Cipfa North West

Technology, Change & Sustainability
Dreaming or Reality? You Decide.

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What's in store for us?

Survey on life in 2016 of 1,000 British young adults aged 18 to 34:

· 26% are willing to date a robot, but only if it looks like a real-life human

· 50% using contactless bank cards would get a chip implant

· But 62% would not swap real food for a pill

"What does this mean for society?"

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What's in store for us?

- Reform think tank says Robots could replace 250,000 public sector workers *(Source: Guardian 06/02/17)*

- Oxford Martin programme on technology and employment – 35% of jobs at risk through automation

Endangered Species	Risk
Insurance underwriter	98.9%
Nuclear Power Reactor Operator	94.7%
Accountant/auditor	93.5%
Technical writer	88.8%
Underground/tram driver	86.3%

"What does it mean for you?"

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The future is already here!

- Robotic trials for health and social care in Europe and Asia
- UK is behind curve
- Integral to demand management
- Digital & artificial Intelligence

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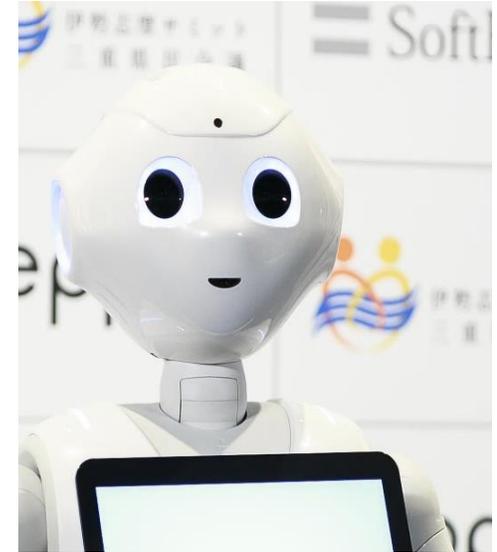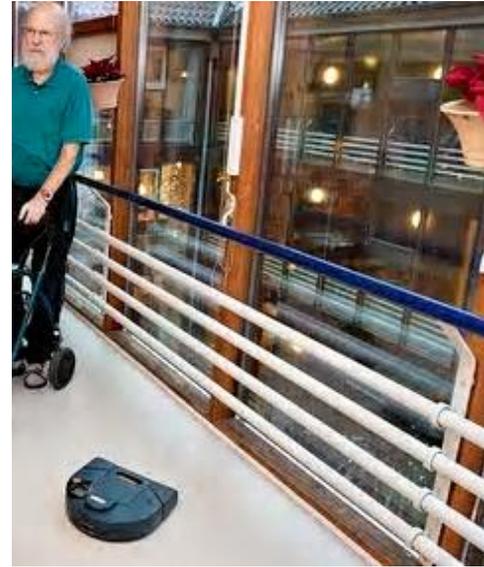
Adult Social Care : We know the challenge!

- ASC funding is in "crisis" - revenue funding also close to breaking point

- Domiciliary care staff (and the market) under increasing pressure

- Short visits deemed unacceptable

- Delayed transfers of care from hospital

- Demand management is proving effective, but effects of demographics will remain

Yet

- Technology is counter cultural to many frontline staff

- Technology not embedded as a default option in our conversations

- Technology often becomes additive (and therefore costs us more)

- Telecare is an established solution - but is limited

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The technology opportunity

- Capital funding / investment can be easier to source than revenue

- Transformation / innovation is still supported by Government

- Technology is under utilised and presents a real opportunity to reduce costs and improve outcomes

  - Increased independence at home

  - Improved hospital flow / reduced Tier 3 support

  - Reduced burden/need for domiciliary staff

Over the last six years Denmark has cut the amount it spends on care for each person over 65 by nearly 20% – an average cut of 10,851 Danish kroner (£1,200) per elderly person every year.

The robots are a key part of the "welfare modernisation strategy", Denmark announced . The aim is to use technology to cut 12bn kroner (£1.3bn) from the government's welfare budget by 2020.

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How successful have we been in implementing technology?

A study of 5,400 large scale IT projects (projects with initial budgets greater than $15m.) found that the well known problems with IT Project Management are persisting *. Of the 101 problems they identify, **classic mistake awards** go to:

- Failure to identify or engage the stakeholders
- Failure to establish effective communications between individuals, groups or organizations involved

Among the **key findings** quoted from the report:

- 17% of large IT projects go so badly they can threaten the very existence of the company
- On average, large IT projects run 45% over budget and 7% over time, while delivering 56% less value than predicted

What's your experience?

