partners or collectivity. (Boudreau, 2019)

Contrary to compliance with formal orders, collaboration cannot be decreed. Rather, it is based on reciprocal relationships of trust, largely based on prior experience linked to “trust is established gradually after repeated interactions between people who act in good faith and tend to put aside opportunist calculations.” (Boudreau & Bernier, 2017; Gulati, 1995; Podolny & Page, 1998) The Quebec experience in this context has shown that, integration projects have tended to be traumatic, fraught with many stumbling blocks, achieved with pain, risky and costly. Trust is difficult to obtain and can be easily lost. (Boudreau et Bernier, 2017)

One of the most critical challenges regarding horizontal management, is the development of a climate of trust between the partners, so they collaborate and innovate voluntarily to the successful implementation of a common project.

In order to build up an adequate climate of trust and confidence, the managers of the project have to approach this with the concept of “soft management” whose less intrusive approach makes for less oppressive control and associated sanctions.

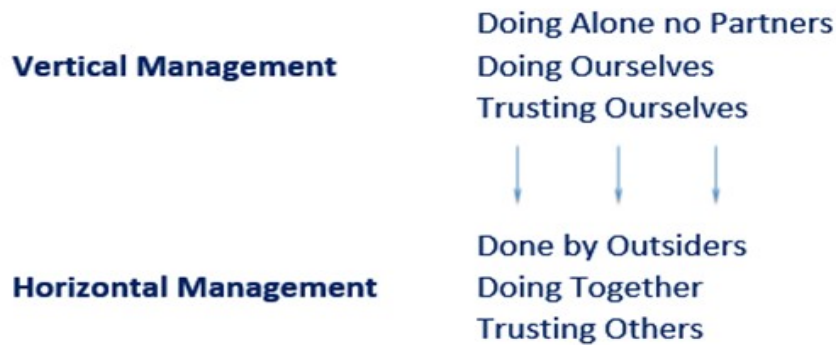
This new style of management is along the lines prescribed by, Keast & Mandell (2018) concept “catalyst type of leadership”, as opposed to directive and coercive, which is placing the partners at the center of deep organizational transformations.

A serious, greatly dysfunctional risk with such projects is the eventual pulling out of the project of one or more key partners acting on their own individually, thereby putting the collaborative capital in severe predicaments. (Agranoff & McGuire, 2001)

Another major challenge is getting the partners working together in goal congruence. They have to try and reduce focusing on their own respective corporate or individual interest and rally to a common objective oriented to a wider global government strategy. (Boudreau & Bernier, 2017)

Historically, the partners have been self-starting, doing their own thing with confidence in some degree of isolation. Now, they must learn to do together, also letting others to do, and trust them in the process to achieve the desired integration of services. (Ref. Figure 1)

Figure 1 *Management Standards According to Organizational Modes*



If multi-partner project collaboration cannot be decreed, it can be managed. More precisely, whenever projects have a large number of partners and delays are unreasonable, then a centralized management for adequate coordination can be more appropriate.

Indeed, having a credible centralized approach may be an efficient means to yield to a higher degree of stability, while enhancing the decision-making process and the coherence of the integration process. (Provan & Millward, 1995; Millward & Provan, 2000; Provan & Kenis, 2008; Provan & Lemaire, 2012; Koliba 2018). Formalizing and centralizing certain decisions suggest that not all the parameters of a project need to be discussed and negotiated thereby avoiding long unnecessary delays. It also becomes useful to arbitrate in cases of litigation and deadlock. Further, such a governing entity may propose specific inter-operational standards to mutualize resources between the partners, whether they are systems, data or processes.

Finally, whenever coordinating interorganizational relations is at stake in order to accomplish common and complex government projects, it is quite clear that vertical versus horizontal management is not mutually exclusive. In this collaborative context, where resources are mutualized, competent management will be the one who takes advantage of a stable decision-making process flowing from the hierarchy, inclusive of the needed flexibility and innovative power of the partnership network.

* * *

NOTES

[1] Widely accepted by the Quebec population.

