# Leading Your County's Digital Transformation

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# Your Most Connected Devices

**Smart Light Bulbs**

**SmartMat Intelligent Yoga Mat**

**Tile Pro Tracker**

**Edyn Garden sensor**
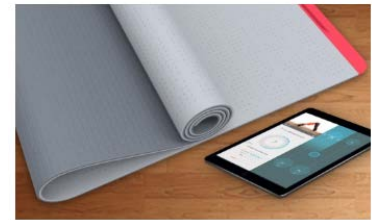
**Ring Camera with Echo**

**Mr. Coffee Smart Coffeemaker**

**In.Sight Wireless baby monitor**

**LG Refrigerator**

**Nest Thermostat Smart Thermostat**

**Wallflower Smart Plug**

Digital Transformation in Real Life

Ring Camera with Echo

Smart Light Bulbs

Samsung Bespoke Refrigerator

Smart Wall Outlet
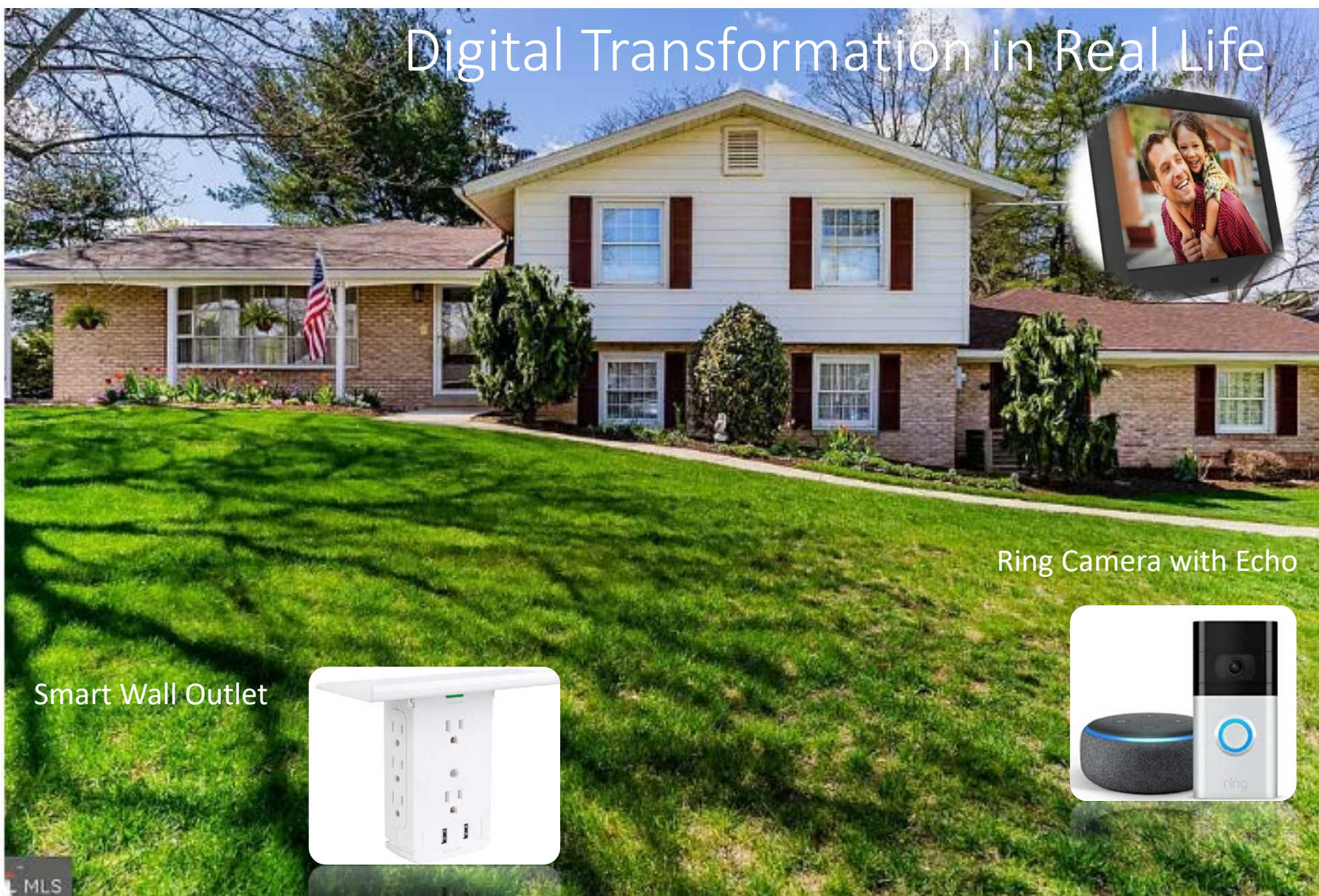
Digital Transformation in Real Life

# Transformation is defined by change
# You don't always control the speed
# Transformation tests and challenges you!

- We were comfortable
- We had our home exactly the way we wanted it
- But….grandkids enticed us back
- And it didn't take long once we decided!

