

Public Digital x PSSDC

Digital Leadership

Welcome

Hello



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Digital. Teams. Work.

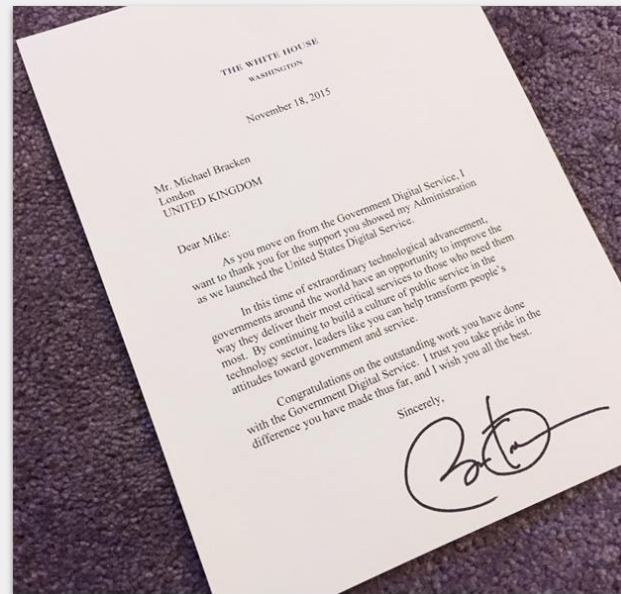
**Public Digital is a digital
transformation consultancy.**

Our mission is to bring some of the world's biggest institutions into the internet era, and improve millions of people's lives.



**We created the UK's
Government Digital
Service**

**... and helped set up the
US Digital Service**



**Thank you letter from
President Obama, USA.**

We work **globally**, supporting digital service teams from California to Madagascar to New South Wales.



We work **across the US, Canada, and Latin America** at federal level and with state and city governments.

We set up the Canadian Digital Service in 2017 and continue to provide strategic advice.

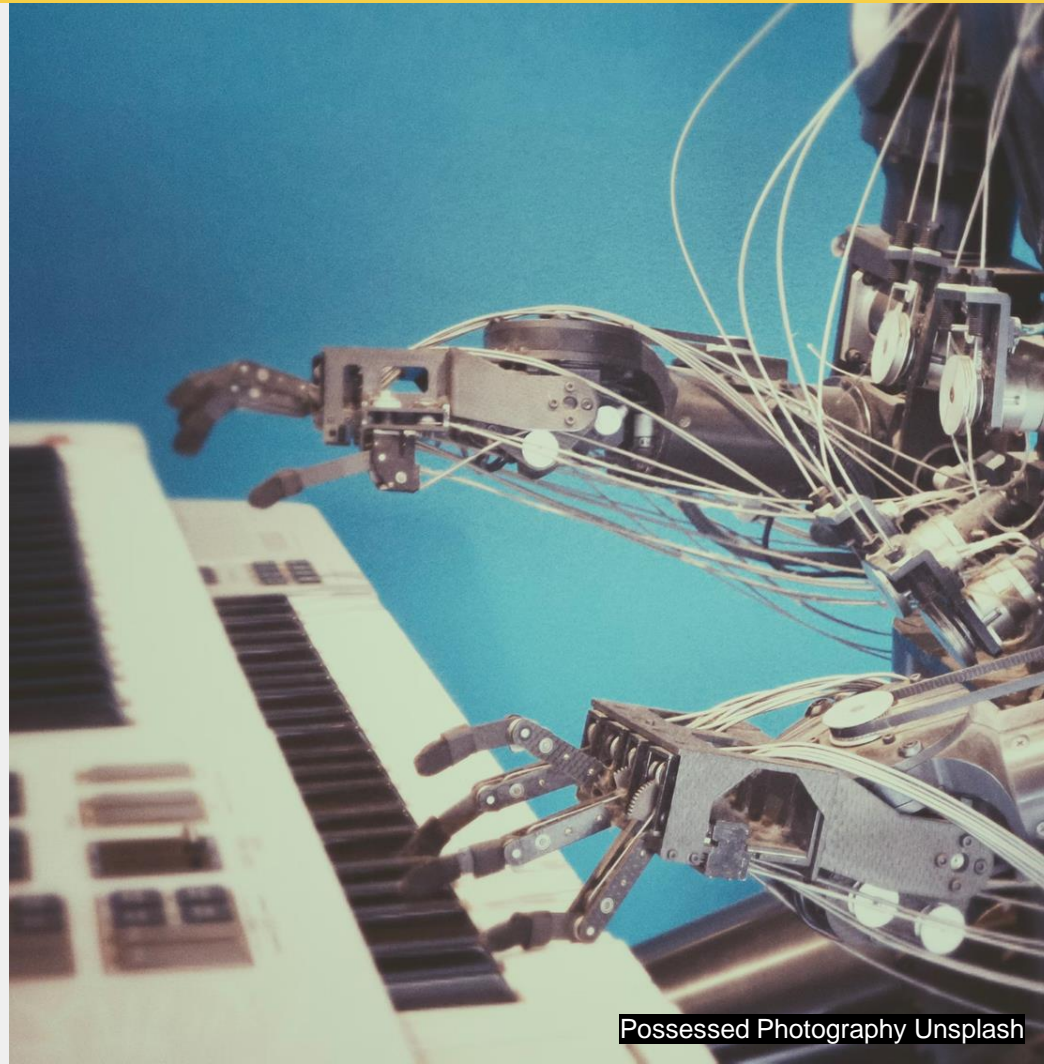
We supported Ontario and Nova Scotia in hiring their first CDOs and establishing Digital Service teams