- ERPs – have they delivered the promised benefits?
- Integrated systems in Social Care – do we track families?

* calleam.com

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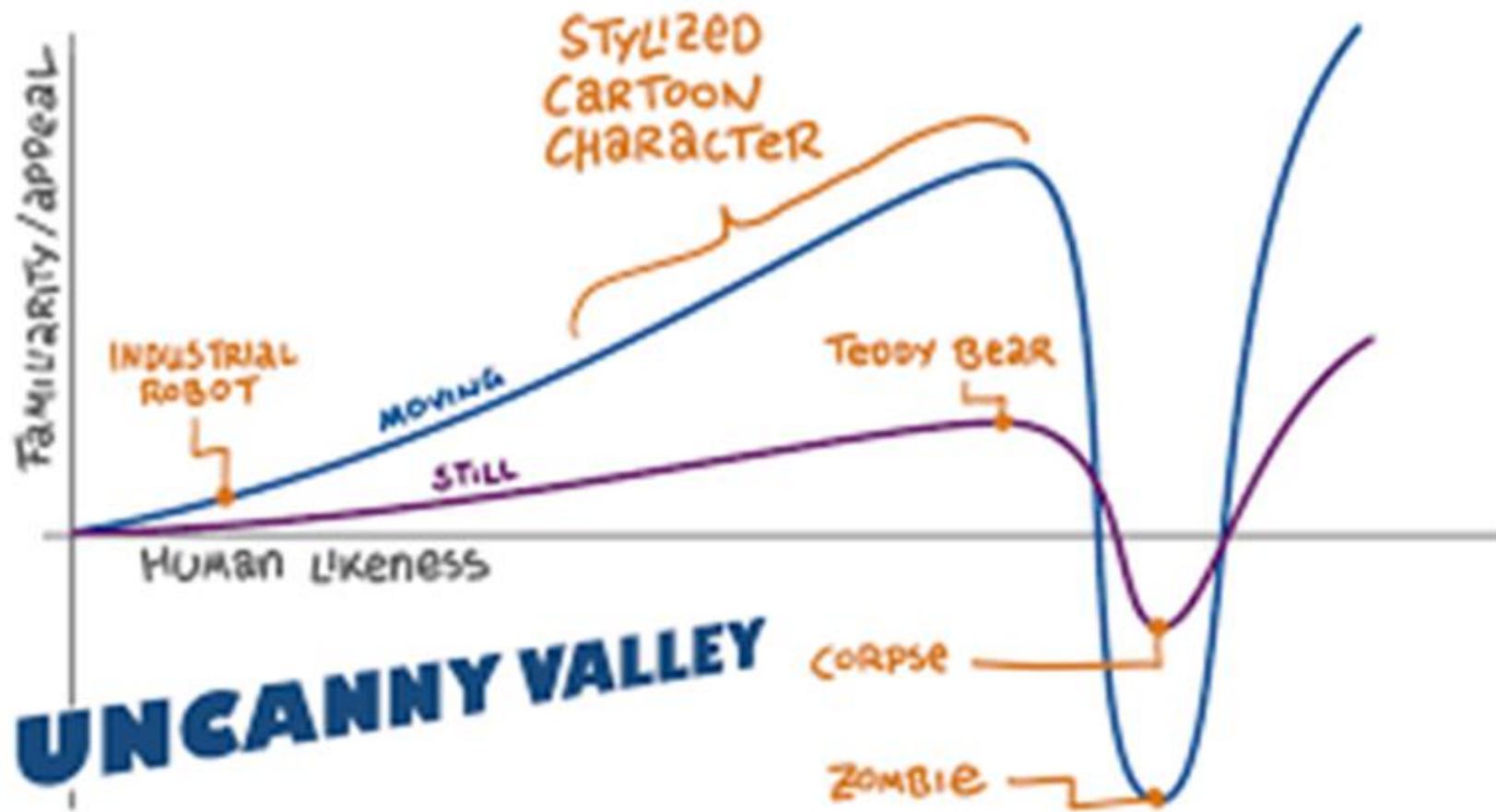
The Conundrum

We love novelty

But are fearful of change

We like things that make our lives easier

But public sector technology projects often fail

We love to anthropomorphise

But trepidate in the "Uncanny Valley"

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https://youtu.be/IhVu2hxm07E

The connection between a quality solution and benefit realization is individuals embracing and adopting the change.