# Digital Transformation in Real Life

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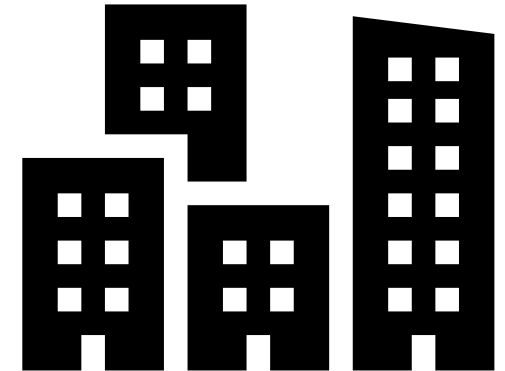# Your Most Connected Devices

*Stuff is either wow or it is not wow.*

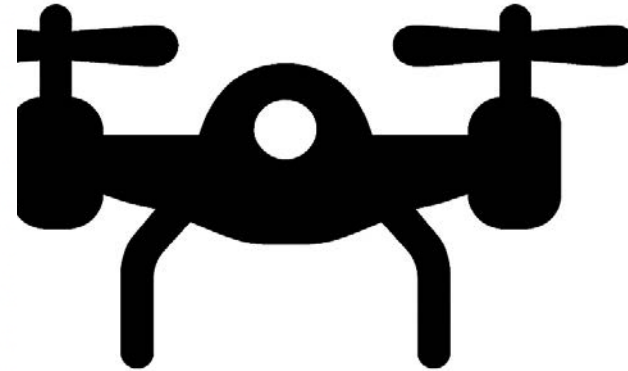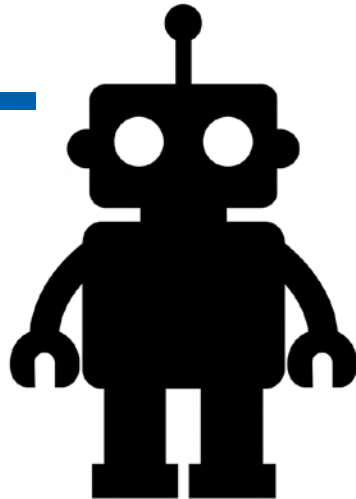# What Digital Changes Are You Leading