[2] Boudreau, Christian, Bernier, Luc et al. Étude de cas: Système intégré d'information de justice (SIJ). Québec, ENAP, 2004, 29 p.

[3] Vertical Management refers to a hierarchical structure according to the formal policies expressed by the center.

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Section 5.. Achieve a Renewed Public Service

NOTE: This is a freehand translation of a communication by Prof. Yves NÉGRO published in February 2020. The original document and associated figures in French are available in bookstores under reference: ISBN 978-1989364307.

Prof. Yves Négro is Professor Emeritus at Jean Moulins University, Lyon (France) and Honorary President of the French Association of University Professors

(Conseil National des Universités en Sciences de Gestion de France, s.6).

* * *

- The public service is not working well and accordingly is heavily criticized; what should be done?
 - Are we to wait for those who are directly concerned?
 - Are we to simply give up the public service and delegate to the private sector as proposed by adventurous partners, forgetting about the constraints of living together?The answer is NO. Let us be constructive and move towards tomorrow in earnest.
- Clearly in a world where VUCA (*Volatility, Uncertainty, Complexity and Ambiguity*) [1] is clearly dominant, trying to anticipate events and things to come indeed becomes a tall order for managers of all stripes, in order to manage effectively and constructively. Nowadays, very little is predictable. The environment has shaken older values and the established order, leading to the obvious charms of technologies such as Artificial Intelligence (AI) & Expert Systems (ES) associated with communications through Internet, which elevates the difficulty to a much higher level. Many times, the degree of volatility is almost equivalent to *walking on quick sands*.
- Therefore, given the environment any change project requires a great deal of pragmatism and superior methodology with best practices. Building the future cannot be designed on wishful thinking and untested ideas.
- The Public Services Offer (PSO) can no longer be strictly limited to a basic delivery of services. It must be a far superior fit to what the ordinary citizens represent in their daily living mode. The services must match their identity and be allowed to co-participate as will be seen below in this paper.
- Public Services Delivery (PSD) must be heightened towards more modern means and formats, perhaps even post-modern. Simple goodwill or the general interest can no longer be sufficient rationale to be convincing to the average Lambda citizen (John Doe). Hence, it has become necessary to review the process and move in earnest towards a new approach.
- Public Services Delivery should be a function of superior professionalism, which tends to be the purview of the private sector. That can be accomplished through Professional Development, Coaching and Mentoring. The learning dimension is fundamental and as in all walks of life, learning by doing is to be expected. This concept is made more pressing, when you consider that

civil servants with predictable, secured status must now try to assess a moving social economic environment in a state of flux.

- This renewed process cannot be the result of improvisation or “spontaneous response”, it must be properly planned, and the various partners rallied to a common cause with focus and determination.

The objectives have to be defined and broken down into realistic sub-goals; be effectively well communicated to all interested parties and with respect to what follows:

- **General Objective:** What is to be accomplished? Is it the redesign of public services format to deliver a better service to the public, expected in a post-modern society?
 - **Targeted Goal:** The general public should come to recognize that the public service is capable to delivering and perform with actual real accomplishments.
 - **Finality Sought:** The citizenry should be recognized as the owners of public services, which can be accomplished by a healthy well understood competition between the public versus the private sectors.
- That of course implies improved professionalism according to three concurrent dimensions forming a ***Tripod***:
 - 1.. Insuring each participant is well aware through adequate communications, what a **quality delivery** represents in a **citizen-client centric orientation**. This should be understood as a basic condition for any meaningful evolution.
 - 2.. Preparing the framework necessary to ensure that **skill deficiencies** be compensated for through development applicable to the staff ongoing with the delivery, as part of a learning process and professional development, which is a fundamental requirement.
 - 3.. Being close to a **proximity management** where the action takes place, represents a significant success factor, insuring public service performance enhancements ongoing. The personnel must have the feeling they are well supported, where errors, weaknesses and failures will be addressed in a human manner as part of a learning curve expected in any project.
 - From our perspective, those three points form the **Tripod supporting change towards a project for actualizing the Public Service Offer (PSO)**, which must be launched as soon as possible.

