Embracing Complexity: Leadership Lessons from 21st Century Governments

Austrian Health Forum
May 23, 2024

Flow

Apolitical's mission

is to build 21st century governments that work for people and the planet

We have a unique government community

Used by a **quarter of a million** verified public servants in 160 countries to

↗ Find and share best practice

↗ Develop 21st century skills with online programs

Senior Leader in AI, NHS Transformation, United Kingdom

Policy Analyst, Environment & Climate Change Foresight, Canada

Senior Leader, Department of Innovation, Poland

Senior Leader, Office of Data and Innovation, California Gov Office

Senior Leader, Smart Nation and Digital Government Office, Singapore

Senior Leader, Training and Development, United Arab Emirates

Adviser Department of the Prime Minister and Cabinet, Australia

Senior Leader, Environmental Sustainability, South Africa

Senior Leader, Office of the Mayor, Municipalidad de Concepción Chile

21st century

**Challenges
Opportunities**

18th century politics

19th century governments

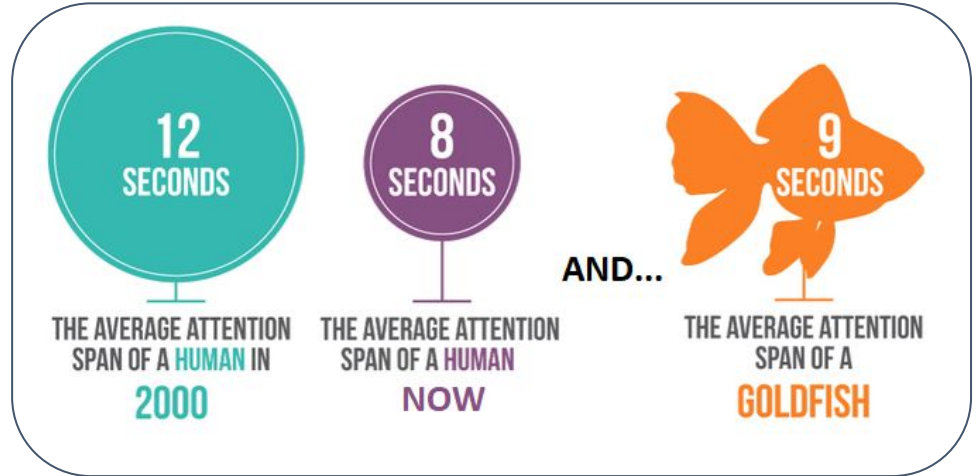**20th century technology**

Beginners Mindset

Complexity
on the brain

↗ Fatigue, increasing distractions and **reducing thinking agility**

↗ 90% of individuals experience cognitive effects when overwhelmed

↗ **75% struggling with problem-solving**

Attention Span

?

Attention Span

7 ways governments are adapting

1. Center of Government Approach

By **Martin Alessandro**, Queen Mary University of London & **Ray Shostak,** Director of General Performance and Head of UK Prime Minister Delivery Unit

2. Systems thinking

Upskilling: Priorities

ANSWER CHOICES	RESPONSES	RESPONSE PERCENTAGE
Digital transformation in government	293	17.54 %
Artificial intelligence	243	14.55 %
Government innovation	190	11.38 %
Equity, justice and inclusion	158	9.46 %
Climate change	118	7.07 %
Other, please specify	109	6.53 %
Social services and welfare	90	5.39 %
Health and social care	85	5.09 %
Economic development and growth	82	4.91 %
International relations	63	3.77 %
Education	63	3.77 %
Public safety	56	3.35 %
Democracy and civic affairs	38	2.28 %
Peace and security	36	2.16 %
Urban development	28	1.68 %
Transport and infrastructure	18	1.08 %

3. Silo-busting

How often do you encounter silos in your work environment? (Single Choice)
247/247 (100%) answered

Very frequently   (178/247) 72%

Occasionally   (59/247) 24%

Rarely   (2/247) 1%

Never   (0/247) 0%

Not sure / No opinion   (8/247) 3%
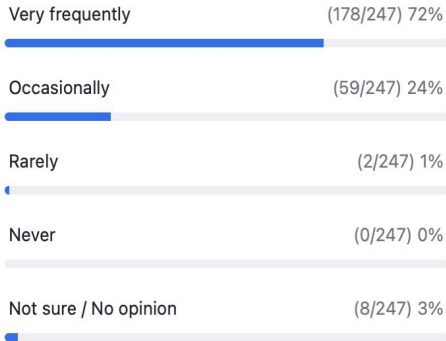
¹. In your opinion, which skill is most crucial for breaking down silos? (Single Choice)
258/258 (100%) answered