A perfectly designed process... that no one follows produces no improvement in performance

Perfectly designed technology... that no one uses creates no additional value to the organization

Perfectly defined job roles... that are not fulfilled by employees deliver no sustained results

Like any other change, technology requires people to change their **behaviour**….

… **not** to be confused with changing their attitudes or persuading them to change!

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Why worry?

information age

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COMMENT

UK wasting £37 billion a year on failed agile IT projects

Feature   *5 MAY 2017*

British business is set to waste an estimated £37 billion on failed agile IT projects over the course of the next 12 months, according to a new report from independent IT consultancy 6point6

12:53

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What's required to deliver change successfully?

The Human Factors

Organisational culture and paradigm
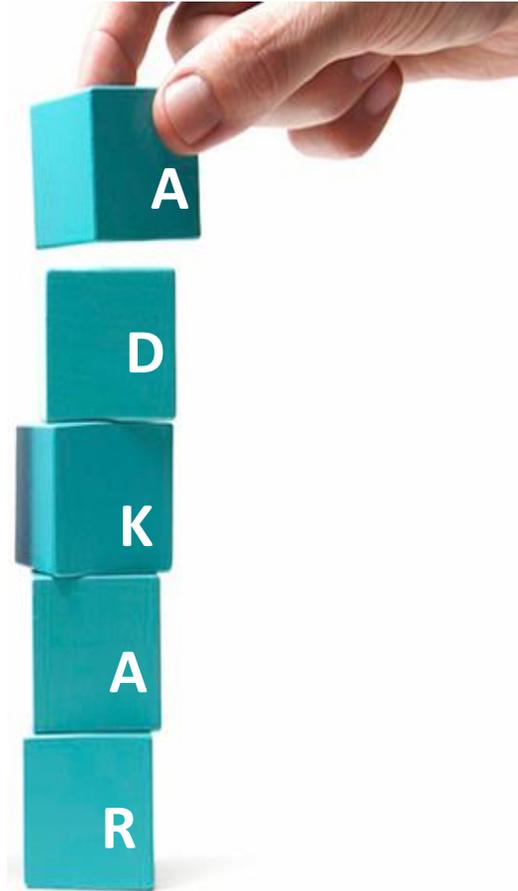
Leadership

Management

Values and motivations

Skills

The dynamic

| Roles | Process | Structure | Systems | KPIs |

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How much time do we spend on these?...

A **Awareness** of the need for change

D **Desire** to participate and support the change

K **Knowledge** on how to change

A **Ability** to implement required skills and behaviours

R **Reinforcement** to sustain the change

Making it Stick - change behaviours not opinion or attitude

It takes 12 weeks* to develop a habit...

- Forget the rational actor model – stop trying to persuade people!
- Engage on a human level – we are emotional beings
- Go with the grain of human behaviour
- Recognise the change curve – people get there at different speed
- Practise, prototype, and experiment

The Art of Behavioural Science

- MINDSPACE

- Values Modes

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Knowing your audience| VALUES MODES

	"Settlers"	"Prospectors"	"Pioneers"
Characteristics	➡ Traditional. ➡ Like 'top-down' messages. ➡ Naturally conservative and risk averse. ➡ Driven by unmet need for safety, identity, belonging. ➡ Wary of change – nostalgic about past. ➡ Low sense of ability to effect change.	➡ Guided by external influences (e.g. people, money, status, power). ➡ Status oriented – do things because they are cool / fashionable / clever. ➡ Draw esteem from others.	➡ Guided by their own sense of 'right' & 'wrong'. This is deeply emotional and informs rational decisions. ➡ Strong 'Self-efficacy'. ➡ Less worried about others' perceptions of them. ➡ More creative. ➡ Most empathetic.
Behaviour	➡ 'Follow the crowd'. ➡ Least empathy of the groups. ➡ More likely to get family (often extended family) to help out with some tasks. ➡ Can be inflamed by threats. ➡ Pessimistic about future.	➡ Smarter dressed. ➡ "Don't want to look stupid". ➡ "All about me- how does it affect me?" ➡ Unlikely to come up with ideas. ➡ "Keeping up with the Jones'"	➡ More likely to volunteer. ➡ 'If the rules don't let me do it, change the rules'. ➡ Issues that concern them are local / within control. ➡ Come up with ideas / solutions.

