

Date	Time	Topic
Fri. 19. Jan	12:15–14:00	Introduction of course and seminar
	Fri. 26. Jan	Strategy, governing documents and other structural frames: what does it mean, and what is the importance of IT?
	Fri. 2. Feb	Tools and frameworks 1: Introduction + projects
	Fri. 9. Feb	Tools and frameworks 2: concept selection and alternative analysis with a business case
	Fri. 16. Feb	Tools and frameworks 3: Business processes and IT architecture
	Fri. 1. Mar	Tools and frameworks 4: IT Governance & platforms.
	Fri. 19. Apr	Agile organizations



Strategy and
strategic context



Management tools
and frameworks

We have discussed:

- Strategy
- Actions plans
- Projects
- Concept selections
- Business process modeling and IT architecture
- Governance

In general, these topics often involve assessing the current situation and then initiate *organizational change*.

What does this mean?

Today

- Guest lecture by Steffen Sutorius
 - formerly head of the Norwegian Digitalization Agency («Digitaliseringsdirektoratet»)
- Topic: (Organizational) change management with practical examples



Photo: Digitaliseringsdirektoratet

Change management with practical examples



8.3.2024

Metier
A TETRA TECH COMPANY

Vårt samfunnsoppdrag er å bidra til bærekraftig samfunnsutvikling gjennom bedre prosjekter, virksomhetsutvikling og digital transformasjon



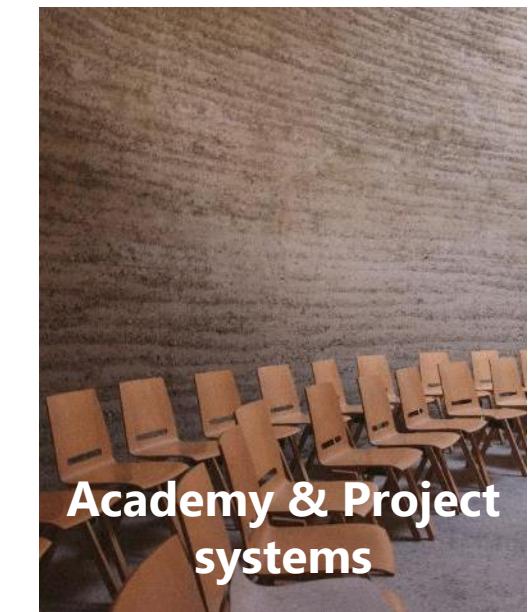
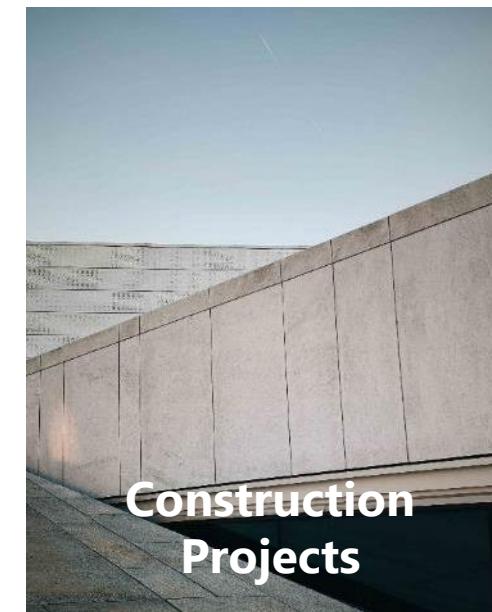
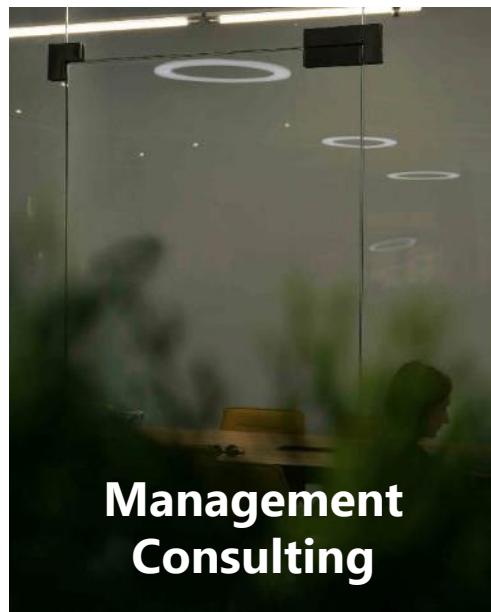
About Metier



Vårt samfunnsoppdrag er å bidra til bærekraftig samfunnsutvikling gjennom bedre prosjekter, virksomhetsutvikling og digital transformasjon

Our business areas

We help our clients get the most value out of their project investments, development- and change initiatives





Change management

What is change management

1. Change management is defined as the methods and manners in which a company describes and implements change within both its internal and external processes.
2. Change management is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies.

