



Collaboration, Innovation and Resilience: Championing a Digital Generation

Brisbane, Australia 6-10 April

Essential Ingredients for Digital Transformation: Executive Leadership and Change Management

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Sustainability in land administration implementations

Why has the success of land tenure systems not matched the level of resources put in?

- Is it because the way the projects are designed and implemented?
 - Is it because the receiving institution is not capable of adopting, scaling and sustaining the technology?
 - Is it because there is insufficient infrastructure and/or special interest interference impacting the implementation?
 - Is it because there is resistance from the internal team?
 - Is it because of a lack of communication with all the stakeholders?
 - Is it because there is confusion on the plan, the benefits, the progress?
- The answer is “maybe” to all of these questions, but there are other factors...



Expectations

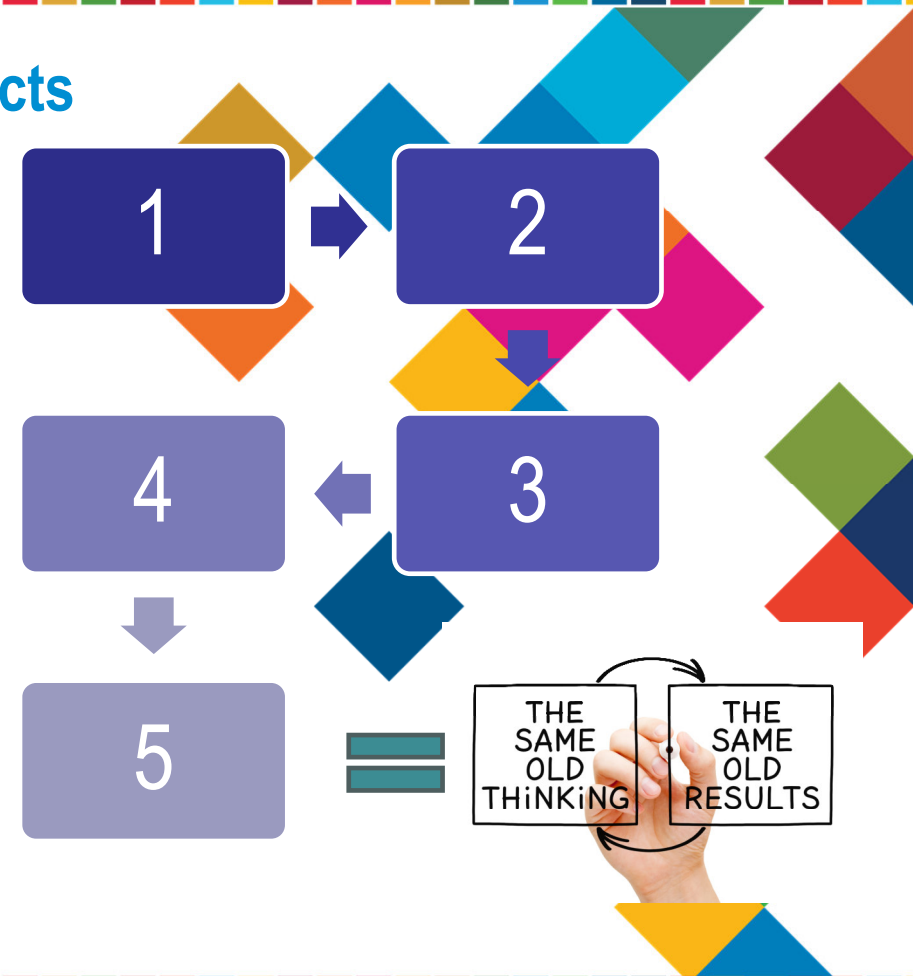
- Governments are expected to:
 - Embrace and incorporate new technologies
 - Be more responsive and agile in their service delivery
 - Enhance the quality and variety of services, but easy to use/consume format
- For land administration this means managing
 - Policy changes
 - Data conversion
 - Public engagement
 - Technology implementation
 - Personnel restructuring
 - Political dynamics....



