



# The Cultural Transformation Roadmap

**Cultural transformation and upskilling your workforce are integral to implementing a successful digital transformation. Our Cultural Transformation Roadmap covers the benefits to be gained, the importance of cultural transformation when implementing new tech and real-life examinations from life in the public sector.**



<b>Introduction</b>	<b>3</b>
<b>The Benefits of Cultural Transformation</b>	<b>6</b>
<b>Working Life in the Public Sector: Now and the Future</b>	<b>10</b>
<b>The Important Parts of Cultural Transformation: Why, When and Where</b>	<b>14</b>
<b>Keeping the Team Onside With Employee Engagement</b>	<b>17</b>
<b>Software and Resources to Help</b>	<b>20</b>
<b>Next Steps: Attending an Event</b>	<b>24</b>

# Introduction to Cultural Transformation



## What Is Cultural Transformation?

Cultural transformation is a crucial part of the wider world of digital transformation, which is the process of developing business functions, working cultures and experiences through the use of emerging technology. Digital transformation future-proofs public sector organisations, allowing for agility, flexibility and the delivery of improved public services.

To quote the Government Digital Service (GDS), a digital by default government would mean digital services that are “so straightforward and convenient that all those who can use them will choose to do so whilst those who can’t are not excluded.”

In today’s markets, it’s fairly evident there’s already a lot of digital transformation happening, as companies (both public and private sector) are becoming more and more confident that their investment in digital tech will pay off.

It is not just private sector organisations that are feeling the benefits. Government Digital Service (GDS) also embraced digital transformation. Through the mitigation of risks and the evolution of digital tech, companies are finding that engaging with digital solutions leads to long-term gain, both financially and functionally.

**“GOV.UK can’t continue to expect to rely on a reactive engagement with our users or to think of ourselves simply as ‘a website’. Instead, we have to shift to an offering that is proactive, low-friction, channel-agnostic and more rapidly iterating.**

**In practice, and on a consent-based model, this means informing users of things they need to do, helping them understand the things they may not realise are relevant to them, guiding them through complex life events and getting them to the next stage in their task. This means we need to look beyond discrete, singular transactions to whole-user journeys.”**

**- Jen Allum, Deputy Director at GOV.UK**

When it comes to enhancing public sector organisations and addressing the changes that Allum is referring to, driving digital transformation with an upskilled workforce and a new culture geared towards this user-journey mindset is arguably the best approach.

**“Public sector organisations don’t have the same drive of making a profit, but they are also big organisations with a lot of staff who do a lot of things. They are built on legacy technology and processes. They both have to question what digital means for them, get their head around it and best adopt it.”**

**- Natalie Taylor, Digital Transformation Expert**



# The Benefits of Cultural and Digital Transformation



The benefits gained from cultural and digital transformation are both tangible and intangible. Even knowledge of how to develop a company culture is a vital stepping stone. The process helps to identify strengths to focus and build upon as well as weaknesses that can be diagnosed and improved.

The following benefits only come from occasionally reviewing the structure, goals and atmosphere of your company to see if modification is needed. Strong cultures, working methods and technological innovation are based around evolution and communication, which help with discovering what motivates employees and what discourages them.

**So what are the main benefits of these transformations within the workplace?**

# Increased Agility

Whether gained by digital or cultural means, agility is a crucial factor for any successful organisation. A higher level of agility means not only can we act reactively, we can also act proactively. It means a smaller organisation can sometimes outmanoeuvre a larger one.

**“There’s a very dangerous sentence when it comes to retaining and developing agility. You may have heard it before. It goes like this: “We have always done it this way.”**

Such outdated, immovable thinking has no place in the global marketplace. We want thinking that is dynamic, pliable and rapid. The above sentence is one directly affected by an outmoded organisational culture, one that doesn't reflect the modern-day business scene.

Agility allows management and employees to respond in the quickest manner possible, meaning your decision-making processes and supply chain can rest easy in the face of market volatility.



## Improved Employee Retention

An added bonus to upskilling your workforce to help them adapt to new technologies and systems is that when we create an efficient, productive and rewarding organisational culture, we're creating something attractive. In fact, 72% of board members state that culture is one of the top reasons people join their organisation.