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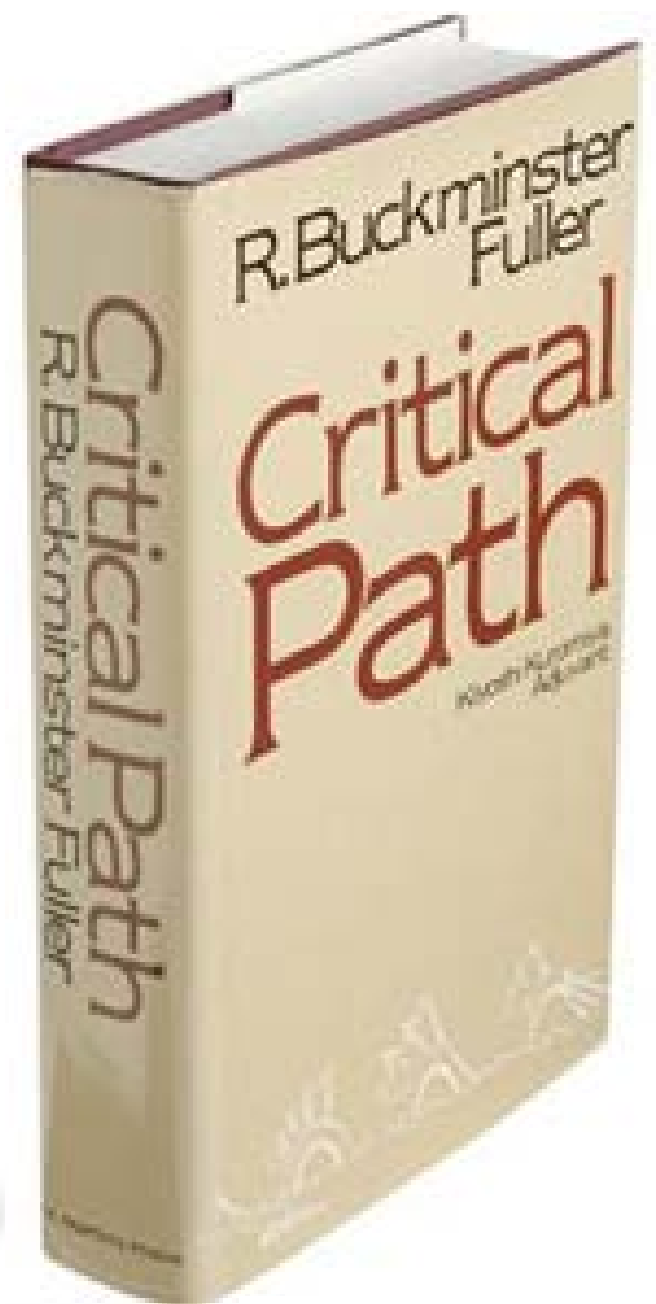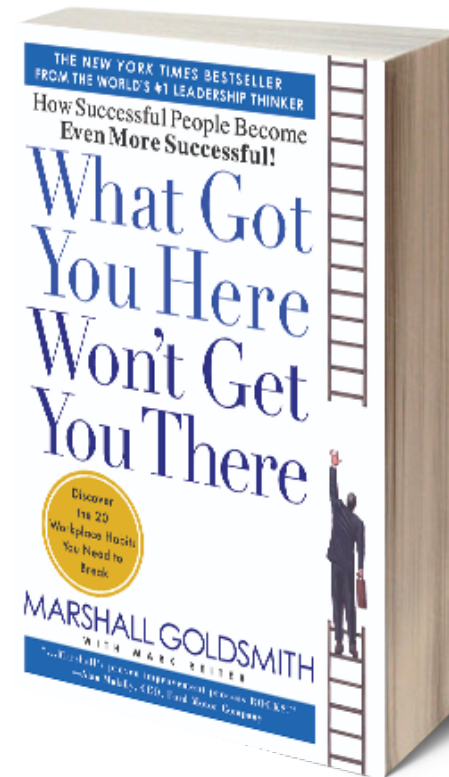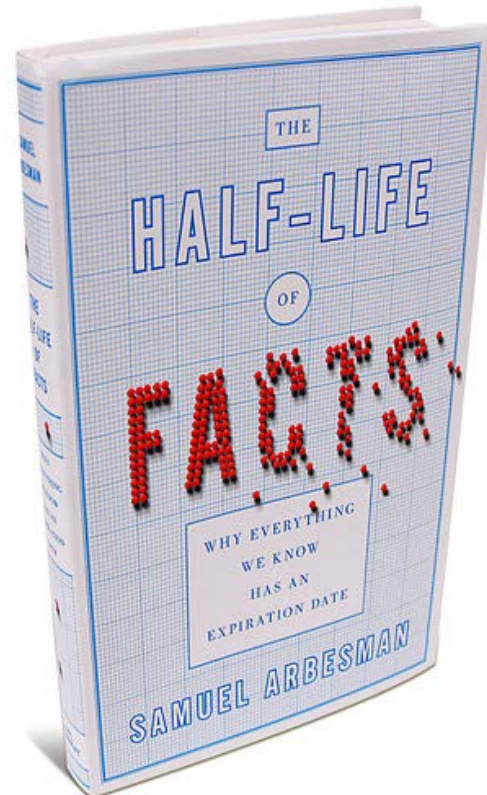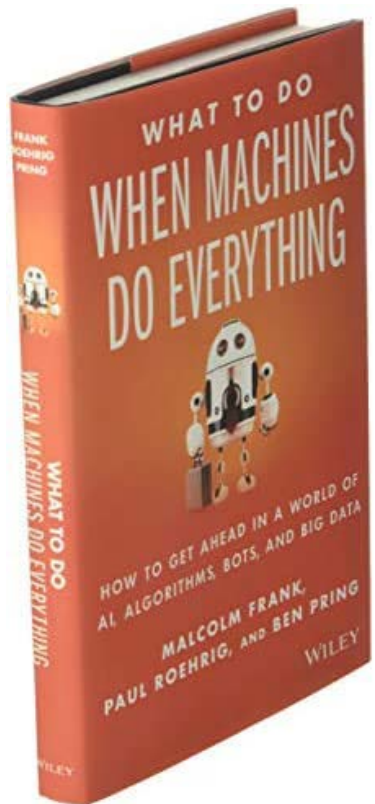What has changed in your organization (over the past three years) because of technology?

