Hall of Change

We invite you to share your thoughts on the ITU change cases
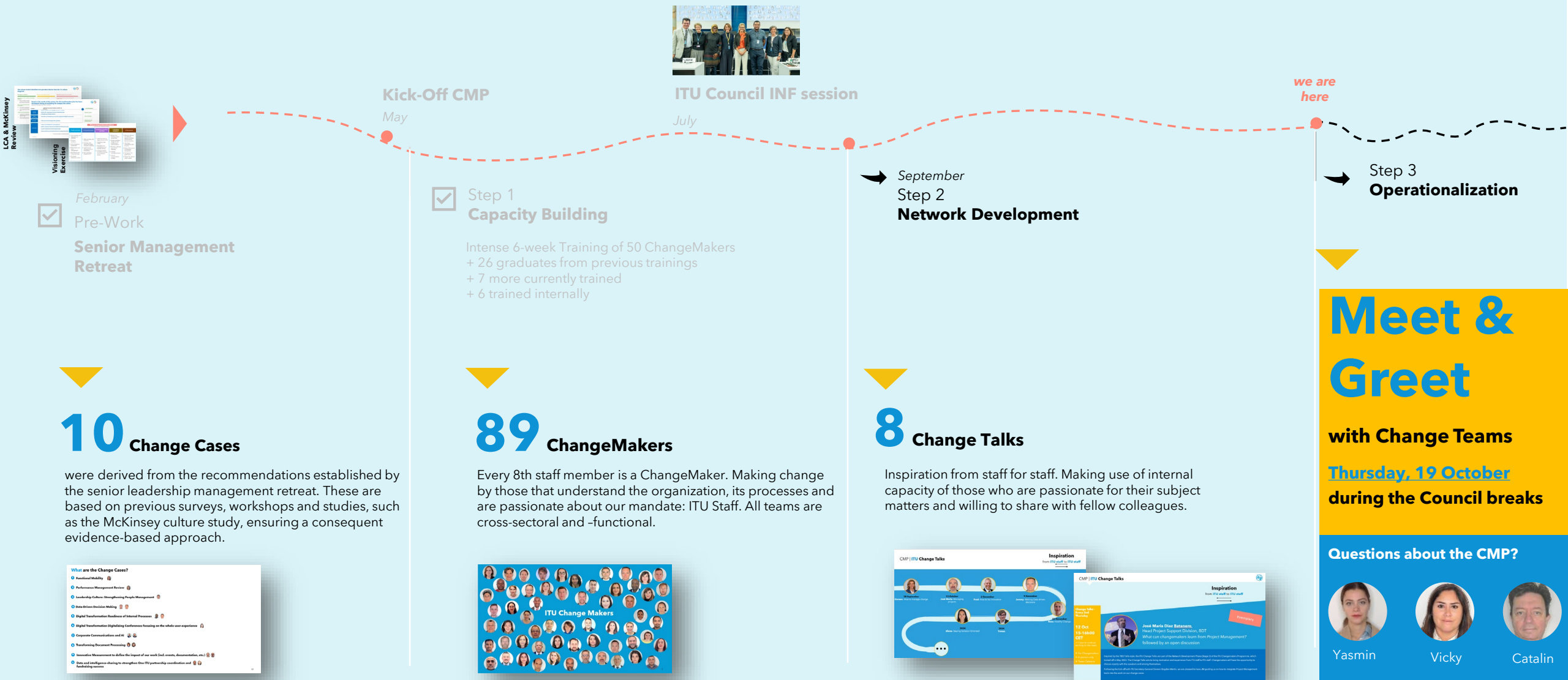
19+20 October, Screens in front of Popov
Meet & Greet with Change Teams on 19 October during Council Breaks

ITUCOUNCIL
GENEVA**2023**

www.itu.int/council

ITU ChangeMakers Programme (CMP)

What is a change case?

A change case is a **proposal** developed by the ITU Change Makers to overcome a challenge that has been identified.

Kick-Off CMP

May

ITU Council INF session

July

we are here

February

Pre-Work

Senior Management Retreat

Step 1
Capacity Building

Intense 6-week Training of 50 ChangeMakers
+ 26 graduates from previous trainings
+ 7 more currently trained
+ 6 trained internally

September
Step 2
Network Development

Step 3
Operationalization

Meet & Greet

with Change Teams

Thursday, 19 October **during the Council breaks**

10 Change Cases

were derived from the recommendations established by the senior leadership management retreat. These are based on previous surveys, workshops and studies, such as the McKinsey culture study, ensuring a consequent evidence-based approach.

