

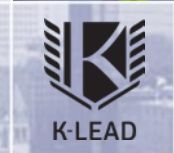


# Table of Contents

## Session 1

- How to Lead
  - Setting direction and enabling your teams, with:
    - Vision
    - Unity of Purpose
- Experiences at establishing new ways of working at
  - Treasury Board Secretariat
  - Canada Revenue Agency

(((G)) LEADING PRACTICE  
*We set the Enterprise Standards!*



# Table of Contents



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*We set the Enterprise Standards!*



## Session 1 - Case Studies

### 1. Resetting Vision at Treasury Board Secretariat

- How to “manage up” and convince higher leadership to move in new directions

### 2. New sense of purpose at the Canada Revenue Agency

- Managing culture change, process maturity and establishing a foundation for future



# Table of Contents

## Session 2

- Business Execution: Delivering Change
  - Project Leadership and Alignment
- Experience at Canada Border Services Agency
  - Action-oriented leadership: “Building the airplane while it’s flying”





# Introducing: Victor Abele

Business Transformation Leader | Project Executive | Enterprise Architect | Strategic Planning & Execution Architect | LEAD Expertise



***Over 35 years experience driving business transformation and enterprise value.***

Victor Abele is a professional who bridges the gap between the core management of an enterprise across the business models and architectures associated to the Value model and the processes and IT that enables it. Victor has managed high profile project portfolios, delivering results while developing frameworks for strategy, tactical oversight and operations, including business models/ metamodels, performance measurement frameworks, process models to enable transformation at the whole of government enterprise level down to solutions required for major projects.

- **Senior Director General, Government of Canada**, Reporting directly to the Minister & Queen of England. Responsible for government wide transformation
- **Director General, Canada Border Services Agency**: lead for Traveller Portfolio, leading over 200 staff and multiple complex business transformation and IT projects, including Entry Exit and Advanced Passenger Information with Airlines, Mainframe replacement for 6500 Border Service Officers, Biometrics Expansion and Primary Inspection Kiosks, among other initiatives.
- **Director General, Service Canada**: lead for Service Strategy, Client Satisfaction Office, and lead for transformation of internal financial and human resources services for a 25,000 employee organization
- **Director General, Canada Revenue Agency**: leader for Strategic Planning, Tax Information Management serving millions of Canadian taxpayers and businesses
- **Executive Director, Treasury Board Secretariat**: leader for Government of Canada Service Strategy, Government Online and Service Measurements
- **Departmental Assistant to the Minister and Deputy Minister**

Service  
Canada



LEADING PRACTICE  
We set the Enterprise Standards!

Canada

# Session 1

## How to Lead

*How to succeed as a leader?*

**What are the qualities of a strong leader? A good leader? A bad leader?**

Who or what do you think of when you imagine strong leadership?

Can good leaders fail?

Can bad leaders succeed?

**Both “good” and “bad” leaders provide us with examples that help us improve our own leadership skills.**

We learn “how to lead” and “how NOT to lead”



# Session 1

## How to Lead

### Where do you demonstrate leadership?

With your direct reports?

With your colleagues in KPC?

With all your employees?

### Do leaders need to adjust their style of leadership to different contexts?

How do leaders remain flexible?

What must remain constant?



# Session 1

## How to Lead

### **After setting the direction, what is the main task of a leader?**

What happens if things don't go according to plan?

What happens if teams don't cooperate like they should?

What should a leader do in the face of difficulty?

### **How does a good leader balance competing needs and priorities?**

### **How does a leader guide and empower direct reports to ensure they make the right decisions?**



# Session 1

## How to succeed as a leader!

### VISION

- Leaders offer direction, describe success, judge that it has been achieved

### STRATEGY

- Leaders understand the strategic context, have the highest, purest perspective on what will make the enterprise succeed

### CONTROL

- Leaders must exert the *right* level of control, recognize how to treat different aspects and understand the cost/value of controls through measurement and reporting



# Session 1

## Setting Vision: Unity of Purpose

**After describing Vision and providing direction, what else is needed?**

**How much time to spend on planning?**

**How does a leader align goals and objectives?**

**How do teams interact, inter-operate, and interfere with each other?**





# Session 1

## Setting Vision

**Where does vision and inspiration come from for the enterprise?**

**When must a leader bring a vision and when does a leader seek insights from his team?**

How to determine the right vision, a direction and a destination that exceeds our reach but drives our purpose?

How to describe success so that everyone on the team can share a sense of purpose?

***Delivering* a vision requires a strategy, plan, and the right level of measurement to offer sufficient speed of insight and capabilities to perceive and intercept risks, threats and other enemies of success.**

***A vision becomes the “North Star” and the compass for the leader of an enterprise, a foundation for all who need to confirm direction.***



# Session 1

## How to Lead



### **CASE STUDY #1: Resetting Vision at Treasury Board Secretariat**

How to course correct an overall Vision for government services for improving client satisfaction and bringing services online, and build a team and influence other parts of government and other levels of government to work together to

- Identify and correct blind spots in planning
- Influence and achieve collaboration with those who are in outside organizations
- How to “manage up” and convince higher leadership to take move in new directions



## **Arriving on the scene: The Situation**

The Government of Canada was preparing to move ahead with online services, and needed to assess savings potential.

Traditional service delivery channels were perceived as high cost and low value.

Expectation to eliminate phone services to eliminate service problems and to reduce costs.

Weak influence across diverse departments and agencies, outside jurisdictions

## **Complication: planning biases and lack of evidence**

Hype of online potential and lack of perspective on business value chain

Citizen-centric performance requirements ignored

## **Question: How do we change the way of thinking?**

How to inform vision and elevate your influence as a leader to peers and superiors



# Session 1

## How to Lead

### **CASE STUDY #2:** New sense of purpose at the Canada Revenue Agency

How to take a large group of people who have been operating tax services without direct management oversight, and take control to

- Change the way they perceive what it is they do
- Improve business processes and product quality
- achieve predictability on product delivery
- Managing culture change, process maturity and establishing a foundation for future



### **Arriving on the scene: The Situation**

–The Canada Revenue Agency needed to modernize business functions to achieve new performance expectations

### **Complication: closed organization, undocumented effort**

- Performance was adequate but significant portion of staff were expecting to retire
- No comprehensive view of products, services; ad hoc processes; low accountability
- Evidence of duplication of effort, quality gaps, lack of risk management

### **Question: How does an outsider become leader of culture change?**

- How to change the,
  - Way of Thinking,
  - Way of Working and
  - Way of Modeling



# Session 1

## How to Lead



Thank you!





# Session 2

## Execution and Alignment

### Execution is

- tactical,
- physical,
- based in time, money, people and
- the laws of nature.

Execution **MAKES** the change.

Execution **DELIVERS** the result.

Execution is aided by means and methods, and can be governed, guided, controlled and measured for the leadership of the enterprise.



# Session 2

## Execution

### Execution of day-to-day operations.

- Operations are often where the heaviest costs to the enterprise are,
- Operations are also where the value of the enterprise is created.
- Managing the services of an enterprise is essential; consider,
  - Maturity of processes, Value Chain view, Business Model
  - Measurements and management review/response cycles

➤ **Services must align and complement one another!**

### Execution of projects: size and degree of change matters!

- How to achieve greater predictability on results, schedule, costs
  - Maturity of project control discipline
  - Maintaining engagement with operations, and alignment with other efforts

➤ **Projects compete! Strong leadership is required to maximize success.**



# Session 2

## Alignment

### Alignment of day-to-day operations

- Relative cost of services, performance variations, are all subject to analysis
- LEAD models for understand VALUE and to examine all aspects of an enterprise are essential

➤ **Operating models, maturity of services and right level of control that delivers what is measured AND also encourages innovation**

### Alignment of projects: establishing a portfolio for better overall results

- How to achieve greater predictability on results, schedule, costs across MANY complex, competing efforts
- New ways of thinking, planning and managing stakeholders are required

➤ **Projects compete! New portfolio functions are required to guide all to the common Vision.**



# Session 2

## Execution & Alignment



### CASE STUDY #3: Canada Border Services Agency

How to take control of large complex projects that are behind schedule, need alignment and to expand control over other projects to

- Improve decision-making, planning and benefits realization
- Deliver with predictability
- Develop organizational maturity and sustainability of portfolio and project services
- Deliver best outcomes for the right level of investment



# Session 2 CASE STUDY #3: Canada Border Services Agency

## Execution & Alignment



### Arriving on the scene: The Situation

- High profile expectations, political and international commitments
- President and outside partners worried that the Agency will not succeed
- Project organization created in disconnected groups; team skills and capacity inadequate to achieve success; more projects to initiate
- Weak oversight, poor reputation and low expectations of IT project delivery
- Project budgets, timetables, outcomes set without effective planning
- Lack of enterprise view: no enterprise-level architecture, no portfolio wide analysis, competing client groups with mis-aligned objectives
- Well-financed but low capacity: high investment not aligned to organization's ability to absorb the effort
- Relationships with key delivery partners (esp airline industry) suffer from historic tensions
- Front-line border officers often experience poor service design and IT performance to support their needs
- Basic modernization requirements compete with pressure to innovate major improvements



# Session 2      CASE STUDY #3: Canada Border Services Agency

## Execution & Alignment



### Business Context

- Over 50 mission critical IT services that support CBSA 7/24 coast to coast to coast, with annual IT investment of +\$300M
- To achieve improvements in security, service and savings, CBSA invested in projects to improve:
  - Identity management, including biometric verification,
  - Data collection, analytics and interactive exchange with partners (e.g. governments, airlines)
  - Risk assessment and targeting,
  - Self-Service options, including kiosks, mobile applications and remote traveller processing
  - Modernization of CBSA IT infrastructure





# Session 2 CASE STUDY #3: Canada Border Services Agency

## Execution & Alignment



### The beginning: introducing...

- new way of thinking about project delivery and the organization
  - Project teams to compete and collaborate
  - Project teams to be assigned additional projects
  - Need for better planning, increased discipline
- new oversight: portfolio concept for alignment
  - Reassessing project efforts to align for best return on investment
  - Business results: better border controls, better tools for officers, cost/performance
  - Informing management decisions to solve schedule, capacity, technical constraints
- new methods for project controls, design, release and service operations
  - Best practices for enterprise architecture, project control, portfolio alignment
  - Service management: governing both projects and after project service performance (Service Lifecycle Management Framework , ie. SLMF)



# Session 2 CASE STUDY #3: Canada Border Services Agency

## Execution & Alignment



### Evolution of Capability

#### Taking Control

- Establishing a new direction, changing the mandate of executives
- New routines, rhythms for day-to-day activities; moving from crisis-management to planning and management rigour

#### Elevating control to the Enterprise

- Elevating perspective with a consolidated architecture
- New roadmap to assess forward plan, manage and sequence overlapping change

#### Introducing new operating principles

- Establishing IT services and an officer- and traveler-centred service design
- Moving from being centred on IT platform to business outcomes

#### Preparing for new operating model

- Review of internal processes, bottlenecks and opportunities for efficiencies





### Results:

**Projects with Predictable Outcomes; Services with better performance**

**Project predictability: knowing what to expect and when; not always the news that people want to hear**

- Strong leadership required to offer “truth to power”
- Confidence in planning and managing trust, expectations

Emphasis on service management: new operational expectations



# Session 2

## CASE STUDY #3: Canada Border Services Agency

### Execution & Alignment



### Optimizing Results

Deliver best outcomes for the right level of investment

- Reviewing business goals and setting measures to assess progress
- Advise business owner on cost vs. value, sustainability, operational risks
- Operating model considerations: build or buy? Own and operate or buy a managed service?

### Enterprise vs Project Success

- The Leader owns both; not always compatible!
- Success shared with project clients, business owners, stakeholders, partners
- Enterprise success means sustainability; project success is short term

**Leaders avoid surprises; prepare for realistic outcomes, and push their teams to exceed expectations.**





## What were the challenges within the CBSA

- Multiple layers of complexity
- Work is siloed
- Duplications of Task
- No alignment or standardization across similar tasks
- Reiteration of work.
- Service flows are replicated (but different ways)
- Duplication of roles
- Data heavy but information light
- No alignment of data yet multiple systems are in play
- Inefficiencies across the interaction points (touch points, resulting in delays)
- No clear understanding of where our complexity comes from



## CBSA dataset (competency map)

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### **Focus**

- Understand the situation and complications
- Make design decisions
- Execution Focus

### **Artefacts used and analyzed**

- Competency map
- Value Chain
- Business Model
- Service Flows

## CBSA dataset (competency map)



### **Focus**

Understand the situation and complications  
Make design decisions  
Execution Focus

### **Artefacts used and analyzed**

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- Value Chain
- Business Model
- Service Flows

## CBSA dataset (competency map)

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### **Focus**

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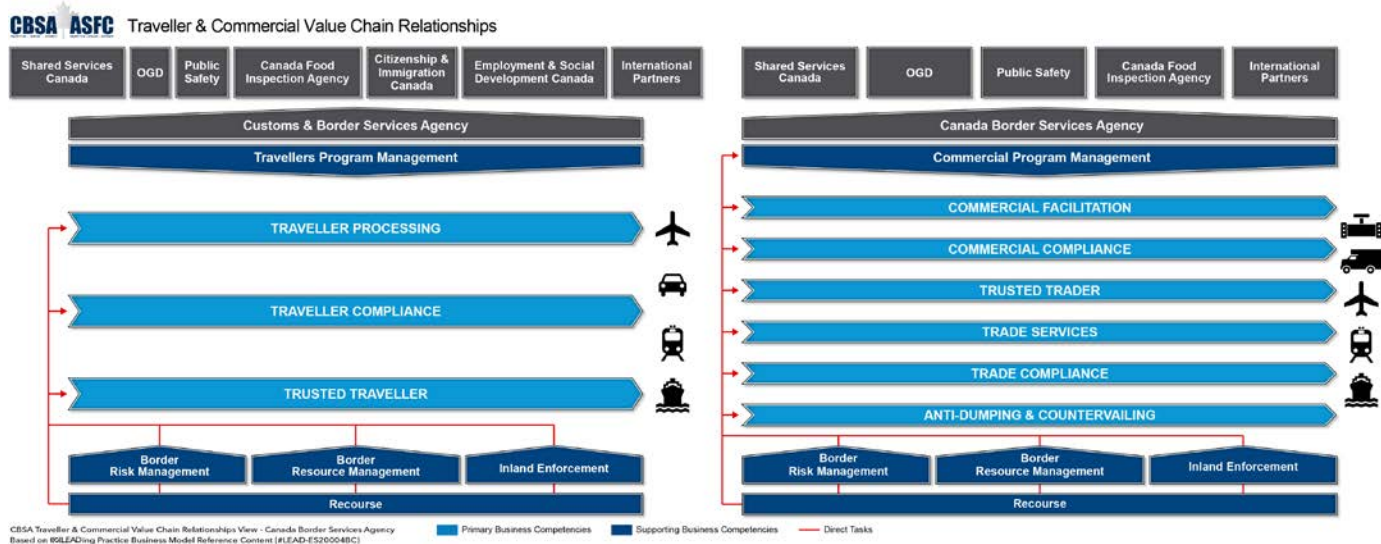
### **Artefacts used and analyzed**

- Competency map (modellers raw data set)
- Value Chain (modellers views)
- Business Model (modellers views)
- Service Flows (modellers views)

# Model used for Transformation: Travellers Value Chain

## Travellers Value Chain

Commercial Value Chain also developed to demonstrate commonality amongst the two models, and to show how this framework is repeatable across the Agency



Travellers Value Chain: <http://apollo/livelink/lisapi.dll?func=ll&objId=1105275&objAction=viewheader>

Commercial Value Chain: <http://apollo/livelink/lisapi.dll?func=ll&objId=1105360&objAction=viewheader>

# Traveller Portfolio Business Model



**Heat Map: Rule Model**

- = Acts & Regulation
- = Policy
- = Guidelines
- = Procedures
- = Standards

**Heat Map: Service Model**

- = Service Flow
- = Value Opportunity
- = Service Channel
- = Core Differentiating Competency
- = Core Competitive Competency

**Heat Map: Investment Model**

- = Investment Opportunity
- = Compare Opportunity
- = Alignment Opportunity
- = Collaborate & Partner
- = Joint Venture

**Heat Map: Reporting Model**

- = Reporting Flow
- = Measurements
- = Cockpits
- = Dashboards
- = Scorecards

**Heat Map: Operating Model**

- = Performance Opportunity
- = Standardization Opportunity
- = Integration Opportunity
- = Maturity Level
- = People Distribution

**Heat Map: Control Model**

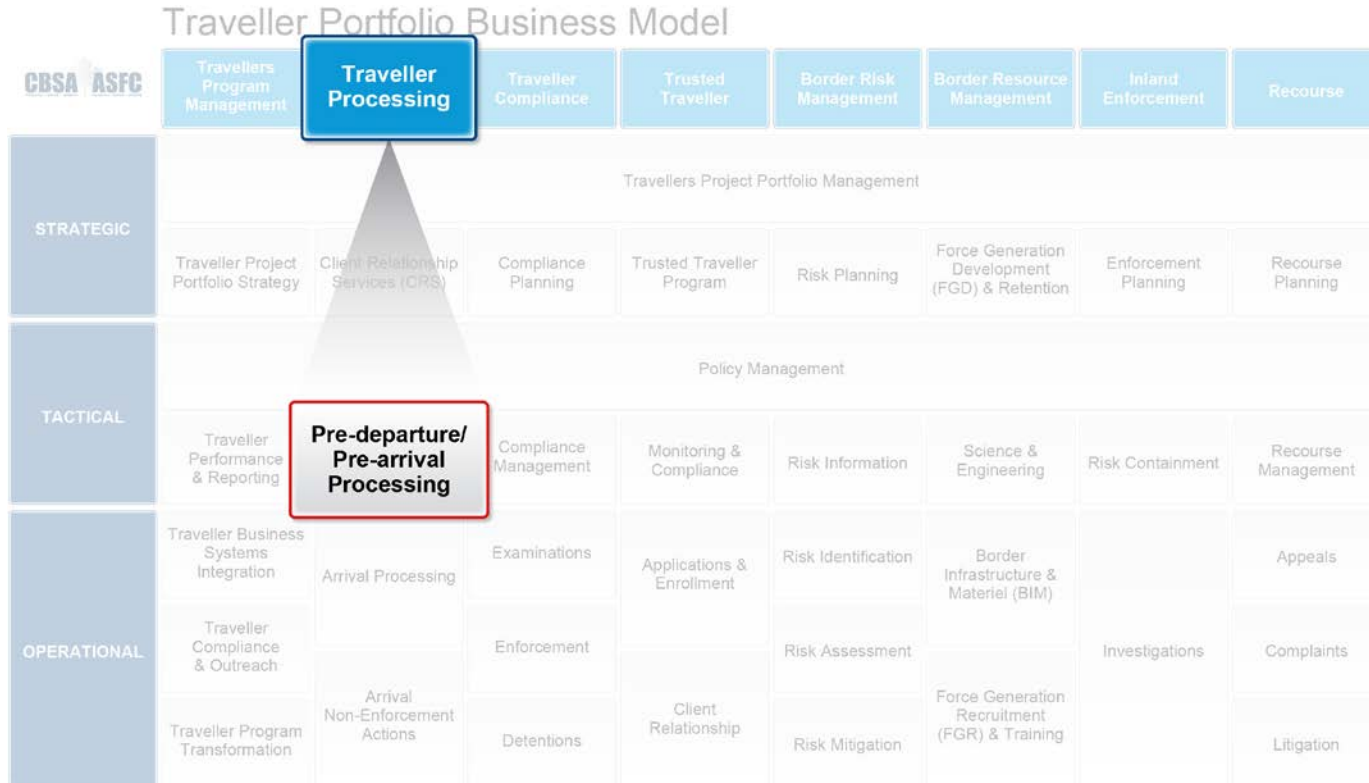
- = Control Flow
- = Monitoring
- = Evaluation
- = Audit
- = Compliance

# Traveller Processing

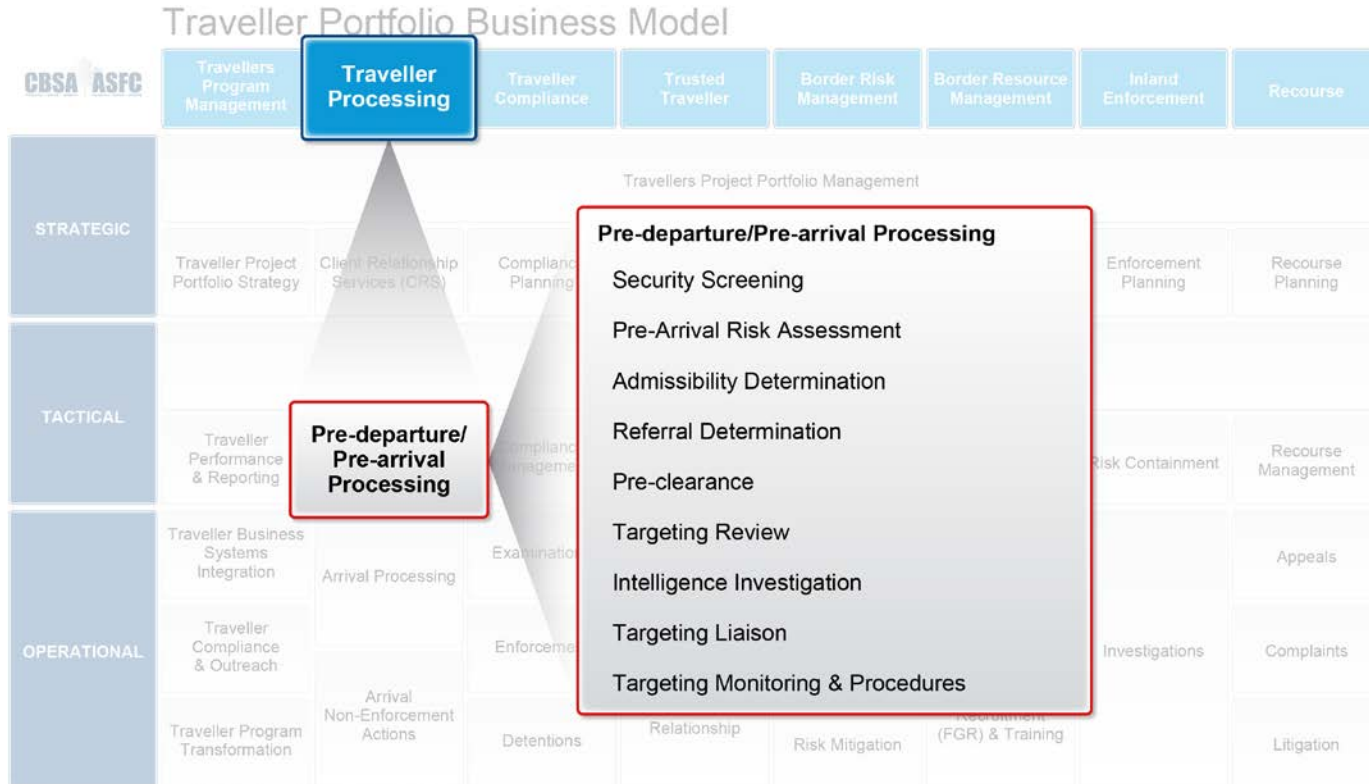
## Traveller Portfolio Business Model

CBSA ASFC		Travellers Program Management	<b>Traveller Processing</b>	Traveller Compliance	Trusted Traveller	Border Risk Management	Border Resource Management	Inland Enforcement	Recourse
STRATEGIC	Travellers Project Portfolio Management								
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# Pre-departure/Pre-arrival Processing

