



Report by the Secretary-General

EXECUTIVE SUMMARY OF ITU CULTURE AND SKILLS PROJECT

Summary

This report presents an Executive Summary of the work and the recommendations provided by McKinsey & Company, as part of the ITU Culture and Skills project.

Action required

This report is transmitted to the Council **for information**.

ITU Transformation Executive Summary for Council 2021

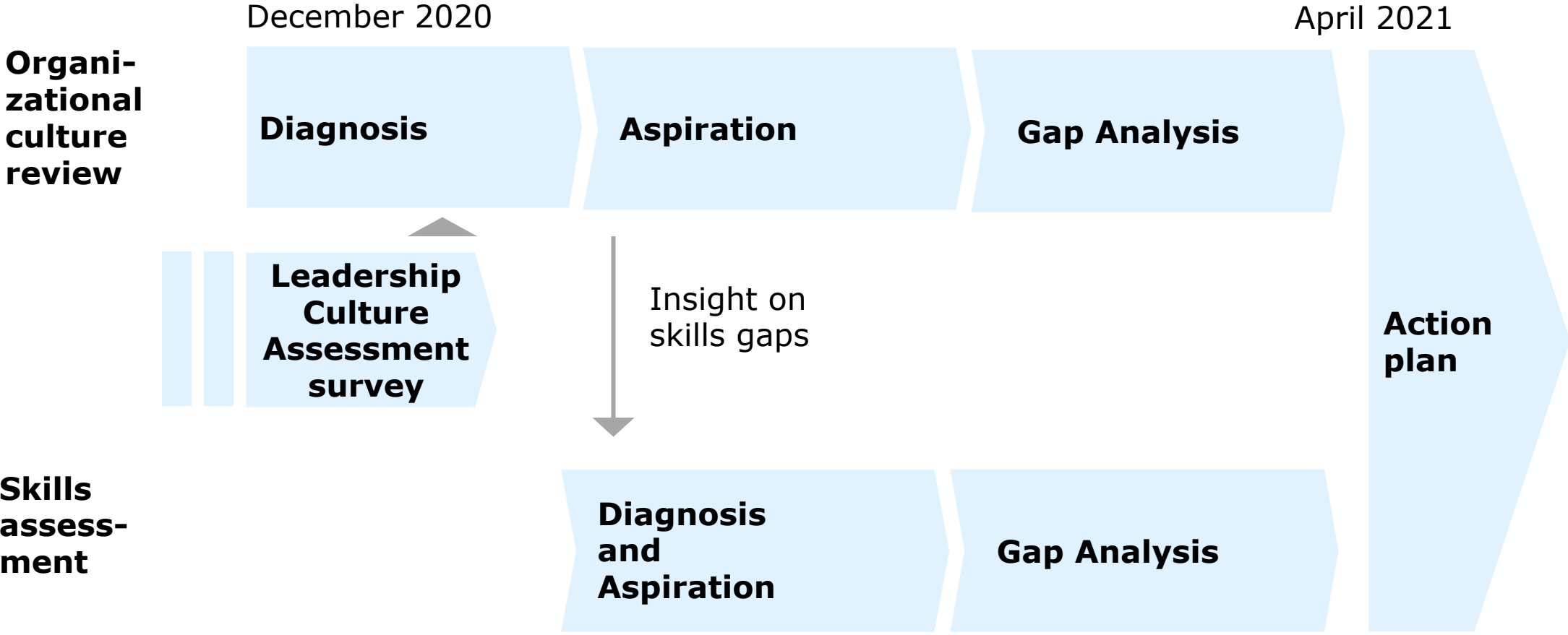
Update provided by McKinsey & Co
June 16, 2021

Recap on high-level objectives of the project

 Conduct an **organisational culture review** that will enable ITU to align around vision, strategy, culture and values, considering the current capabilities and processes

 ...and an **organisational skills and competencies review** to ensure that the organisation has the right people with the right skills in the right positions.

