

# **Change Management, Communication and Collaboration**

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# Change Management in Digital Transformation

Digital transformation change management refers to the strategies, processes, and practices implemented to manage the significant changes that come with integrating digital technologies into an organisation. This involves not only the adoption of new technologies but also ensuring that the organisation's culture, structure, and processes evolve to support and maximise the benefits of these technologies. The work of the CDO and their team involve driving this kind of changes at different levels. This means conducting stakeholders' alignment, improving collaboration, interacting with users, and managing talents very well.

## **Stakeholder Alignment**

As of now, the journey to smooth change management is small. CDOs are trying to drive change management within their sectors. Stakeholders' alignment is one of the key challenges, whether internal or external. One of the key reasons results in planning in silos and involving stakeholders at a later stage of the project, when they also have other priorities and little room for contribution.

As a solution to this challenge going forward, CDOs are encouraged to engage stakeholders and users prior or during the planning phase. A stakeholder matrix is needed in order to keep all stakeholders aligned throughout the implementation.**Improving Collaboration**

Although CDO teams are set up by sectors, their work benefits the entire government, and depend on each other. Internal collaboration within the sector is important, but also intra-collaboration within teams is important. The same way CDO have a community of practice, this should escalate to their teams as well. For example software developers should have their own vibrant community, same applies to network engineers, and so on.

In order to achieve this, it is recommended for RISA to facilitate by providing open co-working spaces where CDO team members can convene and work from once in a while. It will be a place to connect, learn, and support each other better.

## **Interacting with users**

Digital transformation means solving problems for a particular segment of users. In most cases, these users are not involved from the get-go. Also, a good number of digital solutions do not respond to the needs of these users, thus resulting in digital wastes. In order to avoid this, CDOs should engage in problem discovery, and continue re-discovering the problem by interacting with users to validate their assumptions and solutions. What is the problem? Who has the problem? How bad is the problem? Etc.

**Here are few steps we propose to CDO team to follow:**

1. Form a team of users to represent others: For example, if solving a problem for farmers, one needs to have a small group of farmers who represent others. They will help you validate any idea that you have. If it is Judges, teachers, etc., same thing. Using tools such as figma to create mockups and various visualisations to help users understand the solution.
2. Use continuous delivery approach (agile): Instead of dropping the final product at once, deliver features that add value, one at a time. This will help in enhancement and be easy to adapt to (less disruption).
3. Support: Plan for support teams in order to facilitate adoption
4. Awareness campaigns: Plan and run various campaigns to various segments of users.

### **Set right KPIs and metrics to measure success**

In order to achieve the results or a particular change, the CDO team needs to set and monitor important metrics. For example, number of users signed up, number of downloads, number of services requested, etc. This will help to improve and product/solution.

The Chief Digital Officer plays a multifaceted role in change management, driving Ministry and sector digital transformation, engaging stakeholders, communicating effectively, managing projects agilely, measuring progress, and building digital capabilities. By leveraging their expertise and influence, the CDO accelerates the pace of digital transformation and positions the Ministry or sector for sustained success in the digital age. The Chief Digital Officer serves as a catalyst for organisational evolution in the digital age.

### **Effective change management in the digital transformation project necessitates to implement some best practices:**

#### **Start by “Cultural Transformation”:**

One of the primary responsibilities of a CDO in change management is to drive cultural transformation within the organisation. This involves cultivating a digital-first mindset across all levels of the sector, instilling values of innovation, collaboration, and adaptability. The CDO **works to break down silos and foster a culture where employees are empowered to embrace change**, experiment with new ideas, and embrace digital tools and methodologies in their daily work.

**Set “Leadership and Vision”:** Effective change management requires strong leadership and a clear vision for the future. The **CDO plays a critical role in articulating this vision, aligning it with the organisation's strategic objectives**, and rallying stakeholders behind it. By communicating the benefits and rationale of digital transformation initiatives, the CDO inspires confidence and enthusiasm among employees, encouraging them to embrace change and actively contribute to its success.

**Fostering “Stakeholder Engagement”:** Change management often involves navigating complex stakeholder dynamics and managing resistance to change. **The CDO acts as a bridge between different departments, business units, and leadership levels, fostering collaboration and alignment around common goals.** Through proactive stakeholder

engagement, the CDO builds relationships, addresses concerns, and ensures that all voices are heard throughout the change process. It is **important to involve Ministry or sector employees**, service providers, partners and other stakeholders **from the outset of the digital transformation process**. This helps to gather their opinions, allay their concerns and mobilise them in favour of change.

**Work actively on “Change Communication”**: **Effective communication is essential** for driving successful change initiatives. The CDO develops comprehensive change communication strategies that keep employees informed, engaged, and motivated throughout the transformation journey. This includes regular updates, town hall meetings, training sessions, and other channels to disseminate information and gather feedback from employees.

**Clear and consistent communication** is essential throughout the change process. Employees must be informed of the objectives of the change, how it will affect them and what support they will be given.

**Agile Project Management**: Digital transformation initiatives **often require an agile approach to project management**, with **iterative cycles of planning, execution, and evaluation**. The CDO oversees these initiatives, ensuring that they are executed efficiently, on schedule, and within budget. By embracing agile methodologies, the CDO fosters a culture of experimentation and learning, where teams can quickly adapt to changing market conditions and customer needs.