What is one change benefiting your customers and one change benefiting your employees?

What is one change that is a challenge for your organization?

# What Digital Changes Are You Leading

# What Digital Changes Are You Leading

**YOU ARE HERE**

6th wave

5th wave

4th wave

3rd wave

2nd wave

1st wave
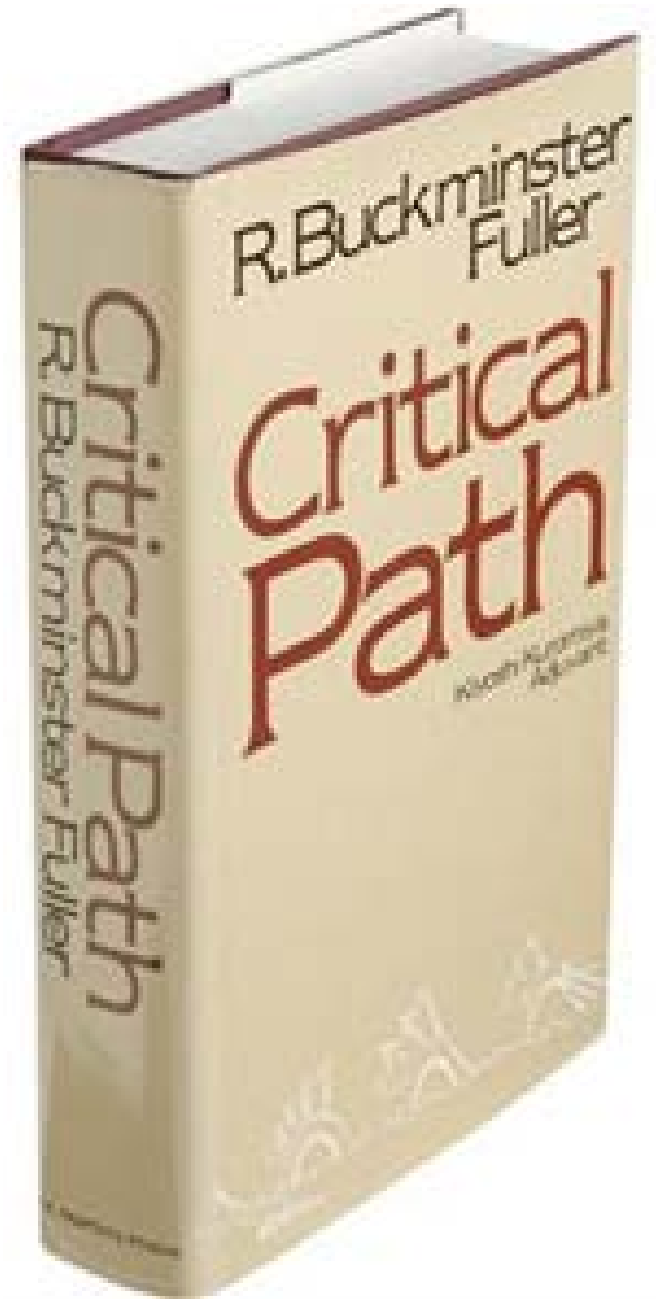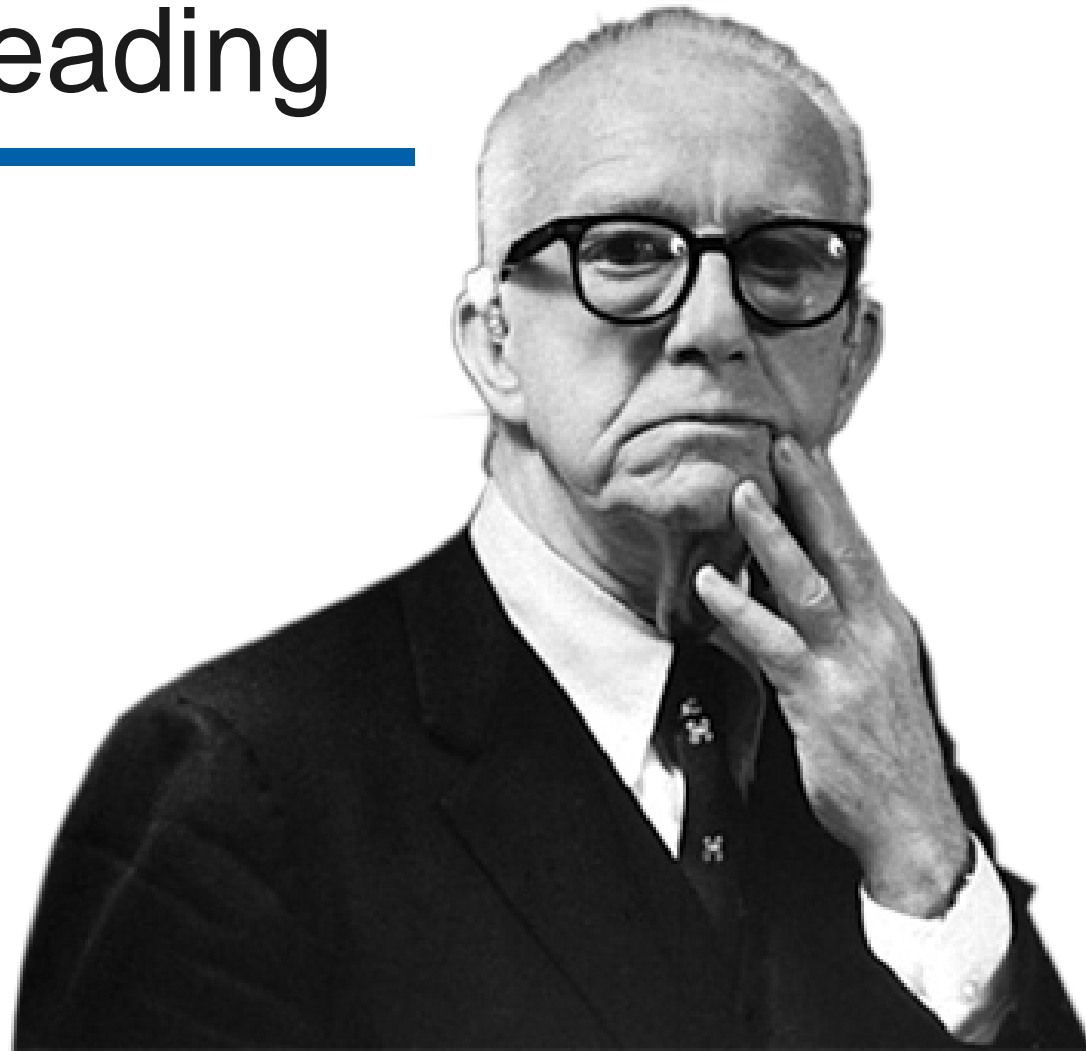
"We learn on the fringe of what we already know."

