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## *Inspiring Governments*

An exploration of what type of governments expected in an Inspiration based Economy, where the power of inspiration would drive lots of governments, practices and services are expected to change in both concepts and delivery.

# *Inspiring Governments*

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By Natural Science Publisher, USA

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## *Preface*

What is the purpose of existence for the governments today? A question that I have been searching as a change management expert for long time. Many questions followed this over the years, as how governments and their public sector organisations can play a significant role and yet meets the continuously growing expectations of global citizens? How can governments deal with the growing intolerance in different parts of the world? Why is it that some countries consider population explosion as a burden and not a source of strength? How is it that some countries without utilizing there resources have been developing very rapidly, while some very rich countries would not be able to survive even for one day without their natural resources? Other questions that have been in mind for a while, what does it really Mean for a country to compete through its government, and how does the world class governments do this successfully? All these questions logged in mind till I started the search for getting the answers through a book that would serve as a reference to me and which is ended up today to be to reflect the practices of “inspiring governments”.

Governments today are looking more and more for strategies based on resources. Such strategies we call growth based strategies. From observing many government that are suffering today, one should easily conclude that if governments were to compete in unpredictable, turbulent knowledge economy; strategies should be less resource based and more empathetic based. i.e. Strategies that are based on seeing the big picture of reason for existence, i.e. inspiration driven strategies.

In Inspiring Governments, we show how governments set direction and create an environment for inspiration economy. The book throws an insight on why inspiration governments are required, what would be the proposed plans and activities of the inspirational governments and who and when the action should plans be taken to create or sustain the inspiration in specific areas. Drawing on history,

economic analysis, and best practices followed across the globe, the book tries to provide rich and insightful examinations of different government approaches to growth vs development - leading to inspirational competitiveness.

Each chapter in this book was set to help practitioners build gradual focus and observation on inspirational governments' approach to economic development. Inspiring Government offers potent insights into how the inspirational economy has evolved and what its trajectory might look like in the future.

In analysing the phenomenon of inspirational government, this book proposes a new conceptual framework of analysis through Inspirational Labs © as a methodological tool, which could be used effectively in various governments and country contexts to create a reverse thinking or a real leap development. Thus, apart from generating new knowledge, the Inspirational Governments have a significance for policy makers across the world. This book would be a useful guide for policy-makers, researchers, students and anyone looking forward in playing a positive role towards their governments or societies.

# Government Competitiveness and Inspiration

## **1.1 Competitiveness and Inspiration The Significant Relationship**

The concept of competitiveness is considered a new field especially in the government sector due to the fact that the word competitiveness was connected for a long time with the industrial sector. Although there are several international definitions for the concept competitiveness, there is no agreement upon its definition. However the most important international definitions are the American and the European Competitiveness Councils' definition and that of the World Competitiveness Centres. According to the European Council for Competitiveness, competitiveness is the ability of government organizations and countries to continuously improve their citizens' standards of living and provide high level of employment and social solidarity in a way that this improvement covers various fields of all kinds of economic practices. The American Council for Competitiveness on the other hand defines competitiveness as the ability of countries and government organizations to contribute to the production of goods and services that compete with/in the global markets and at the same time achieve a steady level of unique productivity in the long term. Accordingly to which national competitiveness is the ability of the public sector organizations to achieve a successful attainment in goods and services in the global markets without relying on external support and/or protection.

Singapore has been in the top five ranks in all relevant measures to competitiveness. Table 1-1 provides the top 10 rankings of the Global Competitive Index for the year 2014-15. For example, Singapore comes in lead in the latest 2015 of World Economic Forum No. 2, leading 144 countries as per Table (1-1). You'll notice that except for few newly coming countries most of the top countries in the list are 'believers of the power of variety'. Thus closely monitoring countries that have been in the top 10 in the world competitiveness scale for

the past ten years contribute with lots of lesson about the reality of competitiveness that we shall study in this chapter.

Table (1-1) Top 10 Countries in the 2015 of the 'Global Competitiveness Report' produced by the World Economic Forum.

1-Switzerland	6- Japan
2-Singapore	7- Hong Kong
3-United States	8- Netherland
4-Finland	9- United Kingdom
5- Germany	10-Sweden

Singapore has also been in the top 5 for a long time in the index of 'Ease of Doing Business' report which is produced by the World Bank Assessment report; again there was same reordering of economies within the top 10 in the ease of doing business rankings, with the same group of countries as Norway, New Zealand, Hong Kong, Denmark and Finland. This achievement especially for the Scandinavian countries and Singapore reflect the depth in their competitiveness which could be simply defined by the ability to sustain leadership while being hard to copy. Table (1-2) shows the 2015 World Bank report which includes 189 countries.

Table (1-2) Sample of the top 10 countries ranked for 'Ease of Doing Business' by the World Bank (2015).

1- Singapore	6- Norway
2- New Zealand	7- United States
3- Hong Kong	8- United Kingdom
4- Denmark	9- Finland
5- Korea	10- Austria

Thus, (National Competitiveness) for any government or country directly impact on the country's socio-economy. However, you'll notice that word start with co- that is coexistence. Countries living under sectarian conflicts, suffering from miserable poverty, where the future is not secured, or are always controlled by the external forces and are always in need, going in circular conflicts, constrained by inequality, or even different types of materialistic slavery can't be competitive and most of all can't sustain competitiveness.

While there are governments today who are keen to create a value for every soul of its beneficiaries, there are still many governments who consider human souls as a burden, thus thinking only how to feed them. For the first type of governments, believing at the end of the day that the variety of its people are the source of innovation and are contributing differently, you'll find that the word «inspiration» is an integral part of their dictionary. For the second type which unfortunately is still the case with most of the governments, where quantity and variety of people is a problem and many of its people live without experiencing any self-worth.

Self-Worth leads to self-realisation, and this leads to self-value which means understanding the «purpose for existence» in life. Once these mature we'll find souls filled with powers of self-independence. This self-independence is a key enabler to what we call «national inspiration». Governments who care about inspiration try always to utilise the variety of different places, disciplines, ages and even cultures within its authority to create a hybrid product which is hard to compete with. One feels that our human civilisation, in spite of huge fast breakthroughs in technology; is going backward or is saturated in its real human values development if we don't have governments like these today. I.e. compared to the speedy developments in the society, such competitive practices are becoming the minimum standards expected.

In order to create more of such competitive governments we need to spread positive motivators or use innovative ways to uplift low performing government to do so. This type of realising self-worth and the feeling of being totally dedicated, yet independent and creating a spirit of persistence towards better competitive contribution is called inspiration. This inspiration can start from experiencing and observing the best practices of «What» and «Why» of the top 10 countries, in the different parameters of the world competitiveness indexes, which have been there for the last 20 years. If we observe closely, it has nothing to do with the materialistic economy theory, however it can be linked to a type of self-driven and value based economy. This simple combination of economy we wish to call it the «Inspiration Economy».

## **1.2 Exploring the relation between Competitiveness and Inspiration**

Competitiveness, as earlier discussed, can't sustain without extrinsic or intrinsic motivators. The more independent these motivators are as compared to any other variables and constrains the more governments would sustain its targeted competitiveness. This can be achieved through building inspiration.

It is believed that there are more self-disabled people, organisations, societies and government than those actually considered to be really unfortunate with physical or mental disabilities. Those with self-disablement are even doubted to be, unfortunately, in majority in the globe. Therefore, today in the 21<sup>st</sup> century we see many rich countries and governments still think they don't have the power to survive, even for one day, without their natural resources, while other countries have been surviving and developing rapidly without utilizing their natural resources, even for over half a century now. One could therefore say there is a real niche for governments who can re-vitalise their socio-economy through techniques of focused inspiration which brings decision makers to realize opportunities lost due to not being able to unleash the powers of its human capital. The world is in need for governments who become competitive or sustain competitiveness as they manage an economy which is focused on enabling natural resources and energy trapped within the citizens inner selves.

Competitive and Inspiring Government have a main common goal which is to transform governments to be a better place offering services to citizens. However, Inspiring governments focus on the life opportunities of its people rather than just making or supporting their achievements. Thus the focus on creating citizens with self-independence is clearer in the inspiring government concept than those in competitive government.

Inspiring governments would mainly focus on the life journey of all ages. For example young people in inspiring government, would be targeted to be inspired, motivated and pushed to take risks in life further with more learning. In a very structured competitive

government this won't be the case as it depends on logic thinking design, due to risks of falling behind. So while failing in competitive government is a shame, in inspiring government it would be a source of learning and another source of inspiration. Governments who adopt inspiration as their first goal wouldn't see any potential devastating consequences unless people are constrained from creating and trying new things rather than waiting for opportunities. That is why commitment of inspiring government is much further steps ahead of any competitive government.

For an inspiring government the art of making people discover themselves and their powers would be much more important than providing classical and regular services. Hence for inspired government's not helping people discover themselves, not only fail them from getting their rights from the custodian, but also deprave the country from their contribution. Without making or helping people discover their internal humanity capability, as per inspiring government belief, would risk losing the next Gandhi, Martin Luther King, Einstein, Nelson Mandela, Steve Jobs, or Bill Gates. So, inspiration for the government is not about services but rather about giving people chances to demonstrate their best or discover their own unique talents.

In this book we call upon many success stories and refer to world class best practices that focus on transformation from growth based governments' to 'inspiring governments'. These governments overcome many periodical fears within, from surrounding future instabilities to see the 'big picture' of opportunities in creating citizens of persistence and values. This different type of thinking requires non-materialistic mind-set than the one dominantly present today.

### **1.3 Scarcity, Abundance and Inspiring Governments**

Scarcity mind-set is the fundamental challenge confronting the mind-set of almost all individuals, societies and nations. The mind-set of any government in how it deals with socio-economic limitations or crisis, prioritizing and allocating limited income, time, and resources that control the fate of any country's survival. With

scarcity mind-set governments' wisdom is built around a knowledge capital made of a circle that comes back to the basic economic challenges and dilemmas that have been confronting nations and societies throughout the history.

Sadly in knowledge based economy that today we still talk about on how we create potential output of human capital. In managing such failures many governments around the world have developed different types of broad economic approaches to manage their foreseen physical resources. Most governments around the world have recognized only four basic types of economic systems that shift within: traditional economy, command economy, market economy, and mixed economy, that all evolve around the concept and challenges of scarcity and/or supply vs. demand.

Suggested in figure (1-1) in order to overcome three types of mind-set. First mind-set is the passive mind-set, we called it 'living but not alive', where government organizations have 'no reaction' and/or be 'defensive' towards important life decisions. Even though such government are decreasing over time, still there are practices of certain governments that remind you of this mind-set controlling their decisions. Next is the scarcity mind-set, where organizations always feel under pressure to produce more, than selectively produce to differentiate and add value, which we call 'Push Thinking'. It is a type of a thinking that is more preservative about any changes. Third is the abundance mind-set, where government organizations would most be driven by 'Sympathetic Thinking', where the culture always brings solutions than being more proactive. Once the government organization adapts the abundance mind-set, it would be easy to reach the inspiring based mind-set. It is a mind-set that is based on the 'Empathetic Thinking' seeing the 'big Picture' and the purpose behind the activity delivered compared to the overall purpose of the organization existence.

Government mind-set when driven by scarcity, as shown in Figure (1-1), usually see resources running out and progress is scarce due



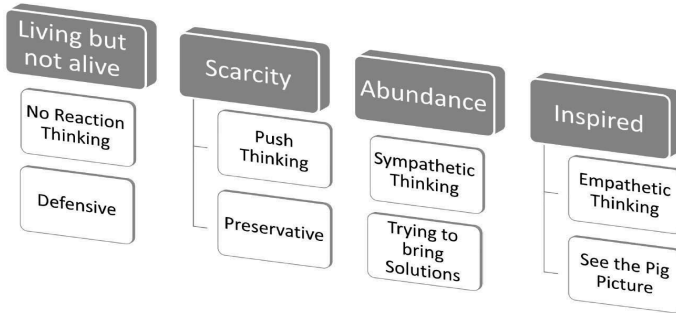
to population growth, where all natural resources around the planet are depleting and shortage is increasing everywhere. In this type of mind-set, government organizations see opportunities as unfairly distributed and deal with this as a fact of life and nothing can be done to resolve this situation.

In the abundance mind-set, the government see its services and outcome can get better and even bigger through increasing capacity vs. demand, and believe it can combine its effort with other parties such as the society representatives, private sector, or other governments to achieve better impact.

Governments with inspiration driven mind-set won't usually hesitate to re-design, or streamline, or even introduce radical change improvements to its processes to discover its potential powers and increase its ability. The goal would be to optimize the constraints of Socio-Economy while having self-renewal. The government would focus on techniques based on humbleness towards utilizing the 'Social Entrepreneurship', 'Appreciative Enquiry', 'Reflective Practice' and 'Powers within' to create society reforms that change the means of currency for real peak competitiveness. Such governments would be working closely with its society to unleash hidden opportunities.

Thus in Inspiration mind-set, one could say that governments see life as a journey that can be re-created by raising capacities to discover, learn and innovate while striving to make life more stable and sustainable.

Figure (1-1) Main characteristics of the inspiring governments



In this book we believe in the concept of abundance, where Inspiration works and capitalise on the concept of human knowledge abundance, human spirit and human potential to create vibrant inspiring societies. Governments that have understood this concept are still very rare, especially when it comes to implementation. While in scarcity based economies, economic decisions in governments are made by ‘individual’s productivity’, in abundance based economies decisions in these governments are made by the ‘spirit of the individuals’.

#### **1.4 Why are Inspiring Governments needed more than ever?**

The economy has shifted so quickly, since the early 80’s of the past century, from being an Industrial Economy towards an Information Economy, then more quickly by the early 90’s towards being more of a Knowledge based economy. Today many scholars talk about a Learning Economy and an Innovation driven Economy (Antonelli, 2003; Lundvall, 1996).

Even though many under-developed and developing world governments are still far behind in these concepts of economies; most of the developed, semi-developed and emerging economies government are picking up practices that lead to enhancement of the knowledge based economy. This can be clearly seen in the turnovers, type of publication activities, the development of infrastructure or growth scales in international indicators towards more government

innovation capability indicators. Indicators of learning and innovation suggest moving towards governments that use practices of Learning Economy and/or Innovation Economy. However, close observation teaches us that in parallel we have governments of emerging economy that would move without territory and would depend on discovering the potential of human beings abilities; these are what we call Inspiring Government.

The Inspiration is these government one can say is a mix of many elements that governments use to motivate the spirit of inspiration in socio-economic development processes first beginning with its people. This mixture of practices develop a resource independent government and society that would have less depletion while maintaining the dynamic spirit of entrepreneurship, innovation, risk taking and opportunity seeking and creation. Along with a focused and change driven mind-set such government are important for raising societies and organisations' abilities to discover the potentials and capacities of human being and thus capitalize on it through inspiration.

### **1.5 History of Inspiration in Governments**

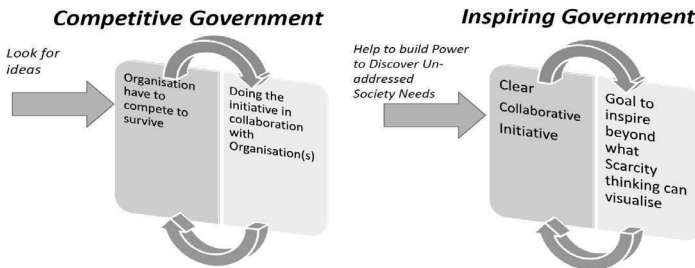
In Handbook of Inspiration Economy, Buheji (2015) illustrated how almost all great positive milestones of world history are linked to inspiration. Inspiration has under-written the major developments that have shaped world values, practices and achievements, whether through religions or different thinking and/or scholars or from many disciplines that flourished humanity with thoughts, inventions, projects and most of all their willingness and the will to do. Inspiration level of intensity, frequency, type, direction and time have been the main source of explanation and influence behind why certain era or civilisations or certain countries are rich or more sustained, while others are poor or have demolished so fast.

Since inspiration has been throughout history the simple explanation behind why certain communities are vibrant and others are co-dependent on conditions and depleted resources. We began seeing since early 18<sup>th</sup> century a level of care for inspiration in government services resembled by the support for the society freedom of speech

on the government services and the power of persistence to change or transform certain communities towards better achievements. By the early 20<sup>th</sup> century we capture the spirit of inspiration and more openness to trade from government and society.

Published literature on competitive governments tell us that such governments are usually looking for ideas, based on the concept that such organizations have to compete to survive. Then such governments would try to sustain their competitiveness by doing the initiative in collaboration with organizations in the community. In figure (1-2) we compare these simple, yet important characteristics with what inspiring governments would do. The goal of governments here is to help build power to discover un-addressed society needs. Inspiring governments thus would start with clear collaborative initiatives with a goal to inspire beyond what a 'scarcity thinking' mind-set can visualize.

Figure (1-2) Illustrate the difference between Competitive & Inspiring Governments



Contemporary public sector management history teaches us that governments would continue to have challenges in initiating and sustaining inspiration within a specific culture. However, we recently and specially in past five decades started to witness how inspirational leadership and inspiration practices within certain governments uplifted the human capacity and extracted out their potential, thus creating a legacy like the South East Asians Governments and the Scandinavian Governments. These governments managed to create a cultural transformation through clear national plans and

committed leadership that enhanced the government capacities to learn and release possible improvements to societies in the world.

### **1.6 Inspiration and Governments Competitiveness in Literature**

The literature on inspiration has been fragmented in several prospects. First, inspiration has been studied as a religious, creative, or interpersonal phenomenon. However, a recent limited inspiration research has been closely associated with positive psychology. To understand the inspiring influence of individuals, groups and societies on governments, in this book we call for research that should try to understand the inspiring sources that influence inspirational practices and lead to inspiring governments.

Reviewing Inspiration in the government competitiveness literature shows that inspiration can be triggered by extrinsic stimuli in the beginning, or by intrinsic pauses of reflections based on the experiential learning collected by trying to address the customer's wants and needs over the time. Inspiration minor waves whether caused by intrinsic or extrinsic factors is conceptualized as a state that starts to infuse as an idea with a purpose in mind, where the heart and spirit collide to produce a unique sparking development. Inspiration in government therefore represents a collection of organisational feelings that impact the type of behaviours exalted to transmit and/or actualize the beliefs and activities that create the originality of any contribution (Simpson & Weiner, 1989).

Thrash and Elliot (2003) found that inspiration has a positive correlation with intrinsic motivation, open-mindedness and simplicity. If this is really true for government it would create a transcendent stimulus to change the culture and thus improve its qualities. Accordingly, we expect government inspiration to help trigger positive traits and increase its absorption towards new innovative heights (Tellegen, 1981).

If governments use inspiration it would help trigger experiential and rational processing of societal activities. In governmental experiential processing, inspiration would be linked with intuitive and concrete thinking, while in rational processing inspiration it is

expected to be triggered by trial and learning by doing, or even risk taking (Epstein,1998), this can clearly be seen in practices done by Singaporean and Irish governments.

Literature shows that individual inspiration engages the head as well as the heart positively correlated with absorption and is transcendent with qualities of objects (Epstein, 1998). However, the research shows that Inspiration is also correlated positively with work mastery, but negatively with strict competitiveness and fear of failure. This should be taken into consideration by both the Government and individuals.

Inspiration is the springboard for creativity since inspiration facilitates progress toward goals. Government inspiration can be a task-focused engagement that focus on creativity, using the influx of both motivation and psychological resources to develop competence, self-esteem, and optimism. Governmental organisation role here would help in creating inspiration by unleashing certain constraints such as feelings and intrinsic motivation powers of the citizens. The more the government 'lead by example' for absorption of new behaviour, or build a strong desire to master creativity the more it would produce citizens that value ' appreciative enquiry'. Inspiring government thus focuses on three variables (perceived competence, self-esteem, and optimism) to create a culture of self-determination and openness to experience challenges, creating a hard to copy competitive culture.

Competitiveness, on the other side, is considered the biggest challenge that all governments and societies in the world face today, particularly, those in developing and emerging economies countries. In this respect, Krugman (1994) states that with the increase in the size of the governments, it becomes difficult for the government organizations to maintain the same distinguished practices which the government system calls for. However, competitiveness now has become the main concern of everyone who expects services from the government and anyone who thinks that the government has an effect on his or her life whether positive or negative.

The competitiveness ability of any country, government, society

and/or organization is linked to the level of 'quality of life' and the nature of the services and products associated with it. The first task for governments is not to depend on services, foreign investment and the market confidence, but rather to ensure sustainable development. This feel of independence should help activate the government 'spirit of creativity', and 'knowledge economy'.

The activation of government productivity starts with the realisation of value additions for the citizens. Therefore, competitiveness once it meets inspiration it creates the necessary requirements for overall country development.

Over the past decade, the World Economic Forum report has stated that the concept of competitiveness comes from the ability to produce products and services that continuously meet the markets standards. On the other hand, the Organization for Economic Cooperation and Development (OECD) believes that competitiveness reflects how the government manages its total capacities to achieve the country desired prosperity.

### **1.7 Identifying Competitiveness and Inspiration obstacles**

In a turbulent world today, there are three types of obstacles that hinder governments' vision to identify the true competitiveness requirements needed to achieve real difference. The first obstacle is about not knowing the appropriate competitiveness requirements. The second obstacle is about the lack of knowledge about the nature of the business which leads to lots of non-added value products and/or services. The third type of obstacle is about the lack of practical knowledge. Through overcoming these obstacles local government services can achieve more global acceptance. This would lead to better health and educational services that focus on developing more added value inspirational programs. Removing the obstacles would lead the government to focus on engagement with both the private sector and the civil society institutions. Thus identification and their elimination exercise would lead to enhance the country's overall communication and therefore make it more appealing and agile to the market needs.

