

# Know how to lead digital transformation: local governments

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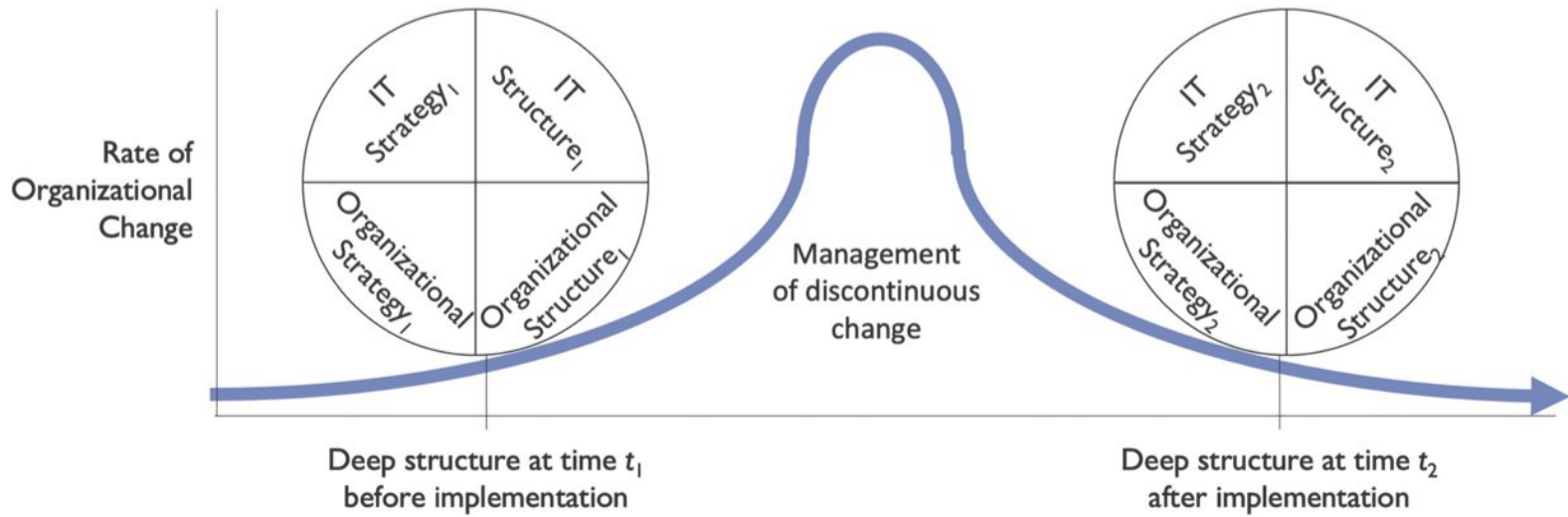
Pittaway, J. J., & Montazemi, A. R. (2020). [Know-how to lead digital transformation: The case of local governments](#). *Government Information Quarterly*, 37(4), 101474.

# Digital

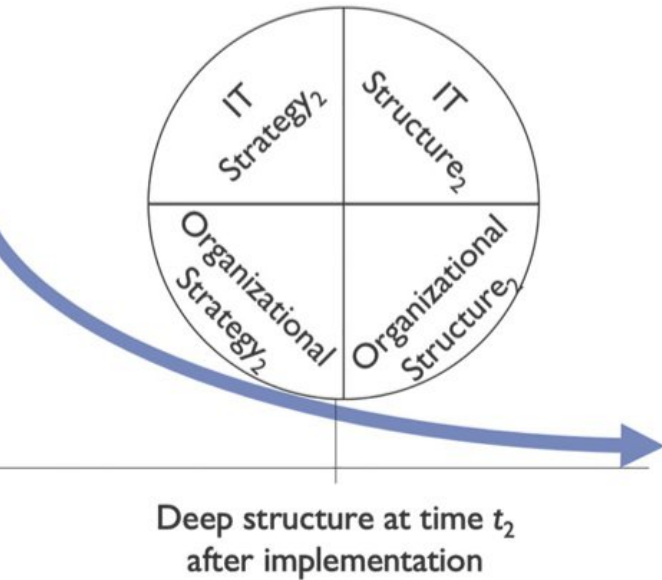
- Silo of IT
- Enterprise systems
  - House in order

