

Leading Through Connections

Insights from the
Global Chief Executive
Officer Study

Government

Change the face of citizen and customer communication

By Sietze Dijkstra and Tom Flanagan

The IBM Global CEO Study 2012, “Leading Through Connections” comprises face-to-face conversations with more than 1,700 CEOs in 64 countries and 18 industries and as part of this, 176 senior government and public officials in 34 countries were interviewed. The study reveals three imperatives impacting geographies and industries: Empowering employees through values; engaging customers as individuals; and amplifying innovation with partnerships.

To engage customers as individuals, senior government officials envisage significant changes in the mechanisms they utilize to connect with customers and citizens as social media replaces face to face as the main form of contact. Fifty-nine percent of officials expect to use it as a mechanism over the next 3-5 years compared to just 14 percent now, while just 45 percent expect to use face-to-face compared to 66 percent now. The use of traditional media is also expected to decline, with just 20 percent of government leaders connecting with customers through that channel compared to 38 percent now.

There is also considerable scope for government to extract greater value and insight from data perhaps by making that data available to constituents and allowing them to use it for their own purposes to facilitate insights and economic development. Currently just 34 percent of Government officials reporting their organization as being good at translating insight into action compared to 57 percent of outperforming CEOs in the global sample.

As might be expected, budgets remained *the* most important external force officials reported as impacting their organizations.

Achieving the desire for more extensive partnering with external organizations for innovation will require action now by public sector organizations to fundamentally change how they partner and expand existing collaboration boundaries. Governments also need to develop a strategic approach for their organization to fully take advantage of social and mobile tools that provide the means to collaborate at scale – internally for empowering employees and with external partners for innovation – as well as to be where your citizens and stakeholders expect you to be.





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Route 100
Somers, NY 10589
U.S.A.

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