- Marc Varner

Innovation

Digital Networks
Biotechnology
Software
Information
technology

Petrochemicals
Electronics
Aviation
Space

Electricity
Chemicals
Internal
combustion
engine

Steam power
Railroad
Steel
Cotton

Iron
Water power
Mechanisation
Textiles
Commerce

1785    1845    1900    1950    1990    2020

**The Seventh Wave - The Age of Continuous Disruption**

The seventh wave is very different from its predecessors. It is not characterized by a major technological breakthrough, but by the pace of change in all areas, a multi-dimensional change. It relates to the amount of innovation that appears simultaneously, and the extent of the continuous disruption that is created.
This disruption is made possible by new technologies that appear at a continuously increasing speed.

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WE MAKE LEADERS BETTER

# What Digital Changes Are You Leading

As we look back, our work since 2020 provides insight for how much and how quickly change can happen. The time to prepare for change is not when it hits. It's before it hits, and during times of relative calm.

# What Digital Changes Are You Leading

**Navigating the increasing complexity of change is an essential skill for today's leader.**
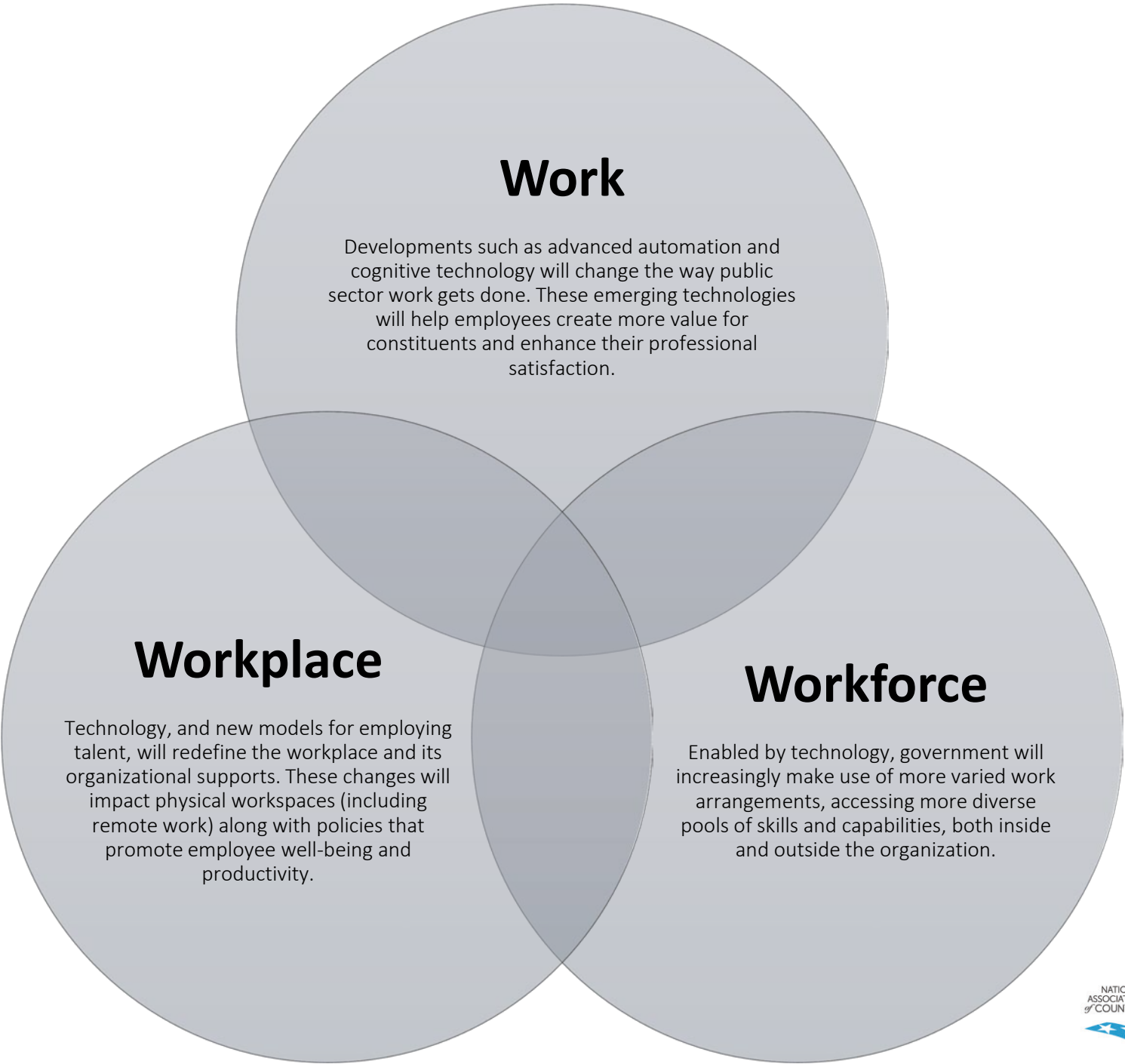
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# Emerging Digital Technologies

| | | | |
|---|---|---|---|
| ① 3-D Printing | ② 5G | ③ Appliances | ④ Artificial Intelligence |
| ⑤ Autonomous Vehicles/Drones | ⑥ Blockchain | ⑦ Conversation Interfaces (chatbots) | ⑧ Cybersecurity (on steroids) |
| ⑨ Data Analytics | ⑩ Digital Currencies | ⑪ Disposable Devices | ⑫ Edge Computing Technologies |
| ⑬ Facial Recognition | ⑭ Health-related Digital Devices | ⑮ Instantaneous Worldwide Communications | ⑯ Machine Learning |
| ⑰ Neural Networks (artificial) | ⑱ Privacy-Enhancing Technologies | ⑲ RFID | ⑳ Robotics/ Nanobots |
| ㉑ Sensors-Embedded and Connected | ㉒ Virtual and Augmented Reality | ㉓ Wearable Devices | ㉔ Quantum Computing (furthest out) |

**THE FUTURE OF WORK**



# Work

Developments such as advanced automation and cognitive technology will change the way public sector work gets done. These emerging technologies will help employees create more value for constituents and enhance their professional satisfaction.

# Workplace

Technology, and new models for employing talent, will redefine the workplace and its organizational supports. These changes will impact physical workspaces (including remote work) along with policies that promote employee well-being and productivity.

# Workforce

Enabled by technology, government will increasingly make use of more varied work arrangements, accessing more diverse pools of skills and capabilities, both inside and outside the organization.

