



Cross-Boundary Talents Training and Development

2018

跨域人才訓練與發展

45th ARTDO International Conference
World Conference on Leadership & Talent Development
2018年亞洲國際培訓總會第45屆年會

分組討論A1-A3場次
公部門新進人員職場社會與培訓論壇會議實錄

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主辦單位



中華民國訓練協會
The Chinese Society for Training and Development

協辦機關



公務人員保障暨培訓委員會
Civil Service Protection and Training Commission



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目錄 Table of Content

壹、A1 場次分組研討（Concurrent Session A1）	3
Developing Cross-boundary Talents	
貳、A2 場次分組研討（Concurrent Session A2）	35
Developing Future Leaders	
參、A3 場次分組研討（Concurrent Session A3）	77
Mentoring and Coaching	
肆、公部門新進人員職場社會化與培訓論壇	121
Forum:	
Onboarding New Employees: Orientation, Socialization, and the Mentor-Protégé Training Program	



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壹、分組研討 A1 場次：
發展公部門跨域人才

Concurrent Session A1:
Developing Cross-boundary Talents

壹、A1 場次分組研討（Concurrent Session A1）

- 一、時 間：107 年 11 月 12 日（星期一）下午 1 時至 2 時 30 分
- 二、主 題：發展公部門跨域人才（Developing Cross-boundary Talents）
- 三、主持人：考試委員 馮正民
- 四、演講人：英國文官學院院長 Sonny Leong CBE
- 五、與談人：（一）美國楊百翰大學副教授 Rex Facer
（二）世新大學行政管理學系教授 葉一璋

主持人：考試委員 馮正民

Ladies and gentlemen, it's my honour to chair this session. Developing Cross-boundary Talents. And I want to introduce our distinguished speakers and 2 discussants.

Let me introduce first from my left-hand side. That is our speaker, commander Sonny Leong. Why commander? I'm very curious about the title. There is a CBE.

I asked him. CBE represents commander, and it is a high privilege awarded by the queen in the UK. And now Mr. Leong is the chief executive at Civil Service College. And also, he was deputy chair of Future First and the treasurer of Council for Education in the Commonwealth. And also chair of Chinese for Labour Party in the U.K. He's got a lot of experience. I can give you a short list.

And we have discussants. Let me introduce from my right hand side. Professor Rex Facer from Romney Institute of Public Management, Brigham Young University in the USA. He got his Ph.D from the University of Georgia, USA. And he was the chair of Networks of Schools of Public Policy, Affairs, and Administration, and also the member of Federal Salary Council in the USA.

And the third I will like to introduce, our discussant, Prof. Yeh. He is right now a professor at the department of Public Policy and Management in Shih Hsin University. He got his PhD from the University of Southern California, USA. He was the dean in the Office of Public Affairs, and also Chief Secretary in Shih Hsin University.

Let's welcome our distinguished guests and the 2 discussants.

演講人：英國文官學院院長 Sonny Leong CBE

Thank you very much, and for the sake of time, may I acknowledge an observation of this afternoon. This is the session right after lunch. So if some of you in the back I would like to nod off or fall asleep, don't worry I won't be offended.

I want to thank you for giving me this opportunity and thank the organizing committee. And the Civil Service Protection and Training Commission for inviting me this afternoon to say a few words about cross-boundary talents. Before I start my presentation, let's remind us what we are here for. What do we do?

I'm in the civil servants as a to support and improve the best interest of a Nation. Each and every one

of us civil servants has an important role to play in that position. To enrich the lives of our fellow citizens, and with the principle of this lecture, and the core value of objectivity honesty impartiality and integrity that underpins the modern civil service.

Civil service must provide an honest and economical administration to the strong public with impartial advice without fear of favour deliver better government, for a more prosperous society and the more secure and fulfilling life of citizens. This is what we do, and I can say with confidence, from my visits to various countries, we have all been in the civil service achieving that particular mission.

We work for all governments for all parties we are impartial advice. We are honest in everything that we do, so from that I would like to share with you what we have been doing in the United Kingdom. What I like to do today is giving you a background of the UK civil service and the reform plan that we have incorporated since 2010.

And all civil service competency framework, and how we are developing civil service skills using a very unified approach, and our workforce plan to be forwarded. Background, the national civil service system in the UK all those people who work in central government. UK where we have people who know this policy. we have 23 departments and all the people who work under the 23 government departments are called civil servants.

And currently we have about 426 thousand headcounts because there are part times, so there appear to be 95000 people who are also at the work of civil servants. It used to be half of billion or in 80 years ago, so there has been quite off reduction now since March 2010 the government has been down by 1.9 thousand, and as you know the financial crisis in 2008 impacted the United Kingdom very badly.

Because our economy is about the financial services, so the private lost about a lot, and most government has been impacted. And there were a lot of volunteers who looked forward to early retirement. Over half of our all employees leave the civil service from the administrative level.

We have a lot of levels different levels. The administrative level and the management level in the civil service. And the administrative level makes up 36% of the civil service, the majority of them are women are only 4%, so the higher you go in the service, unfortunately, the gender equality is not there.

The women are not representing the woman place or what we want to encourage more women to take out the existing position, and more than more than 18% of the civil service position have been taken out by the age of 30 to 59. And the number of civil servants age 60 and above 8% our retirement age is 65.

And I understand the retirement rate here is 62%, and our is 65 %, going up to be 68% in a few years of time. Now, the average salary this is the average salary of everyone that works for the civil service is about 26000 pounds a year, which is about 38 thousand US dollars a year.

The top senior servants own about 120,000 entry level so this is the average earnings and there's those statistics taken at December, 2017. Now what we do was when we had to reform our civil service we had to look at the way we do this.

So, what we've done is that we identified and it's of normal and right size of the civil service. It has to be done by the midst of the government, so basically what we're doing was we need the government and we also need to improve our policy making capabilities.

Now this used to be the domain of our senior civil service who are making policies. But now we're actually working with universities and think tanks that might be trying some of our policies, and the most important is besides making policies but how we implement policies. And how do I sharpen the weapons to implement it.

And further down the slides, I have put in some bullet points that how we work in delivery in group and in improving the countabilities as well. But the most important is that we have got to build capabilities. Where we identify the skills, how all the talent spot, and how do we actually retain talents.

As we spoke this morning, the civil service and public sectors or not the wealthiest benefits for the use of people who try to get into the service, either as the generous pension or other benefits that has been eroded or taken away.

All new entrances in the civil services no longer have the 5 to 7 pensions, so it makes it even more difficult to attract the best to the public service we have got to try. There are also other benefits like lower interest. There are other opportunities there as well, but the most important thing is, they are all ideas of being a generalist that makes everyone and do everything. It is bad. we no longer want generalists.

What we want is we want specialists. We want to shopping people's expertise to reinforce and develop skills in advance. We want to adopt a more employable offer and there are significant people in private sectors at certain levels. We want to reward them. I will give you an example, as you know, as we are now exiting the European Union it is says a very big country.

I should stay in Europe, but the country had a referendum in 2006, now there are obviously discussions as the way we leave the European Union. Every single government department now has an exiting Euro passport. If you think about it, last 46 years every aspect of our life is and strife EU law.

Whether it is housing welfare, education, or it is transport, we have to untangle 46 years of legislation, so it's not just one legislation and we get rid of it. Because we are leaving on the 29th of March 2019 at 11 o'clock.

And the reason why I say 11 o'clock because Brussels is one hour ahead of us, so it is 12 o'clock. We're leaving at 11 o'clock on the 29th, so if we do not have this in place by the 29th, March, 2019. Who knows what will happen to our airline industries, pharmacies in chemical industries, our farming, and so on and so forth.

Every single department that we need. At the same time, if we leave Europe, will have to now start engaging other country star signings agreements. Some of you may be working in the trade department, you may know that negotiating trade agreement takes a long time and it takes expertise and skills.

Now we have sub-contracted all our agreements in Europe, now we find ourselves alone and we need to employ 600 trained negotiators. Thought we only have 130, so we have a long long long away, and the reason

why we're doing this is because we do not pay enough, and the trained negotiators are expensive.

If you want a great trained negotiator, you have to pay them \$120,000, but because civil service is structured. If so, everyone gets the same service and who wants to work. The trained negotiators are taking a pay cut so this has to change it and it needs changing. So we have to make better offers if we want the best.

Okay so, what we need to do is say what we need what are the competency framework that our workforce needs. First, the value of honesty and integrity impartiality and objectivity is the heart of everything we do. This is what civil Service valued at etho, so this is something that we have reserved and we cannot lose that.

Now, civil servants work across an array of jobs across the country and mobility. One thing we have in common is that we have served the government that we have elected. We are very different from America and some other countries, but as the presenter said this morning, when the new president comes into the America, he or she has to build up heat.

Because it won't impress the America instead. We have to fill 4,000 senior servant jobs. And in UK, when the government, a party loses, the Prime Minister leaves the next day. The civil service will continue. When the new prime minister comes in, it is the same group of people that serve the elected government.

Whichever government comes in, the civil servants stay impartial, as for we elect the government. Every identified competency skills, we will be combined with a successful component. It wasn't that we set up 10 competency skill but we set them into three clusters. One is how do we set the right direction, the right path, when everybody in the service is serving along their path by themselves.

How do we engage people right from the administrative level to the leaders? How do we engage them, so that everybody knows what everyone is doing. And most important is how do we deliver results. That's the most important of all. Two, setting directions everyone has got to see the big picture. Where we wait; what are we trying to teach.

And everyone changes, and we will accept change from the prove the way they do things. But the most important is that we have to make effective decision. And what we have done is that we have evolve decisions making is no longer a very centralized decision-making. Some of you may not be aware, but in UK, we have Great Britain which is made of Scotland, England, Wales, and Northern Ireland.

The Great Britain and Northern Ireland is called the United Kingdom and in Scotland, we have parliament and well we have Welsh assemblies. And in Northern Ireland, we have and Northern Ireland assembly. These different assembly makes different decisions. Certain services are what portfolios are made for healthcare education order local transport has involved into local assembly.

The things that have not been involved are finance defence and foreign, I think that's the three, so these for the assembly, the old Scotland cannot set its taxation rate. Scotland set a special power that you can set its own taxation rate as high as 3% of the national rate. So far, they have set any increase on 1%.

So making an effective decision is important but at the same time when you want people to make decisions. You have to also accept that sometimes there may be bad decisions, and things will fail. What you

want is that penalizing failure, and we've got to learn from our failure. So the whole novice of civil service off public sector, the decision making is that people are afraid of their failures, or afraid of making bad decisions and probably will lose your job.

We're now encouraging people to make decisions, but we are also accepting the fact that sometimes decisions can lead to failures. Let's accept it and let's learn from our failures. How do I engage people? We have to meet and communicate. We're not very good, within the civil service, at communicating, and talking to each other.

Everybody works inside. Now, people to communicate in different levels either through the internet or through workshops, either through conferences they are talking with each other but engaging with each other. They will know how to actively cooperate and partner with each other, so this leads to the fact that we all have to look at the way we structure various departments.

Before 2013 and 2014, each government department, I'm not sure what happens in Taiwan in other countries, but in the UK, they're all different departments. You have IT department, finance department, and you have procurement department. Now in UK, we have a department with shared services where departments pull in the services.

So we are getting the best in all the departments and people can get the best legal and service likewise in IT and other departments. Procurement is also centralized as well. Centralized to make it more effective and to proceed as well. Also, at the same time we need to build capabilities for all. That means we need to upscale to all these people to all that they can actually meet the third test which I think is the most important, how do we deliver results.

Because at the end of the day, we are all responsible for our taxpayers' money. We're basically all responsible for what the taxpayers pay. So to ensure however and whatever we spend the taxpayers money, we make sure we are effectively delivering the results. So we got to basically a chief commercial outcomes this thing between public and private in some countries there is the clear distinction between the two.

In the idea that public is bad, private is good from political parties. or public spends too much money and private is good. There are two good things from the 2 sectors. There are good, intelligent people from the public sector and the public sector. What we got to do is to bring in the best and learn from the best, and actually achieve some delivery outcomes. And value for money, this thing. All of us from civil servants all talked about value from money, and managing quality service, and delivering at piece.

So what we've done here also is that what we call citizen-centric delivery as well. We've incorporated involves of community interests and companies. This is where when you are town, a village, or a county, if you want to run a local swimming pool, or you want to run a local gymnasium, you can come together to form a company.

The government gives you money, but you run it. You make sure it is the best for local people who live in that area, so we now also brought in local. I won't go through these. These are basically the commonly written levels of service. We all start from the administrative level to the civil servant. There are different trading

programs allocated and they have to attend workshops according to different levels.

How do we develop our skills? Now we've got to look at all aspects that are confident and empowering. We've got to bring that in and the right attitude itself. The mix point is how do we use data?

All of it, everywhere, in respect of which country we come from, we should be using our data more in our policies development. Using data actually empowers and brings back decisions as well. At the same time, we need to also find out who are the vast people with whatever skills where can be used in the civil service. We need to be very clear by ourselves; how do we conduct and audit skills or rather skills audit with every single person and civil service itself, so that we can rate the best department and actually empower those skills.

I won't go into these, because I've presented it earlier on leadership and how to be a good leader, proper leader, and effective and so on. How to attract new skills and retain that?

At a senior level, there are many other offers than private sector, and we have had a lot of very good people at very senior level that left the public sector and gone to work in the private sector, doubling and tripling the salary.

There are always better offers out there, and how you retain that? At the same time, procurement is part of the puzzle of what we do as well. How do we actually do procurement trading, and how do we invest that money? At the same time, how do we learn from each other.

Next, how do we build career path and develop atmosphere? How do we develop world class leaders? How do we have inclusive employers at cost-effective rewards. How do we attract people with talents? We have to make it easier for people to be able to move in and out of the service.

And what we have now in the UK civil service, especially at the senior level, the goal varies from country to country. It works in some country, and it doesn't work in other countries. We just restructured our pension and arrangement, so people can leave the public sector, go on and work in the private sector, and then come back to the public sector. And likewise, people from the private sector that come and work in the public sector for 2 or 3 years, especially those big contracted companies and all that, they come in and go back. So that's how we do it for a few years now.

And we've also seen a lot of changes in senior level, but people think the public and the private are working closer. We have to develop partnership among different sectors, and it's a common opportunity, and what's happening is some big firm like TWC or PY and so on, and that's commonly happening.

They call in people into the public sector; likewise, civil service workers go into the consultancy organizations, bringing people from outside. So no longer do we have this TWC coming into service. You set a record for value and go into the next level. People have been brought in at all levels where there is the procurement side, legal service, the finance, without going through this process itself.

What's also really important here I want to share with you is every single government department now has a board of directors and they are bringing in non-executive directors at different levels as well. We have to develop a career path. We have to make people want to stay and grow with us., so what we have to do is set a

path clearly. For someone in his 20s or 30s, what's the career, what's the pathway, where do they see themselves in 10 years, or even in 4 or 5 years? There should be a clear career path rather than setting a goal every 10s years. That has to stop.

We have to make people want to stay with the service and want to grow with the service, so what we have to do is set a grade clearly. What are the career path or professional structure? We have to offer the value there.

Develop world class leaders. There are leaders in every single service, or we need to make that world-class. Leaders who are able to work effectively to develop capabilities. We need leaders with confidence in organization because every organization has to constantly evolve and change.

The world is changing; the world is evolving. We need leaders who are able to change. Change is tough, and nobody likes changes, but we've got to. Technology is here, AI is here, robotics is here. These will impact on the public sector, and it will make some jobs in the public sector redundant because robotics, AI, and all that.

We have to accept the fact that we have to change. Leaders lead with shared outcomes with both the public and private sector organizations. It seems like we need to be inclusive. In UK, we're pretty much a multi-racial society. We make sure of diversity of gender, so we need more workforce that is truly representative of a nation. And we will give every talented individual the opportunity for progress, and we need effective structure, while it comes back down to money.

We need to make sure that we reward our people well. Reward acquisition and experiences and how we do that? If people go out for better salaries, how do we retain them? This is my last slide and these are some of the companies that have worked with the UK, and thank you very much.

與談人：美國楊百翰大學副教授 Rex Facer

I feel very tall. It is a distinct honour to be with you and a great opportunity to reflect on some of the remarks that have been shared with us today.

As I was reviewing the materials prior to coming, and reflect on see the presentation, there are a number of things that stood out to me. It was the importance of competencies driving the discussion in the UK. But the UK is not unique in constructing this competency.

Just over a half of the OECD countries have a single competency framework that are using for their civil servers. Even countries that are emerging or seeking to become a developed country are trying to find ways to if competencies are necessary for them to meet their future need.

But there are also other countries that develop multiple competency framework. As we heard, there are different civil services in the UK, and a number of countries have developed different kinds of competencies for each one of those levels, where we need that frontline supervisors.

I think the critical thing is that we reflect on the strategies as said this morning, part of the challenges as we look historically in the way that civil system has to often develop. They develop in response to political

issues, the emerging, demographic shifts, and industrial shifts, and in many cases in no more recently in 6 or 7 years ago.

In many of our institutions, we have not made significant changes in the last 50 to 70 years, in the way we think about civil servants. This morning, they have also mentioned that the challenges are doing something incrementally. Everything starts from fresh, and I think what we hear today is that you could maybe do a little bit of both. On the one hand, that we think about competencies gives us the way to start fresh and what these positions would be able to do.

And that really can be fundamental shift in the way we think about, and at the same time, we have structures we have to work with, which is one of the many challenges.

In the U.S., we talk about we are losing these senior levels of executives these days. One of the things that has not happened is we have not seen the accidents we've not seen in the senior level. You have best interest, you have to stay in the federal government, and by moving to a contribution kind of model, they have taken a cross-sector that maybe one of the things when you accept some people in, and sometimes, we have people that do not have the same standard of delivering the same incident in customer service, so we've got to rethink our compensation toward attitudes.

And to realize it, it has to be a thoughtful decision, too often, the US has been driven by simple comparative statistics. You'll have a conservative think tank that shows the initial report that something like U.S. federal employee makes 25% more than private sector employee. We see that once a year, but what the researchers don't tell you is that when you start see things more carefully, it tells a very different story.

For example, when you start looking at people with compensation level with different degrees, say master's degree, bachelor's degree and etc, the compensation for public sector were lower than that of private sector employee. A part of the reason they don't tell you that is because they want you to think that, and you guess was somewhat similar to that in the UK, we tend to be bringing in and needing people with very high level of skills and expertise. So we have greater needs in so many ways, for managing our operations.

For the complex operation, we need very right people, so we bring in more people with master's degree to manage successfully. If we were to compensate them, what's going to bring them in, what really is going to attract them and keep them retained.

In the US, we've been very fortunate that we have a notion on this public service motivation people just keep coming because they want to be involved and make an effort. Unfortunately, in what we're seeing is we're seeing in a market with emerging firms with greater corporate social responsibility, and we see an increase in the NGOs, competing in working directly in public services and opportunities.

If we want to make sure, we really have a simple service to meet the kind of service we've discussed, we need to rethink that compensation issue. I wished there had been an easy answer, because I worry about some of the proposals and strategies. And some of the government say it's really good, and I see practice in the minority, which allows some discrimination to work in the civil services.

I think if there is really a challenge is that if we look at the U.K., I think there are some exciting things

to take, and it gives us some thought about the competencies we're going to need. Everybody talks about the work of communication and the importance of making results-oriented decisions. We need to use resources carefully and wisely.

And we need to think about what is the mix that is going to work best for your context. Is it going to be when to place greater emphasis on collaboration, strategic thinking? And that's where I think each country needs to think about where these country are, and what they want to use to differentiate their civil servants.

I really enjoy watch NBA and those elite athletes, and if we think about it. We're not surprised that a team in the UK is trying to recruit somebody from Argentina, Taiwan or Indonesia. They are trying to find the best and the brightest from wherever they are from.

When I tell people I work in the civil service, they recognize it as a set of competencies that I possess, while unfortunately, in many parts of the world, especially in my part of the world, when you say you work for the federal civil service, people go, "Oh, you must be lazy; you must get paid too much." Yet that doesn't match the experience that I have in the civil service.

We teach our children about public services and teach our students that police officers keep our street safe, and the water companies make sure we have clean drinking water, or we're trying to keep the forest healthy.

There so many public services that are doing wonderful things, and I'm grateful to be able to be in the position to think about them. But I want us to do a better job, so I think if we have a greater competencies conversation, that would be one of the ways to allow us to invite more rich conversations. Thank you very much.

與談人：世新大學行政管理學系教授 葉一璋

You can see the contrast between me and Rex. Dear moderator, Ministers, and a lot of distinguished guests, and I want to welcome our friends from Southeast Asia, particularly Malaysia, because I have so many students from ma in my university.

I'll start my discussion with some recap of Leong's presentation. I think we all know that Britain is among the best among civil services. From the retirement to the so-called baby-boomer generation, in addition to this, another challenge also impacted us to adopt the so-called the practice hindered by the compensation because we just had the pension system reform. It puts a lot more obstacles in our civil service job.

In my presentation, let me introduce the emerging business approach here. A lot of companies like Google use sophisticated technologies to collect and analyse the customers' data. I will talk about how to adopt that in public service. Now these majority of these practice has failed in a lot of ways. And as mentioned, lots of policies are made to scare away people, instead of bringing in people. If we could utilize people's data to match our human resources to achieve our goal more effectively, there may be success and failure in many systems. Many years, many companies publish their reports showing their research on human resources.

As for these trends, if we observe trend 7 and 10, we can reserve on how to use digital technology, to design and even improve our workforce and at the workplace. And trend number 3 and 8 particularly, the acquisition and people's analytic here can help us. If we implement or know the practice and benchmark it, we can know how to leverage data, cognitive technology, and the AI mentioned a lot so as to improve the organization and its team. So, for these trends, we have some promises and challenges for the public sectors.

For the 6 how's, we can see the light at the end of the tunnel. They all leverage digital technology to improve the workforce at the workplace. The data sign can help us to build on nowadays and to further deal with future challenges. It is hard to engage human beings without human insight, and we've practiced for a long time, and successful cases are only rare.

So the challenge, in addition to what the speaker in the morning has mentioned, the HR challenge in the public sector is the transformation depending on the management issue on people such as managing the uncertainty. And a wide spread of failures for government public service reform in delivering the lasting improvement was due to the lack in the emphasis in HR management issue.

Here I'll only use Google as an example. Google is famous, because when you watch all the communication and for example, youtube, their HR department comes very often to introduce their talents. Their model can help management centralized and create incentives, and assess whether to match recruitment offer, and decide to promote someone else.

So, they have analysed a variety of HR topics, and has often moved in new directions as a result. The list here is the managing model, but I will not elaborate more because of the time constraint. Our main topic of theme here is cross-boundary and tailored management. I'll say people analytic can be used they can provide evidence-based polls when it comes to either managing tailor or correspondence managing tailor. For either, you can use this to achieve these 2 ends.

In the civil servant challenges, UK relies on tailor tool kit where there are a lot of development steps, from the entry level all the way up to the SCS. What you can do or what other competencies required certain qualifications for the framework, so this can actually help us draw the boundaries for tailored management.

綜合討論

主持人：考試委員 馮正民

Thank you for your speech and the discussion were wonderful. Before we go into the Q&A, can I suggest some discussion issues for you? But, of course, in addition to the issues I propose, you are also welcomed to raise any questions. I'm very interested in the theme, that is developing cross-boundary talents. I was asked during the rest time. Some people ask me, what is the cross-boundary. What is the difference between the talents development and the cross-boundary development.

The first question I'd like to ask you, everybody, is that, in your opinion, what is the definition of cross-boundary talent? What is different from this and the conventional talents development?

You could say the boundary between public and private; boundary under your expertise knowledge and other knowledge. For example, engineering and management. You also can say the boundary between the central government and the local government. You also can say the boundary between the local and the international. So, a lot of different areas, and what kind of development, which is different from the conventional talents? This is the issue. Do we have a formal definition of cross-boundary talent?

Following this question, the second question is why cross-boundary is very important. What is the purpose of that? You want to expand your domain and knowledge, what is the purpose of that? This is the second one.

The third question is, what curriculum should we provide for operational work? When we try to design causes for talents, we want to be different from the traditional development. What is the core competence for different levels? This is the third question.

The fourth question is how to develop that? What kind of mechanism? What should we use in the acquisition and the recruitment? Maybe we should change our job classification. We could include people with different knowledges into our positions. That could be one thing. So, at the entry level, what are the mechanism?

The reason I'm proposing these questions is, we should be closely linked to our main theme, which is developing cross-boundary talents. These questions are for our speakers, discussants, and of course, for all of our audience. I just want to try to focus on some agenda.

Maybe I shouldn't ask the audience. Do we have any comments, questions, or observations about our speakers? And maybe later, we can come back to what I proposed.

Any questions or comments?

If temporarily none, maybe the speaker and our discussants could elaborate a bit on the issues I just mentioned.

演講人：英國文官學院院長 Sonny Leong CBE

Thank you chair. I think the audience wants tea break very shortly. I will try to cover what you just said. A couple of broad observations I made. I think if you go down the route of finding a vocabulary, sometimes it's too much work itself. We need to be flexible in our approach when we look at the cross-boundary talents.