In developed countries, usually at least two third of the income sources still come from local services that are delivered by government organizations. Whereas in developing countries, which have depleted or unstable resources, only one-third of their income is local and the rest is based on exporting depleting resources such as oil or gas. In such situations, competitiveness can be sustained only through a model that connects the resources with the results. Thus, sustainable competitiveness can be achieved through governments and organizations that have the appropriate enabling means to be healthy and qualified to achieve the ability of being value added besides being profitable. The scientist Einstein believed that qualified and healthy governments would help create a sustainable balance between the citizens' desires and the nation's orientation. Such belief if utilised would surely drive away hidden government's corruptions and its sudden fall.

The future of government competitiveness would then depend on their ability to continuously attract those involved and targeted in its services, through applying a selective Pull Thinking Approach. This Pull Thinking Approach would depend on targeting specific chronic issues and applying a radical change, followed by flexibility in the government and organizational movement, called "Lean Levelled" Approach.

### **1.8 History of Governments Inspirational Competitiveness**

The concept of competitiveness goes back to the end of the eighteenth century where the beginning of competitiveness was linked with the theories of the scientist Adam Smith, who focused on the motives that stimulate organizations and individuals towards better productivity. Up to the beginning of the twentieth century, both competitiveness and inspiration continued to be a theoretical science. Gradually, during the last fifty years, both the concept of competitiveness and inspiration started to transform into an applied science specifically with the beginning of the industrial competition between the east and the west and beginning of inspiration driven initiatives to attract investors from leading government; especially in the past two decades.



In this book, we highlight another type of competitiveness and inspiration that is based on sustainability and is connected to the requirements of knowledge economy. This transforms governments from being systems responsible for offering services only, into more accountable initiative driven instruments that stimulate the society and consequently push it to take a more leading role.

Although the term competitiveness goes back to the eighteenth century, there is no agreed definition for the competitiveness abilities in governments. In well-known book about “Competitive Advantage of Nations”, Porter (1992) considered government competitiveness abilities as a main factor for national success. However, Porter focused on specific factors that stem from the government ability to create a suitable environment which stimulates creativity and innovation to attain more realized goals in relevance to the ‘quality of life’.

So far, the level of an individual income is still considered the basis for any analysis of government competitiveness ability. The ability of the governments to increase the income of its citizens was considered since early seventies as an indicator for governments’ competitiveness. This view was strengthened by what Krogman (1994) wrote about governments’ competitiveness describing it the degree of the government ability to achieve improvement in light of a free and fair market. In 1992, the (OECD) started to push its countries beyond the known criteria for competitiveness, through measuring in details the sources of growth that lead to increasing the real income of citizens. Consequently, competitiveness was transformed into a concept connected with measures and indicators offered by the development reports. Thus, the growth of income and infrastructure has become the real meaning of competitiveness for many of the decision makers and till now none of the international party has dared to connect competitiveness with the concept of real human development and values.

The history of competitiveness development and its methodologies is not new. What is new is that it has become an applied human science. The tools for the competitiveness started to be seen as being relevant to the human mind-set and feelings which include

the status of inspiration. Therefore, government competitiveness today began to drift from the concept of productivity only to being more with a sense of achievement. For example, we have to see the historical dimension of competitiveness and humanity when one visits leading developed countries and see their life style and culture that distinguishes them from other societies. This wouldn't have been achieved without focused inspirational based governments.

Competitiveness and inspiration in governments are not as the result of present civilization; in fact they both have been and will continue to exist as a feature of a differentiated society that realizes the path ahead of others. An example of the society that brought up the musician Mozart, If you believe in competitiveness, you'll appreciate that such a distinguished musician did not appear by chance in Austria. In fact, all the proper competitive factors, the characteristics of the outliers of that century, besides the precedence of the Austrian society over the other nearby European countries (Italy, German and France) lead to provision of inspirational resources, including governments that created noble artists generations amongst them is an inspired young man called Mozart.

Inspirational based competitiveness therefore can be considered to be more than just a materialistic thing. It is actually a way of life which is beyond openness, or the availability of variety of income resources. Therefore Inspirational competitiveness today means that governments would have the ability to vary the ways of dealing with the target group after it enhances its ability to customise it.

Today, the only agreed thing between academics and practitioners that monitors real world competitiveness indicators is that competitiveness should be based on the extent of success stories and not only on novelty. Government inspirational success stories today requires therefore different measures that focus on the way the government deals with natural resources, for example, in order to raise its capacity to meet global demands.

Thus, the inspirational competitiveness of governments should be based on innovations which improve the labour environment and expose the inner human abilities to have greater positive role

towards society development, as Denhardet and Denhardet (2015) believed. This assures that the coming future of competitiveness will include a varied group of factors that holistically would lead to an optimized level of quality of life and society prosperity that focus on increasing the probability of inspiring the human being and surrounding society.

A simple review of inspirational competitiveness sources in the developed countries, would lead you to discover it is not any more achieved through the distinction by the amount of material production by governments, but rather by the value created by provision of human inspiring environment that makes the human brain appreciate almost every moment of life. Indeed in such citizen's liable governments, you will hear officials and even elected candidates commit themselves to make the difference to the society well-being journey and the ability to achieve sustainable outcomes while providing everyone the chance to participate in the society development.

Consequently, one could say today compared to history, the rareness of resources in the country is not any more an important feature in achieving high level of inspirational competitiveness. The philosophy of inspirational competitiveness focus on bringing things out of nothing. Therefore we believe that there would be a radical shift towards the philosophy of inspirational competitiveness in a way that would bring in the human creative ability, instead of only having abilities being only focused on the market share. This new and deep concept of competitiveness requires the governments to be continuously alert and have the power to focus on driving and inspiring innovation capabilities.

### **1.9 Achieving Governmental Inspirational Competitiveness**

To achieve inspirational competitiveness, the power of government to focus on exploring the human potentials must be very high. Governments with high power of focus must have three bases: Ideology, methodology and accuracy. Focus is like a ship that sales from a harbour to another through the ocean where the sense of direction must be very unique and natural. However, it is also

important that government have a goal from which the ideology stems, for example, why do government want to cross a specific ocean (I.e. to discover a human potential)?

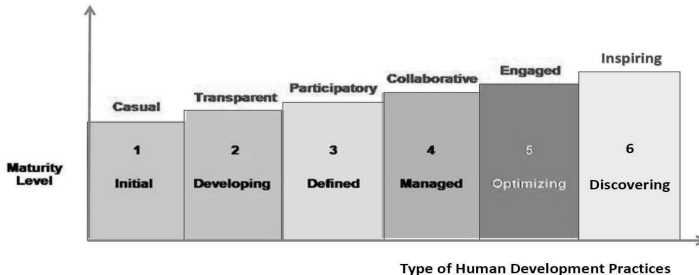
Crossing a specific challenge needs the full engagement of citizens raising their awareness about the forces of winds and risks around. This little, yet particular methodology is the secret of governments in top leading developing countries as Scandinavian countries, for example. If we study the constructs of a government sustainable competitiveness journey we'll find it to be a journey that is built through number of stages of focus and engagement. The first stage is called the 'consciousness stage' which requires governments to focus using a Pull Thinking Approach. Once this is carefully done, then the governments are ready to move to a higher stage of competitiveness which is based on practice. This stage is the stage of perception which aims at achieving proficiency and wisdom that result from the ability to work at high concentration towards the goal. However, here the effect of government creativity is more evident in a stage in which focus takes place for a long time and continuously. This stage is called 'sustainable competitiveness' which is characterized by the ability of the government system to accurately identify the needs of the concerned stakeholders. The governments who reach this stage would have a high degree of understanding of the citizens' feelings and passion to participate with high empathy in the services provided.

The philosophy of inspirational competitiveness can be achieved through unified quantitative equations and not only qualitative comparisons, because equations works as an alarm for reality and consolidates the goals of self-motivation. Based on field experiments and reviewing hundreds of service operations in the government system, we can say that it is easy to measure the competitiveness of any government system or agency through an equation as the Overall Productivity Effectiveness (OPE). The OPE equation involves multiplying important ratios to get a feel of reality percentage that represent the needs to move and develop further. According to this equation, the ratio of the Effectiveness of Overall Productivity = availability ratio x effectiveness ratio x proficiency

ratio. Although the OPE equation differs according to the nature of the governmental services, the contents of the main basis of the equation can be generalized to any government organization to pull its focus towards inspirational competitiveness. This pull thinking would be triggered by understanding which areas to focus on to create the inspiration needed.

Gartner (2010) came up with a maturity model for Open Governments and how its transformation programs measure. The Gartner model consists of five levels of maturity, ranging from the early level of where people are unaware of or denying the pressure for socialization and the need for change till it become an open minded government where it would have more collaborative services managed and optimized in a competitive way. We believe that there are essentially one more level to complete the Gartner model to make it more stable and sustainable that is having discovery theme and practices be part of the government norm thus making inspiring. Thus figure (1-3) represent a development of Gartner model and we call it "Inspiring Government Maturity Model" (IGMM), where sustained inspiration would be the ultimate level of maturity where constituent engagement would fuel the ability to discover. IGMM would help government to measure and foresee the reality of their improvements and whether they lead to a healthy and profitable public value.

Figure (1-3) Government Maturity vs. Human Development Practices (developed after Gartner (2010))



Thus one could consider that the maturity model in figure (1-3) would

also help calibrate, balance and direct the efforts of government engagement programs with different parties in the targeted communities. This would help governments' best focus on human development practices that would transform competitiveness drive smoothly towards more of inspiration.

### **Chapter One in a Nutshell**

This introductory chapter has attempted to explain the relationship between competitiveness and inspiration while providing an early answer to "what is inspiration economy"?

To show the essential need for an evolution of government from being productive to being more competitive and then being innovative, till we reach to governments being more of inspiring. Therefore in Chapter One we explain the main characteristics of inspiring government: passive, scarcity, abundance, and inspiring mind set. . As we move now into a vested turf of inspiration economy, inspiring the government and business leaders need to maintain, more than ever before, the dynamic spirit of entrepreneurship. The chapter has revised the history, definitions and core concepts of competitiveness and has explained how it is linked to inspiration which is the part of emerging understanding of inspiration economy. Central to this is the recognition that, competitive government, which has become a matter of concern tries to sustain their competitiveness by collaborating with organizations as they compete to survive such as dependence on services, foreign investment and market confidence in comparison to the inspirational economy who would ensure sustainable development, such economy would identify the unaddressed society needs, would start with clear collaborative initiatives with a vision to go beyond scarcity thinking. The author as an expert in inspiring governments believes that in order to understand the dynamics of inspirational economy it is essential for all the government stakeholders to focus on creating a unique 4 c's model that are essential to the inspiration economy these are more dynamic: capacity, capability, competency and changeability. With a Pull Thinking Approach the inspiring governments can pinpoint gaps in thinking and planning through overall productivity

effectiveness and the inspiring governments can further enhance to allow everyone to work smarter through Lean Levelled Approach. The “Inspiring Government Maturity Model” proposed in this chapter is based on the observation that the inspiring government can be classified into six categories based on combination of maturity level and human development practices. This maturity model helps inspiring government to position themselves between the maturity level and type of human development process, two important determinants of inspiration.

Thus one can conclude from this review that competitiveness once meets inspiration would enable the government to meet the development requirement of a dynamic and vibrant society. There is so much to understand about this innovative and inspirational based paradigm which the next chapters would try to indulge with. Therefore, within this framework the next chapters would try to understand how inspirational governments’ have addressed their social problems and have led to a more sustainable development that is hard to copy.

## Unleashing the Powers of 'Inspiring Governments'

### 2.1 Inspiring Governments Sustainable Competitiveness

Sustainable competitiveness in government is based on the utilisation of internal powers that contribute to forming a number of factors that build confidence in societies and achieve success motives in them. The first internal powers is the power of moving from unconsciousness to consciousness by which the government organizations start to formulate inner powers not to see what is happening in a different way, but rather what is not happening in a correct way. In the perception stage, government decision makers start to have powers that enables them to know what is not available and should be made available at the right time. One of the best examples I came through is the sustainable competitiveness designed by the Turkish Government. The Turkish realised that such sustenance can't happen unless they refocus their role on inspiring specific area of the world with unique approaches. Dr. Ahmet Davutoglu's, the Turkish Minister of Foreign Affairs, in the earlier Ardogan government, expressed about this by emphasizing that Turkey as a government should realize its competitiveness not only in being located near to Europe and its willingness to join the European Union, nor in being a bridge that links the east and the west, but rather on being all of that. Dr Ahmet saw the sustenance in what differentiate his government is in seeing the niche of his country and society with what would make it more competent to work with both in the Islamic world and the west. Thus, there is consciousness and perception even in all the Turkish civil society organizations today where they feel they have a greater role to play and this is a great power in itself.

The Turkish Government's example illustrates one of the main powers that countries could have or work on to differentiate themselves through utilising the 'power of variety'. Countries that



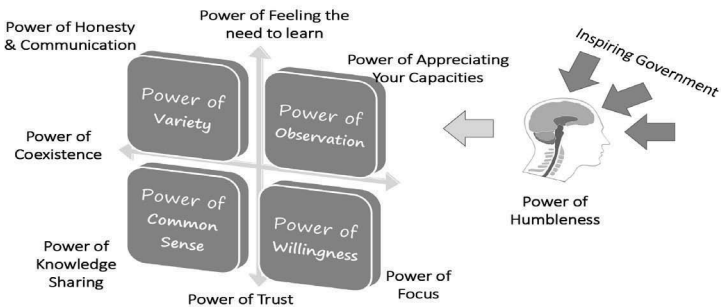
aim at the power of variety and diversity management can build unique waves of civilization and inspiration that are hard to defeat. On the contrary, such countries transform every defeat into victory and every disaster into a success through understanding the defects, defaults and the negatives of the nature of variety. There are types of power that support the power of variety, one of which is the 'power of observation'. This power requires governments to identify the common denominator between organizations and governments, irrespective of their services and specializations whether (educational, scientific, development, healthcare, entertainment, regulatory, etc...). All these organizations will have common features that constitute a common culture for all of them, thus focusing and collecting such commonalities and any deviance from it is the start of an inspiration journey.

Another internal power is the 'power of ignorance' is the feeling and realisation for the urgent need for learning. This kind of power pushes governments forward and gives them the serious urge for learning. However, the most important inner power that many governments miss is the power of common sense. This is a main power in the journey of competitiveness. All of these powers are considered as constructs of the competitiveness journey, together they form a new power if used at the right and suitable moment leading to the better impact and influence which would create a legacy outcome on the targeted society.

There is yet another important power that governments and their leaders need, the 'power of integrity'. This power is connected to the culture of non-fear and comes from the philosophy of learning and based on the saying "I am wrong" or "You are wrong" irrespective of the level of the person you talk to, including oneself. This level of self-discipline can only be found in societies where governments have achieved a level of 'leading by example'. The inability of governments to discover their real power in the race of competitiveness leads us to conclude that their lies a huge and complicated systems with many organizations, and they need to get out of their ivory towers and be in the field to discover what is new while thinking in simple ways, since 'simplicity is the secret of success'. This is the biggest challenge for any government that did not learn through the real competitiveness race.

To reach and unleash the inspirational strengths within any individual in our society, governments need first to create clusters, paths, processes, type of practices or systems that help people to overcome their egoism and utilise the ‘power of humbleness’. Once people are humble, as shown in figure (2-1) the whole society would be in harmony to learn and discover more of its intrinsic power and appreciate more of its capacity. Humbleness would create the power and eagerness to learn. The power of honesty and communication would follow as learning need to be shared in order to change the society attitudes. Power of coexistence also would help unleash the inspiration within us. Once government manage to create a humble, learning, honest and well communicated society then the power of knowledge sharing would pop up. These governments then would rely on the power of trust and focus to create its differentiation. This stage can be seen in the Scandinavian countries and Singapore.

Figure (2-1) illustrate the powers that Inspiring Government focus on unleashing on the citizens and society



Bill Clinton said once “as we have throughout this century, we will lead with the power of our example, but be prepared, when necessary, to make an example of our power”. Yes, we do agree with Clinton that wise governments are those who not only manage to help discover the power of its individual citizen, but rather set and create examples of how these powers can create successful inspiring stories.

## 2.2 The Spiral Development of Competitiveness

When we look at the stages of development achieved by the

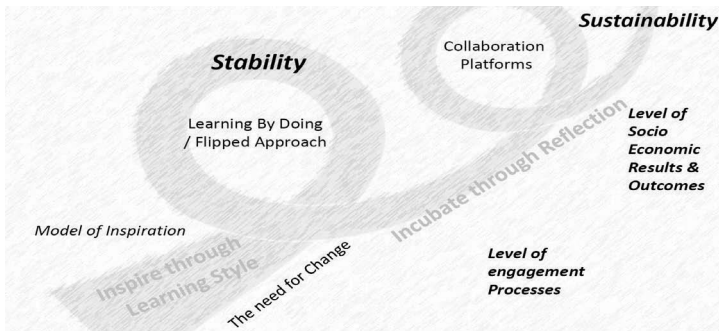
countries of high competitiveness, we find these countries did not follow a gradual or progressive line, but have rather developed in a spiral way, since one of the competitiveness features is it does not go in straight line, but it steps up, twists and then goes down in a spiral form and get stronger. Competitiveness is a series of thoughts that reach the level of inspiration. It is realized whenever we directly apply it and it increases through the participation of others and developed through the interaction between our thoughts and others thoughts. Spiral development involves accepting new convictions and dealing with the present and current situation in order to arrive at a better methodology for a better situation. The spiral nature of competitiveness guides government organisations to view obstacles faced as steps forward towards excellence and another opportunity for a new inspiration or unseen coming breakthrough.

The spiral competitiveness means having the ability to extract profit from the human resources. Once the spiral thinking is established within the government, one can witness goal progress and goal inspiration built on each other to form a cycle of greater government goal pursuit and spirit. Governments that realize that competitiveness can only be reached through human well-being as for example giving the opportunity to choose to lengthen the age of retirement, is considered to have a visualised attitude towards spiral competitiveness. It has been found out that any government who wants to restore confidence in its services and/or programs has to first restore the confidence of its citizens. Thus, European countries and Japan are trying to raise the age of retirement up to 65 and 70 years. Governments in these developed countries have realized that issues such as environment, sustainable competitiveness, poverty and human resources are red lines that need proactive planning and can't be dealt with as normal daily issues.

Government whom targets inspiration follow a disruptive path, more of a spiral path that goes up and down repeatedly as shown in figure (2-2). The spiral journey starts with practices and events that establish processes and lead to minimum level of engagement. This leads to the development of governmental models of Inspiration that motivates the learning style of the targeted community.

Once the need for change is clear, governments might start another spiral journey that leads to better stability and then sustainability approach as per figure (2-2) again. This can be achieved through practices as learning by doing and flipped learning approach. Once governments start the process of incubation through reflection the level of socio economy starts to deliver results and even outcomes. This opens the cycle of sustainability towards more collaborative platforms that lead to unique and agile journey.

Figure (2-2) illustrates the importance of Stability and Sustainability Curves in Creating Inspiring Governments with effective outcomes



Therefore, one could conclude that a spiral competitive journey of any government applies first a 'pull thinking' that targets what might go positive and lead to a hard to copy government that is always self-renewing and reviving.

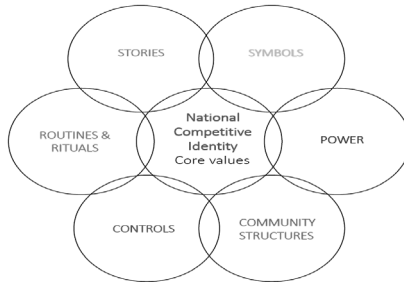
### 2.3 National Competitive Identity and Government Inspiration

National competitiveness is a collection of focused core values that create the cultural web. Inspiring competitive government as we observe in leading countries as Finland and Singapore focusing on these key human values to trigger inspiration. For majority of governments, they miss the cohesive thinking while trying to make a success story. National competitiveness help governments overcome the classical government mind-set where quantity and variety of people is a problem. Actually, leading government would consider that every life is a national treasure that would be protected by self-worth and self-realisation enablers. One of the goals of governments

is to create a self-value which means understanding the “purpose for existence” in life.

National competitiveness identity, as shown in Figure (2-3), would make governments focus on stories, symbols, power, community, structures, controls routines and rituals that bring in the best of the society.

Figure (2-3) constructs that influence a government organisation national competitiveness



Once National Competitive Identity matures over the years or by frequency of programs, we’ll see a unified society soul which is fully charged with the power of self-independence. This self-independence power is a key enabler to what we call “national inspiration”.

History and success story, such as the Singapore Story, teaches us that certain governments either stay constrained with “lessons of history” , or they are a type of government that “create history”. In a world going towards Knowledge-based, Innovation-based and Inspiration-based economy similar unified quantity is not a power, variety only is the power.

**2.4 In search for a National Inspirational Competitiveness**

Thrush et. al (2010) has shown that inspiration increases the well-being of any human being whatever level of achievements have been achieved before. We believe this applies to organisations, including

governmental one. Experiencing higher levels of positive affect and life satisfaction. Inspiration once explored out it would make the government relate to future than to present satisfaction.

Failure to achieve government objectives can be linked to failure in managing the facilities and not the purposes as per Osborne and Gaebler (1992), or it is about failure to find a sustainable source of inspiration as per our observation. One could disagree with the first type of failure easily, since if the organization has a commitment to its purpose, its facilities will be taken care off too. If the purpose is not clear, leading governments will try to re-consider its meaningfulness carefully and explore what is around, therefore their efforts and facilities will consequently be aligned and their values will be optimised. This can be called National Inspirational Competitiveness.

The National Inspirational Competitiveness as a methodology is used for building new spirit of synergetic governments that recreate new nations with reviving sustainable and comprehensive programs. If governments and their partners build competitiveness, they are in fact building a new sense of nationality. National competitiveness creates a sense of unity feeling that our countries appreciate us and offer us more whenever we get indulged in them. One of the challenges that face the nations and governments around the world face today is that national competitiveness is not being taught and is not being imposed as an inspiring national academic subject. Therefore, nowadays leading governments are always on the search for leaders who do understand the meaning of national competitiveness without focusing on the inspiring enablers that can visualise the success of a nation.