Effective communication   (56/258) 22%

Strategic planning   (25/258) 10%

Leadership and influence   (69/258) 27%

Cross-functional collaboration   (95/258) 37%

Not sure   (8/258) 3%

Something else (Please share in the chat)   (5/258) 2%
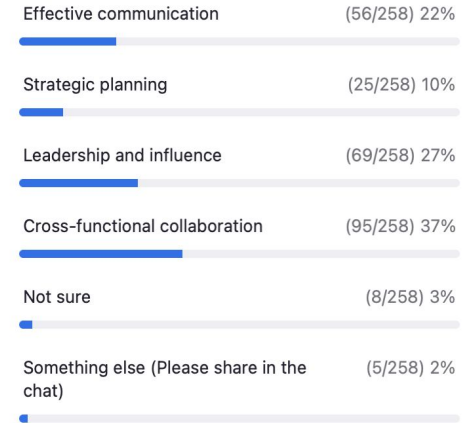
4. Sphere of influence

"I want everyone to think, 'Within my sphere of influence, what can I do to have meaningful participation with communities' on the basis that sustainability happens in a place. It doesn't happen in the transport sector, the defense sector, the education sector, or the health sector. Because we don't live in those sectors - they're arbitrary distinctions."

Public servant working in climate and health
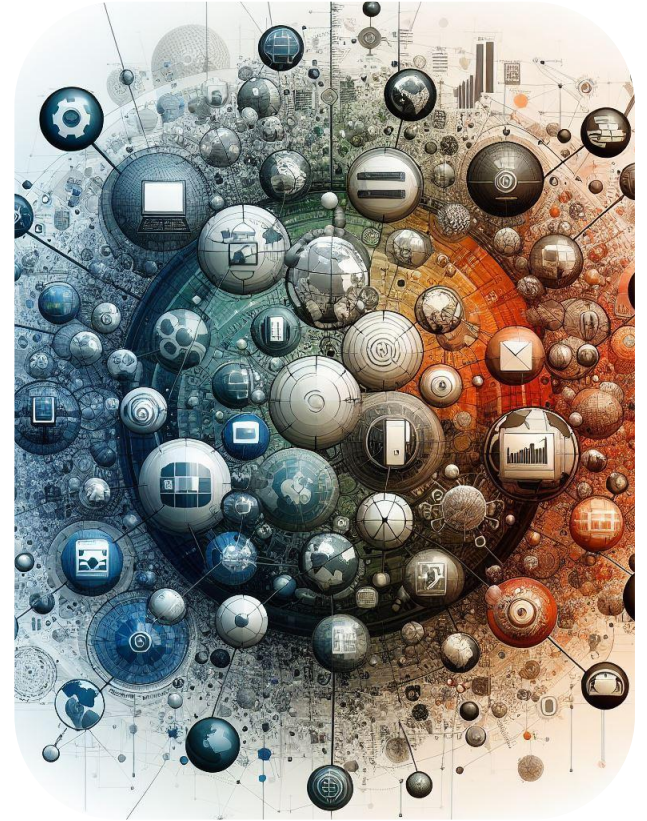
5. Multi-solving via "Co-benefit thinking"

6. Increase mainstreaming of citizen engagement

7. Foresight Units

FORESIGHT AND ANTICIPATORY GOVERNANCE

Lessons in effective foresight institutionalisation

OECD

3 Innovation Case Studies

Mental Health Café (Latrobe City, Australia)

↗ **Problem**

- 38% more likely to experience mental health challenges.

- Traditional 9am-5pm mental health service hours are insufficient.

- Critical shortage of trained mental health professionals.

Mental Health Café (Latrobe City, Australia)

⬀ **Solution**

- Peer-led model with evening hours, wellbeing supports, and recovery-focused.

- Involve those with lived experience in all decision-making levels.

Tucuvi (Spain)

↗ Problem

- Nearly 1/3 of the population has a chronic disease; this rises to 60% for those over 65.

- Post-pandemic, more chronic illnesses are expected among the younger population, straining healthcare.