Both current and potential employees will see this culture as a good place to be because it's a place that allows them to develop and offer their services, plus a place that gives back. They tend to want to stay for a long period of time, decreasing staff turnover rate and the amount of time spent searching for and training new hires.

If public services employ revolutionary working styles, people want to become part of the revolution. By creating a platform for success, we stimulate success. This leads to improved employee engagement, which will likely result in an organisation providing top-quality services for the general public.

## Better Service

Service for an organisation's intended audience is the area where the tangible and intangible meet. If staff are part of a culture that has been transformed for the better, then those effects will bleed through into any agent-employee interaction.

If an employee is valued, has space to grow and the tools to do it with, they're going to be satisfied. If a citizen interacts with an employee like that, who is also working towards the goal of achieving public satisfaction, the service received will be exponentially better than if those prerequisites aren't met.

Cultural transformation permeates through every level. Remember, it's virtually impossible for a company with a bad organisational culture to consistently give good service. Success builds success.

Improving service sets your organisation up for future growth, with a good corporate culture positively affecting productivity. It also ensures better digital services for both citizens and employees, meaning that your overall service offering is much more effective, productive and well reviewed.



**These benefits need to be articulated to the whole organisation. When people understand what can be gained from a successful cultural and digital transformation, they're more willing to support and promote the efforts needed to achieve it.**

# Working Life in the Public Sector: Now and in the Future



While the private sector were the originators of improving company culture and creating innovation through technological means, the public sector has begun to jump on the trend.

We're currently in the middle of the fourth industrial revolution, which is fuelled by updates to the technology we can use to improve our working methods, enhance our cultures and make everything more streamlined. Because of this, the relationship between citizen and state is also being transformed.

On top of that, we're also seeing an increase in the collaboration between the public and private sector - where the private sector is supplying new technologies and the public sector is utilising them. This yields many societal and economic benefits, such as improved working methods for public sector stakeholders and an enhanced organisational culture within public services themselves.

So what do the public sector services currently look like? Also, what kind of technology will we see come into play as time progresses?

# A Digital Transformation Case Study: Digital Cornwall

Many local councils are implementing digital transformation strategies to provide more effectively for their constituency and provide a solid basis for future development.

In Cornwall, they're doing just this. In 2017, Cornwall Council embarked on the Digital Cornwall Programme to integrate their entire digital offering and bring everything in-house.

To do this, Cornwall Council began to implement more interactive devices, such as meeting room technology, public WiFi and virtual communication tools. They also improved staff flexibility by creating platforms for email and communication that could be accessed on mobile phones and other devices.

The digital transformation utilised in the Digital Cornwall project brought greater connectivity to council staff, meaning that collaboration was increased across the board. The changes also affected training methods and even the design of offices, which helped to align the process with a cultural change as well.

In all, Cornwall Council were able to benefit in a number of key ways:

- £2 million worth of savings across the organisation.
- 1.5 million transactions moved online, enhancing the relationship with citizens.
- A culture shift across Cornwall Council.

They've also embarked on a Digital Inclusion Strategy, meaning that the entire 3,563km of the county can benefit from digital inclusion. Part of this involves delivering courses and sessions based on the Essential Digital Skills Framework.

**If you're interested in more examples of digital transformation in action, explore our [blog here](#).**

# The Future of the Public Sector

Over the last 20 years, the general public has kept up with the pace of technological advancements, meaning they want services that also reflect this change. Services that are multiple-device friendly, accessible via WiFi and even more complex things like cryptocurrencies and data analysis - these are the type of functions that serve to revamp public services and therefore provide better for the needs of the local and national populace.

There are many types of technology being utilised today and many emerging technologies still in their infancy. Here are a few examples.

## Blockchain and Cryptocurrencies

Cryptocurrency may become a more universal means for paying benefits and pensions. For example, the Department for Work and Pensions trialled a cryptocurrency named Govcoin, which made instantaneous benefits payments. It also included a phone app to secure better accessibility.

Some arms of the public sector are also beginning to use blockchain technology, which is a form of database technology. The Food Standards Agency (FSA) began trialling it to track cattle movement, part of their development of the Livestock Information Service. Blockchain offered a single, transparent and accessible spot for this information.