Even obvious change can be difficult

Norway invented winter sports, but did not want to change it

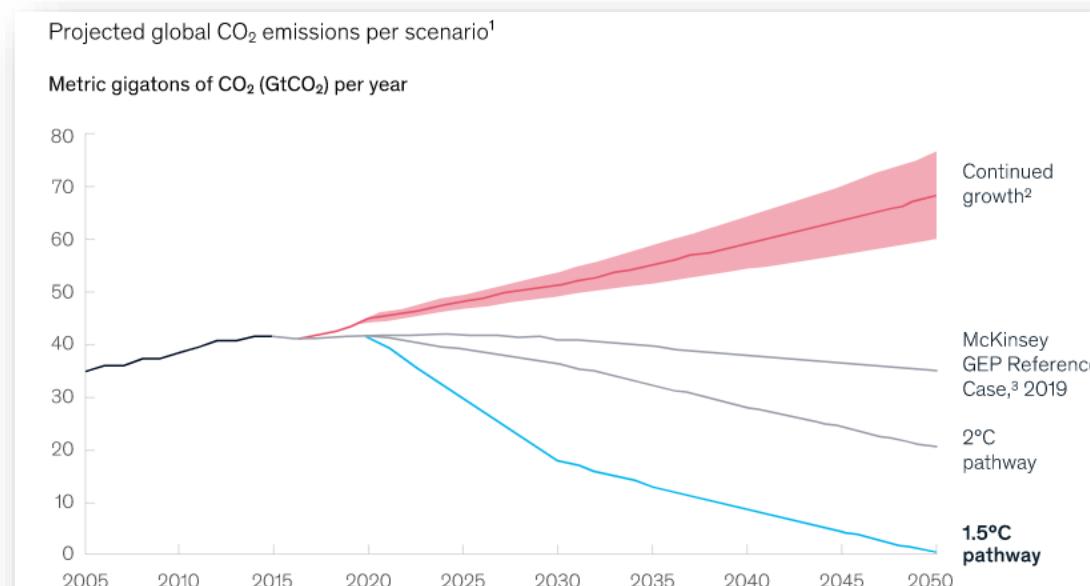


Change management is not always easy



To reach the 2050 1,5°C target, significant changes are needed across the industry

Continued growth vs 2 / 1,5°C pathway¹



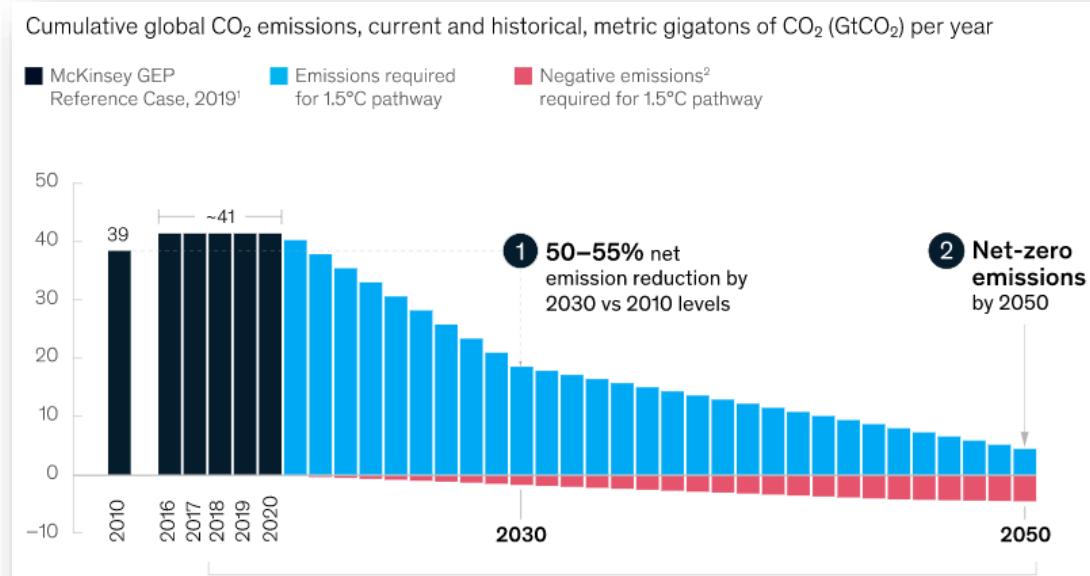
¹In addition to energy-related CO₂ emissions, all pathways include industry-process emissions (eg, from cement production), emissions from deforestation and waste, and negative emissions (eg, from reforestation and carbon-removal technologies such as bioenergy with carbon capture and storage, or BECCS, and direct air carbon capture and storage, or DACCS). Conversely, emissions from biotic feedbacks (eg, from permafrost thawing, wildfires) are not included.

