

Digitalpolitisches Dossier: Wie ist kultureller Wandel in der Verwaltung möglich?

Prof. Dr. Ines Mergel
Konstanz, 10.06.2021



**„Wir haben das immer schon
so gemacht.“**

Zitat: Unbenannter Verwaltungsmitarbeiter

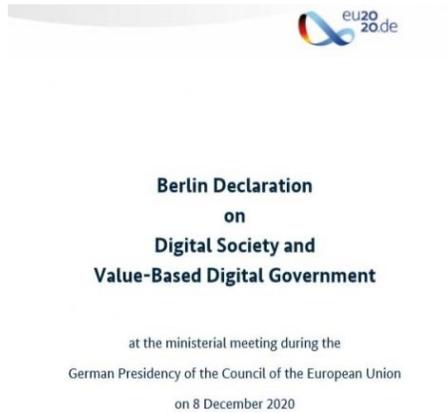
Tradition

(*n.*) Peer pressure from dead people.

Agenda

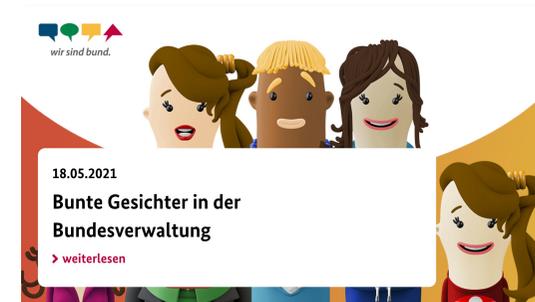
1. Warum brauchen wir kulturellen Wandel?
2. Was macht erfolgreichen kulturellen Wandel aus?
3. Was sind meine Vorschläge für Politik und Verwaltung?

Notwendigkeit für kulturellen Wandel



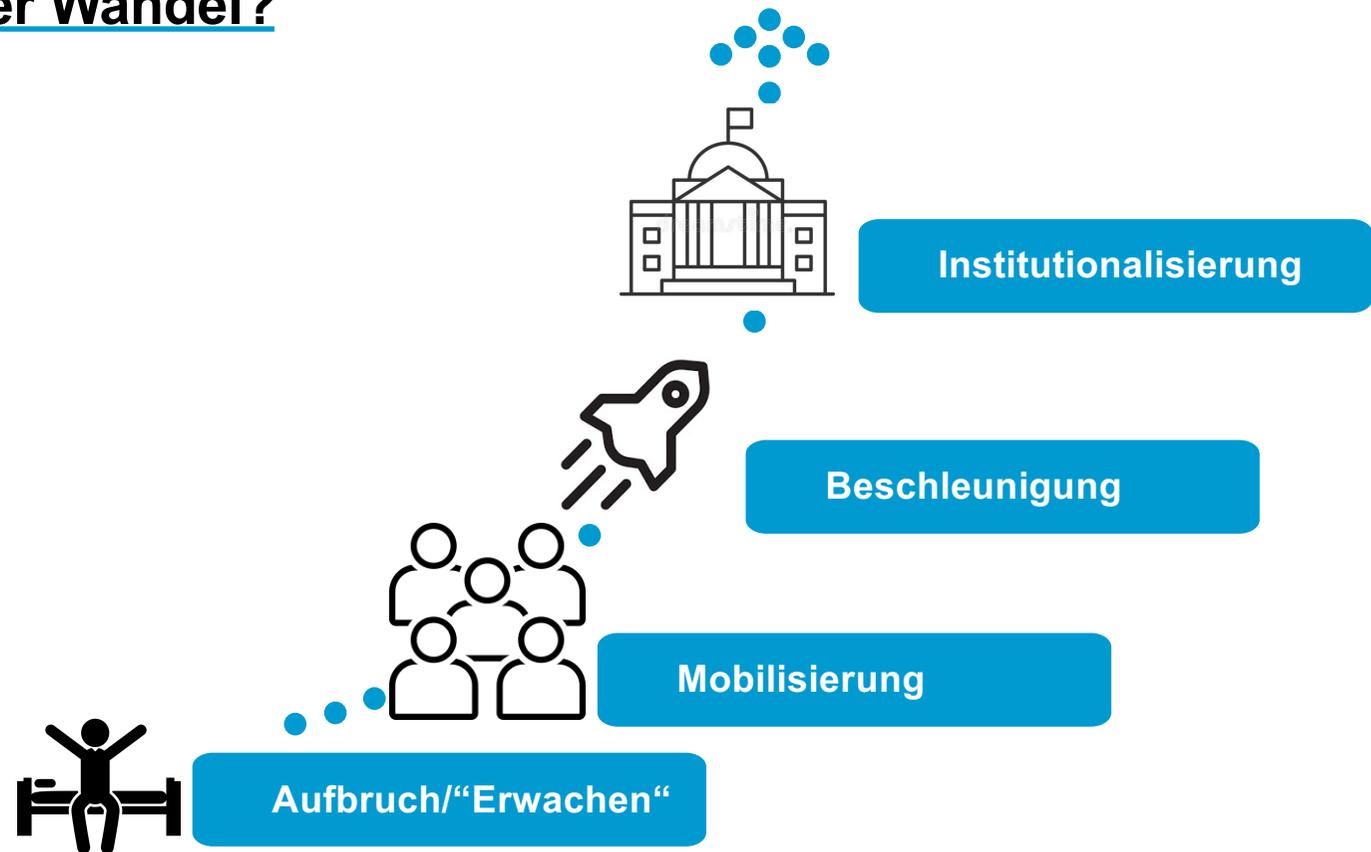
Änderungen in der organisationalen Umwelt
(Policies, Gesetze, Globalisierung, neue Technologien etc.)