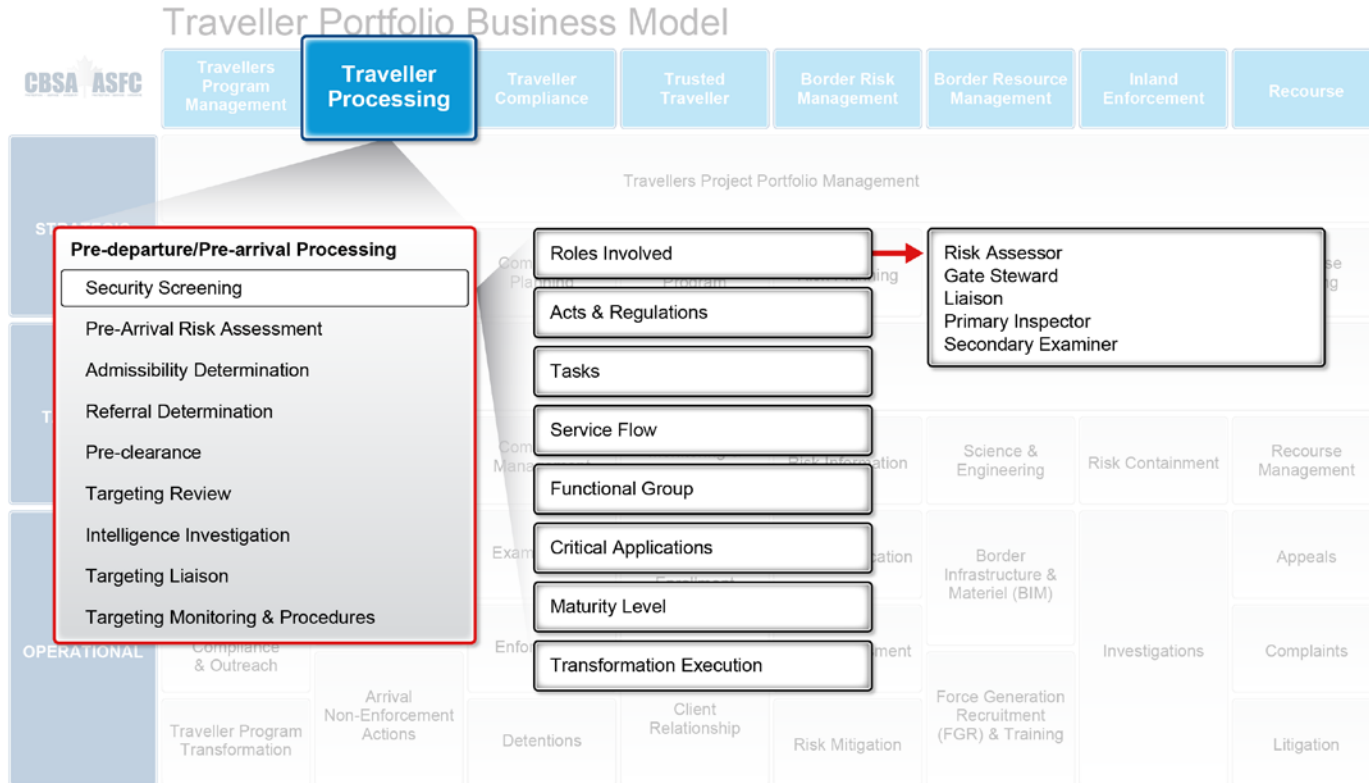


# Pre-departure/Pre-arrival Processing: Operational Functions

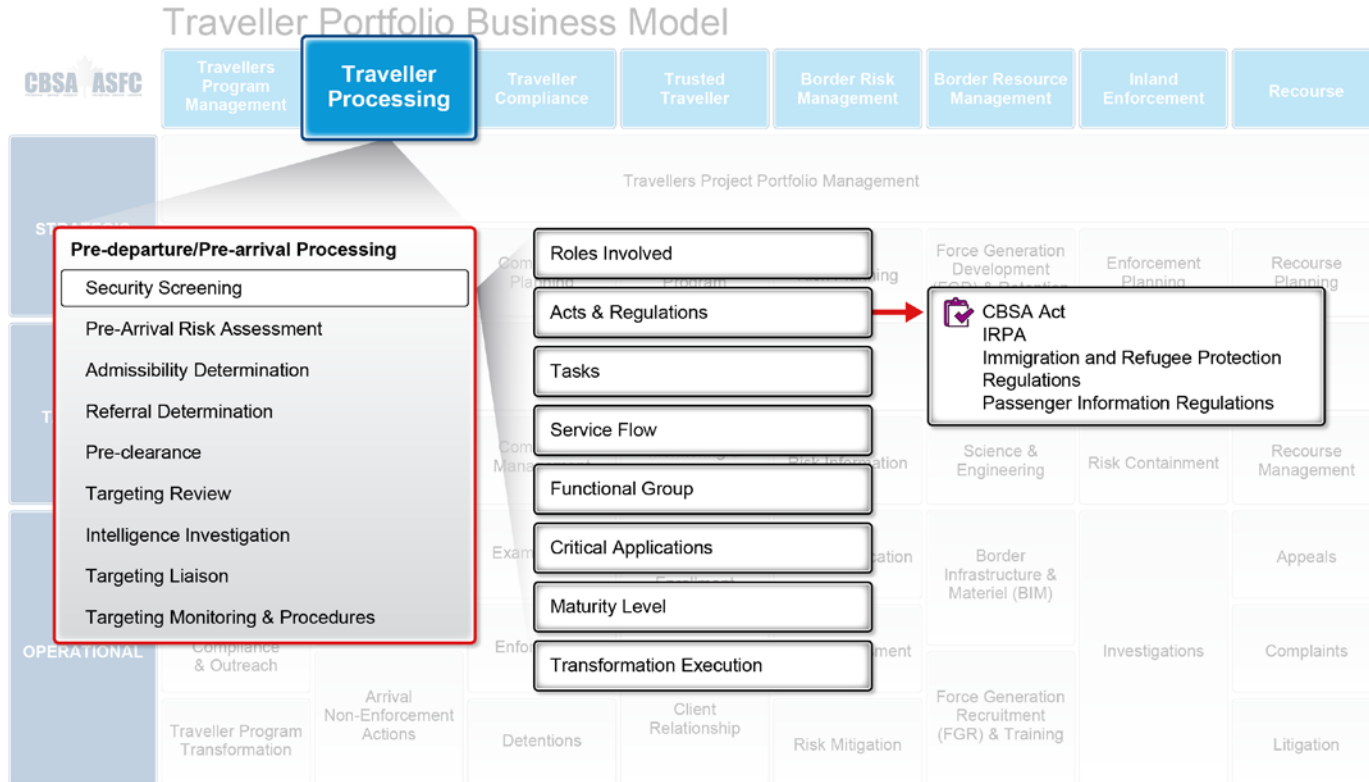




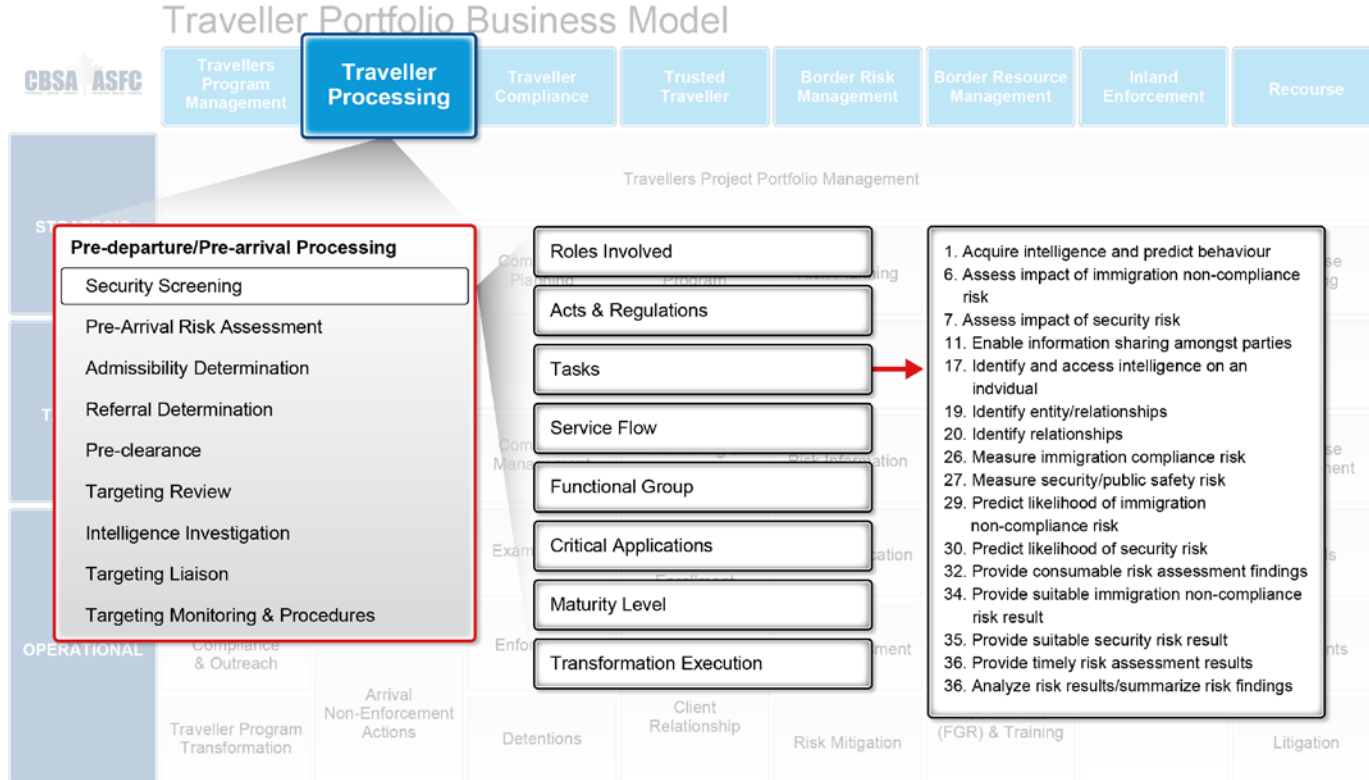
# Security Screening Roles Involved



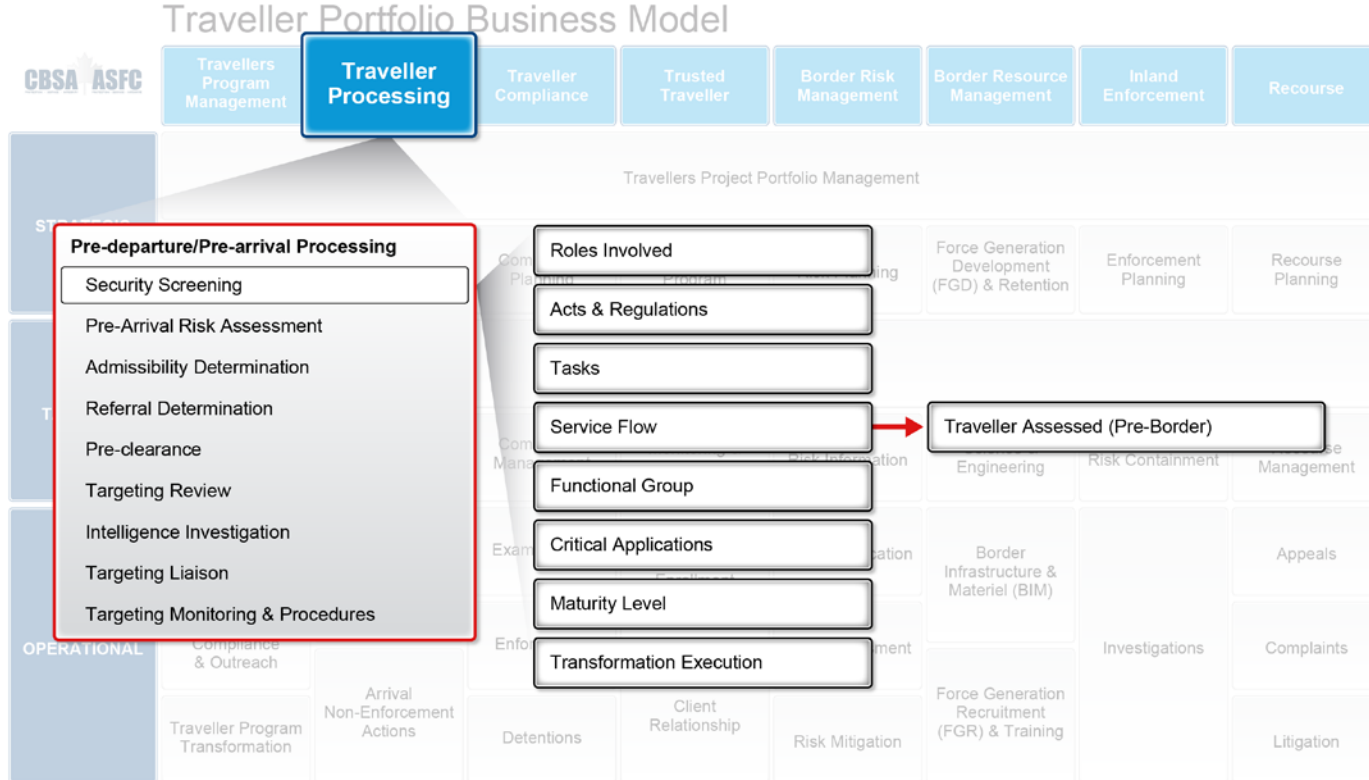
# Security Screening Acts & Regulations



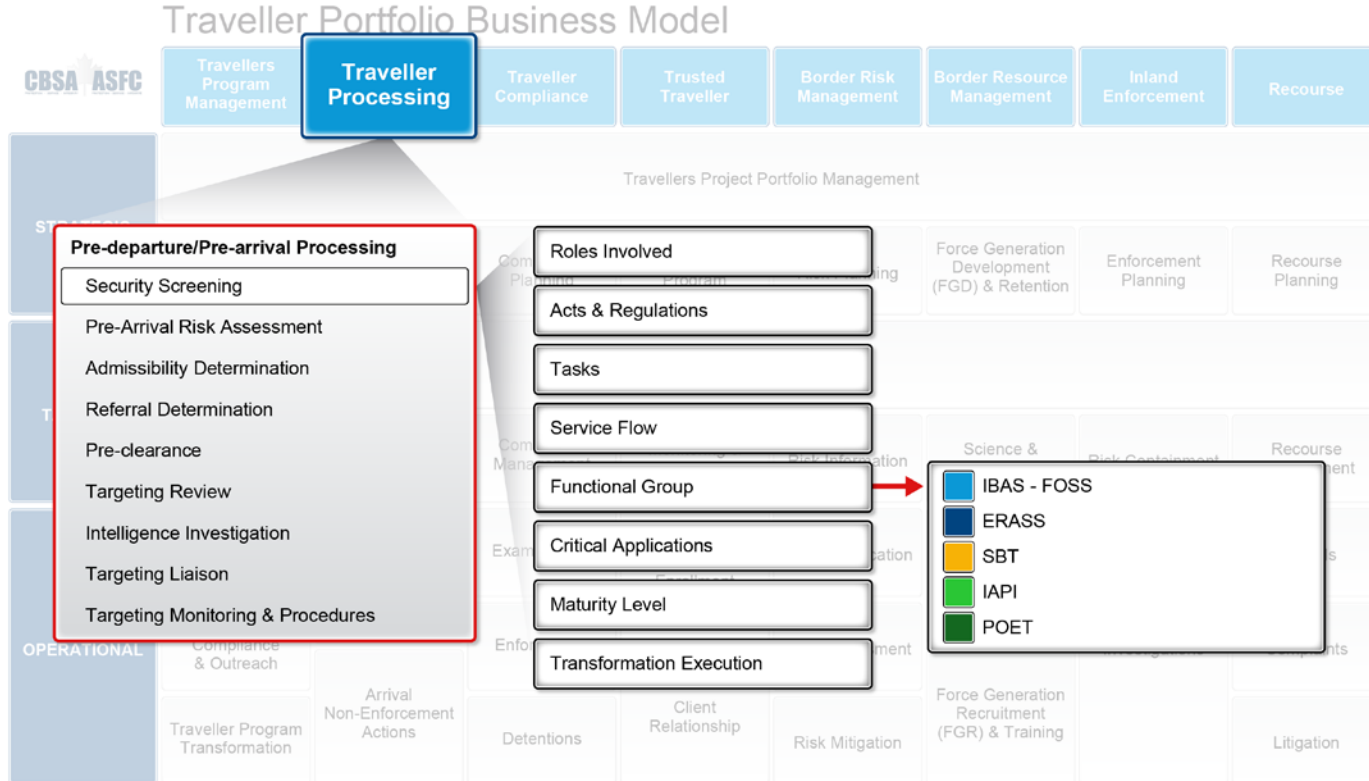
# Security Screening Tasks



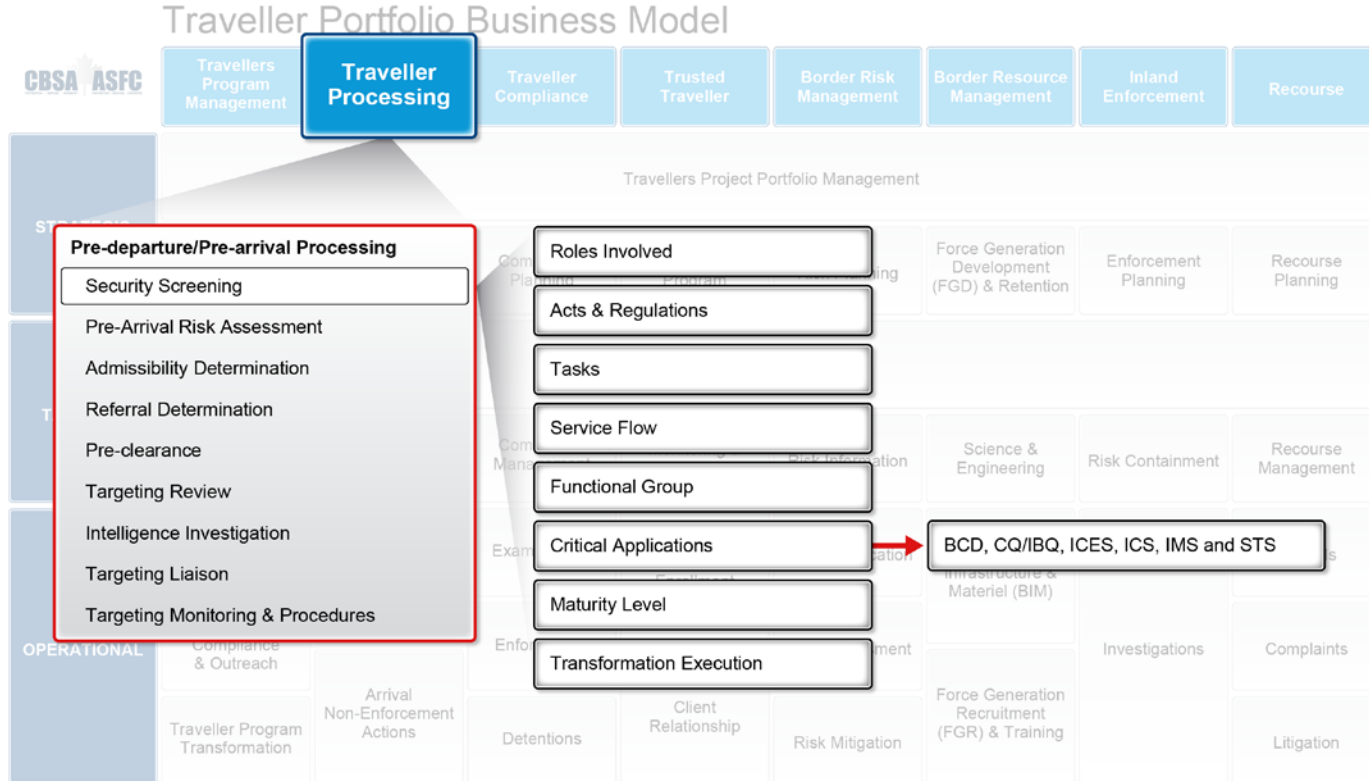
# Security Screening Service Flow



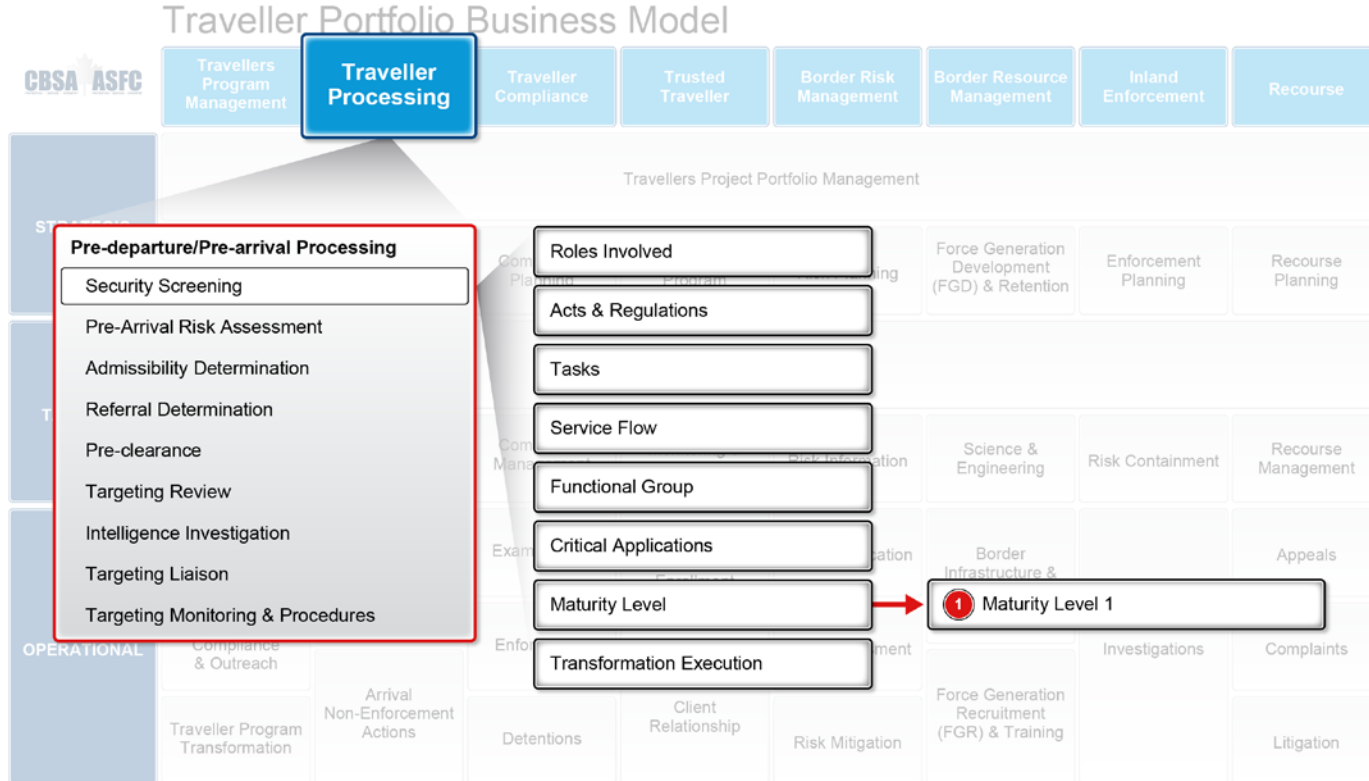
# Security Screening Functional Group



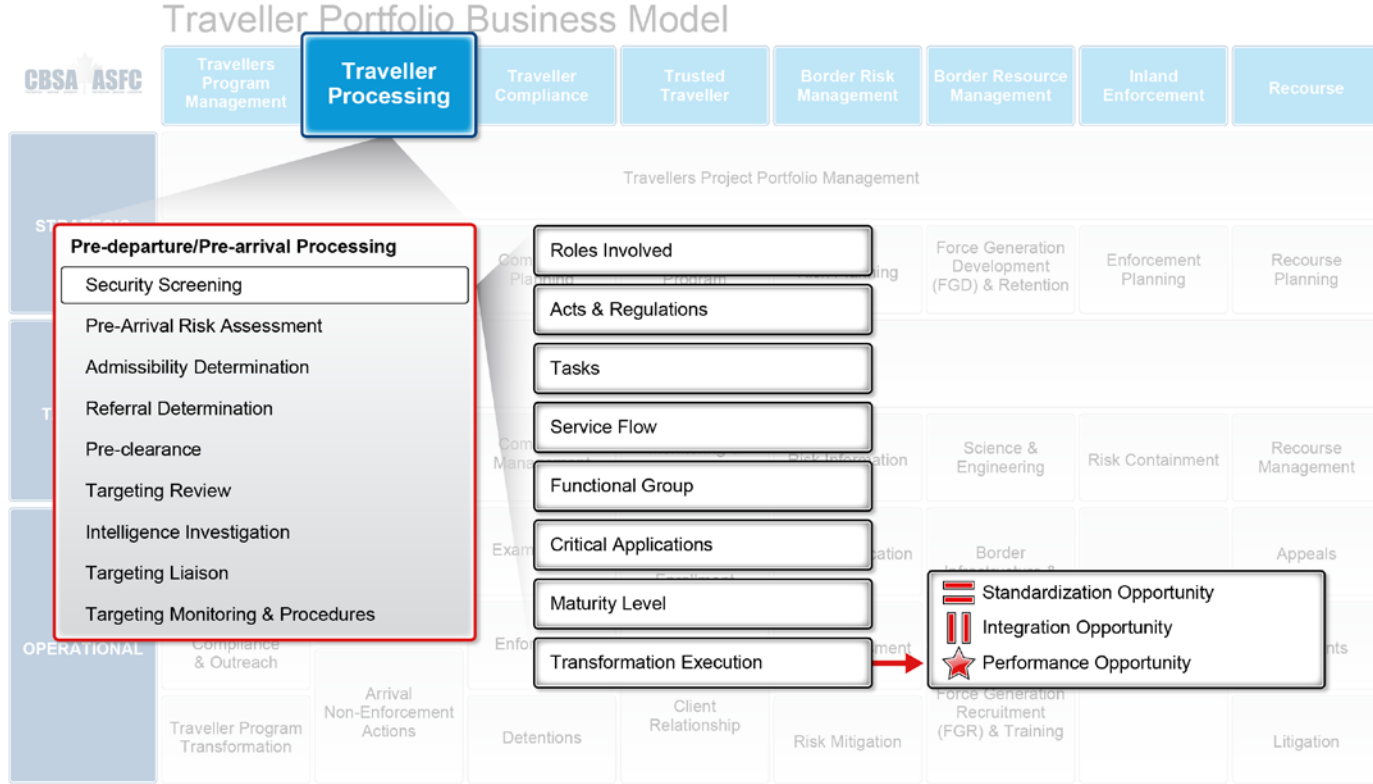
# Security Screening Critical Applications