Mahathir Mohammad has made Malaysia a centre of attraction for transformative industries aggregating and manufacturing Japanese equipment and devices. This was the miracle of the 1980's that people attributed to this unique leadership. No matter how many people disagree with his political views, there is no doubt that Mahathir has succeeded in transforming malaysia in 12 years from a country of the Malay rural people who were described as being lazy with rooted disputes and the country of malaria into one of the best countries

of the world in cleanness, organization, industry development and proficient in manufacturing. Today, if you choose between buying a TV from (Sony) company manufactured in Japan, Malaysia or China, you will in most cases choose Sony that is manufactured in Malaysia although it is more expensive than one manufactured in China, due to the adequacy industrialization in Malaysia compared to the cost. This is what Malaysia has done to itself and to be more accurate, Malaysia has benefited from its oil sector in supporting its national competitiveness at the right time and this has helped build the national hybrid Malaysian identity.

National Competitiveness has many enablers that need to be re-collected and defragmented again among three production sectors (Government, Private and NGO's). This would enhance the country's ability to stimulate the initiative spirit, readiness and work according to priorities.

National competitiveness as a concept is associated with huge steps that target building new society thoughts and sights that justify its contribution to the world and justify its uniqueness and right for existence. Therefore, leading national programs in developed countries focus on the middle and upper leadership models that can bring out the best of the country to the world. Such leaders would be determined to shift focus from bulk or volume-based services into more of customized services.

### **2.5 Sustainable Competitiveness**

One of the key challenges for any national competitiveness program today is the ability to build on sustainable values and practices that help integrate and involve people in making sustainable meaningful productivity. The experiences of powerful nations and even modern and ancient civilizations confirm that whenever humans participate in building their society, factors of self-confidence increase. This, in turn, increases their acceptance of the sustainability of their national competitiveness program.

Sustainable competitiveness means consolidating the right of

choosing. Many leading nations have started to realise that competitiveness today depends on the proper construction of the social integration. Many educational authorities, institutions, national schools and universities have started to feel responsible for developing sustainable competitiveness through education. It is becoming clearer today that governments can offer competitive services and products regardless of their size if they have a well-established educational system, a quality of life program supported by both national and social security programs.

Citizens and investors, when looking at the performance of any country system, concentrate on what the system can help them achieve in the development of their own interest while participating in the national transformation and societal change. If governments periodically assess their performance in promoting coexistence and creating a vibrant society, there will be high probability of creating a sustainable competitiveness.

You'll see when visiting countries that have understood and met the concept of sustainable competitiveness that the people of these countries have reached to an equation that achieves coexistence or maintains the social fabric simply because they understood the lessons of the past and "realized" that there is no competitiveness without social coexistence. There are countries known today as multi-ethnic that began to grow strongly as they understood the importance of cohesion and coherence in building society and national governments with long term sustainable competitiveness enablers such as India, Canada, New Zealand and Ireland lately.

Lee Kwan Yee is considered the Inspired Entrepreneur who changed the meaning of Government. Lee Kwan success story in creating a new Inspiring Competitive Country called Singapore. As a prime minister since the creation of Singapore, Lee Kwan Yee had an inspiring mind-set which helped him visualise the rainbow colour that would differentiate his country, Singapore. Lee Kwan discovered that the power of variety is the main and unique way for sustaining survival, as reflected in Figure (2-4). The first prime minister who died in 2015 used the variety of controls, routines, rituals of hybrid



communities to build colourful structures, strong human capital based power, rich symbols and very interesting cohesive story. This build is what is called today the Singaporean National Competitive Identity differentiating Singaporeans core values from the Chinese, the Indians, and the Malays.

Figure (2-4) Lee Kwan Visualisation of Inspiring Singapore Government



Community coexistence is a major key for sustainable competitiveness. People with multi-ethnic diversity, religions or affiliations achieve sustainable competitiveness only if they follow the route of social integration. If you study the experiences of the East and the West, you will find that whenever the indicator of confidence and coexistence among members of the society increases, the obstacles towards competitiveness decrease and the meaningful social cohesion succeeds. Countries in which the percentages of aggression and exclusion increase realize their efforts are useless and they do not achieve the minimum of competitiveness. There are rich experiences about how the percentages of productivity and competitiveness have increased in governments such as Japan, Germany, Korea and South Africa due to their triumph over the problems of dispersions and racism. Countries that would like to maintain their competitiveness must establish centres for coexistence. Many countries have succeeded in achieving added value from the concept of institutional coexistence and from the experiences of the Irish, Singaporean and Malaysian national plans and visions.

## **2.6 From Sustainable Competitiveness to Sustainable Inspiration**

Sustainable Competitiveness could lead to societal inspiration if planned and managed carefully. Inspiration starts from the family, the school and the community. Therefore; the Singaporean, Japanese, Korean, Canadian and New Zealand governments have serious national programs for the role of the family in building a competitive inspired society with unique curricula starting from kindergarten to higher education.

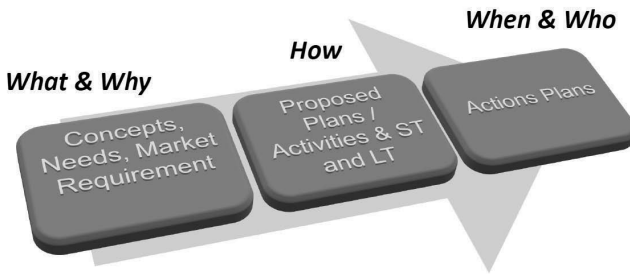
You may be surprised when you know that Japan teaches in its schools that it is the fate of the Japanese people to be very competitive in all their deeds, otherwise Japan will be defeated by China. So, the concept of inspiring competitiveness is not an option for the Japanese, it is in fact part of their needs to survive. Any additional accountability for the Japanese people that enhances competitiveness is not a burden, but in fact a source of national pride. Therefore, competitiveness material is not an optional or additional material taken at the end of the class or semester rather is a material that is taught through the curricula of Mathematics, Biology, Chemistry, etc. and it is considered part of the national role of the student to increase their national readiness towards competitiveness.

Failing to maintain competitiveness in many societies, governments and/or organisations, as studies have shown, can be correlated with the deterioration at the level of society commitment and/or its inspiration enablers. We can see this clearly in Middle East Governments and Societies where money or government have no effect on real sustainable inspiration. Thus the result of huge efforts vanishes or evaporates faster than perceived.

Government sustainable inspiration journey as illustrated in figure (2-5) starts with 'what' then 'why' and then 'how' and finally followed by 'when' and 'who' starts to be questioned. To create sustainable inspiring government practices you need to see first 'what is' the purpose of your government services and thereafter 'what is' the needs it is going to leave as per market requirement

Then to differentiate your government performance and inspirational level the government leader should ask ‘why’ our citizens should consider our government to be a main source for their stability, quality of life and self-discovery. Once the ‘what’ and ‘why’ is well established within the inspiring government practices and it’s clearly deployed in its services, then government should focus on how to achieve these ‘what and how’ through different short and long term activities. Finally, and as per figure (2-5), governments should complete their inspiration journey by defining ‘when and who’ would execute the plans of the ‘what’.

Figure (2-5) Inspiring Government Journey



Governments should believe then that inspiration requires only a mind-set that would enhance its controlled outcome and can occur when government organisations try to create an interaction between government’s current knowledge and the information they receive from the world. Research shows that preparation (work mastery) is a key ingredient which would trigger an inspiration kick, based on the mind-set of the decision makers if prepared for such an inspiration. Having government leaders with ‘open mind-set’ and ‘positive attitude’ will make them more aware of the opportunities of inspiration once it arrives. Small accomplishments are also important, as they can boost inspiration, setting off a productive and creative cycle.

The nourishment of competitiveness of more than 90% of the Japanese top 100 companies compared to the American 100 fortune listed companies can be really attributed to one main reason and it

is the concern with the financial profit over the sustenance of society competitiveness. Therefore, you'll notice that Japanese companies' policies and systems have a very long term survival plans based on society commitments and cultural values. For example, you find the Toyota Production System (TPS) called as Learn Thinking Program, would lead not only to governance of the company, but moreover prepare a new generation of Japanese Toyota leaders who think of high quality and value added differences made to the world and not about the quantity of automobile produced.

In order to maintain its unique inspiring organisations' culture, the Japanese government is consistently reviewing its society habits such as social isolation, fast food and playing electronic games. The Japanese government believes that those who are in the age of work and are not ready to make a family are a real danger for real competitiveness, where it's been found that a married Japanese citizen is more productive than the unmarried who spends time in cafes and game shops and looks for opportunities on the Internet. Hence the Japanese government have programs that focus on rebuilding the family structure, and encouraging the role of small Japanese family.

Another significant correlation is between the strength of the social structure, knowledge exchange transfer, operational cost, variety of income resources and competitiveness. It was found out that whenever the social coexistence is strong, operational cost is less, and whenever there is a guarantee for fair and equal distribution, irrespective of race, colour and belief, through the social care or welfare system, national creativity can be enhanced. The balanced Scandinavian model which covers education, healthcare, housing, insurance, and overall welfare system is considered part of the countries' sustainable innovativeness program. However, countries whose economies are based only on globalization were damaged in the first world financial crisis, shacked in the second, and are now dying in the third in spite of the annual income they have achieved due to their adoption of the purely materialistic model.

Inspiring and sustainable competitive nations and societies are unique in understanding the extent of the need for multiplicity levels that ensures diversity and differences and clearly focuses on “What would make them consistently inspiring?”

Governments that choose diversity as a source of their strength not weakness, usually succeed in transforming towards gears of change. For change to occur, generated national desires contribute to making cultural convictions towards being totally involved in the transformation program. This type of commitment increases the ability of governments to generate the desired outcome through which competitive abilities will be energized. This generated energy increases the probability of achieving great success, and thus, creating a source of inspiration.

### **2.7 Early Models of Inspiring Governments**

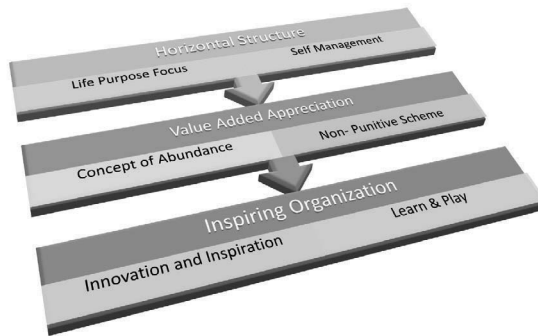
Inspiration needs an opportunity capturing and a plan for progressive success that distinguish their group from its competitors. The role of inspiring government organizations is not only to provide quality services, but also to develop an inspired society across different generations through sustainably building a social structure with a clear, holistic and wise national vision.

Inspiring governments focus on building and sustaining trust between themselves and their people. Inspiration can be triggered by the activities that are covered by government organisations in the fields of education, healthcare, public security, social welfare, municipalities and others. If we look at the qualities of countries that have remained at the top in the past few years, we will find their most important real quality is their common coexistence in spite of the different ethnicity.

As discussed in earlier chapter inspiring governments are characterised by being humble when it comes to talking about their accomplishments and lean towards self-criticism which increase their ambition to create more for their citizens. For example, inspiring government would have a focus on creating higher percentage of the 15 year old students to achieve top performance levels in reading, mathematics and science in the PISA reports.

The structure of an inspiring government model, as shown in Figure (2-6), would be unique in its transformation from a vertical structure (i.e. based on functional government departments' structure) to a horizontal structure (i.e. outcome focused government). This type of mind-set means the government strategy would be 'Life Purpose Focused' where each government organization would be autonomous and self-managed. Moreover the model of reference for inspiring government would use 'Value Added' emphasising on the culture of sharing lessons learnt and focused on learning through doing or learning through fun.

Figure (2-6) Inspiring Government Model and Structure requirement



If we look at the five advanced countries in international assessments such as the Economic Forum Evaluation, International Bank Evaluation and Human Development Index (HDI) of the United Nations Development Program, we'll find that the Scandinavian countries, Germany, France, Singapore and the United Kingdom have sustained their competitiveness and always achieve higher scores than any other country. This is attributed to many practices mentioned before which would lead to sustainable competitiveness specially the social welfare system. For these countries, the human is the source and the target of all the inspirational activities delivered and what makes them the models of reference.

The social caring services in Sweden, for example, played a role in the high level of productivity of the Swedish workers due to

their faith and confidence in the system that will take care of them throughout their life journey. Consequently, the Swedish experience states that there is no doubt that the enhancement of the factors of social justice and guarantees will enhance the spread of an inspiring cultural competitiveness.

Inspiring competitiveness therefore, does not mean that we will arrive at a position or a number on a progressive ladder of a particular global economic institution. However, inspiring competitiveness for societies means that a level of social performance of the right businesses that would impact society and have very high outcomes compared to the exerted efforts. Therefore one can consider that inspiring competitiveness is a movement through which value added operations would help balance between people welfare and the task of achieving sustainable goals.

Singapore has been a model for many government leaders and experts in the past 20 years. When the Singaporean government faced challenges, including the increase of unemployment rate, the government started a focused reform program in order to preserve the Singaporean unique social structure. The government decided to get rid of low skill jobs based on hard work through classifying it to non-Singaporean labour only. Thus, the Singaporeans access this level of low skilled jobs became zero, pulling the mind-set of the Singaporeans to focus on jobs that require higher knowledge and skills. At the same time, during the early 1980's, the Singaporean government drifted the attention towards the field of high end technological advances that were dependent on high human capital. Consequently, big companies like General Electric, Hewlett Packard, Yokogawa, Samsung, Sony, Siemens and Motorola decided to continue staying in Singapore realizing that, in spite of the increase in the costs of operation, they would not be able to get such level of committed human capital with inspired spirit and mind-set to make the difference in the future irrespective of products and services being delivered.

Denhardet and Denhardet (2002 and 2015) emphasized the importance of focusing on the society culture, before focusing on

the national productivity in order to enhance competitiveness. In their recent 2015 study Denhardet emphasised that the principles of new public service have not become a dominant paradigm, even though there are some development of the government practices. i.e. Government role is still fare from delivering its essence.

If you study competitive countries, you would find that they did not lose the focus on their human capital as a basis for competitiveness at a time when developing countries were suffering from unemployment. Unemployment occurs only in two cases, when the government and its organizations are not competitive or when people as a product of the society and systems are non-competitive and totally dependent on the help from the government to get employed.

Singapore succeeded in applying reverse thinking to overcome the issue of unemployment by specifying for its citizens the sectors they should focus on. At the same time, Singapore provided all knowledge and educational means through using the Pull Thinking to attract big companies on its land and employ the minds and skills of its citizens. In addition, to ensure growing, the Singaporean government provided services that advanced the cleanliness of public facilities, encouraged tourism and sharpened the country's ability in knowledge economy. Singapore was developing its level of competitiveness and with every growth there was a possibility for development in the habits of the multi-ethnic citizens, this had brought them together in one boat and created common shared values. Today, due to this gradual development, you'll experience the meaning of multiplicity whenever you visit Singapore, and see how different shades of people agree upon the bases and work sincerely irrespective of their backgrounds; hence this is a real development.

There is no doubt that one of the elements of competitiveness in the inspiring countries is to keep the rate of unemployment less than 3% and in a transparent way. It is important that when governments want to address the problem of unemployment they should not look at it as a political or economic problem, and should not think displaying the numbers will distort their image in the sight



of the international society and investors and consequently they should not try to hide the real numbers, or change the definition of the unemployed. Although we agree that it is not the role of the government to convince everyone who does not work or is registered as an unemployed to accept work, governments still have to inspire their citizens and societies to be independent or build within them a high adaptation capacity.

Through studying the competitive performance of more than 30 countries which are among the most economically stable and developed, one can notice that all of these countries have resources that enhance social stability, such as tourism, trade, and education. Tourism is one of the main resources for solving the unemployment problem. Thus, it is not by chance that Dr. Mahathir decided that Malaysian growth and development should be achieved within ten years starting from mid 1980s to become 20 billion (US) dollar economy instead of 9000 million (US) dollar economy in the year 1981. This number was doubled during another 10 years; for sure the journey was not an easy one.

Mahathir and his team started their advertising campaigns about the Malaysian tourism and the country with the minimum tourism infrastructure in that he even at the beginning changed the Japanese camps which were there during the Second World War into areas of entertainment, sport cities, cultural and artistic centres. Then, he gradually expanded these camps and changed them so that Malaysia would become a «global centre» for international cars and horse races, water games, physical therapy, huge entertainment complexes, and to host international consulting firms, international conferences and healthcare tourism. Malaysia has worked hard to become an unbeatable competitor in the tourism family and in tourism based on knowledge economy. To enhance the concept of tourism, Mahathir then decided to choose a new capital for the government that enhances the development of important Malaysian cities, and allows the traffic flow and movement of tourists in the capital Kuala Lumpur. Malaysia has established a capital for the government and its organizations called Putrajaya and Mahathir built tens of highways and many five-star hotels to enhance tourism,

attract residents and investors. This was one of the early models of inspiring governments.

## **2.8 Inspirational Competitiveness as a Value and lifestyle**

Inspirational Competitiveness as a value and lifestyle when given up is difficult to retrieve again. There is a big difference between countries and governments that viewed competitiveness as a value and those that understood it only as important numbers. In order to realize that competitiveness is a value and lifestyle, examine what the leaders or financial officials of governments understand about competitiveness and how they are working for it.

Those who do not consider inspirational competitiveness as a value, but rather as a number trying to achieve in their life try to blame the system or external turbulent environment for failure to sustain a promised economic development. On the other hand, countries that understood competitiveness as a value would go back to the main competitiveness pillars starting from education to correct its outcome and enhance its realised achievement.

One of the inspirational exposure to governments are its middle management leaders. As Dess and Picken (2001) noted that today global economy requires leaders in all levels that work on shifting their organisation focus from being efficiently managed to being effectively utilized, based on optimising the diversity of resources. This effectiveness can be achieved as per Dess and Picken through setting strategic vision to motivate and inspire, empowering employees at all levels, besides accumulating and sharing internal knowledge. Both Dess and Picken believe that gathering and integrating external information and also challenging the status quo and enabling creativity can help getting out the best of these organisation leaders.

Inspirational competitiveness in the governments that were able to achieve change in their societies, such as the Japanese, Singaporean, Swedish, Korean, and Malaysian government are considered today as values that compromise number of delicate components. This inspirational based value consists of the family, the civil society

organizations, the school, the institutions and the university besides the mass media along with the private sector support. In inspirational based governments you find messages that contain values such as balance in viewing life, production, self-reliance, seriousness, teamwork, resilience and persistence as part of every organisation culture with such countries. These values are regularly addressed everywhere in the citizen's life thus they become part of the norm. Thus, the citizen becomes completely indulged in these values and consequently they turn into habits. Competitiveness values do not come suddenly, rather they go through stages of challenges.

There are three main values that the main competitiveness scientists Drucker, Porter and Max Weber agree upon and which must be present in any country to become competitive. The first value is smart focused hard work that achieves aspirations of a specific vision. The second value is appreciating citizens and all those participated in achieving success and through whom the concept of competitiveness was achieved. The third and last value is the serious desire to build an effective, coherent and balanced society. Mahathir Mohammad understood competitiveness as a value and lifestyle so he worked hard to increase the income of the Malaysian citizen from \$ 100 per year to \$ 16 thousand per year during the 20 years of his reign. This was done through connecting productivity and competitiveness to a high value which is moderate Islam that encourages coexistence, learning and innovation.

Albert Einstein have a saying "Strive not to be a success, but rather to be of value". Competitiveness in life starts when we focus on what values governments want to achieve. This is called the exploration stage, (the "What" stage). Then, we focus on how we can achieve what we want to achieve as governments and people and this is referred to as (the "How" stage). We need to adopt this kind of thinking in our culture in order for competitiveness to be changed into a value and a lifestyle and this does not happen by chance. It needs a continuous practice that we distribute through success stories achieved by our governments and national organizations in different production sectors. Look at how the Japanese people make competitiveness a legend that they seek and enhance in all sectors. In one of my visits to Japan, I heard a story about how Japanese

think of competitiveness as a lifestyle and not only a value, this story was about Toyota Company.

It is said that Taiichi Ohno, the Director of Toyota in the sixties of the past century, was not convinced by what the Americans consultants recommended for Toyota to enhance its production through adding another line of production. Ohno focused on what he wanted considering his country and institution were limited in resources and space. He focused on the (What stage) taking into consideration the required data for producing another product in the same line, if the productivity is optimised. Mr. Ohno understood the difference between efficiency and effectiveness and was confident in his decision that this change should be carried out with the minimum resources. He asked his engineers to change the mould of other car model, but in a way that does not affect the flow of production and is according to the need. This is what is referred to in the Industrial Engineering language as “Change Over”. Ohno through his competitive pull thinking managed to lead his engineers to an innovative breakthrough in production called Single Minute Exchange Die Technique (SMED). By focusing on a better competitiveness while sticking to one line of production without using the same resources, Ohno managed to bring a concept called Lean Manufacturing and Lean Thinking.

If governments think of competitiveness as a value, as Ohno did when he remembered his country limited resources, many services would be developed with high focused inspiration. Attempts to increase effectiveness of production in governments would be much better if they used lean thinking. The depth of understanding and applying such competitiveness can lead to an advanced realization. This type of thinking can enhance government ability to be more creative and at the same time maintaining speed of production and quality of service delivery. This is what has increased Toyota’s ability to vary the products using the minimum resources and costs while maintaining the quality of Toyota. Competitiveness as a value made a company for many years innovation in producing many new types of cars at best prices and best profit, whereas most of the other companies were increasing their lines and amount of production

and total cost amount, this is a real differentiation that governments need to learn from.

The story of Toyota is not a story of the company, rather is a thought and people's view of lifestyle and requirements of creativity which would achieve competitiveness. Other companies could not survive where their competitiveness was not based on values connected to convictions and this real difference we refer to as value driven differentiation.