## AI-Driven Organisations

AI has a brilliant capacity for enhancing data-driven decision-making and generating worthwhile insights. For public sector organisations, it's worth finding a place for AI within the organisation's agenda. It's good to focus on the interaction between humans and machines to discover how AI can solve specific processes.

For example, the NHS currently uses artificial intelligence (AI) to help put doctors back on the front line rather than performing back-office administration. The referral process is automated, which helps to speed up triage functions and calculate reimbursement.

## Automation for Ethical Data Handling

The issues of ownership and control of data is a major concern for public sector organisations and will be for the foreseeable future. The UK Government is pioneering the ethical handling of data from the [Centre for Data Ethics and Innovation \(CDEI\)](#), the [Office for AI](#) and the [AI Council](#). They work to quantitatively and qualitatively investigate data processes such as [ethical issues in AI](#), [social media regulation](#) and [policing algorithms and data bias](#).

They ensure that any innovation in AI and data-driven tech is ethical and crucially, they encourage the collaboration between government, industry and academia. On top of that, they also promote trust within citizens and emphasise the understanding and importance of citizen priority within any data-related practices. The three organisations ultimately work to uphold a strong AI ecosystem within the UK, based around ethical innovation.

While the ease of sharing data across public sector departments unlocks improved decision-making (especially if married with AI and/or cloud computing), it can also open up some big ethical issues. One way to solve these issues is by automating the process in a way that's consistently compliant with data protection policies. This automation helps organisations better analyse data to make more informed decisions that support citizens across the board.

For more information on emerging technologies, you can explore these two blogs on the subject:

- [The Future of Public Sector Technology for 2020](#)
- [7 Emerging Technology Trends in the Public Sector for 2020](#)

# The Important Parts of Cultural Transformation: Why, When and Where



The first question we must ask ourselves is, 'Why do we want to change?' It seems obvious that the general reason should be 'to provide better public services' - but this isn't specific enough. Without set ideas or goals, your strategies will be flimsy and ineffective. The reason, implementing digital transformation and enhancing the work of public sector stakeholders, needs to be clearly articulated company-wide, especially amongst management.

Engaging with, promoting and maintaining a cultural transformation can help achieve objectives. Creating behaviour and environment change that lasts requires a strong impetus.

Whatever goals you decide to chase and whatever decisions you plan on implementing depend on where your organisation is in relation to where you want it to be. These goals may include:

- Securing consistently well-reviewed service.
- Creating strong communication channels between employees and departments.
- Improving the safety and security of employees of all demographics and identities.

A working culture is important because it progresses towards these goals that may seem intangible or simply out-of-reach. **Goals act as the keystones of the entire framework of cultural transformation.**

Similarly, without the implementation of a strong working culture, you're in no place to transform the actual functions of your organisation. Culture provides a cohesive community that can work together to solve the demands of the populace.

## When Should You Implement Cultural Transformation?

The need for cultural transformation can be called for in either a top-down or bottom-up manner. It can be made for a number of different reasons:

- There's a specific pain point that needs solving in order to deliver better public services.
- There's an opportunity for growth within those services that has been identified.

Or it could be simply because those in the company require change. When you find yourself in any of these situations, it might be time to begin the process of cultural transformation.

# Where Should You Begin?

## Analyse Your Current Organisational Culture

The first step is to gather information. This has to be authentic and valuable so that it provides real cornerstones for change. It's about understanding a current reality and visualising the steps it takes to get to your goal reality. You must discover which parts of an organisation are enablers and which parts are barriers. Why not try one of the following actions?

- Focus groups.
- One-to-one interviews.
- Large discussion sessions.

These can be used to effectively single out any gaps in your culture, like weak links in a chain.

## Define Your End Goal

Once the information is collated, you've reached the point where you can use it to create a goal. This can be a specific goal such as increasing service usage from citizens or it could be a more holistic one, like improving employee satisfaction or reducing the number of service tickets raised by users.

Like we said previously, without a goal, you have no framework to act within and no impetus to drive you forward.