To accomplish this plan, the input by specialists in Project management (PM) is required, given that I think **rehabilitating the public service offer can only be done in project mode** in order to jolt the sector with a new impulse to energize the required action.

- Any services related to Public Services Delivery --just like it is in the private sector-- represents activating a production protocol of values under constraints.

*What follows in this section will only address the first dimension of the **Tripod** pointed out above.*

* * *

5.1.. A Well-Planned Undertaking

- In recent years, many public complaints have been leveled against the public service. This has shown the need to urgently address the issues head on and initiate the necessary cures, which surely promises to be a tall order to achieve; however, we need to believe that it can be done.
- Nowadays, knowledge is the premium asset. Having a university degree is useful (and sometimes essential) for a career in the public service. Reflection and analysis are the key ingredients prior to action expected done fairly well.
- Now however, there is a pressing need to move over to the action side of the issues to change with a focus on objectives and results. So, the time has come where enough meditation on knowledge should serve to deliver the results through action, which is a pragmatic approach...
- We are also well aware that many times perception is the reality, causing the citizens, who are the clients to recoil given the level timeliness and quality of the services. Citizens rightly consider they should be treated as effective clients in respect of their expectations [2] and not in terms of general interest or other societal dimensions.

5.2.. Methodical Protocol is an Obligation

- Whatever the terminology used; protocol, processes, and so on; experience has shown that to be efficient, one must be methodical for oneself and others including the ultimate clients of public services.
- Pertinent guidance from the actual methodology in use, will serve the user clients in action, whom step by step move with the delivery in a comprehensive sequence with respect to the intention of the actual client.

The Proper Method to Deliver Services is Imperative to Rehabilitate the Public Service

- The right method is mandatory, given that it serves to appreciate the work of intervening parties as well as follow the building up of the solution emerging from the process. Furthermore, it provides comforting reassurance in a period of time, where uncertainty and suspicion abound, troubling the minds in a world where people seek security, attempting to explain everything to make things predictable as a dominant response.
- The best response is designing the right interactive protocols --articulated approach and method-- guiding step by step towards the satisfaction of the expectations of the citizens users of the services. That is to say it must be flexible and adaptable to each situation as it develops, which would necessarily be an impartial assessment of the quality of such a system. The need to address those issues is pressing, that is the sooner the better. That accomplishment would yield the right professional image sought by all parties involved and adapted to today's VUCA world.

5.3.. Producing & Delivering Services

- Basically, the desired protocol consists in proceeding in a gradual manner transforming the various factors of production using the right resources in terms of competencies and means to accomplish the solution results.
- The actual user of the proposed service becomes highly interactive with the interfacing party. On the basis of the input inquiry the servant or mechanized system must address the situation at hand in a comprehensive manner. It is important the communication be quite clear regarding the inquiry. Therefore, the civil servant may have to successfully define, exactly the needed service sought and expected and have the user agree to that prior to following suit. Then, the civil servant comes up with the proposed answer in response to the inquiry.
- The user and the civil servant go through an interactive process, where the information interchange between them targets towards the actual service or services needed to be delivered. Which intellectually or conceptually if you will, might be described as a satisfactory co-produced solution.
- The above is in radical contrast to what can be found currently in the public sector for most industrialized countries, where the user is brought into an incredibly dysfunctional web of intertwined administrative ramifications and dictatorship. Sometimes Civil servants have the attitude:
“This is how things are and that’s it, applying to everyone”.
Well, it shouldn’t be that way, especially in a Citizen-Client Centric Approach. It is urgent to intervene constructively and change the approach to comply far better with the values of a modern world, especially as applies to the younger generations (X Gen; Y Gen; Millennium Gen).
- At the risk of sounding trivial, from here on in *“doing together”* might just be the way to proceed in order to accomplish a win-win situation for everyone.
- This approach, joining *Citizen-Client Centric for satisfactory co-produced solution*, represents now a supplementary alternative for significant progress regarding services rendered by the public sector. Given the historical development of the sector, we must conclude that a new avenue is needed. To obtain the desired change and rise to a modern mode of delivering services. .