Soziale Veränderungen



Wir-sind-bund.de

Wie erfolgt kultureller Wandel?



Veränderungshindernisse



Überfachliche Fähigkeiten wichtiger als reines Technikwissen

Persönliche Kompetenzen		Fachliche Kompetenzen	
Selbstständigkeit	Sozialkompetenz	Wissen	Fertigkeiten
<ul style="list-style-type: none"> • Selbstmanagement, Selbstorganisationsfähigkeiten • Innovationskompetenz 	<ul style="list-style-type: none"> • Führungskompetenz • Interdisziplinäres Verständnis • Nutzer:innenperspektive, Barrierefreiheit 	<ul style="list-style-type: none"> • Politisch-administrative Kenntnisse • Rechtliche Vorgaben • Geschäftsprozessmanagement, Prozessdenken • Unternehmerisches Denken 	<ul style="list-style-type: none"> • Transformationskompetenz • Problemlösungskompetenz • Managementtechniken • Gestaltungen von Organisationen

Quelle: Mergel, Brahim, Hecht

“Working in the open” & voneinander Lernen

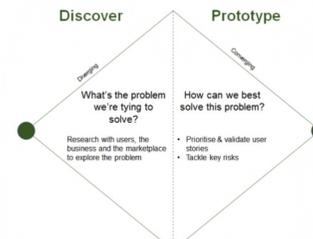
→ HOW WE WORK

We are working to develop genuinely agile and user-centred ways of working. Here are some of the ways that we are doing this.



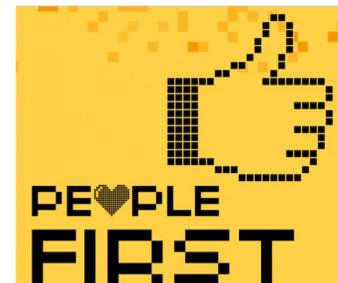
SERVICE STANDARD ASSESSMENTS

All of our new services are assessed against the Local Government Digital Service Standard. We publish the reports and assessments below. Finding support services September 2020 The Find A Support Service tool, which has had a version live since the end of March, is a tool designed to allow people to quickly find support services in [...]



HACKNEY AGILE LIFECYCLE

The Hackney Agile Lifecycle (HAL) is our guide for getting things done. We use it to develop digital services so good, people prefer to use it. But it's useful beyond ICT. We use HAL to help us meet the Local Government Digital Service



HACKIT MANIFESTO

Our HackIT manifesto was developed by the team to describe how we want to work. We have: performance objectives to work to the spirit of the manifesto monthly awards for the person or team

<https://hackit.org.uk/how-we-work>

Erfahrungswissen sammeln

The screenshot shows the homepage of the 'Open Opportunities' website. At the top, there is a navigation bar with the text 'An official website of the United States government' and a link 'Here's how you know'. The main header features the 'Open Opportunities' logo, which includes the text 'POWERED BY USAJOBS'. To the right of the logo are links for 'Sign In', 'Help', and 'Search'. Below the header is a yellow banner with the text: 'Getting vaccinated gets us back to normal. Find your COVID-19 vaccine at vaccines.gov'. The main content area has a dark blue background with the title 'Open Opportunities' in large white font. Below the title is the text: 'Discover opportunities across government that will help you build and make connections.' followed by a horizontal line and the slogan 'Building a 21st century government together.' A prominent red button labeled 'Find opportunities' is centered below this text. The bottom section of the page has a blue background and is titled 'Why do people get involved?'. It features three columns, each with an icon and a heading: 1. 'Make connections' with a speech bubble icon and the text 'Your new colleagues may be down the hall or across the country.' 2. 'Build skills' with a gear icon and the text 'Advance your career by developing new skills and experience.' 3. 'Make a difference' with a line graph icon and the text 'Join a coast-to-coast network solving needs across government.'

<https://openopps.digitalgov.gov/>

Gemeinsame Führung

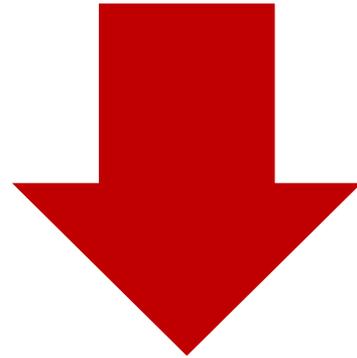
Zusätzlich zu juristischem Sachverstand:

- Digitale Mentalität & Haltung
- Wertvorstellung neuer Arbeitsformen verstehen und verinnerlichen
- Entscheidungen von agilen Teams mittragen und ausfechten
- „Upskilling“ der Mitarbeiter unterstützen

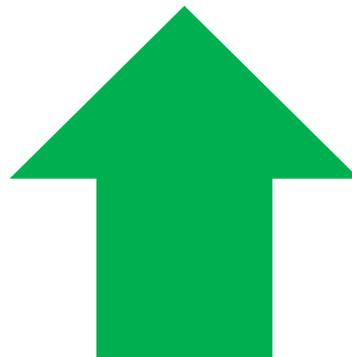


Quelle: https://twitter.com/Andrew_Ward7/status/1373038432616910852

Wir brauchen einen hybriden
Veränderungsmodus:

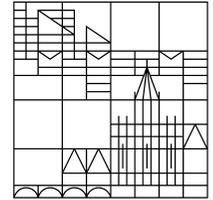


Es fehlt
Rückdeckung
top-down.



Zur Zeit
passiert zu viel
bottom-up.

Universität
Konstanz



**Herzlichen
Dank!**

Prof. Dr. Ines Mergel

Professorin für Digital Governance · Politik- und Verwaltungswissenschaften

ines.mergel@uni-konstanz.de