# Security Screening Maturity Level

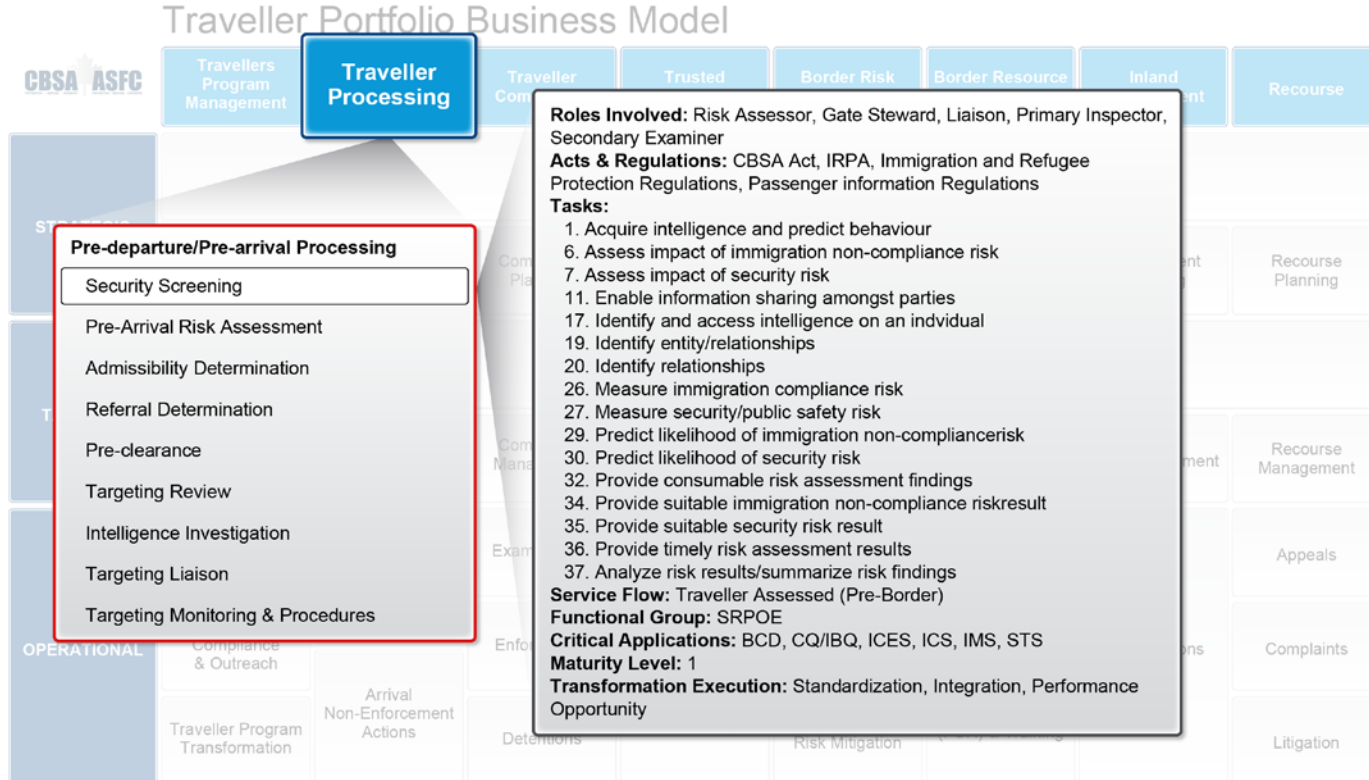


# Security Screening Transformation Execution



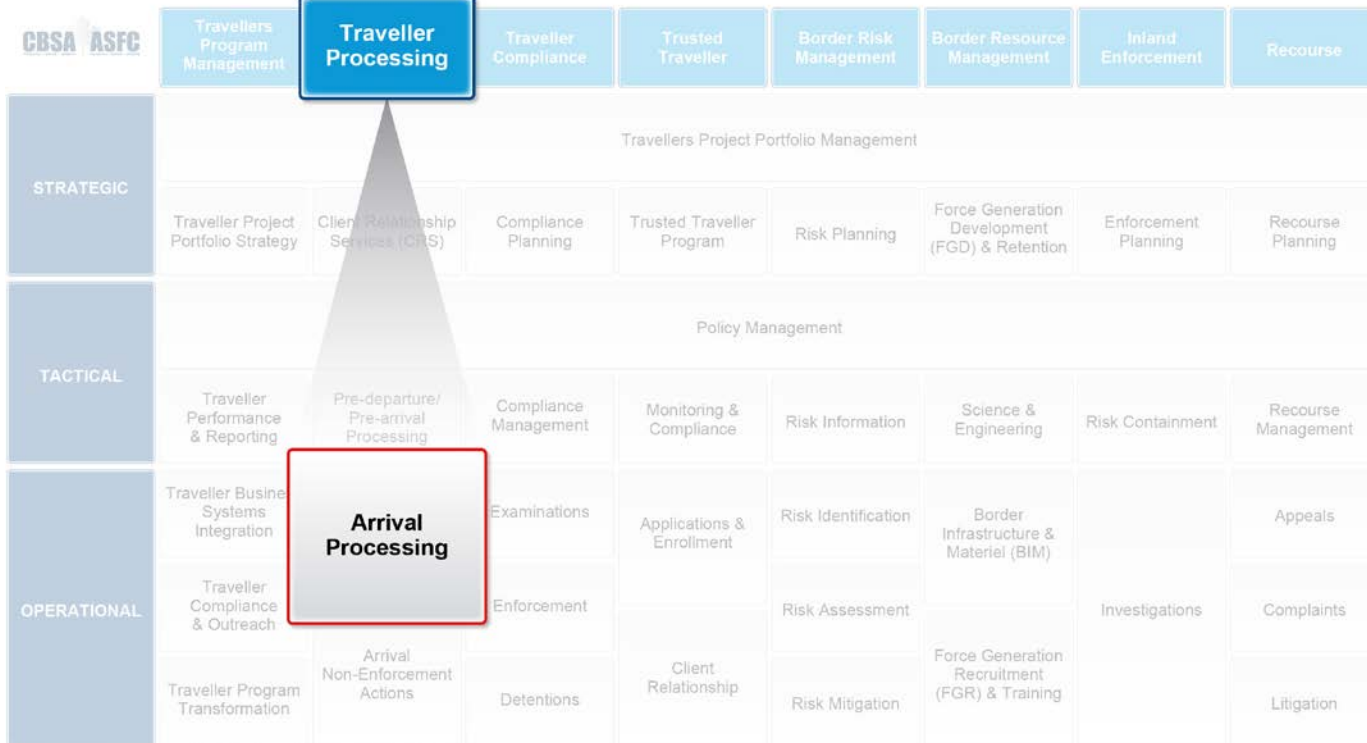


# Security Screening Overview

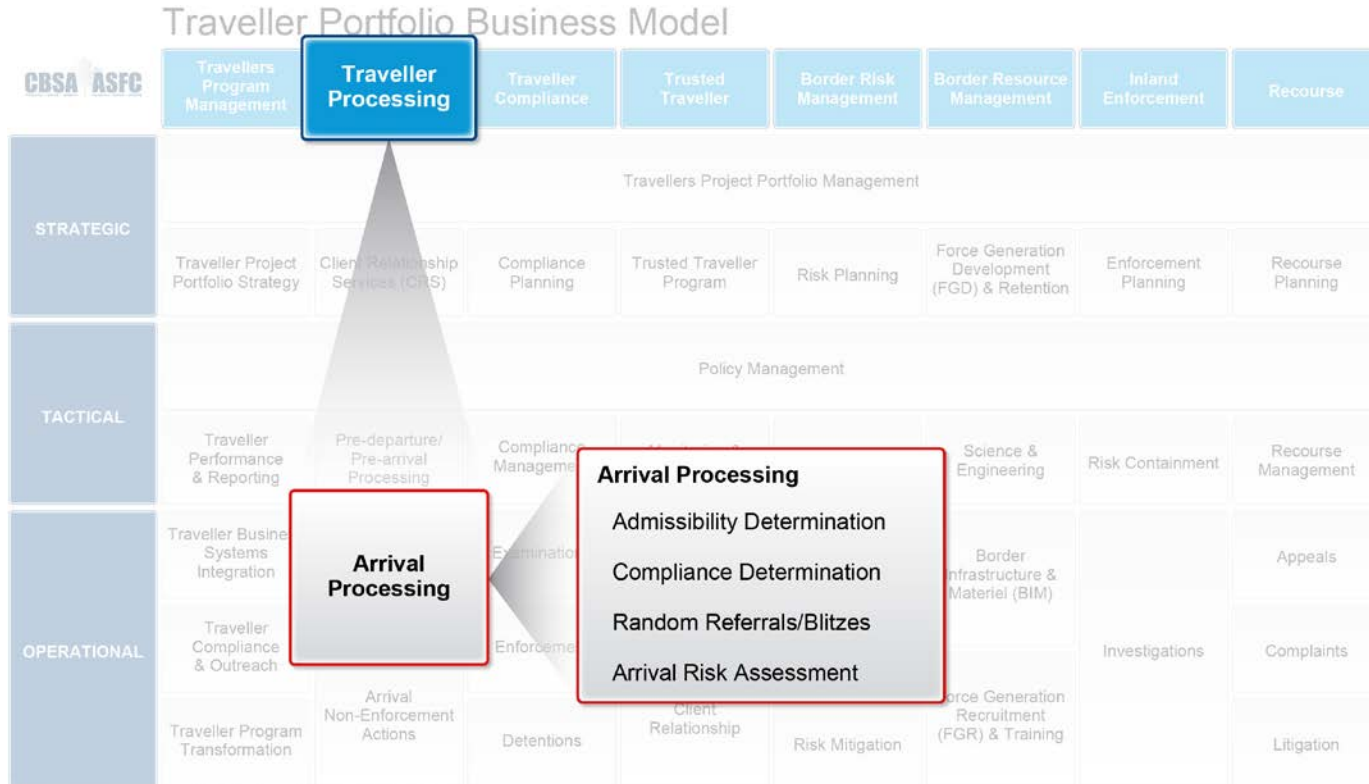


# Arrival Processing

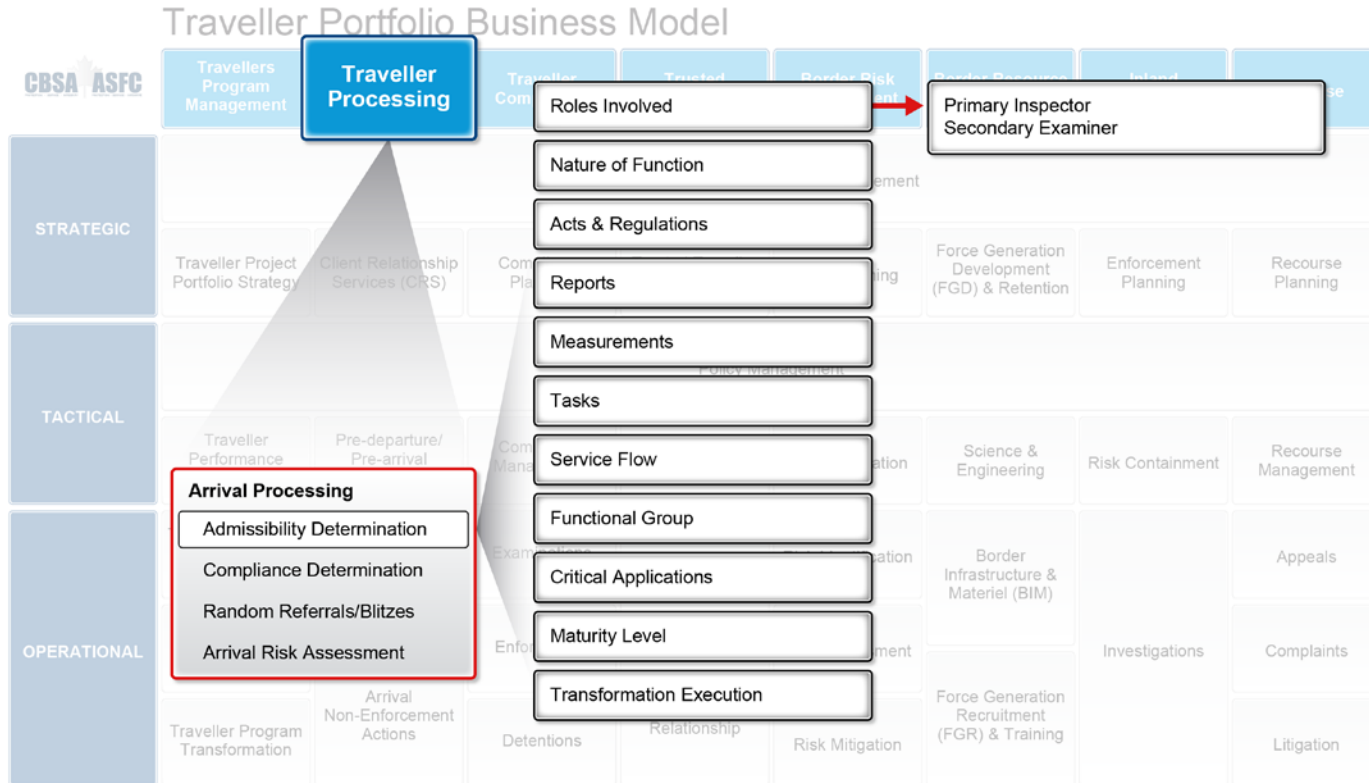
## Traveller Portfolio Business Model



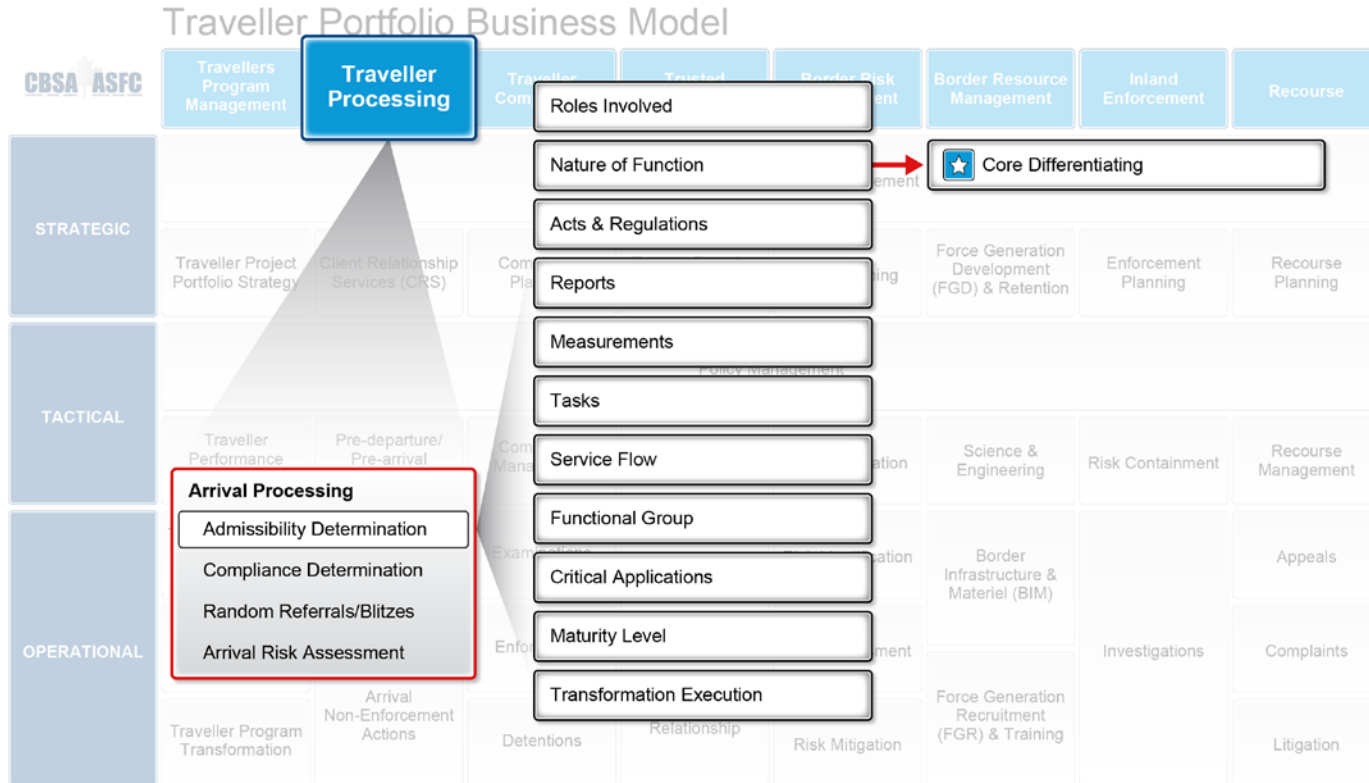
# Arrival Processing: Operational Functions



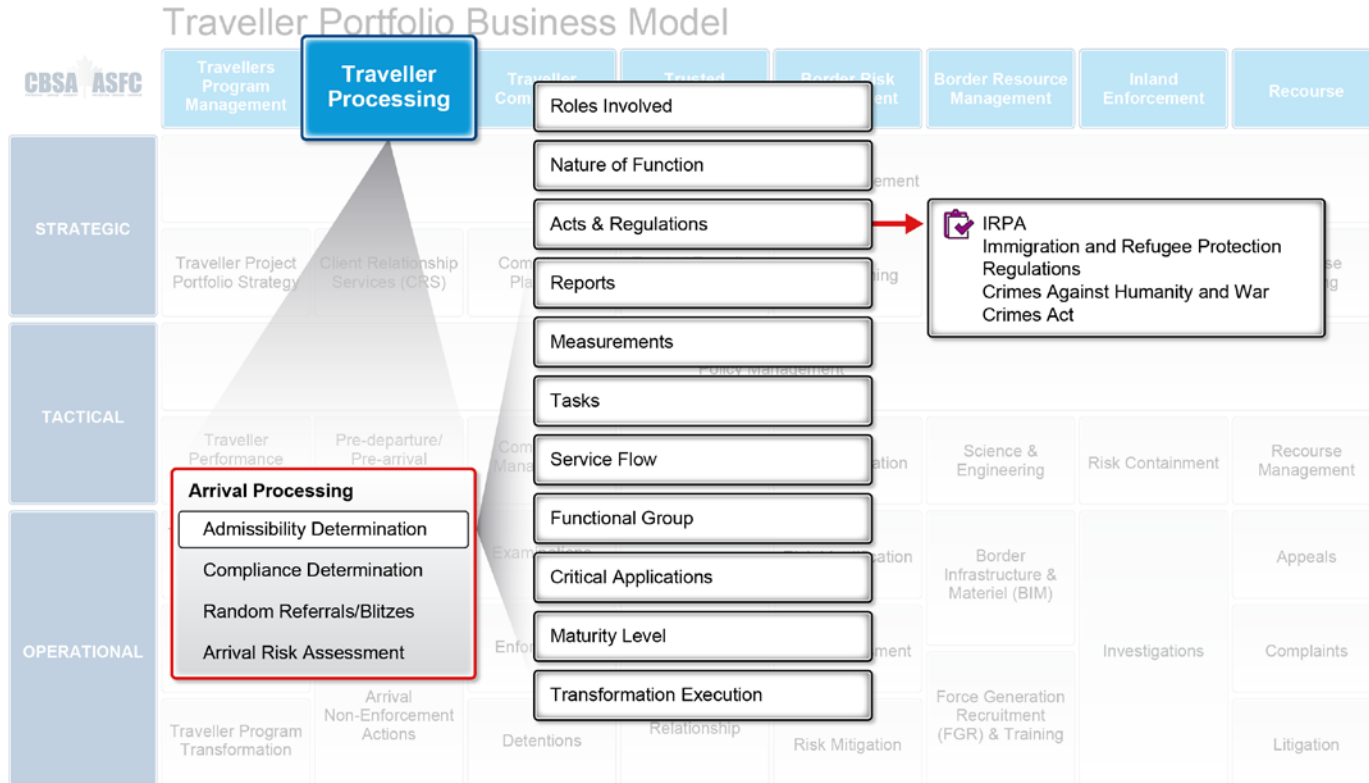
# Admissibility Determination Roles Involved