My take here is first that cross-boundary is a combination of public and private, and at the same time, the using of expertise in different profession and bring that into civil servants. I'll give an example in UK.

In 2012, the government decided to look into how we deliver public services. As you know, government departments are usually not that good at handling digital data, and it has to be driven from the top to bottom. In any public services, if we cannot deliver it digitally, we will not deliver it. So all departments work on how to digitize things.

Before 2012 and 2013, there were 800 government websites among all ministries and agencies. Now we

have one government website at .com .uk.

Everything is driven from that and its user's experience is actually second-to-none. I had the privilege to speak to some people who put together the website, and also the chief executive of the department itself. The chief has no background in public service and the employees there all wear t-shirts and jeans. No ties. These are people who wear earrings with long hairs, and they don't work 9 to 5. This is what I call a cross-boundary development. The government also manages millions of pounds worth of services, and there are actually a lot of inefficiency. But a lot was actually used for public's good, with 4 million pounds for constructions. You have theatres, restaurants, pubs, and so on. That sector is so important, and it is led by a person who doesn't care about clothing but more about delivering results. This is what I mean by bringing cross-boundary talents. Thank you.

與談人：美國楊百翰大學副教授 Rex Facer

Sure, I'll just talk very briefly on curriculum that will be useful for cross-boundary. There several different industries, but what we are often missing is teamwork and collaboration. We often put a team together and say "Go do it." But we never give them the skills necessary to function well as a team. In whatever ways, you've got to find a way for people to collaborate together. We often undertrain this skill for people in civil services.

There was one of the things I was going to mention really quickly. It was around the big data issue. We have to be careful, so just one slide of incaution when we think about using big data. I think big data can be very helpful, but we have to be careful about the ones who created the algorithm that runs big data. If you haven't heard the story, last month, Amazon adopted an AI initiative in analysing job applications. It turns out their algorithm were written to discriminate against women. So we've got to be careful when it comes to these big data. We can't simply say, "big data is gonna solve the problem."

It's all about having the right kind of talents who are the right and capable people.

與談人：世新大學行政管理學系教授 葉一璋

I fully concurred with Mr. Leong and Dr. Rex. We also need some capabilities to work with the local, central, or the public sector or private sector and let the talent move in and move out very smoothly.

And, another one is the approach function. Normally we hire people by their potentials, and even if you have a round of interview, whether you graduate from elite school or not, which covers a very dominant factor for hiring, but they try to get rid of, because some data has indicated the best performers do not necessarily have an excellent credential or graduate from an elite university.

Nowadays, there are a lot of occupations that in the next ten years will come out and thrive, which had not be taught in school. So "potential" has become a buzzword for people trying to hire the so-called talent fool. When I looked at a website, there are several resources. I particularly the "success-profile," where you can find some indicators and potential index to measure your potential. That's a very useful reference I got. Thank

you.

主持人：考試委員 馮正民

Questions from the floor? We have a time limitation. Maybe we could have one.

聽眾發問

Hello, I come from Taiwan, and I work in the National Communication Commission, so I'm familiar with the services in UK. I'll like to thank the organizer for arranging the session. From the presenter and discussants, I've learned a lot. I have one question for Mr. Leong. You just mentioned that the civil servants in UK mostly work in and out from both the public and private sector. I think it's totally different from the situation in Taiwan. If I become a civil servant, and I want to work in a private sector, I have to give up my job. So I'd like to ask Mr. Leong to explain more to us if there's a project within where civil servants can work out for the private sector.

And I'm curious about what the work in the private sector is like, say how much is the salary. Thank you.

演講人：英國文官學院院長 Sonny Leong CBE

Thank you very much. I don't think this can apply to all countries. It has to do with the financial package. In UK, we have to revise the pension of contribution and the allowances for some time now. For senior level, what we do is you can leave the public sector and take our pension with us to the private sector. If we go back, our pension follows us. It's like moving in and out of a revolving door.

From my experience, there are senior servants in UK having better salary in the private sector. I'll give you an example. If I am a senior civil servant earning about 120 thousand pounds a year. It could easily get 200 thousand pounds a year in the private sector. But surprisingly, not that many might stay in the private sector. They just want to get the experience of the private sector. And they come back to the public sector and probably retire from there.

It's so important to get experience from the private sector because you look at it in different lens, and you see from the private sector that how the government works. So this revolving door unfortunately doesn't apply easily in most countries. Unless until the pension reform changes or is done, I think it is difficult for the system to change. Thank you.

主持人：考試委員 馮正民

Okay. Because of the time limitation, I'll just say one line, especially in the cross-boundary talents. I think the benefits are we could think and make decisions for others as you know others' constraints and advantages. In Chinese, we say “利他。”

The second is that you could have the self-interest, because you will be promoted to higher positions because you have more talents. We say “利己。” So the cross-boundary talent is about helping others as well as yourself.

Thank you for everyone. Please join me in giving a big applause to our distinguished speaker and discussants.

Developing Cross-boundary Talents

Sonny Leong CBE



Developing Cross-Boundary Talents

Sonny Leong CBE
Chief Executive, Civil Service College

45th ARTDO International Conference
Taipei, 12th November 2018

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Developing Cross-Boundary Talents

- Background to the UK Civil Service
- The Reform Plan
- Civil Service Competency Framework
- Developing Civil Service Skills: a unified approach
- Workforce Plan



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Developing Cross-Boundary Talents

Background to the UK Civil Service

- Civil Service employment: 395,760 FTE (426,670 headcount)
- Since Mar 2010, Civil Service employment down by 91,000 FTE (-20%)
- Over half (50.6%) of all employees leaving the Civil Service were from the Administrative responsibility level. The administrative level makes up 36.8% of the Civil Service
- Women represent 54% of the Civil Service (43% at SCS, Grade 6s & 7s)
- More than 80% of civil servants were aged 30 to 59. The number of civil servants aged 60 or above made up 8.3% of the workforce
- Gross annual earnings (excluding overtime or one-off bonuses) for Civil Service employees were £26,610

* as at 31 December 2017

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Developing Cross-Boundary Talents

• The Reform Plan

- Size and shape of the Civil Service
 - No right size – determine by the needs of the Government
- Improving policy making capability
 - Pilot contestable policy making (outsourced – academics/think tanks)
- Implementing policy and sharpening accountability
 - Improving delivery
- Building capability – skills, talent spotting and retaining
 - Old idea “generalist” is dead – sharpening expertise skills
- Modern employment offer – rewards
 - Creating a positive offer



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Developing Cross-Boundary Talents

Civil Service Competency Framework

- The competency framework sets out how we want people in the Civil Service to work
- It puts the Civil Service values of honesty, integrity, impartiality and objectivity at the heart of everything we do
- Civil servants work in a huge range of jobs across the country and overseas but one thing we have in common is that we are here to support the elected Government, providing advice to help shape its policies and ensuring seamless and practical implementation in line with those policies
- Competencies are the skills, knowledge and behaviours that lead to successful performance
- The framework outlines 10 competencies, which are grouped into 3 clusters:
 - Set Direction;
 - Engage People, and
 - Deliver Results.

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Developing Cross-Boundary Talents

Civil Service Competency Framework

Strategic Cluster – Setting Direction

- 1 Seeing the Big Picture
- 2 Changing and Improving
- 3 Making Effective Decisions

People Cluster – Engaging People

- 4 Leading & Communicating
- 5 Collaborating and Partnering
- 6 Building Capability for All

Performance Cluster – Delivering Results

- 7 Achieving Commercial Outcomes
- 8 Delivering Value for Money
- 9 Managing a Quality Service
- 10 Delivering at Pace

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Civil Service Reform & Training in the United Kingdom

The Common Curriculum by Level

6



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Developing Cross-Boundary Talents

Developing Civil Service Skills: a unified approach

- Attitudes and behavioural traits: Inspiring, Confident and Empowering
- Need for better data
 - Who has what skills and where they sit in the Civil Service
- Need for more honesty
 - Central audit of Civil Service skills
- A lack of clear leadership
- Attracting and retaining the right skills
- Procuring training
- Learning from one another

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Developing Cross-Boundary Talents

Workforce Plan

1. Do all it can to attract & retain people of talent and experience from a range of sectors and all walks of life
2. Need to build career paths that develop breadth of experience and depth of experience
3. Develop world-class leaders, who are inspiring, confident and empowering
4. Must be most inclusive employer
5. Develop cost effective & flexible reward structures that enable to attract, retain and develop the best talent



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Developing Cross-Boundary Talents

1. Attracting and retaining people of talent

- make it easier for people to be able to move in and out of the service
- develop partnerships with other sectors to develop skills and increase secondment opportunities
- open up recruitment of senior civil servants bringing in people from external



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Developing Cross-Boundary Talents

2. Build career paths that develop breadth and depth of experience

- clear career paths for core professional with structured opportunities for career progression
- a structured programme for development and learning opportunities
- Value different types of experience in addition to key traditional policy and operational delivery capabilities



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Developing Cross-Boundary Talents

3. Develop world-class leaders, who are inspiring, confident and empowering

- leaders who can enable everyone to work effectively and proactively develop capability
- leaders who are supported to become confident; inspiring and empowering whilst transforming organisation
- leaders who can influence the delivery of shared outcomes with other public and private sector organisations
- leaders who are capable to exploit the opportunities that technological changes will bring



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Developing Cross-Boundary Talents

4. Must be most inclusive employer

- make the best use of diversity – whether of socio-economic background, gender, race, sexual orientation, disability or experience
- a modern workforce that is truly representative of the nation
- to give every talented individual the opportunity to progress and ensure policies and services reflect the needs of diverse communities



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Developing Cross-Boundary Talents

5. Develop cost effective & flexible reward structures

- reward the acquisition of deep experience and scarce skills
- need for a system that enables to attract and retain staff with scarce skills eg digital, data and technology and commercial
- a reward package to attract the very best leaders into the Civil Service
- a reward framework that does not encourage people to change jobs solely in pursuit of better salaries



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Some clients we have worked with ...



Thank you

Sonny Leong CBE
sonny.leong@civilservicecollege.org.uk



Talent Analytics for Public Organization: the Prospect for Cross
Boundary Talent
Kevin I.J. Yeh

Talent Analytics for Public Organization: the Prospect for Cross Boundary Talent

Kevin I.J. Yeh
Executive Director of Transparency International, Taiwan
Professor, Department of Public Policy & Management
Shih Hsin University

Overviews: Setting the Scene

- ▶ The Emerging Business Approaches to Talent Management
- ▶ The Challenges Public Sectors Face in Adopting Business Approaches
- ▶ The Promises Hold for the Cross Boundary Talent
- ▶ Some Analytics in Public Sector HR Training

Talent Management



07/05/2018 Mon 08:58 in Philippines by Cora Llamas

Figure 4. Rewriting the rules for the digital age

2017 Human Capital Trends with Six “How” Questions

- ▶ 1. How we redesign the organization and its leadership for the future?
- ▶ 2. How we design the employee experience for engagement, productivity, and growth?
- ▶ 3. How we leverage digital technology to design and improve work, the workplace, and the workforce?
- ▶ 4. How we build a new management system to empower and engage the teams?
- ▶ 5. How we build a culture of continuous learning adoptability, growth, and personal development?
- ▶ 6. How we leverage data, cognitive technologies, and AI to improve the organization and its teams?



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The Six How's: Promises & Challenges for Public Sector

- ▶ 1. How we redesign the organization and its leadership for the future? **Challenge**
- ▶ 2. How we design the employee experience for engagement, productivity, and growth? **Challenge**
- ▶ 3. How we leverage digital technology to design and improve work, the workplace, and the workforce? **Promise**
- ▶ 4. How we build a new management system to empower and engage the teams? **Challenge**
- ▶ 5. How we build a culture of continuous learning adoptability, growth, and personal development? **Challenge**
- ▶ 6. How we leverage data, cognitive technologies, and AI to improve the organization and its teams? **Promise**

HR Challenges in Public Sector

- ▶ Public service transformation is critically dependent on key people management issues such as developing new skills, changing engrained behaviors and managing the uncertainty and conflict that can arise as a result.
- ▶ Widespread failures for the government's public service reform plans to deliver lasting improvements mainly because they under-emphasize HR management issues.
- ▶ Governments have seen public sector HR as a cost to be managed, but not as a crucial strategic function.

Talent Analytics

- ▶ Organizations that have used data to gain human-capital insights already have a hard-to replicate competitive advantage.
- ▶ Leading-edge companies are increasingly adopting sophisticated methods of analyzing employee data to enhance their competitive advantage
- ▶ Google, Best Buy, Sysco, and others are beginning to understand exactly how to ensure the highest productivity, engagement, and retention of top talent.
- ▶ These companies have taken the guesswork out of employee management by leveraging analytics to improve their methods of attracting and retaining talent, connecting their employee data to business performance, differentiating themselves from competitors, and more

Kevin Yeh

Six Uses of Talent Analytics

- ▶ HUMAN-CAPITAL FACTS
- ▶ ANALYTICAL HR
- ▶ HUMAN-CAPITAL INVESTMENT ANALYSIS
- ▶ WORKFORCE FORECASTS
- ▶ TALENT VALUE MODEL
- ▶ TALENT SUPPLY CHAIN

Davenport, T.H., J. Harris, and J.Shapiro (2010). Competing on talent analytics, Harvard Business Review,53-58. 識才決勝點 哈佛商業評論10月號

HUMAN-CAPITAL FACTS

WHAT ARE THE KEY INDICATORS OF MY ORGANIZATION'S OVERALL HEALTH ?

JetBlue analysts developed a metric-the “crewmember net promoter score”-that monitors employee engagement and predicts financial performance.

ANALYTICAL HR

WHICH UNITS,DEPARTMENTS,OR INDIVIDUALS NEED ATTENTION?

Managers at Lockheed Martin use an automated system to collect timely performance-review data and identify areas needing improvement.

HUMAN-CAPITAL INVESTMENT ANALYSIS

WHICH ACTIONS HAVE THE GREATEST IMPACT ON MY BUSINESS ?

By keeping track of the satisfaction levels of delivery associates, Sysco improved their retention rate from 65% to 85%, saving nearly \$50 million in hiring and training costs.

WORKFORCE FORECASTS

HOW DO I KNOW WHEN TO STAFF UP OR CUT BACK?

Dow Chemical has a custom modeling tool that predicts future head count for each business unit and can adjust its predictions for industry trends, political or legal developments, and various “what if” scenarios.

TALENT VALUE MODEL

WHY DO EMPLOYEES CHOOSE TO STAY WITH—OR
LEAVE—MY COMPANY ?

Google suspected that many of its low-performing employees were either misplaced in the organization or poorly managed. Employee performance data bore that out.

TALENT SUPPLY CHAIN

How do I adjust the demand of human resource to the contingencies of outside environment?

Retail companies can use analytics to predict incoming call-center volume and release hourly employees early if it's expected to drop.

Thanks!



Cross-Boundary Talents Training and Development

跨域人才訓練與發展

45th ARTDO International Conference

World Conference on Leadership & Talent Development

2018 年亞洲國際培訓總會第 45 屆年會

貳、分組研討 A2 場次：
發展公部門未來領導人才

Concurrent Session A2:
Developing Future Leaders

貳、A2 場次分組研討（Concurrent Session A2）

- 一、時 間：107 年 11 月 12 日（星期一）下午 3 時至 4 時 30 分
- 二、主 題：發展公部門未來領導人才（Developing Future Leaders）
- 三、主持人：考試委員 詹中原
- 四、演講人：國立政治大學公共行政學系教授 陳敦源
- 五、與談人：荷蘭國防部治理創新執行長 Eric de Graaf

主持人：考試委員 詹中原

Ok, thank you. Ladies and gentlemen, welcome to this session: Developing the Future Leader. Our presenter is my friend and good colleague from the National Chengchi University, Dr. Don Yun, Chen. And Professor Chen, his current position is a professor of Department of Public Administration in the Chengchi University. And he was the vice dean of our college, the School of Social Science, National Chengchi University, and also the head of the department of Public Administration. Also, he was the director of E-governance Technology Center, Republic of China. And Dr. Chen, he received a PhD degree from University of Rochester in political science and master's degree from also the Rochester in political science. Another, there are many master's degrees. Another master's degree from the Public Policy Analysis at Rochester, United States. So, I'd suggest that we have our presentation first and then we can have our discussion. So, please.

演講人：國立政治大學公共行政學系教授 陳敦源

Ladies and gentlemen and Moderator, Dr. Jan and Eric. I'm so glad I have a chance to be here to present. It's a rush kind of collecting what I know in the past. Especially, I want to introduce you this center in Taiwan for the past ten years, I have the director survey in the Taiwan E-governance research center for the past ten years. In fact, during this past ten years, we collaborate with government agencies and we work together, trying to improve the e-governance application in our government to pursue after efficiency of effectiveness and our public policy making. Even after a very in-depth development of Taiwan democratization, and now we are making more and more focus on the value of democracy of responsiveness.

So, there are more and more application of the smart phone and all kinds of devices developed to help government to know more about the public opinion, not only in the real time, but also on the internet. I think that's a very interesting job. You're facing different kinds of technology and innovation applying to your life every day. So, this kind of job, making me think about not only the technology or the innovation in the scientific part. How about in the public administration part, like the organization? Human resources? What can we do more about it?

In fact, I find out more and more. For example, I always joke about, in Taiwan, the people who was born before 1957, and they're using a very special kind of keyboard input, kind of style. And I always ask about people. Because in Taiwan, the Chinese input is not like the English style. It's only 26 characters. You have

different kinds of styles to input. In fact, those people who were born before 1957, in fact their best style is secretary style. Because they cannot type. So, they'll always ask the secretary to type for them. So, I'm joking about this.

Because the technology is created later in your life and then you try to adopt to those difficult parts. It's getting more difficult for you to adapt to it. So, a lot of leaders in our government, in fact, they are not familiar with those new technology. They change every year. So today I'm trying to talk about the topic. What I'm trying to present you is developing government leadership in digital era. Especially, I'm thinking about is should leaders learn? And learn...what kind of thing should they learn more?

Leadership is about creating an environment. In fact, this environment is changing, especially in the technology side - Where people and employees consistently perform with best of their attitude and ability. Leaders by born do this naturally. Some leaders are very fewer. But for the rest of us mere mortals, we have to learn how to lead. So, I think leaders need learn into the digital eras, especially in the future.

And what do we mean by training the leader. In fact, the Lloyd Institute, they did an international survey in 2014. They give us ideas about what we mean by government and organization in the early digital maturity, developing digital maturity, and maturing stage of the digital maturity. There're different aspects to describe what they mean by pushing the government into the organization of maturity in the future facing the digital era. Especially, I want to pinpoint the leadership.

For example, in the very early stage, the leader's awareness and skills are very low. So, they don't know much about the technology development. They probably hate the Internet. They don't like their subordinates to use Facebook too much, thinking revealing too much information to the outside is bad, or something like that. And when we and the government or the organization move to the developing stage, and they began to be digitally aware.

For example, like the Taiwan politicians, although they are in their late stage of their career, but they need to face the internet, especially you call that Internet mob. Those mob can, they can scratch you or whatever. They can bully you. When the organization and government get into the maturing stage - Digitally sophisticated. I think our Taipei City Government Mayor. He's a doctor, having a great ability to learn. So, he's probably, he can say something about that leadership is digitally sophisticated.

There are cycles of trend in the future. It definitely will come in the government and to change a lot of things. There's an article in a magazine talking about six trends of government digital transformation. For example, digital government platform. A lot of our agencies they have, that kind of platform. IoT connected city. We call that smart city. As for security and protection, I think that's a growing concern with the government. Because we own a maximum of a personal data in our government computers. The fourth one is improving the Mobility. We're doing a lot of things in the model way. The police can check the data and use internet. I think that's getting more and more mobile.

The fifth is automation. I think that's another future. Especially connecting with, we call that smart government. More and more government decision-making, even the responsiveness to the outside, to explain

something. If we trained AI, the artificial intelligence, more and more this kind of jobs will disappear. The robots will help us to do that.

The last one I think is concerning with open data and big data, talking about data collection and analytic work. I think that's giving more and more...in fact, in Taiwan, we are very active connecting with the Hackathon Society in Taiwan, giving out the government data as in to give us some feedback, using these data to reform the public policy, to reform the government management in various of ways. All these stuffs, the government leaders will face them in the future.

Later I will talk step by step saying how should we let our government leader to face this kind of inevitable trend in the future government. The second part I will talk about what matters in digital age. There is certain part of the managerial organization that you need to pay attention to. The third one for leadership of the digital transformation I will propose here is 3M. It's not the company we use in paper.

These 3M, they are three vocabulary begins with M - The 3M model. Before I start, I'll give you some meaning and phases. At the end, I will be saying that learning rather than band-wagoning jumping is the only way. Sometimes we just band-wagon, okay, so.

Ok, the first one, what matters? Information and data matters. I think a lot of people called The Information Society is the force revolution. The industrial revolution, and the farm revolution, and Human Society. But the next one, it's, we call that society 5.0, is a super smart society. I think getting more and more we can understand that a lot of um...if you have enough data, in fact, we can create and automation of decision-making.

I think it's getting more and more. But because the government decision used to be more complicated than commercial and Enterprise, that kind of decision. I think our development of automation of smart government will not be that fast. But you can see in the near future that will happen.

From paper to paperless office, I think that's you can see that we are changing that like that. Now one of the examples I can give to you. Sometimes this kind of change creates new problems. In Taiwan, we used to have a federal government project management system. But that system used to be paper work. About 10 years ago, we changed into the Internet. We call that the GPM net. That's a very interesting abbreviation. I have a chance to do an evaluation. We find out very interesting things.

Usually in our dream, if we apply this kind of paperless workplace, you will see the workload from the paper only stage into the digital only stage will be a great improvement in workload. But in fact, we never get into that stage, because we always stuck in the middle stage. The middle stage means paper plus digital. And then our leader think, "wow, we are in the digital era, so we can not only do this annually, we can do it this seasonally." So, 4 times of a year replace once a year. So, in fact, it increased your work in job. So, we expect that, but usually we're stuck in the middle. The reality is like that.

So sometimes we talk about paperless, you need to pay attention to that. That term is only a dream? or that something you really can implement. So that's for leaders to understand. Those expectations sometimes are brought from the leaders. But when you show this kind of data, the evaluation, they'll understand, wow,

that's not that easy. Ok. Another is intermediate device. You can see the head phone, the cellular phone. It's getting more and more important.

And the broadband, I think in the future, we even can do a lot of video stuff on the small device. And even now, in Mainland China, they don't need to bring your wallet out. They use this to pay all the things. I think that's even the money. The paper money will disappear. So, this kind of device matters in the future. But we change from the face-to-face to visual reality kind of connection. Some, we called that love affairs with the Internet that is possible now. So International marriage, sometimes can use the internet to ... there's a show or something talking about that. But still, it's a very interesting thing.

Just lately, probably till 1 week ago, there's something happened in Taiwan. There's a ... I just described it a little bit. There's a very local sheriff office. The sheriff was asked or challenged by two younger police staff saying that your arrangement of the times zone, that kind of serving time zone is not fair, complaining. One of the staff is using the cell phone to film it and then put on the internet the real time. So, everybody saw that they're arguing, quarreling with each other. So, an exchange between a local sheriff and his subordinates about understaffing and burnout was live- broadcasted on the internet and drawing attention for the mass media and general public. Everybody discussed it, and the news media discussed it.

And part of the argument, I just translated a little bit for all of you. Part of the exchange reveals interesting things about the device. Sheriff to subordinates 1, you said you are busy and burning out, I saw you checking your smart phone all the time. subordinates 1, I am trying to find the legal regulations for my work through internet! Sheriff to subordinates 2, I saw you play with smart phone game sometimes. subordinates 2, I am an efficient worker. I finished my work faster than others... And then he can play the game.

So, I think that's a very interesting case we can understand. The device changed. Everybody can be a reporter. You can be a live show host. Or even, you sell things and you don't need a store. So, I think that changes a lot of things, even, including, I think, the government work ever. I think that's a very interesting case. So, how to improve leaders Message-based function in digital era. I think that's something we need to concern with.

The last thing matter is Netizens, Opinion Matters. That means the opinion or citizen on the internet. We call that netizens matters. I think that's a very famous guy in Egyptian revolution in 2011. He posts... he saw a guy being killed by the Egyptian police. Saeed, I think this guy was named Saeed. So, he brought up a Facebook page for Saeed. And this page, I think it tickled the whole Egyptian government in the next two months. So, I think it created a certain momentum for the revolution. I think that one Facebook page did that. So, he was getting famous and famous.

But in 2015, if you want to check the internet on the YouTube, you can see there's a TED Talk. This guy talked about it. He didn't talk about how to do revolution around the world. He was saying that the Egyptian after the revolution only happy for 18 days. Now it's still in turmoil now. So, he's thinking about what the use of internet is, on building social cohesion or consensus. He is talking about that. He said it's so easy to use the internet to decompose the society, but it is so hard to build up consensus in a divided society. He talked about how to change the way the internet works, especially social media works, in order to build up some social

consensus.

