

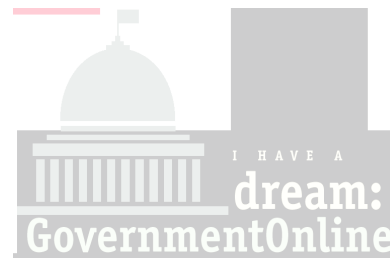
Change Management for e-Governance

This paper identifies the e-Governance importance of change management in implementation of e-Governance Projects in India. It highlights the various Change Management techniques that can be adopted and how the resistance can be handled in e-Governance project. The paper also likes the concept of creativity to change management process and application of same in e-Governance.

Working Paper on
Change Management for
e-Governance

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Change Management for e-Governance

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Abstract – The paper Change Management Strategy identifies various methodologies to implement change in Government. It identifies various resistances to change and methodologies to deal with those resistances. The paper also explains the various change management models like Stages of Change Model, McKinsey 7S model, Lewin’s Model of Change, Kotter’s 8 step Change Model, AKDAR model, Kubler – Ross Model, Formula for Change and Appreciative Inquiry. The paper identifies the different stakeholders of change and Types of Change. Thereafter the paper explains the change management process in e-Governance with help of an example of Passport Mission Mode Project (MMP). The paper then identifies incentives for change and suggests how creativity techniques can be used for change management. The paper also suggests that one has to be the change you want to see the world. Therefore the author suggests a strategy for change in Department of Administrative Reforms.

Index Terms – e-Government, India, administrative, reforms, DAR& PG, DIT, Sameer Sachdeva, J.Satyanarayana, Passports, MMP, NeGP, e-Governance, Innovation, DARPG, AKDAR, McKinsey, Lewin, Kubler, Change, Resistance,

I. From Reforms to Innovation

"The first Department to Change within Government of India should be Department of Administrative Reforms" *

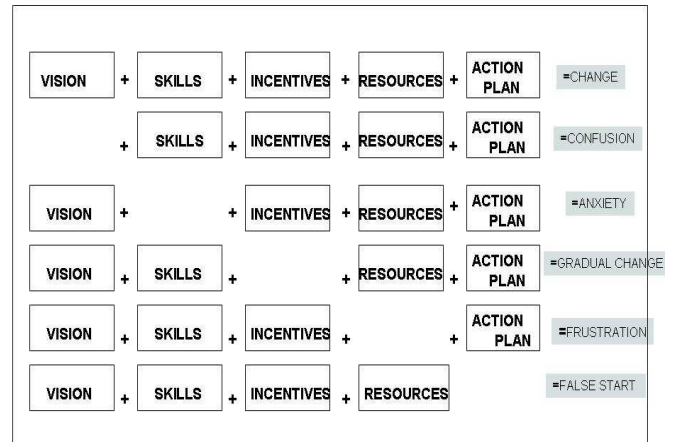
--- A contributor at yahoo group India-egov

In an era when governments worldwide are focusing on Ministry of Future and Department of Innovation, India still is trying to reform the Government. The word reform itself brings a negative connotation. A Department where some change may be initiated by DAR & PG will develop a resistance because the employees will feel that there is something wrong in my Department that is why Government of India is reforming it. Whereas innovation creates positive energy and all employees will be enthusiastic that out of all Departments, Government of India has selected their Department for innovation. Even the word Process Re-engineering brings a negative connotation as the employees will start questioning as to what is wrong in our processes that Government wants to change it. If you want to change the Government, implement successful e-Governance than the right words are innovation and creativity and not reforms or re-engineering.

The Department of Administrative Reforms exists to solve yesterday’s problems, rather than capitalizing on today’s opportunities to effectively confront the issues of tomorrow.

Change Management for e-Governance authored by Sameer Sachdeva

Management of CHANGE



Change Management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state.