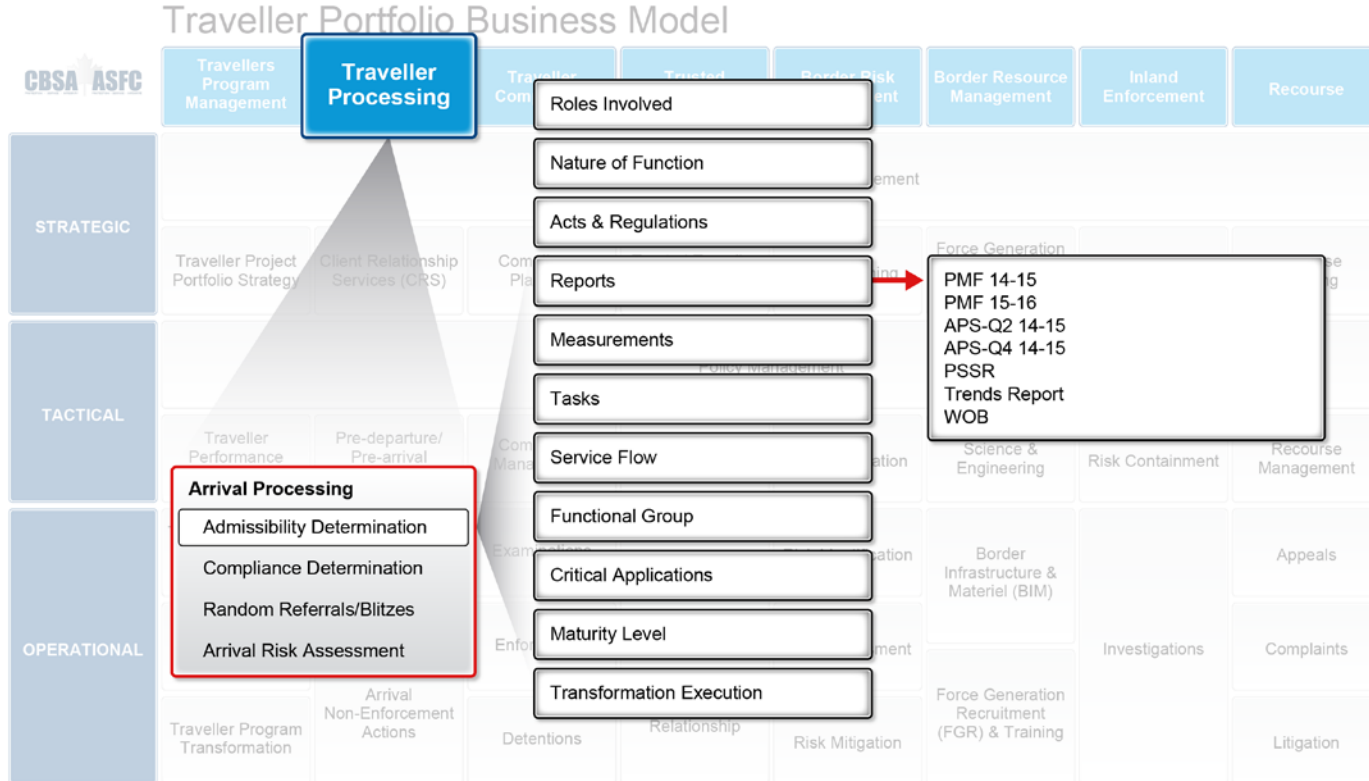
# Admissibility Determination Nature of Function



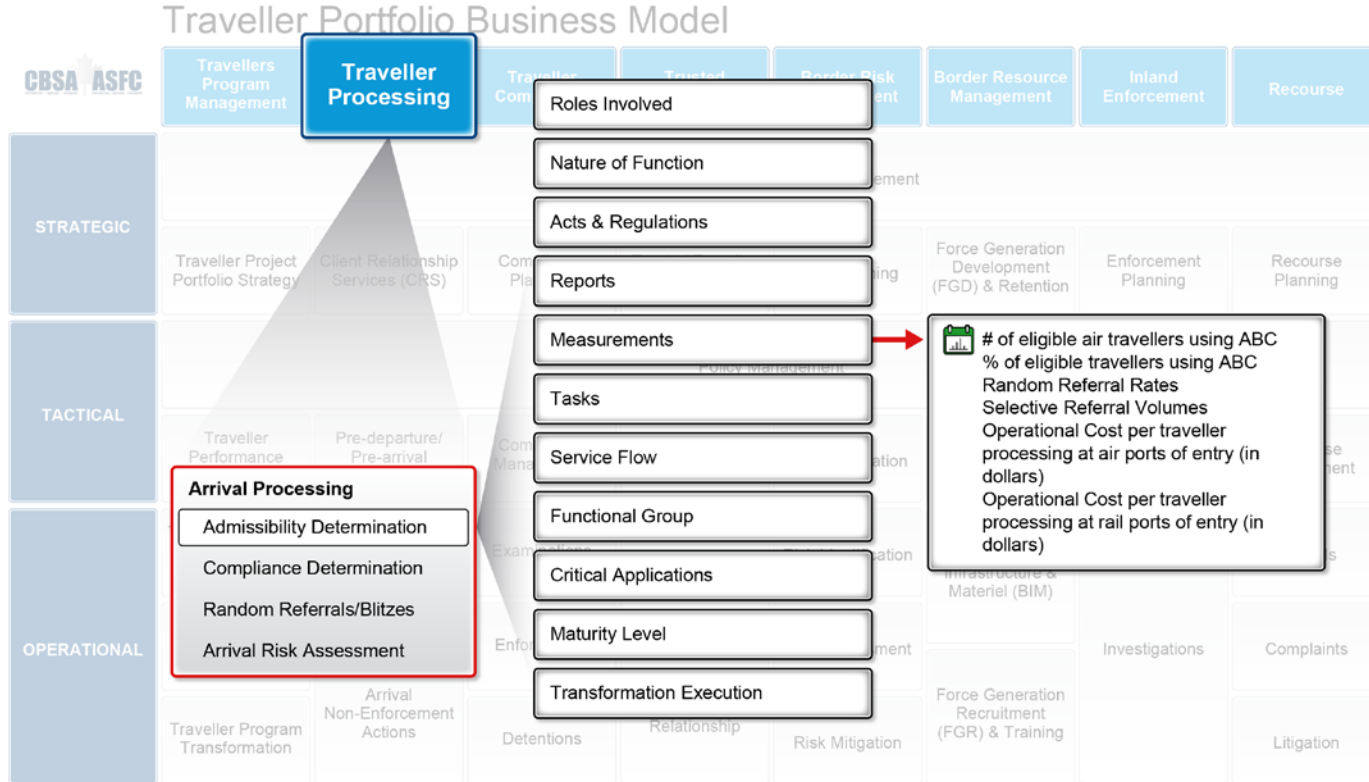
# Admissibility Determination Acts & Regulations



# Admissibility Determination Reports

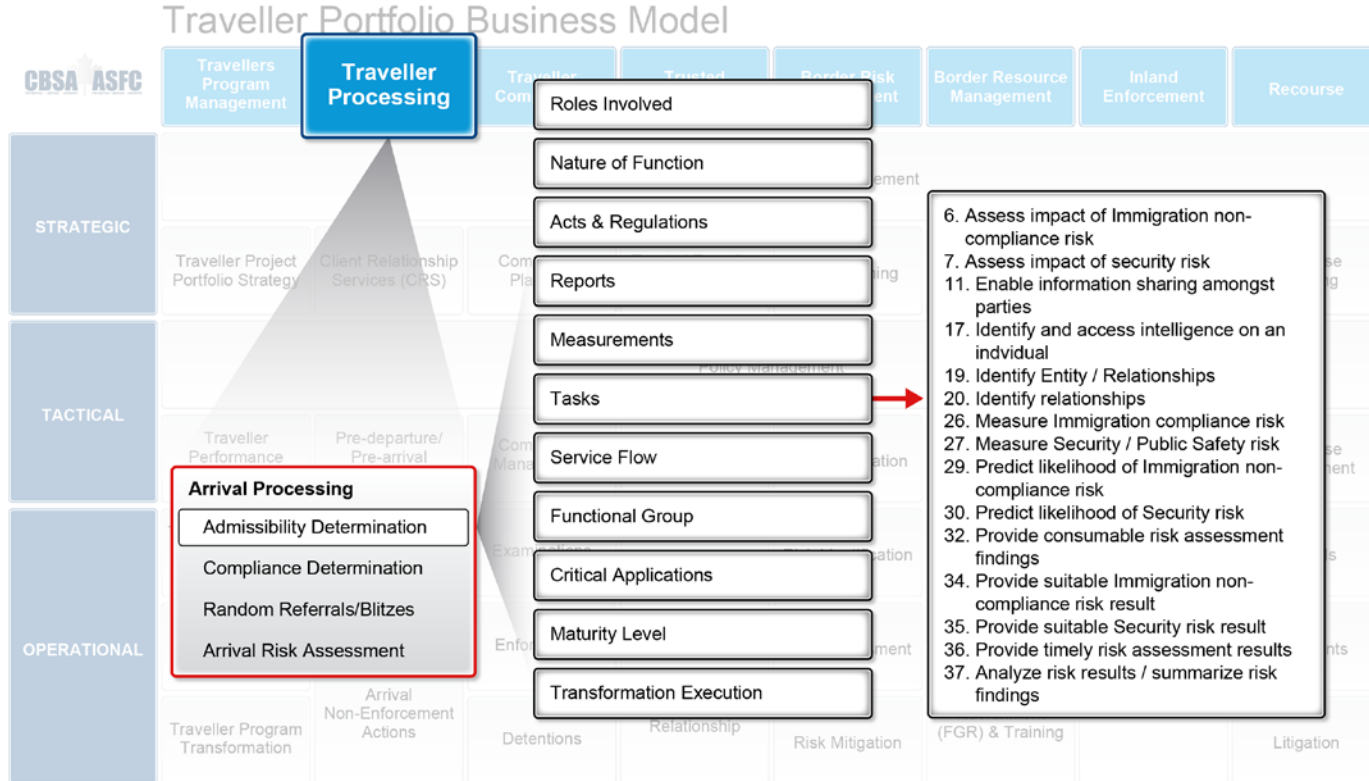


# Admissibility Determination Measurements

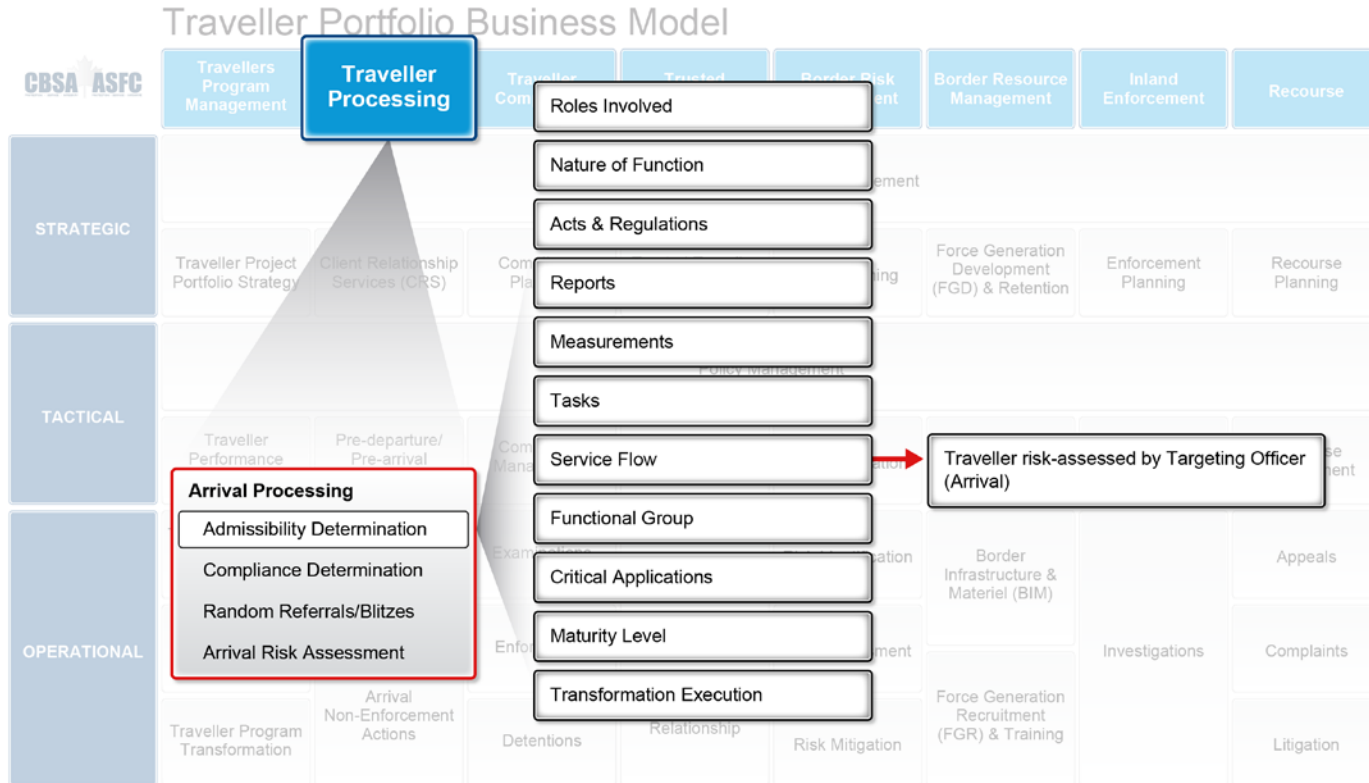




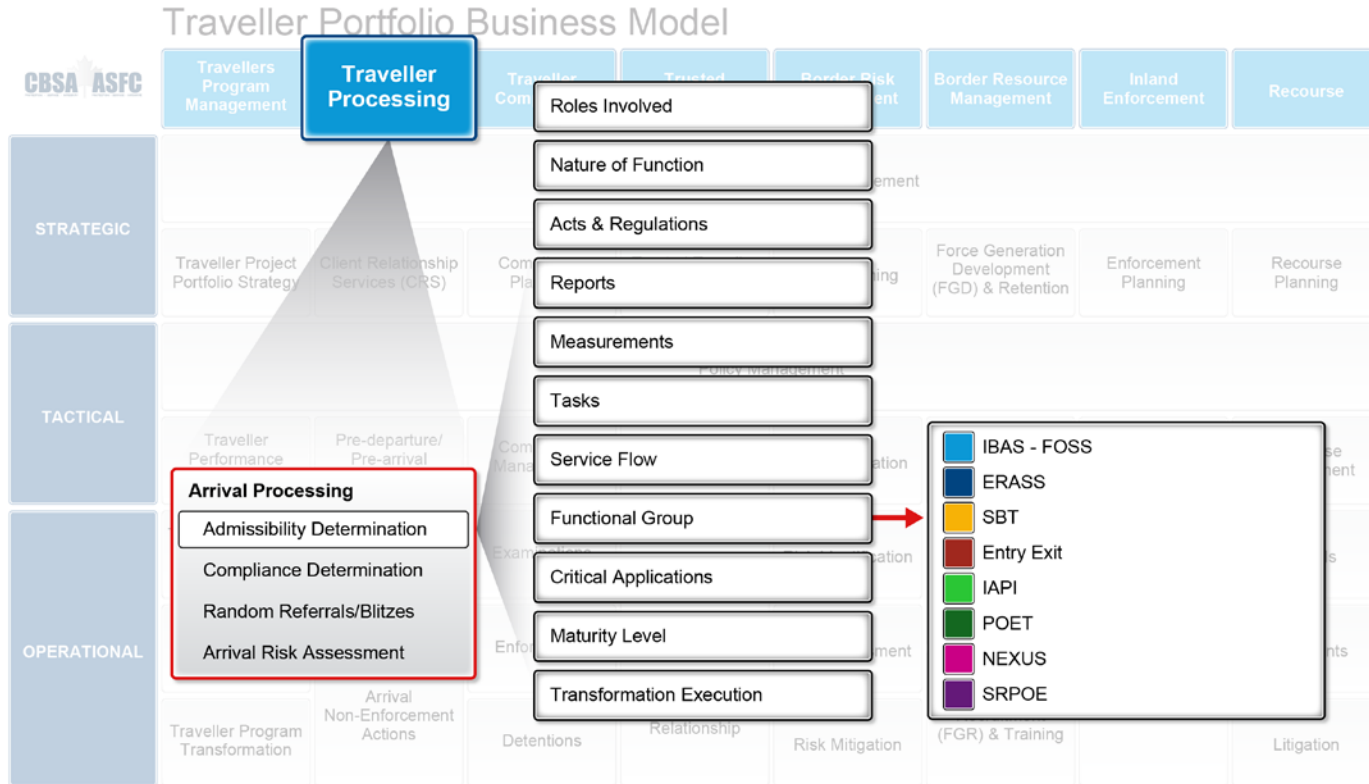
# Admissibility Determination Tasks



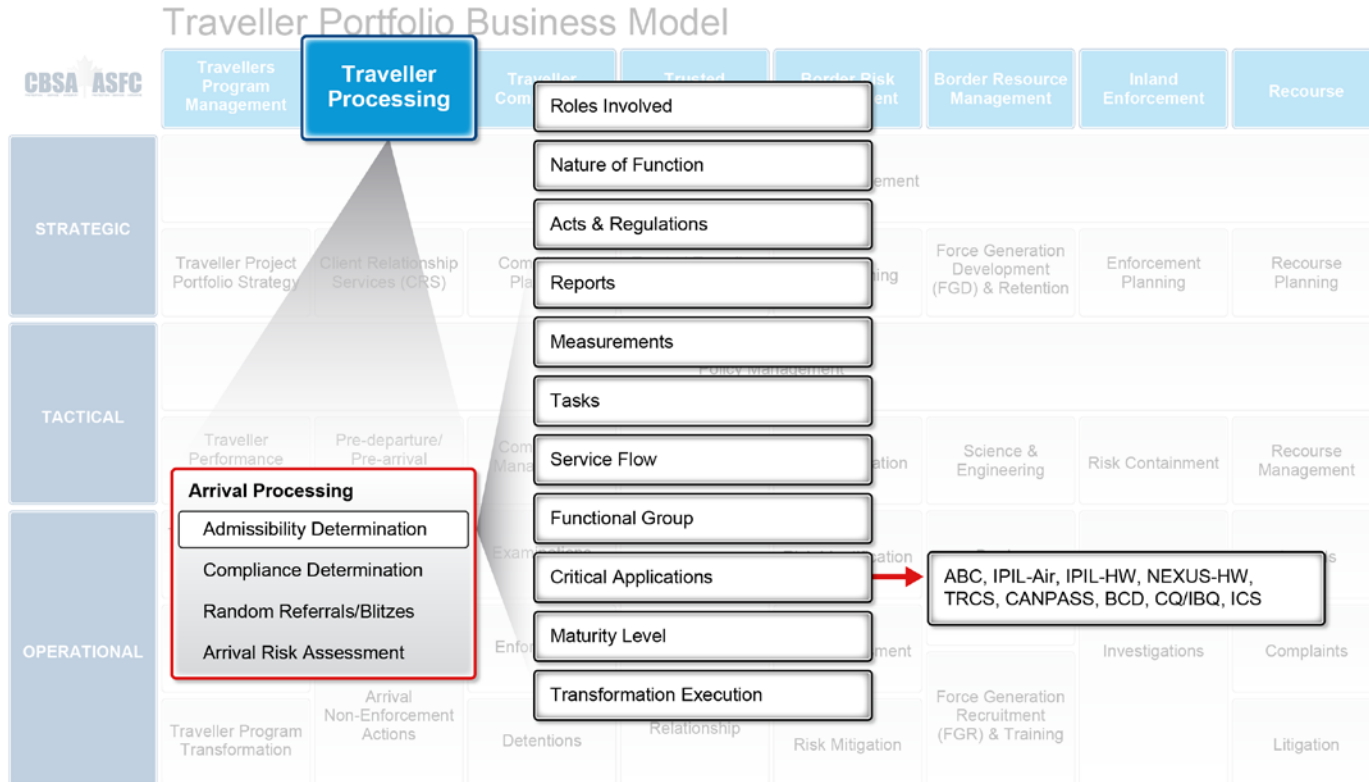
# Admissibility Determination Service Flow



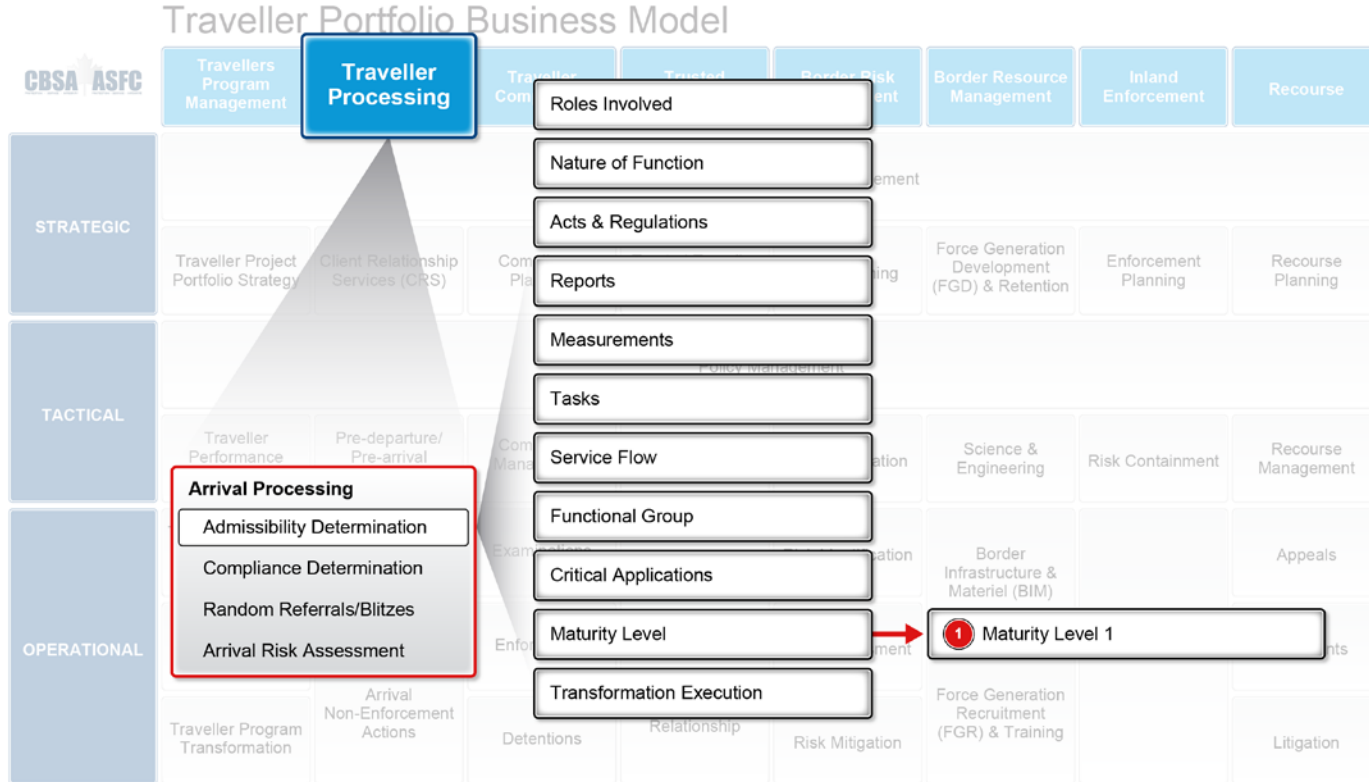
# Admissibility Determination Functional Group