This is a big “ask” of a Director of Surveys or the Land Registrar or other land administrators – professionals in their fields, but not trained change leaders

The current approach to land administration projects

- Land administration projects have historically been implemented iteratively, with a technical focus
- Land administration implementations are preceded by assessments for gender, environmental impact, technology, requirements/needs, capacity building, etc.
 - But what about a “readiness” assessment for the **leadership team** that has the responsibility for implementing, sustaining and enhancing the digital transformation efforts?



Leaders need to be trained/up-skilled in Change Management

So they are ready:

- To explain to multiple stakeholders the need for **the change** in **easy-to-understand** language so as to mitigate resistance;
- To fully engage and empower leadership at all levels with the tools, training, information that they need to **respond to and motivate their teams**;
- To inspire confidence, eliminate confusion and disengagement through clear communication; and
- To help their employees be successful by understanding the new ways of working – not just training but **mentoring and coaching**



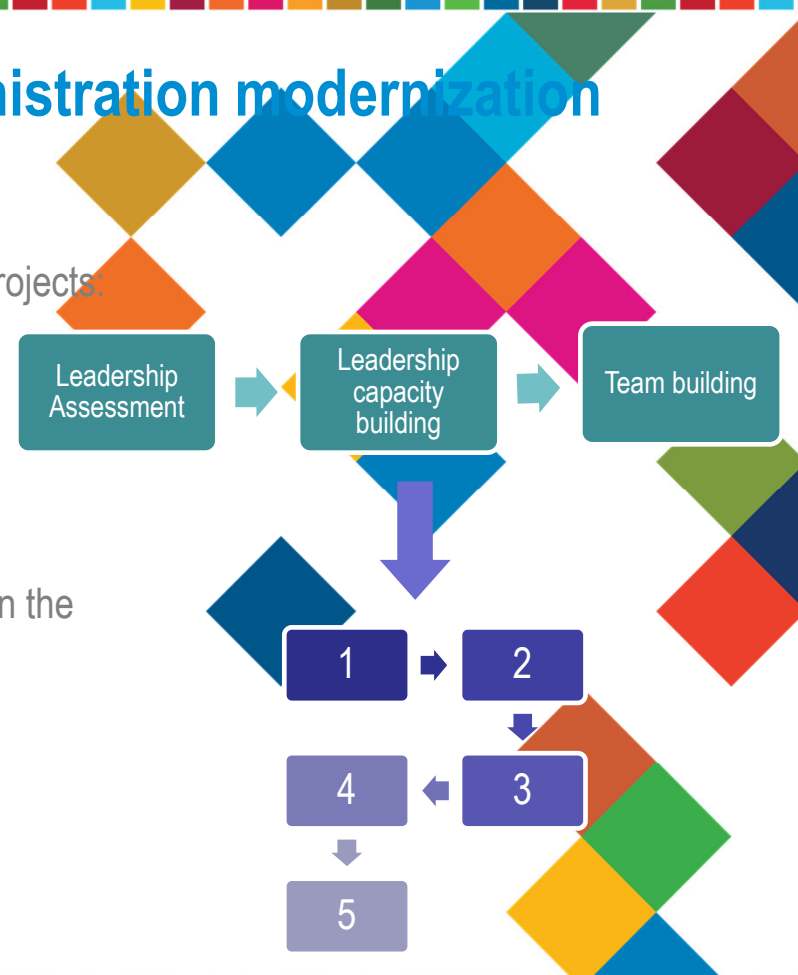
Leadership development is foundational to land administration modernization

For the donors/funding agencies:

- Elevate the priority of leadership development in land administration modernization projects:
 - change management
 - communication techniques
 - team building

For the “leaders”:

- Take the opportunity to not only bring about digital transformation, but also changes in the following:
 - Policy
 - Standards
 - Customer service
 - Business processes and procedures
 - Stakeholder communication and participation