- Spain's healthcare shortage reduces trust and negatively impacts patients' quality of life.

Tucuvi (Spain)

↗ Solution

- Tucuvi, an AI voice-powered virtual caregiver, supports continuous home care through its AI bot, Lola.

- Lola interacts with patients via phone calls, assesses their status, and informs healthcare professionals via a dashboard.

- In 2022, Tucuvi received EUR 5.5 million in funding from the European Innovation Council.

Lake Victoria Challenge (Tanzania)

↗ ## Problem

- Regulatory hurdles, limited airspace access, and lack of unified traffic management hinder drone adoption.

- Africa's poor infrastructure and limited access to critical services heighten the need for innovative solutions.
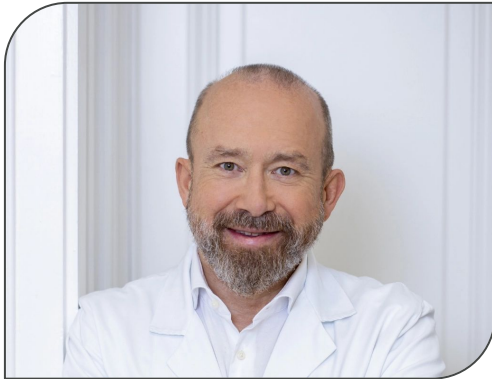
Lake Victoria Challenge (Tanzania)

Solution

- Delivery of essential goods, such as medical supplies and vaccines, to remote and hard-to-reach areas

- Emergency response

- Assisting farmers with agricultural tasks

- Conducting surveys and inspections of infrastructure

Essential Skills for Navigating Complexity

Adaptability

↗ **Hannes Kaufmann**
Head, Hematology and Oncology
Wiener Gesundheitsverbund

Empathy

↗ **Katharina Reich**
Chief Medical Officer
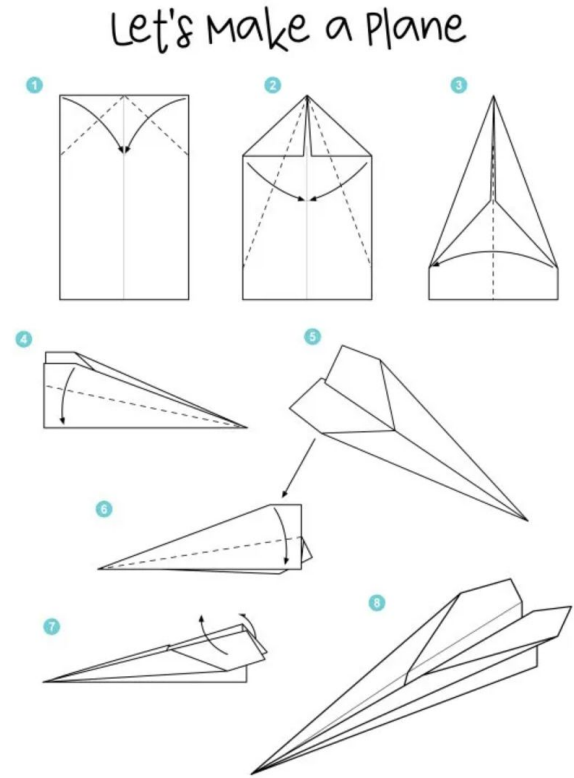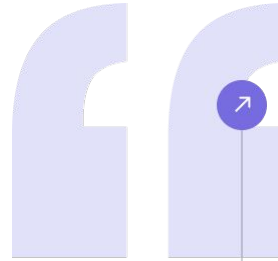Ministry of Health, Austria

Communication

↗ **Klaus Schwertner**
CEO
Caritas Vienna/Lower Austria

- **Reflect**
  - ↗ Insight
  - → Skill
  - → Mindset
  - ↘ Commitment

- **Write Down Top Take-Away**

- **Write Down Name**

- **Discuss**

- **Construct Paper Airplane**

- **Fly it (when instructed)**

Let's make a plane

1 2 3
4 5
6
7 8

8 minutes

1. **(TRY TO) FIND YOUR BUDDY**

2. **HIKE TOGETHER**

3. **8 MINUTES OF ONE TALKING (NO INTERRUPTION)**

4. **SWITCH**

5. **DISCUSS HOW THAT FELT**