5.4.. The Importance of Producing Value

- In just about everything, quality is a fundamental concept. Many features apply to quality and it is largely a function of contextual application. There is value-added in quality and users of public services will find satisfaction and the concept of value for money applies without any doubt, for public hard-earned dollars are buying an asset lasting in time. Consequently, there has to be value-added for the client user in his/her quest to obtain information and/or actual services from the public sector.
- Nowadays, it is well established that time has been significantly shrunk through the use of technologies accelerating the transaction cycle, suggesting that if the protocol is designed right, then downtime will be reduced if not eliminated, which is a greatly appreciated feature by the user client.

- Interactive dealings between client and civil servant represents a situation, where both take benefit from a quality system driven by a properly designed protocol, which is the method needed as stated above. The attitude and manner of the servant can bear heavily on the perception of the user client, where a face-to-face relationship has to be established. Creating a workable effective environment for both during an encounter is critical. It is here that we must bring to bear a certain number of policies, knowing that a protocol is behaviorally driven. The perception in terms of satisfaction will be largely a function how well the interaction that took place...

- Those civil servants operating without method, find often themselves accused of being incompetent, overpaid, and having little usefulness, by users forever more demanding. Many allude to the time when this could be privatized.

- An adequate method would be one, where the user-client derives satisfaction from the rendered services meeting his/her expectations. For example, the client has the feeling that someone took charge with diligence to resolve the intended request, politely in a courteous manner and with competence delivering the intended solution.

- Those are the few steps along the way, we are proposing should be done in order to rehabilitate the public image of services in the public sector, having for several years been the object of many requests for changes, which it had severe difficulties to achieve.

- This has been so, in the face of the “*Law Rolland*” in France stipulating the imperative concept of operational “*Mutability*” such laws points to the public sector demanding adaptation to the present and behave as innovative model for everyone to follow. [3]

- Even though there seems to be quite some time delays yet, before it is accomplished from straight observation in the field, there is no reason to be pessimistic about it. To the contrary the winds of change is here, and no time should be wasted in sterile discussions and argumentation. Now it is time for action.

- With respect to the features identified in item above, it becomes a situation where a representation is made for an offer of services to reshape the sector with an approach beyond a simple utility adjustment, introducing post-modern values prevalent nowadays, within a polymorphic solution, whose goal is to generate functional relationships.

- The representation takes on the following characteristics::

- Offer based on expertise and know-how, mobilized to create value-added production from a Citizen-Client point of view.
- Extended offer inclusive of related knowledge specific to achieve valuable co-production with Methods & Techniques for co-production.
- The actual meeting face-to-face requiring knowing how to be and an adequate relationship conveying a message of consideration right from the point of contact.

- In the context of the new way of handling the relationship the initial contact is of extreme importance in the manner that it is done, and dealings carried out.