²Lower bound for "continued growth" pathway is akin to IEA's World Energy Outlook 2019 Current Policies Scenario; higher bound based on IPCC's Representative Concentration Pathway 8.5.

³GEP = Global Energy Perspective; reference case factors in potential adoption of renewable energy and electric vehicles.

Source: Global Carbon Budget 2019; World Energy Outlook 2019, IEA, expanded by Woods Hole Research Center; McKinsey Global Energy Perspective 2019: Reference Case; McKinsey 1.5°C scenario analysis

Four requirements to reach the 1,5°C pathway



1 50–55% net emission reduction by 2030 vs 2010 levels

2 Net-zero emissions by 2050

3 570 GtCO₂ cumulative carbon budget³

4 Steep mitigation of non-CO₂ greenhouse gases (not addressed in this exhibit)

¹GEP = Global Energy Perspective reference case.

²Achieved, for example, from reforestation and carbon-removal technologies such as bioenergy with carbon capture and storage (BECCS) and direct air carbon capture and storage (DACCS).

³Budget of 570 GtCO₂ emissions from 2018 onward offers a 66% chance of limiting global warming to 1.5°C, when assessing historical temperature increases from a blend of air and sea-surface temperatures.

Source: Corinne Le Quéré et al., Global Carbon Budget 2018, *Earth Systems Science Data*, 2018, Volume 10, Number 4, doi.org; IPCC; McKinsey Global Energy Perspective 2019: Reference Case; McKinsey 1.5°C scenario analysis

How to manage change successfully

- Plan for change....
- Communicate the why and how of change.
- Integrate.
- Motivate staff to embrace change.
- Embrace change with confidence.
- Create space for people to adjust.
- Evaluate.