E-Governance and Change

E-government is not a panacea. Although it can facilitate change and create new, more efficient administrative processes, e-government will not solve all problems of corruption and inefficiency, nor will it overcome all barriers to civic engagement

Moreover, e-government does not happen just because a government buys more computers and puts up a website. While online service delivery can be more efficient and less costly than other channels, cost savings and service improvements are not automatic. E-government is a process that requires planning, sustained dedication of resources and political will.

II. Resistance to Change in e-Governance Projects

Nobody likes to change the wet Nappies of a child but mother of child. And Government is often orphan. People usually support improvement --its change they don't like! Nearly all studies show that without buy-in from stakeholders, change is "doomed".

* The quote must not be taken as undue criticism as in the later half of paper author explains a strategy for innovation in the Department. The quote is also not a comment on any individual performance but is an effort to highlight the need for change in the system.

"Change is hard because people overestimate the value of what they have—and underestimate the value of what they may gain by giving that up." There are multiple causes why people resist change in an e-Governance Scenario and a few of them are listed below:

1. Long implementation Cycle: An e-governance project will take approximately one year to get approvals. It will take another year for process study and RFP preparation. Additional six months will go in Bid Process Management. Additional two to three months in signing of Contract. Approximately two to three years in implementation. Another one year in training of staff and deployment across locations.

2. Unknown Drivers: In most cases it is unknown that who is driving the project is it the line Department, is it DIT(including DoIT at State Levels) , NISG/ NICCSI/ NIC at National Level or State e-Government agency or the hired consultant or PMU or System Integrator or the training or Change Management Partner.

3. Lack of Clarity on Vision: why are we doing this? Is it for computerization or better service or speed in delivery or an additional channel of delivery.

4. Support of Top Management: In most cases the Secretary of the Department is due to retire or to be transferred. Ministers and Governments change more often and along with that the priority of the Top Management.

5. Process Changes: Many existing processes are outdated, illogical and irrelevant. Majority of the processes were created in British rule to serve the Master and not the people. At time process changes will lead to changes in the administrative rules, laws or even constitutional amendments in some cases. The task is huge in such cases.

6. Official Secrets: In Government it is generally said that of you mark a file as confidential or secret the probability of its leakage is large. The introduction of IT systems will lead more fear of leakage of such information. There are certain Departments where standalone computers are preferred as the officers feel a computer on LAN will lead to leakage of Information.

7. Corruption is way of Life: Former Prime Minister Sh. Rajiv Gandhi once said that out of every rupee spent by Government only 17 paise reaches to the intended citizen. Politicians, Bureaucrats and Government Officials (there are exceptions to above rule and its these exception that India is moving ahead) do not want to remove the corruption as this is their primary source of earning. They have to get manifold returns on their investments. A country where Honourable Member Parliaments can take money to ask questions and Vote, the future of the country is unsafe in hands of such lawmakers.

8. Legacy Systems: Often shifting from legacy systems to new systems is difficult and time consuming. Current processes have acquired rigidity and have become end in them.

9. Un-measurable Benefits: The benefits of the system occur after years and cannot be quantified. In some cases overambitious benefits are thought of like in Passport Seva Project Government has promised a passport in three days.

10. Standardisation and Interoperability: The multiple e-governance projects are not based on standards and are rarely interoperable. Say for example can the e-Biz project be integrated with MCA21 project?

11. Disjointed Systems and Departments: The various departments function as a disjointed node but getting them synergise and integrated is resisted by each Department

12. Fear of Job Loss: With introduction of new systems there will be work redundancy and therefore employees fear a loss of job and hence resistance to change

13. Additional Responsibilities to Employees: Certain areas where employees were just doing manual work may have to operate on computer, do the data entry and other additional work. Therefore such a change is resisted

14. Fear of Loss of Power: The computerized system will lead to further transparency and lack of discretion of individuals who work on the system .Therefore the employees fear of loss of power and resist change.

15. EGOVERNANCE – GOVERNANCE = EGO: There will always be a EGO clash in e-Governance projects as everyone likes to take credit for successful reforms and pass on the buck for the failure to reform.

16. Changes in Job Profile: Employees also resist certain initiatives as they are working in their comfort zone for years and they rarely appreciate a change in their job profile.