Culture and Skills Assessment led to the creation of a joint action plan



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To uncover the cultural behaviors and mindsets at ITU we have relied on multiple data sources





Across the 4 data sources, we have identified nine prevalent themes

Strengths to build on

Commitment to ITU's mandate and making a difference

- a. Desire and pride to contribute to ITU's mandate and make a difference in the world (e.g., connect the unconnected)

Focus on serving Member States and the communities

- a. Committed to serving members, incl. states, companies, research institutes
- b. Strong professional standards around serving them

Unique sense of community and care

- a. Feeling that the organization and leadership cares about staff and treats them as "family"
- b. Effective collaboration (yet more within sector teams than across)

Areas under improvement

Ownership and accountability

- a. Unclear roles and diluted responsibilities
- b. Perception of micro-management and insufficient delegation of authority

Talent and performance management

- a. Insufficient link between performance and consequences (rewards, advancements, sanctions)
- b. Limited advancement opportunities and perceived glass ceilings

Aligned and inspirational leadership

- a. Hierarchical relationship between leaders and staff
- b. Team culture often centered around the personality of frequently changing leadership

Significant improvement needs

Lack of shared vision and cross-functional collaboration

- a. Limited shared and clear strategy across sectors
- b. Siloed mentality and limited cross-functional collaboration







Inward focus, lack of innovation and experimentation

- a. Inwards focus with limited external / competitive insights and slow response to external challenges
- b. Predominantly top-down innovation and limited support for bottom-up entrepreneurship
- c. Risk aversion and fear of mistakes

Inefficiencies and bureaucracy leading to reactivity and slowness

- a. Process inefficiencies, duplication of efforts and inconsistent operational management / discipline
- b. Perception of bureaucratic decision-making and ways of working

The gaps to be filled were articulated in 6 From-To shifts, refined based on staff feedback...

		●	●	→
		From...		... To
A	Shared vision and cross-functional collaboration		Driving each sector's mandate resulting in silos and duplications...	...complementing sector mandates with cross-sectorial collaboration and work towards a shared vision.
B	Inspirational leadership		Leadership coming in majority from the top...	...leaders setting example, focusing on strategic thinking and delegating to empower teams and advance ITU's impact.
C	Outward focus, innovation and experimentation		Making sure we continue to do things by the book...	...embracing shortcoming to drive progress, innovation, experimentation and risk-taking, in line with our mandate.
D	Processes efficiency and agility		Inefficiencies and bureaucracy leading to reactivity and slowness...	...a results-focused and operationally-disciplined operating model.
E	Ownership and accountability		Too little ownership of decisions and diluted accountability for outcomes...	...clearly defined roles, delegation of more responsibility for decisions and accountability.
F	Talent and performance management		Limited links between performance and consequences...	...recognizing and rewarding our best contributors and acting on underperformance or misconduct.

Culture gap analysis and aspiration

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The assessment relied on multiple data sources and perspectives

Profile of existing skills and competencies

Internal

ITU Strategic plans
ITU JDs and Job postings
Competency framework
ITU nominee input
Interviews with EOs
Culture diagnosis

External

Interviews with representatives from the Membership
Outside-in peer benchmarking

Profile of desirable skills and competencies

Internal

Culture aspiration
ITU strategic plans
ITU nominees input
Interviews with EOs

External

ICT global trends and impact on skills
Future of Work research (focus on ICT)
McKinsey expertise and best practices
3rd party research (e.g., UN)
Interviews with members

Skills gap analysis

Input from previous steps:

- Desirable future skills list
- Current levels of proficiency

In-depth challenge and calibration discussions with ITU nominees and leadership and McKinsey experts

Action plan and recommendations

McKinsey expertise and best practices e.g., upskilling, reskilling and talent acquisition
Input from ITU Extended team, HR and leadership



ITU skills assessment revealed three broad types of skills gaps

While cross-cutting skills emerge, variations in actual gap levels between teams will continue to inform the magnitude of action (e.g., number of people trained, intensity of training)

HRMD to work with Bureaux & Departments to conduct further in-depth analysis of the proposed initiatives and integrate in HR Strategic Plan

Cross-cutting skills

1a

Foundational - Gaps in technical skills common across all teams

1b

Function-specific - Gaps in technical skills common across several teams

Specific sector and department skills

3

Gaps in technical skills specific to each sector's / department's mandate and area of expertise

Technical skills

Soft skills

2

Gaps in soft skills common across all, or at least multiple departments, with relatively little variations between teams

Includes both soft skills relevant to staff and managerial / leadership skills

Results do not come from an individual staff assessment, but from a team-based assessment complemented by other sources (e.g., EO interviews, interviews to some Members)



1 7 categories of technical skills gaps emerge as most relevant across teams

- A** **IS, digital and analytics** skills, starting from digital fluency and data management (relevant across all teams), to data science, data privacy, cybersecurity in the technical teams (e.g., IS, Bureaux)