How to handle change well

“Change is hard at first, messy in the middle, and gorgeous at the end.”¹

- **Clues from Lincoln, Matsushita and Mandela²:**

- created a broadly embraced sense of urgency around opportunity.
- communicated widely and got people to buy into the concept of capitalizing on that opportunity.
- won over hearts and minds with strategy and passion.
- mobilized many to take aligned action against the various organizational and human barriers through relentless positive energy and talk of opportunity.
- made sure wins came early and often and were broadcast and celebrated, helping refuel excitement.
- were sensitive to maintaining urgency and energy until work on initiatives was successfully completed

¹ Robin Sharma

² “Change – How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times”. Kotter, John P. et.al.



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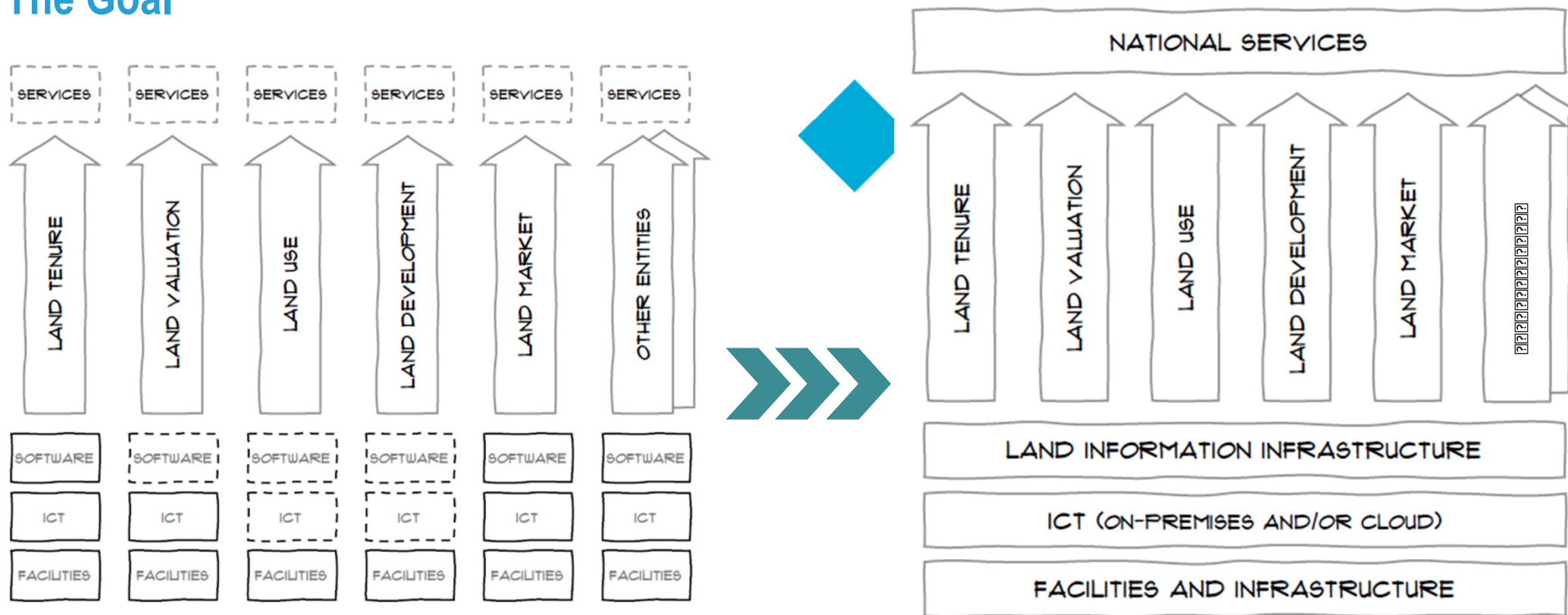
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The Goal