17. Resistance to Outsiders (read consultants): The Government Departments also resist outsiders coming as consultants to lead change process. The consultants are often criticized and not shared with information.

18. IT Specialist take the Lead: Innovation Specialist are the need of hour but in an e-governance projects its neither the Domain Specialist or Project Management specialist who take the lead but it is the IT experts. For years the domain of e-governance has been occupied by NIC whereas its only 'e' which should come from Department of Information Technology and Governance should remain with Department of Administrative Reforms.

19. Cultural Gap – Consultant Vs Government: There also exists a cultural gap between consultants and Govern-

ment. The Government officials are used to hierarchical function where as consultants are used to the flat structure. Delays are common in Government Departments where as in Private Sector each delay costs money.

20. Media Hype and Byte: Certain e-Governance projects are given so much hype by media and certain projects are bitten by media for corruption and issues involved in them. The phenomenon of media byte leads to lot of change agents as scapegoats and resistance to change,

21. In Government Good Services are rewarded with Transfers: In most of the project people who do good work are transferred and people who do no work are retained and people who work for their political bosses are promoted.

22. Financial Bottlenecks: Certain projects in e-Governance can be resisted by Finance Department (IFD) as they may require deviation from Government rules. Say a project in e-Governance wants to give incentives to high performers. It will be resisted tooth and nail by the Finance as it may require deviation from rules.

23. History of Change: Further a Department may also resist a project if it has seen past failures and it may resist any future attempt to change

24. Suspicion is the underlying Assumption: The Government rules are made with suspicion as the underlying assumption and there are very rare cases where the officers are trusted for discretion. Everybody is expected to follow rules while e-Governance may require changing the rules of the game.

25. Comfort with Status Quo : The employees as any stakeholder subjected to change will like the status quo to exist as the change will require lot of change.

26. Fear of Unknown: There is also a fear of unknown that makes employees to resist change.

27. Complicated Guidelines and Reports: A set of complicated guidelines and reports often confuse the decision maker and leads to resistance.

28. Work Overload: Majority of employees in Government Departments already feel overburdened with work and therefore they resist change with a fear that their work may increase.

III. Change Management

There are multiple models of change process these are discussed below:

1. Stages of Change Model

James Prochaska and Carlo DiClemente at the University of Rhode Island developed the Stages of Change Model in the late 1970's and early 1980's. It identifies six stages whereby the change occurs. They are:

- Pre-contemplation – A stage where there is no acknowledging that there is a problem behaviour that needs to be changed
- Contemplation – A stage where the acknowledgement of the problem but not yet ready or sure of wanting to make a change
- Preparation/Determination – The stage of preparation is about getting ready to change
- Action/Willpower – At this stage the actual changing of behaviour takes place
- Maintenance – This stage is about maintaining the behaviour change
- Relapse - Returning to older behaviours and abandoning the new changes

This change process was developed more towards individual behaviour change. However the perfect example of same will be implantation of SMARTgov in Government of AP which went through all stages for a paperless office however with change of leadership in state returned to same old paper file based system.

2. McKinsey 7S Model

The McKinsey 7S model is based on 7S of shared values, strategy, structure, system, staff, style and skills. It is based on premise that for a complete change all 7S need to change

- Shared values like the vision / mission of the company are the center of the model because it is what the organization believes in and stands for.
- Strategy represents what the company plans to do react to any changes of its external surroundings
- The structure refers to the organizational structure of the company.
- Systems represent the procedures, processes and routines that characterize how the work should be done

- Staff refers to the people component as to who is employed by the organization and what they do within the organization
- Style signifies the organizational culture and management styles that are utilized within the organization
- Skills indicate the abilities and competencies of either the employees or the organization holistically

The McKinsey 7S model is best seen in the implementation of the passport seva project where the Ministry of External defined the mission to deliver passports in three days. It engaged NISG and PWC to draft a strategy in form of RFP document. And as part of strategy some components of issuing passports were outsourced to a System Integrator. New Structures were identified under which a PMU was formed. The process was changed to some extent and digitization of applications was introduced. The existing staff were promised incentives to adapt to new system. There is also an attempt to change the culture with introduction of private staff at the front end.