## Prepare Yourself

Cultural or digital transformation is more than a universal agreement. It's action and commitment, based around a shared vision. Managers and employees need to understand how the change will affect their roles and duties and agree upon a mutually beneficial way to implement it.

For the transformation to take place, any concerns or risks need to be addressed in a timely and productive manner.

# Keeping the Team Onside With Employee Engagement



Employee engagement isn't about influencing an employee to work harder. It's about creating and maintaining productive working relationships inside a working environment which enables them to make the best use of their skills - which is paramount within the public sector.

It's about making sure employees are committed to a company's values and goals, as well as determining whether they're motivated to contribute. This ensures that employees are ready and able to provide a good service for the citizens in their locality.

So what should public sector organisations be doing to increase employee engagement?

## 1. Build a Strategy

Employee engagement is and always will be a strategic priority. A strategy can be built from surveys, communication, feedback, employee and team development plans and a framework for progression. These small things work together to create an environment where engagement is universally understood and the process is easy to follow.

## 2. Measure Engagement

There's no point in strategy if you're not taking measurements. To do this, try using surveys. They're easily created (why not use the free website [SurveyMonkey?](#)) and easily tailored to fit your means.

Establish the key metrics that can gauge the levels of employee engagement. This will identify strengths, weaknesses and opportunities.

## 3. Discover Your Employees' Motivations

A survey can also help you to discover employee motivations. By discovering motivations, an engagement strategy can be mapped out to fully provide for their incentives.

Cultural and digital transformation is aided by providing educational programs employees can utilise to gain what they want out of a job, on top of a steady salary.

## 4. Set an Example

Management who understand the link between success and employee engagement must set an example for the rest of the team. Lack of engagement in higher levels has a trickle down effect - if a manager doesn't care, an employee is likely to show the same apathy.

Organisations that have highly-engaged management report better levels of employee engagement overall.

## 5. Get Feedback

Feedback from employees on the strategies in place is essential. The hierarchy of a business needs proper channels of communication so that any issue or concern can be addressed.

For employees to feel respected and therefore more engaged, the transmission of ideas and critiques should be facilitated across the entire organisation. Show that you're taking feedback seriously and act upon it accordingly.

You can also utilise external feedback from citizens who have interacted with your employees and services to get a better understanding of any team-wide issues.

## 6. Utilise 'Stay' Interviews

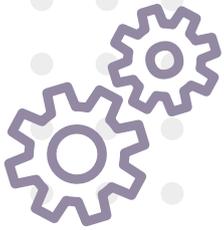
Similar to how an exit interview is carried out when an employee leaves, a stay interview is carried out during an employee's time at work. If there's the potential for an employee to become disenfranchised or dissatisfied, a stay interview can help to identify the causes and begin the journey towards a solution.

Utilising stay interviews is an easy way of showing care towards an employee, aiding their retention.

## 7. Persist

Over time, practices such as these can become an integral part of your company's makeup. Persistence is key as engagement, like building an organisational culture, is a cumulative process, building upon itself.

# Software and Resources to Help



As we said earlier, cultural transformation and digital transformation go hand in hand. To aid the cultural transformation of a workplace, we need to enhance the digital technologies and processes that an organisation uses to create an electronic environment that supports all employees. These types of software can be unique and complex and they can also be universal and easily accessible. Some are more common than you'd think.

However, if you're looking for case studies or examples of innovation in local government, you can go to the [case studies section](#) of the [Local Government Association](#). In this resource, you'll be able to explore examples of both cultural and digital transformation, as well as other impressive implementations and changes to government organisations.

## Which Pieces of Software Help Enable Digital Transformation?

We can't list every type of software that will promote digital and cultural transformation because there's a near limitless amount. Similarly, some software work better than others in specific businesses. Below is a list of software that any public sector organisation can utilise to increase the efficiency, transparency and productivity amongst your teams and within the interactions with the public.

## Artificial Intelligence

Artificial Intelligence (AI) and Machine Learning (ML) are fast becoming popular introductions to public services. It's technology that can provide swifter and more nuanced response times than human actions could.

Currently, ML is helping to improve education offerings throughout the UK. Ofsted now uses automated methods to analyse the data from school inspections. The insights gained from this are then used to determine the need for inspections in the future.