### **2.9 Capacity vs. Demand Competitiveness**

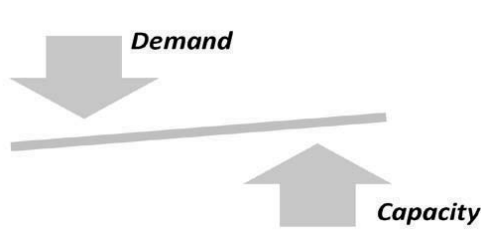
Governments can't fool its citizens any more through working on the formula of supply and increasing the growth vs. rising complexity and size of the demand.

As Abraham Lincoln put "It is true that you may fool all people some of the time; you can even fool some people all the time; but you can't fool all people all the time". Thus for inspiration to occur governments need to shift towards more self-dependent practices that raised the capacity vs. the demand.

Research, learned lessons and success stories of countries that have achieved sustainable competitiveness show that whenever expansion demands increase, they manage to increase the capacity and the requirements of quality of life somehow too. This management of the formula of (capacity vs. demand) competitiveness indicates that excellence for these countries is not a goal, but the ability to make excellence to others, through social partnerships that raise the concepts of everyone and make necessary cohesion for sustainability is the ultimate goal.

Overall Productivity Effectiveness reflects the targeted 'Capacity' that we want to raise in relevance to any demand. This 'Capacity' doesn't require resources, rather it requires a well-developed mindset since it consists of development of Availability, Effectiveness and Efficiency. Figure (2-4) shows how we resemble capacity vs. demand.

Figure (2-4) Illustration of the concept Capacity vs. Demand that inspiring government would use in its transformation journey



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Figure (2-4) Illustration of the concept Capacity vs. Demand that inspiring government would use in its transformation journey  
Successes that have been achieved in the Scandinavia countries, East Asian countries, China and Australia did not happen by chance, they were built on new concepts and convictions such as the availability

of a national consensus. The message was based on the idea that it is important to make a national wealth, but what is most important is the ability to distribute this wealth according to social justice to all ethnics, and through the participation of all the diverse parties in the decision-making process.

Competitiveness aims at changing the behaviour of an individual and then the society to reach a level in which every member in the society is changed to an added value and in making a bigger value addition for the whole world through his country.

Peter Drucker (1991) states that the difficulty of changing our realisation does not lie in accepting new ideas but in giving up old ideas. Thus, competitiveness needs a courageous spirit that accepts change and may do radical transformation. A new wave of research is now re-considering the way governments reacts to demands, especially at the early exploration stages, as a potential factor for creating inspiration in its service delivery. The challenges of demands lead to the treatment of government organizations attitude then starting a rapid and direct implementation (called counter-measure), with a spirit called "Just Do it!".

Once the behaviour that leads to realisation starts, the level of self-assessment increases and thus, we become more accountable and probably inspired. Winston Churchill believes that the price of distinction from others would always be through undertaking more accountability. We need new behaviours that start from undertaking the spirit of responsibility and is what we refer to as accountability. This spirit does not come by chance; it is built through the connection between powers and responsibilities that need continuous field experience and correction. Competitiveness also needs a model at the top of the organizational pyramid. When a great country such as Holland states that its government is environmental friendly and that it practices asceticism in power, you will not be surprised to see the Dutch prime minister riding a bicycle every day to his office with minimum security guards behind him.

## **Chapter Two in a Nutshell**

Governance is a structure and process to exercise power and might lead to inspirational benefits if well utilised. This chapter explains what are the relationship between the power of trust and the power of coexistence and how they influence the governments to be more inspirational and yet competitive. The collective observation that this chapter makes is that the combination the four powers: power of variety, power of common sense, power of willingness, power of observation would lead to unique and inspirational practices of governmental organisations if utilised. The “power of variety” for example once utilized can lead to zero-problems between neighbouring countries and can enhance countries output.

In this chapter we explained how the level of inspiration within us increases as the “power of resilience” increases. In reviewing various power models given in the main author of this book, an attempt has been made to focus on paradigm shift from the “power of variety” of the competitive governments to the “power of humbleness” unleashing the powers of inspiring governments. Of all the virtues vital for successful inspiring governments, humbleness is the least conclusive action. A humble government require a hard fighting battle that demands honest assessment. Humbleness creates the “power of eagerness to learn”. With humbleness comes the “power of honesty and communication” which inspires government to share their knowledge, such governments would then create the differentiation with “power of trust”.

The chapter explains how the inspiring government follows a disruptive path slightly deviated towards being more a spiral path. The spiral approach is a loosely structured, circular process that allows governments to connect with the various points of the spiral in different ways and at different times, ultimately reaching a competitive breakthrough. Disruptive path involves creating a level playing field with minimum level of engagement by the inspiring governments as lack of engagement would hamper the effectiveness of inspiring governments. The disruptive spiral path allows the inspiring governments to offer collaborative platform to



sustain innovations. Dr. Buheji has provided a national competitive identity framework to measure the national competitiveness of any government after being an observer of how such national competitive framework was used indirectly by Dr. Mahathir Bin Mohamed the prime minister of Malaysia for 22 years.

This book emphasis that competition is not the same as productivity. Inspirational government relates competitiveness to value. The productive capacity of an inspiring government can be thought of a well- developed mind-set which creates a love of learning and a resilience that is essential for great accomplishment. Availability, effectiveness and efficiency are seen as the key determinants of an inspiring and resilient government mind-set.

## Characteristics of Inspiring Governments

### 3.1 Government Innovation and Inspiration

In order to create an Inspiring government we first need to create a need for change to inspire and then initiate inspiring practices through continuous escalation and self-renewal learning from the surroundings.

History of inspiration, as per Kaufman (2012), shows that what makes an object inspiring is its perceived 'subjective intrinsic value', and not how much it's 'objectively worth' or 'how attainable' it is. This is clearly seen by governments decision makers driving towards a new wave of government innovativeness.

For governments to become innovative and keep inspired, they need to set up the optimal circumstances for inspiration. As a society, the best we can do is assist in setting up these important circumstances for our governments by first recognizing the sheer potency of inspiration, and its potential impact on everything we do and then by reflecting this on our expectation for future government services criteria's (Kaufman, 2011).

INSEAD's defines innovation as the implementation of a new or significantly improved product (goods or service), a new process, a new marketing method, or a new organizational method in business practices, workplace organization, or external relations. Innovation linkages are important for governments, especially when dealing with public/private/academic partnership programs. In emerging markets, governments design their innovation based programs around pockets of wealth around industrial or technological clusters. Government organisations are expected to provide data regarding important government transactions and innovative practices, including patents.

Barton, D (1995) seen that organisation leader must design capabilities as evolving and organic reservoirs. Well springs of knowledge will help government organisation understand the long-term, systemic, and people-based inspiration.

Syed-Ikhsan & Rowland (2004) identified the challenge to government employees being able to transfer knowledge while workloads are increasing with even more time constraints service delivery (McAdam & Reid, 2000). Other authors seen that governments still need to understand its social processes, its attitudes, and behaviour to improve its capacity to create innovation and inspiration through knowledge transfer within the public (Bollinger & Smith, 2001).

### **3.2 Lean Governments**

Lean governments are based on the culture and concept of flexibility. Flexibility starts with the ability of every government organization to be adaptable with the changes around. The more these organisations establish anticipatory systems which are based on (Pull Thinking) (Capacity vs. Demand) rather than relying on the concept of accumulative payment of (supply vs. demand) (Push System), the more they are going to be lean.

Lean governments are characterized by being proactive, always ahead of the game and manage to minimize working under pressure to minimize management by crisis style. These lean governments will not have their agendas scheduled on the basis of what is important and urgent, but rather their agendas would be based on the important and non-urgent. Urgency does not control these lean government initiatives, but national priorities do.

Lean governments are indulged in competitiveness applications which use radical change and reverse thinking to know what they should do to be of competitive nature. These smart governments are the type of governments that would be very selective in addressing the (what) before talking about the (how). Such governments would focus on the (what) by understanding the national needs and wants then defining their added value services and products that would justify their rights for existence.

The national indicators of lean governments would deal with (why) in order to form a community that can compete for satisfaction. Thus, it is not strange that such government societies, due to their formation, have proficiency and insistence in the (what) which helps them explore the reasons behind their existence and the existence of what is around them. Such lean governments know that if they are not able to renew themselves they may not know why they do what they do and what its real effect is.

In order to understand the importance of lean thinking governments, let us examine the experience of Arab developing countries in their adoption of the concept (Community Policing). Even though many of these governments managed to copy and improve the infrastructure of this type of policing, they couldn't address the essence of it, such as prevention of community risks and the integration of socio-economic challenges that lead to instability and crime. The successful models of community policing in developed countries is based on the motivation of Total Community Involvement where the society protects itself by itself and solves its daily problems by itself and cooperates with the community police in its area as a partner and this is what made it a success story. This happened in developed countries where governments are leaners than the Arab governments that are bureaucratic. Lean governments were able to realise and adapt to the (what) that differentiates and characterizes community policing where policemen/policewomen work as facilitators, guides and government representatives in any social or community risk related process. This concept of policing enables societies and inspires them in dealing with their issues independently and therefore this strengthens the collective values and enhances the community initiatives.

The community policing model is just an example of how lean governments would differentiate their outcomes in comparison to normal structure governments leading to much better competitive services based on self-reliance and knowledge. It is a differentiation that is based on Lean thinking which considers the main role of the government is enabling people to achieve their dreams and not just offering those services or designing programs to serve them.

For lean governments to succeed, they need to reconsider the concept of comprehensive integrated solutions. Such solutions need a clear strategy, high commitment and useful tools. Success does not result only from good intentions, but is connected to the size of investment and efforts of preparations before execution.

Lean governments are not only characterised by having the least number of employees compared to the level of the service delivered, but rather are governments that have unique added value services that address a wide span of citizen needs.

### **3.3 Characteristics of Inspiring Governments**

When monitoring the best practices of successful governments in the past 25 years, one can conclude that the next inspiring governments would be governments that would employ less people, but would have lots of committed partners. It is a type of government that is actively inspired to perform added value services or come up with competitive products. Inspiring governments would be very lean and would be able to move quickly and with high efficiency.

Inspiring governments would need to get rid of lots of waste and overcome current issues of governance, due to their flexibility, adaptability, efficiency in size and the transparency of decision making.

Rudyard Kipling said “When your Daemon is in charge, do not try to think consciously. Drift, wait, and obey.” This is what governments should do to discover their inspiration, i.e. they should let go of the routine to discover more what they have missed to listen for carefully.

There are governments today that started to be uniquely inspiring due to their ability to intelligently forecast the future and mitigate challenges well ahead of time. All indicators in such governments are shifted towards the ability to maximally benefit from human assets and resources of the government system so that they are not owned by organizations, but by the countries to handle them properly. Lean governments recognize the difference between the good and the best and consequently they are characterized by quick responses and making non-central decisions.

Inspiring governments would have organizations that continuously seek to develop knowledge which enhances the ability of their targeted human capital. With inspiration in government, the public sector and the society can respond better to the environmental changes and consequently would be able to solve the problems that negatively affect the effectiveness and the availability of the services in different places and times. Lean governments are characterized by adapting a mechanism of integration in managing and improving the return in a way that achieves the requirements of competitiveness.

Inspiring governments would have a strategy of managing the natural resources through working as a role model that would positively impact the global and local environment. All top ten countries in the global classification of the economic forum are known for their environmental indicators which differentiate their ability to properly utilize their limited resources.

An example of the importance of environment to lean governments is the rapid interest of the new Indian government in environmental issues led by its Prime Minister Manohan Singh. This is an evidence of the fact that when governments understand the meaning of real competitiveness, they reorganize their issues and their way of dealing with sustainable development. The Indian government has responded to the struggle of the original inhabitants of Niyamgiri hills in the east of India which contains huge mineral resources. According to Manohan Singh, the smart economy does not threaten existence of the human or his environment. India does not consider its loss of millions of dollars of investment in the bauxite excavation project and another project to expand the aluminium refinery, but justify its retraction from licensing the mine and expanding the aluminium refinery by their violation for the environment and wood laws. Thus, India did understand the meaning of competitiveness and the Indian train rushed towards excellence.

### **3.4 National Leading Indicators of Sustainable Development**

Many awaking developing countries governments have unfortunately just started to establish a culture that used to be the culture of early sixties in the developed countries. Instead of

focusing on national indicators many governments are still obsessed with measuring talents and abilities. The role of national indicators is to create a spirit of inspiration that brings in all collective efforts to specific goals.

Having unified national indicators awakens the waves of government organisations inspiration to new possibilities by allowing them to transcend over their experiences and limitations. With being engaged in setting the national indicators government organisations are transformed in the way they perceive their own capabilities.

National indicators are the key of sustainable competitiveness that achieve the concept of lean governments, based on pushing the government and public organizations to consistently focus on and seek national and not organizational purposes. They are one of the methodologies of changing governments or bureaucratic organisations thinking from horizontal into vertical. Their national indicators aim at development rather than growth because growth does not achieve cultural impact whereas development increases the ability and willingness of the government system and its organizations to achieve national needs and increase the ability of learning, innovation and sustainability. Consequently, development means how governments make use of its abilities irrespective of the level, size and amount of these resources, since the limitedness of resources does not inhibit development.

As Thrash and Elliot (2004) noted that heights of inspiration spring from the beauty and goodness that precede us and awaken us to better possibilities. This is what we get from having clear national indicators for all government entities to meet. These indicators are considered like opportunities for reflection and having better focus with clarity of a grand vision, or a “seeing” of something one has not seen before (but that was probably always there). These indicators would make the government strive to transmit, express, or actualize a new idea or vision. According to Thrash and Elliot (2004), inspiration involves both being inspired by something and acting on that inspiration, the national indicators have both characteristics.

So, the national indicators have built in competitiveness that motivates government organizations to raise their production measurements for national purposes. Therefore, many leading organisations use the national indicators to measure their contribution to developing their countries and publishing this in their annual reports. Many of the annual reports are shifting from being growth-based, showing an increase in the size and numbers and only achieving temporary accomplishments, to being more of development-based, showing how the results or outcomes of the national indicators achieve competitiveness such as quality of life, lifelong learning and resource preservation.

The quality of life, is another uprising indicator, which is intended to show development of sustainable competitiveness through physical and moral impacts. The measures of quality of life lead governments to practice inspiration whereas growth based mind-set would be limited to just development of systems for organizing life through projects only.

To achieve targeted national indicators that help in sustainable development, lean governments need to be away from conflicts of interest, and to sacrifice and target the discovery of potential abilities in every member of the society. Looking back at the history of the countries which were distinguished in managing national indicators, one will see that they have impressive success milestones on how they involve their communities to be the change makers in transferring the country competitiveness to the next level. Such successful models in achieving national indicators focus on the nature of leadership and social upbringing. Many people may not know that the Malaysian leader, Mahathir Mohammed, did not have even a bicycle to go to school, but his insistence on change, risk and non-acceptance of failure made him work as a banana salesman in his city until he joined college of medicine in nearby Singapore. Mahathir insisted on achieving competitiveness for his nation through first opening his private clinic dedicating half of its working times to free treatment of the poor. That was the seed for sustainable development that Mahathir led and perused later in his career. This mind-set led the success story of Malaysia later.



Many of the lean governments nowadays usually review the validity of their vision and national indicators every 3 years, and set new measurements for impact and inspiration that enhance modern value based on productivity requirements that are called leading indicators. These leading indicators specify again the level of the people and governments' ability to compete and create development that would sustain. The Canadian government is considered to be one of the top distinguished governments in this field.

The importance of leading indicators comes from there being means to achieve radical change and on transformation projects based on reverse thinking. Leading indicators of organizations who fail to achieve the agreed upon performance requirements and stimulate the organization to achieve the indicators morally not only financially. The national performance indicators help in identifying the inner features of the government organizations' activities. The philosophy of the national indicators is based on increasing the number of government and non-government lean organizations that are committed to seeking development not only growth. The leading indicators emphasize that whenever these indicators are achieved, society and its organizations and members are changed into more reliable competitors, because their abilities are stimulated and exposed and consequently become a source of inspiration to achieve a sustainable outcome that become a legacy in life.

Achieving the outcomes of the leading indicators mean sustaining growth that achieves development, and then enhancing the values of the individuals and society. The positive and negative direction of the indicators represent the status of the performance of the government organizations in identifying the nature and perusing the necessary services. In addition, government indicators help in measuring the value of main activities of each government organization through statistically correlated ratios.

Competitiveness at the level of lean governments depends a lot on their ability to handle the differences between the achieved indicators and the level of the indicators required from the organization, i.e., the ability of managing the gap between trends and targets. Thrash

and Elliot (2004) found that inspiration is linked to being more open to new experiences. So, if government organisation is more open to inspiration they are more likely to experience it.

Human Development Index, Economic Forum Report and reports of the global economy of the World Bank (2015) emphasize the importance of having the ability to minimize the obstacles towards self-renewal or innovativeness in delivering the services that would enhance the quality of life within the society. All these reports of the leading indicators play an important role today in pushing governments to focus on final outcomes that lead to social development, coexistence and national harmony and thus levelling services provided to be consistent and slowly opening the way for them to be a source of inspiration for the benefiting community.

### **3.5 Governance Programs of Lean Government**

In the past ten years, a new trend of governments' governance program has been encouraged by international authorities such as the United Nations, UNDP and World Bank. Governance can be simply defined as the practices that ensure proper use of economic, political and administrative powers that meet the requirements of countries at all levels. These governance practices require the existence of mechanisms and methodologies, processes and organizations with competitiveness that reflects the intentions of the citizens and community groups and allows them to exercise their rights with transparency and thus reducing the possibilities of risks and disputes. Similar definitions are offered by the World Bank and Organisation for Economic Cooperation Countries (OECD). The importance of governance in governments today has emerged due to the world needs for wise governments that can achieve clear set targets with high transparency. Current governance models emphasize that the government system is expected to achieve results in form of outcomes and/or impacts.

For developing countries and emerging economies to enhance their capacity, taking into consideration their history of bad reputation, they need to emphasize a new model of governance that enhances delivery and encourages transparency, and so it is termed Lean Governance.

One of the best available measures for lean governments is Government Effectiveness Index which is a survey carried for 215 countries assessed, by World Bank Group. The index depends on aggregate indicators combining the views of a large number of enterprise, citizen and expert survey respondents in industrial and developing countries. They are based on 32 individual data sources produced by a variety of survey institutes, think tanks, non-governmental organizations, international organizations, and private sector firms.

Lean Governance supports balance between agility, administrative and financial balance, in a way that it would help achieve well-being and social stability. Consequently, it has become globally required that all civilized governments have to balance between their promises and their active application of systems with high transparency. Thus, we find that, for example, the Canadian government logo is peace, order and wise government. The governance management pushes governments to practically apply authority and policies management wisely. It enhances the ability to make a unified government decision of clear and reviewed goals. Therefore, Lean governance helps achieve renewable government requirements towards society, risks and economic fluctuations that are continuously measured and updated.

Lean governance influences the decision-making process and the depth of influence depends on the level of government development. The governance programs once established would help treat issues such as lack of confidence factors and slowly solve the hidden and unannounced conflict of powers. Also, governance can control any administrative or financial corruption and mitigate its spread.

Governments do not go insolvent, but they can approach the state of insolvency, whether physically or morally or in terms of bad reputation. Actually, 2015 Greece Financial Crisis shows that governments can go insolvent nowadays. Many governments today that have funds are insolvent in confidence or reputation. Indeed, many of the governments are insolvent morally and consequently people have no confidence in them and the capabilities of their

whole systems. In recent years, states of physical insolvencies of governments have appeared again although we thought that they had disappeared centuries ago. Nowadays, governments are unable to pay the price of medicine or the employees' salaries such as the Greek, Italian, Portuguese or Spanish governments. You may say that the factors of the physical insolvency is apparently the most severe, but a more dangerous insolvency is that of reputation which many governments suffer from today. Such governments cannot achieve sustainable competitiveness although they have many of its components. For example, the state of California suffered from insolvency many times, but because of its self-confidence, it was able to rebuild itself again. And although Japan today is one of the most indebted countries in the world, no one really care because we know that behind this government is the Japanese society of strict determination.

Ontario Municipality in Canada has set a Service Standard for all its services to ensure lean practices throughout the government organisations culture. For example, 5 to 9 minutes was defined as the maximum time to wait in any line-up at any government office. 2 persons was the maximum number of people the beneficiary have to deal with, in order to get a service at the government office. Same day reply is expected for replying to an email or query about a government service.

### **3.6 Best Practices in Government Transformation**

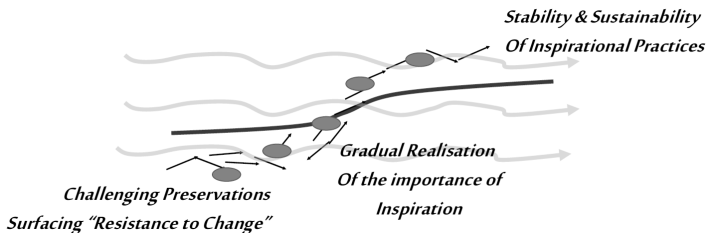
The present era is the era of governments that walk an additional distance and mile in order to provide best practices. These practices help to reconsider the main questions about what governance is about.

Many of the leading western and eastern countries have outlined for us the route of what governance means through the finest examples. Since the Second World War there has been a gradual shift in the role of governments towards society and individuals. Certain governments have established new spirits of total independence or even a level of inter-dependence. Others have led to creating a co-dependent society. Japan today still remembers effects of the nuclear

bomb, besides France and Germany, who suffered from the collapse of many cities and factories; all were able to achieve a qualitative shift in the institutional culture and built a society of glory in a short period of time.