3. Lewin's Model of Change

Lewin recognized three stages of change, which are still widely used today: unfreeze, transition, and refreeze .

- The majority of people tends to stay within certain safe zones and are hesitant of change. They tend to become comfortable in this unchanging environment and become uncomfortable when any change occurs. In order to overcome this frozen state, we must initiate an unfreeze period, which is done through motivation.
- The transition period is when the change is occurring. The transition period takes time because people do not like change easily. This is when leadership is critical for the change process to work. Another important part of this stage is the reassurance that this is good for the company as well as the employees.
- At the end of the transitional stages, comes the next stage: refreeze. This is the stage where the company once again becomes stable

The best example of Lewin's model were changes brought by then Chief Minister, Sh. Chandrababu Naidu who initially unfreeze the GoAP employees from their comfort zones by regular and surprise inspections. He ensured that the message goes that there is a need to improve the services. Then he brought the transition period of say 7-8

years to bring change through e-governance. After that he re-freeze the model through Chief Minister Information System (CMIS), regular Video Conferences with state Government officials and the adoption of paperless office and the same was adopted by majority of staff.

4. Kotter's Eight step Change Model

The fourth model is the Kotter's Eight Step Change Model. There are eight steps in this model.

- Step One: Increase urgency for change
- Step Two: Build a team for the change
- Step Three: Construct the vision.
- Step Four: Communicate
- Step Five: Empower
- Step Six: Create short term goals
- Step Seven: Be persistent
- Step Eight: Make the change permanent

The best model for the Kotter's model is the NeGP program of Government of India. For initial two years the then JS(e-Gov), Mr. R.Chandrashekar and Secretary (IT), Mr. Rajiv Rattan Shah talked about the need for a comprehensive program. All stakeholders DARPG, Planning Commission , the line Departments, Cabinet Secretariat, PMO were sensitized on the program. Thereafter a team of internal and external consultants were identified and a EGPMU was formed. A vision was created and defined to have, "All Government services accessible to the common man in his locality through a One-stop-shop (integrated service delivery) ensuring convenience, efficiency, transparency & reliability. " The vision wase communicated to all stakeholders and a high power committee chaired by Cabinet Secretary was formed and empowered to take decisions. Short term goals in form of twenty seven MMPs were identified and EGPMU worked with persistence so that all states adopt the MMPs as identified. Basic infrastructure in form of SDC, SWAN and CSC are being established to make the adoption of e-Governance permanent.

5. The AKDAR Model

The ADKAR model was first published by Prosci in year 2006. It was identified as a model for change in business, government and our community. The five step model constituted the following:

- Awareness of the need to change
- Desire to participate and support the change
- Knowledge of how to change
- Ability to implement the change on a day-to-day basis
- Reinforcement the change to keep the change in place

The AKDAR model is best reflected in the income tax department where it was realized that people save taxes by having multiple accounts. The Department had a keen desire to change the system and they decided that the change will occur by issuing a unique PAN number and making it compulsory to be used in all financial transactions. UTISL was chosen for day-to-day implementation. The system was re-enforced by making PAN card compulsory to open Bank accounts, to trade in shares, making payments above a certain level and many other areas.

6 Kubler – Ross Model

The Kübler-Ross model first introduced by Elisabeth Kübler-Ross in her 1969 book "On Death and Dying", describes, in five discrete stages, a process by which people allegedly deal with grief and tragedy, especially when diagnosed with a terminal illness. The stages are known as the Five Stages of Grief.

- Denial
- Anger
- Bargaining
- Depression
- Acceptance

The Kubler – Ross model can be best reflected in the corporatization of DoT. Department of Telecom Services (DTS) and Department of Telecom Operations (DTO) were corporatised on 1st October 2000 with the name Bharat Sanchar Nigam Limited (BSNL). Initially there was a sense of denial that the Government cannot take such a step. Thereafter there were protests by trade unions. Then the trade unions started bargaining for better wages in the new system. The changeover initially left a feeling of confusion and depression among employees at Ground level. However it was accepted by all with passage of time.