89 ChangeMakers

Every 8th staff member is a ChangeMaker. Making change by those that understand the organization, its processes and are passionate about our mandate: ITU Staff. All teams are cross-sectoral and –functional.

8 Change Talks

Inspiration from staff for staff. Making use of internal capacity of those who are passionate for their subject matters and willing to share with fellow colleagues.

Questions about the CMP?

Yasmin

Vicky

Catalin

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Digitalizing Conferences @ITU

ITU aims to enhance the entire conference lifecycle, from preparation to participation and data analysis.

The goal is to simplify and streamline the participants' engagement journey, improving event-related processes and services, all while fostering seamless collaboration among attendees.

What Benefits do we expect to see?

1. **Efficiency Gains**: streamlining processes, rationalizing IT solutions, reducing administrative burdens, and harmonizing processes across ITU where possible

2. **Improve collaboration with** focus on participant engagement

3. **Modern Registration Platform**: A user-friendly, efficient, and customizable registration system

4. **Seamless Virtual Participation**: Robust virtual conferencing platforms

5. **Efficient Information/document handling**: Timely sharing of conference materials and resources through online repositories

6. **Personalized User Experience**: Tailored features, such as personalized agendas and recommendations

7. **Increase digital services offering**

8. **Data-Driven Insights**: Collection and analysis of data to gain valuable insights to improve decision-making process

What are the consequences of not changing?

- No streamlined processes: risking stagnation and inefficiencies
- Participating in ITU events will be not attractive but time consuming, and frustrating
- Potential competitive disadvantage in the evolving conference landscape, affecting reputation and relevance
- Diminished credibility. ITU is dedicated to shaping the future of ICT, with our conferences as a core aspect of our identity

Who will be impacted?

- ITU Membership & Partners
- External Public incl. possible new Members, Sponsors &
- ITU Management and staff

We are trying to **improve and ease YOUR experience** through Digital solutions in ITU Conferences, we kindly request your assistance in shaping the solution roadmap. **Your input matters!**

ITU ChangeMakers

kindly ask

Councillors

to

Share Your Views

ITU CMP - Councillors Input -
Digitalizing ITU Conferences

Montse, IS   Fred, IS   Timur, BR   Ahmed, BDT RO   Anirudh, TSB   Ed, C&P   Shahid, IS   Tarek, BDT RO

Transforming Conference/Assembly Document Processing @ITU

What is the aim?

- Optimize the use of resources: ITU financial, human resource / Member States

- Improve the experience of delegates with the preparation, submission, and retrieval of contributions for conferences

- Better understand and collect feedback from delegates on their experience

What **Benefits** are expected?

- Improved experience with ITU document processing services, preparation, and submission of conference documents

- Proposals/contributions prepared and submitted in a timely and efficient manner via a centralized, secure, and unified document submission portal for all ITU conferences

- Search for and find the documents that are needed

- Streamlined workflows and increased efficiency

- Increased opportunities for interoperability and adoption of modern working methods aiming to increase efficiencies and do more with less.

Why do we need to shift – why now?

- Operational excellence and need to implement the Operational Transformation and strengthen ITU systems, processes & tools

- Digitalization of processes

- Res. 154 (PP-22):

  ➢ «Publish all contributions submitted (...) in their original language on the respective event website as soon as possible, (...) not later than 3 working days after they were received, and even before their translation into the other official languages of the Union»;

  ➢ Use of the six official languages of the Union on an equal footing by including machine translation in the new document processing workflows

- Decision 5 (PP-22): Measures for improving ITU's efficiency and reducing its expenses

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Views

culture@itu.int

Transforming Conference Document Processing @ ITU

Marie-Jo, BR   Negar, C&P   Allaeddine, C&P   Brie, ISD   Guolei, C&P   Makrem, BR   Tutu, C&P   Justine, ISD   Neil, SPM

Digitalizing Internal Business Processes @ITU (Readiness Assessment)

What is the gap?

- Current processes demand excessive staff time and do not leverage available modern technology

- Outdated admin rules and procedures make it challenging to adapt to rapidly changing technological advancement and the evolving needs of its stakeholders

- Critical information for decision-making is not easily available

What **Benefits** do we expect to see?

- Reduction in staff time required for administrative processes
- Reduction in cost of these processes to ITU
- Efficiency gains through self-service and automation
- Improved compliance and strengthening of internal controls
- Critical information will be more accurate & rapidly available for decision making

What are the **consequences of not changing**?

- Falling short in our commitments to make ITU fit-for-future

- Burden and cost of administrative processes will make ITU less efficient in the modern operating environment

- Insufficient resources and staff time to focus on more valuable and impactful work

Why do we need to shift – why now?

- Digitalization is key to improving cost-effectiveness, efficiency, and data visibility.