To prepare mind-set of government organisations to transform towards inspirational practices, we developed special inspirational labs that use both 'lifelong learning 'and 'learning by doing 'techniques to shift the government leaders from the status where they would have 'challenging preservations' to surfacing the 'resistance to change'. This interaction would create a gradual realisation of the importance of inspiration. Stability and sustainability of inspirational practices would occur over time and frequently, as shown in Figure (3-1).

Figure (3-1) transformation towards a stable and sustainable Inspiration practices



One of the main sectors who has benefited from the changes that repeatedly occur in transformation towards leading inspiring governments is the healthcare sector. Great Ormond Street Hospital for Children were concerned at the amount of time it took, and problems that occurred when transferring patients from the operation theatre to the intensive care unit (ICU). In complicated surgeries hospital that work with very delicate people, transferring patients from operating theatre equipment to portable equipment and then to intensive care systems was very risky and more of an accident is waiting to happen (Naik, 2006).

The most dangerous part in any operation theatre to ICU transfer is when the patient is disconnected from one side of life-support

systems and hooked up to another while transferring to the ICU where it could take 30 minutes to untangle and unplug all wires and tubes. Interest in human factors led staff physician, Professor Marc de Leval to question whether staff-related factors, such as exhaustion, were more important than patient-related factors, such as the position of the coronary arteries. By having a psychologist to watch the operation process and procedures in the operating room was demonstrated, including the high risk factors associated with it. This knowledge created a heightened awareness of the danger. Staff came to accept that there was an element of danger associated with what they were doing so they were receptive to change. Moving the little body from one bed to another is only one part of the complex set of movements that must take place. The staff in ICU were trained how to be agile and move like a ballet dancer between the equipment, wires, people, and information in 15 minutes. All technology and support systems, including ventilation, two to four monitoring lines and multiple vasodilators have to be transferred within seconds twice: going from operating theatre system to portable equipment to intensive care systems. The lean change over techniques inspired the overall ICU services drastically and also increased their success rates. This concept shows how government staff can be inspired to try to innovate the service and product delivery thus would improve government outcome in the society (Naik, 2006).

The shift towards competitiveness needs an effective management that takes into consideration the new behaviours based on new convictions and people willingness. Governments need role model leaderships that would help achieve a shift in their outcomes with high self-confidence. This shift in governments' attitudes and practices is called transformation and usually this transformation happens in following six stages:

1. Transformation plans towards removal of government barriers that would help improve government performance or cope with temporary pressures from the public.
2. Partial transformation from total citizen dependence on government towards a partial dependence on government services through programs that enable the citizens to discover their intrinsic powers and depend on themselves.
3. Transforming selected essential services and cost centres such as

healthcare and educational services into non-profit organizations that partially replace government organizations (reference: Thatcher and Cameron experience).

4. Transformation towards decentralised, profit centred, easy access, small sized government organizations which have the freedom of budgeting while strictly monitoring the return on investment.

5. Transformation towards the inclusion of competitiveness indicators in every government organization with a radical plan to change almost all of these government organizations from cost into profit centres.

6. Transformation towards finding elements of confidence of the citizens through total people involvement that help build solutions within inside instead of following the shadows of external solutions.

The philosopher Aristotle well-known saying states that excellence comes not only from the words and deeds, but it needs a culture and habits. It has been proved scientifically that government organizations can achieve excellence in their role towards the local society and global economy at high speed in less than 5 years through initiatives, practices and methodologies that are connected to sustainable and scientifically studied results (goals), where effects have been recorded in certain emerging economy countries, especially in Eastern Europe countries. Through the initiatives, programs and awards of excellence of these governments, one can clearly observe a clear shift in their performance, outcomes and impacts on the society.

### **3.7 Building Agile Government Initiatives**

Many developing countries today aim at making a quantitative shift in their performance results and services of public and government organizations to reach a pioneer level through the support of top international consultancy firms. However, such programs can be reached only through building a culture that commits itself to knowledge exchange, excellence and improvement initiatives, implanting trust and stimulating human capital performance, commitment and agility.

If we imagine that governments would one day have agile inspired organisations, such as Google, then it would have for sure unique

psychological resources that would be based on its capability to deliver, self-realisation and most of all positive thinking. Agility of the government would come from the mastery of work, ability to observe and absorb and then create.

Applied research institutions have an important role in supporting and guiding governments to be more agile through issuing initiatives to achieve competitiveness and re-strengthening the sectors that can help achieve better outcomes in reality. For example, when the government of France found itself late in the technology race, its research institutes in Paris launched a cooperative project to enhance the programs of supporting adequate electronic industry aiming at pushing institutions to indulge in the application systems that enhance economy knowledge. This French project aimed at making Europe more capable even at the level of producing silicon wafers at low costs. Furthermore, the initiative aimed at enhancing the knowledge of the government employees including the intellectual and national competencies in many of the technical programs that the government of France wanted to strengthen its place in. Today, France is benefiting from what it has done from the year 1996 and started to sell its advanced technologies in nuclear energy and production of materials to developing countries.

The lesson learned from the government of France and similarly others is that countries can sustain its competitiveness continuously through developing focused added value initiatives.

In 2009, I carried out a research to identify the extent of the relationship between the excellence programs that enhance the government performance competitiveness and the different regional and international awards which aim at developing civilizations and nations' service delivery. I had chosen the United Nations' award for best practices in the government sector, namely, United Nations Public Administration Network (UNPAN). This international program included many aspects of the subject of government performance and its impact on societies. Thus, this award is the most prestigious international recognition of excellence in the field of government services, since it rewards the creative achievements and contributions of the organizations in the public service. The UNPAN



division of the awards and their categories according to the field of competitiveness would help governments be more agile. These categories are as follows:

1. Preventing and struggling against corruption in the public service.
2. Improving the provision of public services.
3. Enhancing participation in policy-making through innovative management decisions.
4. Developing management of knowledge in the government.
5. Enhancing equality between genders in the field of public services.

The story of (Naik, 2006) is considered one of the interesting best practices stories due to showing how inspiration can occur in moments of truth between organisational staff as in ICU as addressed earlier. Leading ICU staff were watching a Formula One race after completing a 12-hour emergency operation, and noticed the pit-stop process has some similarities to their hand-over process. The medical team tried to copy best practices by using proverbial “light bulb”, where two doctors recognized the importance of teamwork in transforming the highly risky pit stop operation into one that was both safe and quick. This best practice transfer helped again to develop ICU safety tremendously. While visiting the ‘Formula One pit’ crew, the ICU team became more interested in the way the Formula One team addressed all the possible failures. The crew sat around a big table analysing and reanalysing, asking, “What could go wrong?” and “What are we going to do if it does go wrong?” and “How important is it if it goes wrong?”. Such a practice if it spreads within government it would surely minimise the many mistakes we witness during delivery of a service.

### **3.8 National vs. Government Excellence Programs**

If you compare governments and agencies that received awards consistently with excellence programs dedicated to enhance the excellence and competitiveness of the government system in every country, you will note the strong correlation between the years and powers of government excellence programs and the ability of these governments to come up with practices and success stories of high value to be nominated for the UNPAN. As an expert, I have some reservations about such awards which are not based on field visits,

experiencing the actual reality of the essence or the value and the outcome of these services, but rather on the examination of the material submitted and the way they have been written.

To know the reality of the role of government excellence programs in enhancing government performance and competitiveness, look at the connection between these programs and the government behaviour. For example, when the US government increased its bureaucracy since 1980's, it had started the American Malcolm Baldrige Excellence Award in institutional performance in both public and private sectors. Europe started the European Quality Program (EFQM) in 1992. Many ambitions were built around the program that would lead to better European governments' performance. However, this did not turn to be the case. The Japanese program, started since 1950 for the private sector and then the public sector has not likewise made great advancement in government services and could not cope with the expectations of the Japanese people.

In structured learning and in training stages, we learned first to take the lesson and then sit for an exam, but when we come to real life, we are examined every day and then we take the lessons. Thus, governments should also learn from life and make the right shift to become learning governments. Consequently, governments willing to be at the top should have pioneers that lead the journey and manage to resist change. Smart governments are those which utilize their expertise to enhance their field competitiveness.

A number of governments such as New Zealand, Australia, South Africa, Sweden and Norway, some of the East European countries, South Korea and even India are known to have national programs that encourage the formation of clusters for national consultants and focused entrepreneurship programs. Through these programs, they have achieved advancement in knowledge economy applications.

Governments have realized that creativity has no limit and that they are living in an economy era that is based on knowledge, wisdom and accumulated knowledge and not only on movement. Distinguished national programs have managed to inspire many competitiveness initiatives to be more focused and agile. Such programs were found to be very hard to copy.

### **3.9 Total People Involvement and Engagement Governments**

For many years, decision makers in almost all governments have believed that enhancing the government performance competitiveness can be achieved through enhancing the competitiveness of the private sector. However, this is found to not be absolutely correct. Governments that have developed competitiveness achieved this only through redesigning or rediscovering the inner powers of their organizations and recreating the relations and roles between the sectors in the public service system.

Governments that have managed to solve their problems and turn to be competitive and strong were able to free themselves from the constraints of laws and regulations. These governments managed to change their tasks through enabling their societies, stockholders and partners to participate in creating new performance targets and monitoring them. A technique called Total People Involvement (TPI) and Total People Engagement (TPE) were used to bring in the inputs of the civil society in different types of sectors. For example, in every school today there is active parents' counselling and assembly that evaluates and supports the school. In the health services, some innovative governments managed to excite volunteers representing different ages in the society to participate in the development of health centre' processes and services. Whenever you visit leading countries in the Human Development Index such as Norway, Sweden, Finland and the United Kingdom, you find that in every social centre there are plenty of retirees who transfer their knowledge, wisdom, experiences and skills to the new generations through well-established programs.

Many European governments used TPI (i.e. involving people in the process of decision making) or even extend their inspiration role to TPE (engaging people in the whole process of creating an inspiration). There are many examples of European Union success stories that shows the enhanced relationship between the process and intention of "Tolerance" and the intention of "Inspiration". For example, the improvements beyond borders of the European Railway Services led to better perception and more satisfaction

about its services in the last decade with more inspiring practices that enhanced the socio-economy of many villages.

Another project that used TPI is the establishment of the Heritage Management System that has grown to be an e-system. Such project based on the concept of co-existence did many socio-economic advantages through saving the historic buildings in areas such as Hermoupolis Greece, with clear conservation plans and public awareness programs.

Other case studies that of reference regarding EU successes using TPE is how EU engaged the community to enhance tourism and hospitality businesses in different European remote villages. Such projects enhanced also the ethnographic insights and spread better appreciation of European diversity.

EU managed to do many exciting projects that are relevant to the enhancement of social responsibility. For example if you visit different European Capital cities you'll see they almost all have social exchange shops which are considered competitive and became more than 'a charity shop' that sells used dresses or unused dresses given away by people or outlets.

Finland had also managed to set an example of using TPE in creating an innovative service provisions in Finnish Immigration Services through engagement of stakeholders and citizens. While German government created their success story around promoting workability for aging citizens. All of the above TPI or TPE success stories have a common thread all working to enhance the reliability of the achievement through using the following formula, Reliability= P (Availability), where P stands for the probability.

The uniqueness of these inspiring governments that made difference in the world is that they carried out the changes, with high availability, at the right time and place. Hence were perceived as being reliable. These inspiring governments depend on results of studies carried out for many years before making any decision; they managed to build in research practices within their government system. Then,

confidently reinvented the new design that enabled them to be amongst the leading and innovative governments. This happened, for example, in Thailand, South Korea, Indonesia and New Zealand. For some, this happened as a part of internal reform that brought in good engagement of the people or country citizens as in Costa Rica, while we witness today most of the developing countries still dependent entirely on external consultancies to transfer knowledge and innovation.

All government organizations that successfully achieved competitiveness started first to enhance their abilities to manage themselves to an advanced level of practices and achieve distinction. All of this cannot be achieved through the private sector or even the civil society as it starts as a self-initiative or internal reform from within the government itself.

Today in developing countries, there is still a need for a courageous government that enhances the culture of accountability. For example, in 1981, when Mahathir government decided to establish the biggest Islamic University in Malaysia, many western universities refused to accredit it and it was difficult for the university to get accreditation. However, with the persistence of the Malaysian government, the Islamic University has achieved great success and become among the most important and distinguished 500 universities of the world. Governments that are aware of their environment can benefit from the surrounding countries to enhance the sustainability of their competitiveness. Today for example, Germany is the most willing European country for a unified Europe, because it has realized that it will be stronger through this union, since it would not only grow in resources, but also in creating a real differentiated development.

Competitiveness can be enhanced through harmony that is created based on educational and cultural interaction with the nearby countries. Sweden is an example of a country that works hard to consolidate its competitiveness through interacting with countries in the North West of Russia. In line with this, the Sweden Foreign Affairs focused on using knowledge transfer technique to enhance the economic return of diplomacy skills rather than just focusing

on political relations in almost all the countries that Sweden has presence in. This resulted in the continuous development and growth of Sweden in the 1960s in spite of its small size.

Thus, it could be said that governments who are working under pressure will become stronger when they overcome social, political and economic crises. Governments of the western and eastern European countries are a good example in the past fifty years. Since these governments have worked irrespective of their circumstances and the challenges around them, they have become stronger after every crisis they overcome.

### **Chapter Three in a Nutshell**

Around the world government organizations struggle to improve performance and cut costs, however few are inspired to effectively utilize lean practices that use pull thinking that leads to a dramatic and enduring impact. Lean governments are characterized by being proactive, always ahead of time and manage to minimize working under pressure to minimize management by crisis style and inspire its citizens towards better life contributions. In this chapter we've given a small example about community policing, which started with inspiring governments, is a new philosophy, a new set of ethos which has increased public safety and security as partnerships between law enforcement agencies and community groups have been effective at identifying and defusing community disputes. Community policing is just an example of how lean governments would differentiate their outcomes in comparison to normal structure governments leading to much better inspired services based on self-reliance and knowledge.

Inspiring governments therefore have recognized that, along with physical and human capital, environmental resources are also important inspirational assets. Economic growth and economic development are two different things: Economic development is a broader criterion of measuring progress and that economic growth is a pre-requisite for economic development. Lean governments however targets usually economic development while using inspiring competitive practices. We have shown that having the

practices of lean governance and the willingness of the inspiring governments would help overcome the worst conditions that faces any government.

The chapter covers the inspirational labs© which is a tool developed by Dr. Buheji to help radically transformed various government organizations to sustain inspirational practices rather than just being resistant to change. The results of research carried out by the author in 2009 have indicated that the government with agile mind-set would create a more inspirational, responsive and engaged government that more efficiently and effectively serves its citizens.

## CHAPTER FOUR

# Best Practices of Inspiring Governments

### **4.1 The Art of Harmony as Government Best Practices**

In the last 50 years, bad examples of arrogant government leaderships who built their glory through wars and disputes have started to fall down and examples of government leaderships who worked hard to achieve new competitiveness for their governments and countries have started to appear. Successful examples of leaders who perform their role completely and humbly and leave quietly after contributing a lot to their governments and countries are: Lee Kuan Yew (Singapore), David Cameron (Britain), Margaret Thatcher (Britain), Mahathir Mohammed (Malaysia), Saliva Lula (Brazil) and Helen Clarck (New Zealand).

There are many selection criteria of best practice or reference of excellence in the government sector or department. However, one could say from experience of organizing many such visits that most inspiring best practice visits are the ones that show clear harmony between the government sectors in achieving an outcome.

The methodology of integration among organizations to enhance competitiveness in the government system aims at achieving national interest through multiple specializations especially those connected by common values. There are two types of integration the first of which is physical integration which is referred to as Shared and Integrated Services and the second is integration in concepts which is referred to as Integrated Themes and Outcomes.

There are two levels before achieving the stage of real integration in governments. The first level is the Coordination Level which does not affect much in enhancing competitiveness. The second level used today by many governments in developed world is the Partnership Level. This is a practice of value which is based on the principle



of mutual interest from inside or outside the government system. It requires setting plans and indicators agreed on by the involved parties which specify the value added by each party. This partnership is based on the concept of equal profit and strategic benefit of all concerned parties whether directly or indirectly and is carried out through memorandums of understanding or through service level agreements that focus on integrated competitiveness. For example, it is normal that there is a service agreement between the police and the municipality in Scotland to report on the level of cleanness (on the part of the police), or on the level of safety and security in the region (on the part of the municipality) and so on. However, what really creates the difference in these best practices is the extent of governments' integration level. Through three integration levels, you would understand the ability of the government system through viewing the overall image of the country and goals the government wants to achieve through its organizations. Consequently, this level can be achieved by governments only when the decision makers agree on making the principle of national interest as their priority.

Today, there is an important level of partnerships and integration initiated among huge government organizations and civil society organizations, I will refer to this as the strategic league level. In this level, agreed parties contribute to achieving certain strategy through a detailed league at the strategic level. Hence governments where the ruling party controls the popular representation in people's councils besides controlling the government are found to be the most powerful and productive governments. Examples are the Canadian, British, Singaporean and Malaysian governments.

In June 2012, Cranfield University published a study that tackled the reasons behind the failure of the British authority's alignment between the House of Commons and the British Government. The study concluded that the two authorities are in need of working together to bridge the gap between the movement requirements and the British competitiveness through clearly specifying the way of cooperation and the mechanisms of passing legislations. The study suggested redesigning the relationship that would enhance the alignment between the Parliament and the government to be based on the following four bases:

1. Alignment on the ways of designing policies and providing advice.
2. Setting a system of communication that supports the application of the country's agreement vision among the different authorities especially in the decisions that require specialized backgrounds.
3. Alignment on the ways of managing the government expenses and the country's income.
4. Developing a common understanding about the fast and effective field plans that the British society needs.

Cranfield's study emphasizes the need for agreement on the way of transferring the financial resources of these societies to the citizen and calls for identification of alignment on how the executive authority will communicate with the local societies and identify their needs.

#### **4.2 Inspirational Competitiveness Indicators**

In order to sustain inspiration, inspirational governments usually have clear plans of how to revive their economy, enrich the budget, get rid of debts, lessen the dangers of their dependency on depleted resources, move towards innovation based development and properly manage the requirements of food supply or how to reasonably use the economic resources. South Korea is a good example of an inspirational government that has managed to expose its people resources and redefine its independence.

One of the uniqueness of Inspirational governments is that they would have competitive features for maintaining the middle living class while at the same time improving the living conditions of the poor. Actually, this is the main reason behind China, India, countries of middle Europe and some other countries of Latin America managing to score high in the international indicators is the dynamical appearance of the middle class in them. It is expected that in the year 2030, India would have transferred 50 Million citizens from below the poverty line to the middle class. This makes us confidently predict that the human ability to create an exchange inspiration towards socio-economy and the world will increase due to the kind of education and other opportunities they might be able

to capture in their life journey.

There are many reports, such as the World Economic Forum report, which has been annually issued since 1979, that measure how governments handled competitiveness challenges and reflected their abilities to achieve economic growth or political stability. However, these reports fail to report the real power of these governments towards creating inspiration. Thus, these indicators cannot be really generalized to be a real representative of the level of productivity and prosperity that these countries have.

When considering countries such as Switzerland, Scandinavian countries, the United States of America, Germany, Holland and Canada, which have been on the top of the competitiveness indicator for more than ten consecutive years and other countries which are beginning to approach this stage such as Belgium, New Zealand and China, one realizes the amount of real reformation any government should do in order to achieve realized competitiveness. However, at the same time, governments with limited resources have managed to be within the top countries not because they are rich, but due to the amount of opportunities they have managed to provide to their people. The simple secret of these countries is the provision of basic inspiration opportunities such as optimizing the utilization of natural resources, education, clusters of innovation, support for technical and scientific advancement, labour market, employment systems, lean based productivity, wages with equal opportunity and participation of women.

Competitive governments should enhance national creativity both psychologically and physically and enhance the quality of the national product and protect it through its continuous support. Knowing whether a government is creative or not involves considering its encouragement for national creative efforts. In such governments, the target would be achieving excitement about the products or services provided. In these governments, everyone knows his their rights and duties. The government and the public would have cooperation based projects to enhance the culture of the consumers and provide ways of protecting them in financial and commercial terms. The goals of these governments are not focused

only on the specifications and standards of infrastructure products and services, but rather more on raising the level of quality of life. This was very clear in the recent Turkish socio-economic awakening in which the government managed to raise its economic development, reduce its debts and achieve high satisfaction through electoral votes.

Competitiveness that results from patriotism does not come by chance. Rather, it comes from the high accumulative sense of responsibility and high sensitivity towards citizen's requirements including understanding the unused inner abilities to fulfil stability, love and sustainable productivity. Consequently, governments that benefited from knowledge management with some mechanisms of sincerity managed to reach new creative routes. For example, the feeling of belongingness of the Korean people to their country starting from the taxi driver up to the highest rank government official does not come by chance. All people in Korea say "We all participate in competitive and distinguished Korea". To them, this is a personal goal and not only a social one.

Competitiveness cannot be achieved by only one system. It can be achieved through a series of interdependent and integrated human culture that would focus on factual distinguished achievements. Sincere and organized government applications that would focus on creativity with focused efforts for five to ten years can produce a creative society. This is exactly what happened in German, Japanese, Korean, Indian and most recently the Chinese culture. This work should be based on changing convictions, thoughts, morals and behaviours through field application and leading by successful models. Creativity as a practice is a growth in the organizational performance and culture. It is not only connected to the presence of systems and infrastructures as some people believe. Systems are only a means to achieve unstable simple achievements and they are a means that may organize work, but will not have the capacity to push this work to new levels of sustainability. Competitiveness comes from the existence of convictions and attempts to achieve it, both successful and failed, referred to as creative attempts.

### **4.3 New Mechanisms of Inspirational Competitiveness**

Countries aware of the concept of competitiveness usually have civil society organizations that are developed in their thought and understanding. These civil society organizations aim at enhancing sustainable values and the quality of life after they achieve the minimum role of their government organizations' competitiveness. This fact is evident when comparing governments that share with their citizens the economic success return such as Malaysia, Singapore, Japan, European countries, North America, Canada and Australia and in contrary to governments which have huge financial return but do not share it with their citizens such as many African countries, South America countries and the previous Soviet Union.