- B** **Project and programme management** skills, incl. project management sustainable resource management, monitoring and evaluating projects, budgeting, and general admin, crisis management

- C** **Content creation and dissemination** skills ranging from independent research and marketing to graphic design and design thinking, guideline development

- D** **Strategy and business analysis** related skills, including strategic planning, business analysis and continuity, economics

- E** **ICT trends and technologies** skills ranging from basic ICT knowledge across all teams to emerging ICT technology applications, especially relevant for bureaux

- F** **Operations** skills, incl., facilities management, logistics and crisis management

- G** **External relations**, incl., marketing, resource mobilization, communication strategy, and political acumen and diplomacy



2 Key soft skills gaps emerge along each of the 6 improvement areas from the culture diagnostic

- A Skills needed to create a shared vision and collaborate across functions**, incl. strategic mindset, effective communication, teamwork and collaboration, networking and building partnerships, political acumen and diplomacy, client serving mindset, business acumen and negotiation

- B Inspirational people leadership skills**, including interpersonal skills, people leadership, emotional intelligence and empathy, diversity and inclusion, ethics

- C Skills needed to successfully manage people, their performance and development** incl. learning and coaching, learning and knowledge sharing, feedback giving and receiving

- D Skills needed to drive innovation and experimentation**, incl. creativity, adaptive mindset and novel thinking, cognitive flexibility, curiosity about other ICT areas, innovation and facilitating change

- E Skills needed to operate effectively and efficiently**, incl. planning and organizing, analysis, judgement and decision making, agile working, digital interaction and virtual collaboration

- F Skills related to individual impact and accountability**, incl. results orientation, ownership and accountability, entrepreneurial thinking and self-initiative

Multiple **soft skills are reinforcing each other**, thus having the **potential to advance multiple culture shifts** (e.g., while listed under shared vision and collaboration, effective communication can help advance all themes)

Culture gap analysis and aspiration

Skills gap analysis

 **Action plan**

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ITU's transformation will be based on 9 structural initiatives and 4 enablers reinforcing each other

Structural initiatives

- a** Consider reviewing and better connecting the ITU's and the Sectors' mandates
- b** Consider reviewing ITU's organizational structure and operating model
- c** Strengthen goal setting mechanism
- d** Streamline and redesign key processes, incl., identifying and implementing opportunities for automation and digitization
- e** Step-up innovation throughout the organization
- f** Increase flexibility of work and career progression
- g** Refine competency framework and implement in ITU processes and systems
- h** Launch comprehensive Talent Development plan
- i** Improve performance and under-performance management practices