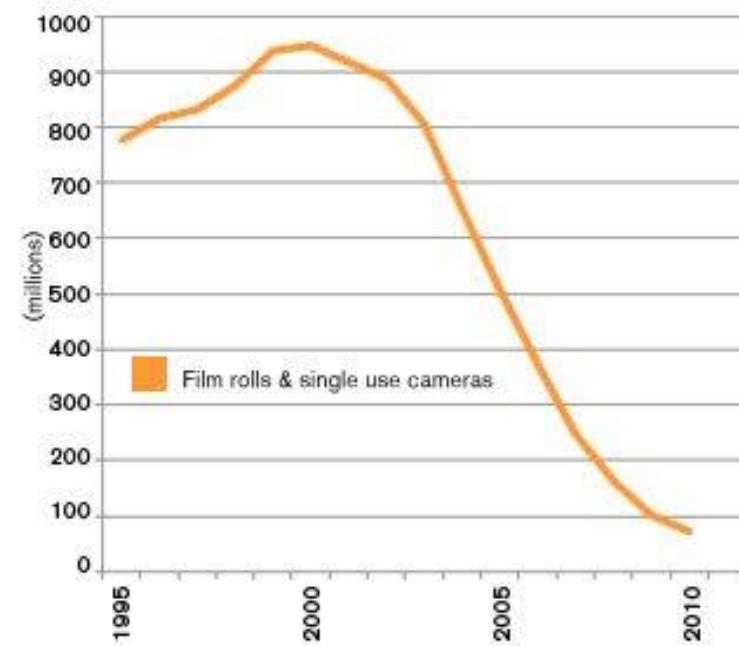
Practical examples

The Kodak failure - lack of change or adaptation to marked

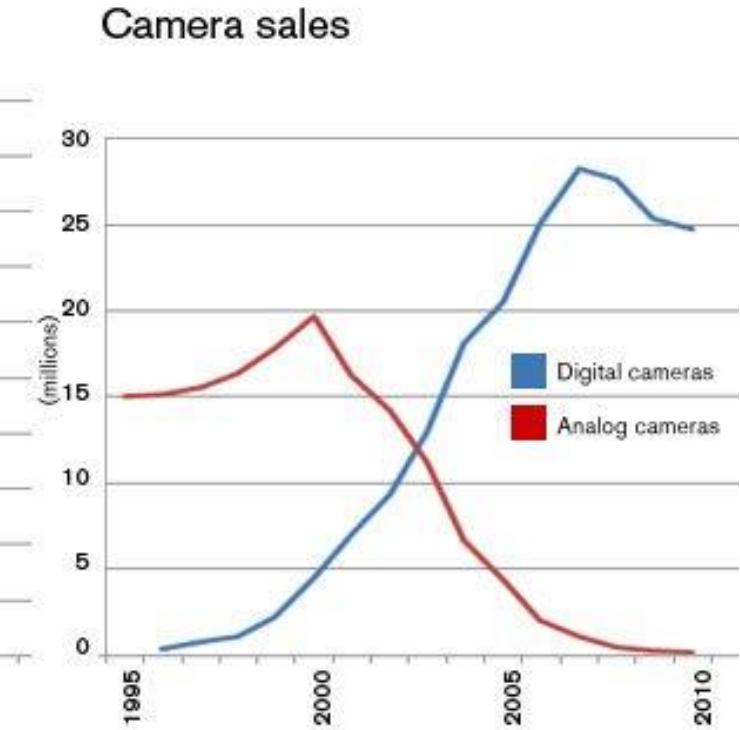


Decline of Film

Film rolls sold



Camera sales



Steve Jobs and Mark Zuckerberg changed the way we live



For better or worse?

<https://www.youtube.com/watch?v=f8NJViYW6a0>

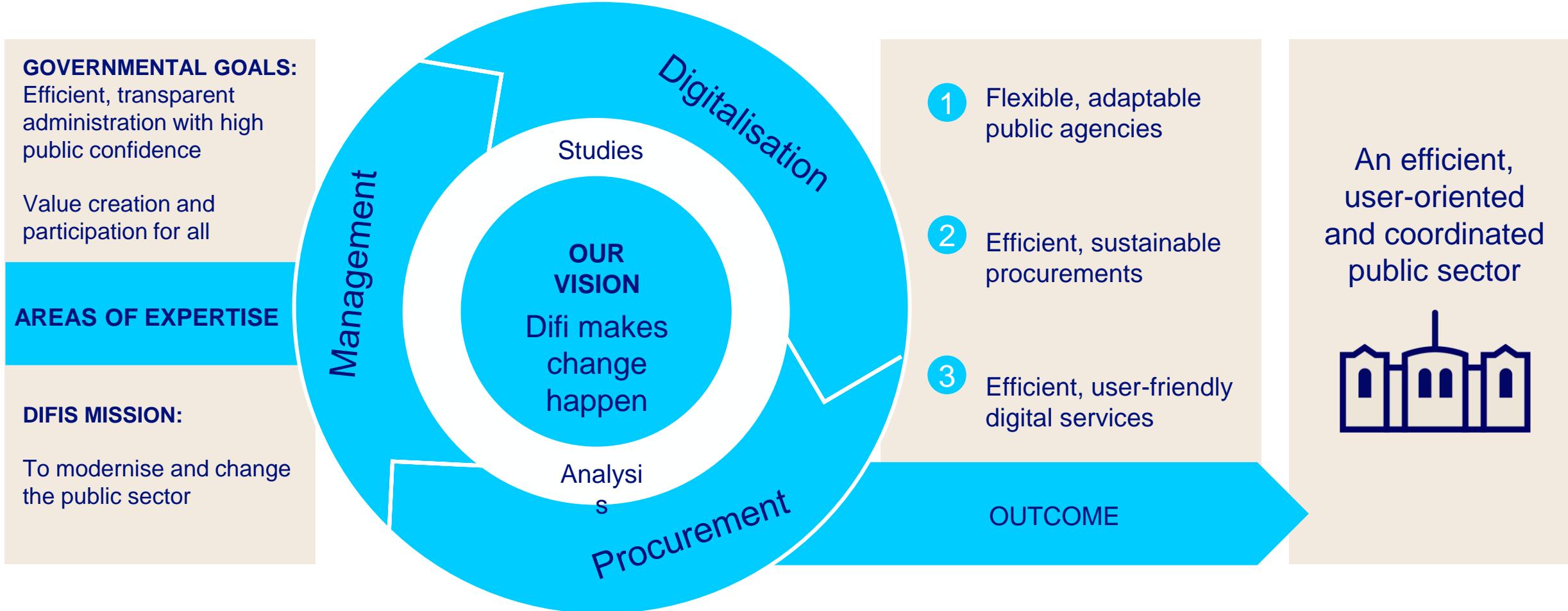


A little story about digitalisation in public sector

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Vårt samfunnsoppdrag er å bidra til bærekraftig samfunnsutvikling gjennom bedre prosjekter, virksomhetsutvikling og digital transformasjon

I started as managing director of Difi in 2016



Evaluation of Difi 2014 - 2015

A

AGENDA
KAUFARO

Stakeholders said that Difi
did not fulfill its role

Direktoratet for forskning og ICT (Difi)