**Measuring and Monitoring Progress**: Change management requires **ongoing monitoring and evaluation to measure progress, identify bottlenecks, and course-correct as needed**. The CDO establishes key performance indicators (KPIs) and metrics to track the success of digital transformation initiatives, providing regular updates to stakeholders and making data-driven decisions to drive continuous improvement. It is important to measure and evaluate the effectiveness of change management initiatives. This enables areas for improvement to be identified and any necessary adjustments to be made.

**Celebrate successes**: It is important to celebrate successes throughout the digital transformation process. This motivates employees and builds their support for change.

**Building Digital Capabilities**: Finally, the CDO is **responsible for building digital capabilities within the sector**, including talent development, skills training, and knowledge sharing. By investing in employee development and fostering a culture of lifelong learning in collaboration with RISA, the CDO ensures that the organisation is equipped to thrive in an increasingly digital and competitive landscape. It is important to provide employees with the training and support they need to use the new technologies and processes. This can include formal training, mentoring and online support.

# Internal Communication

As mentioned above, communication is key for the success of Digital transformation projects. Internal communication within an organisation serves as the lifeblood of its operations, fostering collaboration, alignment, and engagement among employees.

Effective internal communication entails the exchange of information, ideas, and feedback across all levels and departments of the organisation. It encompasses various channels and platforms, including email, intranet portals, team meetings, and digital collaboration tools, each tailored to suit the organisation's unique needs and culture. Strong internal communication ensures that employees are well-informed about sector goals, strategies, and updates, fostering a sense of transparency and trust.

Moreover, it facilitates knowledge sharing, enabling employees to leverage each other's expertise and resources to drive innovation and problem-solving.

Additionally, internal communication plays a crucial role in fostering a positive organisational culture, where open dialogue, recognition, and feedback are encouraged. By prioritising internal communication, organisations can enhance employee morale, productivity, and overall performance, ultimately contributing to their long-term success and sustainability.

In the Rwandan public administration, QT connect is a tool deployed to enable and ease communication in teams across the Government. CDOs should use it and enforce the team to use it.

## **IMPROVEMENT OF INTERNAL COMMUNICATIONS**

### **Invest in internal communications: with a fine identification of priorities for the CDO network:**

- Share documentation and tools, and make them accessible online: CDO Handbook, tools for digitalization, tools for project management, communication templates, etc.;
- Create rituals on communications: for instance a monthly meeting to assess needs from CDOs and share RISA communications roadmap
- Communicate and encourage the staff to use asynchronous communications tools such as QT Connect.

# External Communication

The external communication of a department or sector is a means of interacting with external stakeholders, including citizens, partners and the public. This communication is essential for building and maintaining relationships, achieving the organisation's strategic objectives.

External communication encompasses a wide range of activities and here are some tools that can be used:

- Community Outreach Programs
- Government Websites and Online Portals
- Public Education Campaigns
- Social Media Engagement
- Events and workshops
- Annual Reports and achievement updates
- Public Consultations and Surveys

External communication serves as a means of gathering feedback, market insights, and competitive intelligence, helping the sector to adapt and respond to changing external dynamics.

External communications demonstrate how public administrations engage in diverse external communication activities to inform, engage, and involve citizens and other stakeholders in government digital services design processes.

## **Recommendations for future actions in terms of communications:**

### **#1 - RESOURCES FOR CONVERGING EXTERNAL COMMUNICATIONS**

Create shared resources to enhance Rwanda's "brand" on digital transformation progress. Some ideas:

- Upgrade website templates and make it a real design system for digital public services
- Give the possibility to CDO teams (not only CDOs but also team members) to communicate on their actions
- Pool resources at RISA level and make it available for CDOs: coordinated the communications specialists, this could include video/sound recording material, possibility to create visuals, support to write messaging, ...

### **#2 - PUBLIC ACCOUNTABILITY ON RWANDA DIGITAL TRANSFORMATION JOURNEY**

Create accountability momentums to report publicly on public services digitization and engage stakeholders, for instance:

- Bi-monthly public events (or press conference) to show the results of the mass digitization project: a dashboard could be showcased with key indicators and some project analysts

could explain the results and announce future actions

- Demo Days: when a new digital service is launched between tech communities (fictive examples: a developer from the Ministry of Environment can share what he/she has just developed to facilitate meteorologic data exploitation, a data-scientist from a public agency can share a new model for customs selectivity, ...)
- Participatory events, such as hackathons, ideations, consultations: including tech students, entrepreneurs, researchers, ...: this could happen for any “reason” (new dataset released in open data, launch of a new public policy needing some ideas, solving a “public problem” related to the digital strategy...)
- Introduce the concept of establishing formal feedback mechanisms to gather insights from employees, stakeholders, and end-users throughout the digital transformation journey. Discuss how feedback loops can provide valuable information for refining strategies, addressing challenges, and ensuring that initiatives meet the evolving needs of all stakeholders.

# Collaboration Tools

To enhance collaboration within the public administration, RISA and the Government utilise various tools. To familiarise oneself with these tools, please consult the section on Tools, Processes, and Methodologies, where they are comprehensively documented. Utilising these tools is imperative to achieving their intended purposes effectively. While open tools accessible online may be used, it is recommended to prioritise the use of specific internal tools whenever available, and to do so judiciously.