I think for the United States, it's the same now. The red and the blue, they fight with each other on the internet, also in the election. So, I think that's the new stuff for the government to face. Now, from general public to echo chamber mob. So, I think that's the social reality, now. In every democratic society, it's like this.

Ok, here's an example I am showing to you. In Taiwan, our government service award. There's an award to very advanced agency every year. Now I want to show you one of my researches. Here's the year from the September to the next year's September. There are two separations. This is the agency needing to file a paperwork for attending, applying for the war. Here's an awarding ceremony, in about May or June.

And I'm examining and spending about 3 months to calculate how they.... because of one of the items to show your government service is your maintenance of your Facebook page, the fan's page. So, I just use a way to calculate. Because there are all public fan pages. I can calculate the activity of their managing the Facebook. So, you can see, before filing the paper, they're so active. But after the filing, they just died down.

Especially, I separated those agencies into four parts. The blue one is the awarded agency. The orange one is selected agencies, but not awarded. The grey one is applied agencies, but not selected. The last one is the reference agency that did not applied. So, you can see a very interesting thing. If you asked the agency to treat outside connect as one of their jobs, they will face it like this. They don't really understand how to do it. But, if you want something you want the good to be pushed, and you can give you two thousand good. But what's really worth for them, they really don't understand. So, we can saw the Multitude-based kind of function in digital era. Agencies and the leaders should pay attention to this. Okay.

I give you a 3 M (model). That 3 M is Mission-based, Message-based and Multitude-based. All three are very important in digital era. Mission-based means those tasks for fulfilling organization's missionary goals will be enhanced through ICTs and gaining better effectiveness in democratic governance. I think that's one of it.

Message-based means those messages externally and internally transmitted in-and-out of government organization will be managed more efficiently through ICTs adopted. I think that's it and we need to understand the transformation and the focus that we should put on.

The last one is Multitude-based. Those civic engagement between government and its citizenry will be handled according to the value of responsiveness through digital reforms. I think these three things at least the leaders of government should be aware of. I think that's what I'm talking about.

Ok, I give you the definition and I give you the three cases, and that's also my research. The one case is about Mission-based example. Here is the case. In Taiwan, in the Taipei City government, we have a phone call that we can ask for help, calling 1999. You can just push 1999, and there's a universal kind of service man who can help with everything. But sometimes, this kind of service, we can help case by case to do it. When you finished serving this guy, and then case closed. So, sometimes, the government will give you tress sight not forest sight. I mean, they're treating the cases like a tree. They are treating the trees well, but they don't know what the forest looks like.

So, what I'm doing here, there's one of the data I acquired from the City government. There's some

garbage thrown on the street. So, people can make a phone call, 1999. Then, the garbage team will come within 20 min and pick up the garbage. But because there's a digital footprint left on the computer. So, we just get all those about 6000 cases. Every case's data is a stream of stress. So, we just transformed them into a GIS map, putting on our paper, saying we've calculated the concentration. And then we can see there are about 18 or 20 hotspots. I think that's the problem of the government administration. They only focus on treating the tree well. But sometimes they should look at the whole forest, what happened in Taipei. Especially, there are some places. Every time, people will throw garbage there. There are some reasons for that. So, we call it the last mile.

So, we called that the last mile for responsiveness of the government. So, we ask them to look at the 18 to 20 hotspots. They found out those places are the lands having disputes or the government land is not used. So, people will throw garbage more. So, I think the government should take a look at the forest and then design the policy to prohibit people from throwing garbage at the place, and then you don't need those garbage pickers to pick every time when you call. So, I think that's a very important GIS plus Big Data. You can have better service at this kind of Big Data analysis. So that's the Mission-based example I can show you.

The next one is Message-based. It's a very important case in Taipei. Because we have a bus service line. When I was a kid, every time how you evaluate the bus quality, about 80 percent concerning about how long I would wait for the bus. Sometimes I reached the bus stop, I probably guessed, because the information told me that every 20 min, the bus would come. I don't know if I should wait 18 more min or 1 min and the bus would come. So, every time, I waited and waited.

But, Taipei City government, they had done a very interesting thing. They just put IoT device on every bus, and every 10 seconds, they transmit a location information to a huge database. And then every 10 min, they just open the data to the public. So, there are some company use that data, they create an application. We call that Waiting for A Bus in Taipei. And that thing, according to that thing, you can plan your life every time to take a look at how many time.

For example, from my house, walking to the bus stop is about 7 min, and I watch the bus stop I want to take, that's a 10 min away. So, I can wait 3 more min, and then walk to the bus stop. When I stop the bus stop, the bus stops. So, I think that's a very convenient kind of way to deal with things. So, now the Taipei city bus line, the people evaluate its quality is not according to the waiting time.

It is going to some other things. For example, do you have a charger place on your bus? Where is the charger on your bus? And the air conditioner is good? So, it's no longer the waste of waiting on the people's evaluation. So, I think that's an IoT plus open data plus web 2.0. That's a better city bus service that we use that message well.

But the problem is here. Because there's no unified government, company to create this application. For example, like Keelung City, in the northern part of Taipei, they have six applications. So, you don't know which one to use. There are too many of them. So, I think that's another Message-based example for you of how to create a more effective and even change the way people think about some public service quality. I think that's a very important case in Taipei.

The last one is a Multitude-based example. I think our E-governance service research center, we paid a lot of attention to the past 6 or 7 years. How to create a way to evaluate what's a public opinion on the internet? So lastly, after 8 years of research, we have a 7-stage kind of stuff. But this seven-stage is a combination of human and machine. You cannot do it without machine throughout of the seven-stage and then you will understand how to respond to certain issues on the internet.

I would like to go into this detail with some English publications. But I think a lot of government agencies are catching up with this kind of internet public opinion scale. One thing I want you to mention to you is that language is the tricky thing. Sometimes we can very fast to evaluate and grasp the attitude is a positive or negative attitude, according to the language.

But, in fact, in political field, people are trickier. Sometimes you use negative language to praise the people. So, you cannot ask a computer to give you the accurate argument behind this kind of a tricky language use. So, we are not having 100% machine do this. Because the people use language more freely than we ask the machine to evaluate for us. So, I think that's very important. So, Web 2.0 plus Big Data plus Machine Learning and online opinion response are very new, and every leader in the government should know about them.

So, I think at the end of my presentation. I probably will say something about how to train these digital transformation, I did a training into the leader of government or future leader of government. So, I use the competence model. I picked up 3 important things, including the value, skill and knowledge. And I separate to three ends here. So, I give you some ideas about it. For example, the value, what is the core value you want to train, under the Mission-based of the function for the future is the effectiveness?

I think that's a something we're pursuing after the model. What is the message-based as the efficiency? What is the multitude-based as the responsiveness? And the knowledge here, the mission-based is about project, evidence and management? Some of it is already well developed. But evidence-based method is kind of old idea. But because of emerging of data, there's some new content. We think we should learn about it. The message-based it's like interpersonal communication.

We're doing it in a kind of different between public and private using this kind of concept. The last one is multitude-based. We probably concern with the knowledge about democratic theory, political psychology. I think it's very hot area in political science now. Probably, some people will hear about the "nudging." That guy, Richard Thaler, he won last year's Nobel Prize, about using the "nudging style." I think that's the multitude base we need you have some tools, especially according to psychological build up, to lead the people do what they want, what government wants a to be.

But without using the force or authoritarian kind of tools to force them to into our will. So, I think that's kind of stuff we can concentrate on. The last one is the pulling. I heard some of my expert friends said, probably in the next 10 years the telephone calling will disappear. Less and less people use the fixed telephone or home telephone anymore. They use the mobile phones. So, they are worry about their jobs in the future, so I think that's very interesting.

And the skill, I promise, I won't force these guys to really need to learn. But conceptually, they need to

understand what really that is. I think it is the good way to let them to learn what Big Data is. Just asked me, I just gave you some example how we did it. I think that's a very good teaching kind of material for the leaders to learn.

The skill side, the Mission-based is Big Data, Crowd-sourcing and Cloud Computing. The Message-based is Web 2.0, IoT, Edge Computing. And the Multitude-based is Mobil Engagement, Big Data and Machine Learning. All kinds of things mixed together. I think that's kind of package for the leader to understand the future of organization in the digital era. How to do it? I think learning needs some methods. So, I pick up some methods here, the ICT skills.

I think the main methods that I will focus on is experimental. It's based on the experiment. You need to experience and collaborate. Sometimes you need to collaborate with some other people who have special skills in computer science. You need to collaborate with them.

In fact, this is a big problem in Taiwan government. Taiwan government has certain type of the civil agent examination. It is about computer science, but these people sometimes when they get into the government they have less and less chance to update their skills. Because there is very fast development. So, they are so gradually changing into those people who only do the contracting now. So, they specialize in contracting now, not computer science anymore. So, these people, how to train them to collaborate with their leader and let them understand the future that kind of government organization. How we do it? I think that's a very important job to do.

And if the learning, on the knowledge side, to be honest with you, the leaders of our government are so busy today. So probably, if you distract them from workplace for even 1 hour, it is so luxury and so hard to do it. So, more and more we are finding out that because we have the internet.

There's a chance to do micro-learning. What do we mean by Micro-Learning? Just give me ten min. I'll let you know what block chain is? Really? I still don't know what block chain is. But if I give you ten min, I either use a YouTube film or give you a short article to let you understand what that is. More and more government, especially in Taiwan, the Taipei city government training agency just began the first play to create that kind of micro learning material on the internet, e-learning space.

I think that's for leaders, very important. I'll show you the case. And the case faces discussions. and the value side, when you talk about that, there are always value conflicts. So, I think the best way to learn it is problem-based learning with discussing the conflict, discussing different kinds of value conflict all together, case by case. I think that's the way to learn it. So, I think that's what I am suggesting that our government's or some other governments' main goal is to train their leaders to understand of future digital transformation. It's the way to do it.

I can show you one of my, the Mao Kong Forum. In fact, I probably should say a little bit about some of my experience. I'm a professor. I sometimes teach, according to the time zone, 50 min per class. And in my hands, there's a textbook. So, I teach students things about things in textbooks.

But, 3 years ago, one day, when I was teaching something, for example, like the era notes, PA, the first

article is written by Woodrow Wilson. It's in 1886 and 1887. It's published twice in two different journals. So, I said, "Well, the first article, everyone should read it. It's published in 1886." In the meantime, when the class is over. One student brought up his cell phone. "Teacher, you're wrong. the paper is published in 1886, not 7." I watched the cellular phone, saying, "You're right and I'm also right. Because the paper published twice."

And when I went home, that night I cannot sleep. I was saying if we can put the whole textbook on the internet, what's the use for me to teach? What can professors do in the future? So, I have a chance to get familiar with Facebook. So, I build up a Mao Kong Forum. It's a closed forum. I only invite those people who are my students to learn with PA or the civil servants I met. Now, there are about 3000 of them joining this.

Every day, I'll write something according to some news and use the PA stuff, about 600 and 1000 words, sometimes with some pictures and something like that. Or, something I observed in the government. So, our people told me that every day, they only spend 10 min with me and they can learn something about it. In fact, in their state, they don't have very long time to learn. So, I'm thinking about this kind of Micro-learning machine or Micro-learning kind of channel.

It's the only work in the digital age. Not only writing in the words, but also the YouTube. For example, the YouTube film. You can learn within 3 min. This kind of micro-learning. Especially, for the new technology, new concepts, I think that's the way to do it for our future leaders.

Last one, the picture comes from a conference. That's a warning. He said, "Big data is like teenage sex: everyone talks about it, nobody really knows how to do it, everyone thinks everyone else is doing it, so everyone claims they are doing it..." So, just be aware, ok? I think keep learning is more important than bandwagoning jumping in this field. Ok? Thanks for your attention.

主持人：考試委員 詹中原

Thank you very much, Dr. Chen. I think we can also have a, through the presentation, we are able to have a kind of the rethink of our reality right now, right? Several years ago, we'll think we're still maybe, that's the environment. It's like so close to the Nature long time ago.

But right now, it's really what we called a society of 5.0 So, that's a totally different, you know? Through all of the presentations, we can see that it gives us a very, very clear presentation, especially for that picture. Which one that we originally some kind interaction face to face connection between the people to people. But right now, you know, you remember the picture. The young children, they just sit there back to back, just look at the computer. That's the new picture of the society right now.

I think it gives me all rethinking about our world. So, we're asking all of you, foreign, local, our Taiwanese people, of course, we understand, we know we're in the election season right now. For some foreign friends coming from the outside, and you also know it's our election season right now. But, totally change the campaign, according to that picture. We can apply that picture to the campaign. So, the campaign is totally different.

Dr. Chen also gave us the 3 m model. Really according to these pictures, we can think about a leader. They should kind of change for our leadership. After that, I'd like to invite Eric de Graaf. Eric is from the Netherlands, and also from the Ministry of Defense. He's full of the experience of innovation. So, can I borrow all of your hands to welcome Eric to give us the discussion? Please.

與談人：荷蘭國防部治理創新執行長 Eric de Graaf

I'm grateful to be here. But like minister Jan said, I'm a practitioner. So, it will be a more practical view for the same subject. First thing, I notice is that I saw the program is that, at the same, there's a session about healthy leaders. And it's the future leader. So, these two don't mix, I presume. It's either healthy or future.

I have worked many years in the government. Now, I'm in the Minister of Defense. I have some the slides of the previous speaker to respond to that. There are many things, if you talk about cross-boundary, many things you're talking about in Taiwan, happened exactly the same in Holland, in Europe, where I lived. So, very recognizable. They are mostly in the middle.

As government, we are coming out this early time moving to this. But actually, we're mostly here. These are very informative slides. But there, I have some tensions, dilemmas... within that the six themes, especially this one. I think it's not only in Europe and in Holland, where the privacy theme and privacy data act are becoming more and more important. You, as a leader, have to make sure that you develop new possibilities on the other themes, and still keep security and protection in order.

And that is real, especially from within the ministry of Defense, a challenge. It's not only the criminal on the states. The big companies, like Facebook, Amazon, you know them, which use our data. Also, coping with these themes as a leader, a future leader, you have to work differently, I guess, my opinion. What we call social innovation, it's organized or flexible, use design thinking, that's used more and more in the West. And where the user's centric perspective is the most important. When we develop education, and we went to as minister presents through many of years, and took Enterprise systems applications, 10 years to goes to cut out of allergic processes, our fund processes in it. At the end, we said that now we have a new system. But it's a legacy system.

In these days, you use design thinking and algorithm as innovative ways of working to make small burst, develop something, show it to the user, and then go further. We go in the state of permeant data, meaning that it's never totally, 100% developed out. There's always something to develop upon, to go on. So, I think the future leader has to work with dilemmas between the themes and work in a different way with the people, with his employees.

This is not so long ago, few years ago, I have about 10 books archives. Books of archives. I couldn't get rid of most of the paper. But important in my boss, as a leader, he went totally digital. He doesn't want paper anymore. So, he made an example and so we, as his team, have to go, also, non-paper, to go digital. So, it's something he enforced in a nice way. Just to do it and let others follow it. I think it's the job of a leader.

As for knowledge's power, you need the information. But what about information overload. There's

too much. And what can you trust? We hear a lot of about fake news. We hear how to work with data, how to lie with statistics. What can we rely on? The integrity of data, of course, it's always important. But now more, because there are so much. Now, Professor Facer mentioned about the data which the right-wing Think Tank used to make some examples of how civil servants are paid in related to the business. It's a way of interpretation if that's say, nicely. So, a leader has to have eye this service, I guess, also.

When I think of the Mission-based function, I think of also of dashboards, before indicators with managers who sit tight controlling their businesses, their people with, you know the dashboard of red, yellow and green, sort of agree. And yes, it's totally agreed. It's both its paper and going digital, but in my example, leaders can go fully digital and like an oil and spot. It gets bigger and bigger. So, control your department, or motivated, and inspired with ideas, I think that's two things, two separate things with controlling and motivated.

I like the picture also pretty much. You bring me notices the generation differences. When I grew up in the Europe sea, I could tell my niece that I know your job because you've done it. And if you do it like the way I did it, then it's all right. But it changes of course. With the example you mentioned, they are swiping more easily. They're getting information more easily than the other generations. What are you going to do with it?

We go digital later on this right-hand side. The older people are on the left-hand side, much older, might be the digital immigrants. So, in Holland, we are facing now aging policies. What do we do with people who are not too old to learn, but have to do something? And with robotics, and the digital enhancement getting further, what do they want? And what can they do? We have to help them, the elderly generation, like us.

I use this picture because in working on another way, we have any time, any place, any device. It looks a bit like an ant. But it's possible of course. Do your work at night in another country because you have so many devices to work on. And it has advantages. Of course, the traffic, out of the day, why don't start with your email at home, bring your children school, and then go to work. Because we have very classic way of going to work. You rather be before your boss arrives and leave him after he arises.

But that's changing, that's changing in our department very fast. And you have to, if you are showed with the innovation, you make the offices difference to work together more easily. And what you called bricks, bites and behavior. Bricks is, of course, our office, looks like its designs. Bites is the technology, IT. And the behavior is one of the most important things, because it's the human thing to work on the other place. And that's still, without doubts, more result-based leadership. So, in the example, you use with the sheriff and two policemen. If they've done their work, and one's faster, he could do other things. It's all about the result, and not the input or the time you stay in your office. That's what we try to change.

But the...some great companies, where fundamentally, like Microsoft, and they learn from lessons which is anytime, anyplace and any device working is that you have to come together now and then.

If your works are always away from office, they not belong to a team, it is less spoiled. So, you have to use FaceTime. You have to meet each other regularly, twice or three times a week, to stay a team. That's the lesson learned.

Also, what we learned with social media and respond to that. It's that mostly reactive. Something happens and then you have to do so. More and more organizations use something with, what they called, web care, so they go on the internet and with a sort of robot. And get all the information about your company. For example, on Facebook, something happening, something exposed. And you directly respond to it, so there's another view of the two policemen in the example. Go from reactive to productive. And also, what I mentioned before, Mission-based leadership, if you get results, you're free. I like this epilogue.

Because I could put many of things from my experience, like the application. Also, the fact-based governance, instead of anecdotes. You don't deliver on time. You get more and more information out of the and by resource manage systems and you can steal the information because is reliable mostly. Mission-based, you're more and more service-mind the application through multi channels, maybe channels at the same time.

And you do track and trace, so there's a question you know how long it takes to response, and you can echo that. And the last one is a Multitude-based. More thinking, more outside the dividend. I think one of the things about cross-boundary was when I interpreted at first time, I had a picture of, that is over the meeting with HR, IT and communication all the different organization, but also going from the outside of your organization. Thinking from the outside in, I think it's best example for cross-boundary. I go on quickly.

What I like about Micro-learning and Problem-based learning is that in the military, we have for years, what we call war-gaming. You make a room and you can play and guess, make you a real case and you make mistakes. There's no problem to make mistakes. It is a very easy way to learn. Now, computer, gamification with stimulations is a very nice thing and good thing to do.

And with all the technology, it's like the sort of apprentice from the Mickey Mouse movie. There are new possibilities. But if you don't understand them as a leader, that can happen things strange, next. So as a leader, what you also said, you get to know a little bit of all the new trends and the new IT.

One of the models, as the last slide, I like very much. Because it's used more and more within the Dutch government. It's that you, what I mentioned about outside in. This is the outside in, inside out. Policy and they are digitals. That's probably we know the best.

That politics is good because the assignments and important lessons. The more and more is the civilians. This way of doing things. They're initiating the new ideas and then you can protest, and get very helpful, the classical mistakes, going over the performative state. We know the interaction... there's ideas of politics. You can use surveillance to respond to it. And the last one, this what happening now in the Netherlands. The Initiatives going without the society. And what you do as a leader, a civil servant leader, that's the newest threat in Holland. And we call it pop-up public value. Each of these have special leadership style. And actually, you have to know more, which is difficult. There are the lawmakers, the classic way of doing the job to the due to the management, the performance indicators, going outside the organization, and from the outside in. So, the leadership, especially the cross-boundary leadership, is I guess, in this courtroom more, in this sight. Ok. Thank you so far.

綜合討論

主持人：考試委員 詹中原

Thank you, Eric. I still go back to that picture. Eric gave us some very excellent ideas about that interesting picture. I think for the future leaders, we should think about the generation difference, right? I also write down all of the list. We should emphasize on the results-based leadership, the second thing. The third thing will be the, for leader, we should change our mind. If you have a subordinate in your office, it is not that kind of relationship. You should check with your subordinates with the face-to-face approach. It's not the definition of a team. We changed that kind of idea.

So, we can conclude that we should have adaptive leadership. That's the final conclusion for the presentation. So, for right now, we should take the effort and then to extend the further discussion. So, please, right now, we open to the floor. Everyone, if you are interested in, please raise your hand and identify yourself first and then we can invite the two excellent experts to respond to you. Ok, please. Yes? Please.

與談人：美國楊百翰大學副教授 Rex Facer

Yes, Rex Facer, from the Brigham Young University. I get really quite triggered, especially with the notion of the Micro-learning. But, also, you kind of mentioned the older generation of leaders. I think one of the tasks, the challenge is, for some of us, who start to grow a little older, start to be more afraid of big data and that kind of digital things. And yet, occasionally, you talk to people to do those things. You tell me it's not that difficult as if I imagine that would be. My question is how we help my generation and older become more comfortable in whether Micro-learning around is, new approaches to get using the Big Data, or analyzing data. Was it possible to be like 25 years ago, when we were learning, for example? Thank you.

主持人：考試委員 詹中原

We can invite Professor Chen to respond the question.

演講人：國立政治大學公共行政學系教授 陳敦源

Yeah, I think that's a very good question. Cause I mentioned something about collaboration. In fact, it's a cross-boundary kind of collaborating. I give you an example. When I was a PhD student in university of Rochester, we have a very renowned economic department. In fact, I found out some economists when they try to write a better conformation model for their theory, they sometimes hire some people from the computer science department. So, in fact, that's not new.

If you want to collect date or clean up some data, you can hire a gun for you to do it. So, I think that's a long tradition. I'm kind of lucky. Because I chaired the Taiwan E-governance research center. Every year, we

have different kinds of combination of technicians and PPA scholars. They combine together to do things together. For example, I give you an example that I really don't know what block chain is, the calculation behind it. But, when I read through something, I find out there's something probably we can do. So, I ask the technician, can you do this like that?

So, I asked talk with the technician, saying, "can you do this like that?" Because we think we can do it. Because I think about that sometimes government will organize a committee, to make a decision like contracting out decision-making. But, how people, or how the politician, heads of the departments pick those scholars. Sometimes, they will be biased because of partisanship. So, how about the academy, they can organize together. Every time, you want to do something, we can vote according to the whole academic society and advising you to pick this guy into your committee as a member.

That kind of things will increase the ... for example, like professionalism of the decision-making. That talk with the technician, saying, "can you do this?". They probably will respond. They adjust a little bit about. This kind of communication is very important, so, I encourage a lot of leaders to join the Hackathon. The Hackathon means those crazy computer guys they acquired a tons of governments data, they do a lot of things, and communicate with those people. I think that's the process of more communication and knowing more about each other. I think that's probably the only way that the PA need to get into this kind of era, and then do some research. That's kind of the way to do it.

與談人：荷蘭國防部治理創新執行長 Eric de Graaf

Yes, we did something the same as well. Of course, we have that kind of group in Holland. We have the special courses for full evenings, learning and discussing, especially discussing of the in-depth, about the IT. They've be created within picture of the Ministry of Defense, some of labs, some of environments, where, of course, there are some experts and experiments. And then some of the older generation just go there, and just do it. They just respond to what they have making and ask questions, and go in the lab, which is also a safe environment.

演講人：國立政治大學公共行政學系教授 陳敦源

I think there are two kinds of young people who use the computer. One is for gaming, for fun and the other is for work, efficiency. So, we need to distinguish that, especially for leaders.

主持人：考試委員 詹中原

Okay, especially for the leaders. In your office, you can try to distinguish the two types of your subordinate is. Yes, please.

聽眾發問

Thank you. I'm from Indonesia. I'd like to ask the learning method. The 3M model you introduced is a

very good model, but when I saw it is for leadership, for the leaders. How about for the rest of people? For example, you apply the same approach, especially for improving the digital literacy of most of the employees, thank you.

演講人：國立政治大學公共行政學系教授 陳敦源

Okay. In our government federal agency, the training agencies, in the past few years, they created this kind of learn, listen and class for those middle-range managers. In fact, one of the classes I designed, it's a two-days class. The first day is about the knowledge and the concept for them to understand. The second day, we use the case before noon. We use the case study to let them know what the government has already done. In the afternoon, we asked those company who can do big data to help them use some kind of platform, for example, like knowing the internet. That's more like practicing, using and analyzing. Finally, at the end of the class, they can write a report. So, it's from a brain and from the mind to use the knowledge from the brain, and then to exercises.

I think that's for the middle-range manager to understand the digital world, how to face it. So, the reason why I picked this, for example, for Micro-learning, task-based discussion or collaborating, this kind of stuff. It's because they are leaders, they are too busy. There are not fitting to this kind of two-day, three-day or whole-day training. So, we need to figure out some other way.