At the same time, the Department for Education is currently using algorithmic computer learning, known as the Data Science Accelerator, to identify and analyse patterns of under-investment in UK schools.

This is a collaboration between the Government Digital Service (GDS), who are championing digital transformation across the UK, the Office for National Statistics (ONS) and the Government Office for Science (GO-Science).

AI and ML can take over more repetitive, analytical processes and identify key trends and areas that need improvement in a quick time frame and with smaller chances of inaccuracy than humans. Data sources are potentially infinitely numerous - AI or ML can sift through all this data, finding connections that a human eye may miss.

## Blockchain and Cryptocurrencies

Public sector technology is providing new services and capabilities across the board. The opportunities caused by this can be seen within the realms that rely on finance tech and database software.

In the future, cryptocurrency will become an even more universal means for things such as benefits and pensions. The Department for Work and Pensions recently trialled a cryptocurrency, aptly named Govcoin, to make benefits payments to individuals. Access to funds was instantaneous and made even simpler through a phone app.

It's positive disruption like this that can create a more streamlined process for public services in the future, within the universally-growing world of the GDS' digital transformation aims.

Similarly, Blockchain, which is a form of database technology, is becoming more widely used. It's currently being trialled by the Food Standards Agency to track cattle movement, a crucial addition to the development of the Livestock Information Service.

Cattle information, such as veterinary history, was previously kept in a mix of paper and digital sources - highly inefficient for an industry with important responsibilities when it comes to public health. Blockchain can give a single, transparent and accessible spot for this information.

## Big Data and Data Visualisation

Massive datasets can provide the backbone for public sector technology. With increased data sources, real-time analytics and deep learning, data is becoming easier to interact with. It's the emphasis on how public sector organisations visualise these masses of data that's important.

Data visualisation will become a more helpful technique for government services. For example, the Met Office has created a virtual reality training system called Sky View 360. It was made in an effort to provide a better training journey for new meteorologists. Virtual reality allows trainees to experience all relevant weather features without waiting for the desired conditions.

The DWP is now using a technology called Churchill, which is also a system created to visualise novel data. It helps policy-makers access data which is sorted through geography, time and characteristics in a more transparent, innovative medium.

It improves on the older method of large document packs which sometimes lacked in the specific data needed. Churchill provides a much more proactive and agile platform within which data is easily viewed, helping to more accurately develop policy.

## Identifying and Retaining Talent

Cultural transformation, employee engagement, talent retention - they all feed into each other. Identifying and retaining talent is an incredibly important part of supporting cultural transformation, as effective talent management creates a stronger, more proactive workforce. This talent needs to be specifically linked to individuals with digital skills, as well as upskilling a current workforce to create universally-improved public services.

Organisations are only as good as their workforce, so the hiring process is an important foundation for building an effective public service. Companies such as [Entelo](#) and [GapJumpers](#) are utilising business intelligence and data to speed up the process whilst removing bias and discrimination.

These are services that public sector organisations can take advantage of for a more democratised hiring process.

Enhancing company culture and retaining talent depends upon the ability of employees to provide feedback. Feedback apps, pulse tools and social networking are providing a more flexible base for real-time feedback - rather than waiting for the annual employee survey. When the feedback is acted on, the talent who suggested it feels validated and is more likely to continue their precious work.

The above technologies are feasible, easy to grasp and useful, but at the end of the day, the bespoke knowledge from experts is what helps you hit the top stage of productivity.

Carry on reading to find out how you can take your technology and cultural practices to the next level.



# The Next Steps: Attending an Event

At this point, you're probably wondering how you can maintain the impetus towards cultural transformation. Take care to implement the steps and advice in this guide in a way that doesn't leave anyone behind. Cultural transformation only works when everyone is up-to-date and on board.

This roadmap is just one of the important steps towards ensuring a successful cultural and digital transformation strategy. There are many other factors involved in transforming your business across the board such as policies, budgets and market environments.

Attending an event is a great way to learn even more. Talking, learning and collaborating with the experts is the best way of honing your transformational strategies so that you can hit the ground running. To find out how you can truly capitalise on cultural and digital transformation, explore our events.



[Explore Our Events](#)