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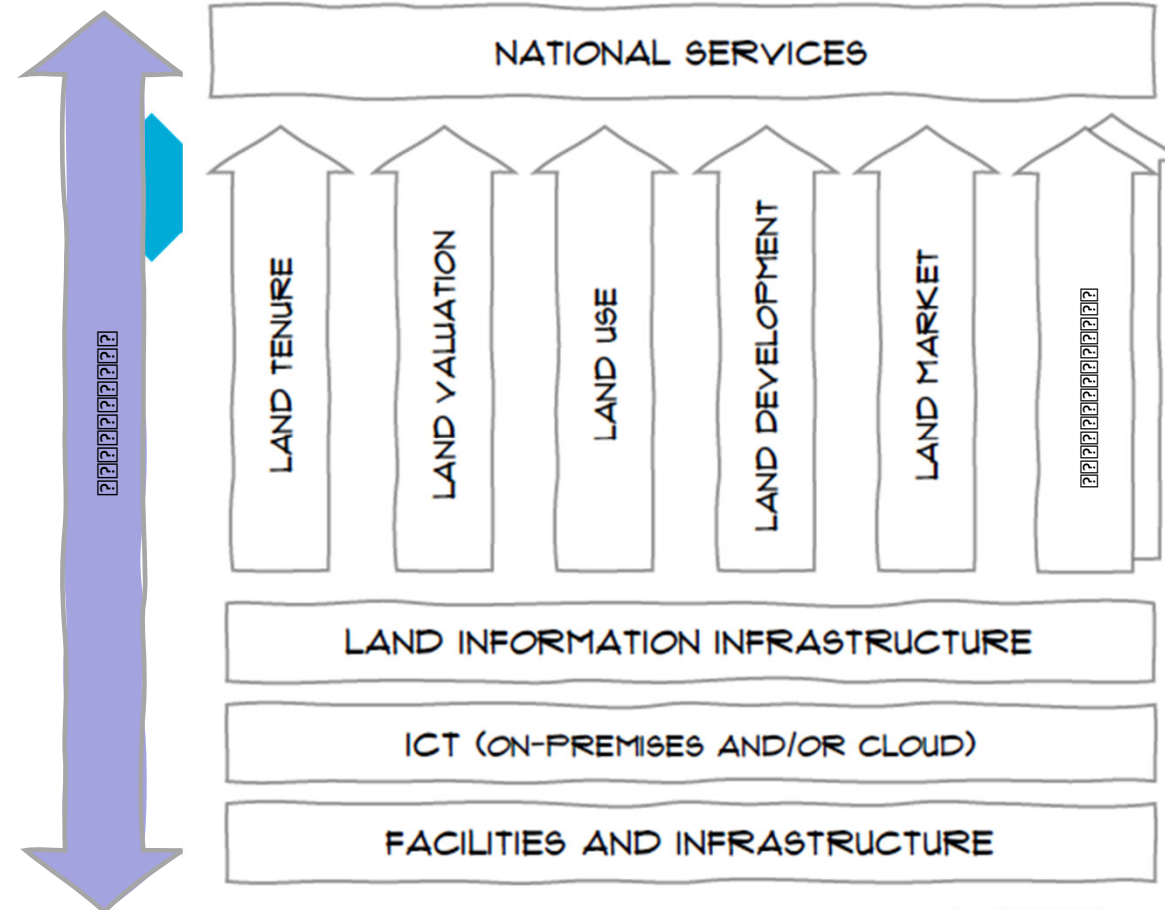
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Conclusion

Key for success is the strength and preparedness of the leadership team to not just bring a project to timeline completion but also build a team dynamic that:

- 1) Is ready for change
- 2) Understands and embraces the near and long term visions
- 3) Prepared to be an active and supporting participant through the process



The most relevant SDGs related to the presentation and theme of this session

8 DECENT WORK AND
ECONOMIC GROWTH



1st relevant
SDG

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



2nd relevant
SDG

**SUSTAINABLE
DEVELOPMENT GOALS**

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