We reviewed British Columbia's IM/IT operating model.

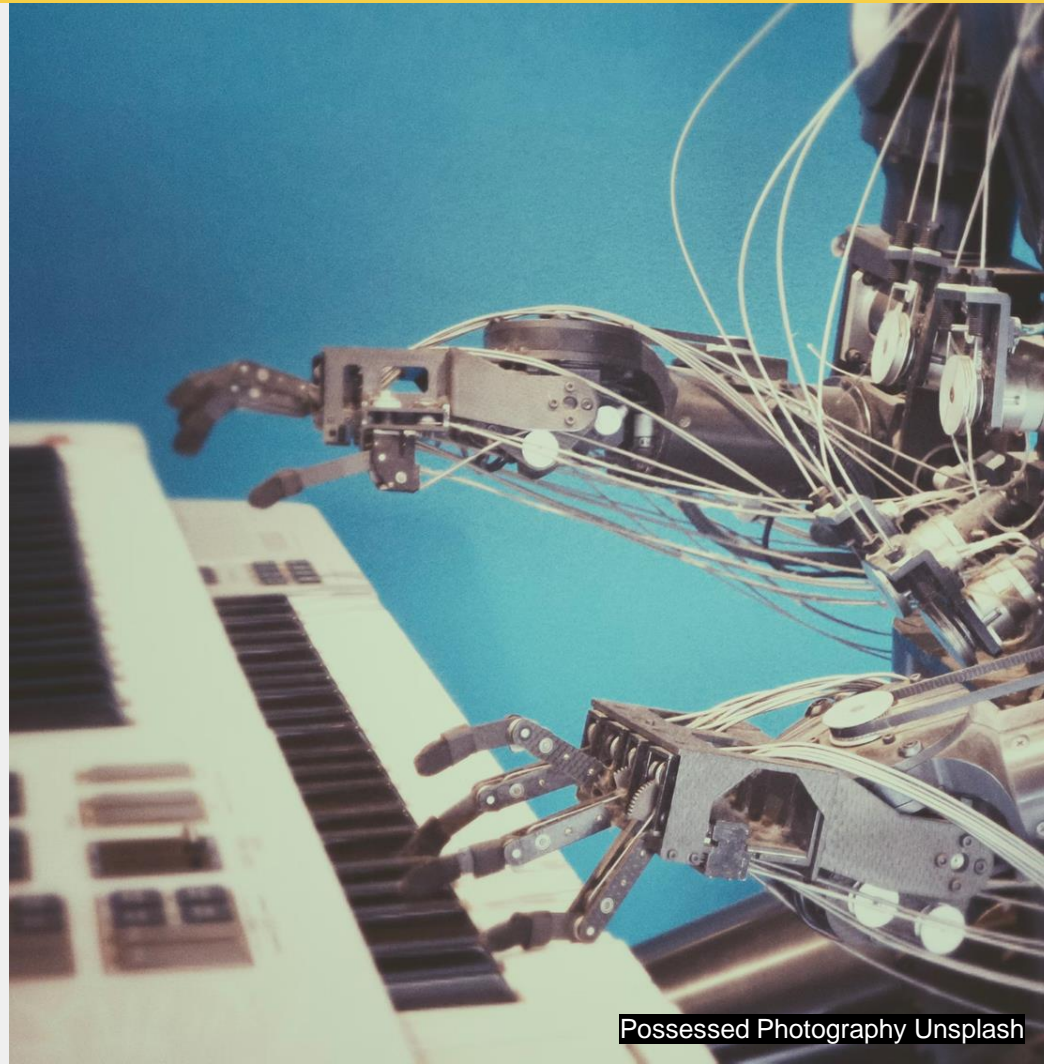
We have conducted major tech programme reviews in justice and natural resources