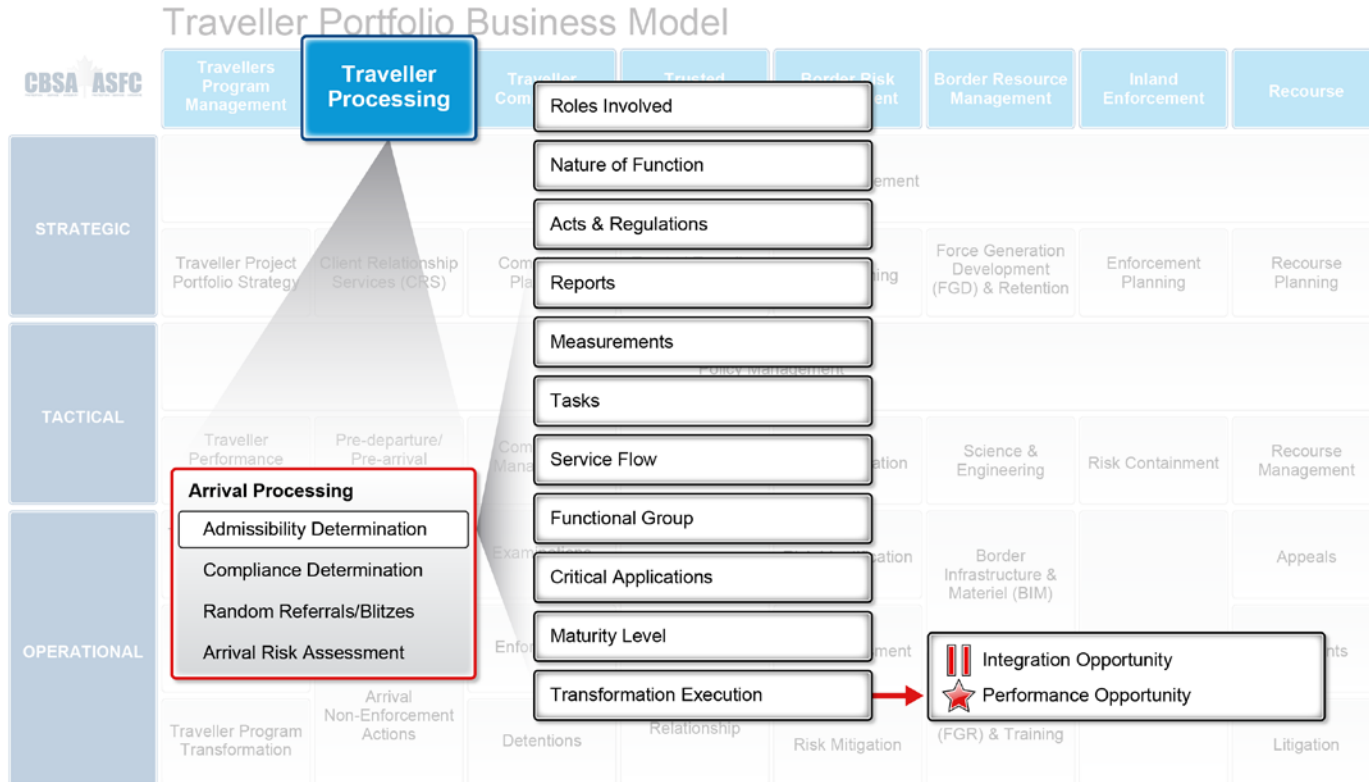
# Admissibility Determination Critical Applications



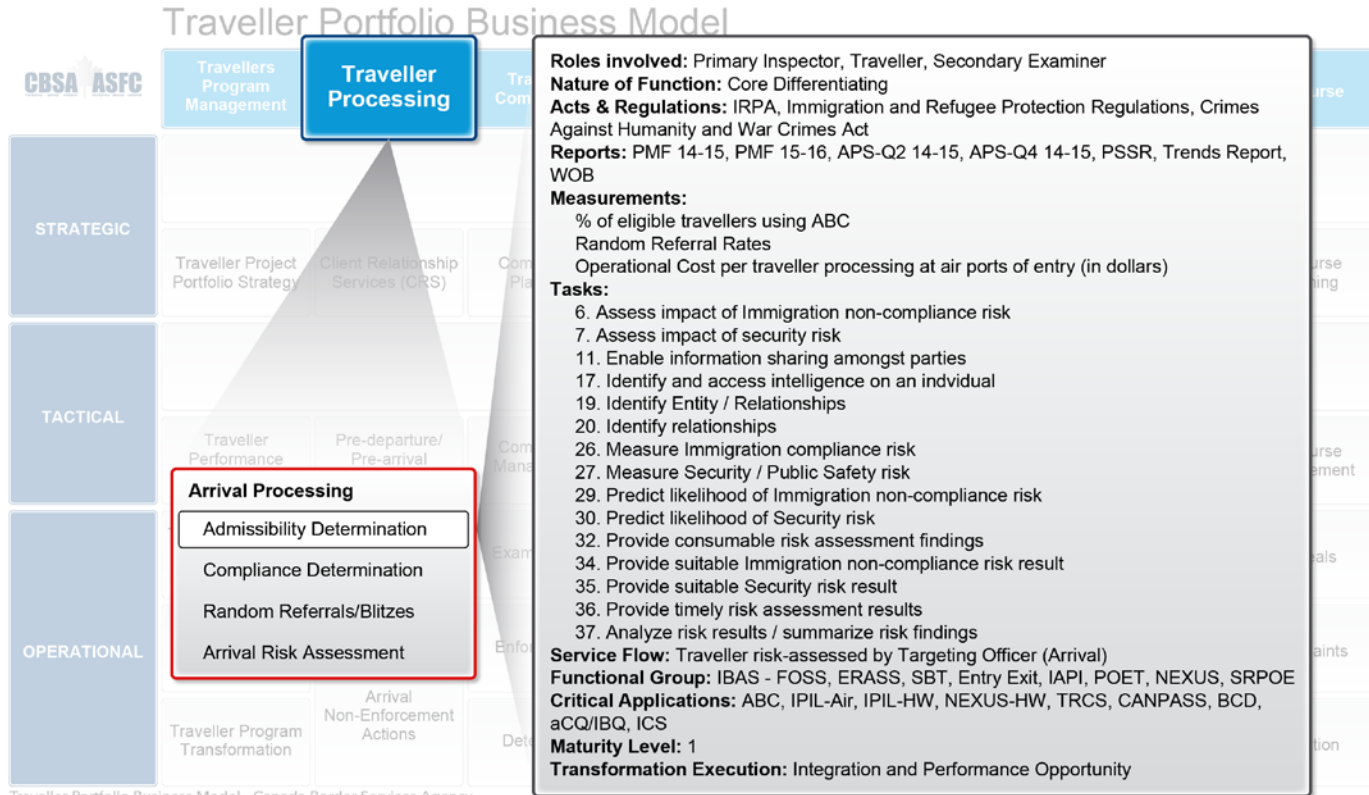
# Admissibility Determination Maturity Level



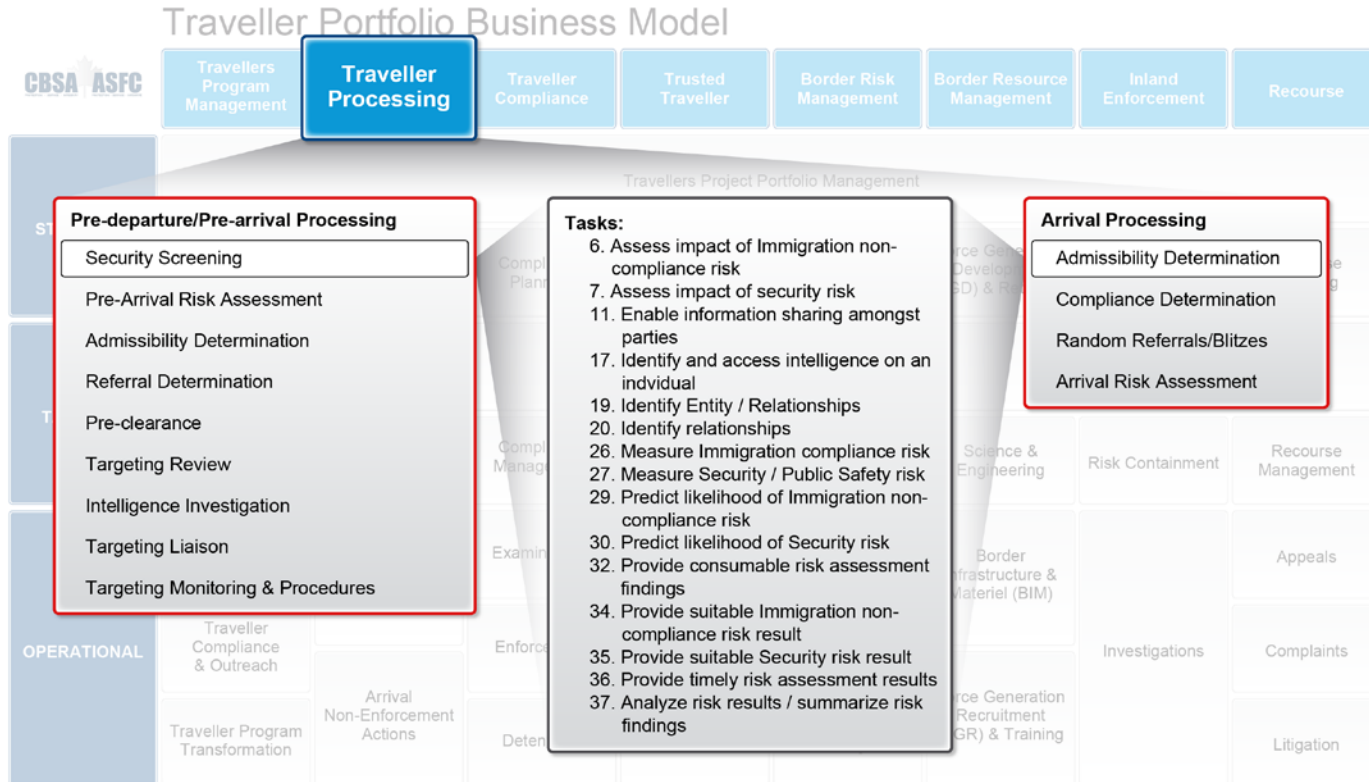
# Admissibility Determination Transformation Execution



# Admissibility Determination Overview



# Security Screening & Admissibility Determination has overlapping Tasks





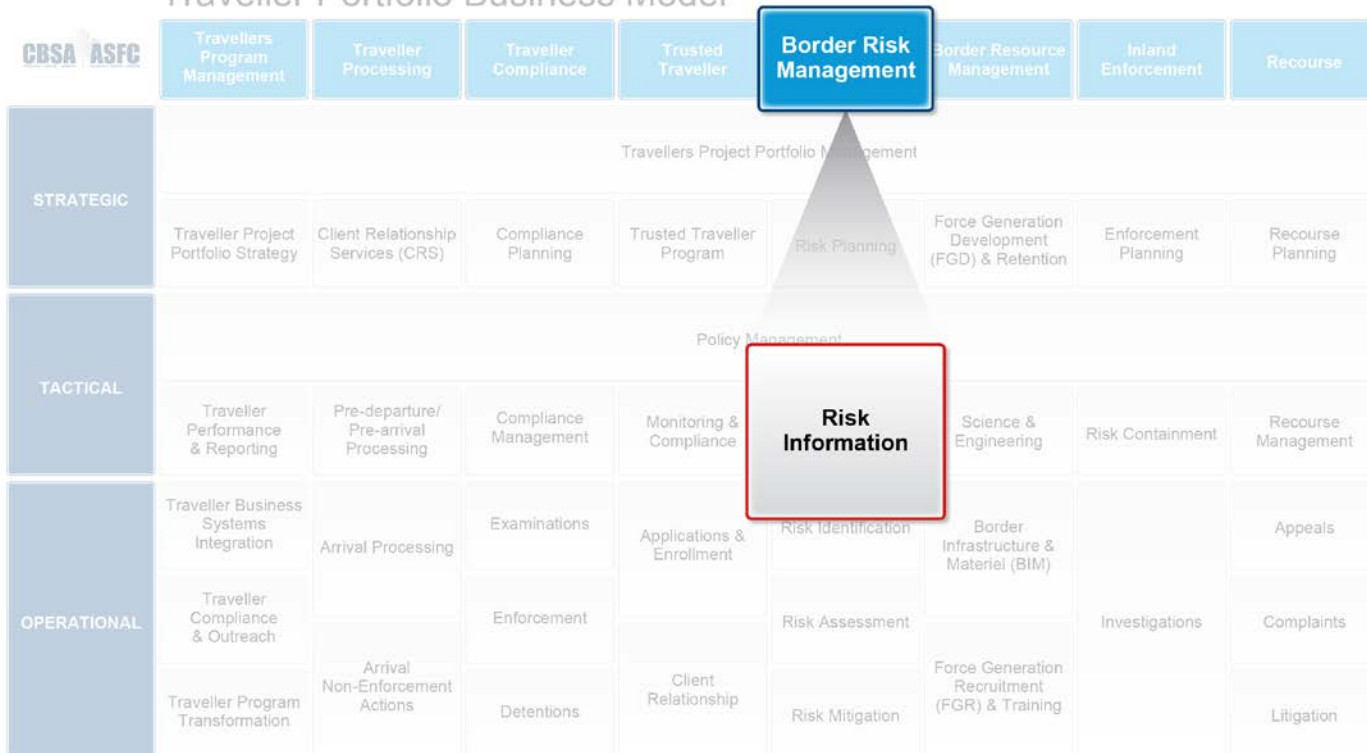
# Border Risk Management

## Traveller Portfolio Business Model

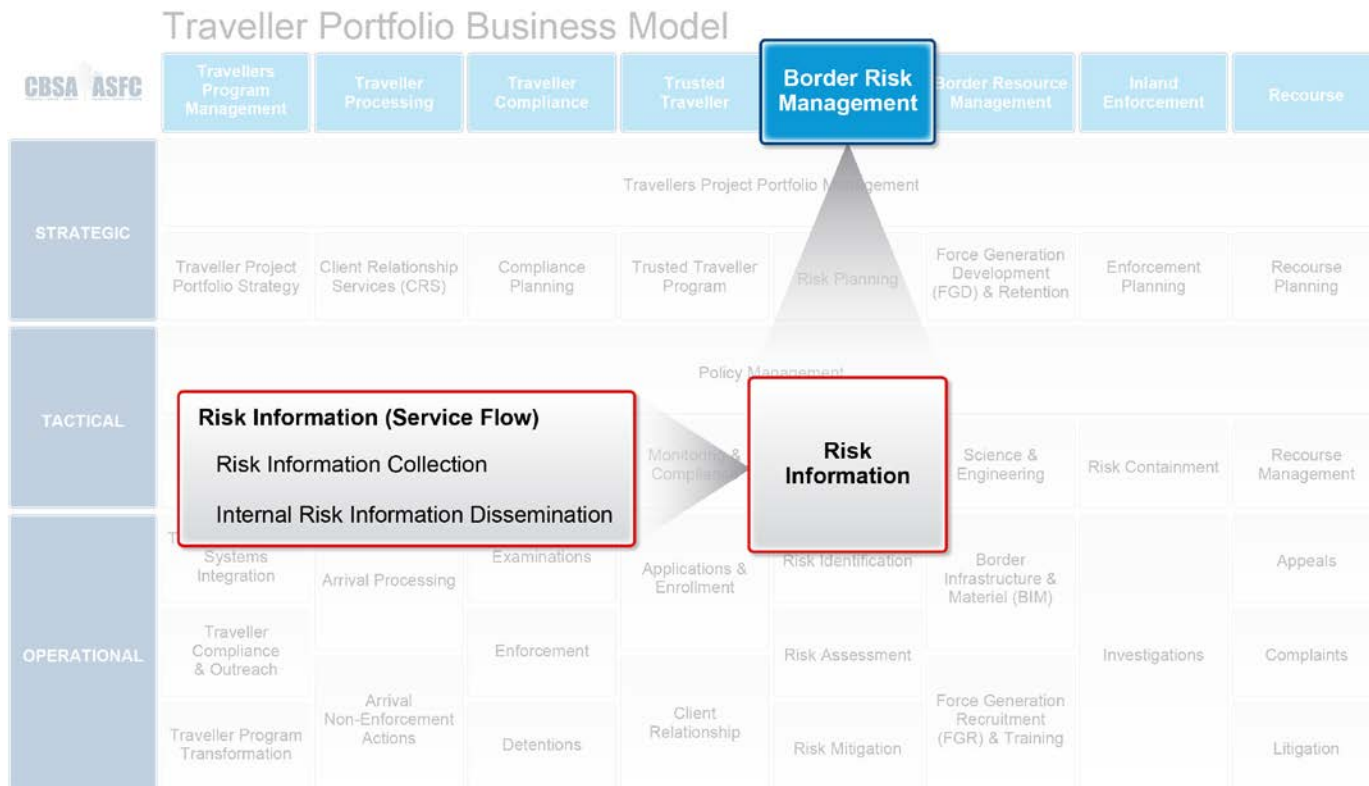
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# Risk Information

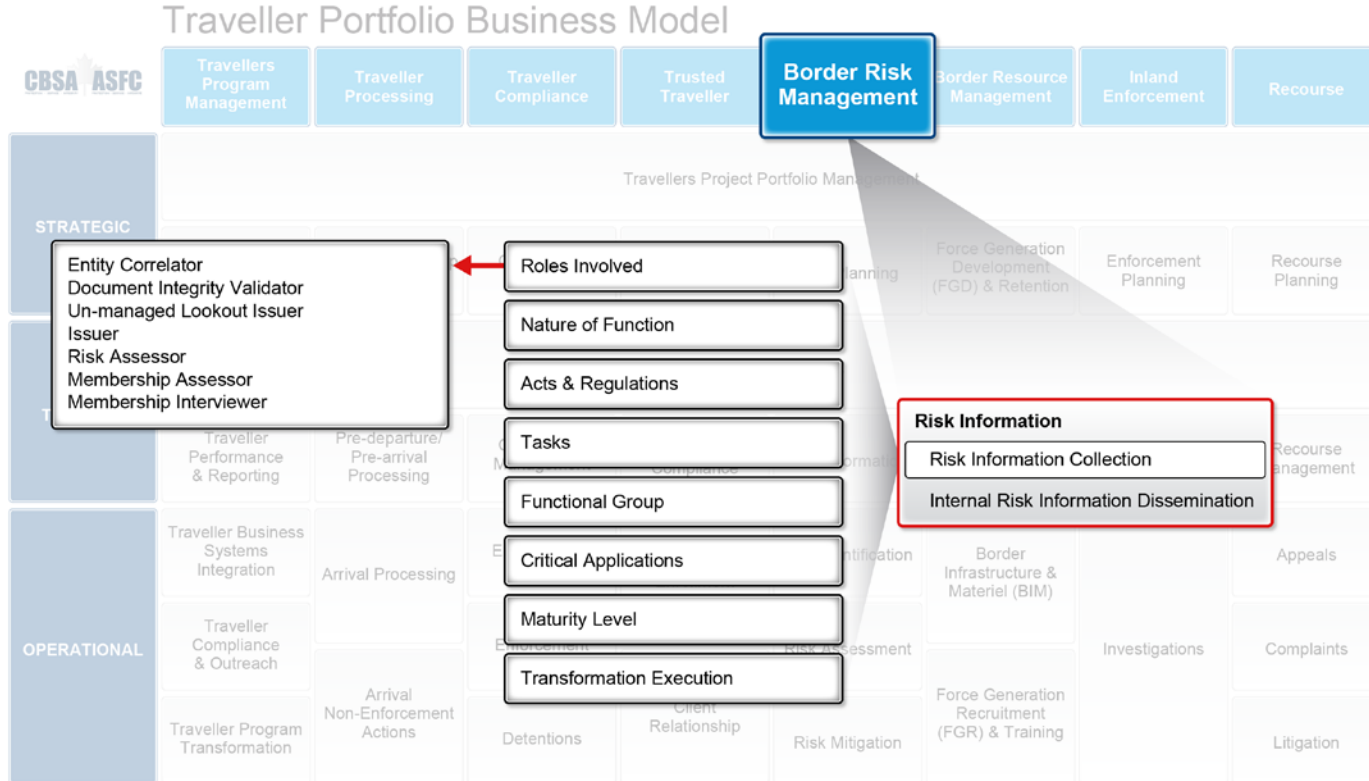
## Traveller Portfolio Business Model



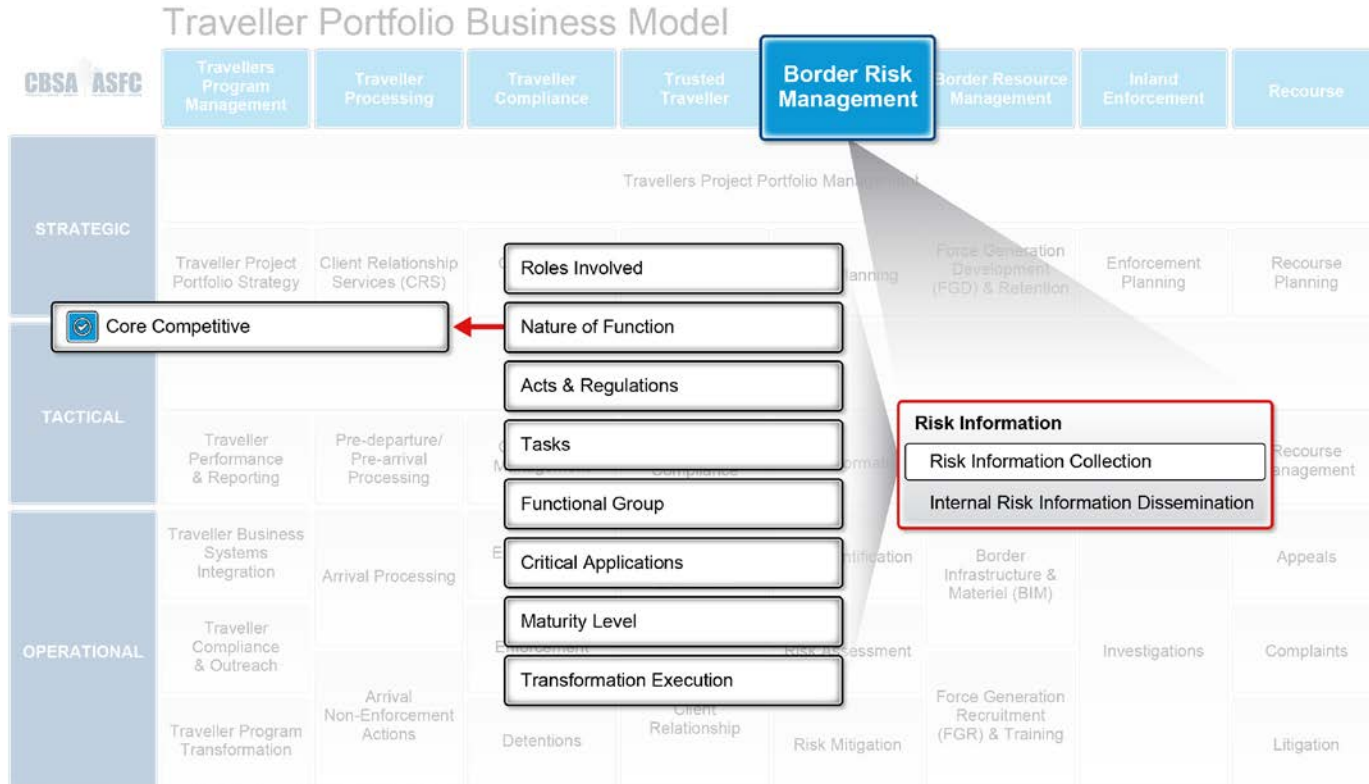
## Risk Information: Operational Functions