5.5.. There are Constraints to Deal with Therefore Realism & Humility Apply

- In order to rehabilitate the Public Service with a viable project insuring a post-modern future, realism has to be the underlying understanding. To achieve this, paying close attention to the constraints causing resistance to change must be addressed with great care otherwise the project could be at significant risk of failure. The constraints are of various natures. The first one and surely not the least, is financial.
- Redesigning the Public Service to bring it up to standards in a modern world is going to be an expensive undertaking. In a pragmatic way, the cost could be a function of the degree of change needed to impart to the sector by the state and interested parties, those being municipalities, villages, and other communities.
- Financing is always a key variable for any project and this one does not escape that reality. Consequently, to alleviate the difficulty a helping dimension is sourcing the needed funds in both the public and private sectors. In respect of various statute laws and responsibilities of the state, judicious decisions will have to be made regarding what segments can be allocated to the private sector, simply because the state cannot finance such a huge project all by itself.
- Clearly whenever an organization undergoes process re-engineering, the ultimate objective is a more competitive presence in the marketplace and lesser operational cost, meaning a substantially improved bottom line. For the public sector that represents an improved services delivery at lesser cost, making full advantage of what performing technologies has to offer.
- Such a project is quite extensive given the objectives. For instance, recruiting new personnel and training the current personnel to bring it up to the required skills needed in the renewed environment; including the acquisition of the computing material and operational systems, represents large sums of money to be invested. Allocating those enormous expenditure sums within the state budget programs is not a simple task.
- The above implies a sound commitment of senior state policy and executive management, inclusive of their expressed determination to accomplish the preset objectives. That, by itself is not a done deal; we can sense the hard reality of this passage. Obtaining consensus is probably equivalent to wishful thinking.
- There are multiple constraints to consider, not just financial., which are the results of historical development and various pressure points having caused a mixed-bag of situations in a multivariate political environment, which might prove to be more difficult to straighten out than anticipated. It is well known that people resistance to change is always the biggest factor. A project of this size and importance needs strong allies and must be properly managed given the level of risk involved. One helping approach is introducing key personnel whose interpersonal skills are such that they can influence positively, rallying the colleagues to the objectives.
- Such a project requires risk reducers under various forms, especially geared to change mentalities and obtain commitment and determination to achieve the objectives. Focusing on the WHY, avoiding general and theoretical argumentation, making concrete realistic presentations on what to expect and do, which is the WHAT to do, can serve through well prepared communications to alleviate fear of change and

negative scenarios. Of course, this is where skilled management moves in as key players to move forward as change agents, otherwise such an undertaking is simply too risky, facing costly failures.

- For such an endeavor, public opinion can be a supportive ally as alluded to above. After all this would be undertaken for superior services to the users at lesser public cost, just imagine. Creditability is the main currency in these matters. Hence, communications to the public is not to be neglected, in fact be an integral part of the effort along the way. Managers have to be the change agents required in this process; otherwise the insertion of better-qualified managers may be considered. Evidently, recruiting will be carried out on the basis of the competencies needed. A very strong emphasis must be placed on interpersonal skills. [4]

Conclusion

- Redesigning Public Services Offer is not an option; it must be considered seriously, or the future might be not so rosy as we would like it to be. Given the size, complexity and risk of such an undertaking, it stands to reason that no improvisation is allowed. Only the seasoned professionals can reduce such risks. The costs are exorbitant, making the financial side of the project somewhat chancy. The state does not have access to unlimited funds, pointing to the need to look for new sources of financing. Furthermore, project cost control will need to be tight fisted, avoiding losses and useless expenditures. .

- Given the forerunning issues presented, there is a need to be creative and innovative with originality and professionalism by the various intervening parties within the set protocol producing value for both sides of a transaction, that is the user and the servant.

- There is a strong need to install a bottom up process as opposed to a historical top down process to deliver services. This must be accomplished where the action creates value.

- Unquestionably, the determinant pointing to the need to re-engineer the Public Service resides in the value-added satisfaction of users and other stakeholders. This is a collective endeavor.

... CONTINUATION in EDITION 2, sections 6 & 7.

* * *

NOTES

[1] VUCA: Volatility refers to the high rate of change; Uncertainty is the difficulty to predict with tolerable accuracy; Complexity refers to multivariate situations where the interdependency between the variables leads to a probable result difficult to ascertain ahead of time. Ambiguity is the uncertain ability to assess correctly the significance and consequences of events, given the mixed signals that can emerge.

[2] Immediacy and uniqueness are post-modern characteristics linked to attitudes and behavioral patterns of today's youth. "For me now rather than later and for all" as opposed to what was before. .

[3] Editor's comment : *There are three public service laws as designed by Louis Rolland in the 1930s: first, there is the principle of continuity of public service, mutability of public service thereafter, and equality of service public.*

[4] Editor's comment : *As Emotional intelligence (EI), Intercultural intelligence (ICI)...*