主持人：考試委員 詹中原

Yes. Any more question? So, I just raised a question to Eric. Because this is kind of, such a, good opportunity, especially to ask some questions to our practitioner. It just attracted me about the new idea and the terminology to me. You talked about that we should deal with this kind of societal resilience. That's the civic result of leadership. Because I'm kind of in the field, the manager. That field, we always talk about the civic resilience, very often. Maybe you can talk about it a little bit more. How does this kind of societal resilience relate to the leadership? Thank you.

與談人：荷蘭國防部治理創新執行長 Eric de Graaf

Yes. What we noticed is that within the Dutch government, there are many cuts, also the same bank crisis as our English colleague mentioned. Many of things in public area were cut away, like libraries in certain areas. Governments did less than they used to do. So, people got an initiative to make their own library and asked a company with an empty building to use it. All kinds of citizens got books together and then they asked the government to help them. So, the initiative was not politics-driven or the government-driven, it's from the civilians. That's the sort of resilience we see happen more and more with ideas or initiatives from the society.

How to respond to that as a leader? You can say that the law is your library has to have fire protection. All these regulation makes it almost impossible to set them a library, or you have to have lost of the money.

But that's the problem. There's not enough money. So, how to deal with it? As a leader, you got the work from outside in and try to arrange within your own bureaucracy. All these things, which normally have to have installed, you deal with it in another way. You arrange from other things, make it the pilot, so they don't have to deal with all problems and rules. And then you have to connect also where, again, the politics, which is more difficult, cause the initiative didn't come from the politicians.

There are some lessons to learn that you got to learn to speak like politician, use their language to make your point. Cause with this initiative, I have to deal with it in this or that way. Talk use the words the politician use. Try with personal persistent to drop the first concept of your paper and let them look at it. At that way, collect from the outside in and through, with the politicians. So, there's another way to deal with initiatives.

主持人：考試委員 詹中原

Any training process for the leadership.

與談人：荷蘭國防部治理創新執行長 Eric de Graaf

That's just beginning. Beginning, yes. I got this model from a professor in Illinois. It's just coming these few years.

主持人：考試委員 詹中原

Thank you very much. Yes, please.

演講人：國立政治大學公共行政學系教授 陳敦源

I want to ask something about as a leader looking into the future, there's something that hasn't happened. You need to change your mindset. Recently, I read something about, there's a French-English term called *dejavu*. *Deja vu* means there's something happened in the past, that bothering me, just for me to judge the status quo now.

But there is another word, *vu jade* that means you need to drop out all those things you have processed and like an anthropologist. When they jump into a very different culture, you need to leach out all these fixed thinking and sometimes we call it the Ground Theory, to scratch from zero, to understand something new. I think that's the attitude or the way of method for a leader to understand the next generation. Because they are so different from you. To understand there're some technology hasn't been invented, yet. It will definitely affect your work in the future. That kind of mindset is something I recently read.

There's a very famous British public administration scholar called RAW Rhodes He recently talked about Anthropology in PA. I think that's a very important mindset for leaders to adopt a future. That's *vu jade*, kind of method or thinking. Thank you.

主持人：考試委員 詹中原

Any new responsiveness or any question? Ok. We have a very good communication with each other. Finally, maybe you'd like to say some more in few minutes.

演講人：國立政治大學公共行政學系教授 陳敦源

The cross-boundary of the main themes is about boundary crossing. Sometimes, we pay much more attention to the spatial, or the time, or even the agencies, on cross-agency, this kind of boundary spanning. In fact, in this kind of digital era, more and more cross-boundary spanning will occur between the professionals. I think that's another kind of boundary spanning. But, so lucky, for discovery in Public Administration from the beginning, from the scratch, we are learning from all different kinds of professions. So, I think we are ready to do it, but we need to adapt to the future through the cross-professional boundary collaboration and management. I think that's very important.

We think that kind of cross-boundary in institutions and even communication style, and even sometimes into the big plan about good or bad, cost and benefit, a very honest about doing that kind of relationship. I think that's very important. One of the examples in our federal agencies is we combined the health agency with the social welfare agency 10 years ago. Once, I did a research about how they collaborate with each other. In fact, they are so different. One is the field of science, another one is social science. They treat people so differently.

For the mental person, if your body got some problems, just cut it off. But social welfare, the social workers, when your body got some problems, you should take care as a whole person. So, that kind of different philosophy, we need a lot of time to collaborate with each other. In the future and the digital era, big data, all kinds of work, even the office structure will change. So, I think the PA, especially public managers, should open their minds, use the vu jade, the thinking style to open up to different kind of specialties in computer science and data processor to understand how much they can help us to really do the digital transformation toward the more digital mature organization. Thank you.

與談人：荷蘭國防部治理創新執行長 Eric de Graaf

Just two remarks. One, to have an open mind, it helps you reflect as a leader. What's the three most important things for leaders in Holland? Besides collaborating, technically, it's to reflect yourself and reflection for others. That will help you. The last one is from me. We talked a lot about digital transformation. I think that of course more challenges or big problems where you have to ask cross-boundaries, but not only with cross agencies, and businesses and NGOs, and those with other countries, of course, but climate change, elections like Europe. You have big problems as a future leader. You have to deal with them, too. Thank you.

主持人：考試委員 詹中原

Recently, I read one article about a very successful businessman. I think he's just giving a very impressive idea about his success. He talked about he just reminds us, in the organization, in a company, especially his company, worldwide, very successful, we cannot expect. There's no any perfect individual personality. There's no satisfied, perfect individual personality, but we can try to create a perfect team, perfect team operation. That means that the difference between individual personality and the perfect team, that will be the function of leadership, especially in the future. Of course, the digital will be one perspective to think about the developing future leader. But we all know this perspective will be different. One of the differences, we should think about for the future leadership. That will be some conclusion for this session. Also, at this moment, I'd like to close our session. Thank you very much for your participation. Thank you.

Developing Government Leadership in Digital Era

Don-yun Chen



Developing Government Leadership in Digital Era

Dr. Don-yun Chen

Professor, Dept. of Public Administration

Director, Taiwan E-governance Research Center

National Chengchi University



Introduction

Dr. Don-yun Chen

Full Professor & Director

Dept. of Public Administration, NCCU

Taiwan E-governance Research Center (TEG)

PhD in political science from University of Rochester (1997)

Major

E-governance Public Policy Analysis and Management,
Democratic Governance, Communication and Public Policy

Recent Researches

Taiwan Government Bureaucrat Survey, TGBS; E-governance;
National Health Insurance Policy



Preface 1: Leaders have to Learn

- Leadership is about creating an **environment** where people and employees consistently perform with best of their attitude and ability. Leaders by born do this naturally, but for the rest of us mere mortals, we have to **learn** how to lead.

- From *Brilliant Leader* Blog Title Page

(<http://brilliantleader.blogspot.com/2011/12/competency-based-leadership-model.html>)

Preface 2: The Environment - Digital Government Transformation

Table 1. Characteristics of a digitally maturing organization

	Early	Developing	Maturing
Strategy	Aimed at cost reduction	Aimed at improving customer experience and decision making	Aimed at fundamental transformation of processes
Leadership	Lacks awareness and skills	Digitally aware	Digitally sophisticated
Workforce development	Insufficient investment	Moderate investment	Adequate investment
User focus	Absent	Gaining traction	"Central" to digital transformation
Culture	Risk averse; disintegrated	Risk tolerant; accommodates innovation and collaboration	Risk receptive; fosters innovation and collaboration



Preface 3: Six Trends of Govt. Digital Transformation

- 1. Digital Government Platforms
- 2. IoT Connected Cities
- 3. Security and Protection
- 4. Improving Mobility
- 5. Automation
- 6. Data Collection and Analytics

Forbes Magazine, Daniel Newman, (2017) Top 6 Digital Transformation Trends In Government.

<https://www.forbes.com/sites/danielnewman/2017/06/29/top-6-digital-transformation-trends-in-government/>

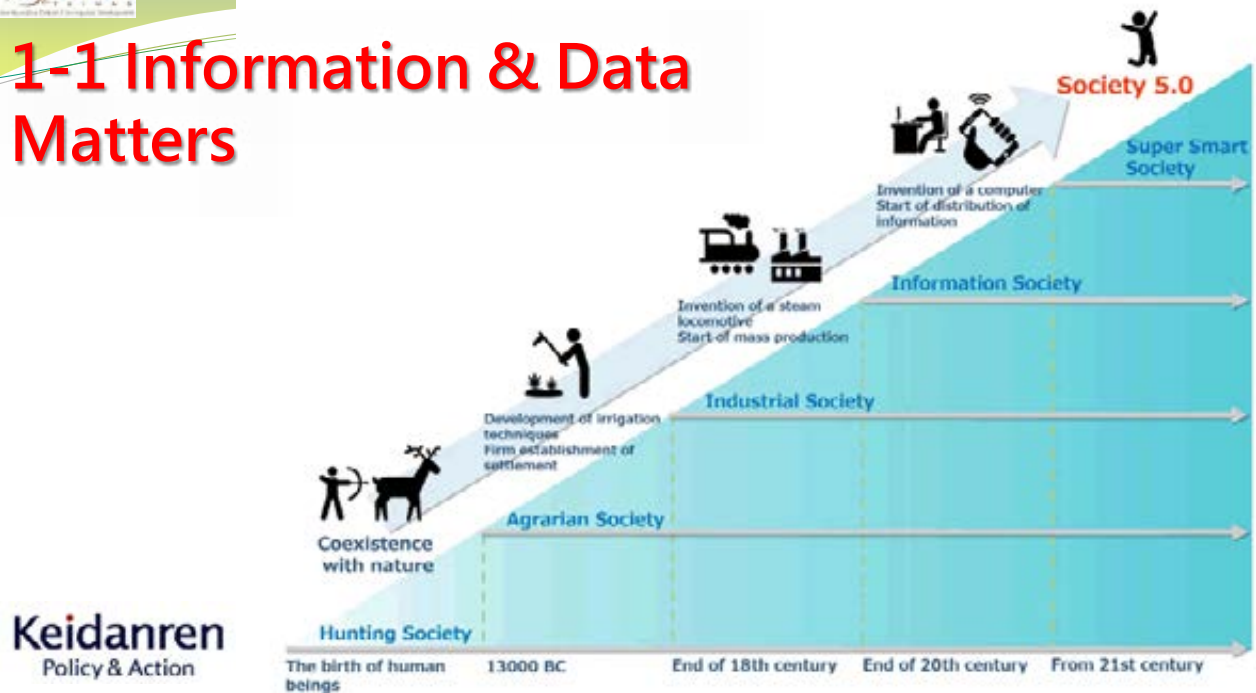


Table of Content

- 1. Preface
- 2. What Matters in Digital Era
- 3. Leadership for Digital Transformation: The 3M Model
- 4. The 3M Model Applied: Meaning and Cases
- 5. End: Learning rather than Band-wagon Jumping



1-1 Information & Data Matters



1-2 From Paper to Paperless Office



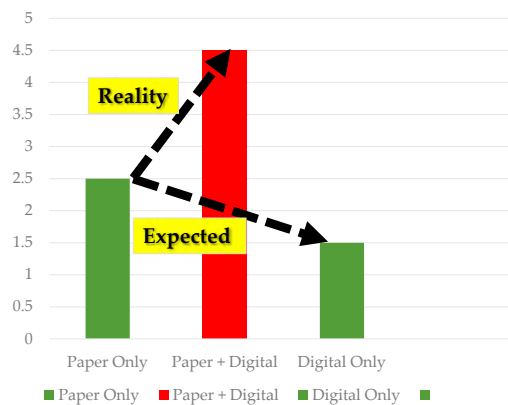


1-3 An Example

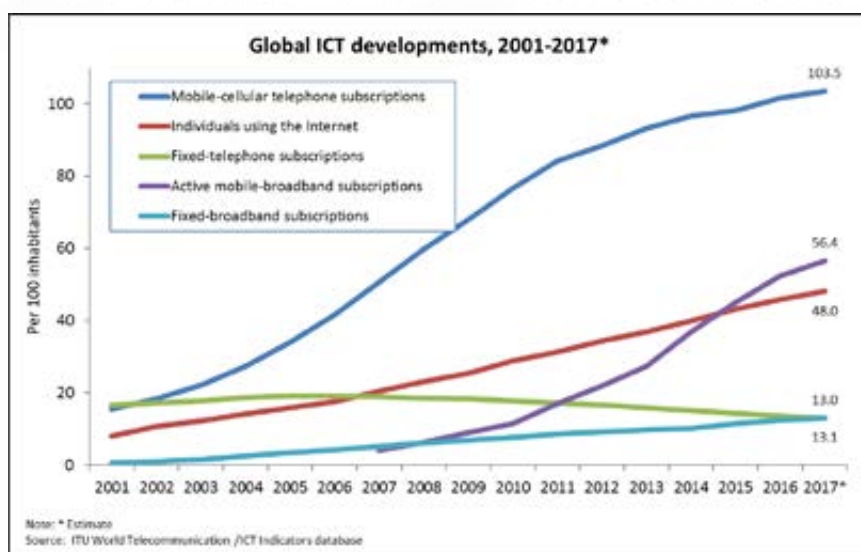
How to improve leader's *mission-based* function in digital era?



Office Workload



2-1 Intermedian Device Matters



2-2 From Face-to-Face to Visual Reality



2-3 An Example

How to improve leader's *message-based* function in digital era?



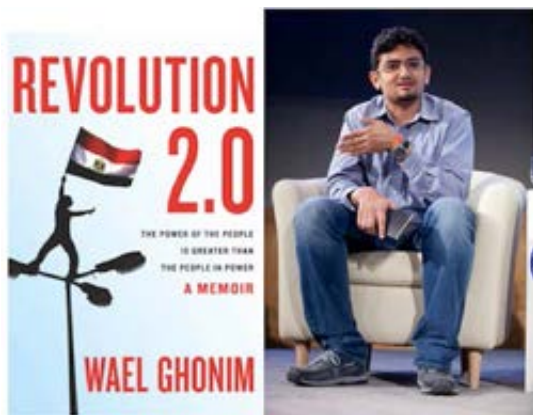
<https://www.youtube.com/watch?v=ip5luLcOJ2w>

- On the 7th of Nov., an exchange between a local sheriff and his subordinates about understaffing and burnout was live-broadcasted on the internet. Drawing attention for the mass media and general public.
- Part of the exchange reveals interesting things about the device...
 - **Sheriff to Sub #1:** You said you are busy and burning out, I saw you checking your smart phone all the time.
 - **Sub # 1:** I am trying to find the legal regulations for my work through internet!
 - **Sheriff to Sub #2:** I saw you play with smart phone game sometimes.
 - **Sub #2:** I am an efficient worker. I finished my work faster than others...



3-1 "Netizen" Opinion Matters

- **Wael Ghonim**, the man who sparked the revolution in Egypt in 2011.



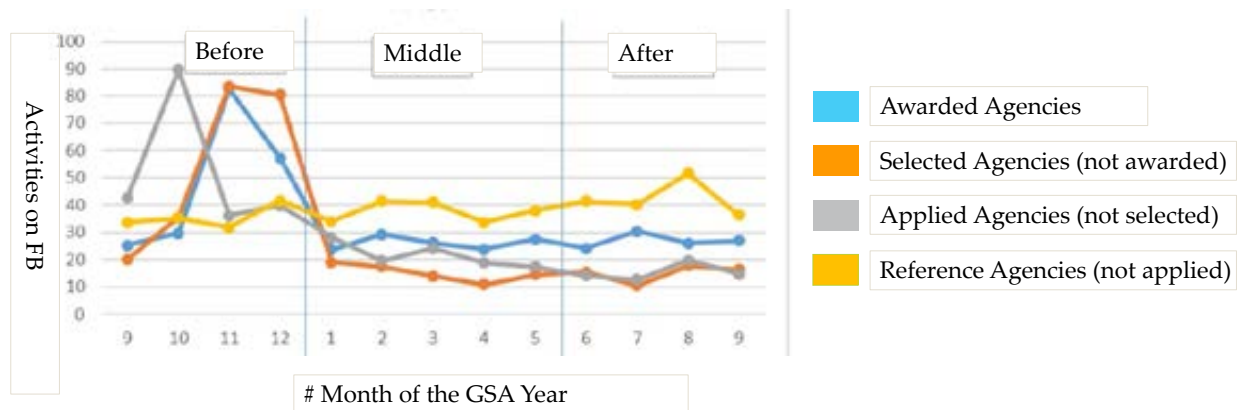
3-2 From General Public to Echo Chamber Mob



3-3 An Example

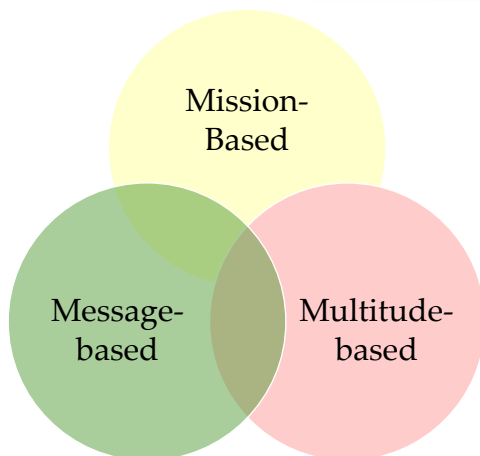
How to improve leader's *multitude-based* function in digital era?

• Government Service Award, Facebook “Fans” Management



4-1

Leadership for Digital Transformation: The 3 M Functions



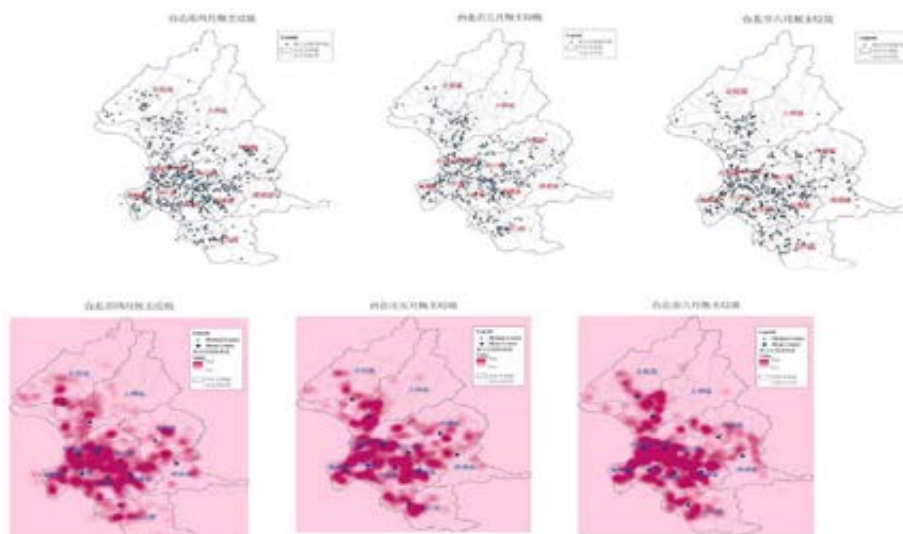
Mission-based: Those tasks for fulfilling organization's missionary goals will be enhanced through ICTs and gaining better effectiveness in democratic governance.

Message-based: Those messages externally and internally transmitted in-and-out of government organization will be managed more efficiently through ICTs adopted.

Multitude-based: Those civic engagement between government and its citizenry will be handled according to the value of responsiveness through digital reforms.



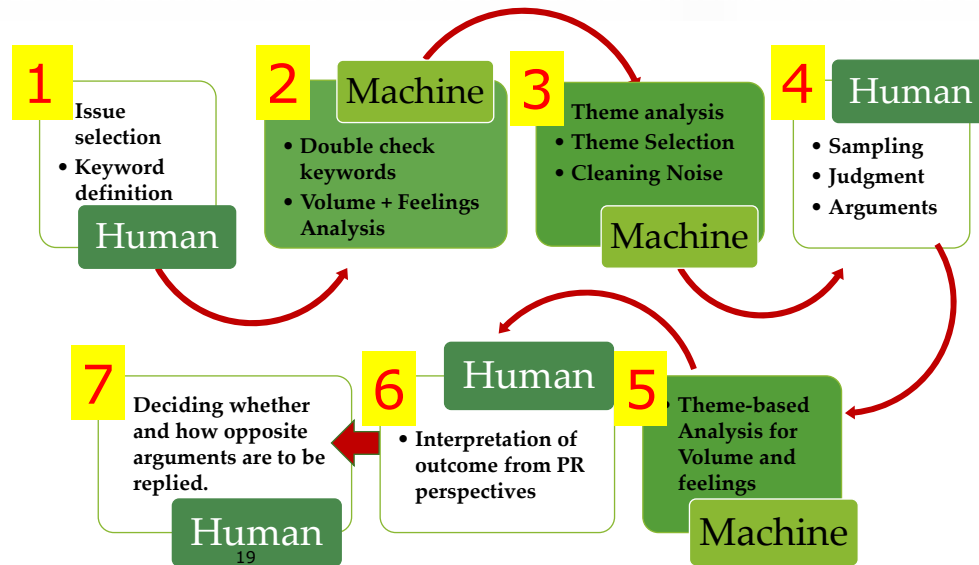
4-2 Mission-based Example: GIS + Big Data = Better Serve #1999



4-3 Message-based Example: IoT + Open Data + Web 2.0 = Better City Bus Service

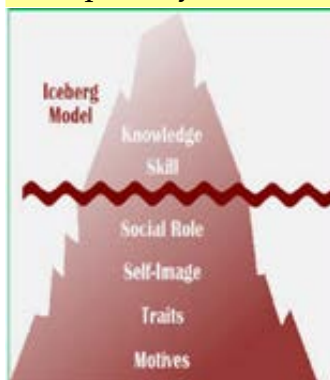
The collage includes a photograph of a Taipei city bus, a screenshot of the Taipei Bus App, and a screenshot of the Taipei Open Data Platform website. The website features the text: "臺北市府全新「雲端即時開放資料服務」 Taipei OMG (Open, Mobility, Green) 綠色交通應用開發大賽". The app screenshot shows a list of bus routes and stations, including "往捷運市政府站" and "往捷運動物園站".

4-3 Multitude-based Example: Web 2.0 + Big Data+ Machine Learning = On-line Opinion Response



4-5 The Training Structure for Public Leaders

Competency Model



Leadership for Digital Transformation: "3 M" Functions

	Mission-based	Message-based	Multitude-based
(ICT) Skills	Big Data Crowd-sourcing Cloud Computing	Web 2.0 IoT Edge Computing	Mobil Engagement Big Data Machine Learning
Knowledge	Project, evidence-based, & Boundary-spanning Management	Mass and interpersonal Communication, marketing and public relation	Democratic Theories, Political Psychology, & Public Opinion Polling
Values	<i>Effectiveness</i>	<i>Efficiency</i>	<i>Responsiveness</i>



4-6 Learning Methods Matched

Leadership for Digital Transformation: "3 M" Functions

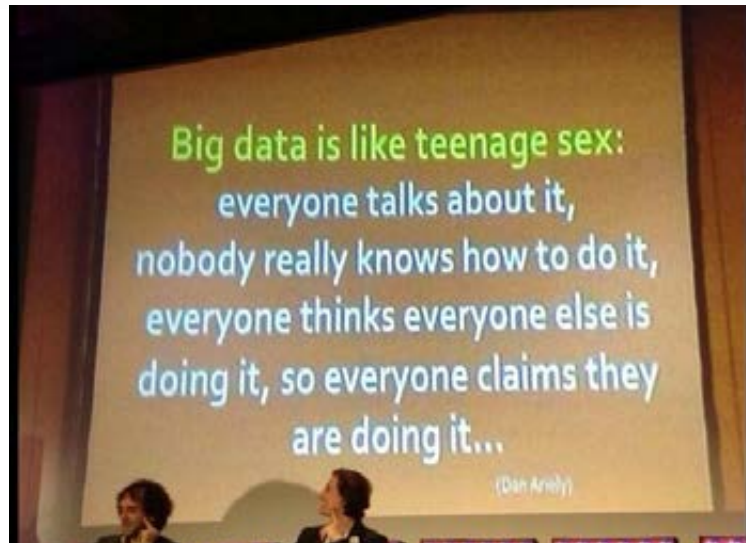
Learning Methods		Mission-based	Message-based	Multitude-based
Experiential + Collaborating	(ICT) Skills	Big Data Crowd-sourcing Cloud Computing	Web 2.0 IoT Edge Computing	Mobil Engagement Big Data Machine Learning
Micro-learning + Case based discussion	Knowledge	Project, evidence-based, & Boundary-spanning Management	Mass and interpersonal Communication, marketing and public relation	Democratic Theories, Political Psychology, & Public Opinion Polling
Problem-based Learning (PBL)	Values	Effectiveness	Efficiency	Responsiveness



4-7 The Moukong Forum (FB)



5-1 End: Deep Learning vs. Band-wagon Jumping



Thanks for Your
Attention
It is time for Q & A





Dr. Don-yun Chen
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Responding to Dr. Don-yun Chen Developing Government Leadership in Digital Era *Eric de Graaf*

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Eric de Graaf MPA

**Director of Governance & Innovation
Netherlands Central Government / MOD**

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Preface 2: The Environment - Digital Government Transformation

Table 1. Characteristics of a digitally maturing organization

Recognisable! We are in all three levels, but most in "Developing"

	Early	Developing	Maturing
Strategy	Aimed at cost reduction	Aimed at improving customer experience and decision making	Aimed at fundamental transformation of processes
Leadership	Lacks awareness and skills	Digitally aware	Digitally sophisticated
Workforce development	Insufficient investment	Moderate investment	Adequate investment
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Culture	Risk averse; disintegrated	Risk tolerant; accommodates innovation and collaboration	Risk receptive; fosters innovation and collaboration

Preface 3: Six Trends of Govt. Digital Transformation

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Intrinsic tensions and dilemma's

Especially with privacy, not only threats from other states or criminal organisations but the FAMGA-like-companies (Facebook, etc.)