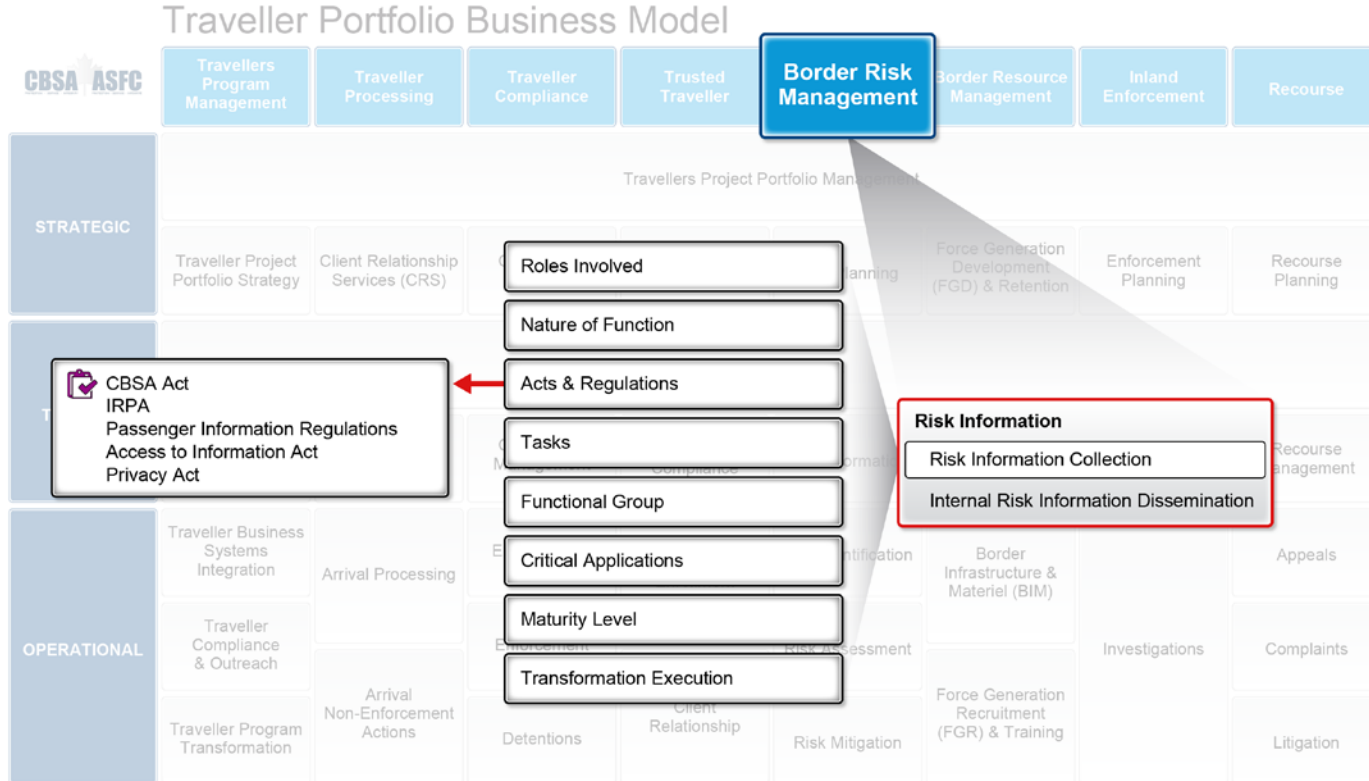
# Risk Information Collection Roles Involved



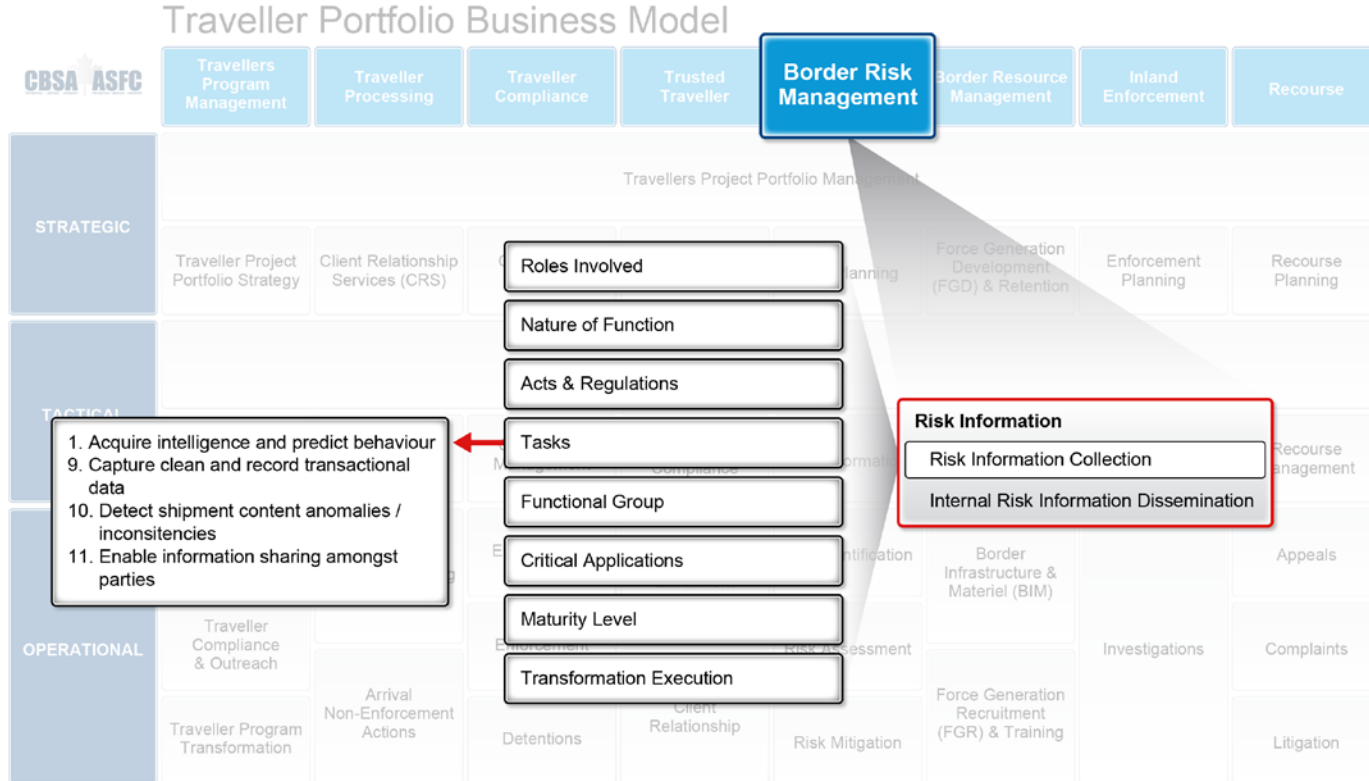
# Risk Information Collection Nature of Function



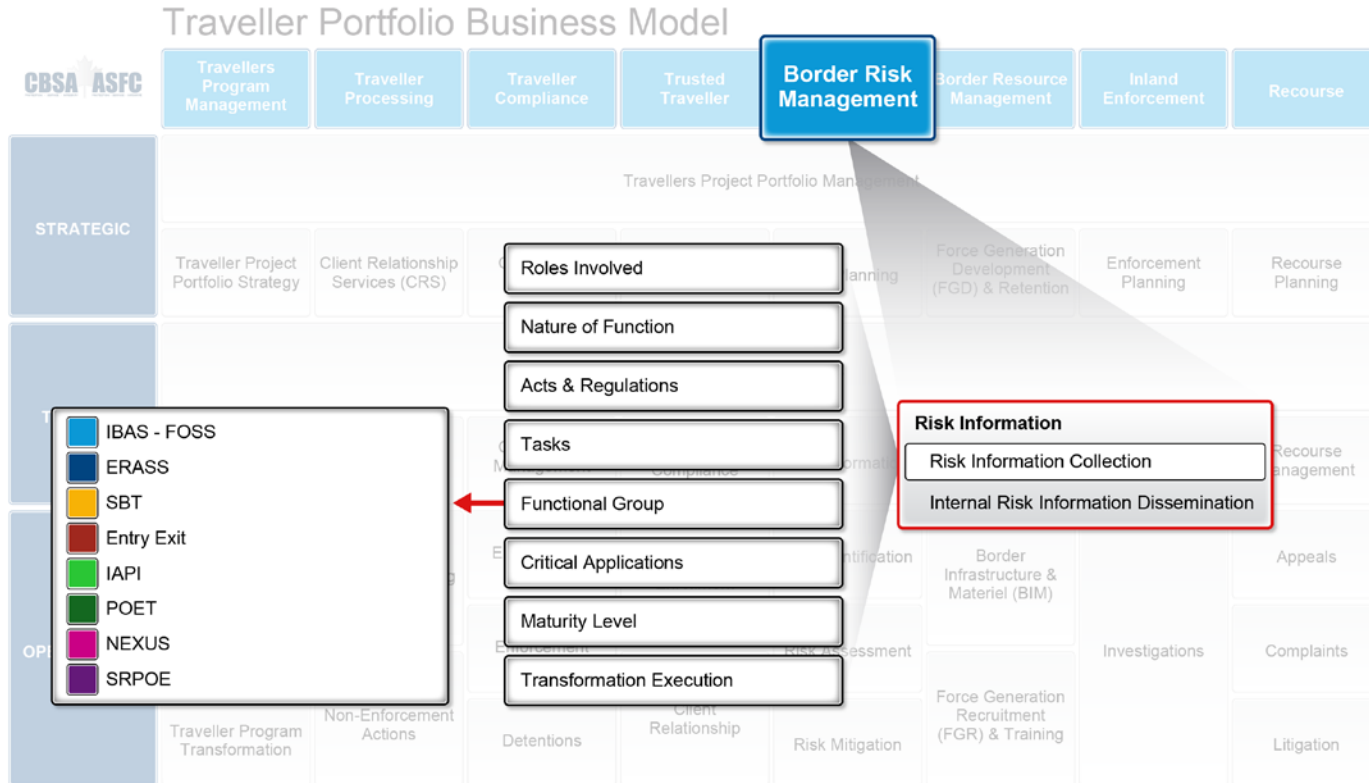
# Risk Information Collection Acts & Regulations



# Risk Information Collection Tasks

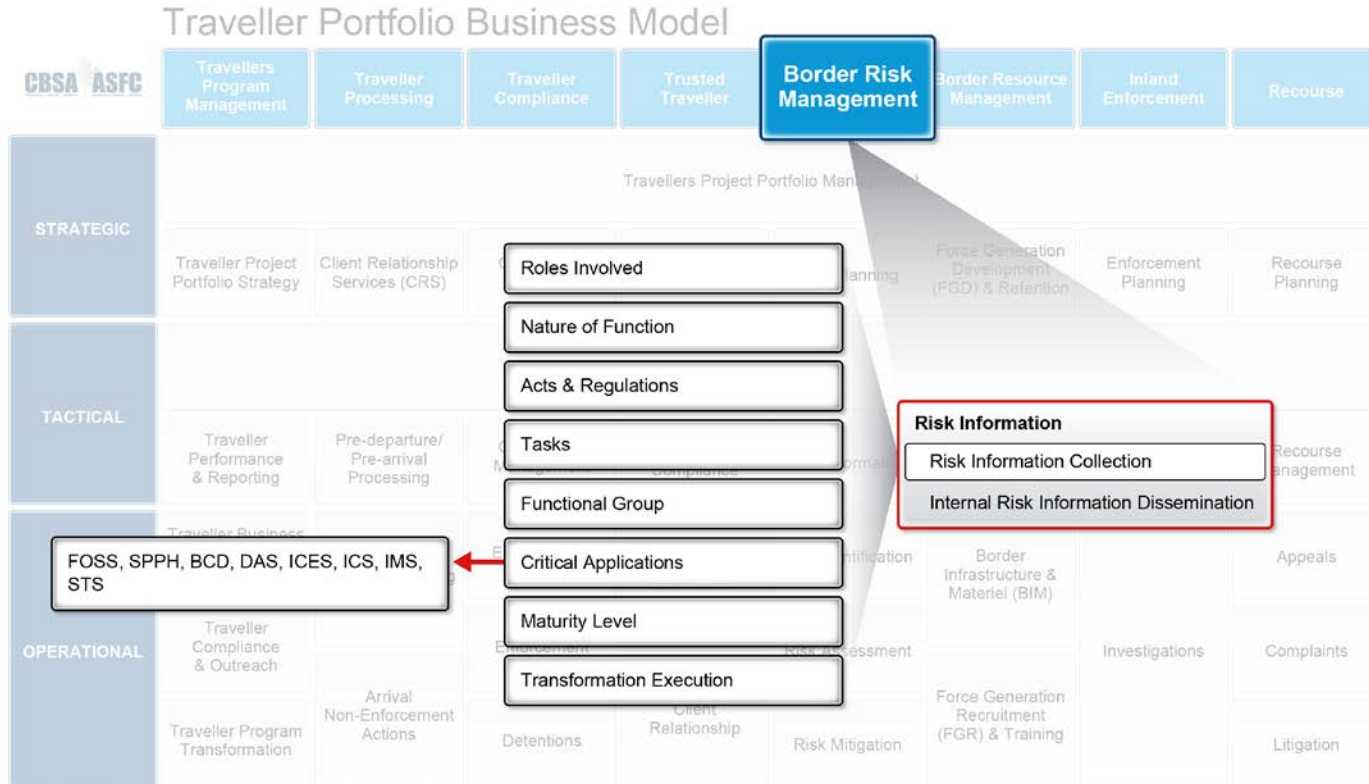


# Risk Information Collection Functional Group

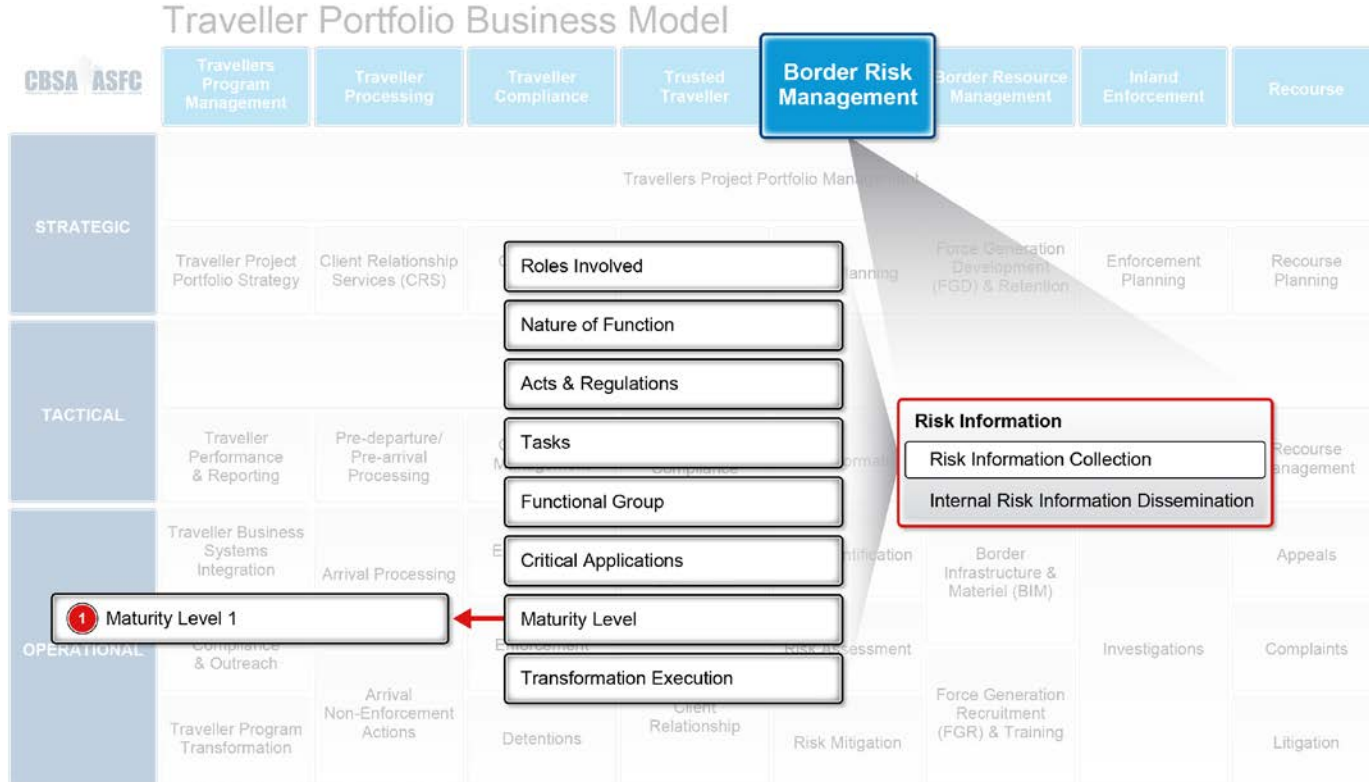




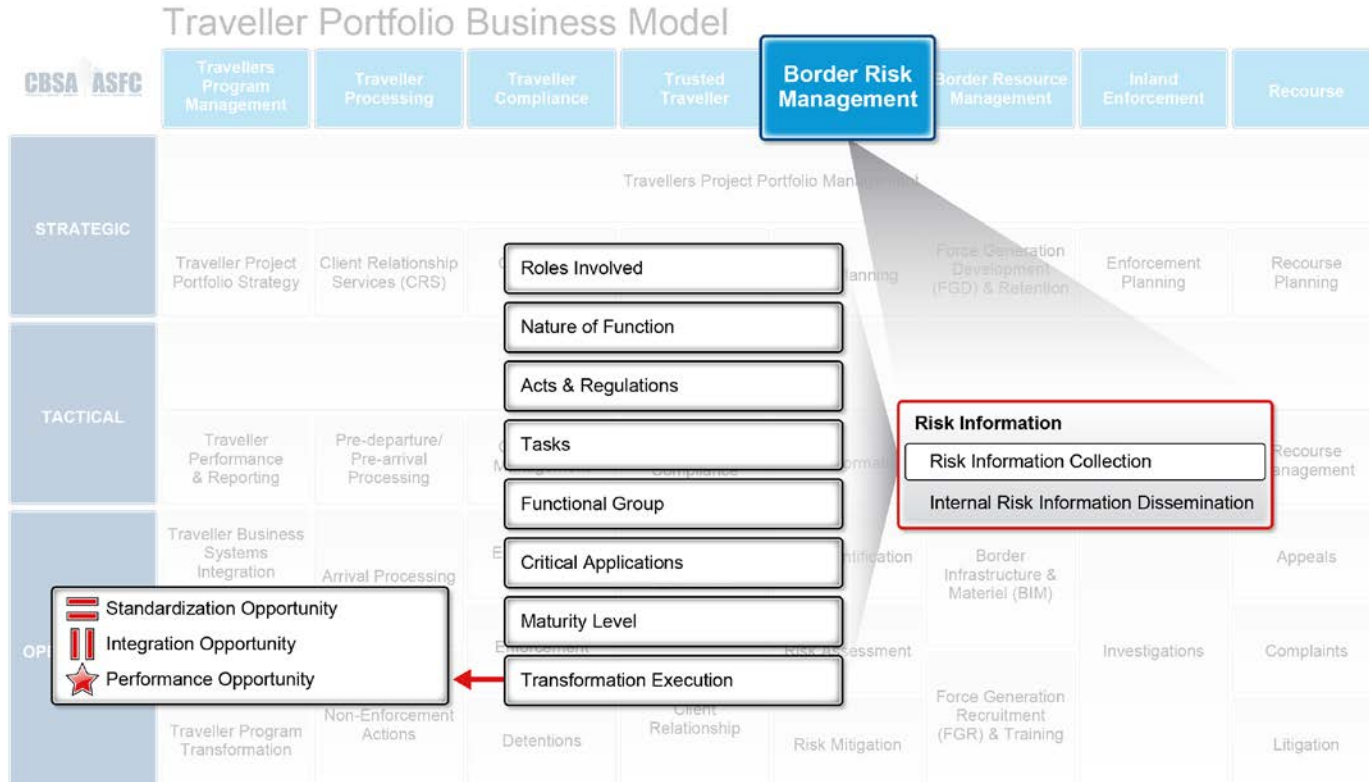
# Risk Information Collection Critical Applications



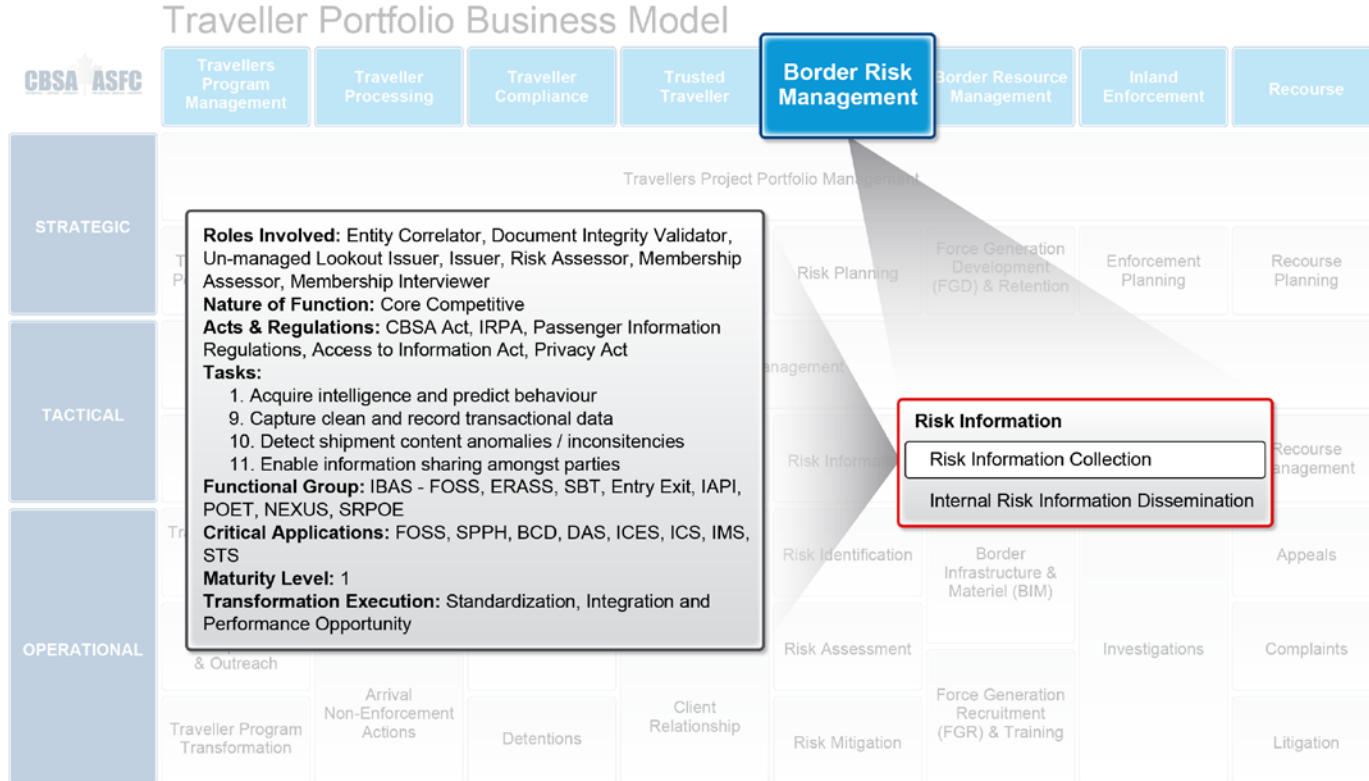
# Risk Information Collection Maturity Level