Development is defined as the process of using available economic resources of the society to achieve continuous increments in the national income. The proper use of the resources can be achieved only through leading personalities that understand this idea. Development needs leaders that can achieve competitiveness through practices that lessen the dependence on government products and services. It is important for any government with limited resources to realize the real difference between its present performance and how it should be in specific stages. The best way to achieve this is through periodic assessment of the level of government and organizational competitiveness in order to convert the old practices into best practices that stimulate the society. This can also be done through surveying the institutions leaders' opinions using questions such as what did your government institution do for the country? What did your organization offer for the culture and values of the country? What did it offer as an added value to the country's economy? And which practices and methodologies did your organization offer that achieves an effect for the country? Focused transparent assessments would help the decision makers appreciate their role in creating success stories that can be told to the coming generations. Through assessments, governments would be able to trace the resources of inspiration and activate their reform plans towards creating the necessary management of change. Annual assessments are found to force governments to reorganize

themselves at more strategic and operational levels. Assessments are also found to support government officials in developing the organization and be able to achieve the required progress.

In their well-known book, “Reinventing Government”, Osborne and Gaebler (1992) discussed how the government staff establishes Bureaucracy even in their way of thinking instead of being leaners to achieve the proper welfare requirements to the beneficiaries from their services. Governments today are even more required more frequently through the inspiration of their employers to avoid the difference between wishes and reality in the experiential journey of the beneficiaries.

In early 2008, the British government issued a white paper as a commitment to enhancing the government creativity which affected the role of the civil service in the whole government. In the early 1990s, the New Zealand government reinvented its civil service system and allowed the governments’ institutions to move, create and specify the employees’ creativity requirements. This gave the government a chance to get rid of Bureaucracy and share with the civil society and the private sector many of the responsibilities in the fields of transportation, communications and others which positively affected the government performance and the New Zealand citizen’s satisfaction index.

#### **4.4 The Citizen Expectations and the Concept of Service Sustainability**

Due to the world being a small village whose culture and civilization can be viewed through a mobile phone or YouTube besides the easiness of travelling nowadays to any country in the world, the citizen expectations of government performance offers increase, expecting more than ever that their country services are supposed to be as good as those of any other country they visit. Today, citizens want to have a good level of quality of life in addition to an appreciation of their intrinsic powers. Thus, governments should realize the requirements of a good life through surveying the abilities that the government has represented to its citizens. For example, when the government seeks to achieve goals of good life, it is important

that citizens feel the government projects supporting businessmen, productive families, family trade and micro start-ups organizations as good examples of what a government is trying to do saving the citizen from poverty. In this respect, the Canadian government usually makes a balance between the citizen expectations and their overall impressions every period of time, where the government design services according to the qualifications of every beneficiary to meet and achieve a balance between his expectations, views and impressions.

Today, societies are not looking for a public sector that reflects the provision of daily services through supply and demand only; their expectations are much more than that, seeking services that lead to enhancing the country's capacity vs. demand. Societies today are looking for organizations that provide their needs and that change according to its circumstances and achieve outcomes for themselves and for coming generations. Thus, the sustainability of the governments' competitiveness is not related to the size of real estate development and the periodic commercial movement, but rather related to their practices and behaviours.

One of the methodologies of sustaining the inspiration of the public sectors today is to give them the role of society motivation. To motivate any society, you first need to discover its talents and benefit from its abilities and determination. In order for the public sector to reach the sustainability stage, it should have a high ability to attract profitable projects, increase the income by partnerships and use a marketing policy such as launching creative thought program that aim at encouraging organizations and individuals to suggest ways to reduce cost while maintaining the service level or application of development chances or the concepts of competitiveness and inspiration.

The British Prime Minister, David Cameron, got in June 2010, 56 thousand suggestions. At the beginning of August 2010, the British government started its serious efforts to save 6.5 Billion Pound in only two years and through this e-concept of TPI.

A further methodology to enhance the culture of sustainability in the public sector is the public budget report. Governments that adopt the traditional routine concept of managing the budget do not possess the abilities for measurement, assessment and even conduct periodic audit. Sustainability requires the Ministry of Finance to take the responsibility of analysing and handling the main defect in the increment of government expenses as a whole and at the level of every government organization.

#### **4.5 Innovative Inspiring Government Mind-set**

Innovative inspiration based governments need the collective efforts of shifting the mind-set from “Tasks based” to “Achievement based” and then “Legacy based”. One of the good works one can refer to is the Scholz (1987) in “Dimensions of Culture Mind-set.” Scholz work help us set a transformation plan moving from Task-induced, to Achievement-induced then to Legacy-induced.

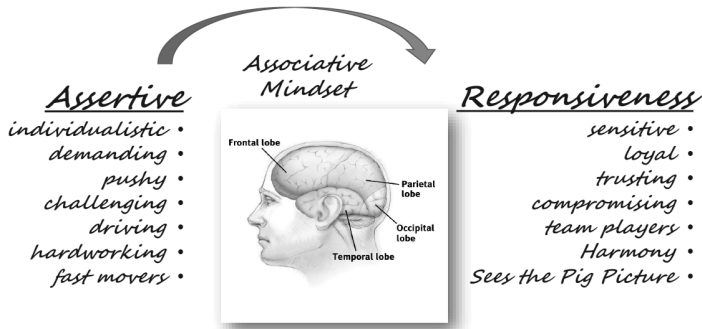
Therefore, in order for the government organisation to be able to receive the benefits of innovation and inspiration, it has to first be Task-induced first, through building practices that makes it more stable, reactive, anticipating and exploring government. This should create an achievement induced government where it would focus on production, professionalism, process re-design and creativity to enhance the government inspirational competitiveness.

However, the most difficult stage for setting a competitive mind-set is shifting to the highest level of being a Legacy induced government where most work is focused with high dedication towards creating a positive change and agile mind-set that is focused on discovering.

Leading governments today, as shown in Figure (4-1), are those that manage to create smooth shifting of the citizens mind-set from being “Assertive” (i.e. individualistic, demanding, pushy, challenging, driving and hardworking) to being “Responsive” (i.e. sensitive, loyal, trusting, compromising and team player, work in harmony and able to see the Big Picture). Once the citizens are trained to see the big picture they would become more “Proactive”.



Figure (4-1) Shifting the government mind-set towards more responsive and proactive mind-set



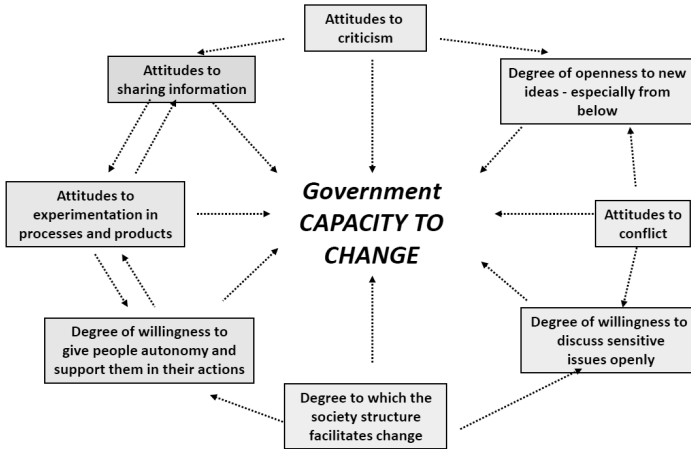
#### 4.6 Resilient Inspiring Government Mind-set

A Resilient inspiring government mind-set would usually focus on enhancing the citizens' resilience and the positive attitudes towards criticism while enhancing the degree of openness to new ideas. Even no government today is really practicing these criteria's ritually; the Swedish government would be considered one of the best in trying to do this. This could be seen in how the government organisations manage to change seen moving away from conflict, or its willingness to openly discuss sensitive issues.

We can see citizens 'mind-set change due to the degree to which the society structure facilitates the changes needed. The co-existence driven and 'leading by example' governments would demonstrate the degree of willingness to give people autonomy and support them in their actions.

Resilient driven government organisations would have clear focus on diversity management with clear attitudes focused on experimentation in processes and products that would enhance the learning that make citizens have the attitudes to share information more openly, as shown in Figure (4-2).

Figure (4-2) enhancing the government capacity to change



#### 4.7 Analysing Competitiveness through the Green Circle

Certain developed countries' governments are keen to ensure justice in service, equal opportunities to get the service, quality of service and the availability of service to every citizen, resident, investor and visitor in a way that make you value this service. For example, in countries with advanced competitiveness such as Switzerland the hours of mass media are considered a service. So, for this service to be based on justice, equality, quality and proper availability standards, the Swiss mass media body allocates one third of the available hours for government programs, a one third according to the percentage of the people's representatives in the parliament and one third for the categories that are not represented in the parliament. The authority monitors all the media and punishes those which favour one party over the other.

The concept of green circle is based on the improvement of services and reducing the steps towards getting the service. It is based on the philosophy that whenever the number of steps are reduced, the number of individuals and resources required providing the service decreases. Consequently, the resources decreases, the morals of those individuals and the quality of the offered resources are controlled

and thus the mistakes that cause customers' dissatisfaction or revisit are reduced. The green circle is a philosophy that I have developed to improve processes, develop services and improve quality systems, total quality applications and customers' services.

The concept of green circle is usually designed to eliminate unnecessary government processes and thus, improving main national indicators. All green cycle does is that it makes the organization focus on enhancing the measures that are termed Must Do. The outcomes of the green circle are national performance indicators with common features that the citizens, beneficiaries, and investors should feel wherever they deal with the government. Thus, the green circle is the first tangible indicator that is sensed by all the concerned parties. When the elements of the green circle are designed, they are based on clear preliminary indicators. The government should work hard to make the citizen and the beneficiary totally satisfied with the performance and the service level offered both internally and externally in a way that achieves satisfying return on investment. The main reason behind satisfaction of the beneficiary is quickness of the government performance that starts from the government intension to help customers complete their transactions and the high availability and readiness to respond to the customers' requirements at different dimensions of the service. The second factor behind satisfaction of the beneficiary comes from the quality of transaction. The availability of services at the same level as advertised or even better, the availability of successfully reliable services or products or the availability of vivid communication about the time when the services after the service is provided.

The third factor of satisfaction is the availability of the services in different places with less customer mobility or even less number of steps in a way that the customer feels that the service is in his hand depending on the concept of open or transformed government (called sometimes T-Government). For example, the customer receives a reminder email to renew the expired commercial registration through online.

Another factor of satisfaction created is the level of cost-effectiveness of the government product/ service compared to the other possible competitor. In certain situations, this could be interpreted as how the government beneficiaries benefit from the service/product without becoming a burden on the government and its organizations. One of its measures is the essence behind the differentiation of these service or product compared to the expected use. The fifth factor in green circle is the service provision environment especially in the case of long term services such as schools, hospitals and housing. Thus, the availability of clean and tidy facilities, with clear written and verbal information and messages, along with the availability of personnel whom you may ask are considered to be part of the perceived.

Customers' serving behaviours such as friendliness, caring about the citizens' feelings along with providing defined services are other perceived needs that are considered in the green circle criteria. In addition, the green circle is about the availability of high commitment to the service qualities while serving the beneficiary. The sixth and seventh factors were set after identifying the enablers of the high competitiveness governments in the knowledge and learning economy. Today, governments need to develop green circles to achieve sustainable competitiveness and build their culture step by step.

#### **4.8 Best Practices Visits of Inspiring Governments**

Best practices visits is a mechanism and tool used in exchanging knowledge and learning about the nature of practices that achieve government competitiveness and its organizations based on field visits and specific enquiries that link concepts to reality. These visits aim at developing thinking and identifying what inspiration and competitiveness mean and how they can be achieved in specific government organizations' settings. The visits furthermore inspire the organization employees and the participants to share and reflect on certain practices that. These visits are supposed to be led by inspiration or competitiveness experts who would be able to identify the depth behind any observation and thus enhancing the opportunities of aggregating, analysing, justifying and learning from the knowledge shared.

The benefit from government specific best practice visits in comparison to others is the ability to handle the visits facts, learn and act on them in comparison to others. Thus, one could say that the real difference comes from the ability to make decisions and manage the transformation towards implementing such practices. What is important in best practices visits is that leaders of the visiting governments would recognize what their organization uniqueness is, just like an 'appreciative inquiry' and thus would try to sustain such achievements and focus on overcoming the challenges faced with more inspiration in the practice of references. The leaders should absorb any new methodologies of evaluation to maintain leadership. One of the most important goals of such programs is that the leaders should know how such governments were able to make a change in their society's culture.

If knowledge application is delivered properly in the visit, this will help achieve results of real competitiveness and this can only be done through field visits accompanied by discussion and explanation. One of the important characteristics of such visits is focus on encouraging the citizens of these countries to concentrate on mutual interests and giving priority to public interests over personal interests. In such visits, you feel the importance of lean government thinking and how it helps create more inspiring and proactive culture.

Over the last ten years, about eighty leaders and top officials from the Arab world, Iran and India have participated countries advanced in inspiration and competitiveness. After the visit, their views were surveyed. The survey proved that the best practice for governments is building their inner ability to compete with themselves. Many participants reflected on how they realized from these visits the importance of giving government employees a chance for knowledge exchange and providing them with tools that encourage this. Our delegates found out many secrets behind what distinguishes countries such as Singapore. One of the repeated kind of approaches that was noted by leaders in governments such as Singapore is the outcome based approach of government programs and initiatives that were blended with the national spirit.

#### **4.9 Government Inspiration as Imposed by the New World**

One of the most important things that government organizations should do to enhance their sustainable inspiration capacity and succeed in managing their natural resources is to survey the natural resources and assure best ways of exploiting these resources across generations to ensure sustainability. What attracts more in the programs of the governments distinguished in competitiveness is the continuous interest in developing villages. Inspiring government would have unique approaches that would preserve the nature of villages habitat, its natural resources, priorities that support development requirements and the project management nature followed to lessen the noise pollution. One of the inspiring factors for such governments is their ability to retain the natural resources and provide logistics in the field of transportation, importing proper equipment and carrying out research that enhances the efficiency of the managed facilities.

Smart governments are creative in benefiting from professional and handicraft work related to using natural resources in improving the local society inspiration cycles without harming the environment and mobilizing the population structure. For example, when South American countries, especially Brazil, realized the importance of their agricultural natural resources, their competitiveness ability was doubled several times, when they specified methodologies to approach emerging markets, specified agreements that benefit from free trading, set standards that facilitate trade, transportation and customs, decreased the restrictions on prices and direct foreign investment, increased research centres specialized in specific type of agriculture and livestock. This has improved even the country's specified intellectual property rights in relevance to this sector.

The concepts of government competitiveness displayed today by many of the western authors especially after the publication of the book "Reinventing Governments" and books and scientific articles that followed, in my view, still mostly fail to cover the requirements of transformation in government performance through focusing only on fighting direct bureaucracy in government organizations while we are calling for reconsidering the concept of government competitiveness radically.

The fall of the Soviet Union has led to the appearance of small countries with high competitiveness that was lost being part of a one major country. These small countries could not announce their thoughts and their competitiveness only after their independence from this union. Until recently we were thinking that union is power and that power lies in size and that size is connected to competitiveness due to having more natural resources in this case. However, in recent years we have realized that there are countries or people today that occupy the first rank in global indicators, and are very inspiring and competitive but they occupy a small spot on the earth which can hardly be seen in the world map such as Singapore, and Switzerland.

Governments today more than ever utilize techniques by sector inspiration before opening their borders or signing trade agreements for example, the Indian government carried out huge projects in the field of reforming facilities in India and performed a detailed study before signing off GATT agreements.

#### **Chapter Four in a Nutshell**

Integrated themes and outcomes is a model used in this Chapter to enhance the integration for delivery of citizen oriented services by the inspiring governments. To achieve integration that would enhance the inspiring competitiveness in the governments; partnership is required as a value addition for every stakeholder.

The term “strategic league level” used in this chapter refers to a special type of partnership which has proved to be effective tool used by inspiring government, where each stakeholder contribute to achieve a certain strategy through a collective consensus. We discuss also here how the acquisition and deployment of inspiring talents would typically determines the long term success and sustainability of inspiring government organizations which can be achieved through a series of interdependent and integrated human cultures. Inspiring government would shift the role of civil service organizations towards inspiring and improving social and/or ecological conditions of the country.

In reviewing the economic development of different countries we conclude that any real development would need to have a very

healthy and efficient practice in order to sustain. The boom in certain economies that was seen as a real estate development are in fact fly-by-night targets that enhance the profit maximization with little commitment to essence of governments that is to inspire people to contribute affectively. In contrast, inspiring government understands that real estate and construction sector has a catalyzing role in ensuring sustainable vertical development of the economy, however it requires coordinated and consistent efforts from all the stakeholders.

The biggest question which comes to the mind is how we create a culture of innovation in the inspiring governments. Innovation is a collective effort of inspiring government which aims to shift the mind from being more “assertive” to become more “proactive”. In this chapter we tried to explain the importance of resilience for the inspiring government, in other words the inspiring governments are more flexible to counter major challenges including terrorism, climate changes, etc.

The capacity for inspiring government to change depends on its how it takes on the criticism, how open the inspiring government is to accept new ideas. The attitude of the inspiring the government at time of conflict, the degree of willingness of the inspiring government to discuss the sensitive issues openly, degree to which the inspiring government would influence the society to facilitate the changes, the degree of willingness of the inspiring government to give people more autonomy to take decisions, how much the inspiring government is willing to experiment with the current process and procedures, and the attitude of the inspiring government to share information. The concept of green circle has been used by the inspiring governments to reduce the number of steps required to perform any service and simultaneously improve the quality of the services. Of late, rural development has assumed global attention especially among the inspiring countries. It has assumed a new dimension and perspectives as consequence. Inspirational government does not need to be huge in order to serve as a model for other world countries. Actually, in this chapter we discussed how inspiring government can be more often free to experiment with the new policies and new institutions irrespective of their size.



## CHAPTER FIVE

# Inspiring Governments Methodologies and Tools

The importance of Inspiration Labs© example of application in meeting the ageing demands was contributed by Prof. Nada Trunk Širca, of the International School for Social and Business Studies, Mag. Anica Novak, Institute for Management of Development, Quality and Strategies in Education (MRKSI) , Jure Trunk, NGO Association for Education and Sustainable Development, from Slovenia.

### 5.1 Inspiring Government Principles

Inspiration Principles that Specify the Nature of Methodologies and Tools in the Public Sector Services Inspiring Government Principles are based on a number of main clusters and measures of performance that the government must achieve in essential fields through total people involvement such as inspirational practices of education, health, security, the ability to absorb technology, the ability to create and invent and the ability to manage infrastructure. These inspirational practices can really make the difference if they are optimized and benefited from the outcomes of well-established organizations, developed capitals and or financial markets and open business environments.

One of the live examples of inspiration practices is what the Irish government achieved in specific fields based on shared plans between the government and the councils of competitiveness. For example, Ireland, whose population is about 4 million, and is a low-income country that depends completely on agriculture as a main source for its income, was able to convert from an agricultural economy to an economy that is based on high technology. The Irish government was able to achieve a huge step that boosted its gross domestic output from 70% in 1985 to more than 140% in 2012 only through focused investment in education. Based on this success,

the Irish government has expanded and focused on development in commercial businesses through attracting foreign private investment and achieving social partnership that ensures partly limiting the increase of the employees' salaries and at the same time decreasing the taxes for working families. All these had led to achieving economic stability which resulted in providing 40% of jobs in the labour market throughout 10 years and decreasing the rate of unemployment to 13%.

Every year, the Irish competitiveness council makes two reports the first of which depends so far on an investigation survey, statistics and quantitative measurements, whereas the second lists all the challenges that face the achievement of the competitiveness principles in the country and aims put towards that. The second Irish competitiveness council report gives practical suggestions for the upcoming steps of the government to move forward through clear methodologies of analysis, explanation, learning and forming a work plan with specific suggestions through common national insistence.

The success of the Inspiring Government Principles is connected to the differentiation between the government renewable features in a way that distinguishes it from other governments. This success exceeds the culture of achieving great numbers that some in-experienced governments seek to achieve in the race of competitiveness. Inspiring principles are not only available in the government infrastructure, or in providing services and products or in what money can provide, but rather are available in the government's ability to interact with the requirements of the environment around it in an active and quick way. Thus, inspiring government cause problems that impede their development and prevent their normal growth towards creating another wave of inspiration.

One can conclude from what was mentioned above that every competitive country has its own feature that distinguishes it from others through its suitable principles, methodologies and tools which the country follows based on experience and field requirements. Therefore, when we talk about inspiring government principles, we

mean countries seeking to achieve inspiration that would lead to total economic stability through measuring what we call the Overall Productivity Effectiveness (OPE) in the main processes of each government sector.

One of the main failures that governments do is re-structuring their organizations without designing the inspiration flow within the main processes. Thus, we always advice governments to connect their decisions to the (OPE) which is a factor that monitors and specifies the way of changing in order to enhance the intensity and frequency of inspiration as per the realized needs.

### **5.2 Communication in Inspiring Governments**

All governments that aim at achieving excellence, innovation and creativity need to create what we call a communication model. When organizations have proper communication, this means they are 'healthy'. Thus, they can overcome the defects resulting from expanding their structure, their expansion in size and space and can manage the variability in their responsibilities.

Communication models of distinguished governments occur at two levels one of which is external and the other is internal. However, both models aim at formulating the ability of good listening to all kinds of customers and even the End Customer, a level which I call Citizen Sympathy. There is another model of communication inside the government system which aims at strengthening communication to serve customers not only the End Customer but also the End to End Customer, i.e. the ultimate benefit of the customer which might not be explicitly specified and aims at addressing all customer needs. Therefore, inspiring governments give their customers the right to discover their final intensions (Citizen Empathy), and thus, making governments sustain their attempts to cope with the level of citizen compassion.

