



# CHANGING THE GAME

This century will see three great power shifts:

1. The shift of power from the national to the global level
2. The shift of power from the West to the East
3. The shift of power away from Governments towards individual citizens.<sup>1</sup>

In a speech last month, Australian Prime Minister Kevin Rudd quoted this and added that the shift of power towards citizens has profound implications for the future of the public sector. In this country, the analogy of tectonic shifts seems apt. Fundamental changes – in public expectations, technology, and social needs – are pushing deep shifts in how governments serve citizens and businesses but, in the process, are coming hard up against deeply-entrenched policy and practices. The result is much resulting grinding and rumbling.

For the citizen, how Government is organised and what outputs are contributed and by whom is irrelevant. What matters are outcomes, seamless collaboration across agencies and across sectors, with new technology as a key enabler. This new approach is being very strongly driven by the increased expectations of citizens, by the private sector, by economic necessity, and by forward-thinking public servants who see the potential.

Grinding up against this, however, are a set of cultures, policies, practices and external forces which act as powerful bulwarks against change: risk aversion; tight fiscal constraints; lack of political leadership and support; public finance and audit requirements; and insufficient public sector capacity in areas such as innovation. And in each of the cases submitted for us to workshop, we see these tensions in clear relief.

We have no doubt that, in each of these cases, you will find the ways through. There is also no doubt that the New Zealand public sector, along with its counterparts around the world, will eventually adapt to this great power shift. What can smooth and accelerate this process of change for us in New Zealand, however, needs to be an ongoing outward-focus – looking at how other leading governments are approaching this challenge and bringing these learnings back to a New Zealand context. And to this end, we are delighted to offer you the opportunity to hear from Denmark, one of the world's most effective governments, which has made significant moves towards a more citizen-centred approach. MindLab, a Danish Government in-house innovation unit, has been a driving force in that process.

We applaud your leadership and commitment in joining us to share your challenges and to look for new ways forward.

We look forward to working with you,

**Justine Munro**  
CEO, NZ Centre for Social Innovation

In the new paradigm, the starting point is the citizen or the business. The aim of government is to facilitate the achievement of citizen potential and goals, bringing into the mix both their own resources as well as those of the community.

1. David Milliband, United Kingdom Foreign Secretary

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