Source: Deloitte

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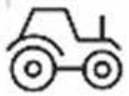
We sell
a tractor

**01**
PRODUCT

**02**
SMART
PRODUCT

We sell
a tractor

We sell a
product that
generates
useful info
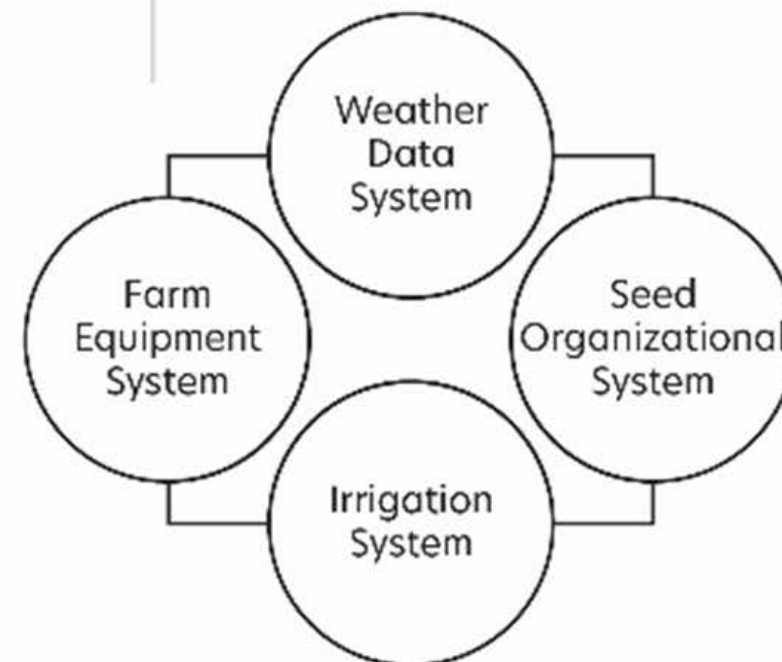
# How disruptors and data could change transportation work

## DISRUPTIONS

- Connected vehicles
- Use of IoT
- Smart infrastructure

## HOW WILL WORK CHANGE?

**START:** Incorporating new data from sensors or partner agencies to drive planning decisions

**STOP:** Building infrastructure without connected capabilities

**CHANGE:** The types of platforms used for better communication across agencies or how it hires with a focus on new skill sets.

**CONTINUE:** Planning for maintenance of existing roads and bridges

## NEW SKILLS

- IoT competency
- Data analysis
- Systems design

## EMERGING CAREERS

- Drone ops manager
- IoT analyst
- Sensor engineer
- IoT cybersecurity
- Digital procurement specialist

Source: The Deloitte Center for Government Insights.

# How disruptors and data could change law enforcement work

## DISRUPTIONS

- Unprecedented data access and analysis capabilities

## HOW WILL WORK CHANGE?

**START:** Using AI and other tools to help analyze information

**STOP:** Time-intensive, manual data collection and processing

**CHANGE:** How analysis outputs and insights are reported; moving from heavy reports and spreadsheets to easily digestible visualizations based on what's best suited for a case

**CONTINUE:** To explore new data sources—social media, surveillance, and CCTV data—while investigating

## NEW SKILLS

- Digital research
- Data science
- Data mining
- Genealogy

## EMERGING CAREERS

- Data forensics analyst
- Genealogy specialist
- Data scientist
- Database architect
- AI specialist

Source: The Deloitte Center for Government Insights.

# Digital Competency

Peter Drucker said, "If a company had only one competency, it must be the ability to innovate." To innovate there must be creativity, which George Kneller determined "consists largely of rearranging what we know to find out what we do not know."

# The Future Is Predictable

This technology will dramatically impact our work and workforce:

_____

This policy will dramatically impact our work, workforce, and workplace:

_____

To prepare for future changes, I must do these three things over the next three months:

