



# Preparing Public Sector for the Future

**Danielle Bossaert**  
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LE GOUVERNEMENT  
DU GRAND-DUCHÉ DE LUXEMBOURG  
Ministère de la Fonction publique  
et de la Réforme administrative

# Content of the presentation

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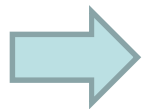
- Context and challenges of the public sector;
  
- Importance of soft skills;
  
- Key building blocks to recruit, develop and foster Skills for Change and Innovation processes;
  - HRM
  - Leadership
  - Organisational management

# Context and challenges of the public sector



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- Rapid technological change;
- Budgetary constraints;
- Demographic change, ageing workforce and population;
- Changing demands of citizens;
- Uncertainty

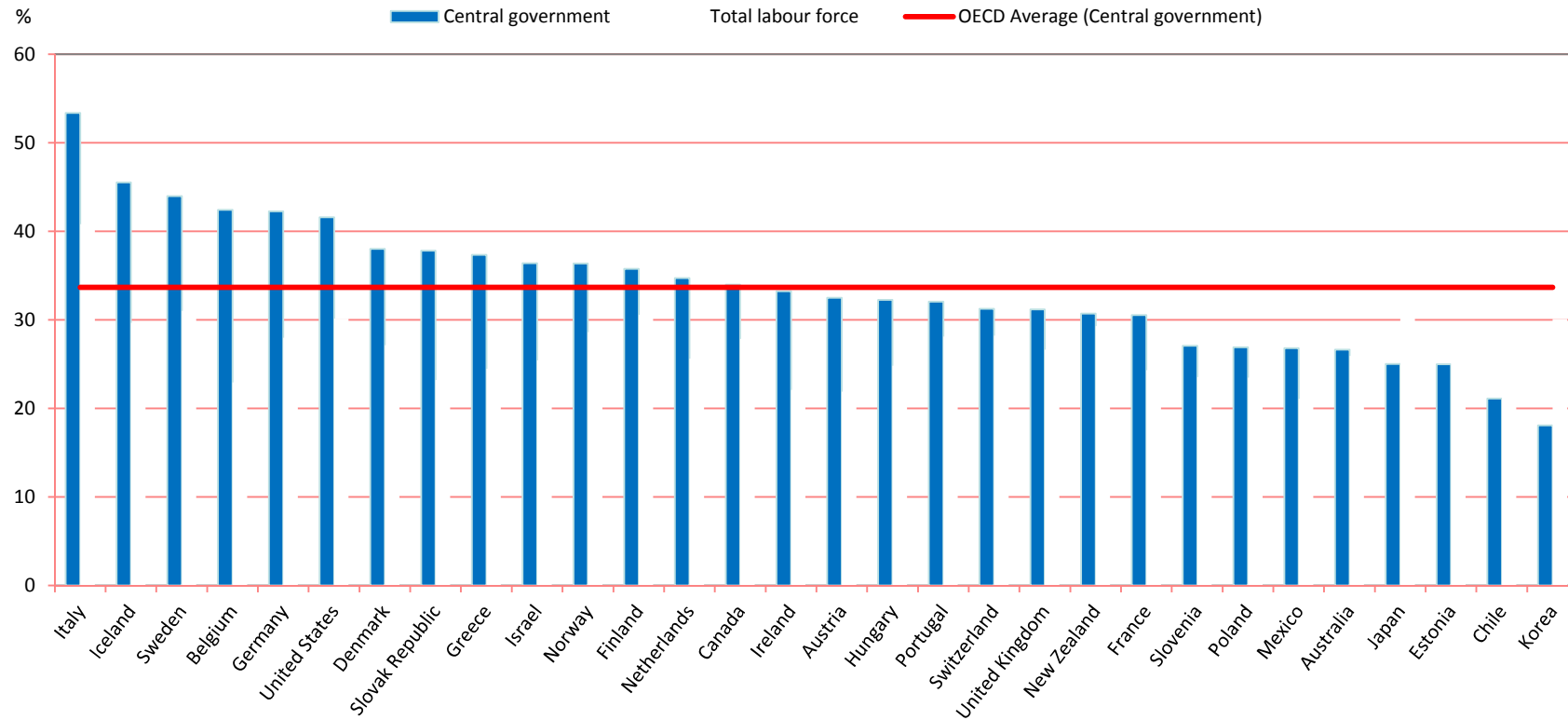


***Strengthening of Competencies for Change and Innovation***

# Workforce over 50 years old in OECD countries



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Source: OECD, 2009

## **Most important skills and competencies in OECD countries** (OECD, Survey 2016, PEM Meeting

May)

- Achieving results;
- **Values and ethics;**
- Leadership;
- Strategic Thinking;
- **Communication;**
- **Team Work;**
- **Problem solving;**
- **Interpersonal relationships;**
- **Professionalism;**
- **Self-development/Learning;**
- Innovation;
- Initiative