What is digital

Blockchain
Robotic Process Automation
Artificial intelligence
Cloud computing



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Robotic Process Automation
Artificial intelligence
Cloud computing



What is digital:

“Applying the culture, processes, business models & technologies of the internet era to respond to people’s raised expectations.”

What does that mean for leaders?

Principles for leading in a digital age

1. Define outcomes, not solutions
2. Start with needs
3. Build teams you trust and trust them
4. Start small, test early, learn fast
5. Work in the open



“Create a scalable, accessible, stable website that is easy to update in a fast changing public health crisis. And do it in four days.”

The CA.gov Alpha team

1. CONTENT IS
SIMPLE, CLEAR
+
ACTIONABLE

2. OUR RESPONSE
IS
ACCESSIBLE

3. PROVIDE A
JOINED UP
EXPERIENCE
FOR USERS

4. RESPOND TO
WHAT USERS
NEED + ITERATE
RAPIDLY

5. SCALE
RESPONSIBLY



Sus acciones salvan vidas

Mantenga a California saludable

APLÍQUESE EL REFUERZO



Mantenga la COVID-19 al margen mientras mira el gran juego

No se deje taclear por la enfermedad. Haga un plan para el día del juego que incluya pruebas, uso de mascarillas y buena ventilación.

Lea nuestros consejos de seguridad

Consulte las actualizaciones del gobernador



Medidas actuales de
seguridad >

Vacunas >

Registros de vacunación >



California Office of Digital Innovation ✓ @California... · Apr 7, 2021 ...

On the theme of small changes have big impact: Responding to persistent user confusion about where/how to get vaccinated, we moved up the “get vaccinated” link on the covid19.ca.gov homepage, driving a 7% increase in [MyTurn.ca.gov](https://myturn.ca.gov) traffic.



A new department and a new approach to building state websites

[Introducing the new CA Cannabis website](#)

7/21/2021

We're proud to have led the months-long collaboration to build the Cannabis.ca.gov site.

ODI improves services for the people of California using design and technology.

[Office of Digital Innovation Report 2021](#)

5/26/2021

Today, we're excited to share our updated content style guide.

[Saying it with style](#)

3/9/2021

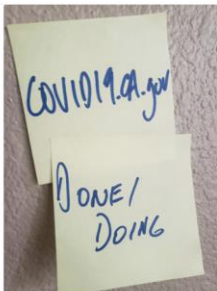
ODI has a new content style guide for covid19.ca.gov and beyond



[Keeping it simple when it's actually quite complex](#)

9/29/2020

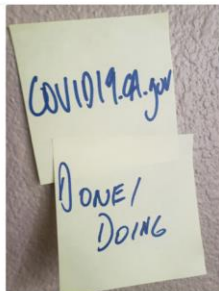
Redesigned homepage and new tool for determining what's open or closed.



[Done/doing \(Week of May 25-May 31\)](#)

6/6/2020

This is a recap of what we've done for the week of May 25 to May 31.



[Done/doing \(Week of May 18-May 24\)](#)

5/27/2020

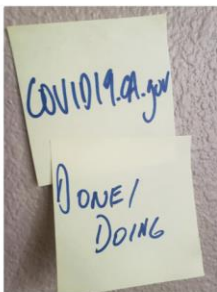
This is a recap of what we've done for the week of May 18 to May 24.



[Done/doing \(Week of May 11-May 17\)](#)

5/17/2020

This is a recap of what we've done for the week of May 11 to May 17.