Coping with this Opportunities as a Leader → Social Innovation; Organise Flexible, use Design thinking (user centric), Agile Scrum, Permanent Beta ...

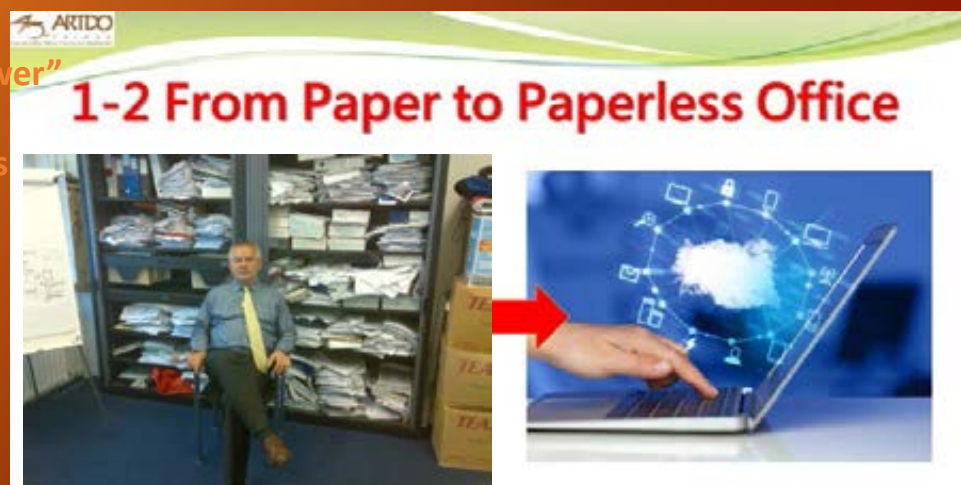


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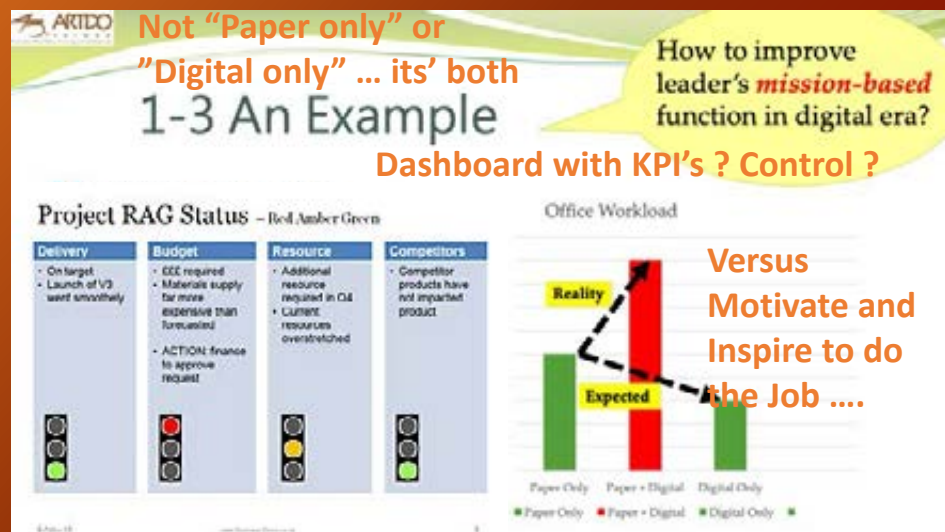
"Knowledge is Power"
You need
information versus

Information
Overload plus
what to Trust ?
E.g. Fake News,
"how to lie with
statistics",



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Generation Differences,
example;
"As your Boss, I've done
your Job years before
you did"

Digital natives versus
Digital Immigrants
→ Ageing Policies



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Work: “Any Time, any Place, any Device”



Enabling the Employee of the Future

Someone who practices true flexibility and mobility enabled by technology, is accountable and embraces the ideal that “work is not a place you go to, but a thing you do.”



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2-3 An Example
From Reactive to Pro-Active; Webcare

How to improve leader's **message-based** function in digital era?

Results-based Leadership!



- On the 7th of Nov., an exchange between a local sheriff and his subordinates about understaffing and burnout was live-broadcasted on the internet. Drawing attention for the mass media and general public.
- Part of the exchange reveals interesting things about the device...
 - Sheriff to Sub #1:** You said you are busy and burning out, I saw you checking your smart phone all the time.
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 - Sub #2:** I am an efficient worker. I finished my work faster than others...

<https://www.youtube.com/watch?v=ip5luLcQ2w>

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The 3 M Functions

Datification, Fact-based
governance, steering-information



Mission-based: Those tasks for fulfilling organization's missionary goals will be enhanced through ICTs and gaining better effectiveness in democratic governance.

Message-based: Those messages externally and internally transmitted in-and-out of government organization will be managed more efficiently through ICTs adopted.

Multitude-based: Those civic engagement between government and its citizenry will be handled according to the value of responsiveness through digital reforms.

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4-6 Learning Methods Matched

Leadership for Digital Transformation: "3 M" Functions

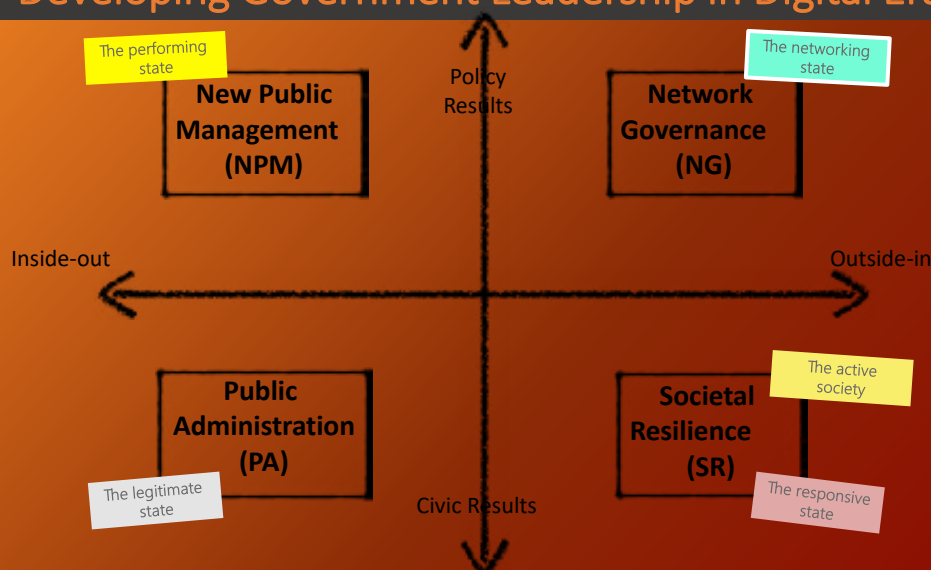
Learning Methods	(ICT) Skills	Mission based
Experiential + Collaborating	Gamification Computer simulations	Big Data, Crowd-sourcing, Cloud Computing
Micro-learning + Case based discussion		Project, evidence-based, & Bottom-up spanning Management
Problem-based Learning (PBL)		Effective

Understanding ICT or Mickey Mouse as the Sorcerer's Apprentice ..



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Rethinking public value

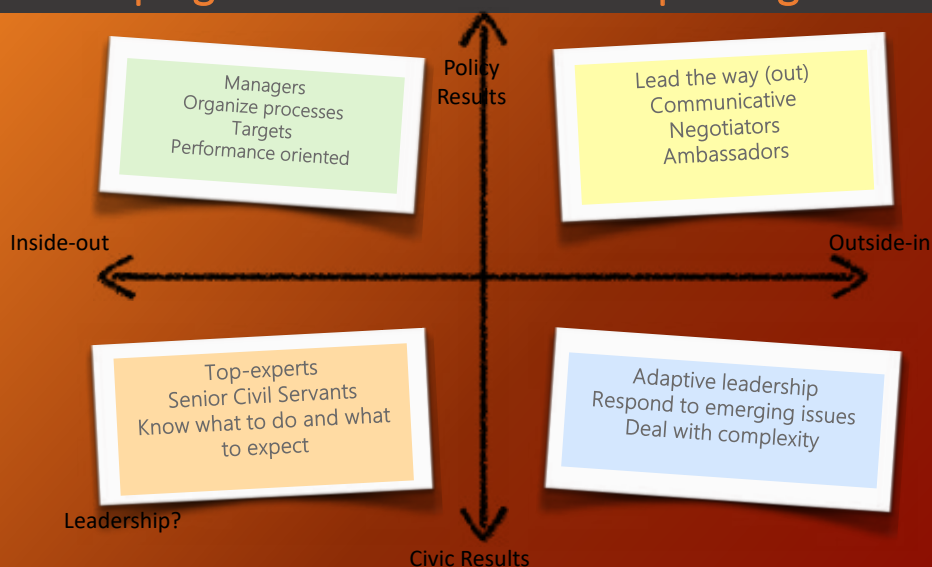
- citizen-participation
- social entrepreneurship
- active citizenship
- co-production
- do-it-yourself democracy

Pop-up Public value

value that is there,
in the public sphere,
valued by “the” public,
unintended by government,
produced by others.

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Ambidexterity, "two-legged" organisation

Efficient, robust, routine

versus

flexible, creative

Mode 1		Mode 2	
Reliability, Incremental Growth	Goal	Agility, Innovation	
Price for Performance	Value	Revenue, Brand, Customer Experience	
Waterfall, High Ceremony	Approach	Agile, Low Ceremony	
Plan Driven, Approval Based	Governance	Empirical, Adaptive	
Enterprise Suppliers, Long-Term Deals	Sourcing	Small, New Vendors, Short-Term Deals	
Good at Conventional Process, Projects	Talent	Good at New and Uncertain Projects	
Take the Order, Delight "Customers"	Culture	Innovate With "Partners"	
Long (Months, Years)	Cycle Times	Short (Days, Weeks)	



Cross-Boundary Talents Training and Development

跨域人才訓練與發展

45th ARTDO International Conference

World Conference on Leadership & Talent Development

2018 年亞洲國際培訓總會第 45 屆年會

參、分組研討 A3 場次：
公部門訓練輔導與教練

Concurrent Session A3:
Mentoring and Coaching

參、A3 場次分組研討（Concurrent Session A3）

一、時 間：107 年 11 月 13 日（星期二）上午 10 時 30 分至 12 時

二、主 題：公部門訓練輔導與教練（Mentoring and Coaching）

三、主持人：考試委員 李選

四、演講人：比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

五、與談人：（一）香港城市大學教授 陳漢宣

（二）金融監督管理委員會副主任委員 黃天牧

主持人：考試委員 李選

Good morning, ladies and gentlemen. Welcome to this session. I'm Dr. Sheuan Lee, Minister without Portfolio, Examination Yuan. It is my honor to be the chair of the topic-mentoring and coaching. As you all know, we're in the global and the high-tech era. Everything is changing so fast, including how we live, how to be educated, and how to work.

This morning, it is my privilege to present the presenter from Belgium. Mr. Peter Van der Hoeven, who is a senior coach in Training Institute of the Federal Administration, FPS Policy and Support. His education background is MA in economics with human resources specialization in Belgium. He has lots of experience on professional trainers. The topic he's presenting is "My Story of a Co-creative Coaching Journey."

We have 2 discussants. The first one is Dr. CHAN, Hon S from City University of Hong Kong. He got his PhD and Master's in public policy and administration in the United States. He's the acting head of Department of Public Policy, City University of Hong Kong.

The second discussant is Dr. Huang,Tien-Mu, Vice Chairperson, Financial Supervisory Commission R.O.C. He got his PhD in public administration in Southern California, USA.

Let's welcome the 3 of them, and the first presenter, Mr. Peter Van der Hoeven. And then we move to the floor.

演講人：比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

Good morning, thank you for introducing me. Welcome to this session. I'll tell you right away this is a story I experience and ways to install coaching system and at the same time, how difficult it is to install a coaching culture. You will see what I mean with it. It happened once upon a time in Belgium. We have a kingdom and we also have 11 million Belgium citizens. And they are living on the surface thirty thousand square kilometer, which is a little bit smaller than Taiwan, but we only have half of your population.

We have 4 horizontal ministries, 77 thousand civil servants, and it has gone down, because a lot are actually transferred to local government. On the federal level, we have about 77 thousand civil servants now, and there are big ones and small ones. Talent+ is a network of career coaches installed by 4 organizations together, and I was the founder of this network since I had some experiences. Career coaching, what does it

mean? It coached the talent in the civil service to make right choices in their career, and it helps civil servants to see what they are good at, to see what they really wish to do, and what they aim for in life. There are things that don't have answers, because Talent+ doesn't have an answer for everything. Like a team having a conflict and sometimes we need someone to help them out.

Maybe you know this team. This is the Belgium football team. They weren't very good in 2014, but they are doing good this year, and they have good coach. Talent+ couldn't give an answer to leaders or civil servants who want to work from home. So how do we do it? Being a leader? A coach? That's why there is the demand for coaching. There is great needs because Talent+ couldn't give answers to people who are lost and burned out. How do you treat them? There's no one solution for it. Some of you know this person, Frank. Frank is one of our top managers, and he's really ahead the rest of us. He created a system for people to decide where and when they work. It really is an example how you manage people. But he still has his doubts. So, quite unexpectedly, in 2014, there was the birth of Lumen.

With Lumen, we start building a cathedral. It was a great idea, because it was not my idea. You have to stay modest. A ministry came to see us and ask for a network. Why don't you go further and create a network for coaching? I hesitated, to be honest, because there was no budget. I had to do it without any budget. So, Lumen started to live underground. It was not really official and recognized. It was really the ministry that invited us to start the project. It was not from high level places and they really have problems in coaching and demanded effective answers. It was quite expensive to hire a coach, so it was impossible to answer to it. So, you need a system to make it possible.

Maybe it's important to mention the name- Lumen. It was a Latin name, and it means light. That's the kind of symbol we need to help people find light. The second thing is that it's a Latin name. Belgium is a country where people speak different languages, including Dutch, French, and German. And it's a question of respect. If you want to find someone to work with you, you have to find a name that respects the community. And that's already one step to cross the boundary.

Co-creation was our magic wand. I can tell you, it's easy to just walk one dog, but it's hard if you have 9 dogs. It takes a lot of time to find these organizations. When I look at the list, I find there are good coaches among the 77 thousand civil servants. Some are trained, and some are not, but they are really good people. That's what I call building the bridge when walking on it. And as you see, we have 8 ministries in the end and from the roots, that's where we have to grow. It's not always easy because if you want to accept all the details, it takes a lot of time. And it is really tempting to make all decisions by yourself. You want to go faster, but you will lose those time later, because it was preparation.

That is what you want to do, creating it first that coaching might contribute to a great change. Lumen wanted to provide oxygen to civil servants, meaning they can get support, which is the oxygen. You can talk about it and exchange to face all the difficulties you are facing. Second, we are using the time wisely. We talked about people burned out, because they spend too long a time doing the same things. So, if you have the opportunity to take up the role of a coach, it means we use their competencies with efficiency of time, and it leads to the creation of a beautiful city. We want to realize a self-sustaining community. What does it mean?

We have contracts for 4 years now to arrange for civil servants to become good coaches. Once we have time, of course we continue with professionalization and send them to different ministries.

It is like a kind of exchange. Someone who is good at coaching will be sent to other organization, so it's a link-to-link network. Our Lumen network finally realizes the dream, the dream to implement coaching as a learning activity, affordable to all organizations and sustainable for themselves. It was very important for me since you need people to give you criticism and I worked for the training department in the Belgium Mail. Somebody said to me, "you have a nice dream, but it will never be possible." Well, I can tell you, with coaching, this becomes possible, because we act on the demand of people. So, this is the moment the network start flourishing.

Now we have a pool of selected coaches, we have them, we negotiate with them. They offer good quality at the favor of a good price, so every ministry can use the pool of external coaches. There is an increasing number of government organization, and it is nice to see no one opposed and makes problems when we stick to the decisions we have. It's nice to see when you go to many ministries as coaches to see how then function and it's about learning, mutual learning, I'm telling you about it. And that's why I meant in the beginning, it's quite easy to install the system, but it's much difficult to make feel at ease, to introduce the coaching to them. But we see that once we organize the coaching, for example the group coaching, that the leader of the group felt more at ease to introduce the coaching demand by him or herself.

Flourishing network. Some words about coaching, very important as how we see coaching. Coaching is about stimulating the learning processes of a person or a group of persons, so it's about learning, and the coach leads from behind. So that funny. Now we say we don't need expert, but we need people to be people. I'll explain, because coaching is about transferring knowledge. It increases the sub-consciousness of different levels. For example, one question will be, how do I engage all my directors? At an emotional level, how do I solve my own doubts as a leader? How do I develop myself? And there's one very important that is the level of beings, and what is the use of what we are doing? And if they don't know it, how would the people know it?

With some pictures I want to show you, like this doctor. The medicine is in the patients themselves. He can help but he will not be here all the time to keep the person straight up. The coach thinks about how can he remain people standing up? It's not about putting fences around people, but about keeping people in working in the reality. All the experiences a person has can serve to make growth of a new tree and to find directions.

This is Jef, who inspires me a lot. He passed away a few months ago. He's written some very inspiration book, and it is actually very simple. He said, "coaching is about asking questions." If you ask a question, and you don't have an answer, as another question. So, don't make it too difficult. That is what he said. The coach inspires, and this is the way of inspiring. Here is an Italian artist, and he created a tree in a tree, for example, in the middle of nature. It is hard to understanding, but you can see from a different angle, a different point of view. If you are an expert, you tend to ask questions from the same perspective for your coaching.

For example, in politics and economics, it is also about making decisions and how to convince people. And this helps me to think about the project, so the difficulties or the bad guys are not so bad actually. We also

have some people who refuse to take the network, but that's okay, because you cannot force someone to be a mentee, and I extend this idea to an organization, where you cannot force an organization to take part in the network. Another as an internal organization, which took us 4 years to build up a training network.

Every story has an end, but a good story has an open end, so this story is to be continued, too. I can tell you now that we're learning from what we have done too, and we have an idea, which is a great idea. It's not mine, once again. As a coach, they have all the experiences, it will be a shame to not to train them, so we should bring all the experiences onboard. The end of one journey allows us to begin another. I have my own journey, and I'd like to go there. This is Tibet, and I'd like to go there. After 4 years of hard work, I need some time to charge my battery. So, ladies and gentlemen, I have come to the end of my session. Thank you and I'd like to make you lives full of wonderful stories. Thank you.

與談人：香港城市大學教授 陳漢宣

Good morning. Let me first thank the organizing committee for inviting me. I've been in the field of public policies a long time as well as in the human resources management. So I'm going to share some of my experiences. I will share some of the ways we do coaching, just want to be clear. Career coaching is actually highly centralized, as in Hong Kong, and Singapore. As in Hong Kong there are career coaching in every different department and areas. The civil service bureau is more or less essential agencies.

In terms of work size, as of today, the civil service accounts for 24% of the total service in Hong Kong, without including the judges in the judicial. So, Hong Kong actually have high forces in the civil services. For the civil service, basically, there was the system of career coaching, very important for the administrative office. As of just in last month, we had about between 515 to 525, in terms of numbers of administrative offices among the entire forces. These are important because these groups are supposed to be the leaders' group of the entire civil services.

So, there is the civil service bureau and there are specific programs tailored for all the administrative office. In the first 3 years, there was a very intensified and well-designed coaching program. There are different departments and before, we send them to schools in UK like Cambridge, Oxford, and now we send people to the United States or Singapore.

After the first 3 years, basically, all the administrative offices will be assigned 2 high level officials to be in charge of training. And another example, I will use the Hong Kong police force, which amounts to, as of last month, about 30 thousand. This is the single biggest department in the governmental offices. Coaching program has been particularly developed because in Hong Kong there are two major pillars. So, career coaching has been well developed to the extent, for example, they have planned some very good sessions and plans. For those officer level of police officers, they have to be announced in the government on the central bulletin. At each level of the hierarchy, a small group of officers will be identified as high officers. Even among the high officers, we also identify what we call the "fast-runners." Those are the people whose career development will be protected.

And how do we identify these fast-runners? I actually don't know, but there are certain efforts that decide as I have mentioned. As for coaching, actually there are 2 types of development coaching. The most common one of coaching is where the supervisors are doing and I'm talking about the real-life situations in terms of development coaching. Your supervisor basically will tell you, over the years, your performance. And that performance will become the keys for higher level jobs, because all the senior and higher officer will have to be assigned by head of the departments. Over the years, they will make the overall assessment.

The second one is very interesting, is that when it comes to development coaching, we will have values established for the companies in the market. So that's what we call the "external-coaching." There are external agencies responsible for doing this. And what we do basically is we make use of external coaching. Some of my students and colleague saw and told me what the difficulties are. They say the agencies see the idea and at the end of the day when they want to do it, they all have certain issues to take care of. In terms of this external, one of the largest companies in Hong Kong actually provides workshops for senior government officials.

The thing is, there are actually different ways of seeing many ways attached to coaching, who needs to be coached, and then the skills of coaching. That is what they in UK call the "confidence-model." The confidence that they expect from each supervisor at different levels and positions, where they were supposed to perform coaching. Also, the coaching advices with cases. We all like cases, and to understand what actually is coaching all about. Then you get necessary skills and get practical tool for the job.

In a way, it is sometimes difficult to understand when you ask a consultancy company to do the coaching on behalf of public sector. Now you have no public sector, but you have different levels of private sector. In terms of mindset, checking coaching is a must, since you have to do the coaching anyway.

So, what is coaching, why is it so important? These have become the things on a checking list that you can see as teaching materials. And who needs to coach and who to coach into the details, and there is a core to the skill of coaching. This is the kind of important questions, and also the coaching model.

At the end of the day, all the participants that participated in the workshop had to develop a video talking about their own personal experiences. So, this is the idea. And then of course, I want to spend a little more time talking about the difficult part in coaching and some intriguing topics in the private sector. What are the problems theses participants, especially from companies what hold these coaching workshops? At the end, there is usually some survey for people to indicate their questions and concerns, like "are you learning something?" "can you take back something?" "what are the take-in?" "will you attend all these workshops?" "are you using the right currencies?"

In the private sector, as well as sometimes in the public sector, it seems to be that the issue is always identifying the right currency. I'm talking about the same thing and the same thing. And then the second thing is the scope. How do we weigh things for the issue? And how people understand the scope of the issue? Also, the value. Top companies usually have different value system and different ways of seeing and doing things, when it comes to making policies and particularly when we accept the delivery of results of the public policies. So, I think with this remark, I'd just stop here, and thank you very much.

與談人：金融監督管理委員會副主任委員 黃天牧

Good morning, dear moderator, presenters, Peter from Belgium, and Professor Chan from Hong Kong, and ladies and gentlemen. It's my pleasure to be invited here to this conference. In fact, I think this year is about cross-boundary, talent-trading, and development, which is why it's an important stage. I'm a financial regulator, so my job is actually to regulate financial firms. In the past decades, we've witnessed all the changes and transformation, so I think even in the public sector, there are two words, transboundary and transformation. These are all important to the life of our civil servants.

Prior to preparing for this presentation, I'm delighted to see all the presenters with different materials like the story in Belgium, and the value, as mentioned in the end of the Pro. Chan's presentation, the value. Also, the equity along with the values that should be considered in both the public and the private sector. When dealing with the issues of mentoring and coaching, we should be mindful of the difference between the public and the private sector.

In our discussions, we didn't discuss the difference between mentoring and coaching, but from the definitions, we can see some differences. For mentoring, it seems like more of a guidance with skills, knowledges, and experiences for the mentees to progress in their life and career. But for coaching as we see more often in tasks like sports, tasks, musicians, and paintings where you have a coach to coach you in certain jobs or tasks.

In Chinese history, I'm sure everyone here is familiar with the story of the three kingdoms with mentoring stories. In the second century, there were three kingdoms, Wei, Shu, and Wu. The king of Shu, Liu Bei was seriously ill, he asked his consultant to mentor the prince. That was the most famous mentoring legacy in Chinese story. So this reminds us of mentoring, which is more about enlightenment.