7. Formula for Change

The Formula for Change rests on the principle that the product of dissatisfaction, new vision and steps for change should be greater than the resistance being offered. It was created by Richard Beckhard and David Gleicher and is sometimes called Gleicher's Formula.

$$D \times V \times F > R$$

The factors to be present for organizational change are:

D = Dissatisfaction with current state

V = Vision of what is possible

F = First, steps that can be taken towards the vision.

If the product of these three factors is greater than

R = Resistance,

Then change is possible.

Even if one out of D, V and F, is absent or low, then the product will be low and therefore not capable of overcoming the resistance.

The resistance to change is also defined as the cost of change. It is then subdivided into the economic cost of change (monetary cost) and the psychological cost of change.

$$D \times V \times F > C (e+p)$$

The passport project took off as their was huge dissatisfaction with system, the vision was defined to issue passport in three days and as a first step NISG was appointed as a Consultant. The resistance offered was very minimal and the change was welcomed.

However the immigration project observed a huge resistance from IB. The dissatisfaction in the system was not to huge, there was lack of vision and therefore the project got delayed.

8. Appreciative Inquiry

Appreciative Inquiry (AI) involves asking questions and envisioning the future. In the process, it enhances a system's capacity for collaboration and change. Appreciative Inquiry utilizes a 4-stage process focusing on:

- DISCOVER: The identification of organizational processes that work well.
- DREAM: The envisioning of processes that would work well in the future.
- DESIGN: Planning and prioritizing processes that would work well.

- DESTINY (or DELIVER): The implementation (execution) of the proposed design.

The UID project is based on the envisioning that a unique number for citizens will be required as a basis for all future transaction. The priorities were setup as to how to design that number and implement the change.

IV. Stakeholders in Change

"Never doubt that a small group of thoughtful, concerned citizens can change the world. Indeed it is the only thing that ever has."

It is important to manage stakeholders in change. In doing so, one of the things you will do is segment them according to their needs, their importance and how you will treat them.

1. Sponsors

Sponsors are people with power who have a direct interest in the project..

There are four types of sponsor:

- Initiating sponsor: who kicks off the project
- Key sponsor: who provides ultimate authority
- Primary sponsor: who must be centrally engaged
- Secondary sponsor: who needs to be kept informed

In the passport project JS(CPV) was the initiating sponsor, Foreign Secretary was key sponsor as head of empowered committee he took majority of decisions. NISG was primary sponsor and DIT became the secondary sponsor.

2. Targets

These are people who will intentionally be affected by the change.

The citizens were the key people who were targeted under the Passport Seva Project as the vision was to improve services for citizens.

3. Others affected

It is easy to focus on sponsors and targets and forget that there may be many other people who may unintentionally be affected by the change.

The employees of the CPV division, staff of NIC were the other affected parties.

5. Partner

You may work with a wide range of internal and external partners to effect the change, from the IT Department to external consultants and trainers.

The consultants PWC and System Integrator (SI) TCS became partners in the whole process.

6. Interested party

There are often a wide range of people who might have some more distant interest.

The parties like the Travel Agents were the interested parties who had a distant interest in the system.

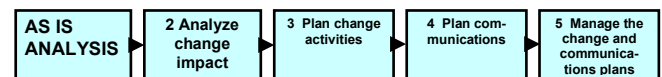
V. Types of Change Management

Change management can be classified as reactive, proactive, continuous and ad-hoc.