[Prioritizing users in a crisis: Building the California COVID-19 response site](#)

4/29/2020

Developing the California state COVID-19 emergency response website

Done/doing (Week of May 11-May 17)

By JP Petrucione
5/17/2020



Done/doing

And herewith, please find this week's list of things we've done and what we're doing for the week ahead. This post covers the week of May 11-May 17.

As always, this site is a work in progress, and we continue to strive to do more, and do better to help Californians.

Done

- Synthesized over 7600 responses via the website survey, responses have been from across all counties in CA, including all age groups (much more distributed than typical survey/website visits)
- Collected approximately 300 responses via the Feedback button/Survey directly on the site, surfacing specific insights, on-going themes and edge-cases to various agencies and the core team
- Integrated data dashboard and map into website
- Our Q&A prototype that displays questions and answers relevant to internal searches graduated to user testing phase
- Added more user behavior tracking in google analytics to identify most used sections of pages built with our web components
- Editing and adding new content related to testing, contact tracing, Stage 2 of our roadmap, and

“Create a scalable, accessible, stable website that is easy to update in a fast changing public health crisis. And do it in four days.”

The CA.gov Alpha team

covid19.ca.gov/

coronavirus.health.ny.gov/home

www.cdc.gov/coronavirus/2019-ncov/index.html

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Principles for leading in a digital age

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This way of working is not a panacea.

It's an additional leadership 'muscle', best suited for responding to conditions of uncertainty. This is pretty much anything conceived of as a 'transformation', or involving actual people.

Most govt programmes tools are designed for Controlled Environments (PRINCE2 et al). The mistake is using them in environments that are not controlled, and never can be.

Apply with pragmatism

Business case
fundamentalism



Agile dogma

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Yeah, but...

“This all sounds fine in theory.
But it doesn’t fit with the reality
I have to lead in.”

A few ‘yeah buts...’

“Ministers demand X delivered by Y, regardless of Z”

“The financial approvals process doesn’t allow this”

“The hunger for certainty is insatiable”

“We don’t have the capability to work this way”

“Not everyone can use the internet”

Introduction

Only 13% of large government software projects are successful.¹ State IT projects, in particular, are often challenged because states lack basic knowledge about modern software development, relying on outdated procurement processes. Every year, the federal government matches billions of dollars in funding to state and local governments to maintain and modernize IT systems used to implement federal programs such as Medicaid, child welfare benefits, housing, and unemployment insurance. Efforts to modernize those legacy systems fail at an alarmingly high rate and at great cost to the federal budget.

State governments are increasingly reliant on modern software and hardware to implement federal programs and deliver essential services to the public, and the success of any major policy initiative depends on the success of the underlying software infrastructure. Government agencies all confront similar challenges, facing budget and staffing constraints while struggling to modernize legacy technology systems that are out-of-date, inflexible, expensive, and ineffective.² Government officials and agencies often rely on the same legacy processes that led to problems in the first place.

The public deserves a government that provides the same world-class technology they get from the commercial marketplace. Trust in government depends on it.

This handbook is designed for executives, budget specialists, legislators, and other "non-technical"

What does this mean for you?

3 calls to action

Be digitally curious

“We have to value ‘digital’ as an increasingly core competency of all leaders, more than differing responsibility to those with titles that sounds ‘techy’ alone”