# Risk Information Collection Transformation Execution

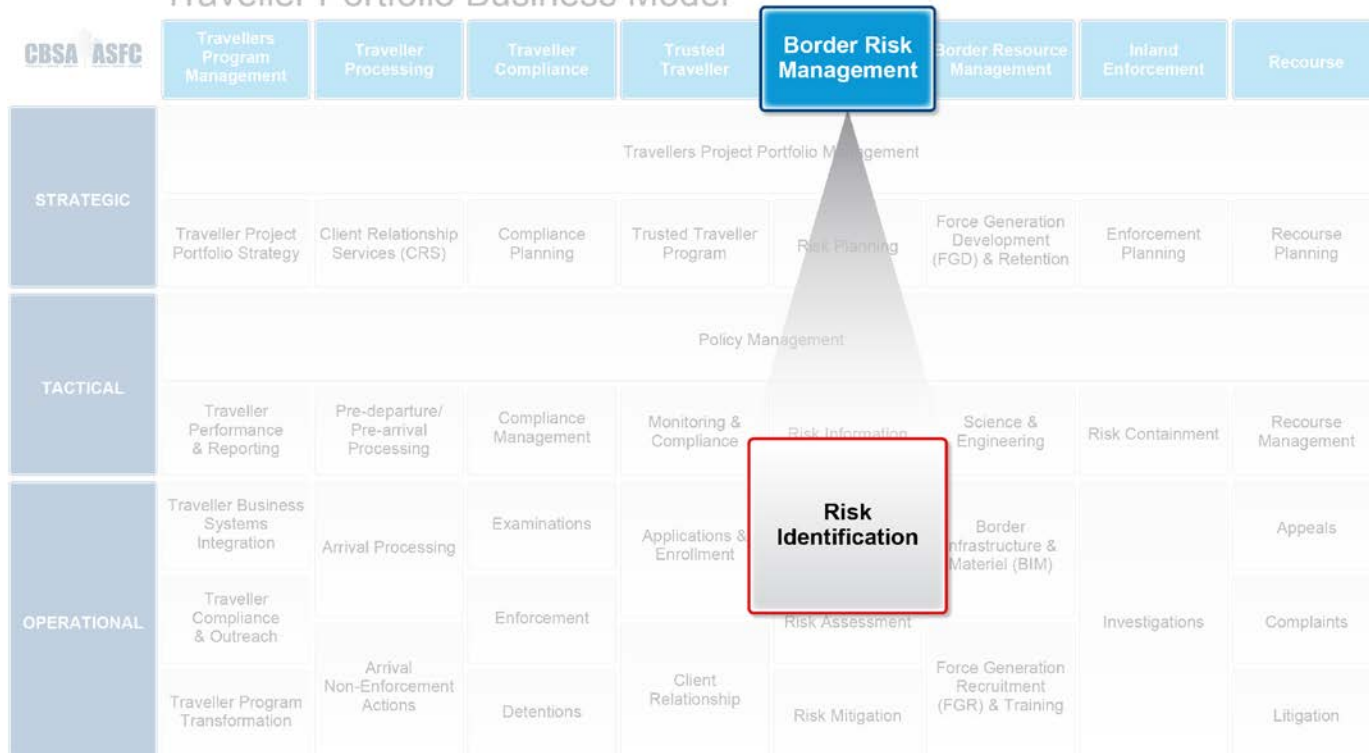


# Risk Information Collection Overview

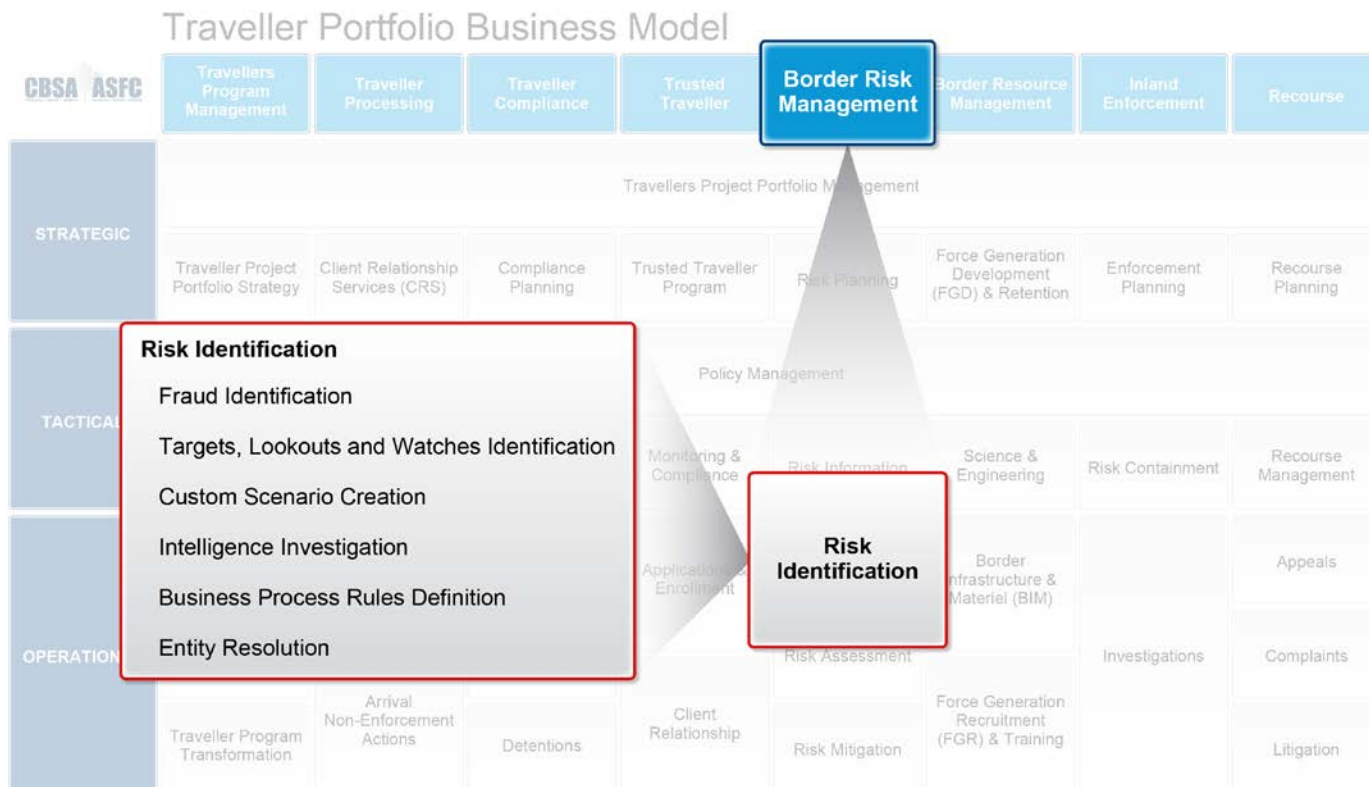


# Risk Identification

## Traveller Portfolio Business Model

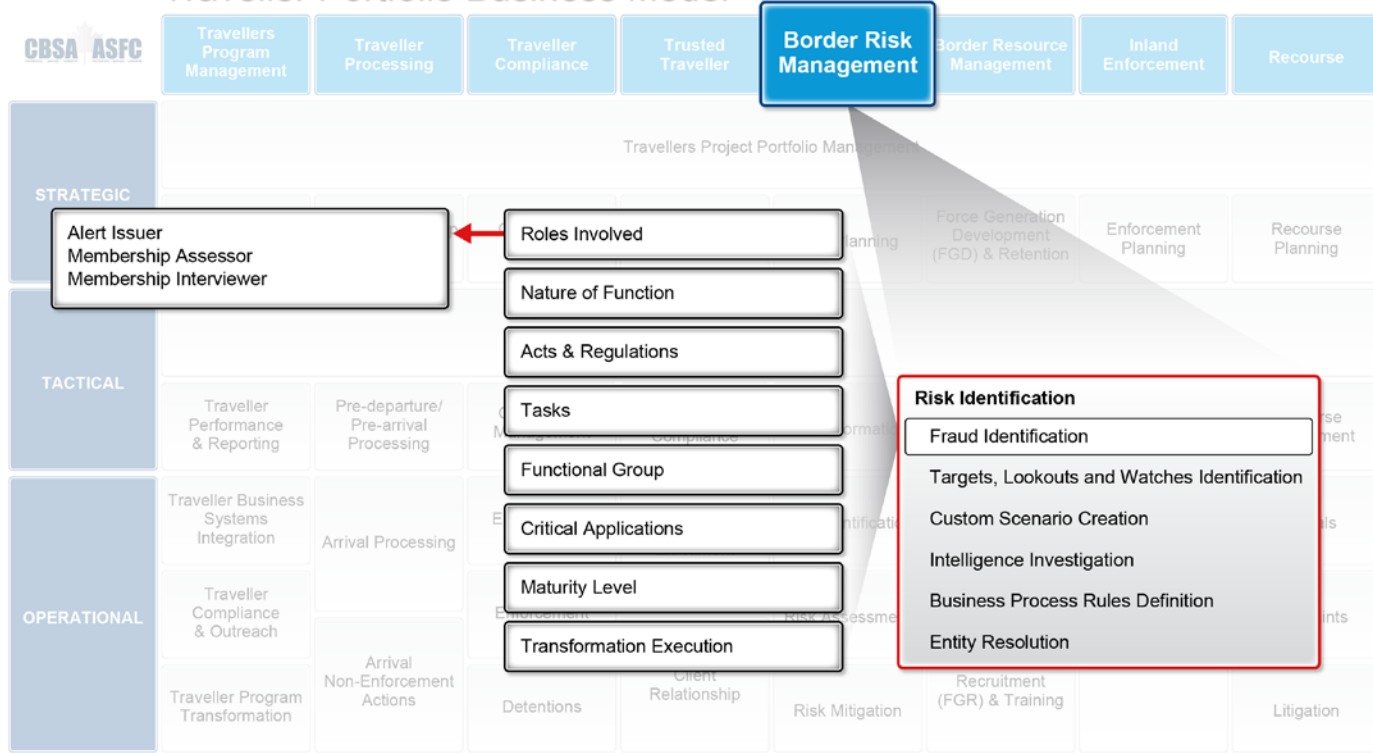


## Risk Identification: Operational Functions

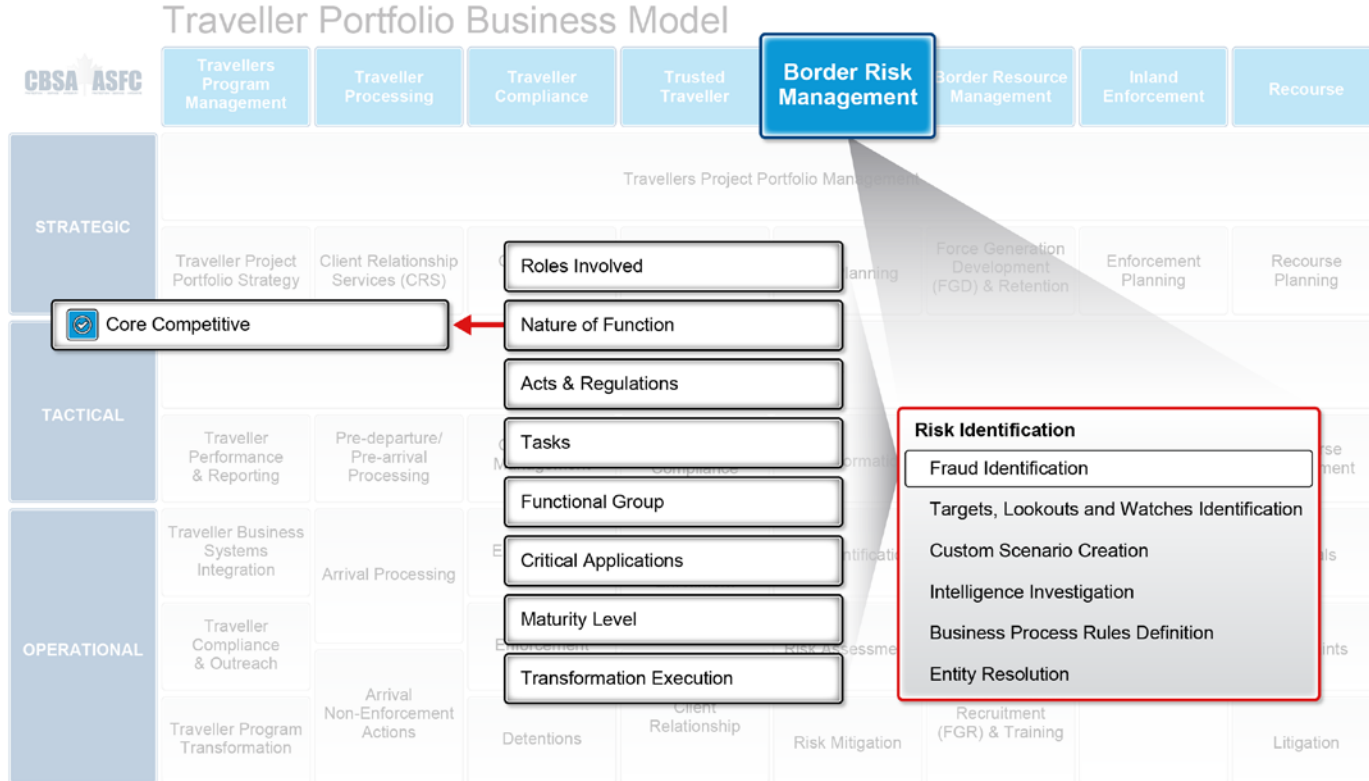


# Fraud Identification Roles Involves

## Traveller Portfolio Business Model

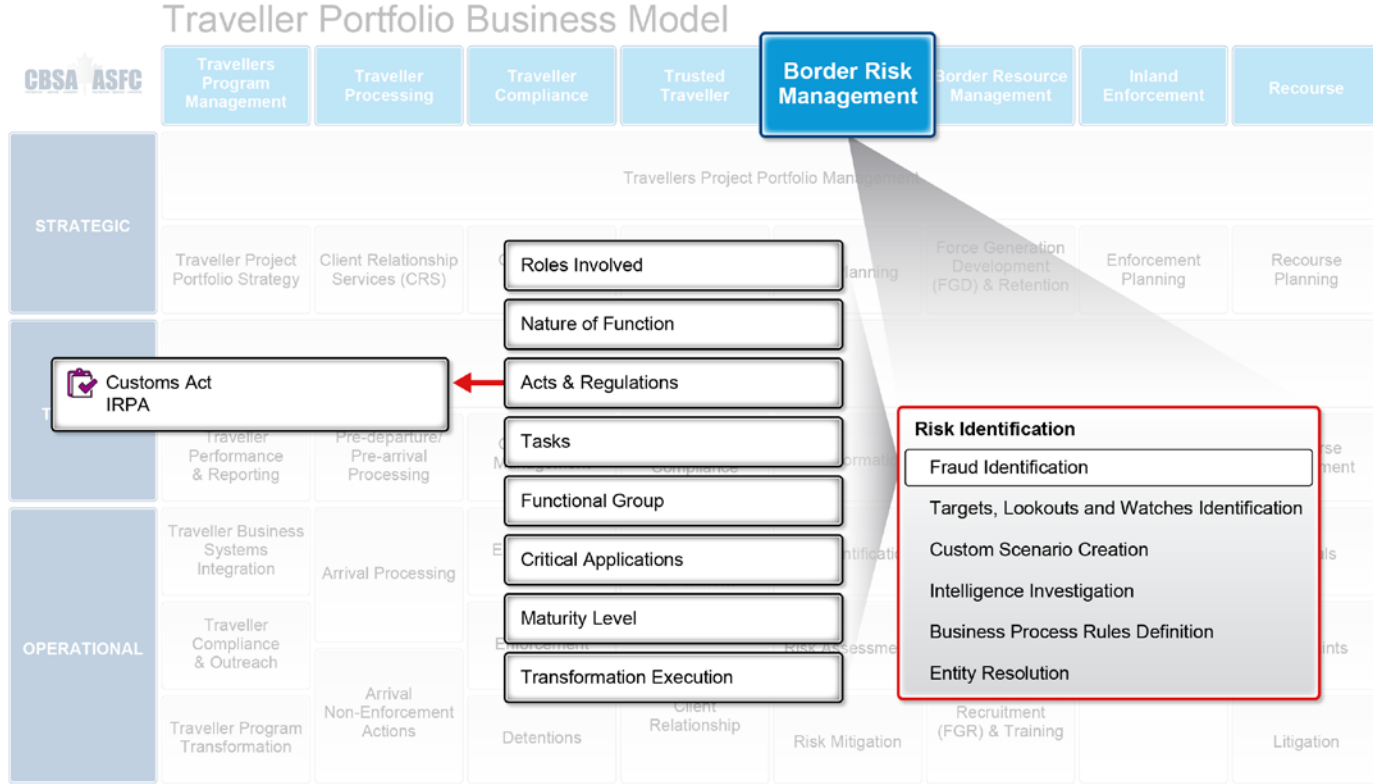


# Fraud Identification Nature of Function

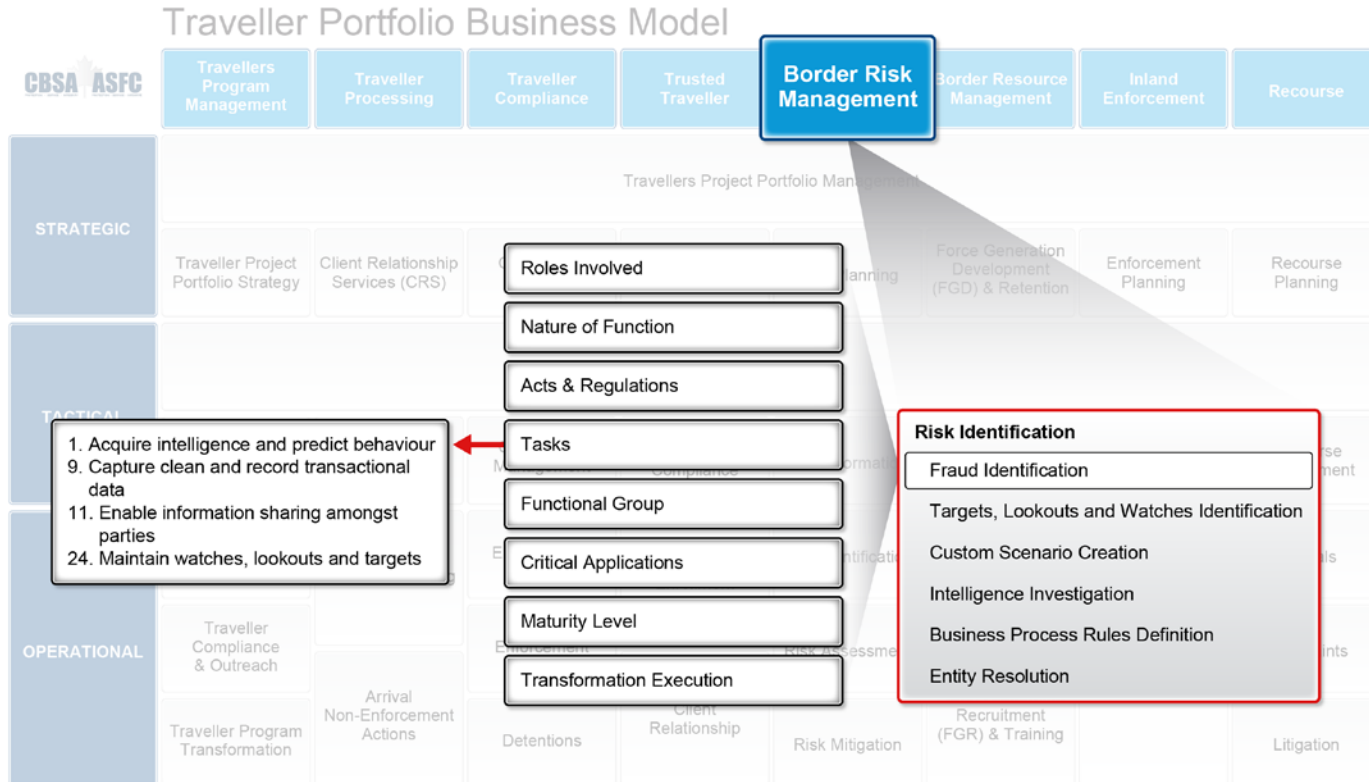




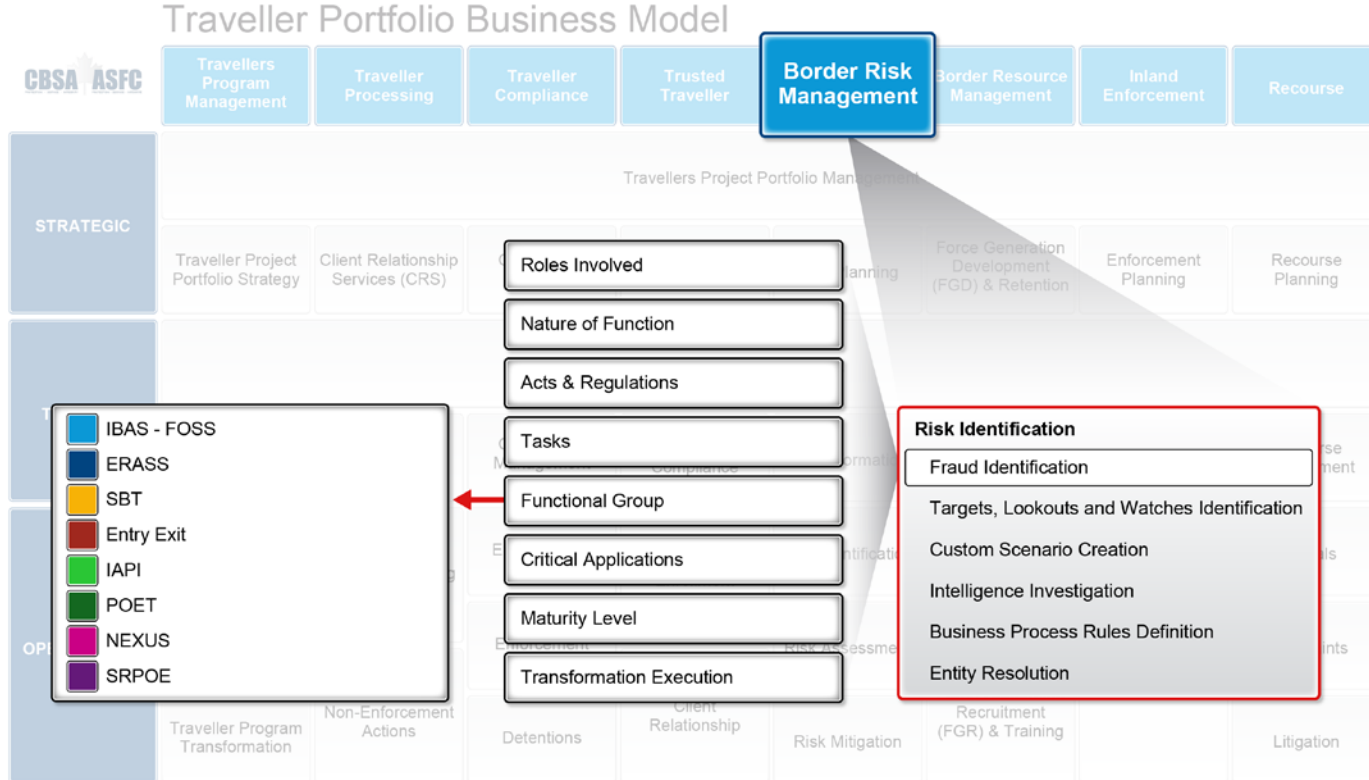
# Fraud Identification Acts & Regulations