CONCLUSION – EDITION 1 & 2

- I have given this book a broad scope regarding different challenges & issues affecting the *Digital Transformation towards Electronic Commerce (EC) and Electronic Service Delivery (ESD)* here taking the form of crossed views that apply equally to public, private or associative organizations.
- During the last fifty years a large number of EC & ESD projects have emerged, sometimes in rapid sequence, soliciting the organizational capacity and calling upon both internal & external resources and new competencies; to coordinate and control with a tighter management of benefits. Likewise, an improvement of the ongoing assessment of project values in a fast moving technological & business environment and our overall society (VUCA world).
- Several technological means have allowed the implementation of public services in various ways (i.e. ESD) in a transparent manner with open data and greater participation of citizens in a highly enhanced processing environment managing the information intelligently and contextually through big data, as well as applying artificial intelligence (AI).
- The world of Project Management (PM) has also been pressed across mutations starting in 2012 turning to the development of non-technical competencies (called **Soft Skills**) & **Leadership**; then **PM Agile Mode** in 2017 leading the way towards, what might perhaps be an eventual integration between Project Management and Change Management.

I suggest, for sustainable success in *eBusiness* three indivisible conditions must be met, namely:

- 1.. Multicriteria Evaluation of EC & ESD Projects is now mandatory in the new COVID-19 era.
- 2.. New competencies are required for both Managers & Project Managers (Project leaders) in Change management and also EC & ESD Projects evaluation.
- 3.. Properly managing and better harvesting the benefits of CE and ESD projects provide are now priorities to achieve:

Doing the Right Thing Better, at the Right Time, for all your EC & ESD Projects.

Good luck in your EC & ESD projects and career,

Pr. Yvan Lauzon, MBA

(newmanagement2.0@gmail.com)

* * *

PUBLICATIONS – YLA

YLA Formation inc. (YLA) publishes print books available in University bookstores. They can also be ordered ONLINE in Canada –OR-- by MAIL & eMAIL worldwide. Here is a description of 8 books already available in English, French and sometimes in Spanish.

DOING BETTER by doing differently TOGETHER: : Managing Business in the Aftermath of COVID-19 (3rd edition) / Yvan Lauzon, MBA. 2020-07. ISBN: 978-1989364369.

This book introduces solutions to achieve a heightened degree of harmonious functioning of several generations of workers, operating within a stimulating work environment for the larger number by reducing the < Silo effect > for enhanced collaboration, with the five dimensions (Part 1 to 5) of CLIMB managerial approach (describes on website www.climb.express). The second section of this book presents the various COMPETENCIES required by the intervening staff that is: Senior Executives (P6), Managers (P7), and Project Managers (Project Leaders) (P8). The third section is about PERFORMANCE, proposing practical means to accomplish higher levels of performance (P9 & P10). The last three parts form section 4 COVID-19 offer a summary portrait of the historical evolution of the role of actors in organizations and society (P11), avenues for improving business conduct in the face of the new COVID-19 context requiring more than ever before: Resilience + Collective Intelligence + Agility & Innovation (P12) and, finally, a sketch of the organizational impacts of COVID-19 broken down into seven types of crises and presenting suggestions for actions for public and private organizations.

Project Manager Roles & Main Skills Attribute : Competence Breakdown Structure (CBS) Model
/ Yvan Lauzon, MBA. 2018-10. ISBN: 978-1999410629

After a summary of all main researches related to Skills attributes required in Project management (PM), this book suggests a Competence Breakdown Structure (CBS) Model for Project Manager (Project Leader) to ensure a higher success rate and a better matching of needs and business functionality. This CBS Model is primarily designed to highlight the qualities most often responsible for strong Leadership (Skills; Functions; and Personal Characteristics of Project Managers imparting a distinctive Leadership). Overall, twenty roles are spread across ten categories, in four levels. This book also contains 3 listings of over 100 Skills attributes each, applicable to the most important persons in Project success: Senior officer acting as Sponsor (CEO, Ministers, and Deputy Ministers, ...), Project Manager (PM) and Manager of the PM. Also included: 40 Skills attributes of great Negotiators (very helpful to better managing Stakeholder's relations); a listing of Best Practices in Management and 12 Survival Rules for Project Manager.

NOTE: An article from this trilingual book on Modeling was selected by a reading committee of the PMI FRANCE for inclusion in a French-language PMI book on Leadership, published in September 2020.

