Building innovative leadership capacities to promote accessible, citizen-centric and efficient public services

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Innovative leadership is…..

- Creating an organizational climate allowing innovative thinking to solve problems and develop new products and services
  - *Center for creative leadership (CCL)*

- The practice of cultivating an environment where improvement, adaptation and invention are encouraged, fostered and rewarded
  - *HayGroup*

- Being a multiplier of human potential
  - *METIRI Group*
Key drivers for innovation

- Adverse situations
  - Financial, economic and social crisis
- Economic recovery and fiscal sustainability
- Strengthening core values in the public sector
  - efficiency, fairness and equity
- ICT as enabler and driver for public sector and service innovation
- Stronger political and managerial leadership to achieve long-term sustainability
Attributes of innovative leaders

For the organizational management, an innovative leader should be...

- Team Leader
- Mentor
- Team Builder
- Visionary
- Patriotic Steward
- Self-aware Learner

To lead across boundaries, an innovative leader should be...

- Navigator
- Relationship Builder
- Collaborator
- Visionary
- Patriotic Steward
- Self-aware Learner
Promoting citizen-centric public service through a collaborative government

**Business Management**
- Vision-Strategy-business model
- Policy Products
- Delivery Roadmap

**Customer Management**
- Marketing & Branding
- User-friendly environment setting
- Citizen Empowerment

**Channel Management**
- Mediated delivery
- Self-service delivery
- Government-run channels
- Third party channels
## Lessons learned from the Singaporean public leaders

| Leading SELF (29%) | ▪ Accountability  
▪ Self-awareness  
▪ Understanding leader role and responsibility  
▪ Adaptability & Risk-taking  
▪ Action-oriented attitude  
▪ Education & Training |
|--------------------|---------------------------------------------------------------|
| Leading OTHERS (42%) | ▪ Managing and motivating staff  
▪ Inspiring higher performance  
▪ Managing stakeholders  
▪ Trust-building  
▪ Influencing others |
| Leading the ORGANIZATION (29%) | ▪ Execution and operation savvy  
▪ Client/public Focus  
▪ Network Mindset & collective actions  
▪ Drive and manage change  
▪ Innovation and risk taking |

Figure. 2008 Center for Creative Leadership
Critical Success Factors
for the citizen-centric service innovation

- Strategic Clarity
- Leadership
- Client Focus
- Stakeholder Management
- Skills
- Supplier Partnership
- Future-Proofing
- Do-ability/ Sustainability
- Benefit Realization
Thank you!

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