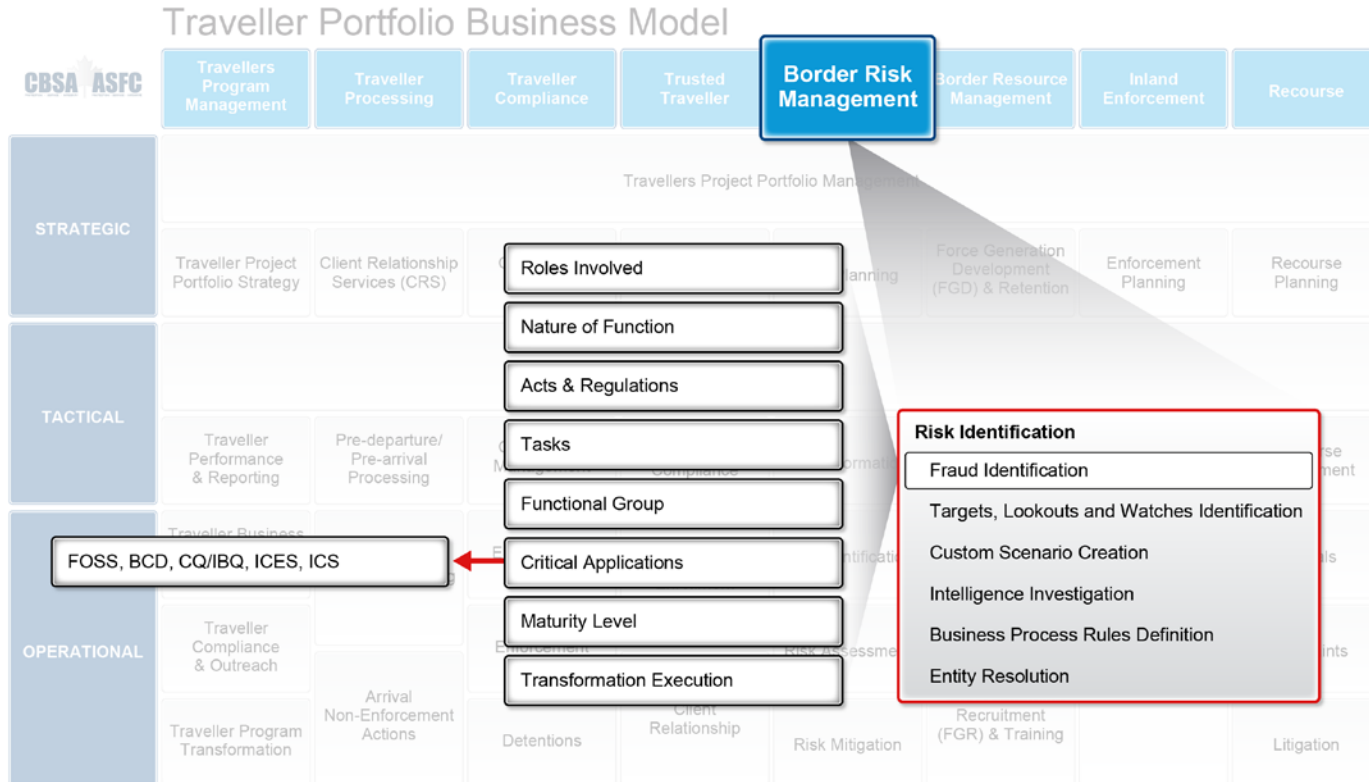
# Fraud Identification Tasks



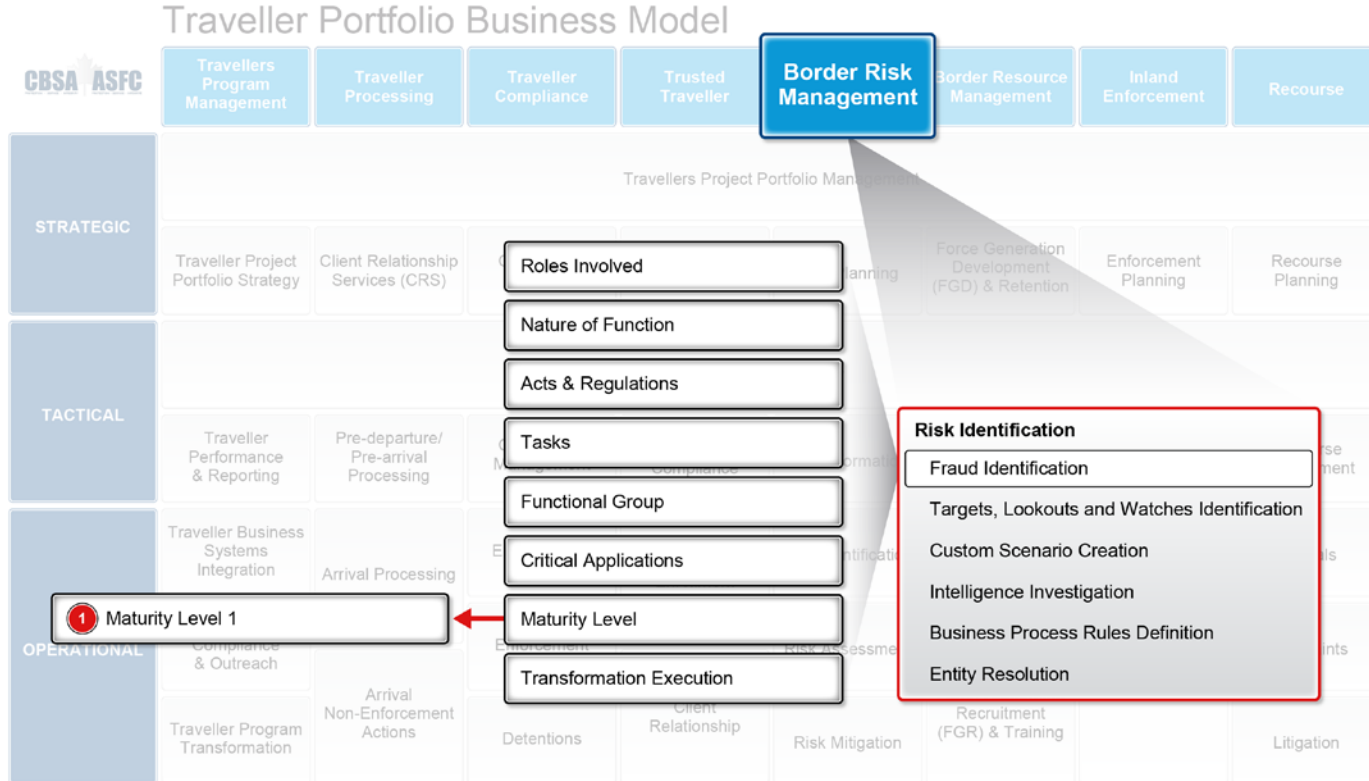
# Fraud Identification Functional Group



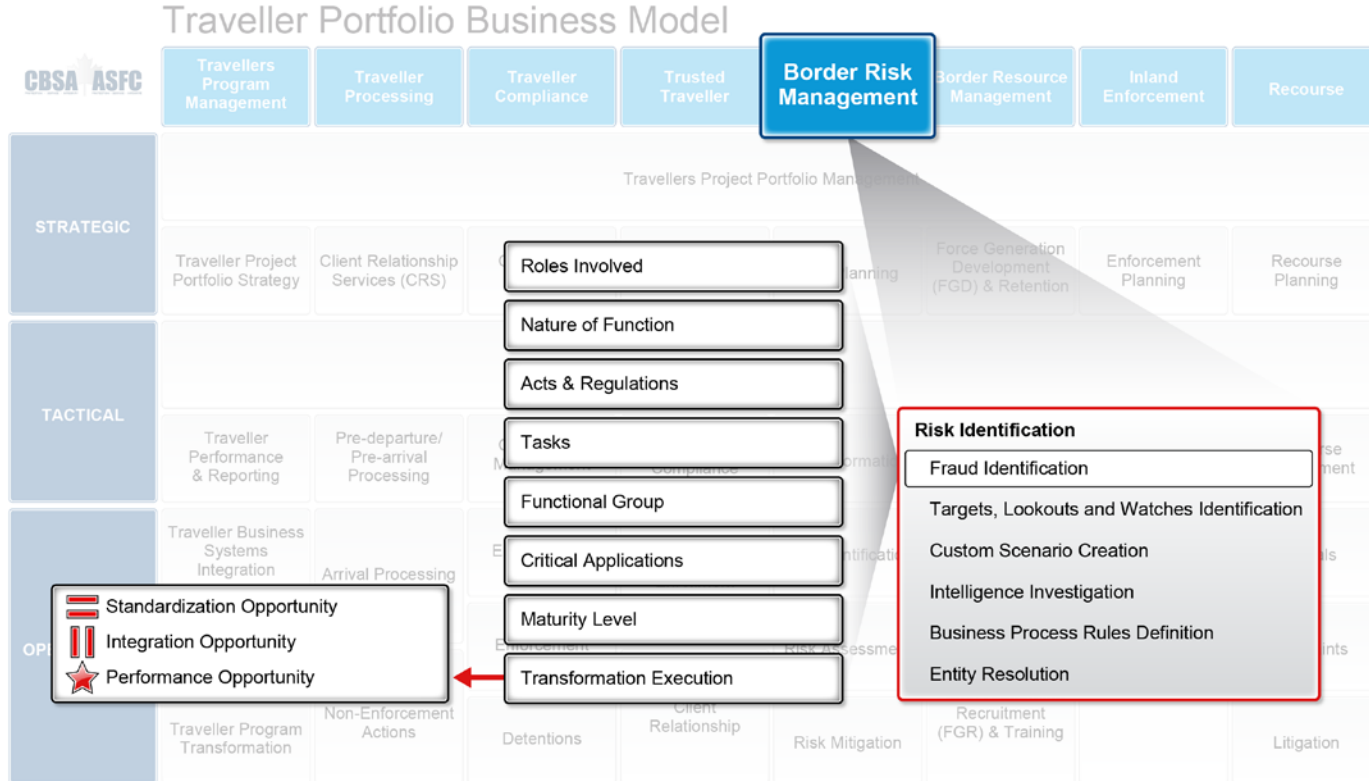
# Fraud Identification Critical Applications



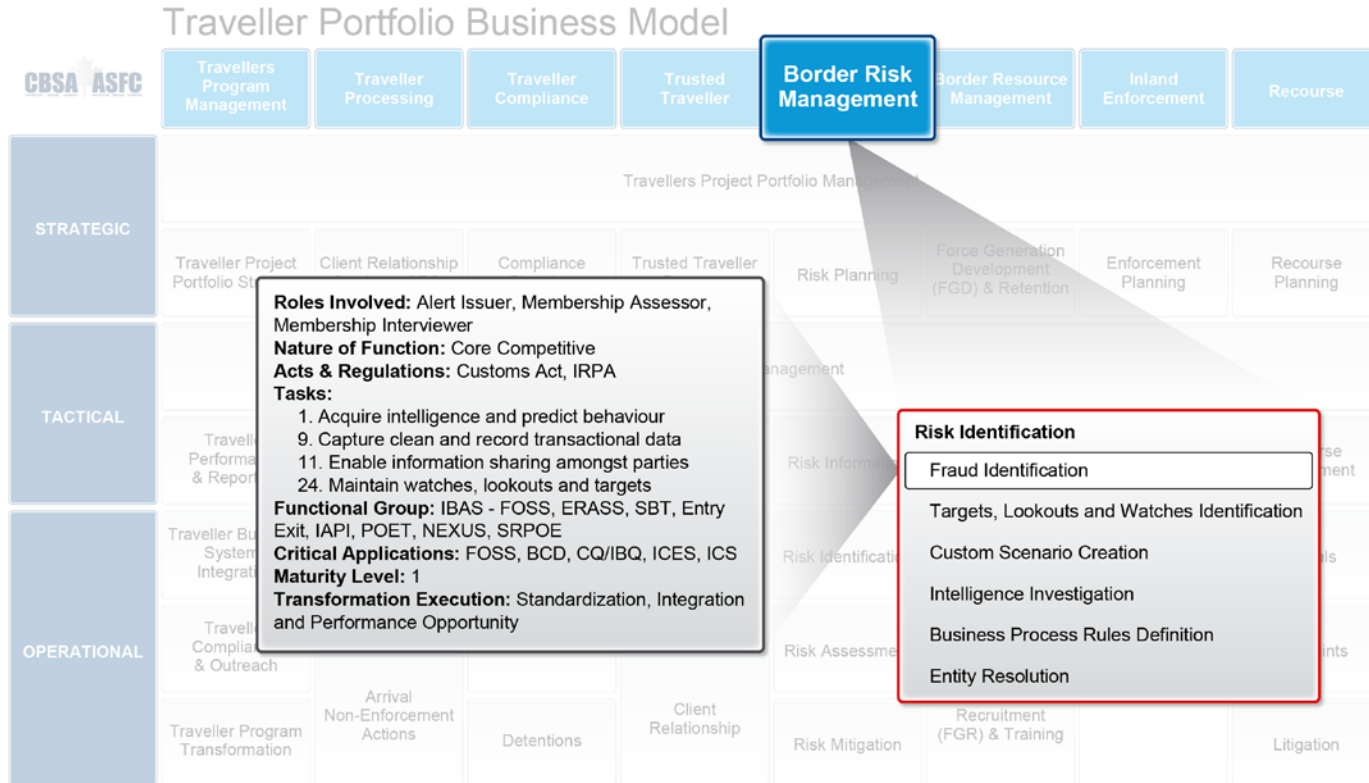
# Fraud Identification Maturity Level



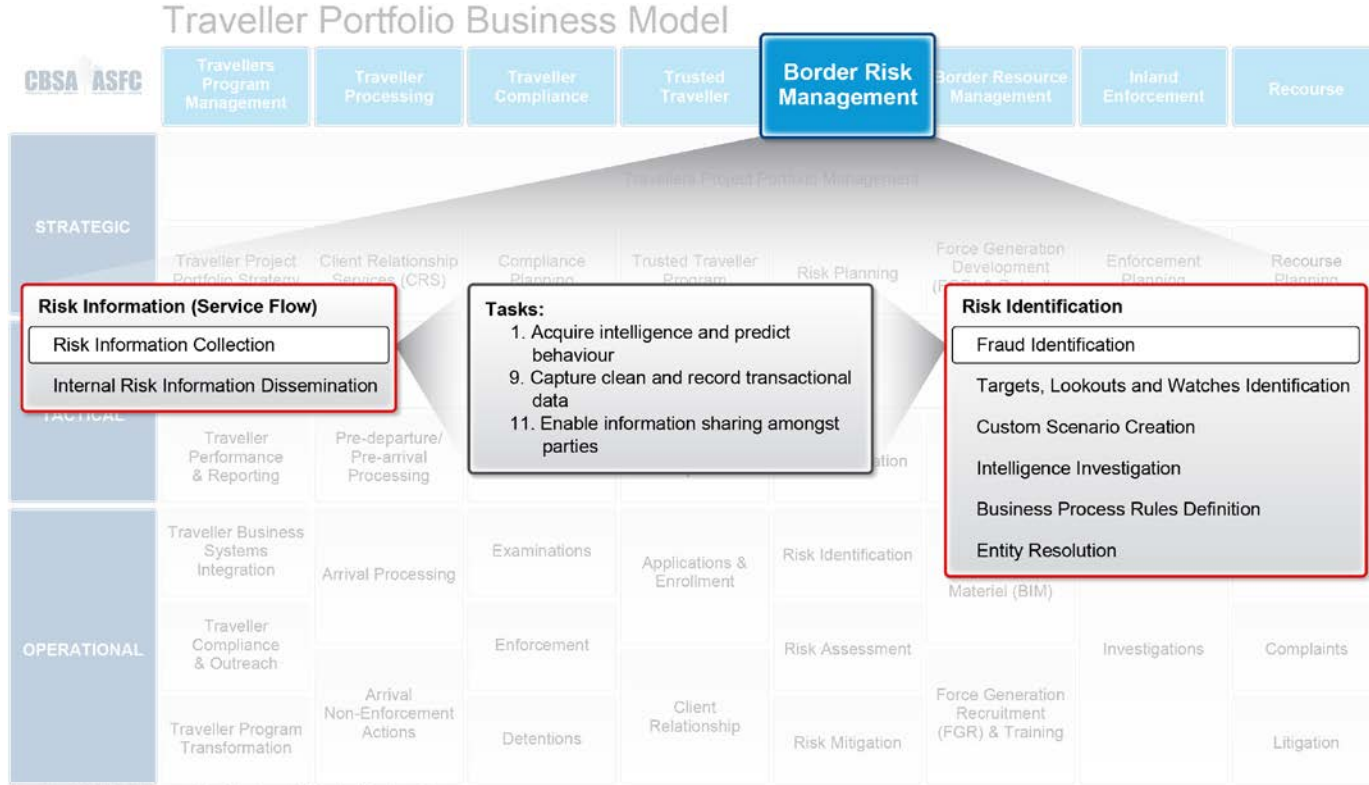
# Fraud Identification Transformation Execution



# Fraud Identification Overview

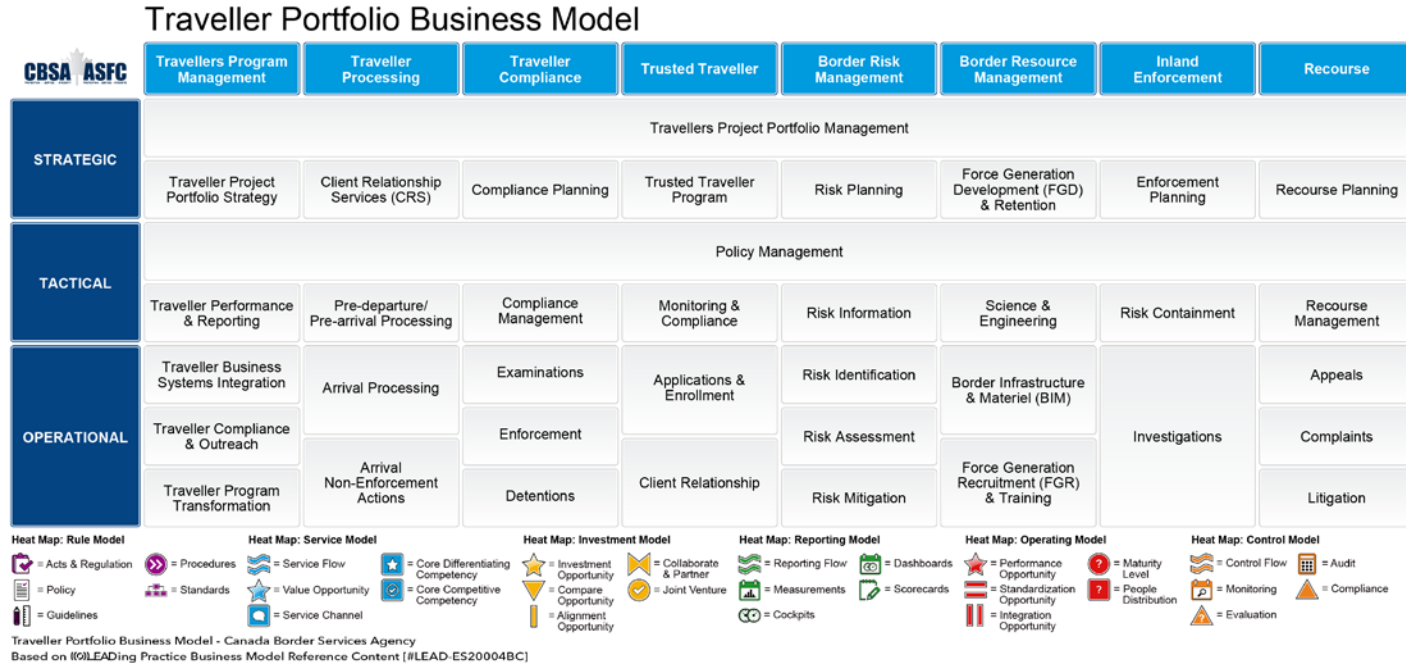


# Risk Information Collection & Fraud Identification has overlapping Tasks



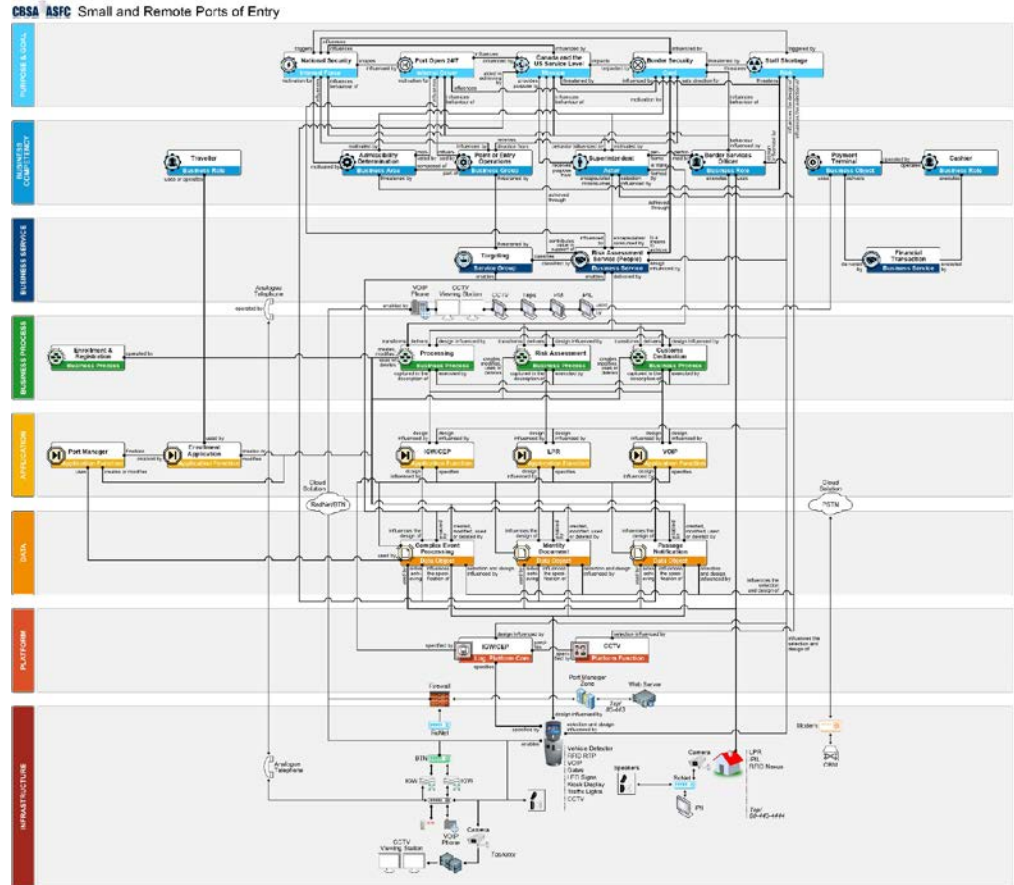


# Model used for Transformation: Travellers Business Model



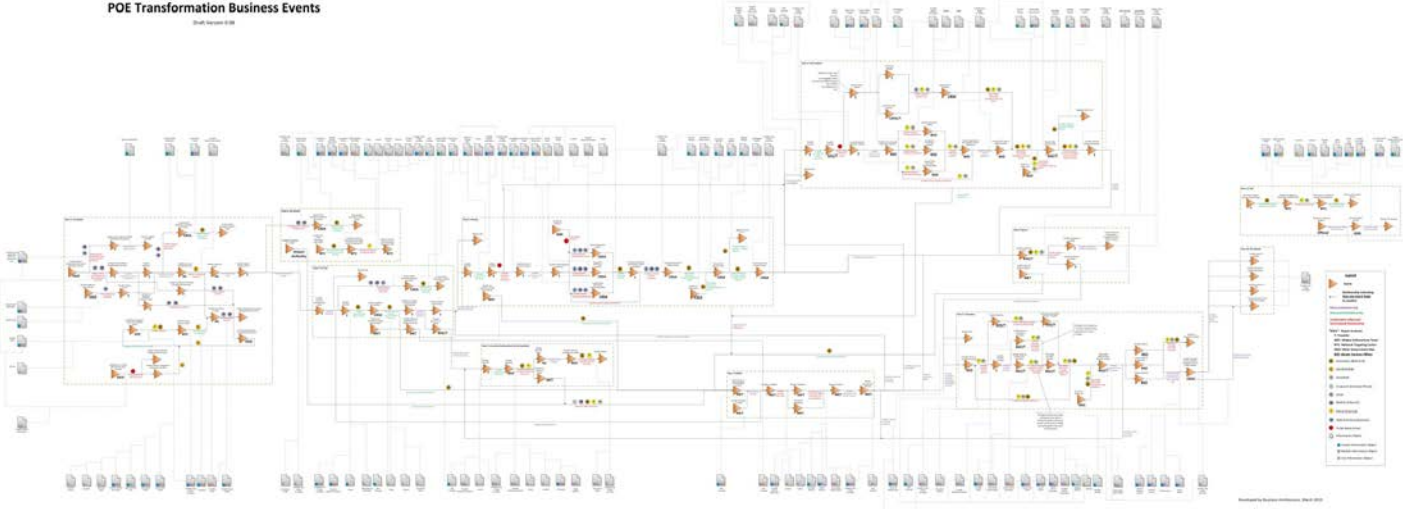
Travellers Business Model: <http://apollo/livelink/lisapi.dll?func=ll&objId=1106041&objAction=viewheader>

# Model use for Transformation: SRPOE Layered Architecture



Layered Architecture View of the SRPOE Technology Diagram  
 Based on CBSA/ASFC Layered Enterprise Architecture Reference Content (A6AE/ES/0001A)

# Transformation Business Event Model



# Session 2

## Execution & Alignment

**Much success on your leadership journey!**

**Be true to your purpose,**

**Be true to yourself,**

**Be true to your people.**





# Thank You

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# QUESTIONS?

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