- **Reactive** – responding to changes in the macro-environment
- **Proactive** – in order to achieve a desired goal
- **Continuous basis** -regular schedule (such as an annual review)
- **Program-by-program basis** (ad-hoc approach)

VI. Steps to Change Management for e-Governance – Learning from Passport Mission Mode Project

(The steps identified may not be same as identified by, MEA, NISG and the Consultant)



"When we see the need for deep change, we usually see it as something that needs to take place in someone else. In our roles of authority, such as parent, teacher, or boss, we are particularly quick to direct others to change. Such directives often fail, and we respond to the resistance by increasing our efforts. The power struggle that follows seldom results in change or brings about excellence. One of the most important insights about the need to bring about deep

change in others has to do with where deep change actually starts."

1. As Is Analysis: Understand the readiness to Change from various perspective was first step in the Passport Seva Project. The first step in the project was to do As Is Analysis and first step was to identify the scope

- The scope of Change in Passport Process Redesign whether the scope is Process, Technology or organizational change
- Identification of all stakeholders was the second step. The stakeholders included Citizens, CPV Division, NIC, State Police, Travel Agents and more. The impact of change on each stakeholder was also identified.
- A decision was taken whether the change will be a Big bang against or incremental change
- Timeframe for RFP, Bid process, SI implementation and Training were identified.
- The readiness of the stakeholders to be impacted by the change was studied
- Lessons from past change implementation in RPOs, like Mumbai / Bangalore / Ahmedabad were studied
- Strengths of the current change management team and drivers of change were also evaluated.

2. Advocacy Roadmap

The advocacy roadmap is necessary to build a support base amongst senior leaders and communicate the need for change. In context of the Passports the role of Foreign Secretary, Additional Secretary (CPV and AD), and JS (CPV) was the most important. Under this roadmap the role of the senior team is generally defined and the support of key stakeholders for the management of change was ensured. A few senior officers whose support may be required in this project were: Cabinet Secretary, Home Secretaries of States, DG (NIC), JD - IB (BOI), Secretary (Finance), AS (e-Governance), IFD – MEA, DoPT, and Staff Selection Commission e.t.c.. The advocacy roadmap identified the USP of a Passport in three days, better services to citizens and rooting out of corruption was advocated to all stakeholders so that their cooperation was achieved. Roles of all each stakeholder who may be needed in the change management were identified and a value proposition was given to each stake holder. It was realised that any stakeholder will look for WIIFM (what's in it for me) and accordingly

the advocacy was done. Advocacy amongst the Media was also planned through PIB, workshops and seminars.

3. Communication Plan

The communication plan was planned for each stakeholder like workshops for Passport Officers, DIGs of States, Officials of Home Ministry and Security Agencies, the External Affairs Minister and other senior officers of MEA.

A proof of concept and a pre-bid conference was also planned for System Integrators (SI) to communicate change in process and expectation from them.

4. Coaching Plan

The coaching plan is yet to be implemented in passport project but it should be realized that it cannot be clubbed with the Capacity Building Plan. The distinction between the two plans is whereas the CB can be done by an outsider coaching is an insider's job and in most cases the immediate supervisor. Herein the role of RPOs and PRO's (who have been identified as heads of a PFC) is the most important. The coaching will come into existence once the SI implementation is complete.

5. Training Plan

The training plan will focus on training of the ground level staff. This will not only include the Government employees in Passport Offices (to be referred as PFC in Future) but also of private staff to be hired by SI. Training will also spread to the police and intelligence departments handling passports in each state.

6. Resistance Management Plan

"People don't resist change. They resist being changed!"

The plan identified various sources of resistances which spread across Politicians, Intelligence Agencies, State Police, Employees, Ministry of Finance, Bureau of Immigration, Citizens (they may resist because they have now to come in person), NIC, Vested Interests (Touts) etc

Various methodologies were workout to predict the resistance and work out strategies for same.

7. Risks in Change Management

Various risks involved in the process were also identified. Risks that may occur during implementation of the project

were identified. All such risks and risk mitigation strategies were created.

8. Change Management Tactics

A few tactics for change management were also identified. These tactics are dynamic in nature and need to be revisited during the project implementation process.

9. Reinforcement Planning

The post implementation reinforcement strategy was also worked out which involved data collection, feedback analysis, diagnosing gaps and corrective action.