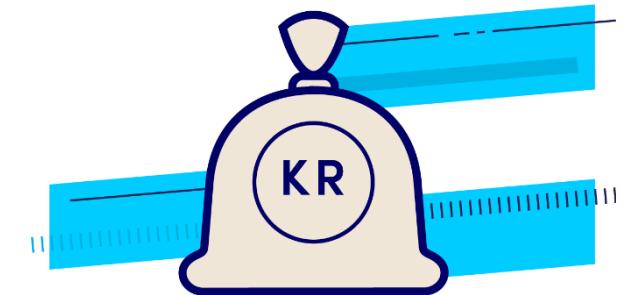
Evaluering av Difi

Rapport

21. desember 2014

2016 - Change is still challenging in the public sector

- 58 % of public managers in Norway consider digitalisation a priority in their organisation
- 31 % of public employees in Norway consider digital change projects well managed
- 82 % consider lack of culture and processes to get results as major challenge to reach the goals in the public sector
- Only 1 of 4 IT projects in the public sector result in cost cuts



How to change Difi?

Good news...

2019 : Nikolai Astrup – Norway's first Minister of Digitization

2019: One digital public sektor –
Digital strategy for the public sector
2019 - 2025

2020 : Norwegian Digitalisation Agency must be established – based on Difi

2020: The pandemic

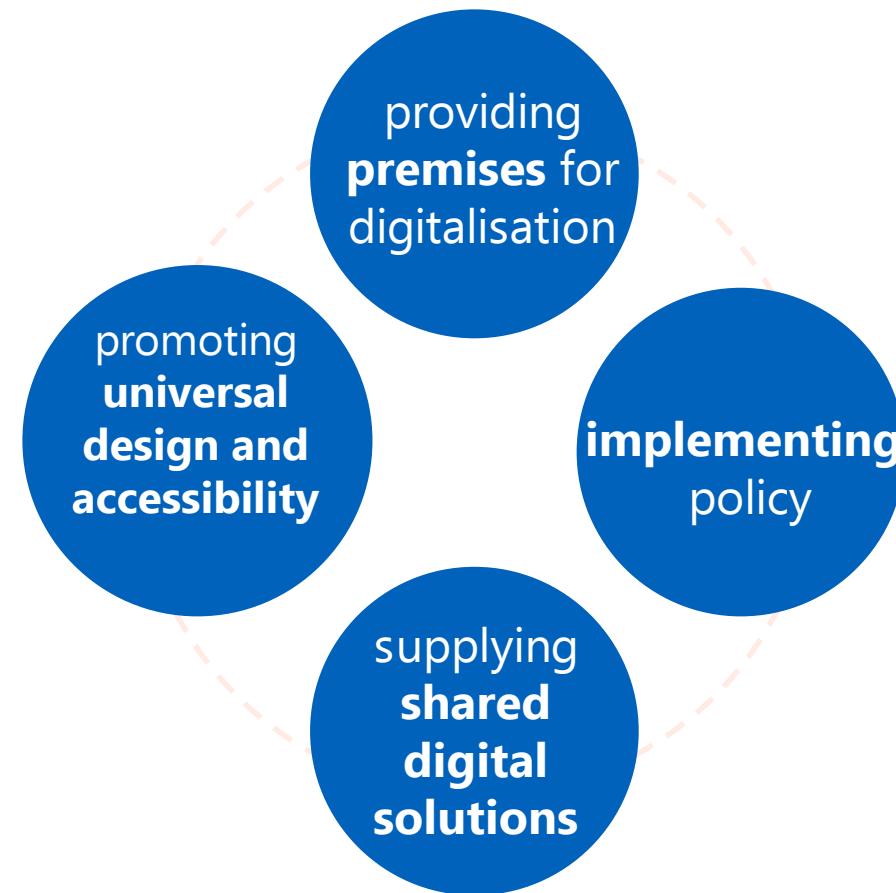


Digdir work
towards

by

in order to

Faster and more
coordinated
digitalisation of
the society

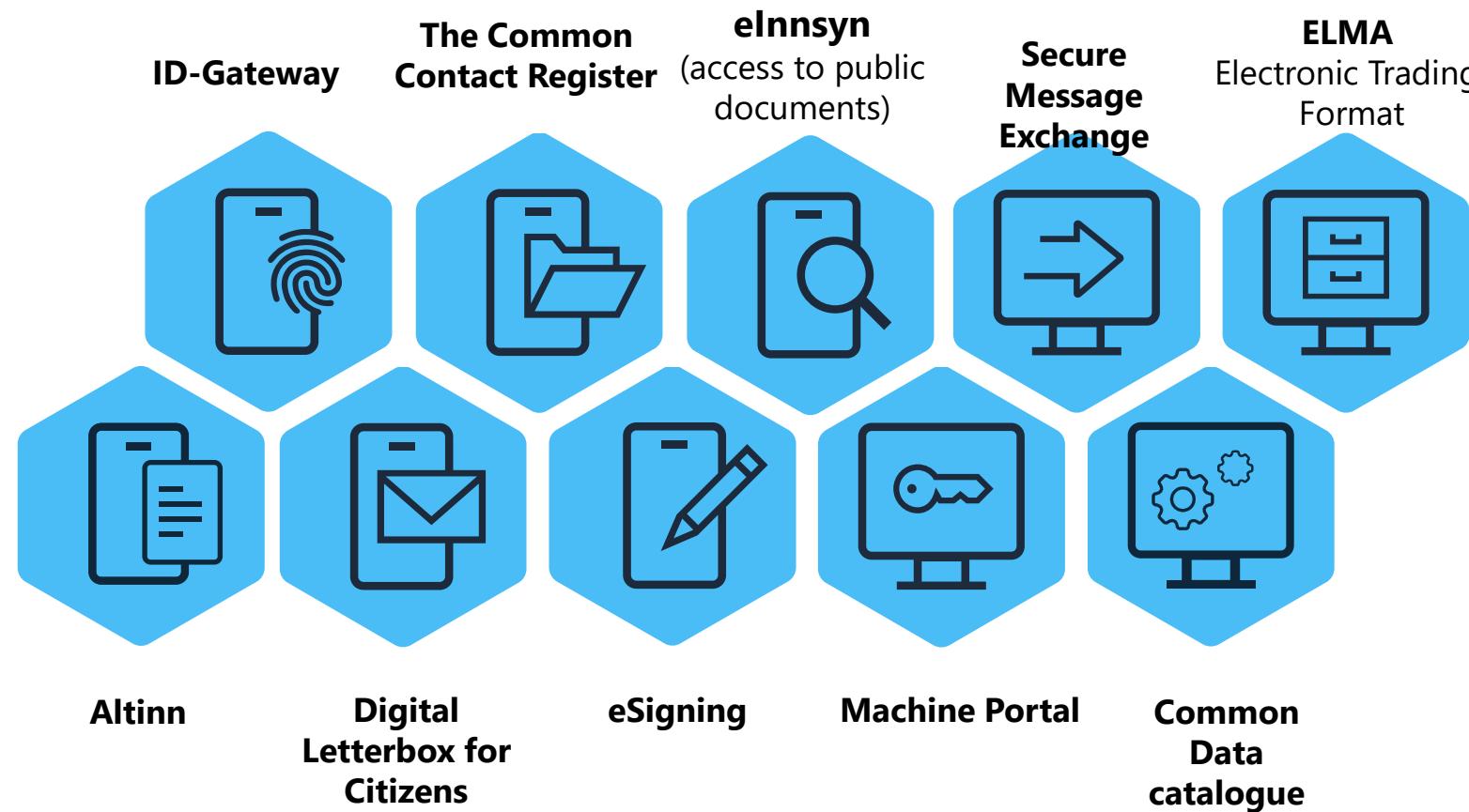


1. make the public sector more cost efficient
2. create more value for businesses
3. make life easier for citizens and businesses
4. and basically to have a sustainable society