## **Key building blocks to recruit, develop and foster 'new' skills**



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- Human Resource Management (HRM) → **Need to embed soft skills through competency + talent management**
- Leadership → **Key role of leaders to promote change and innovation**
- Organisational management and culture → **New assignment of tasks and more flexible organisation of work**

# Key building blocks to recruit, develop and foster 'new' skills



**Recruitment,  
Attraction,  
Selection,**

**Career  
Development,  
Career  
Management**

**New skills must be  
embedded in all the HR  
processes**

**Training,  
Development  
and Learning**

**Performance  
mangement,  
Appraisal  
System,  
Rewards Policy**

# Key building blocks to recruit, develop and foster 'new' skills



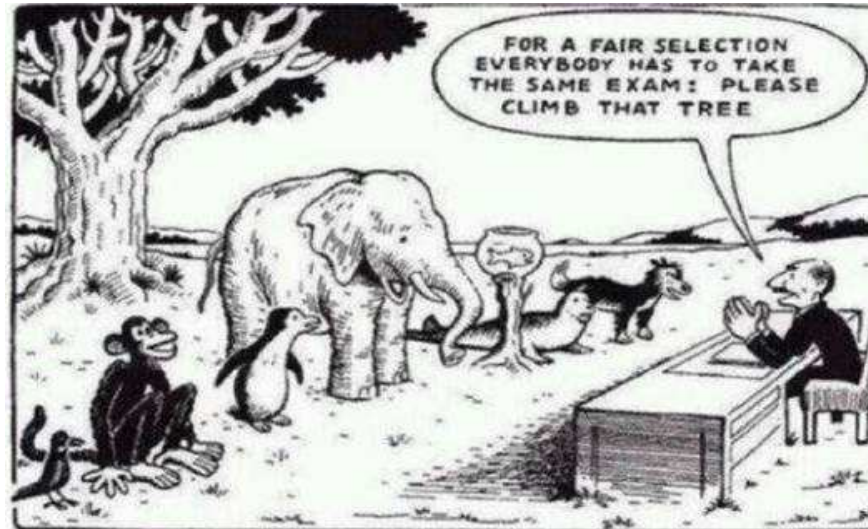
**Attracting,  
Recruiting,  
Selecting the  
right skills**

- Introduction of talent management;**
- Attractive employer, employer branding;**
- Establish a competency framework which includes the right balance of skills;**
- Refined selection methods to test these skills**

➤ It is crucial to attract and select the right mixture of skills;



# Key building blocks to recruit, develop and foster 'new' skills



## Our Education System

*"Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid."*

*- Albert Einstein*

## Key building blocks to recruit, develop and foster 'new' skills



Opportunities  
for Training,  
Development  
and Learning

- Learning in networks;
- Coaching;
- Staff exchanges; Mobility;
- Mentoring, On-the-Job training;
- Intergenerational learning

- Key role of learning in innovative public sectors;
- Different ways of learning, developing and fostering innovation skills.

# Leadership: The key role of leadership to foster change and innovation



## Role profile of 'traditional' leadership

- Ensures stability and **continuity**;
- Leader leads people through **rules, procedures** and **processes** ('subordinates');
- Executive leadership ≠ visionary leadership;
- Managerial culture: execution and 'getting the work done';
- Transactional leadership.



## Role profile of 'new' leadership

- Key role of leader in **change** processes;
- Leader acts as talent manager;
- Leader '*leads the unknown*', '**makes sense**' of it;
- Gives vision, direction, purpose;
- Leads people through motivation, communication, involvement, inspiration ('followers');
- Transformational leadership.



# Leadership: The key role of leadership to foster change and innovation



## Skills profile of 'traditional' leadership

- Top-down decision-maker;
- Directive style; to only lead by **instructions**;
- Skills: Primarily: Expertise (through seniority), Planning, budgeting, organising



- Authority through position.

## Skills profile of 'new' leadership

- Facilitator of **new** and **innovative** solutions;
- Inclusive, **collaborative style** → collaborative problem-solving;
- Skills: People management, management of change, teams, networks, strategic thinking, values and ethics ('sense making'), communication
- Authority through engagement, motivation.



## Organisational management: The need for new work arrangements and work culture



-Less rigid hierarchical work organisation;

-Promotion of **work in diverse, flexible teams**;

-More delegation and responsabilisation;

-More autonomy AND **Time for innovation!**

-Combat of **risk-averse** organizational culture;

-Work practices which promote employee **involvement** and commitment;

-More **flexible** work arrangements, (e.g. open space, telework, flexible working hours)



## ➤ **Learning in networks**

- Finland's Government Change Agent Network;
- Belgium's Innovation Learning Network;
- Austria's Cross-Mentoring Programme

## ➤ **Integrated HRM strategies for innovation**

- Germany's lifecycle approach to HRM (Employment Agency)

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OECD, Observatory of Public Sector Innovation,

<https://www.oecd.org/governance/observatory-public-sector-innovation/>



**Thank you for your attention!**

**Questions**