# Transformation

- Deep structure
- From: status quo
- To: centralised core, cross-unit dependencies
- Punctuated change
  - In strategy & structure



## ...to lead...



### Convergent approach

- Old cognitive frames → piecemeal changes → old organizational strategy
- Less-mindful approach
  - Changes resources & power → resistance → weakened organisation

### Discontinuous change approach

- Simultaneous change in strategy & structure of org & IT
- Break old cognitive frames
- Exploit trigger events and sell bold new vision

# Know-how...

- Org. strategy: cost -> analyse & explore
- Org. structure: silos -> integrated
- IT strategy: cost -> innovator
- Mindful IT governance structure:
  - Strong vision for transformation
  - Improve business processes
  - Monitor performance
  - Deference to CIO
  - Collaborative Executive decision-making: unit managers accountable for transformation

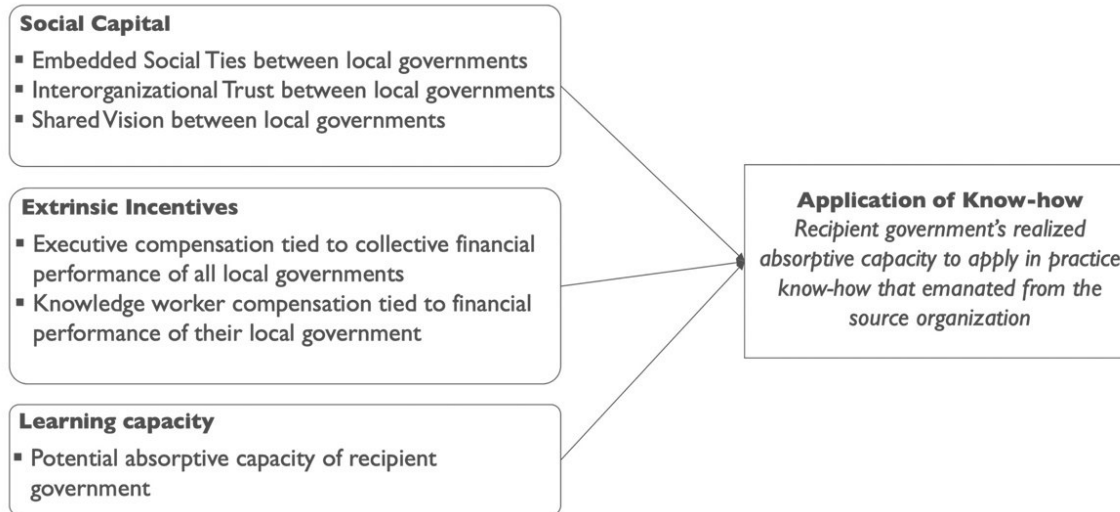
State 2  
(7)

State 3  
(3)

State 4  
(1)



# Sharing know-how?



# Know-how seeking: motivating CIOs

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Pittaway, J. J., Qahri-Saremi, H., & Montazemi, A. R. (2018). [Motivating CIO advice networking to improve firm performance](#). Hawaii International Conference on System Sciences, 51(1).

