ITU Transformation

Paving the way for Organizational Excellence
Council Info Session

June 2024
Agenda

- **Why** does ITU need transformation?
- **What** will ITU be transforming?
- **How** will the transformation work?
- **Real** Life Example
- **Timeline**
Why does ITU need Transformation now?
**Case for Change**

- Seismic changes in our external environment
- Technological advancements, ensuring ITU walk the talk
- Providing a stimulating and rewarding work environment for staff health and wellbeing
- Recommendations made across several past diagnostic activities and reviews

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**Organisational Excellence**

... positive impact on the effectiveness of all ITU services provided to members and all stakeholders.

- Governance
- Systems, Processes and Tools
- People and Culture
- Resource Optimisation
Why does ITU need Transformation?

The Vision - focused from 14 to...

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<tbody>
<tr>
<td>Internal Controls</td>
<td>✓</td>
<td>✓ Data Culture</td>
<td>✓ Enabling environment &amp; management</td>
<td>✓ Alignment with financial management best practices</td>
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<tr>
<td>Risk Management</td>
<td>✓</td>
<td>✓ Efficient and effective systems, processes and tools across ITU</td>
<td>✓ Leadership culture</td>
<td>✓ Enhanced transparency and availability of financial information</td>
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<td>Safety and security</td>
<td>✓</td>
<td>✓ Excellence in conferences, meetings and events</td>
<td>✓ Organizational structure and processes are optimized and aligned to deliver mandate</td>
<td>✓ Strengthened results-based budgeting and financial management (RBM)</td>
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<td>✓ Facilitate digital transformation</td>
<td>✓ Talent management</td>
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Outcomes
### Why does ITU need Transformation?

**...8 outcomes succinctly describing ITU’s vision for transformation**

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<tbody>
<tr>
<td>1. Governance</td>
<td>2.1 Mastery of modern business technology &amp; work modalities</td>
<td>3.1 Right people in right place</td>
<td>4.1 Efficient, informed &amp; accountable decisions at lowest appropriate level</td>
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<td>2.2 Top service quality to internal &amp; external clients</td>
<td>3.2 Career growth &amp; talent</td>
<td>4.2 Pivotability of resources</td>
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**Outcomes**
What will ITU be transforming?

Paving the way for Organizational Excellence
### Targeted High-Level Initiatives

<table>
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<tr>
<th>Start-up Phase</th>
<th>Jul - Dec 24 (6 months)</th>
<th>Jan - June 25 (6 months)</th>
<th>Jul-Dec 25 (6 months)</th>
<th>2026 - Dec 2027</th>
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<tbody>
<tr>
<td><strong>Strategic Planning &amp; Budgeting</strong></td>
<td>Strategic Prioritization &amp; Financial Alignment</td>
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<td><strong>Financial Management</strong></td>
<td>Accounting</td>
<td>Procurement</td>
<td>Travel</td>
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<td><strong>Client relations</strong></td>
<td>IT Service Desk</td>
<td>Membership Engagement</td>
<td>Security</td>
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<td>Website, Branding &amp; Communication</td>
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<td><strong>Conferences &amp; Events</strong></td>
<td>Conference Experience</td>
<td>Meeting and Event Planning &amp; Resourcing</td>
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<td><strong>Employee Lifecycle Management</strong></td>
<td>Recruitment</td>
<td>Competency and Talent Development</td>
<td>Performance Management</td>
<td>Staff Administration</td>
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<td>Mobility and Rotation</td>
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<td><strong>Cross-cutting Digital Transformation Process</strong></td>
<td>Enterprise Architecture Assessment</td>
<td>Digital Transformation Implementation Plan</td>
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<td><strong>Transformation Coordination</strong></td>
<td>Culture &amp; Values Definition</td>
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<td>Innovation Enabler</td>
<td>ChangeMaker network</td>
<td>Baseline Assessment</td>
<td>Benchmarking</td>
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<td><strong>Communication</strong></td>
<td>Articulate change story</td>
<td>Continue developing narrative (e.g., on importance of innovation, transformation progress and what this means for individuals)</td>
<td>Engage internal and external stakeholders along the transformation in 2 ways communications</td>
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Accelerated Initiatives

Feasibility:
- Resources
- Interdependencies
- Change Readiness
Visualization & Tracking of Transformation Progress

Deliverables & KPIs

Decision Tree

Outcome Chart
How will the transformation work?
Conceptual Framework

1. Identify opportunities for increased effectiveness & efficiency
2.1 Planning
   - Setting vision
   - Defining Roadmap
2.2 Implementation
   - Planning M&E
   - Implementing & using monitoring
2.3 Monitoring & Evaluation
   - Managing & using evaluation
   - Stakeholder Participation
   - Twice p.a.
3. Sustain & Reinforce
The Transformation Process

Step 1: Review and update of policy/rules/regulations

Step 2: Process & technology infrastructure optimization

Step 3: Alignment of team structure, skills & delegation of authority

Step 4: Evaluation of transformation results & output of data for decision-making

Start-up Phase:
- July 2024 (~ 9 months)
- March 2025 (~ 9 months)
- Nov 2025 (~ 6 months)
- April 2026 (~ 3 months)

Kick-Start:
- Nov 2025 (~ 6 months)
- April 2026 (~ 3 months)

Transformation-level Risk Management
Transformation-level Change Management & Communication
Example

Leveraging Mobility to transform the ITU structure for Enhanced Flexibility and Agility
Real Life Example: Functional Mobility

Service Order 20/14

Mobility policy not applied
Bureaucratic Process
Static Profiles not able to adapt to changing needs
Working in Silos
Risk: Not having the right skills in the right place at the right time
No optimal resource allocation -> financial loss

How can I find support for my project?
I don’t know anyone who can do this!

How can I identify colleagues with relevant skills?

I am working in the GS. I would love to learn more about the mandate and operations.

For the success of the transformation it will be crucial to help managers find the right talent for evolving needs.
Leveraging Mobility to transform the ITU structure for Enhanced Flexibility and Agility

Service Order 24/XX

Step 1
Review, update of policy/rules/regulations

Step 2
Process & technology infrastructure optimization
- Clear procedures
- Facilitated movement of resources
- Incentivized
- Holistic System, incl. Roster

Step 3
Alignment of team structure, skills & DoA
- Clear responsibilities

Step 4
Evaluation of results & output of data for decision-making
- Dec 25

«The right person in the right place at the right time»
Transformation Roadmap - Timeline

Start-up Phase
- Desk Research
- Consultations

March
- Streamlining dif. Change Initiatives
- Integration ChangeMaker

May
- Roadmap for transformation

June
- Prioritization Exercise

July
- Kick-Start Accelerated Initiatives & Baseline Assessment

Step 1
Review and update of policy/rules/regulations
Questions?
Thank you