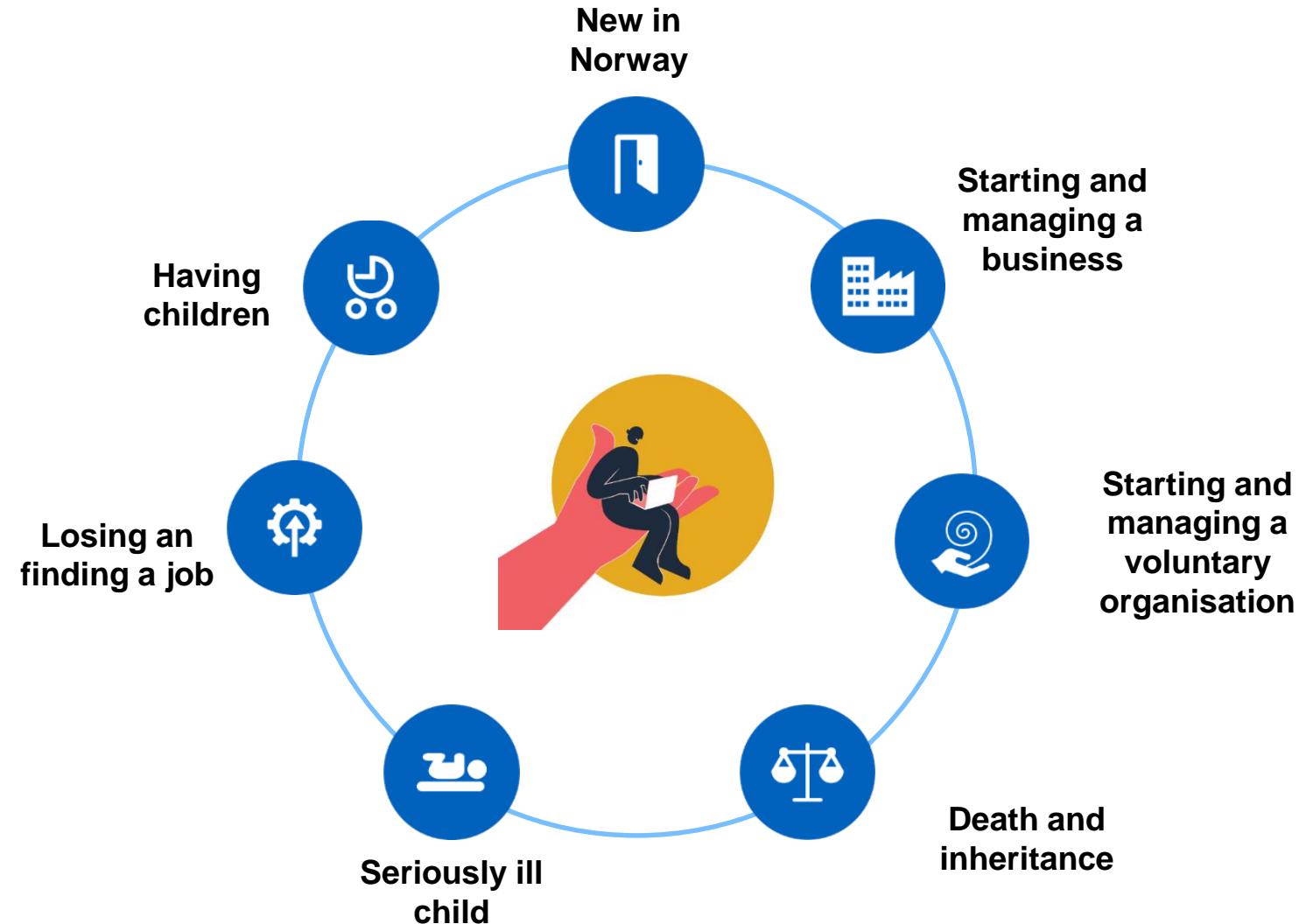


Supplier

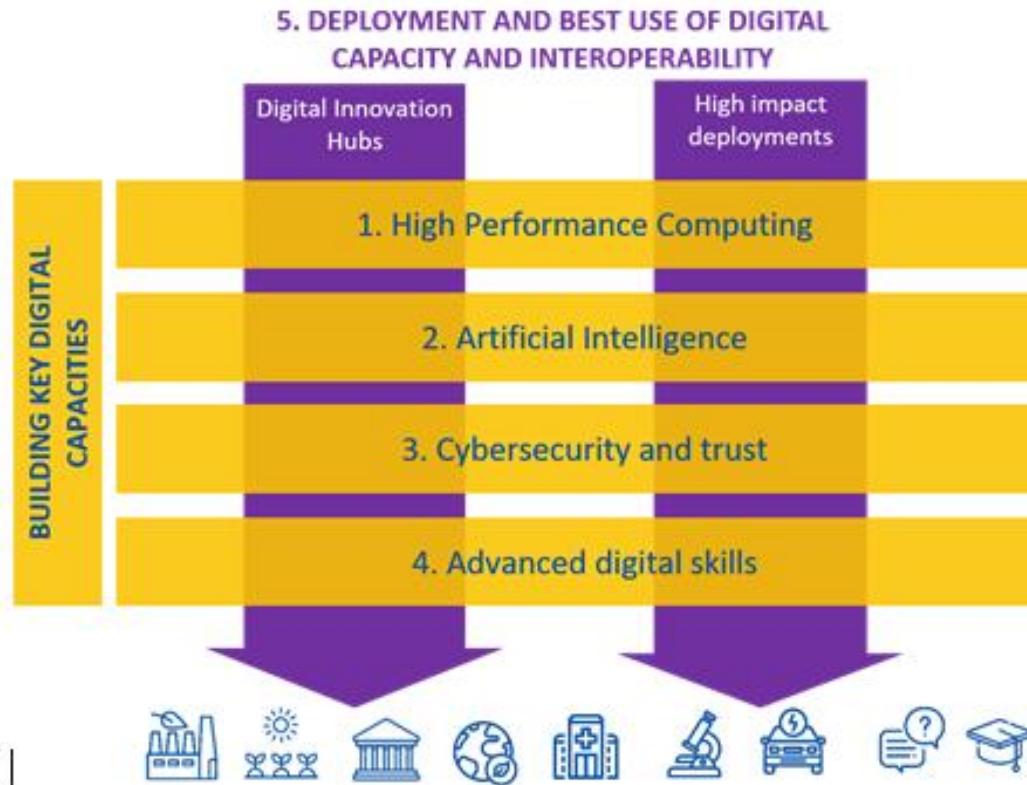
of shared digital solutions



Digital strategy for the public sector 2019 – 2025 –life^{Metier} events



DIGITAL Europa



The Program:

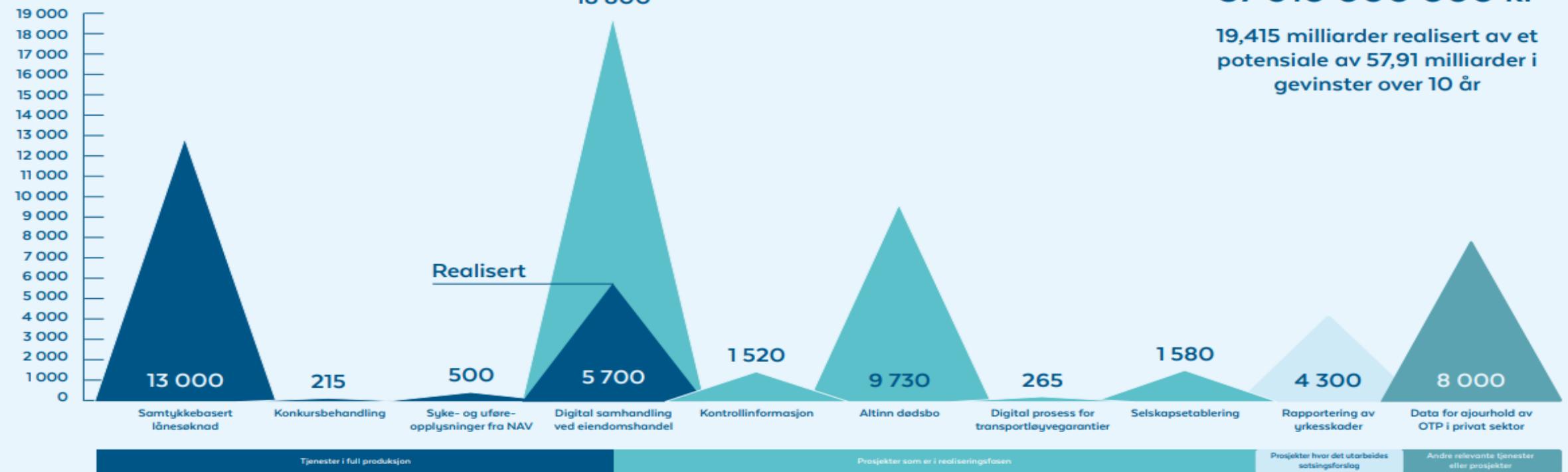
- 2021 – 2027
- 100 bill. kr.

Norway will develop a digital wallet

Benefit from public and private digital collaboration

GEVINSTER FRA DSOP-AKTIVITETER

gevinster MNOK over 10 år



Companies involved in the life event death and inheritance



Sbanken

SpareBank 



Statens vegvesen



Kartverket



BITS



Finans
Norge



NORSK
PENSJON



Landbruksdirektoratet

Eanandoalldirektoráhtta



Brønnøysundregistrene



NORGES
DOMSTOLER

Some digital solutions from the pandemic

- Kompensasjonsordningen for næringslivet
- MinID Passport
- Connect2Norway
- Skjema for selvrapportering av koronasymptomer
- Smittestopp-app
- Løsning for smittesporing i kommunene
- Rapporteringsløsning for smittevernustyr for tannleger
- Tjeneste for registrering av helsepersonell
- Rapporteringsløsning for smittevernustyr i kommunene
- Digital søknad om sosialhjelp
- Opplysninger til krisetiltaksplaner til Kredittilsynet

- Søknad om fritak fra koronahotell til UDI
- Søknadsskjema - ekstraordinær tilskuddsordning fra Kulturrådet i forbindelse med koronakrisen
- Påminnelse om å sende inn inntektsmelding til NAV
- Rapportering av behandlingskapasitet til Helsedirektoratet
- Valg av hyppigere refusjonsutbetaling fra NAV
- Søknad om brukertilgang til Nasjonalt Helsepersonell.no
- Søknad kompensasjon for tapt inntekt for selvstendig næringsdrivende til NAV
- Samordnet koronainformasjon til næringslivet på Altinn informasjonsportal



«MINID PASSPORT»

Norge har lansert digital ID-kontroll, uten behov for fysisk oppmøte



Nets-appen må skanne ansiktet ditt både med foto og en videosnutt, uten ablegøyser og med godt nok lys. (Foto: Marius Jørgenrud)

The use of Norwegian Digitalizations shared digital solutions increased by 1000 % from 2016 - 2022

Hopefully – The change of Difi was a success



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