_____

# The Future Is Predictable, Somewhat!



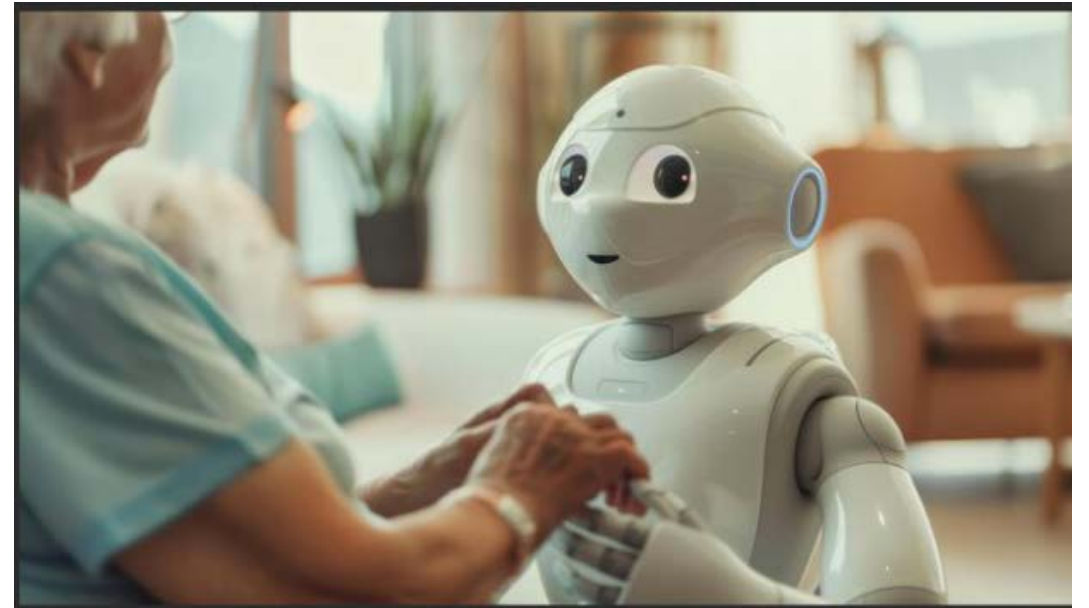This technology will dramatically impact our work and workforce:

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_____

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_____

**Things are about to change in a very BIG way very soon . . .**

# The Future Is Predictable

## Planning Your Digital Transformation

What are the irreversible market and customer trends happening right now?

What technologies will help you provide the services your customers expect?

How will you make sure your employees are ready for the changes needed?

# The Future Is Predictable

Some things will never change.

It's all about people. Period.

People are the lifeblood of any team, organization, community.

Effectiveness is grounded in our connections with one another – the touchpoints we have with one another – in our work throughout our workplace, and for the customers we serve.

# Strategies for Digital Transformation

- Transparency
  - Provide open access to project goals, timelines, and outcomes to residents
  - Use digital dashboards to show progress and performance metrics
  - Ensure procurement processes and technology choices are clearly communicated

- Honesty
  - Acknowledge challenges such as budget constraints or system limitations openly
  - Share both successes and setbacks in transformation projects
  - Build trust by setting realistic expectations with staff, partners, and constituents

- Thinking outside the box
  - Explore emerging technologies (AI, IoT, automation) to solve persistent challenges
  - Partner with private sector, nonprofits, and other counties for innovative pilot programs
  - Encourage staff at all levels to propose creative solutions for inefficiencies

# Strategies for Digital Transformation

- Balance
  - Weigh innovation with fiscal responsibility and sustainability
  - Balance cybersecurity needs with ease of access for residents and staff
  - Maintain a balance between short-term wins (quick improvements) and long-term transformation strategies

- Responsible
  - Ensure digital initiatives protect resident data and privacy
  - Adopt ethical AI and technology practices to avoid unintended harm
  - Provide training and support to staff so no one is left behind during transformation

# Strategies for Digital Transformation

**Step 1:** Articulate your vision, mission, and values

**Step 2:** Detail goals and objectives that support Step 1

**Step 3:** Identify proven peer practices and use cases

**Step 4:** Quantify effort and impact of all use cases

**Step 5:** Prioritize short-to long-term transformation

voice of the customer, legal position, policy guidelines, integration into budget/planning documents

work with neighboring counties, cities, state association of counties, state leagues, NACo, NLC, and other peer groups

establish decision making criteria that fits budget, mandates, legal needs, best/proven practices, etc and have a 3 to 5 year rolling plan

crawl-walk-run maturity model, low-hanging-fruit first, pace with organizational readiness and customer expectations

# The Future Is Predictable

**The theory of work is simple: PEOPLE SERVING PEOPLE.**

Tom Peters          Rosabeth Moss Kanter

Starbucks boss Howard Schultz visits 25 shops a week.

# Leading Your County's Digital Transformation

Interested to enroll in a Leadership Academy? Complete the form here:
https://edge.naco.org/naco-high-performance-leadership-academy/

Check out the AI Compass**:** A Comprehensive Toolkit for Local Governance and Implementation of Artificial Intelligence: https://www.naco.org/resource/ai-county-compass-comprehensive-toolkit-local-governance-and-implementation-artificial

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