Today, I will give you a new concept on mentoring and coaching in developing leadership. I was also invited by a university to give lectures on leadership and the management in a program for officers to become senior executive officers, and I had the privilege to be invited to be the mentor of the decision-making talent officer in the past several years. In our life, we coach and mentor someone else, but we can also be the mentee for our parents, teachers. So our life there is always coaching and mentoring, not just in the civil services.

As mentioned, we play the role behind the scene, and we should all bear in mind our role as we want to be successful civil servants, we should not only have skills and knowledge, we should also be equipped with insightful reasons to be a civil servant. We should be more passionate, perseverant, and patient, because you are facing a challenging and conflicting world. People are not always satisfied with your work, and if you want to be a successful coach and mentor, we are supposed to, to coach, to teach our mentee not only the skills, but also the mentality and values of being a civil servant. These are all important. So, what is a leader? Like a mentor, you should have passion. Then what's the difference between a manager and a leader? I think the function are important. We should possess two skills. From the managers' side, we should know the routine and culture to be active; from the leader's side, we should seek change, be risk-taking, and take initiatives in the

original ideas.

I think that's the nature needed in a governmental context, especially in Taiwan. For leader's skill, I like people to make changes, and from manager's side, you should organize, plan, and control. I always think that these are the skills when we are dealing with civil servant coaching and management, which is the very basic skills. When leader's as a people's skill, it is about how you influence individuals and collect competencies to achieve shared objectives. The approach includes behavioural approach with task-oriented or people oriented, which is the nature of people's approach for leadership.

There are also value and goals. As for motivation, when you coach or mentor, you should motivate them. It in fact induces or introduces a particular way to trigger enthusiasm and sets directions with persistence. The performance can function, but there is also need for motivation. There are some needs were you to become a mentor. Experiences can facilitate us in encouraging our mentees and to support them. Every year, we can have a goal set by our superior, and this goal can also motivate our mentee to behave as you expect. There are also other theories like the reinforcement theory, describing the frequency of the civil behaviours. There are 3 books I want to introduce to you as I used in teaching coaching Taiwan's civil servants. To be a good civil servant, you should have your own value or goal. Sometimes, it's a very lonely process.

Anyone who knows this book may have been in my age, since it is a very old book. *Jonathan Livingston Seagull* written by Richard Bach. It is about a seagull learning to fly high and at high speed, yet it was seen ridiculous by its peers. Seagull's goal is to find fish to eat, not to fly high. But this seagull just ignored its friends and learned how to fly high as he would. Finally, he changed his friends, no longer thinking that seagull should only aim at finding fish as the life's goal. They try to learn from Livingston. So as a civil servant, you are breaking and tolerating something, and you need to pursue more goals. This kind of the mental nature is a very important one.

And the second book is called, *Our Iceberg is Melting*, which means the penguins in the arctic finding out about the ice melting, so it needs to persuade its peers to find out ways to escape from the disasters. This is kind of like motivating and the persuasion process, which is very important in our daily life when we conduct our government mission.

And the final book is *Who Moved My Cheese*. Everyone will be facing changes. Two dwarves and two mice live in a maze. They enjoy the cheese every day, but one day, the cheese was moved. And the two mice tried to find out new ways to find the new cheese, but the two dwarves only complained why the cheese was moved. So, in the end, the two mice survived, but the two dwarves starved. So, it shows us that when we face daily changes, we cannot complain to the environment, we need to find a way to make solutions.

So, from my view, I think leadership motivations is the key to the performance of the civil servants in Taiwan. Thank you very much.

綜合討論

主持人：考試委員 李選

Wonderful speeches from our presenters and our 2 discussants. Right now, it is the time for discussion. The responsibility of the moderator is to keep track of time and to let you have your lunch on time, so we can see that now we have 15 minutes left.

First of all, I want to start with 3 chances for the audience to raise your questions and comments or to share your experiences with us. So, please take the chance. Okay, there is the first one, and the second one goes to the lady over there in the middle.

Before you start to raise your questions or share experiences, please let me know your name, where you come from, which one of our guests here you would like to answer your question.

Please, the first one, thank you.

聽眾發問

As for the Dutch government and administration, I have a question for Professor. Chan and Professor. Hoeven. Is there something necessary as a link between the mentor and the mentee as in the relation? Do you need it? Am I clear?

主持人：考試委員 李選

Yes, very clear. Okay, thank you. We'll have the three questions and then we will start to answer them.

The second question is from the lady over the left side, please.

聽眾發問

My name is Sofina Lee, currently teaching at the University of Taipei. I'm actually representing my association today, which is an NGO. We also do a lot of training. My question is, as we are talking about cross-boundary talents and we have presenter today representing the western side of the world, also Taiwan and Hong Kong. When I was doing the training and coaching, we often have a lot of resistance from our participants saying the coaching job is useless.

My question or my interest is to know whether there is a cultural difference Belgium, or in Hong Kong and Taiwan where there are resistance that happens among civil servants especially what they do at work. Because if the training is useful, I'm sure they are willing to participate in the training, but mostly or sometimes, the training doesn't work as well as we have expected, which is why civil servants or people at work are not willing to take part in. This is my question. Thank you.

主持人：考試委員 李選

Okay, thank you. I think this is for the three of us. The last one over there.

聽眾發問

Good morning. My name is Johnathan, and I'm from the emission training institute. I'd like to ask Peter, because we're more familiar in the HR training, and can you tell us how can we start from a small institute like us with 16 people and can we start from different sections? If so, maybe we can cooperate with other organizations. Can you share your experience? Thank you.

主持人：考試委員 李選

Okay. This question is for Peter. Let's start with answering these questions. Peter, are you ready for the questions?

演講人：比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

I will speak in English so that everyone can understand. What we talk about is the matching between the coach and the mentee. That is very important and cannot be underestimated, and we always start our coaching session by saying that if you decided that there is not much result from the coaching, you can decide at any moment to stop the coaching. It is not always easy to say that I don't want to see you anymore, so we are kind of proactive as I showed you on one of the site. As the nine of us, we had the goal to get in contact with the pool of coaches, so our aim is to get to know the coach in person. Once you know them and know what they are capable of, it helps to decide at the moment if there are any coaching questions. It helps to decide which kind of person might be a good match.

So, in every training that we organize, one of our coaching team will be present just to see how people are doing and what kind of type of person it is. That is so important, and I must say that I know my mentor very well, so I have not made any mistakes now. But that can always happen. No one is perfect. If there is no trust, matching can also create trust, that kind of work.

主持人：考試委員 李選

Okay. Thank you. Maybe you will also respond to it.

與談人：香港城市大學教授 陳漢宣

Yes. For the first question, in terms of career coaching. The relations between the participants and the coaches should be closer, because you are talking about your career coaching as an official in the civil

organizations. But in terms of performers coaching, supervisors played an important role especially when you are talking about running a workshop where you want to learn from the private sector, which might be one of our goals.

That is why, to the second question, what is the resistance? We are now talking about reforms in civil services including fundamental constitution of man and infrastructure. There is also a more technical, and also the connectivity between the industry and the society. The problem is, whether or not that the people at the workshop are complaining, because that's why we say connectivity, and it is more important to seek the connectivity between the public and the private sectors. Thank you very much.

主持人：考試委員 李選

Okay. Does that answer your questions? Thank you so much. Because we just have 3 minutes left, I need to make a conclusion.

The presentations really inspired me and reminds me about forty-five years ago when I started at my first job in a very famous hospital. I was so nervous, and I tried very hard to do everything, and even tried to prove myself having the ability to get everything done.

My mentor did my performance evaluation and she told me that everyone in our facility must be the talent. You don't have to prove yourself all the time. You have to improve yourself and share your growth with me. Don't prove but improve. The simply line really inspired me and has since changed me in so many ways that I work and live throughout my whole life.

In the forty-five years of career, I have done ten different jobs. Before I went to a new one, I always asked my mentor whether I had been on the right direction. So how do I define a mentor? I will use 3 Ms. A mentor is like a mirror, reflecting your strength and your weakness. And the mentor will give you a map to know where you are and point out where you want to go. Also, the mentor should be marvellous to be the talent that makes your dream come true.

A mentor is like an out-side man, which is why in Chinese we always say no one I wise in his own affairs, and the onlookers see most of the games. So, right now, I'm a senior person, and I will always be the career coach to a young generation. I want them to find out the way and be satisfied in their own ways in their life. Try to be a good coach, and you will find great surprise and wonders in your life. Thank you for your participation and I thank our presenters and 2 discussants. Thank you.

My Story of a Co-Creative Coaching Journey

Peter Van der Hoeven



My story of a co-creative coaching journey

Taipei, november 2018

Peter Van der Hoeven – Senior coach

BOSA.be



**BO
sa** Federale overheidsdienst
Beleid en Ondersteuning
Service public fédéral
Stratégie et Appui

.be

Once upon a time

in the Kingdom of Belgium



Once upon a time in the Kingdom of Belgium...



11 mio

30.528 km²

10 vertical
Ministries

4 horizontal
Ministeries

77.000 federal
civil servants

Ministries varying
from 900 cs till 25000 cs



3

Once upon a time in the Kingdom of Belgium...

2014



4

Once upon a time
in the Kingdom of Belgium...

2014



But there was still **a great need**, because



couldn't give an answer to



But there was still **a great need**, because



couldn't give an answer to



But there was still **a great need**, because



couldn't give an answer to



But there was still **a great need**, because



couldn't give an answer to

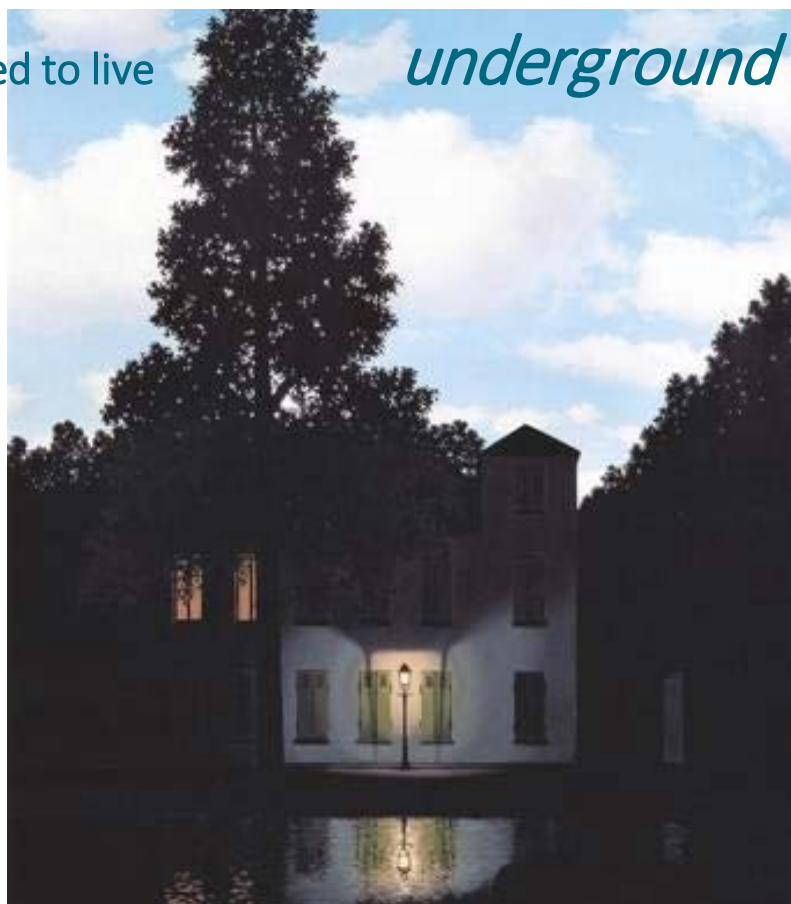


So, quite unexpectedly, in 2014
out of a **great idea**
there was the **birth** of



And Lumen started to live

underground



Co-creation is our magic wand

Lumen
Human focused



A participative network makes it grow

Lumen
Human focused



Providing oxygen for all civil servants

Lumen
Human focused



And using the talents of skilled colleagues

Lumen
Human focused



To realize a self-sustaining community

Lumen
Human focused



Our Lumen network created the dream...



To implement coaching as a learning activity:

- ▶ Affordable to **all organisations**
- ▶ Accessible for **all civil servants**

The Network flourishes with



- ✿ **Extended Training programs**
- ✿ **Internal *Lumen* coaching team: 9 colleagues**
- ✿ **Contracts with external coaches**
- ✿ **Increasing number of partner-organisations**
- ✿ **Barriers between Ministries are fading**
- ✿ **Growing number of internal coachings**

18

Coaching means to us...

Stimulating, encouraging, and supporting the **learning processes** of a (group of) person(s) called **coachee(s)**

The coach “**Leads from behind**”

19

The coach stimulates **Learning process**

= much more than transferring knowledge!

It increases the self-consciousness on different levels

- relational
- emotional
- behavioural
- being

20

The coach **leads from behind**

Lumen
Human focused



21

The coach **Leads from behind**

Lumen
Human focused



The coach Leads from behind

Lumen
Human focused



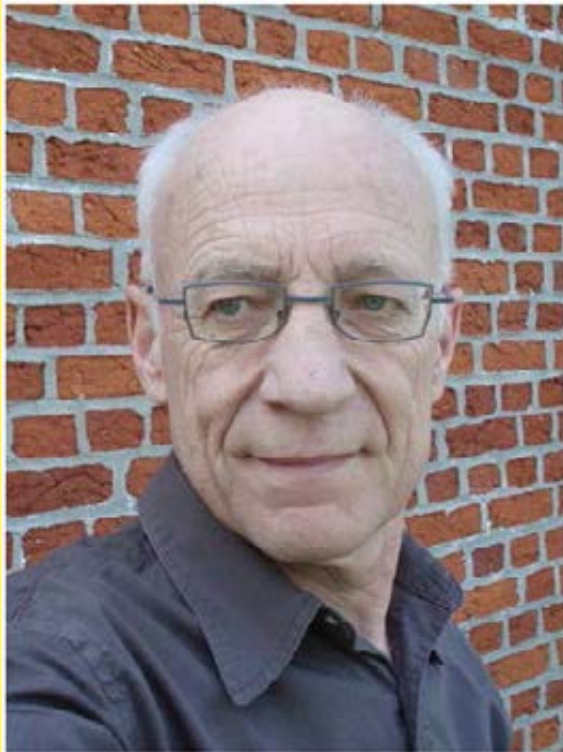
The coach Leads from behind

Lumen
Human focused



The coach **inspires**

Lumen
Human focused



25

The coach **Inspires**

Lumen
Human focused



Art work of Guisepe Penone (human and nature)

26



Coaching
= Inspiring



And what about the “bad guys”?

Lumen
Human focused

*Not one single mission
has been accomplished
without one single “problem”*



And how does the story end?

Lumen
Human focused

Every good story has an open end

TO BE CONTINUED...

31

*But the **End** of one journey announces
the **Beginning** of another!*





Thank you!

*May your lifes be
full of wonder!*



Coaching for Performance *Hon S Chan*

COACHING FOR PERFORMANCE

How do we understand it
in the HK civil service?

Hon S Chan
Department of Public Policy
City University of Hong Kong

Coaching for performance

◎ Career coaching and performance coaching

In HK civil service, career coaching is highly decentralized—bureaus and departments taken on their own approach

For example, the Civil Service Bureau has its own approach in undertaking career coaching for all administrative officers newly recruited for a period of 3 years (particularly important for their first two-year posting)

Coaching for performance

◎ Career coaching and performance coaching

In Hong Kong Police Force, career coaching has been well developed

Depending on their rank, senior officers will be assigned to do career coaching

Particularly interesting is the career coaching for the fast-runners at each rank, particularly for those gazette-officers, all the way to the Commissioner

What are we going to learn today...

1. What is Coaching & why is it so important?
2. Who needs to be coached?
3. Core skills of Coach
4. Coaching model – G.R.O.W
5. Coaching skills practice with cases

Performance coaching

There are two types of performance coaching

The most common one is performance coaching when supervisors doing the annual performance appraisal

The second one is going through workshop organized by consultant firms or sending officials to attend the training workshops, seminars and conferences organized by private firms in the market (an idea of promoting synergy between public and private sector)

Our key objectives

1. Have the mindset ready as a good coach
2. Understand what is coaching
3. Equip necessary skills & get practical tool to conduct effective coaching

How can this class
really bring
benefits to your
team management?

Mindset Change: treating coaching
as “a must” in your management
practices

- Coaching is a Q2 task : not urgent but important (*7-habits of highly effective ppl*). It brings great impact and long term changes

Apply what you have learnt in your
real coaching (esp listening &
questioning skills)

What are we going to learn today...

1. What is Coaching & why is it so important?

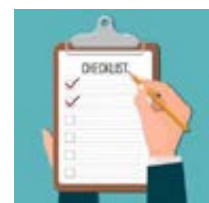
2. Who needs to be coached?

3. Core skills of Coach

4. Coaching model – G.R.O.W

5. Coaching skills practice with cases

- ✓ Check your understanding of the meaning of Coaching
- ✓ Do you know the differences among Coaching/Counselling /Mentoring/Training/ Consulting/Managing



What are we going to learn today...

1. What is Coaching & why is it so important?

2. Who needs to be coached?

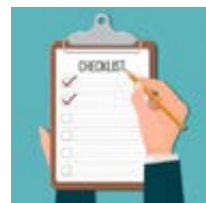
3. Core skills of coach

4. Coaching model – G.R.O.W

5. Coaching skills practice with cases

✓ 4 Development stages of staff
(ref to Situational Leadership
by Ken Blanche)

- Commitment
- Competency



What are we going to learn today...

1. What is Coaching & why is it so important?

2. Who needs to be coached?

3. Core skills of Coach

4. Coaching model – G.R.O.W

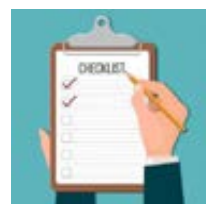
5. Coaching skills practice with cases

✓ Are you good at Questioning
Listening & Feedback Giving?

✓ Good Question vs Bad
Question

✓ Solution Focused Questions

✓ Active Listening



What are we going to learn today...

1. What is Coaching & why it is so important?

2. Who needs to be coached?

3. Core skills of coach

4. Coaching model – G.R.O.W.

5. Coaching skills practice with cases

- ✓ G.R.O.W. model – a practical tool help you to have an effective coaching
- ✓ Coaching Scale
- ✓ How to apply G.R.O.W in



What are we going to learn today...

1. What is Coaching & why is it so important?

2. Who needs to be coached?

3. Core skills of coach - Questioning

4. Coaching model – G.R.O.W.

5. Coaching skills practice with cases

- ✓ Video taping for self-review
- ✓ Trio group with instant feedback



A SYNERGY BETWEEN PUBLIC AND PRIVATE SECTOR

- ◎ Some barriers in fostering the synergy
 - Currency
 - Scope
 - Working environment
 - Values
 - Deliverables

PERFORMANCE COACHING

- ◎ For the HK Police Force
 - Performance tied to social order, rule of law (due process) and enforcement of policies with authoritative power and authorities
- ◎ For the Administrative Officer group
 - Performance tied to the balance between politics and administration, governance more than business making

Mentoring and Coaching

Tien-Mu Huang

45TH ARTDO INTERNATIONAL CONFERENCE
WORLD CONFERENCE ON LEADERSHIP & TALENT DEVELOPMENT
THEME: CROSS-BOUNDARY TALENTS TRAINING AND DEVELOPMENT

Mentoring and Coaching

Dr. Tien-Mu Huang

Vice Chairperson

Financial Supervisory Commission

November 13, 2018

Leadership

What makes someone a “leader”?

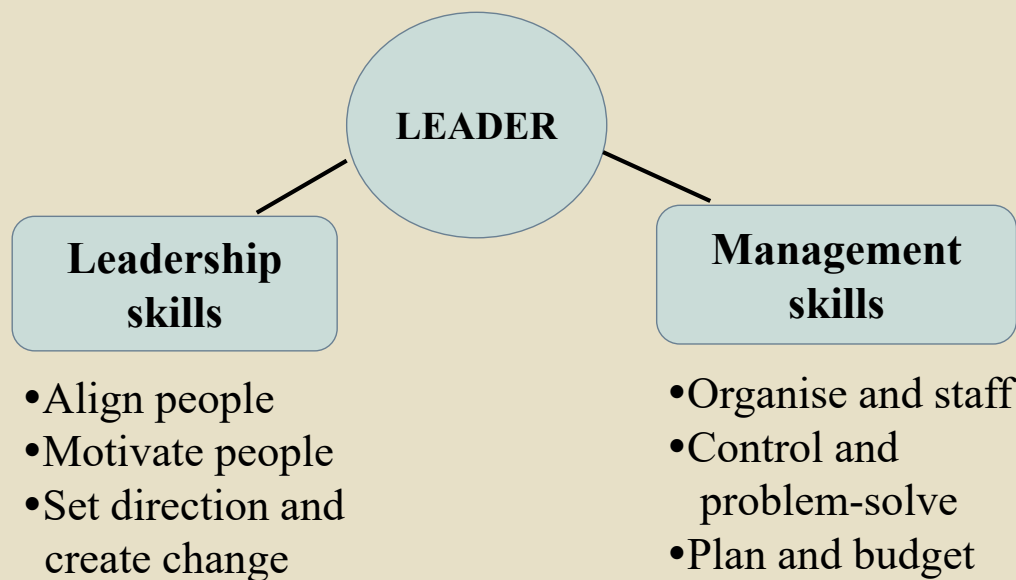
- Anyone who has influence?
- Highest position in an organization?
- Someone in a supervisory position?
 - What is the difference between a manager and a leader?

Leader

- Seeks change
- Risk-taking
- Takes the initiation
- Inspirational
- Visionary

Manager

- Continues tradition
- Cautious
- Reactive
- Controlling
- Methodical



Kotter, J.P. (1990) What leaders really do. Harvard Business Review.

Leadership as a people skill

Leadership is the process of **influencing** others to understand and agree about what needs to be done and how to do it, and the process of **facilitating** individual and collective efforts to accomplish shared objectives.

-YuKI(2006)

Researchers have been studying leaders since the early 20th century

Trait Approach

1920-1960, revived in 1990s

Behavioural Approach

1950-1970

Contingency Approach (“It depend”)

1970-1990, still popular in business

Newer Approaches

- Transformational Leadership

Leadership Theories: Summary

Trait Approach

Who you are

Behavioural Approach

What you do

Consideration vs. Initiating Structure

Contingency Approach

Interaction with the situation

- House Path-Goal Theory
- Hersey & Blanchard Situational Leadership
- Vroom & Yetton Rational Decision Making

Newer Approaches

- Transformational Leadership

Motivation

What is motivation?

- (1) A factor inducing a person to act in a particular way.**
- (2) Enthusiasm.**

Oxford English Dictionary (1999)

- A set of variables that explain:**
- Direction**
 - Amplitude**
 - Persistence**

Campbell & Pritchard (1976)

Performance = f (ability X motivation)

-
- Aptitude
 - Skill
 - Understanding of task
- Choice to expend effort
 - Choice of degree of effort to expend
 - Choice to persist

Based on Campbell, J. & Pritchard, R. (1976). Motivation theory in Industrial and Organizational Psychology (chapter 3). In M. Dunette(ed.) *Handbook of Industrial and Organizational Psychology*.

There are five types of motivation theory (Landy & Becker, 1987)

Need Theories

- Describes universal categories of needs
- People are motivated to fulfil those needs

Reinforcement Theory

- Internal processes are not important
- Behaviour is trained through reinforcement

Expectancy Theory

- People are motivated by valued outcomes and their ability to obtain them

Equity Theory

- People are motivated to establish equity between themselves and others

Goal Setting Theory

- People are motivated by the goals they set

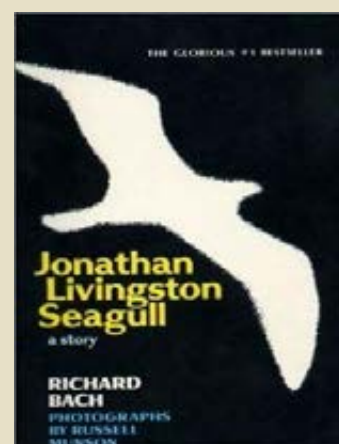
Each type of theory is suited to predict certain outcomes (Landy & Becker, 1987)

Need Theories	➡	Satisfaction
Reinforcement Theory	➡	Frequency of specific behaviours
Expectancy Theory	➡	Quality of overall performance
Equity Theory	➡	Perceptions of fairness; commitment
Goal Setting Theory	➡	Achievement of specific goals

✓ 天地一沙鷗

Jonathan Livingston Seagull

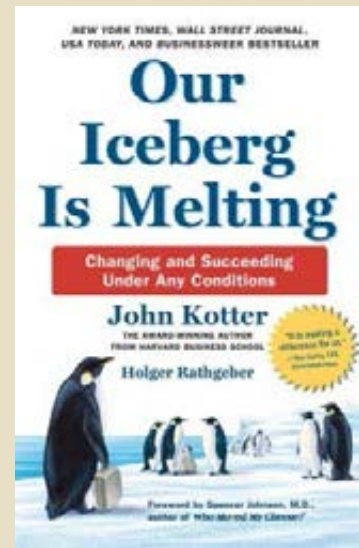
- ✓ written by Richard Bach
- ✓ about a seagull learning about life and flight, and self-perfection



✓ 冰山在融化：在逆境中成功變革的關鍵智慧

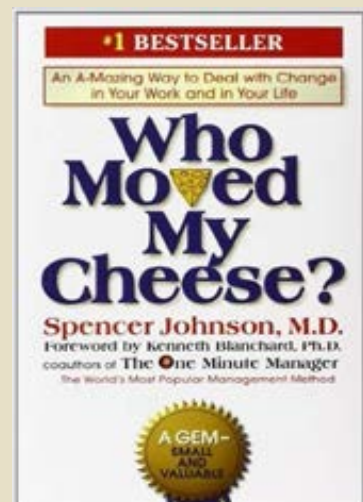
Our Iceberg is Melting

- ✓ written by John P. Kotter and Holger Rathgeber
- ✓ a story of a colony of penguins facing a dilemma.
- ✓ message about the fear of change and how to motivate people to face the future and take action.