Digital strategy leader in Canada

I don't really get technology

Vs

I don't really get money

**Ask who is
working on the
design and
development of
your services**

Teams

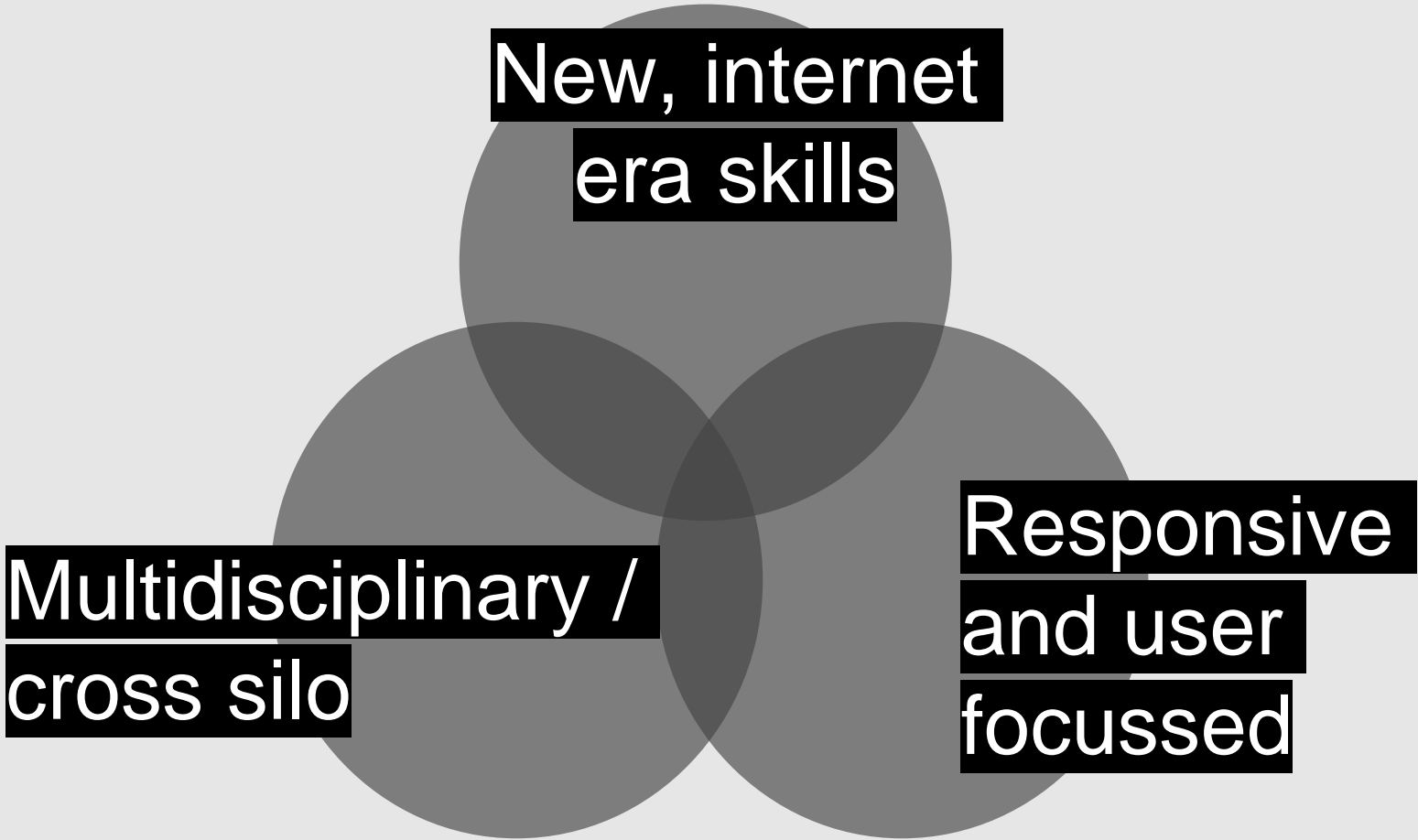
public
digital

**before
tech.**

accessibility

“Make the really tough HR decisions”

Digital strategy leader in Canada



A Venn diagram consisting of three overlapping circles of equal size, arranged in a triangular pattern. The top circle is labeled 'New, internet era skills'. The bottom-left circle is labeled 'Multidisciplinary / cross silo'. The bottom-right circle is labeled 'Responsive and user focussed'. The central area where all three circles overlap is the darkest shade of gray, while the individual circles and their pairwise intersections are progressively lighter shades of gray.

New, internet
era skills

Multidisciplinary /
cross silo

Responsive
and user
focussed



Go to the gemba

Ask to be shown the thing. Not wireframes, demos, pictures on a slide.

The actual service people will use.

Encourage colleagues to do the same.





“Could you
show us how
you open your
medicine,
please?”



“See? Easy.”



Image: IDEO

Lead by example.

Talk to product teams.

See what they are working on.

Don't wait 2 years + to see value delivered.

Push for user research in your delivery teams, and participate yourselves.



Fixing digital funding in government

[James Stewart](#) |
[Dave Rogers](#) |
1 September 2021

funding

partner



Image by [Christine Roy](#) on [Unsplash](#)

<https://public.digital/2021/09/01/fixing-digital-funding-in-government>

the way they organise their
accountability, behaviour, the
shape of teams and the measures that matter.

We coach leaders

We run courses for boards

We review major projects

We deliver digital strategies

We set up transformative digital teams

We are expert in global best practices

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Twitter @publicdigitalHQ