- Need to improve the way we work: Digitalization of internal business processes will help ITU to deliver better to its Members.

Who will be **impacted**?

- Membership;
- Prospective donors and partners;
- ITU leadership and Staff.

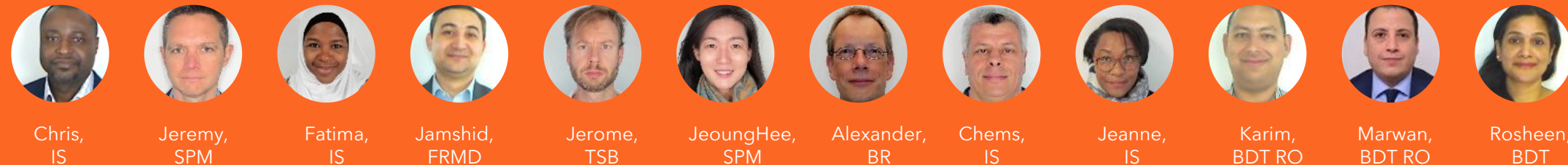**Digital transformation will improve the experience with ITU services & provide more efficient and timely information**

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Digital Transformation: Internal Business Processes

| Chris, IS | Jeremy, SPM | Fatima, IS | Jamshid, FRMD | Jerome, TSB | JeoungHee, SPM | Alexander, BR | Chems, IS | Jeanne, IS | Karim, BDT RO | Marwan, BDT RO | Rosheen, BDT |

Optimizing Data-Driven Decision Making @ITU

What is the gap?

- Data systems are not designed to support data-driven decision making
- Limited maturity and data culture across ITU
- Lack of data strategy and how to inform decision making practices

What Benefits do we expect to see?

Leaders and managers empowered to make more objective decisions on:

- efficient resource management;
- strategic positioning of the organization for new business opportunities;
- improved service provision to clients; and
- more proactive risk management.

What are the consequences of not changing?

Difficult decisions are harder to make without accurate and up-to-date data feeding the decision chain. Lack of data may also make justifications of the decisions harder to explain.

Why do we need to shift – why now?

In these challenging times and rapidly changing global environment, decisions supported by robust data insights will improve accuracy, efficiency, transparency, fairness and impact.

Who will be impacted?

- Members;
- Prospective donors and partners;
- ITU leadership; and
- Staff.

Data-driven decision-making will provide more clarity, transparency, and objective reasoning which will benefit Councillors.

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kindly ask Councillors to

Share Your Views

ITU CMP - Councillors Input - Data-Driven Decision Making

Fredrik, BDT   Jeremy, SPM   Celia, BDT   Vladislav, BR   Thomas, TSB   Lis, FRMD   Rahul, C&P   Christine, BDT RO

Let's get moving: *enhancing* Mobility @ITU

What is the gap?

- Limited mobility opportunities for staff
- Working in silos
- Disconnection between regional offices and Headquarters
- Static profiles

What Benefits do we expect to see?

- Change-ready staff
- Transferable skills and creativity
- Flexibility to respond to changing needs
- Better collaboration
- Career development possibilities

What are the consequences of not changing?

- Risk of ITU losing relevance
- Disengaged staff
- Insufficient skills to drive changing needs
- Inefficient use of resources

Why do we need to shift – why now?

- Keep up with fast-changing external environment
- Agility is key to organizational success
- Stay at cutting edge to remain relevant
- Develop new skills and mindsets to meet urgent challenges
- Becoming an attractive employer: opening opportunities for staff to grow continuously

Who will be impacted?

Staff, managers, leadership and Membership are all concerned by making ITU fit-for-future

Investment in people is key to achieving organizational excellence

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Share Your Views

ITU CMP - Councillors Input - Functional Mobility

Lyndsey, HRMD   Patrick, BR   Sybil, C&P   Samira, SGO   Krister, C&P   Rouda, BDT RO   Matthew, C&P   Sofie, BDT   Ana, BDT RO

Changing Performance Management @ITU

What is the gap?

- Lack of 'end-to-end' support of managers during performance management processes.
- Lack of clear processes and protocols for performance improvement.
- Requirement for a comprehensive and collaborative approach to performance improvement.

What Benefits do we expect to see?

- Empowerment of managers to address performance issues.
- Clarity of approach through standardized processes, protocols and documentation.

What are the consequences of not changing?

- Lack of accountability of performance processes.
- Inconsistency of application of service order/processes.
- Staff see ePMDS as a burden rather than a useful tool.

Why do we need to shift – why now?

- Increased accountability
- Introduce performance fundamentals to build on with future changes
- Increased partnership between HR and performance managers.
- Doing more with less requires better tools to manage performance.