✓ 誰搬走了我的乳酪Who Moved My Cheese ?

- ✓ written by Spencer Johnson
- ✓ an amusing story illustrates the vital importance of being able to deal with unexpected change.





Cross-Boundary Talents Training and Development

跨域人才訓練與發展

45th ARTDO International Conference

World Conference on Leadership & Talent Development

2018 年亞洲國際培訓總會第 45 屆年會

肆、公部門新進人員職場社會化與培訓論壇

Forum: Onboarding New Employees:
Orientation, Socialization, and the Mentor-
Protégé Training Program

肆、公部門新進人員職場社會化與培訓論壇

Onboarding New Employees: Orientation, Socialization, and the Mentor-Protégé Training Program

一、時 間：107 年 11 月 13 日（星期二）下午 2 時 30 分至 4 時

二、主持人：國立政治大學公共行政學系教授 陳敦源

三、與談人：（一）英國文官學院院長 Sonny Leong CBE

（二）比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

（三）新加坡國立大學助理教授 Jie Gao

主持人：國立政治大學公共行政學系教授 陳敦源

Ladies and gentlemen, our three very honored guests here. Going to the last forum, I think it's a very exciting one. Because we are talking about the themes for this year's ARTDO annual meeting about cross-boundary talent training. In fact, in this final form, we are discussing about those newcomers, just coming to the government. Everyone knows that now our government facing a lot of unexpected world, facing all these newcomers. So, we lined out very important questions, asking our best guests to prepare before the forum.

Later, we will use the time 1.5 hour in four periods. In every period, I will announce the question. Because these questions are pretty long, I just summarize them. Then, I will ask every one of them to have 3 to 4 minutes elaborations, and then I will open the forum to the public and we can have a discussion. In every question, we might have 15 to 18 minutes to finish the whole thing. I probably might ask you to give us some ring before the period. Just remind me that the time is up, ok? I think we expect that we will have a very interesting and international conversation up the stage, and I welcome all of you to raise your question. Practical and academic questions both are good. They are all well-trained in academic and in practical world working for a long time.

So, let me just introduce once more about each discussant. Discussant 1 is from Civil Service College from the United Kingdom, Mr. Sonny Leong. Discussant 2 is the Senior coach, Training Institute of the Federal Administration, Belgium, Mr. Peter Van der Hoeven. And the last one, in fact, is my acquaintance, long time ago, it's Dr. Gao Jie, Department of Political Science, National University of Singapore.

Just began to talk about our four major questions, I think the title of the forum is about Onboarding New Employees: Orientation, Socialization, and the Mentor-Protégé Training Program Forum. We talked about how to train newcomers into the civil service. I think that's a very important thing. In Taiwan, we also have a very efficient ways of training in Taiwan for those newcomers every year. I think that's a very interesting topic.

The first question we begin to discuss, I think it's a long question: What competencies of these new public servants need to have for adapting to VUCA - I probably should say something about the VUCA, volatility, uncertainty, complexity and ambiguity, that means there're a lot of unexpected things in the future they have to fix. To adapt to the VUCA environment, and how to design the training for these newcomers, new public servants to equip them with essential competencies? So, how about we just follow the list, begin with Mr. Leong?

與談人：英國文官學院院長 Sonny Leong CBE

Thank you, Chen. First thing, I think preparation and planning for any emergency is the primary objective of every government and every public sector. Servants have to be prepared for it. Now, in the UK, as some of you may know, we are constantly on terrorist alert. We have a traffic light system, and currently it stays at serious level. So, the traffic lights system is critical, which means an incident may happen imminently, seriously it might happen, sorry, severely might happen, seriously probably will happen, moderate and low. And each level is monitored by the very agency within government, police. They intended service of office and there are other stakeholders.

As it stands now, the UK is at the serious level, so that is one level below critical. So, it's highly probable that the terrorist attack may happen. And this puts our planning in place. All the very stakeholders will be prepared for it, if any incident happen, look down what happened.

And a Cobra, you'll hear this in the television, the Cobra meeting will be held. What does Cobra stand for? It's cabinet, office, basement room A, which means in the cabinet office, that's where No.10 and the adjacent office is called the cabinet office. And in the basement, room A is where all the ministers who are responsible for the emergency planning will meet together with all the very senior servants who are in charge of the emergency planning. So, that's what happened.

Now, we have an agency that actually provide necessary training for civil servants, and I need to read my notes on this. We have, what we called, Central Government Emergency Response Training, and this program demonstrates the requisite knowledge, skills and awareness required to undertake roles in crisis management at the national strategic level. And the program is designed for all emergency response colleagues from across the departments. Because there is not only one department itself. Agencies and other response organizations who will work in and within the Cobra itself.

The program has three overarching objectives. One, it provides delegates with a good knowledge of the processes, procedures and allocation of responsibilities in crisis management. It helps delegates to consider the skills and techniques required to enable effective and timely pan-government crisis decision making. Because everyone has to make decisions very quickly. Illustrate the unique working styles and leadership qualities necessary when working in or within Cobra itself.

And the training modules, the methodology, are structured as follows: first of all, it's the introduction to the concepts of crisis management at the national strategic level, introduction to UK central emergency response arrangements and what people have to do, information management and strategic crisis decision-making. And at the same time, communication. Because we need to communicate to the citizens what is happening and what is government doing. So, we need to bring the presence and we need to bring, also, all the very resources. Now, the social media, whoever is responsible for government social media messaging, because a lot of people are now getting information from the social media platforms. So, that's what's happening now in the UK. We have brought strategic plans, procedures to the place.

主持人：國立政治大學公共行政學系教授 陳敦源

Thank you, Mr. Leong, and how about Peter? He has talked about emergency that kind of management.

與談人：比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

I would like to have a look at the more individual level. We offer trainings to all civil servants. Honestly, I think we can learn about mutual learning. We can learn a lot from the new civil servants. Because, a lot of these people, they already have the competency of functioning in the VUCA world. That's what I think.

I have been a mentor for many years, for new people arriving in the government and the federal administration. You see that they can really cooperate. So, what is the competency they really need? I think, it's really varying to act to do things. Because you cannot ask for things. Sometimes, they are afraid. Because they are impressed by the government, all the different levels and all the procedures. So, we can learn very much from them.

What we do in Belgium training system, we try to avoid having a trainer in front of the class. We try to invite them to look things all for themselves. So, they develop competency of independent learning. I think that's general competency that you can apply in every business, in every domain.

主持人：國立政治大學公共行政學系教授 陳敦源

It's not like the instructor and student, that kind of format, like a case running. There's no instructor. They are self-instructed?

與談人：比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

There is an instructor, but it's kind of let them learn. So, there is an instructor, but they do something online. There are kind of regular meetings with the peers. So, it's a mixture of learning methods, learning forms that really helps them not to become bored. Because that's the great risk with the new generation.

主持人：國立政治大學公共行政學系教授 陳敦源

I think it sounds exciting of how they learn.

與談人：新加坡國立大學助理教授 Jie Gao

Okay. In Singapore, Singaporean leaders have long emphasized on the value of civil servants training. So, if you look at the history of civil service training, actually, it has been transformed according to the reform needs of the country. The most recent training framework was basically developed from the mid-1990s.

When Singapore began to implement a new series of public management reforms, which actually required the public sector of organizations to learn from the management techniques from private sectors, and introduced this mechanism, performance-oriented incentives to government management. So, basically, under this current training framework, there are five groups of so-called generic competency, which are considered important for all new employees at every division, every stage of their career, which are to respond to the VUCA environment, which was brought by this transformation under the new reform needs.

So, in my notes, I actually summarized these five groups of competencies. The first one is to manage service excellence, this requires civic servants to have the competency to achieve service excellence in his or her own job. The second one is to manage the change, which emphasizes the competency to have a positive attitude to change and manage changes in working environment. The third group is to work with people, which is to collaborate and cooperate with colleagues and collaborate from different sectors. The fourth group is managing operations and resources, which is to manage your own work unit effectively and efficiently, especially structure, operation and resources. Lastly, is to manage self, which emphasizes the competency to build into oneself confidence and work effectiveness, both inside and outside one's job functions. But besides these, these were in my brief notes.

But I also want to say that Singapore very emphasized training of the so-called administrative officers (AO), who are actually at a very top of the whole civil service hierarchy. So, currently, there are about, for example, 288 AOs, they all hold very senior positions. Most of them are permanent secretaries, chief executives, heading the current 16 ministries and over 50 statutes to reply. So, these group of people, Singapore actually offers special scheme of training to them. So, in terms of how they should respond to this VUCA environment, they also were specially trained to develop the competencies.

The first one is the capacity to be flexible and agile. The second one is the ability to analyze macro, global situation while it ends up its relationship to macro local condition. So, you can actually connect to the global changes into the local environment. And the third one is the ability to generate different solutions, different possibilities, when you actually face very diverse, difficult complex situations. These are the special competencies that required for the AOs. (20:00)

主持人：國立政治大學公共行政學系教授 陳敦源

Sounds like we're discussing those sources of uncertainty, coming from natural disaster, terrorism. How about politics? I remember, in Belgium, there's once about 500 days, there's no governments, right? Once I met a Belgium civil servant. I asked him, "how's your government?" That guy replied to me, saying, "our government without politicians works fine." So, how about the political side of VUCA?

與談人：英國文官學院院長 Sonny Leong CBE

That's why I don't believe in coalition government. Because coalition government really takes time to fold together. It's not only in Belgium, in other countries, coalition governments are proposed, proposed in the

presentation that more leads to coalition government.

But we've had in the UK. We had two coalition governments in the past hundreds of years, and one recently was in 2010. When the major party, the conservative party led by Cameron, it was the largest party, but it did not win over the other parties. They had to mandate to form a government. So, they went discussions with second smaller party and third party. The permanent secretary of senior civil servants was giving them the framework and the space for them to train up for what they want to do in government. For a period of 10 days, there wasn't a government in place. During the 10 days, the press was very impatient, with the Prime Minister, who lost his way and was still sitting in Downing Street, police escorting there, not realizing the constitutional arrangement is such a... he cannot leave Downing Street until the incoming prime minister takes over. Meanwhile, they were also complaining about why the conservative party took such a long time to form the government.

So, coalition government doesn't work in the UK. And more often, the result of coalition government is smaller parties get crashed up in the election, and that's what happened in 2015 election. So, it's then, I think it's that the civil servants play an important role in the machinery of the government in the UK, which is probably the same in Singapore and Belgium. Respectively, political party gets into the government, the civil servants act in particularly and support the elected government. So, that's what happened in the UK.

主持人：國立政治大學公共行政學系教授 陳敦源

That's very interesting. Sometimes, the disaster we face from political union. How about Belgium?

與談人：比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

For me, it's very hard to train them. It's changing our jobs. When it happens, you have to act, and you're told about, in fact, a very long time. We're still in the program of the longest time without having government. It is difficult because, especially, measures are frozen. So, you plan to do some things, and all of the sudden it changes, and can't be done anymore the same way you have taught to do.

So, you have to change your plans and it makes people more flexible. So, in the way, the fact it happens, give your opportunity to learn. I'm used to look at the bright side of things, so maybe that's the good competency that you need in the VUCA world. Just look at the bright side in the world and things can still be done.

主持人：國立政治大學公共行政學系教授 陳敦源

We are still here, don't worry, civil servants here. How about Singapore? I understand more and more elections will happen in Singapore, so that kind of political turmoil might happen? How to face it for those newcomers?

與談人：新加坡國立大學助理教授 Jie Gao

Political setting in Singapore, is actually more stable, comparing to the UK and Belgium. As it's mentioned that there is an election, there are more and more challenges from the election, but so far, there is no change of the ruling party, which makes the political turmoil is not very obvious in Singapore setting.

But on the contrary, it's actually politics considering partners' support in civil service training. For example, the training of the AOs is specially, actually a lot of senior national leaders involved in giving classes sharing their policy experience, how they themselves actually deal with very difficult policy decisions. I think this is considered one successful experience where political support is very important.

主持人：國立政治大學公共行政學系教授 陳敦源

I think that's the main source of VUCA coming from, okay? We probably finished the elaboration of the first question. I open the forum to the floor. Any question asking certain discussant, or just exploring out the issue of things. Anyone? Please have the microphone. You can name me the name or just ask all of us.

聽眾發問

Hello, everyone, I'm Deng Jen and from the Chief Office of Public Works, Department of Taipei New City Government. I have one question. How about ethics? We talked about a lot of what competency of a public servant needs today. But how about the ethics, like integrity or honesty. Like these days, like Professor Chen said, the politics, sometimes we will make some changes about the civil service to play a role these days? So, how about ethics?

主持人：國立政治大學公共行政學系教授 陳敦源

Sometimes, ethics is kind of a guideline, training that kind of stuff. I think that's very important for newcomers to understand things like neutrality, the line you should draw between the politicians. How about... who wants to reply this?

與談人：英國文官學院院長 Sonny Leong CBE

I can only speak from the UK's perspective. But all civil servants have to accept and sign to the civil service values code and ethics of objectivity, honesty, impartiality and integrity. And Jen, you have it right. They have to be objective in the submissions, so, in the briefings to the ministers. They have to be honest whatever they do, especially when it comes to contemplating at certain level of their career. Impartiality, we can't go without saying, it makes people whether it's a conservative minister or liberal minister, you put aside your political views and support the ministers' concern. And integrity, of course, comes in ethics itself. I think the reflection of civil servants is very much how the civil service served the citizen.

In the UK, we have the freedom of information act, which means anybody can ask for information. They can write them a letter, and every government department has a division of department to answer this of freedom of information request if everyone request. So that keeps us certain checked and balanced as well.

At meanwhile, we have a very free press in the UK. And the press is very much a force of a state. The press will do a lot of investigation to get journalism right up to either the prime minister, even royalty and senior administers, likewise civil servants. And the press depending on their political colors will question whatever the civil servants do whether it's value for money. So, there's a check and balance. So, everyone will have to play by those rules and norms.

與談人：比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

Just a short answer, as a civil servant in Belgium, they have normal conflicts. There are more secures in their jobs. There is a reason. The reason is that, as a civil servant, you should be able to announce things that are not correct. If things happen at a political level, it's not ethical, it's our job or duty to do something with it, not just to keep silence. Thanks to our contract, we can do it. The question is, does it happen? It happens now and then. So, innovative civil servants have to be the guards of ethics.

主持人：國立政治大學公共行政學系教授 陳敦源

I think the political position to be learned for the newcomers. Sometimes, emergency situation matters a lot. For example, let's say, one person, one is for the governing party, another is the not-governing party, and then you choose the governing party first. I think that's kind of distribution of resources, will disturb political turmoil. Sometimes civil servants need to be neutral, deciding using their administrative forces. So, I think that kind of related to the emergency situation. You cannot save your own people with the same color first that kind of stuff. I think that's very important. How about Singapore?

與談人：新加坡國立大學助理教授 Jie Gao

As ethics training, my understanding is from the materials I got from my interviews of civil servants as the training officers. The CSC, which is the Civil Service College, the ministry in Singapore which provides training for civil services. It doesn't like having a special scheme of training on ethics. But civil servants can actually learn about this required ethics from different courses, which probably categorized into different labels, like they learn integrity, talk things about transparency, when they actually learn their skills in how to do it in public finance, how to do it in leadership and management.

Additionally, I think they also learn something about ethics from university training, cause like the National University of Singapore, Nanyang Technological University. All have such kind of training courses, where Pubic Administration scholars and faculties actually can try to do additional training on ethics, especially, if the syllabus and course have such kind of a design. So, I think universities have additional training on this

aspect.

與談人：英國文官學院院長 Sonny Leong CBE

Can I employ about national emergency? In the UK, the only time, the two political parties, opposite parties and governing parties came together and governed for the next few years after the World War II. Basically, it was such a situation that you cannot expect the political band to come together. So, to some extends, it's been reflected currently.

As some of you may know that the UK have voted for a referendum to leave the European Union. The referendum was held in 2016. The UK will leave the EU is on the 29th of March 2019 at 11 at the evening. Now, all the various government departments are working on how leaving the EU will impact the country. Each government department have published impact assessment briefings.

Unfortunately, these briefings are held, kept by secret. Some of them were ok. Some of the briefing had a quite bad in reflection on the state of the economy of the country, if it leaves without a deal. Now, this question of ethics and objectivity here. Now, all the civil servants did his job objectively based on evidence, collecting evidence and statistics, and they've published the summary and advices that had been given to the ministers. Some of the ministers, depending on their political position, have either leaked it to the press.

The press is now blaming the civil servants for being negative and feel mongering. And we all know the civil servants, all of us, cannot bounce back to the press. What do we do? That's a question, whereas an ethical question. The press now is accusing the civil servants of feeling mongering and negative and so on, and we don't have the channel to rebuff the situation. So that's a question. I don't really know the answer. But it's some a question that's exposed to all of us from an ethics point of view. The second thing is essential that we got to be very careful with the vocabulary. Now, a free press is to check the executive, the power of executive. But when the executive starts calling the press an enemy of the people. That's the star of dangerous will. I think we got to be very, very careful. Because that was what happened in the 1930s, in Germany, before the start the Second World War.

主持人：國立政治大學公共行政學系教授 陳敦源

Sounds like Donald Trump and the fake news, right? I think that kind of there's a definition of what we mean by ethics and difficult choice, but that's a very difficult choice. I remember when I watch the TV series, Crown, they're talking about a series of one-hour show, saying the foggy London the whole events. There's a civil servant bringing the paper to the opposition party. I think that's a very ethical questionable kind of activity. I think there's an emergency in London, there is a very foggy and a lot of people died because of the accident. The civil servants got the evidence, the real data and brought that to the opposition party.

First, I think that's the kind of case discussed for a long time. Is it right? Because it's suspicions about the governing party. I think that's a very interesting case. Sometimes the training method for this kind of ethical

stuff whether we should do it or not, back and forth. One more? Can you give us some time? Probably half hour? Finish? No more question? We'd like to proceed to the next one. Ok. How about we jump into the second one?

The second question here is, we're responsible talking about, it's "In the new public servants training, how to cultivate them to deal with sectoral cross-boundary governance, like public, private, & the third sector, and to acquire interdisciplinary knowledge? And, how to plan, select the teaching methods or courses in these training? Especially the cross-boundary, and here, we probably talked about PPP, public private partnership. So, this kind of skill not only contract now, but also how to build up a long-term relation with societal resources, in order to enhance our ability to solve societal problems. How about we begin with...Peter?

與談人：比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

I think it's an excellent team, because at the same time, it might be one of the answers to the VUCA-world, in a way that creating partnerships is an important way of stimulating collaboration in order to find answers to questions that have become too complex for one single person, even for one single organization. The real challenge is, how do you create it? How do you stimulate a network of people who are all willing to contribute to a better civil service? From my personal experience, you can do it at different level of ways. Find people that share with the same challenges. You need some competencies for that.

So, how do we do it in training? What we do more and more in training is to focus on the talents of people. So, we find people to go and look for what their talents are. You can see some people are very talented as a networker. So, they can take on the role of creating networks. You see other people and they are much more talented for administrative jobs, but maybe they also have a role to play. But what I want to say is you cannot expect from every person to work in an inter-disciplinary way. It all depends on how you are and what you really want. But I think, at the same time, there's a great need to develop the people. But it's about intrinsic motivation, people are willing to look further, to invest more energy, and go further than what is simply needed to boost their own career.

與談人：新加坡國立大學助理教授 Jie Gao

In Singapore, this training seems to be structured and quite systematic. In terms of the courses, they are designed to manage the PPP, the relationship of partnership among different sectors. So, if you got the notes, you'll probably see the Civil Service College currently provide over 300 courses for civil servants. Some of them are like e-learning courses, which just take just a few hours. Some of them probably take a couple of days.

If you look at this title, they emphasize digitalization, the schemes, methodology, the knowledge about this, which, I believe, applies to all sectors. Public Finance actually provide large numbers of models.

I check the title of the courses. Some of them are like managing contracts, which is specially under the

circumstances where large amount of services has been contracted out. So, this to train civil servants on how to manage effective contracts. Budgeting skills, methodology for public sector procurement, which are all very specific training, and to give them required skills and knowledge on this.

There is also, for example, mentioned that the capacity on service access, so the courses were designed like how they should improve responsiveness, and frontier customer service, mediation skills for public officers. Digitalization, like masterclass building data-driven culture. And some executive programs, like digital disruption in the public policy. I think these courses actually provide them with the knowledge to develop cross-boundary governance capacities.

Also, in terms of teaching method, some are very traditional, like the classroom teaching, but with some higher-class case studies. There are e-learning, conferences, workshops and seminars, which are very popular methods. For AOs, I think it's pretty interesting to see how they got this training. They have policy forums which is discussion on the life policy issues, which is currently going on. It's like a voluntary for them to discuss some issues. They have so-called scenario-planning workshops, for example, the Futurecraft 201, which each participant needs to pay SGD\$1000.

The two-day courses for those agencies will try to take a full-scale scenario project, which they come together to discuss. They also learn how to define local questions, how they identify, analyze driving forces for change, how to actually construct civil service frameworks and how they articulate, communicate the scenario stories. And they eventually, how they translated scenarios into strategies.

Other than this, AOs also take overseas study trip. For these new AOs, which probably the first 2, 3 years, there's a career. Singaporean government often send them to ICO country, especially liberal countries to Singapore. But for more senior AOs, they send them to especially China and India, to know how they cope with these complexities and also can maintain the fast-developing economy. So, I think the overseas study trips is a very important part of the training methods.

與談人：英國文官學院院長 Sonny Leong CBE

To ensure that the civil servants have all the necessary skills, opportunities need to be there for them to work across all sectors, public, private and the third sectors. I'm a firm believer of people learning from other sectors as well.

What happened in the UK, in the last few years, is that each individual ministry has evolved or had evolved some of the other responsibilities to executive agency or outlander bodies. Or, some of them maybe ministry bodies or organizations or some are non-ministry organizations. For example, on the department side, we brought the teaching council, and we brought business council, and these are all individual organizations operate independently of the responsive ministries. And civil servants can spend some time at that level to get some experience in dealing directly with other public faces.

And at the same time, we have opened up recruitment at senior level to non-civil servants. The governor of the bank of the England is not a British, he's actually a Canadian. He's here in a five-year temp contract

and recently in the next standard. The head of our London Transport, he's not a British, he's an American. The head of our post office, he's also an American. So, we've opened up the recruitment of some of senior positions to non-civil servants, and at the same time, getting people the best and the brightest from all over the world if you can.

The head of our civil service is not a career of civil service. He used to be the chief executive of BP. He joined the civil service in 2014. He has radically required a reform in certain aspects of civil service to people accountable, to people flexible and bringing new ideas. Change is difficult. Nobody likes to change. But sometimes, whether we like it or not, we're dragged extremely to change, and sometimes, we have to be more responsible, responsible to change. Because technology is what really impacts to each one of us, irrespecting for the work we do. Artificial Intelligence is being used. Robotics being used.

I'll give you an example. In Cambridge University, next year, will be conducting the first cancer surgery, totally by robots. Now, that is going to happen. Robots are no longer making cars. They are driving cars. They are driving cars around. And the civil service will change beyond recognition in the next 10, 15 years. We can't stop now by embracing change. We need that skills required at all levels to embrace those changes.

主持人：國立政治大學公共行政學系教授 陳敦源

I think there's two keywords here. One is opportunity. That means we need to give the newcomer some opportunities to experience. For example, in Britain, there are some program between enterprise and the government. Probably, you have some training plan for these newcomers to experience different places.

The second term, I think, is about networking. How to keep these newcomers networking? Is that coming from your personality or it's a social skill that you can learn. For example, like in Taiwan, we have a nationalized entrance exam system from ancient China. Those people have to do written tests on 90, 70% of the people, only written test. So, those people supposed to be not so good at networking. They only network with books. How to train these people?