In order to achieve sustained inspiration, the systems of communication must be simple and not complicated. They must have specific features in a way they would deliver the citizen's opinion to the decision maker after being analysed and justified through a guaranteed Escalation Based Communication System.

### **5.3 Inspiration through learning by Doing**

G. K. Chesterton said once that there is a great deal of difference between the eager man who wants to read a book and the tired man who wants a book to read. The difference is both the intention and lifelong learning in search of inspiration in the first case vs. the second case.

Inspiration in governments happen through what we call four C's, the Capacity (improving without resources), Capability (availability and high response), Competency (readiness for market), and Changeability (Resilience through a field experiment). Thus inspiration can be easily linked to values, and achieved through striving towards sustainability, raising government sustainable competitiveness which comes from achieving the cumulative results that does not end with the end of the service.

Through learning by doing, inspiration in the government system is found to change the performance level in a way that would lead to creativity, learning, excellence and sustainability. Learning by doing is found to raise the capacity of inspiration through raising the government system ability to speedily identify the chances of service development. Learning by doing unleash the high-capability of the government system in dealing with sudden changes and in achieving high rate of investment revenues.

The availability of organizations that deal seriously with the customer requests in a flexible, improved and renewable operations, establish clear plans that ensures sustainability of services level offered by the government system. This helps develop the ability of the government leaders to analyse and act upon periodic results, which leads to building trust and strong relationship between government organizations and its partners.

For example 'Social Justice' in Inspiring Government, we would see exactly how such governments implement their learning by doing concept in reality. The concept of commitment to justice in inspiring governments is more of a proactive driven than any

other government including the competitive government. Justice for inspiring government means the determination to ensure that every citizen would get all the necessary enablers not only to get on with their life, but rather manage to make a tangible contribution. This means social justice would encourage customizing solutions to encourage the best out of every citizen.

This means governments would ensure in the future that justice is not only built around quality of life pathways, but rather on the continuous enhancement of the paradox of challenges that would improve the ability of people towards the adoption of inter-dependent life style that would lead to both stability and sustainability.

So, in inspiring government social justice would not give chances to the brightest only, but rather to those who strive to discover and/or create opportunities. I guess this is why Jimmy Carter said once that: "America did not invent human rights. In a very real sense ... human rights invented America."

This means there are many educational and labour market systems that would need to be motivated based on this perspective. It is a system that would challenge people to go often far outside of their comfort zone, however through fair and well planned engagement processes that lead both equality and inspiration.

#### **5.4 Example of the importance of Inspiration**

##### **Labs in overcoming the Economic Implications of Ageing**

Worldwide population in 2014 have reached 6 billion in less developed countries and 1.2 billion in more developed countries. With the increasing life expectancy in combination with the lower fertility in world populations most of the world countries started to feel the real challenges coming. Population is aging and median age of world population has moved from 25 years in 1995 to 28.5 years in 2010. In 2010, 31 countries had median age over 40 years (Population Reference Bureau, 2014).

Rapid ageing of the population around the world is thus a major challenge to affordability of pensions and financial sustainability,

including sustainability of health system. Growing population of older people means that younger generations will have to support a larger group of retirees: beneficiaries will be more numerous and they will claim benefits over a much longer period than at present. The financial effort required from working age people will increase correspondingly (Bonoli and Shinkawa 2005). Improvements in health system play important role in increasing life expectancy, but at the same time costs of health care are relatively high among older age groups. It will be also important to invest in education of new generations (better-educated people are more likely to work for longer), to invest in education of workforce (as the official age of retirement is increasing) as well as to support active ageing of those who are no longer employed (aged 65 or above).

To overcome of ageing vs. limited new generations in the coming a common thread that fits all called “inspiration” can be used as integrator for the economy

If governments use inspiration as a means to compact ageing and increasing life expectancy; we would have inspired young and old people whom would be willing to contribute community development regardless of the median age (OECD, 2015). Global life expectancy is projected by the UN Population Division to reach 75 years by 2045 (Bloom et. Al., 2010). As a result of population ageing, the old-age dependency ratio will increase. The number of people of working age per person aged 65 or above will fall in OECD countries from an average of around 4 people of working age per retiree to somewhere between 1 to 2 persons of working age per retiree by 2100 (OECD,2015). In Western Europe, ageing is taking place at a relatively moderate place but by 2040 the population older than 65 years is expected to exceed 25% of the total population. East Asia countries are also experiencing a very fast process of population ageing. Japan is expected to face one of the worst population ageing problems over the next four decades, with about of third of its population expected to be over 65 years old in 2040 (Bonoli and Shinkawa 2005). The number of people over the age of 60 is expected to reach 1 billion by 2020 and almost 2 billion by 2050 (representing 22% of world population). The proportion of individuals aged 80

or over is projected to rise from 1 % to 4 % of the global population by 2050. The length of healthy old age appears also to be increasing (Bloom, Canning, and Fink 2010, p. 1). People are living longer mainly because of improved health and social conditions. This means our societies would require besides better health better psychological well to visualize their role in life and be equipped with different inspiration along the life contribution journey.

In many leading countries as Sweden, Denmark, Canada, UK; programs as 'quality of life' and 'lifelong learning' are as being used as vehicle to mitigate the impact of the increasing proportions of elderly people which is accompanied with a reduced proportion of younger people.

### **5.5 Inspiration Labs in Government Organizations**

Government inspiration labs are one of the important methodologies which have been recently developed by myself. Then, have facilitated 'the what' and 'the how' to other young experts working in the field. The Inspiration Labs stem from the need to make a radical shift in the performance of the government system and its serious need and desire to change in the light of rising demand. The aim of such labs is to speed the learning stages of the government leaderships using the methodology of Accelerated Learning which is connected to learning by doing and achieving results through Unstructured Learning. Inspiration labs are characterized the practical school of Life which are based on the idea of the essence why government organizations exist? When the target impact is achieved, the government and the organization take the lessons learned and announce them to all other sectors through implementing them in the same way quickly and successfully. Impacts of these labs are gathered in specific points that aim at achieving national goals and indicators which we call (Legacy).

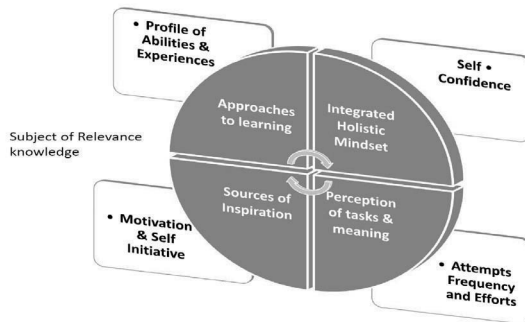
Inspiration labs use best learning and brainstorming methodologies which overcome the Obsolete Paradigms of specific operations within the government institution. The tools used are developed as per the situation of the field sessions, showing the difference between the change achieved through systems (Gradual Growth)

and the change achieved through field processes (Development process). The outputs of the inspiration labs lead to changing the nature and how government organizations compete.

The inspiration lab accurately discovers what the organization should do through forming specific points based on simple changes that bring major leaps to lessen drain of sources and loop halls in the government. Thus, the lab outcome enables future leading government teams to rediscover their potential to create the necessary change. An Inspiration Lab is therefore a practical methodology that measures the ability of the organization to create and sustain applications that change the culture and improve the quality, cost and delivery of its services.

One of the great techniques that government inspiration labs create is building better governmental approaches to learning, thus enhancing it abilities and experiences. Figure (5-1) shows such learning would lead to integrated government departments and holistic mind-set that would enhance self-confidence. This would establish a new perception of new tasks and discovery of newly revived meaning of labs. Inspiration labs therefore, as represented in figure (5-1) would enhance the government attempts to enhance its inspiration driven frequency and efforts. Thus such labs would enhance the sources of government inspiration and would lead to competitive knowledge.

Figure (5-1) Inspiration Lab Characteristics





As an example of how Inspiration Labs can be useful, let us see the New Zealand government's structural reformation through the white Papers, the reform focused on different aspects such as the reform of healthcare, social and economic systems through organized policies and methodologies among the judicial, legislative and executive authorities. Studies in New Zealand yielded that the majority of the citizens were intended to participate in forming a real reform for their government, but they did not know where they were going. Thus, the government made radical changes based on the methodology of participation in order to primarily emphasize on the coming direction of New Zealand, and secondly suggest the main required changes in the new convictions and attitudes as set by the White Papers. The New Zealand government made it easy for citizens to participate in the formation of the White Paper using different methods the most important of which is the direct meeting with the audience and the direct comments on the drafts suggested on the government websites.

Thus, the idea of Inspiration Labs is a motivation enabler for governments to mobilize their forces towards more field applications and leads to more possibilities with new levels of waves of creativity, realization, innovation and self-reforms. Once a government spreads the model of Inspiration Labs in its culture and the departments compete in the outcomes of labs realized instead of competing about the standards or regulations implemented, or about how many awards were achieved; we shall see many citizens' impossible wishes becoming true in the government culture. This would create another advanced wave of Inspiring Governments (Toole, 2007).

### **5.6 Re-thinking about What Government Organizations Mean**

Today, governments' are still far away from being able to redesign themselves completely not only because they are biased by nature and may not be able to see the essence of a top customer service, but due to the governments' inability to see their future role. With the development of ICT and the spread of new wave of management models that started to reach government doors such as e-governments, the government's role would be more of a facilitator for inspiration and not a total service guardian. The proper design of

governments would require thinking of what inspiration facilitation means. There are two types of rethinking that can be done here. One would lead to achieving impact and the other would help create a total new outcome that leads to a legacy. The second type of rethinking would need to use a technique I have developed over the years called Reverse Thinking.

Reverse Thinking is a technique that focuses on the type of thoughts available and then finds the blend spots within it. When the thought is great, superior and at the level of the whole country, it is referred to as Vertical Thinking. This Innovative driven rethinking is found to add value similar to the value created by an architectural engineer when designing the complicated bridges. Design produced from Reverse Thinking would usually be based on both practical and scientific considerations achieved through surveys, etc. Thus, it is not strange that Singapore issues every period of time reports that target designing Singapore although under different names. Inspiration is what differentiated Singapore in its strategy and demographic development that managed to keep the quality of life at a fixed rate in past 35 years.

One of the best government experiences in total rethinking about the essence and delivery of effective services using the same resources is the story of the Canadian government. In the year 1980, the criticism against the Canadian government reached its highest due to its size of expansion and growth in bureaucracy. The government made several attempts to improve its performance and could not succeed in achieving the required level of customers' satisfaction till the beginning of the year 1990. After 10 years of practicing creative thinking and with focused social innovation programs, the Canadian government realized the importance of total people involvement through projects that aim at development. Thus, the Canadians carried out many workshops that aim at achieving shift, restructuring, while setting the appropriate frameworks for social innovation that leads to the citizens' being inspired not just involved in all the service activities.

Modern history of government management shows that there are certain governments that shifted from indebted governments into wealthy ones. Cambodian and Estonian governments, are just a recent examples, where during less than 10 year of adapting untraditional creative thinking methodologies they reached higher level of inspiration to their citizens. In Bahrain, many projects relevant to reverse thinking managed to change the mind-set of the type of services needed by the citizens, especially in areas relevant to Social Welfare, housing, healthcare and social security. This shift was achieved based on inspirational outcomes that lead to shifting minds-set of services design from being co-dependent based into more independent based designs.

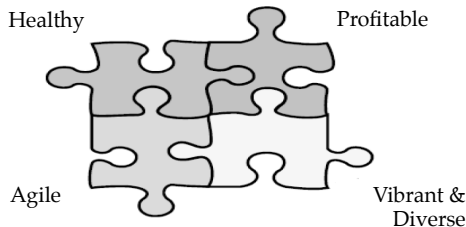
### **5.7 Creating a Healthy & Profitable Governments with high agility and Resilience**

There are many tools and methodologies for governments to be “Healthy” (i.e. with high communication) and “Profitable” (i.e. being value added). Such governments need to have cultural performance characterised as being more “Agile” and “Resilient”. If all these four elements are available, i.e. Healthy + Profitable + Agile + Resilient; we are going to see strong 2’S governments, i.e. Stable and Sustainable government.

In order to start building for what we call 2’S government, we need to establish a community that focus on improving the national performance through social control, i.e. the cultural values guide behaviour and then work on the social glue that bond people together, create diversity conscious and thus provide social identity.

Today, there are many cases where healthy and profitable governments, such as the Australian and New Zealand government whom managed to create a sense of shared mental models that increase the citizen common interpretation and understanding of expectations. Such governments build what we call agile and diverse society as per Figure (5-1).

Figure (5-1) Illustration of the basis of Inspiring Government tools and methodologies.



### 5.8 The role of Inspiration in managing citizens dependency ratio

The citizens' dependency ratio is a commonly used measure of potential social support needs. It is calculated as the ratio of the number of children (persons under age 15) and the elderly (persons aged 65 and over) to the number of people in the working ages, expressed per 100 people. Interpretation of the ratio is based on the notion that all persons under age 15 and those aged 65 or over, are likely to be in some way dependent on the population in the working ages (United Nations 2009). At the global level, the ratio between the dependent population and the population in working age, decreased since 1950, but it is expected that this ratio will increase in the future.

At the global level, the dependency ratio has increased from 65% in 1950 to 74% in 1975. This change was mainly due to substantial increase in the proportion of children in most developing countries, which is in turn associated with reduction in child mortality and continued high fertility. Then, as fertility dropped, the dependency ratio fell to 53% in 2009. The dependency ratio is expected to remain constant between the years 2009 and 2025, when it is projected to reach 52%, but shortly afterwards it will start to increase and in 2050 it will reach 56%. In more developed regions, the increase in dependency ratio is expected to start earlier, and is expected to rise from 48% in 2009 to 58% in 2025 and will reach 71% in 2050 (United Nations 2009). Here, the importance of inspiration comes to play a role in the socio-economy formula, as inspiration would help to mitigate the increase of life dependency and would increase the

spirit of sustaining independence or even inter-dependence (World Bank, 2015).

Inspiration need to spread fast as the old-age dependency ratio if not controlled is expected to almost double in Africa, Europe, Northern America and Oceania; it will almost triple in Asia, and will more than triple in Latin America and the Caribbean. From 2009 to 2050, the ratio of people aged 65 or over compared to those of working age is projected to grow from 6 per 100 to 11 per 100 people in Africa, from 10 to 27 people in Asia, from 10 to 31 people in Latin America and the Caribbean, from 16 to 30 people in Oceania, from 19 to 36 people in northern America and from 24 to 47 people in Europe (United Nations 2009).

Inspiration have played and more expected to play a major part in Japan economy, even though it is the world's highest old-age dependency ratio of 34 older persons per 100 persons of working age. Japan is also followed by Italy and Germany. Over the next four decades, unless there is a focused and dedicated work to integrate inspiration as a means for controlling the shift towards more age dependency, this ratio is expected to increase substantially in most countries of the world. By 2050, the old-age dependency ratio is estimated at 74 elderly people, this should be followed by China (64), Korea (63) and Italy (62), hence inspiration intensity needs to increase too. (United Nations 2009).

The number of working age people per number of older people is expected to drop by more than 50% in the next four decades. Between 1950 and 2009 the proportion of people aged 15-64 to persons aged 65 years or older decreased globally by about 25%, from 11.8 to 8.7. This means that the inspiration that we used to have in youth age we need to be lengthened and to be more reviving till ages around 65 and even above.

The numerical relationship between those who are in a position to be economically productive (14 to 64 years old) and those who are dependent (aged 65 and over) clearly shows the impact of the age structure in a society. There are fewer and fewer people in the

productive age group able to provide support and protection for old people as years go by, as per (ILO, 2009). Hence again inspiration also here expected to play a major role. So inspiration can play a major role in the society and in stabilising the economy through overcoming ageing thus minimising the affect or demand on pension schemes by delaying the beneficiaries thus the period of their claim benefits and minimising the challenges for health system and education.

### **Chapter Five in a Nutshell**

Total people involvement (TPI) through education, health, security, technology plays a key role in determining the inspirational governments' socio-economic development and their standard of living. Dr.Buheji has developed "Overall Productivity Effectiveness" (OPE) as a measurement tool to measure the economic stability of the inspiring governments. The "Communication Model" also was developed to inspire governments to achieve the excellence, innovation and creativity with focus on the end customers. Both TPI and OPE focus on "citizen sympathy", but also with the end to end customers to attain the level of citizen compassion to develop empathy.

In this chapter we reviewed also the concept of "Inspiration Labs ©" which was totally developed by Dr.Buheji to accelerate the learning cycle and it aims to achieve the national goals and indicators which he calls as legacy. Inspirational labs uses best learning and brain storming methodologies to overcome the obsolete paradigm within the government organizations. The output of the inspiration labs changes the inspirational competitiveness of the governments. The inspirational lab is a practical methodology to create and improve the quality, cost and delivery of any type of service or product.

This chapter also acknowledged how Information and communications technologies (ICTs) are playing an increasingly vital role in the daily lives of the inspiring governments by revolutionizing their designs, simplicity while maintaining higher secure working procedures and governance. This ongoing reform

and transformation of e-inspiring governments would enable for better participatory governance and partnerships to improve efficiency and effectiveness.

In this chapter also we've given a glimpse about the term "reverse thinking" which focuses on type of thoughts and goes deep into its essence and then finds the blind spots within it. Inspiring governments can be sustained by 2S principle, i.e. attaining towards stability and sustainability. Stability and sustainability can lead to inspiring governments that are more healthy, profitable, agile and vibrant.

## Governments in Inspiration based Economy

### 6.1. Knowledge as an Important Factor of Competitiveness

Knowledge is an important factor in any government, organization or society. It is the outcome of the interaction between information and human and is based on a hidden mix between the understandable, non-understandable, accumulated experiences, perceptions and the ability to judge. The art of prediction has been one of the weaknesses of many governments. Many governments differentiate between judgment and instinct or between initiatives and projects even though initiatives and judgements are based on accumulated knowledge only. We all have written information that will be changed into readable knowledge and whenever we interfere with it adding our stored experiences, it is considered to be a new implied knowledge, and the same applies for governments.

Knowledge is a mixture of facts that interact by intangible ways, thus if it is not available enough, not used enough, not shared, or transferred nor customized, it will only be a limited factor impeding the economic growth instead of creating economic development. Consequently, governments' inspiration today is measured by their ability to use knowledge effectively allowing organizations and societies to improve 'the quality of life' and enhance their abilities to develop continuously. Inspiration and knowledge distinguish the abilities and circumstances in a way that would help governments get motivated for supporting social prosperity.

In the coming two decades, it is expected that inspiration based strategies will be recoding and reorganizing knowledge in a way that governments can benefit from the capabilities of Codifying information and Classifying Knowledge. Governments will have the ability to divide knowledge according to different levels of importance or what is called the Stratification of Knowledge. This will help countries create and reinvent their abilities and optimize their natural resources.



## **6.2 Competitiveness in an Inspiration Based Economy**

Inspiration economy is defined as the economy that uses knowledge and its renewable techniques in the elements of production (services and products) in a simpler and faster way considering knowledge formation and exchange as an inspiration activity worth better than goods. The UNDP defines knowledge economy as the spread, production and employment of knowledge proficiently in all the political, social, economic and technical fields to achieve human growth continuously. The term inspiration economy raises the level of the three production resources (earth, capital, labour) implying the fact that knowledge is the fourth factor of production and the main source of inspiration for all. Peter Drucker (2002) mentioned that the competitiveness of organizations that can cope with the variables of knowledge economy will be changed from temporary achieved results and financial records into measures with values. This means that the abilities and outcomes of organizational performance will be dependent on the organization's own resources and its level of inspiration.

In this era, inspiration economy would be concerned in transforming the organizations from external resources to internal resources to achieve added value outcomes. Consequently, whenever this outcome is increased, the organization sustainability is increased. Sustainability, as many researchers say, can be achieved only when the ability to build and exchange knowledge is in a way that achieves continuous learning and creative activities. Thus, knowledge management enhances inspiration abilities, since it helps discover and create new fields or areas.

Main international reports today such as the World Bank, the Economic Forum and the Organization for Economic Cooperation and Development (OECD) distinguishes between governments that can attract and inspire smart talents and mind powers. Inspiration of the economy of Malaysia during the time of Mahathir made use of knowledge to step up the electronic and car manufacturing industry in Malaysia over a period of 10 years. Thus, inspiration economy competitiveness requires the spread of means of communication

and social networks in a way that contributes to transforming information into a social, economic and scientific product. Inspiration economy is in principle an economy that achieves benefit from the government's ability to use inspiration during the provision of distinguished products or services to achieve profit.

Inspiration economy lead governments to work on four main bases:

1. Innovation and productivity. This requires governments to establish different centres for research and development that are connected to commercial and educational institutions and which can cope with the growing knowledge revolution absorb and adapt it to the local requirements.

2. Long-life learning and teaching. This requires governments to provide sufficient investment in education and determine the nature of knowledge and human capital in addition to enhancing their ability of using new techniques and creative skills.

3. Enhanced communication. This requires governments to spread and provide bases that support proper content of information and adapt them according to international, regional and local needs in a way that makes them with an added value.

4. Governance. This requires providing all the applied and legal frameworks that contribute to increasing the procedural transparency used in monitoring productivity, growth and development.

Thus, inspiration would help to reconsider the role of citizens in the whole process of being value added in maintaining the quality of life and the social structure of the organization and then the country.