Who will be impacted?

- All staff members affected as part of performance management.
- Managers
- Changes aimed at helping to drive organizational performance, achievement of results and delivery on ITU mandate.
- Majority of Union's budget is staff, better performance management will provide Member States with better assurance of return on investment.

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Share Your Views

ITU CMP - Councillors Input - Performance Management

Ulrika, HRMD

Fanny, BDT

Hiroshi, TSB

Tom, HRMD

Dimitrina, C&P

Edmund, IS

Marco, BDT

Strengthening People Management @ITU

What is the gap?

- Need to review and implement a dedicated leadership and management programme.
- Managers need management and leadership skill development to supplement existing technical skills.

What Benefits do we expect to see?

- Empowered leaders able to inspire teams.
- Increased people management skills, leading to greater trust, collaboration and innovation.
- Provide ITU staff members and managers access to leadership and management development opportunities.

What are the consequences of not changing?

- Lack of staff engagement through poor people management.
- Insufficient skills to drive team and individual performance.

Why do we need to shift – why now?

- Leverage appetite for change.
- Prioritize people management initiatives moving into new budget year.
- Leverage potential for leadership from all levels of the organization.

Who will be impacted?

- People managers and leaders at all levels, as well as staff members at large.
- Development of leadership and management skills across the organization can enable high level team and individual performance, leading to greater return on investment for Member States.

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to

Share Your Views

ITU CMP - Councillors Input - People Management

Tom, HRMD   Fei, HRMD   Roshni, SGO   Natalia, BDT CIS   Ida, BDT   Carlos, BDT RO   Orhan, BDT   Monika, SPM   Jimmy Christel, BDT RO   Ursula, SPM UND

AI for Corporate Communications @ITU

What is the gap?

- Insufficient resources to produce impactful content for meaningful communication
- Insufficient capabilities to keep up with emerging trends and technologies
- Lack of data-based content creation

What Benefits do we expect to see?

- AI can enhance and improve the impact of existing resources
- Content that is engaging to spread ITU's message in a more impactful way to our audiences
- The right messages/content to the right audience (target/segment)
- Position ITU as a thought leader on key topics with relevant content and messages
- Audience measurement by channel to optimize resource allocation.

What are the consequences of not changing?

- Not being relevant
- Lack of visibility of ITU's work
- Lose ITU's competitive advantage

Why do we need to shift – why now?

- Member States see a need for ITU to change
- Remain Fit for the future - AI tools become increasingly available, ITU as the UN agency for ICTs should be at the forefront in making use of these
- The areas of work of ITU's mandate are fast evolving, and communication needs to be aligned
- Technology evolves fast and ITU needs to keep up
- AI tools have been successfully used on promoting AI for Good Summit - now it is time to scale this up ITU-wide

Who will be impacted?

- Content creators & communication officers across ITU
- Management & decision-makers
- ITU content consumers (ITU Members, non-members, expert audiences, UN sister agencies, private sector, media, general public, academia, etc.)

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Share Your Views

Fred, TSB   Tiago, SPM   Jesus, C&P   Ulviyya, SPM   Cansu, SPM   Viviana, BDT   Nicholas, TSB   Beiting, BR   Julia, SPM (NY)   Vijay, TSB

Strengthening Evaluation @ITU

What is the gap?

ITU has been primarily focusing on evaluating impact of external projects/programmes been executed, but a systematic evaluation of achievement/ impact of ITU's own goals and objectives needs to be improved.

What Benefits do we expect to see?

- Measuring the impact of ITU's work is critical to understanding its effectiveness, identifying areas for improvement, and demonstrating the value of its work to stakeholders

- By evaluating its results, ITU can learn and offer better services to its Membership

What are the consequences of not changing?

- Being unable to demonstrate relevance and impact

- Difficulties to raise X-budgetary funds (most donors request an evaluation to be performed systematically)

- Missing the opportunity to become a learning organization

Why do we need to shift – why now?

Not changing may increase the risk for ITU to become irrelevant and hinder its future

Who will be impacted?

As a result of proper evaluation of ITU programmes, projects and policies, as well as all other interventions, Councillors should receive full information on the impact of ITU's activites and ultimately being able to assess how much it contributes to the wellbeing of beneficiaries

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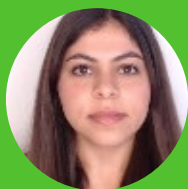*kindly ask Councillors to*

Share Your Views

ITU CMP - Councillors Input - Evaluation

José Maria, BDT

Fernando, GS

Yasmine, BDT

Daniel, BDT

Emmet, BR

Matthieu, GS

Sylvia, BDT