Enablers

Symbolic actions

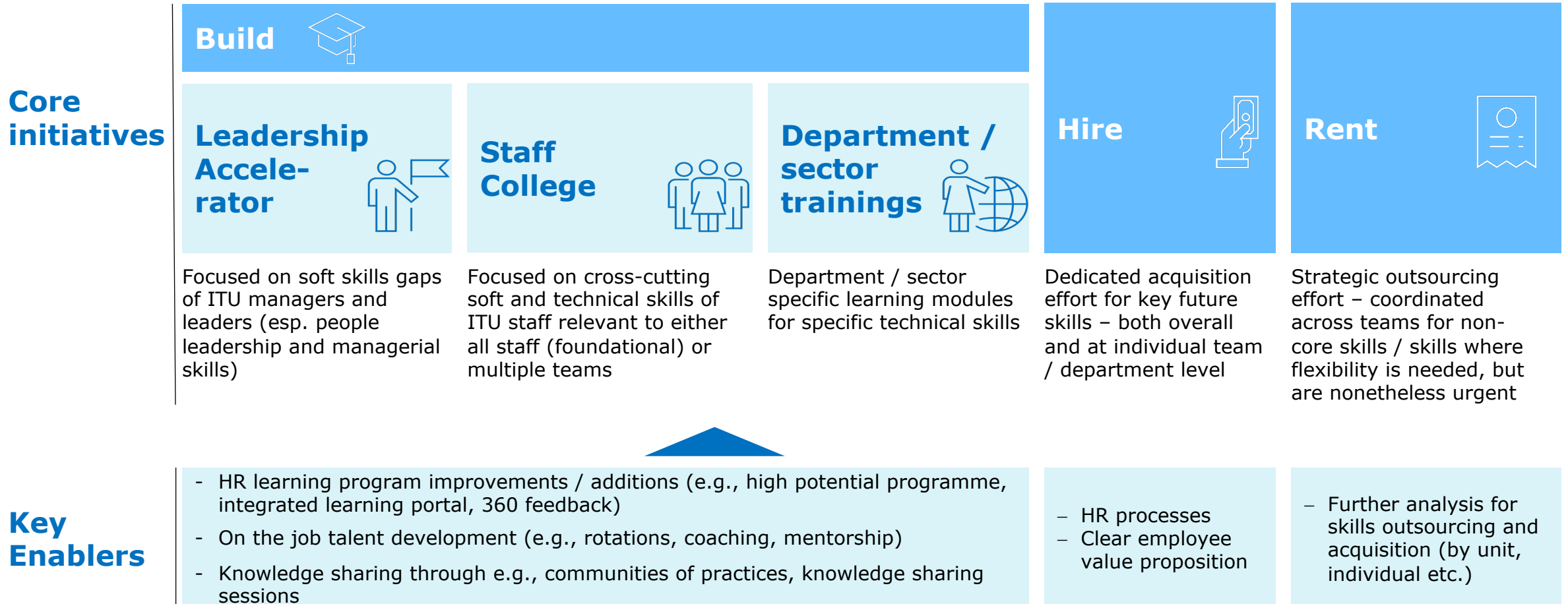
Role modelling

Change story and communication

Transformation support and governance



Deep-dive on Talent Plan: to fill skills gaps, a mix of build, hire and rent has been considered



Proposed solutions will be discussed between HR (relevant services) and the Sectors/Departments for implementation, including budget analysis, sectors-specific needs, HR rules

A set of concrete steps can set ITU transformation implementation on the right foot



- **Put in place the right governance** with central coordination and support and clear ownership within sectors and departments
 - **Create robust implementation roadmap**, incl. steps for pursuing each action, expected timeline, owners and KPIs
 - **Secure resources and commitment** – sufficient people in driving, rather than consultation seats, with the right skills, mindset and capacity allocation
 - **Consistently track progress against implementation plan KPIs** at highest levels of the organization, celebrate progress and unblock roadblocks
 - **Proactively manage risks** to identify, create transparency and mitigate them early on
- **Maintain momentum of engagement at all levels of the organization** through ongoing communication to all staff and involvement in driving initiatives

Appendix



The 9 structural initiatives would be sequenced for implementation overtime

Structural Initiatives	Initial 6 months	6-12 months	12-18 months
a ITU and sectors' mandates	Initiate process to review each sector mandate incl. external input	Accelerate effort to identify and make use of cross-sectorial synergies	
b Governance and org structure		Review end-to-end org design to ensure fit for purpose and eliminate inefficiencies	Start building agile teams around cross-cutting topics
c Goal setting mechanism		Strengthen operationalization of goal setting mechanism, ensuring link to strategic objectives and consequence mgmt.	
d Key processes redesign, incl. automation & digitization	Accelerate accountability f-work review incl. mgmt. decision making processes Undergo comprehensive process redesign to streamline main processes using for example lean methodologies to remove inefficiencies (e.g., multiple approvals, rework)	Identify and implement opportunities for automation and digitization along key processes	Start introducing agile practices (in line with creation of agile teams in b)
e Cross-functional innovation	Create an ITU-level Innovation Lab, incl. mechanisms to incentivize participation (e.g., formal time allocation)	Build collaboration platform where people can share and link ideas and initiatives	
f Flexibility of work and career progression		Accelerate implementation of mobility strategy Design career development paths and policies with emphasis on flexibility and merit-based progression	Explore options to complement mobility with dynamic staffing process and platform Introduce high-potential programme Strengthen flexible working arrangements
g Skills processes and systems	Finalize skills plan by team	Start embedding new skills in HR systems (e.g., competency framework, job descriptions, Performance Management)	
h Talent Plan including building and acquiring		Create and launch Leadership Accelerator for managers Create Staff College for all staff with modules on core gaps from culture and skills diagnostic Explore options to redeploy staff to key roles Review division-level training offerings based on priority skills Develop and implement targeted plan for the recruitment of new talent Develop and implement integrated process for use of consultants across ITU	
i Performance management	Simplify underperformance management process and intensify support for managers undergoing it Review PM mechanism to better identify & incentivize high performance (incl. 360 feedback, "excellent" rating option, new and customized incentives)		



Structural initiatives can be supported by 4 types of enablers