Or, there's a selection bias to search for civil servants who can hold on to the status quo. But you asked these people to network with, even sometimes, the social movement, the feminists. It's so hard to deal with that kind of stuff. I think it's a hard training, right? Do you know what I'm saying? The networking, is that can be taught or just a part of personality?

與談人：比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

I think, of course, it can be taught. You can learn it. But it's not about how to do it. It's also about loving to do it, loving to in Networks, to make contact with people. So, in a technical way, you can learn it. You can go to class and learn it from books, put it into practice. But, in my experience, by doing it that you experience something you really want to do. Also, the part of negotiating, not everyone is so strong in doing it. So, you really need people with the talent to put into practice.

主持人：國立政治大學公共行政學系教授 陳敦源

I think talent is important, right? You pick up people to do networking, not train everyone to do it, right?

與談人：新加坡國立大學助理教授 Jie Gao

I think what you mentioned is actually quite challenging for Singapore. Because it's probably similar to what you mentioned in Taiwan. So, especially AOs, lots of senior civil servants, they do learn networking skills with each other, within groups. But they're considered as a relatively lack of social skills, especially to socialize and network with people. That's considered as a current challenge.

主持人：國立政治大學公共行政學系教授 陳敦源

Should we train their drinking ability, first?

與談人：英國文官學院院長 Sonny Leong CBE

You're quiet right. There are lots of soft skills that we have lost along the way because of technology. I have banned people in my college from e-mailing each other. I've told them, I said, "Get off your desk, walk over to the other person's desk and talk to each other." And these things, whole communication, engaging, networking, working as groups, as a team. We have to get it back again. Because if you think about it, I think it's guilty as well.

Sometimes, it's so easy to shoot your and email off to your colleague and you know it's done. Because there's another thing to do on your to-do list. But, getting off, talking to somebody, you understand the body language, knowing the person got a problem, or things are not done. You can understand the situation better. But, that's one of the things that we have to be very careful as well as ... not we have to use the modern technology the way that we should be in control rather than the technology controlling us. I think this is difficult.

主持人：國立政治大學公共行政學系教授 陳敦源

I think there's a generational gap, right? The younger generation even find their lover through the internet. So, probably they can have love affairs on the Internet, you know? That's kind of networking skill. Cross-boundary, I think there's another very important stuff. For example, like in Taiwan, whatever you do, if you want to connect with or work with some people outside of the government, you need to sign a contract. Otherwise, the money cannot transfer back and forth.

So, like just mentioned about, the contract stuff, you need to learn how to manage a contract. Sometimes, it's not basic skill for these people who study the Public Administration. They need to understand how to do

the contract. Otherwise, this kind of collaboration will be illegal. So, how to train them? In Taiwan, there's a very serious course. You need to pass a license training, or in a whole week, you get trained and you understand how to deal with contracting activity. I think that's a very important part for the civil servants in Taiwan. Otherwise, you probably will be against the law. So, I think that's the legal, legality of the cross-boundary activity. It's a very special and important aspect of cross-boundary competency. Do you want to add something about it? From the other side?

與談人：英國文官學院院長 Sonny Leong CBE

Contracting and procurement are very technical. In the UK, we've learned from mistakes. Our PPP and PFIs, some of them weren't negotiated properly. We're now, I supposed, feeling the effect of bad negotiated PPP and PFIs. It has been trained. But at the same time, also, do we need, if we are unable to bring the best the brightest, if we can't train our present couple of civil servants, why don't we just bring experts in to do the contracting and procurement for us, and that's happening in the UK.

與談人：比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

I'd like to add something. We had a few scandals in Belgium with contracting. It creates some side effects. That's not so nice. We are really in critical control, big legally department to have a large procurement department. So, we really depend on the specialists and they won't allow us to sign a contract without having their agreement. So, we have to pass through them.

主持人：國立政治大學公共行政學系教授 陳敦源

I think there is a specialized department. They will help the civil servants to do the thing. So, as long as the newcomer, they know how to contact with these agencies and deal with them and cooperate with them. They will be ok, right?

I open to the floor. Any question about...? Probably, we didn't deeply elaborate about the training method. But Dr. Gao talked about e-learning, all that kind of stuff. Probably, you can join as in question, anything about in UK, Belgian or Singapore and Taiwan? Questions? Professor from Tamkang University.

聽眾發問

I guess, talking about PPP or PFI, I wondered if the government transfer too much power to the private sector? Thank you.

與談人：英國文官學院院長 Sonny Leong CBE

Are you saying that is the government contracting out too much of what they should be doing

themselves? is that your question? I think it's a political decision. It is a political ideology. Firstly, I think there should be some balance in some way. There are some things that the private sectors can do better than the government. But there are some things that government can do more than the private sector can't do.

So, we've come through a period of contracting out everything that we can't contract out, and if coming back to in front of us, so opposition parties are promising that they will reverse some PPP contract and take some of the project back into the house. The question is, if there's a contract, how do you break the contract without suffering the financial penalty in both examples at the end of the day.

主持人：國立政治大學公共行政學系教授 陳敦源

There's a philosophical thinking or judgment behind...how about Belgium, too much?

與談人：比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

No, I don't think so. What's really hard, outsource activities, yeah, that's quite clear, it's a political choice. So, if we don't do it, we don't get the majority to outsource a lot.

主持人：國立政治大學公共行政學系教授 陳敦源

How about Singapore? Is it too much rely on private sector for outsourcing?

與談人：新加坡國立大學助理教授 Jie Gao

Actually, I try to respond to this from Public Administration scholar's perspective rather than from Singapore's experience. The question you are asking, first of all, I agree with the discussants. This is actually a politicized decision.

There are so many cases if you look at them. Now, in Singapore, if you look everywhere, there are pieces that the preconditions, for either privatization or contracting are not mature, but they still do it. So, it's actually a political decision.

Secondly, I think there are also cases come to management side. there are successful cases that can be managed well once you know how to manage the contract well. so, it actually depends on the context. To what extent is too much if you can actually manage it well. Even in the UK, I think you'll have good cases, you'll have failure cases, and you'll have more neutral cases, so it depends on their way.

Lastly, I also think this actually regards to the legality issue because it's collaborating governance, actually presents lots of serious challenges to the legal framework public administration, and so far, we have to ask ourselves, do we actually have a legal framework to deal with all these problems in collaborative governance? And it probably means doing by process, it doesn't mean that you can't have it right now. It takes time to see the problems and then develop the legal framework. So, to me, I think if you look at it from the political

management legal perspective, actually, we don't have a straight function to that.

主持人：國立政治大學公共行政學系教授 陳敦源

More or less, we need this kind collaboration, probably based on financial reason and competency reasons. For example, in Taiwan, those computer skills, although we have around 2800 civil servants within the government dealing with these department, but all the project, they need to do it in contracts now, they cannot do it by themselves.

But there's a problem with these guys. Because these guys, when they first come, enter into the government, and they know the newest trend in the computer world. But after they spend 10 years managing the contract. They almost lose their ability in writing programs, sort of lacking in their computer. In fact, they are doing the computer science contracting out, not computer science anymore.

I think there's a lot of problems with that. But there are some bad cases in Taiwan. The problem with these guys, they're lagging behind the private sector. So, there are some systems breakdown, and then you don't know how to deal with it. Sometimes, probably we can discuss this question from the outcome of contracting out.

If the manager your side, you're losing your ability to monitor, we call that professional asymmetry. When that kind of thing happens, sometimes it's a bad thing. The system broke down and you don't know where the problem is. So, probably, we can discuss it case by case. How about one more question? We're going to the next one. Question?

聽眾發問

Like many other countries in the world, Taiwan has indigenous people. These original inhabitants, they tend to stay and live in isolation. How do we, do you integrate them, through the approach? How does government deal with the problem, so to incorporate ... because facilitate cross-boundary, facilitate mobility... it's a way of ensuring greater and wider participation in government. Can you enlighten us out how to have delightful people into this? To understand the situation of indigenous people.

主持人：國立政治大學公共行政學系教授 陳敦源

I don't know whether I get your question right, is it about the indigenous people, how to serve them well through the cross-boundary mobility in Taiwan? You want to know about some other countries indigenous people service? Yes or no?

How about I say a little bit in Taiwan. In Taiwan, we have a national government agency dealing with indigenous people. All around Taiwan, there are 17 different tribes we are serving them. Of course, that agency itself is a cross-boundary agency. Because you need to connect with the education ministry, connect with the health ministry. So, it's like a connect kind of agency. So, we call it cross-boundary agencies.

The social mobility, I think certainly, in Taiwan, we're solving partially through education policy, helping them to get higher education easier. I think there are different kinds of policy to promote their social mobility. Just like the United States, we have a kind of affirmative action things. We have some of them in Taiwan. So, it's a cross-boundary business to deal with. It's very important policy, not only in the usual days, but also in the election days. Their votes are also important.

與談人：英國文官學院院長 Sonny Leong CBE

I think you are right. I mean, the modern workforce should reflect the diversity of a country. As you know UK is a pretty diverse country. The majority are white, and we have a huge minority in the UK, the black, the Asian. Now, the Chinese is the third largest ethnic population in the UK. at the same time, gender-balanced is equally important, mostly in the UK, the representation not only gender, race, but also sexuality.

As far as, civil servants concerned in the UK, we're doing terribly badly. As far as minorities, they make up no more than 5% of the total civil service workforce. And in plans and place to recruit more people of color, not only at junior level, but at all levels, at very top level, the permanent secretary level in the UK. As far as recruit them, we are not quite there yet. It's still 70/30 or 65/35. But, as far as minorities, they are only one non-white permanent secretary. All the civil servants recognize that. All the permanent secretaries recognize that. But, as you know, in the British civil service, the vacancy of a permanent secretary comes out when someone resigns or when someone retires. So, if no one resigns or retires, there's no vacancy. We need to find a way out that actually solve, get the minority out the lack of leadership itself. There are plans and place to address the call to reflect a more diverse workforce. There's a lot of recruitment going on the university level. There's a lot more recruitment at certain departments and certain the Ministries.

For example, in the home office, we are getting more minorities working there. Because all these decisions can reflect the people living in the country. In the foreign office, we're also now opening up for the first time. Now, if you want to be a British diplomat working to be a civil servant or work in the foreign office. This year, the announcement has made that they will recruit outside the civil service to be diplomats, commissioners or ambassadors across the world. There's also a policy in place to recruit non-white ambassadors and foreign commissioners. So, that's very much a progress.

主持人：國立政治大學公共行政學系教授 陳敦源

Well, diversity management is important?

與談人：比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

I'm afraid to tell you that I don't have a terrific answer to your question. Even in Belgium, we face these challenges. I can see that the federal government in Belgian is a white administration. We have a lot of newcomers, so it's not really representative.

We have another challenge, which is the languages. We have three languages in Belgium. We talked about cross-boundary training and development here while we are having big challenges within our own country. I come to Taiwan, but it is so hard, so difficult to get in contact with other community in governments. There's a separation between the governments. But it all has a lot of to do with the political role. So, you can see a lot of politicians in Belgium at this moment, they are not aware of the importance of exchanging. So, I think that's the main issue. It's the political level. Are they ready to invest on us?

主持人：國立政治大學公共行政學系教授 陳敦源

How about Professor Gao? The representative of bureaucracy, right?

與談人：新加坡國立大學助理教授 Jie Gao

Firstly, meritocracy is absolutely the core value in Singapore's civil service for many, many years. But secondly, in very recent years, about 2 or 3 years, also emphasizing the diversity in civil service.

For example, there are more women joining the National Defense Department, compare to the past. So, things are changing. But I don't have the information how it reflected as a representative of bureaucracy so far. I think in the future how to balance meritocracy and diversity will be an interesting issue to watch.

主持人：國立政治大學公共行政學系教授 陳敦源

I think it's times up, so we need to move on to the next question. Thank you for your question.

The third question is about "How to use mentoring and coaching in new public servants training and how to plan special training courses or some programs or policies for new public servants to make them adapt to the work environment and be socialized in your country?"

I think that's a very good question. We need to understand what the value and the competency are. We want to train them and design courses according to different sources, and then to observe and evaluate whether these newcomers can really socialize or melt into our government bureaucracy. Somehow, we don't want them to melt in too much because we want them to bring some new breath to the bureaucracy. So, how about begin with Dr. Gao?

與談人：新加坡國立大學助理教授 Jie Gao

In Singapore, when they come to a coaching and mentoring, they actually do two major ways. One is the so-called centralized training, provide by the CIC. The other one is mentoring from agencies. So, there are two ways of mentoring. For centralized training, CIC, Singapore has a Milestone program. The Milestone program is a series of intensive training which is provided for civil servants of key points of their careers.

Especially, for the AOs, there are some competencies that are very fundamental when it's related to

mentoring and coaching. But these are realized through, for example, the foundation of course, which was like for these newcomers in AOTs. Basically, these people are just in their mid-twenties, and in their first or second years of Public Service and we teach them the relevant skills. But we don't level management position, there's so-called a senior management program, which is for senior AOs at the director positions. Most participants are in their mid-thirties and serves about six to eight years in civil service, administrative service particularly.

The last one is so-called the leadership and administrative program, which lasts 5 to 6 weeks. This is a very small class, no more about 25 officers, normally at deputy secretary or permanent secretary position. So, most participants are in the high level. They're in their mid-forties. They already have some years, 4 to 6 years as directors of different agencies. These classes will offer systematic training of mentoring and coaching skills.

For example, I found there's one course in title of the career development of managers under the senior manager program at the middle level. In this course, the trainees will learn practical knowledge and skills, how they should guide their officers career development, how they should help them to achieve their career inspiration. So, they get their training from here.

And there's a lot of concrete practice of mentoring through different agencies. So, this one interviewee, who's actually a director in one agency, he mentioned that his organization develop others as criteria in performance appraisal, especially for directors. So, they will appoint mentors to new staff and will work together to help the new, junior people to develop their skills. But this will become a part of the formal performance appraisal of the directors within the public helps.

主持人：國立政治大學公共行政學系教授 陳敦源

Thank you. Can you especially comment on ... because I've heard for a long time, British got a fast-track program. How do you mentor within the fast-track program when younger people can promote fast?

與談人：英國文官學院院長 Sonny Leong CBE

I'll comment on the fast-track in a moment. A mentor is an experienced and trusted advisor. Always bear in mind, whether it's a mentor or a mentee, you have to sacrifice a certain amount of time from the daily routine, to be either mentor or a manatee.

Now, what's happening in the UK is that database has been created within certain departments as the list of mentors are available for mentoring. At the HR department and learning and development directors are being encouraged to not to match each mentor and mentee but to encourage mentee to look at the database available to them and try and approach to the mentor that is relevant to be mentee.

I'm personally mentoring three mentees at different stages of their development and in different departments. On average, it takes me about half a day with each mentee. We try to meet up once a month. But sometimes, we can't make it because of my travel commitment and so on. But I haven't said that. Even though, we cannot physically meet up, we will have A telephone conversation. When we meet up, it's meeting

in a very informal setting. Just listening to what the mentee has to say. He maybe at grievance. He maybe has some strategies that he or she is planning, or he may be just talking about general situations.

From my personal point of view, I found it very encouraging because I learned a lot from the manatees. I get a lot as well as what's happening in certain parts of the government. But, at the same time, I enjoy mentoring and I will continue monitoring. It's that fulfillment of sharing whatever little I know with someone that I'm mentoring and hopefully can make a difference in his or her working environment.

Now, coming back to your fast-track as a civil servants, in the UK, they're just as called the fast dreamers. What's a fast dreamer? In a nutshell, it's open to the graduates and undergraduate for postgraduate. Every year, there's a set of exams and these exams are for softer skills type of exam from technical skills and it's very much on the multiple choice.

I can tell the numbers of people actually sit in the exam is close about 10,000, but we only take 200 a year or 200 plus. When they are selected, they will be assigned to each department. They work in that department for 6 months and then they move on in other departments for 6 months for a period of 2 years. Depending on their specialism and skills, they will decide which department they go to and after having a conversation with whoever is lying managing or mentoring them. So, that's how Fast-Dreamer works.

主持人：國立政治大學公共行政學系教授 陳敦源

That kind of changing department for mentoring is changing the environment, okay. How about Peter?

與談人：比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

I like the idea of mentoring and mentee meeting in an informal way. Because it makes it a more open and safer, and you're learning a lot from your amenities. So, that's an advantage.

But what I would like to add the fact that in Belgium. We work in not by pushing training towards the newcomers, but by pulling. That means they can choose from a wide range of courses. They can make their own learning program. It's actually works quiet well. We see that they often choose for courses that have to do with soft skills. So, it's deeply, deeply present.

And I would like to use this moment to answer one question that has been unanswered from Sabrina.

You have a question about how you can propose coaching if people don't want it, or how can you in make it a belief in an organization. What we do? We organized training. After the training, we invite them to meetings. After a month, for example, they come back and exchange their experiences. There is someone who facilitate. At the same time, he's the coach. But they are not aware of it. Because they are talking about their problems and challenges. But it makes them more familiar with what it is, to someone who coaches you. That helps little by little to get them used to what it is, coaching. So, invite someone for a coaching is very big step that you can reach more helps.

That's what we do. We offer visions. We already focus on the ability of independent learning of these

people. We are in the VUCA world, so you have to use all those learning methods in your training scheme.

主持人：國立政治大學公共行政學系教授 陳敦源

Is there any limitations or restrictions for choosing this kind of mentoring relationship, right? Because you cannot choose the opposite sex, right? Gender? Some problem with that? There is a free choice.

There are no restrictions, no limitations, no ethical?

與談人：比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

In this case, it's the coach of the mentor and mentees who decides if they feel this is okay and they have to be honest with each other from the beginning.

主持人：國立政治大學公共行政學系教授 陳敦源

How about if they don't like each other, like a divorce.

與談人：比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

They can choose to rearrange it.

主持人：國立政治大學公共行政學系教授 陳敦源

So, I think this kind of matching is very interesting.

與談人：新加坡國立大學助理教授 Jie Gao

I have a few common on that. Because our university also have a mentoring scheme. Implemented In recent years, sometimes, the formally appointed mentor and mentee probably didn't develop the relationship as expected. In reality, mentees will just find their own mentor in a less formal way but, somehow, they fudge the relationship much better. So, I think it's just the way.

主持人：國立政治大學公共行政學系教授 陳敦源

Double tracks, right? One is a formal one and the other is informal, that's cute. I think this kind of learning in Taiwan is about senior servants they have this kind of training and the newcomer after they finish the entrance training courses, they go back to their departments. Formally speaking, their agency will assign a mentor. But, sometimes, we don't have any evaluation or a systematic study about how they really do it. But sometimes, I heard from my students saying that sometimes its real formality. There's nothing much to do

much about it.

And I heard some mentor people said, sometimes, in some very harsh kind agencies, those newcomers will run away. They feel like not so good, so they decided to do something like I should wait for one or two months to invite her or him to a dinner. Otherwise, I feel like I pay for the dinner and they run away. So, that kind of situation will happen in Taiwan, very interesting stuff.

How about I open to the floor? Do you have any question want to ask? The countrywide question or about the mentoring or the courses design for newcomers? One question? We only have five minutes more, right? One question, if you have any? We have one more question, no?

In senior civil service training, how do we improve senior servants' capability to coach new public servants? I think that's... how about beginning with Mr. Leong?

與談人：英國文官學院院長 Sonny Leong CBE

My experience is to the coaching itself. We are very lucky to have the training pool. In fact, if I can say about our trainers, our former civil servants, so we have a massive database of potential coaches. Most of them are qualified coaches. Most of them are coaches because of their experience and knowledge to the given day of service itself. So, we do get approached from government departments because they know who is now booked and whether that individual is really provided the actually coaching to the individual. We do not do group coaching. We only do one-to-one individual coaching.

And that's the arrangement we have, so I can't say anything more, other than the coaching itself.

與談人：比利時聯邦行政訓練學院高級教練師 Peter Van der Hoeven

I have some suggestions. I would invite all the mentors to follow basic coaching training. It will be really great value because every mentor should know how to act as a coach. Sometimes, there're reasons why it doesn't happen, maybe there's a lack of money and then I would really suggest bringing those mentors together. So, they can learn from each other from their experiences, from all their failures and successes and that also helps to develop. Another thing that is really would be recommended as a fact that even a mentor is able to find a coach. Just to see how he gets improved in his way of a coaching of mentoring a trainee.

與談人：新加坡國立大學助理教授 Jie Gao

I think my response to this question is more from mentees' perspective. Because when I actually collected the feedback, I feel that mentees have higher needs, comparing to the mentors on how to improve the mentoring skills. So, I think I identify three, which they think are widely successful strategies. Firstly, they really hope the mentors can cope with the problems caused by age differences. Because they think the generation gap and age differences really affect their communication. They hope their mentors can learn effective strategy, how to communicate with junior people in the team.

Secondly, but this probably because it's in Singapore, because it mentioned the culture of free to share their experiences. Sometimes, they have questions, they need clarifications, but they cannot be reluctant to actually approach mentors frequently to get answers they need. They also hope to get guidance from senior mentors. So, there's like a more open-minded culture where people can freely express their concerns from mentees perspective.

The third one is in some agencies asking mentors mentees to work on a project which they think really helpful develop the coaching, especially the relationship working on something together successfully accomplish a project where they actually learn from their mentors. For AOs, I think they mentioned themselves are also coached by very successful senior national leaders which help them to pass on the skills to the latter generation of AOs. So, these are some strategies.

主持人：國立政治大學公共行政學系教授 陳敦源

Sorry, I cannot open to the public because we have only one minute, two minutes left.

How about this, I just make a brief summary conclusion. I think there are three very important points. We are discussing how to train cross-boundary talents. The first one we should pay attention to because we are, in the beginning, we discussed of the newcomer, in fact, at the end, we feel like the senior public servants should be trained, also. Because the VUCA thing needs the senior servants to be trained, also. I think that's very interesting thing.

The second one is about VUCA. Where does it come from? We discussed a little bit about politics. I think that's one of the sources and the second one some of us talked about the technology. The new technology will, especially this technology has a generational gap. We should understand it.

The third one is about this gentlemen's question, so we talked about the population change from the migration or from whatever that kind of diversity we will submerge, and you need to deal with it.

The last one is how to train, methodologically speaking, we probably said something about mutual learning. I think that's a very important one. And e-learning is an efficient one. Mentoring as a person to person contact, plan and method design some very interesting courses to get into.

The last one is the case study or case work; especially changing agencies sometimes do ways to learn the boundary stuff. I just use these three points to summarize what we have spent one and half hour.

Thanks to Mr. Leong, Peter & Professor Gao. We're closing here. Thank you.

Please join me to give our appreciation to our discussants and moderator.

Forum:

Onboarding New Employees: Orientation, Socialization, and the Mentor-Protégé Training Program

In Taiwan, people who pass the civil service exams need to go through basic training and on-job training afterward. If they achieve the pre-established requirement at the end of the training period, they will be certificated to be formal civil servants. As we know, government and public servants in every country face VUCA (Volatility, Uncertainty, Complexity, Ambiguity) environment, they need to acquire necessary capabilities to learn to become effective civil servants in this fluctuating environment. Thus, to offer the new public servants required abilities to adapt to the environment is very critical in designing the training activities. Therefore, the first topic we would like to discuss is **“What competencies of these new public servants need to have for adapting to VUCA environment, and how to design the training for these new public servants to equip them with essential competencies?”**

Cross-boundary governance and management are the big issues in public service. In order to make new public servants have the cross-disciplinary knowledge and have the ability to maneuvering strategically between different levels of government, or among public, private and the third sector. Most of the courses in the basic training of new public servants have emphasised on the importance of teamwork among different sectors. Thus, the second topic is **“In the new public servants training, how to cultivate them to deal with sectoral cross-boundary governance (public, private, & the third sector) and to acquire interdisciplinary knowledge? And, how to plan, select the teaching methods or courses in these training?”**

Besides the basic training, there is on-job training in our new public servants training which will appoint into a mentor-protégé program to help protégé to adapt to the workplace, and foster working skills. Those training not only screen out the suitable people to be the public civil servants but cultivate protégé the adequate working attitude, core knowledge, and values. As we know, the government workplace is very different from those in private and the third sector. Therefore, the new public servants need to have distinctive competencies and skills, and it also needs to have special mentoring and coaching methods to train them. Hence, the third topic is **“How to use mentoring and coaching in new public servants training and how to plan special training courses or some programs or policies for new public servants to make them adapt to the work environment and be socialized in your country?”**

As mentioned, it is very crucial to have a build-in mentor-protégé program to coach and review new comers in the public sector. However, it is as equally importance to help the mentors to learn the skills of coaching protégés. CSPTC’s “Take Off Program for Senior Civil Service” training, it has courses of mentoring and coaching skills, to help senior civil servants learn how to inspire their employees, improve their working

performance and to achieve the mission and vision of the organization. Thus, the last topic we want to discuss is “In senior civil service training, how to improve the capabilities of senior servants (the mentor) to coach new public servants (the protégé)?”

45th ARTDO T A I W A N
Cross-Boundary Talents Training and Development

主辦單位



中華民國訓練協會
The Chinese Society for Training and Development

協辦機關



公務人員保障暨培訓委員會
Civil Service Protection and Training Commission