10. Change Management Team

A PMU was conceptualized and experts were taken on-board. The PMU included the Project team – External Consultants, PPP Partner, Change Management Partner and officials of the Ministry.

VII. Incentives to Change

"Unless you are prepared to give up something valuable you will never be able to truly change at all, because you'll be forever in the control of things you can't give up."

This section identifies various incentives for Change for all Stakeholders:

1. Performance based Incentives
2. Skill set and competence improvement
3. Better image amongst citizens
4. Reduced workload through computerization
5. Reduction in mal practices
6. Moral Incentive – Service to citizens
7. Coercive Incentive (Promotions linked to adopting new technology)
8. Employee Recognition

"An incentive is simply a means of urging people to do more of a good thing and less of a bad thing. An incentive is a bullet, a lever, a key: an often tiny object, with astonishing power to change a situation. We all learn to respond to incentives, negative and positive, from the outset of life."

- Steven Levitt and Stephen Dubner, Freakonomics

VIII. Strategy to Innovate: Department of Administrative Reforms

"Be the Change, you want to see in the world"

- M. K. Gandhi

1. Separate Public Grievances from Reforms
2. Rename the Department as Ministry of Innovation.
3. Vision for Department – Innovation in Governance
4. Hiring of Creativity, Program Management and Process experts
5. Re-visit the Manual of Office Procedures (MOP)
6. Identify officers responsible for each Ministry and State
7. Constitute a high level committee of Secretaries on Innovation in Government headed by Cabinet Secretary
8. Constitute Institutional Framework for Innovation in Government (like NISG for e-Governance)
9. Develop a National Innovation Plan (NIP)
10. Identify Mission Mode Projects (MMPs)
11. Do a ABC analysis of Grievance received by Citizen and based on same prioritize Departments for Innovation
12. Restructure Department (instead of divisions like e-Governance the Department should have a process innovation division)
13. Department should not foray functional areas of other Departments (like IT implementation is a function of DIT) and restrict to improvements in Government Process. However it must take over areas like Process Improvement / Process Re-engineering in all e-governance projects. Similarly Capacity building for e-governance should lie in domain of DoPT and the ownership of e-governance implementation must lie with the core Departments.
14. Have a Cabinet Minister In charge of Innovation Ministry
15. Bring out necessary law / amendments empowering MOI (Ministry of Innovation) to bring process improvements
16. Make a database of National and International Best Practices

17. Constitute an institute for capacity building in Government Process Improvement
18. Provide Creative environment within Department for officers to foster change
19. Recognize Change Agents
20. Identify Change Sponsors in each Department
21. Sponsor Students for Process Study in various Departments
22. To have a Department of Future (for visualizing policy interventions for future scenario) within Ministry of Innovation
23. To have a Department of Creativity within Ministry of Innovation
24. To implement paperless office initiative in Department
25. Choose experts as Advisors are taken on board in planning Commission
26. The Department should also attempt to integrate / re-group certain Departments which have a common agenda. The Departments must be grouped from services to citizen prospective and not Government prospective
27. The Department must also built on internal capacity building.
28. The Department must breakaway from the hierarchical function of DS, Director, JS, AS, Secretary but should attempt to establish a flat organization like the corporate world
29. The Department must benchmark international Governments and Businesses to improve.
30. The focus of Department should shift from rules to outcomes.

XI. Creativity and Managing Change in Government

The Change Management team may use multiple creativity techniques. A few techniques that can be applied are listed below:

- **Problem Reversal** – This technique is based on the premise that all issues have opposites. One should learn to see backwards, inside out and upside down. Say the Government wants to identify areas for service improvement for citizen. Then it may list down what constitutes as Bad service to citizens and then try to address the same.