Developing the collective intelligence in project teams (2nd edition)

/ Yvan Lauzon, MBA. 2019-01. ISBN: 978-1989364000

Experts are unanimous: Over 80% of senior managers consider teams to be the key to the success of their organizations. Teamwork is a constant challenge because it requires at all times effective collaboration between groups of individuals from different cultures (language, region...), professions, administrative units (i.e. Human Resources), cities (i.e. Toronto, Vancouver...), or even 4 or 5 generations (age strata). These challenges are sometimes magnified in the project teams. This innovative book addresses the characteristics of high-performance project teams, as well as new forms of project teams: virtual or delocalized, multicultural or international. This book also gives practical tips to better collaborate and ensure the sustainability of Lessons Learned (LL) in public projects.

Let the Collective Intelligence of Your Work Team Break Out

/ Yvan Lauzon, MBA. 2019-01. ISBN: ISBN 978-1989364079

This innovative book addresses the characteristics of high-performance work teams, as well as new forms of project teams: virtual or delocalized, multicultural or international. This book also gives practical tips to better collaborate in Work Team. It includes the description of over 70 tools, such as: Methods / Techniques / Checklists / Software Features / Dynamic Forms that can be completed during Team Meetings / Etc.

Managing Projects better, even Complex ones (2nd edition)

/ Yvan Lauzon, MBA. 2019-06. ISBN: 978-1989364147

In public organizations projects can be classified as: Simple; Complicated; Complex or Disruptive innovation project. Projects referred to as complex are mostly those in various business sectors such as: infrastructure constructions, public buildings, road systems and interchanges, bridges, large scale IT projects, Health care and the Military. Despite various opinions expressed about specific Public projects and further flashed and boosted ministerial press releases, a lot of these projects are not Simple or even Complicated, they are factually declared Complex ...

Multi-criteria Evaluation of Public Projects

/ Yvan Lauzon, MBA. 2019-05. ISBN: 978-1999461447

Public projects are often subjected to public opinion and media reporting and related pressure. We know about Auditors General filing daunting reports on post-mortem projects criticizing cost overruns, defective quality and functionality and undue delays. Department managers and political figures are called to account in the public place under difficult circumstances sometimes. This book covers the evaluation Project Management (3 criteria), but also the Business Solution Flowing from Project (5 criteria); Performance of the Project Team (5 criteria); Performance of the Project Leader (20 criteria) and also other criteria that we should never forget.

Leadership Driven Project Management for Global Value (2nd edition)

/ Yvan Lauzon, MBA. 2019-07. ISBN: 978-1989364277

This work is dedicated to Leadership in Project Management with five typical cases: *Complex Projects; Intergenerational teams; International teams; Multicultural teams; Virtual Teams (Relocated or Outsourced)*. The emphasis is placed on the importance of Leadership in order to derive the most benefit from project evaluation to chart the best course of action for projects as well as the organizational maturity of Project Management.

Innovative concepts are also introduced touching on the *Global Value of Projects*, which under certain conditions can also be applied to other *current corporate operations*, private, public or association. Finally, this work includes a listing of *48 types of Value added* found in Project which can contribute to tangible organizational advantages under certain conditions highlighted in this work.

Leadership, Change Management & Coaching : Crossroad Towards Digital Transformation

(2nd edition) / Yvan Lauzon, MBA. 2019-07. ISBN: 978-1989364291

Three main concepts form the basis of this book, which is addressing Digital Transformation leading to eCommerce and Electronic Service Delivery (ESD).

- Strong Leadership is needed to ensure organizational performance, sustaining the going concern in a fast changing and evolving world (VUCA).
- Digital Transformation is a defining era in terms of societal and historical development, requiring a management approach not uniquely reactive, given the multivariate nature of the issues involved. Those are largely the legal dimensions associated with Personal Data and Privacy Issues as well as other information resources, which must be protected.
- Most often Coaching Managers and Project Managers (Project Leaders) is needed to provide guidance and frameworks for heightened performance and also create an effective work environment and commitment of participants over the short and long terms.

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