# (Less-)mindful Advice Seeking

## CIOs

- Responsibility
- Lexicon

## Mindful

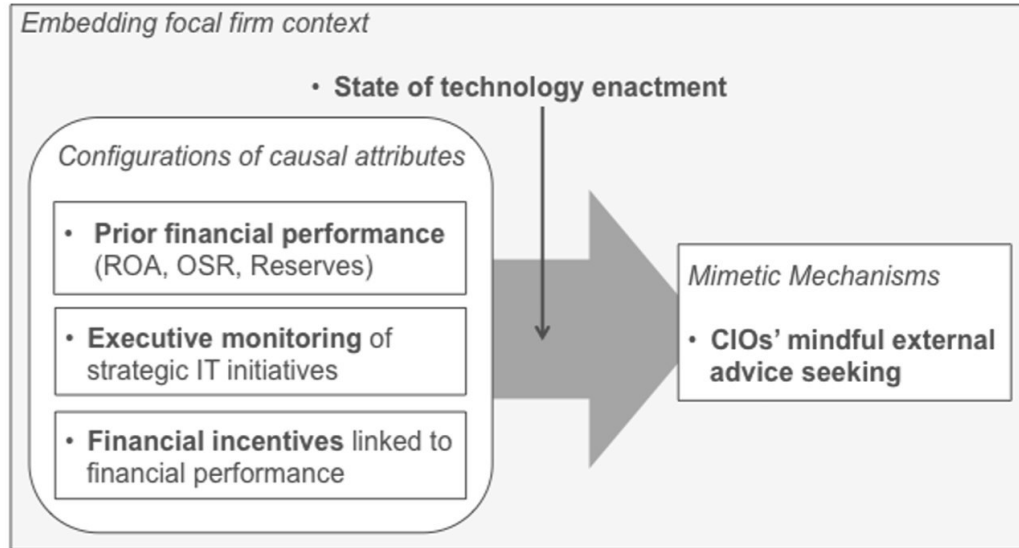
- Strategies from high-performing peers

## Less-mindful

- Peers in similar context affirm & defend strategies



# Motivating



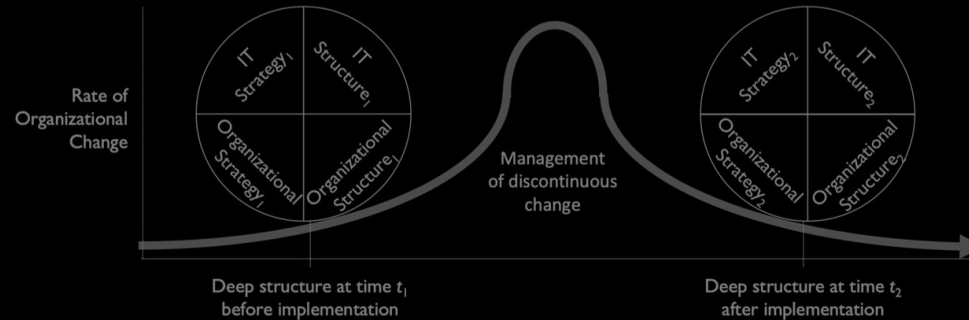
# Result

<i>Firms in:</i> <i>Causal Configurations:</i>	State 2		State 3		State 4	
	C1 OSR	C2 RESV	C3 ROA	C4 RESV	C5 ROA	C6 OSR
<i>Causal Attributes</i>						
Prior Financial Performance (ROA)	●		⊗	⊗		●
Performance (OSR)	●		⊗	⊗		⊗
(Reserves)	●	●	●	⊗		⊗
Executive Monitoring	●	●	●	●		●
Financial Incentives			⊗	⊗	●	●
Coverage:	0.53	0.59	0.29	0.44	0.29	0.82
Consistency:	>0.75	>0.75	>0.75	>0.75	>0.75	>0.75

# Result

<i>Firms in:</i>		State 2		State 3		State 4	
<i>Causal Configurations</i>		C1	C2	C3	C4	C5	C6
<i>Causal Attributes</i>		OSR	RESV	ROA	RESV	ROA	OSR
Prior Financial Performance (ROA)		●		⊗	⊗		●
Performance (OSR)		●		⊗	⊗		⊗
(Reserve)		●	●	●	⊗		⊗
Executive Monitoring Financial Incentives		●	●	●	●	●	●
	Coverage:	0.53	0.53	0.29	0.44	0.29	0.82
	Consistency:	>0.75	>0.75	>0.75	>0.75	>0.75	>0.75

# Thank you



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Montazemi, A. R., Pittaway, J. J., Saremi, H. Q., & Wei, Y. (2012). Factors of stickiness in transfers of know-how between MNC units. *Journal of Strategic Information Systems*, 21(1), 31-57.