CULTURAL DYNAMICS
STRATEGY & MARKETING

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The national breakdown of Value Modes
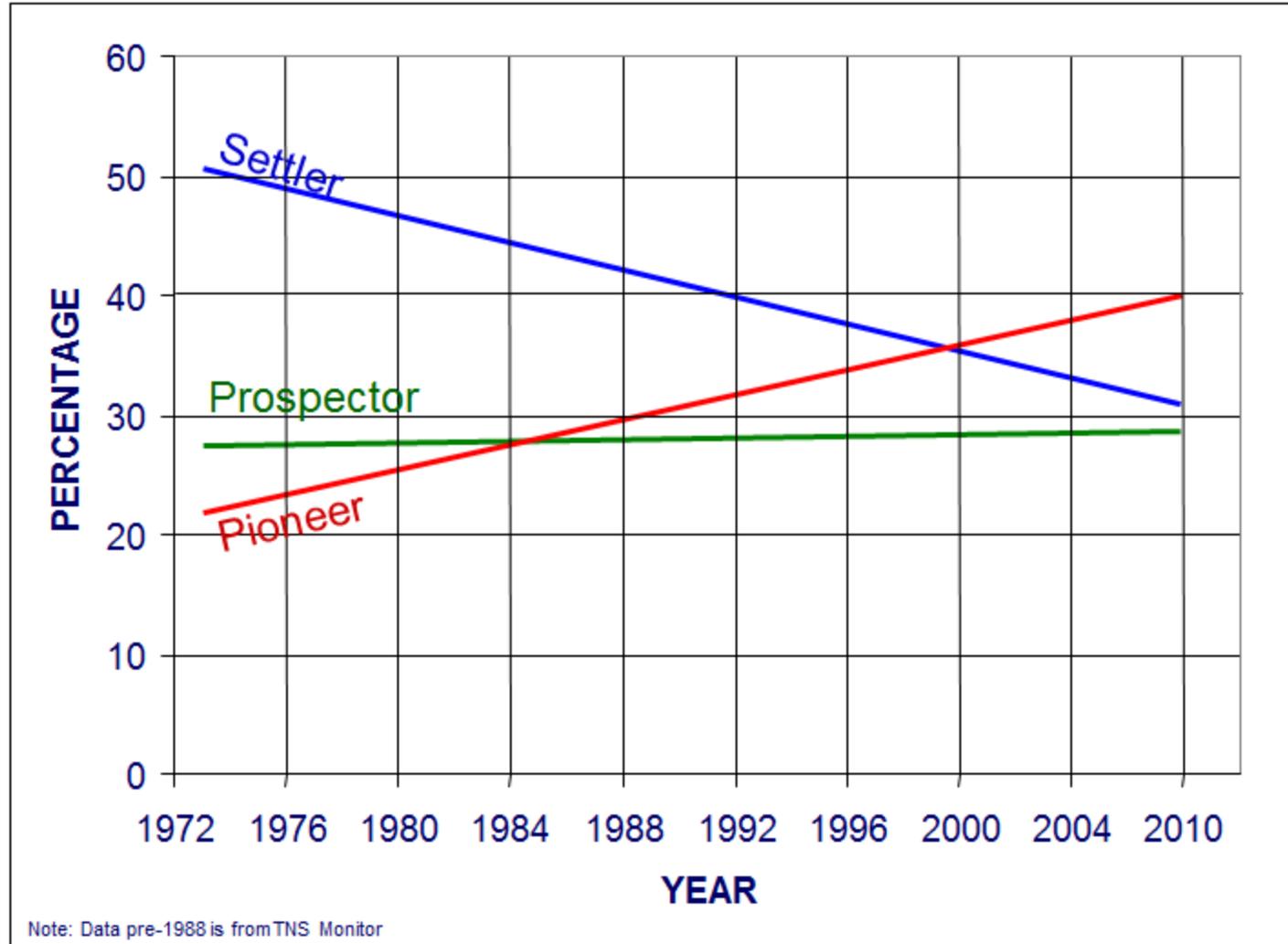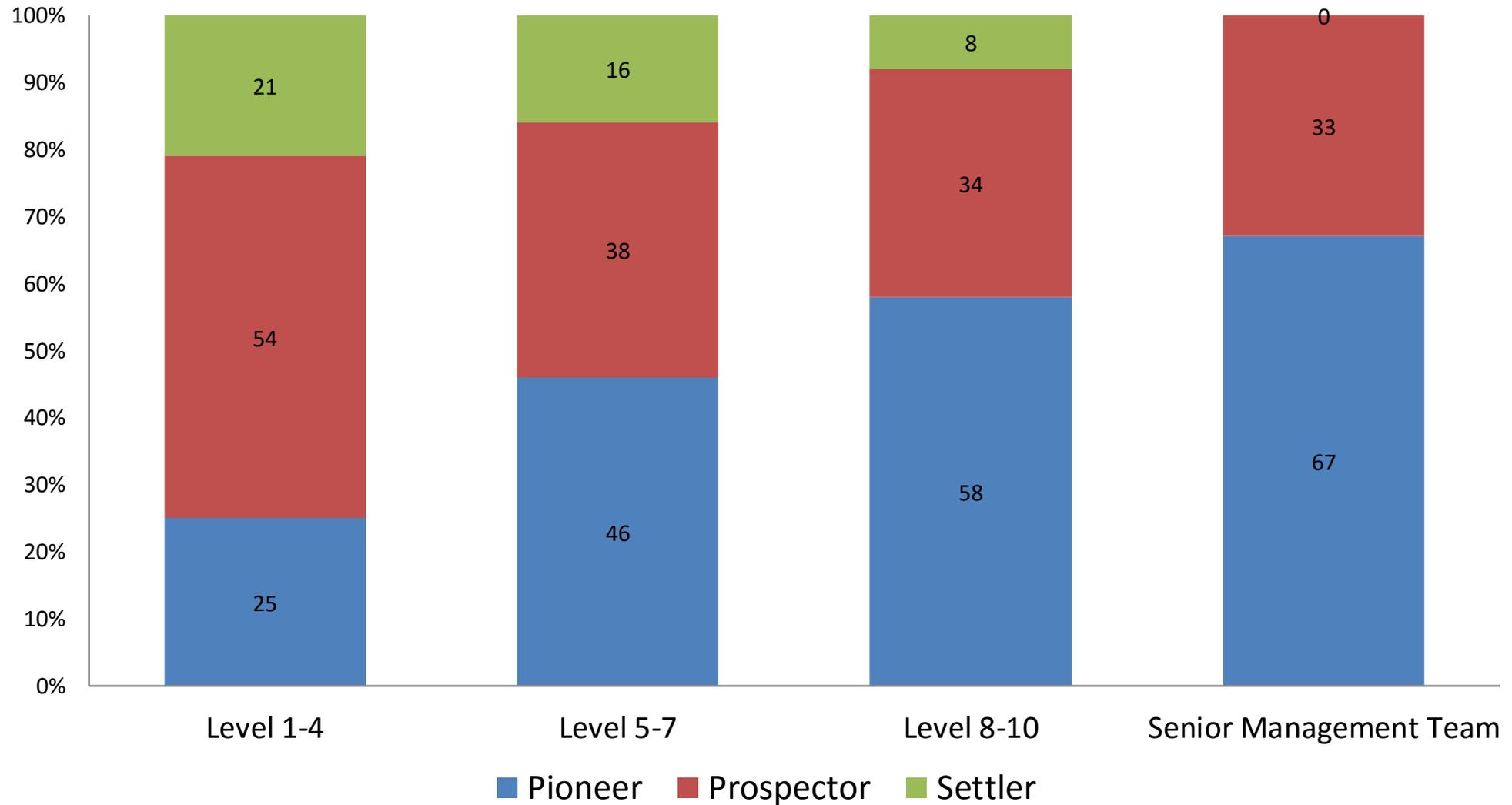
Summing Up

- Technology is here, it's exciting, and we should take advantage of it.

- It should be an integral part of our lives (work and social) – not an add-on.

- Technology offers a significant opportunity – both for improving outcomes and addressing the financial challenge.

- We need to take it seriously and catch up with the rest of the world.

BUT

- Don't underestimate the people challenge - it needs as much creativity, innovation and focus as the technology itself!

- Behavioural science should underpin the approach to change management.

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References

Why Projects Fail

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Uncanny Valley Examples

https://www.strangerdimensions.com/2013/11/25/10-creepy-examples-uncanny-valley/

Values Modes

http://www.cultdyn.co.uk/valuesmodes.html

MINDSPACE

https://www.instituteforgovernment.org.uk/sites/default/files/publications/MINDSPACE.pdf

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