- **Ask Questions** – This technique revolves around finding answers to six questions – what?, where?, when?, how?, why?, who?
- **Applied Imagination** - Question Summary - This method is used to find answers to questions like – Put to other uses? Adapt? Modify? Magnify? Minify? Substitute? Rearrange? Reverse? Combine? Say the issue at hand is India Portal – can the portal be used for some other use, say G2G portal; we can adapt from portal of which country ; Modify - can we change it to make it easy to navigate; Magnify – can we add more services; Minify – are there some services which need to be removed; substitute – is there some other way to reach to citizens, say a Call Centre; rearrange – from service approach to life cycle approach; Reverse – think from citizen prospective; can it be combined with other MMPs, say Passport, e-Biz
- **Forced Relationships/Analogy** – Forced Relationships is idea is to compare the problem with something else that has little or nothing in common and gaining new insights as a result. Take for example a Match Box and Government – it has striking surface on two sides (Government needs Treasury Bench and Opposition) ; six sides (what are the six most important structure of Government) ; sliding centre section (who is the heart of Government – PM in India , President in US) ; Made of cardboard (is there some inexpensive method to retain Government)
- **Attribute Listing** - Attribute listing is breaking the problem down into smaller and smaller bits and seeing what you discover when you do. Like Government can be broken into PMO, Parliament, judiciary, Departments, Planning Commission, Election Commission etc. After listing all attributes identify which component needs to be strengthened or reformed.
- **Morphological Analysis** – It is a method of combining parameters into new combinations for the review of the problem solver. Say can various departments in Government can be combined.
- **Imitation** - "What is originality? Undetected plagiarism." In this method we imitate other ideas as a step to original thinking. Say lets imitate the Presidential System in US.
- **Mindmapping** - To make a mind map, one starts in the center of the page with the main idea, and works outward in all directions, pro-

ducing a growing structure, say lets draw a mind map of Government – it spreads to Parliament – spreads to Lok Sabha ; Rajya Sabha – spreads further to Tresury benches and opposition benches; other branches can be say Judiciary – District, High Court and Supreme Court; quasi judicial forums etc. Thus a map is formed attaching to new ideas and thoughts.

- **Storyboarding** - When ideas are put up on Story Boards, one begins to see interconnections, how one idea relates to another, and how all the pieces come together. Say one is to think of problems in India. List all problems like illiteracy, superstitions, poverty, unemployment, corruption on a story board a linkage with all problems may emerge.
- **Synecitics** – It is a process of linking things regardless of their dissimilarity, either in a physical, psychological or symbolic way. Say corruption is linked to delayed justice.
- **Metaphorical thinking** - Metaphor is a soft thinking technique connecting two different universes of meaning - the key to metaphorical thinking is Similarity. Say services in railways can be improved by comparing services in aviation sector.
- **Lateral Thinking** - Lateral thinking is about moving sideways when working on a problem to try different perceptions, different concepts and different points of entry. Take for example the problem of corruption; instead of bribe taker the government decides make stringent laws to punish a bribe giver.
- **Six Thinking Hats** - The six hats represent six modes of thinking and are directions to think. The problems are analysed from prospective of white hat, red hat, black hat, yellow hat, green hat and blue hat. .
- **The Discontinuity Principle** - The more you are used to something, the less stimulating it is for our thinking. Say the Government Officers are used to write on Green Sheets instead they may try to give approvals on e-mails.
- **Brainstorming** - The basis of brainstorming is a generating ideas in a group situation . The whole idea of brainstorming is that other people's remarks would act to stimulate your own ideas in a sort of chain reaction of ideas.

The above are a few methods which can be used to solve various complex problems of Governance and facilitate change in Government.

X. Conclusion:

It is rightly said that there is nothing permanent except change. Change in governance will happen despite and in spite of Government. The culture does not change because we desire to change it. Culture changes when the organization is transformed; the culture reflects the realities of people working together every day. For bringing change in Government we have to change the mindsets of Government employees. E-Governance is just one of the tools to achieve it but it is not end in itself. The real change is Government of the people, by the people and for the people. The Government which improves service delivery, is transparent without corruption. A Government which promises all Government services accessible to the common man in his locality through a One-stop-shop (integrated service delivery) ensuring convenience, efficiency, transparency & reliability. Jai Hind !

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