Inspiration economy in newly developed countries such as Korea helps enhance investment in general services such as education and infrastructure. This has led to correcting many of the government procedures and consolidating research and government creation. In addition, inspiration of knowledge contributed to improving agricultural methods, increasing amount of food production and eliminating epidemic dangerous diseases. Gradually, there have been global measurements for the competitiveness values in knowledge economy that contributed to supporting government policies and facilitating the process of sustainability. Some of those

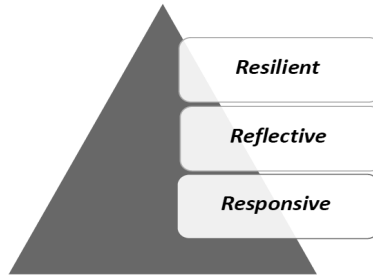
important measurements are: identifying the chances of service development rapidly, high capability of dealing with sudden changes, high percentage of return on investment, ability to seriously deal with customers' transactions, ability to manage processes with flexibility, continuous planning to achieve service sustainability, a distinguished ability in analysis and learning, strong relationship with customers, availability of renewable values that cannot be reached and the availability of practices based on high quality at best cost and time for service delivery.

In inspiration economy, it is important for governments to have dynamic and flexible tools that contribute to lessening difficulties in the production sectors in an era where economic changes are dominant. Inspiration would play a role allowing knowledge to become a factor that stimulates crisis prediction. There are important practices which, if available, will enhance the concept of knowledge management and will lead governments to benefit from their accumulative knowledge to achieve an added value that will increase their capabilities in the fields of learning and creativity. This will help governments achieve competitive features connected with knowledge economy. One of the most important practices connected with the value of knowledge management is specifying the value of the knowledge of the individuals with experiences in the government organization and the availability of information bases which can be used to enhance the concept of knowledge management.

There are 3 forms where inspiring Governments can be seen to emerge from today's competitive driven governments, as illustrated in figure (6-1). First would be by improving and re-designing practices that shift from competitiveness to inspiration. Such practice should create government entities with high responsiveness and high availability. This type would be basic and most common for inspiring governments that would follow a trend. Another form of government would be 'focused governments' that work mainly in helping discover the citizens' potentials. These types of governments would be called reflective government. Then we have a final form of government that would be self-reviving yet 'resilient'. Such governments would still be rare in the next decade, since it

would continuously come with different inspiring goals that move the levels of society possibilities to a more status of interdependence.

Figure (6-1) Forms of inspiring governments



Since inspiration aims at building distinguished government organizations in two ways gradual growth or radical change, the speed of transformation to a fully inspiring government would depends on the society persistence to change and current conditions.

For gradual growth, inspiration would be using simple resources frequently and attain changing the method of work, or even using organized detailed planning to trigger persistence. This includes, for example providing new services to citizens and facilitating procedures that achieve customer's satisfaction. One of the advantages of this kind of gradual growth is that it enables the government organization to stop during the process of change in order to evaluate each stage separately. However, the weakness of this approach is that it is slow and may take years and can be easily controlled by the opponents.

For inspiration based on radical change, this kind of competitiveness is characterized as being fast and does not require additional resources, does not follow routine in organizational growth and leads to radical development based on the establishment of new values, practices and concepts brought with the new achievements. However, this kind of radical inspirational driven change cannot be stopped easily when the government wants to achieve specific results. Consequently, it is not easy to evaluate till after the complete

implementation of reverse thinking has ended. This kind of change depends on the accuracy of planning and field application.

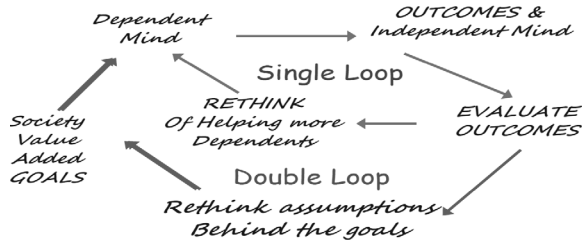
By year 2020, The unavailability of clear 'inspiration plans' for any nation or country that satisfy the nature and requirements of the coming era means the unavailability of a future society, family and individual that can compete based on the currency of inspiration. A nation without plans will produce individuals without identity and without an added value. Thus, once governments produce the 'inspiration plans', they will have clear goals connected to initiatives by every government organization through which they seek to manage and exchange knowledge with the concerned organizations, beneficiary and customers. Throughout 1960s till the 1980s, the Japanese led by their government were able to change their inspiration into products and services that were shaky in the beginning, but later amazed the world and led to unmatched competitiveness. Japanese organizations became important to the government not in terms of their production, rather by the number and type of inspiring learning programs and the knowledge they established through team work and their hard work to copy 'continuous improvement' techniques called 'Kaizen'.

### **6.3 The Learning Governments and Inspiration**

The learning government is a concept that means collectively using the governments' accumulative learning, using its brain not its money in order to bring in a sustained wave of inspiration to its citizens. Once a government has managed to gain the ability to learn, specific features such as utilizing the inspirational spirit of the beneficiaries, these would be used to create a pull for their mind-set to participate in the decision making process. Another feature of learning governments is their learning resources used to gain better profit income and provide better services to their customers. Such governments build their learning on strong communication with the civil society organizations. In learning governments, we would see people being trained and enabled to practice life-long learning based on self-dependence and not on what we call 'spoon feeding'. Government culture is the result of a group's accumulated learning. The culture of government will later define the wanted leadership

and is the first step towards building a learning organization. The learning cycle in an inspiring learning government would usually have a double loop learning cycle where the government would change or transform any of its citizen dependent mind-set towards being more of outcome driven and with independent mind-set. Since one of the characteristics of learning government shown in Figure (6-2) is to have a self-assessment evaluation of outcomes, a dual loop where goals would be re-assessed to meet the new assumptions. This should lead to create communities and then a society with competitive value added goals that manage over the dependent mind-set.

Figure (6-2) Double loop learning cycle that occurs in Learning Governments



Learning has many levels the highest of which is the level of forecasting when the government organization can precisely expect what will happen depending on the previous accumulated experiences. In such capability, they change from the corrective status towards the preventive status. In the correction status, the government has services in customers' complaints and has the ability to deal with each of these complaints. Whereas in the preventive status governments can achieve competitiveness because whenever a problem, complaint or a defect occurs or even a deterioration in the satisfaction expected from the service, the government and its organizations will prevent this from happening again. Today, learning governments have started to work on the prevention status according to which the problem did not occur, but it is about to occur at any time.

Successful governments and organizations know when to intervene in community partnerships and make a shift towards community consolidation instead of community services to achieve accelerated learning. Today, smart governments become dependent not only in learning but also in using renewable methodologies in accelerated learning.

Pull Driven Governments are those that can attract the distinguished and not the others like lazy and hesitant people. They are governments that know where to stand before starting any action, where they are now and when they will get their desires. This is called Forecasting Stage based on Classification of Status. Learning government concentrates on the efforts for social and cultural changes based on the learning and upcoming visions capabilities to form what is called Value Based Mutual Relations. These relations which are formed at the level of each government system and which are transferred across generations cannot be imitated and are unique to the type of country or community.

Working according to the concept of S-curve helps in sustaining the efforts towards the inspiration journey and renewing determinations to manage resistance. To understand the importance of the idea of S-curve, let us have a look at the advanced governments that achieved turbulent growth in the past five years. The reason is that governments and their organizations do not have the ability to focus for a long time through the S-curve and thus after starting the development projects, they are busy with the growth which covers everyday life requirements of their people.

Serious governments are expected to focus on what supports learning and inspiration like leadership, knowledge exchange, the extent of active participation through application and the availability of what enhances such inspiration and leads to sustained competitiveness through a strategic plan and effective government communication models.

Benchmarking between governments can be very useful for enhancing learning and inspiration through focusing on specific areas that makes the difference. The government of Thailand was one of those governments that enhanced its learning and inspiration

in relevance to the South Asian leading countries based on benchmarking. Thais' seek to raise the feature of the global economic forum report in the field of research and development by marketing development and research activities through investing in specialized projects, decreasing taxes, enhancing finance in the fields of scientific research and providing focused workshops and consultations that supported the cultural inspiration and involvement.

In an era based on knowledge, it is expected that government leaderships would have to gain the trust of their employees through improving their quality of life in order to get the best out of their inspiration. Monitoring best practices for the past 20 years, one can say that the following practices have proved to be more effective in building a better culture for government organizations in relevance to the level of trust and inspiration:

1. Establishing a spirit of responsibility and then reliability.
2. The availability of mechanisms that build relationships and ways of dealing with others.
3. Continuous marketing according to the social requirements.
4. Sustainability of social partnership programs.
5. The availability of pro-active initiatives spirit.
6. A communication model that continuously enhances the calibration of the relationships.

The change in any learning governments would be usually fast, precise and organized. Previously, we realized that when decision makers in governments try to close a gap through approaching many things randomly, they simply cannot afford to do so under the principle of learning and inspiring based economy. Today, although competitiveness needs some time for disruptive innovative approaches to be sustained, it also needs more highly integrated disciplines that optimize both learning and inspiration schools.

In Inspiring and learning based governments, the change and or transformation projects would require two mechanisms the first of which is Restoration which is a mechanism that returns the organization to its expected competitiveness and inspiration capability and then would be followed by another mechanism to achieve focused development and build the perceived



competitiveness and inspiration. These two mechanisms need to be aligned with each other accurately in order to achieve real tangible development that leads to society advancement.

The change in the learning and inspiration economy is expected to continuously go through two bases of change:

1. The first kind of change is based on speed of the judicial and legislative system and/or authorities, which is known to be slow however their development is highly essential in establishing real civilized and inspiring government practices.
2. The second kind of change is based on a fast and radical change performed by the government sector that achieve development according to cooperation and need by the executive authority. This kind of change is fast and affects the society culture which in turn affects the judicial and legislative authorities.

#### **6.4 The Role of Cognitive Integration Plans in Inspiring the Quality of Life**

Quality of Life focused governments would be responsible for the human being way of life. The citizens' behaviour is a function of government decisions, not government conditions. Therefore, cognitive integration emphasis that each government organization should have projects to support and strengthen the infrastructure of traditional industries, this cognitive integration would be based on having an interest in cognitive resources such as those craftsmen found in villages known for traditional industries.

The cognitive integration means creating ways of inspiration that lead to developing simple cost effective and focused production techniques while improving craftsmen life conditions. One of the important initiatives in line with these types of plans is when each inspiring organization comes with new ways of participating in improving and achieving the national strategies related to tourism, developing product families and traditional industries. Through such commitment or level of eco-responsibility, each government organization would have to utilize cognitive integration techniques. Thornhill (2006) seen certain practices distinguishes the advanced governments is their integration in all processes that enhances

‘quality of life’. Harvard school for government innovation was one of the earliest schools that has focused on competitiveness since the year 1998. Today, you notice a major shift in many earlier thoughts with a focus on creative productive abilities that the governments can do.

Today, inspiring governments are relying more on resources that achieve self-prosperity through the concept of self-generation for distinguished capabilities. In order to achieve sustainable competitiveness that leads to ‘quality of life’, we need practices to achieve proper economy and assure best quality of life for the citizens.

Thus, the inspiring governments’ expected outcome can be achieved through integration in the quality of life achieved by the proper use of such indicators. There are countries that are advanced in the fields of the ‘quality of life’ such as the Scandinavian countries, Switzerland and Singapore. This advancement is based on the following:

1. The ability of inspiring governments to ‘quality of life’ in reality: the government aims at building trust in the human power, thus achieving a level of income that commensurate with the duties and achieves the requirements of business growth.
2. The ability to establish the ‘quality of life’ in educational processes: lifelong learning should be available to all people at high quality.
3. The ability to inspire the citizens to practice the ‘quality of life’ in health and life style practices: total health insurance should be available to all people in addition to lifelong prevention and immunization.
4. The ability to establish ‘quality of life’ practices towards the environment: this is achieved through planning for the proper use of all lands and environmental resources taking care of the green lands and the quality of air aspects and impacts while involving the public on this.
5. The ability to establish ‘quality of life’ in housing processes: this is achieved through the availability of residential care and well fare for all and providing shelters for the poor, including supporting and enabling care for children and providing appropriate residence for the disabled.

6. The ability to establish 'quality of life' in safety and transportation:  
This is achieved through public safety, including controlling road crimes and having high preparedness for emergencies while providing consistent initiatives that develop transportation means.

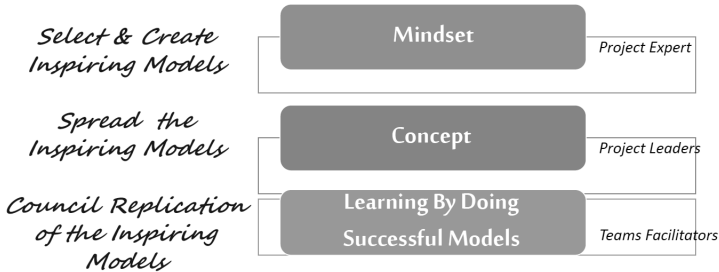
### **6.5 Setting the Government Inspirational Mind-set**

Some of the most important factors that create an inspirational mind-set is the utilisation of the transformative moments especially when organisations realize the pain and frustration caused by the behaviours of the government service providers. To reorient the government organisations and its leadership mind-sets, all inspirational moments need to be fully utilised.

The government mind-set might go through pre-contemplation stage first i.e. not even concerned about changing the current status quo. Then a contemplation stage where consideration to change becomes a reality. Then the government mind-set would go through preparation stage where it strives towards gathering the necessary intrinsic or extrinsic resources to make the necessary changes. Then we'll have the action stage where the government organisation would actively attempt to change its behaviour. And finally we'll see the mind-set target the maintenance stage, where the government entity would attain a better behaviour while avoiding relapse.

In order to set all bases for an inspirational mind-set, say proactive mind-set, the government organisation would need to select and create inspiring models that would help create and derive concepts, as shown in Figure (6-3). Once concepts, as say 'managing and mitigating risks' are set, governments can spread the inspiring models. Government organisation can really excel if they council the replication of their inspiring models, i.e. being proactive, in other strategic areas. This would create a world class success story.

Figure (6-3) Setting the government inspirational mind-set



We believe that making the government entity realise the pre-contemplation stage through i.e. seeing what other governments have managed to achieve through just using inspiration and without extra resources is the real pivot stone of any mind-set change. The governmental organisation would have the moments of inspiration start to evolve when we see each these entities triumph over adversity thus overcoming the internal struggle.

If government organisation takes the opportunity to tackle some obstacles and put on change efforts – or move from one stage to the next – then it would be most certainly in a better place. After the government organisation engage in an inspirational event, it would have a heightened state where things feel less scary and more incentives. Thus governments that would manage to change their mind-set about dealing with challenges and utilising obstacles as opportunities would have access to a huge inspirational industry that are considered today to be very crucial for the human experience.

### 6.6 Sources of Government Inspiration

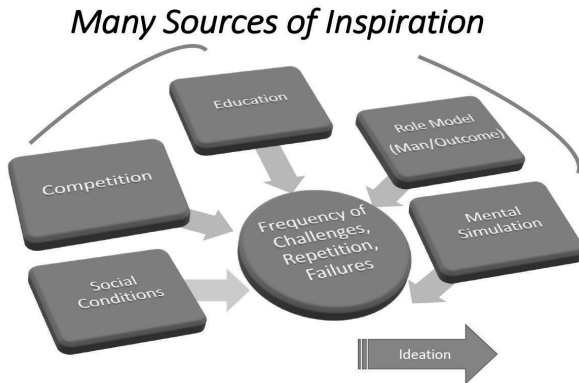
The size of the government organizations give a great space to have many sources of inspiration. The Frequency of challenges, repetition and potential learning points from failures supposed to give such governmental organizations greater chance to learn and be more of a source of inspiration.

Once the government feels the need for creating better competitive results then it would be in a default exposure to other source of

inspiration. The citizen education is also found to be another source for the government. Finding and benchmarking also to best practices and role models would help develop a visualised mental simulation that might lead to another inspiration.

One of the great unexplored sources of inspiration is the 'Learning by doing' where once the government organisation starts to practice properly this can be another source of inspiration. In certain government the social or economic or socio-economic conditions also play a role in a new inspiration wave, as shown in Figure (6-3).

Figure (6-4) Sources of Government Inspiration



### **6.7 Lifelong Learning as a means for better Economy**

Investment in lifelong learning is an important factor that can face the rising demand for labor productivity and accelerating economic development. Inspiration Economy calls for focused spending on education of children, future generations of workers should be more productive, even if there are few of them.

Today, individuals with higher education earn more money and have better jobs, however the future is expected to shift towards those whom are more inspired. What matters would be not the household income but rather the level of quality of life. People with higher education are more aware of how to avoid the risk of

the disease (they have better information about health services, nutrition, hygiene ...) and how to live longer and more comfortable life, while people that are inspired knows how to create a new life out of nothing.

In inspiration economy governments are expected to invest more in education of adults as lifelong learning programs. Such education programs can contribute to the realization of active aging, the development of potential for cooperation in economic, cultural, political and social life in the community. Involving older people in a lifelong learning process involves at least two important aspects: (I) involvement of older workers in the learning process, (II) involvement of older people who are no longer employed in the process of societal influence and inspiration.

In order to ensure economic stability and growth, different reforms will be needed to meet the inspiration based economy. New tools would be needed for measuring wealth and development which would take into account intangible values, re-discovery of the potentials of human-beings abilities (Gallouj 2014).

### **Chapter Six in a Nutshell**

Success of inspiring competitive governments depends critically on the quality of knowledge and the governments' ability to explore the key business processes and factors that lead to a persistent society. Knowledge can be more a source of renewable, transformable and transformative once the inspiring government nurture it. Here, we would see more of profound knowledge to become as an outcome of information and human interaction based on accumulated experiences, perceptions and ability to judge. The authors believe that the more inspiring governments can use the knowledge effectively, the better would be the "quality of life". Inspiration as shown in this chapter propels governments from apathy to possibility, and found to transform the way the governments perceive their capabilities. Inspiration is best thought of as a surprising interaction between the governments' current knowledge and the information the government receive from the world. In the coming decades there

would be a stratification of the knowledge where the inspiring government would be able to codify the information and be able to classify the knowledge.

In this chapter we've shown how inspiration was accumulating to be a source of socio-economy stability from the age of industrial and then informative economy where the focus was inspiring people to do hard work, earn more money to purchase more. This led to a gradual change of mindset in the inspiring governments where more emphasis is laid on adding values and inspiring people. In such governments we expect that people will purchase only what inspires them, and this forms the basis of inspiration economy. Inspiration economy once established would create a shift from making our societies productivity focused to more of competitive and lifelong learning focused. The future inspiring governments' competition model suggests that 'responsiveness government' would be at the base, supported by the 'reflective governments' in the middle and 'resilient government' at the top. This model visualise the use of accumulative learning by such inspiring governments which would use the brains rather than money to bring a sustained wave of inspiration to its citizen. Inspirational government follows a double loop learning cycle, since it is not only evaluates the outcome of the goals, but also questions to rethink the assumptions behind the goals.

The 'inspiring pull-thinking' driven governments are those who can anticipate the problems based on " forecasting stage and classification of status." Lifelong learning may be broadly defined as learning that is pursued throughout life: learning that is flexible, diverse and available at different times and in different places which leads to a sustained source of potential inspiration. The inspiring government would be unique in delivering the best lifelong learning experiences that would surely contribute to the development of both social and political life.

## Governmental Inspiration in the Future

### **7.1 Future Governments' form of practice and Impact on Inspiration Economy**

"Serious" inspiring governments can be distinguished today by the type of inspiration they deploy and by an accurately planned journey. Inspiration in such serious governments would be both an enabler and an outcome, since it is a source of income inside and outside the country. These kinds of governments have a great ability to see the future because of their persistence to change and develop with radical change transformation. In such "serious" governments you'll see a form of what is called an Open Government which is a type of government that focuses on transformation of practices. Transformation from successive performances evaluation into applying self-assessment with periodic reports through a type of Service Level Agreements (SLA's) between the parliament or mediators representing the citizens and the government organization, or between the government stakeholders. These SLA's are not based on level of service delivered only, but also based on the level and amount of inspiration practices and initiatives done towards a better quality of life community, such as how much has helped us in making open space for play grounds or fresh air, or level of obesity reduction within the children of specific age in the community, etc.

It is a transformation in paradigm from managing organizations into managing operational indicators that are important to the country. It is a radical shift from the "partial view" of the importance of performance into the "public view" of performance. This transformation forces the government organisations to declare the real return on investment (ROI) or return on capital employed (ROCE) both materially and morally.



Open governments are focused type of government with highly streamlined processes that use paperless transaction and adopt social justice values in delivering the required demands while understanding type of strategic changes needed in the society. Open governments are one of the ways for establishing an inspiring government that targets to provide prosperity through continuously trying to inspire its citizens. Through such focused governments we notice a shift from Service Governments into Life Style and Entertainment Governments and later into Unleashing Human Potential Government. These focused efforts require governments to adopt many lean government practices, where waste would be the government enemy number one.

In the future, governments are required to have a more evolving renewable vision that would optimise their abilities to manage speed of knowledge accumulated by the government services, social media and modern ICT. Thus, it is expected to see new governments that will be a model for others in seeking to go beyond expectations and actually see what might be a source of inspiration. This type of thinking if it enters the governments it would create Pull Governments. The most important feature of these pull governments is the ability to establish harmony between the judicial and legislative authorities.

## **7.2. Inspiring Government Capture Opportunities**

Today, all governments are required to provide services that have impacts on societies that wish to compete. These services should be more inspiring than the previous services. This inspiration can come through practices bringing multidiscipline within the same government entity. The gradual inspirational based government practice can be seen the mentioned governments when it starts identifying the opportunities and different projects that would help develop the socio-economic issue. Therefore, leading world government would be expected to adopt laboratories such as the “Inspiration Lab” that would motivate all the cognition, emotional and spirit abilities among its people.

Opportunities start with setting “stretched goals” and realising that these goals can be achieved only through enhanced collaborative based national spirit. This requires the spread of the concept of accountability supported by quick litigation procedures and a focused spirit of settling disputes. This requires social organizations in the government as Ministries of Interior and Justice working hand in hand with Legal and Legislative representative in a proficient way. Also, achievement of “stretching goals” requires clear engagement and partnership programs and initiatives between the government and the civil society.

The majority of inspiring government will enhance their capacity to capture opportunities through consistent review of the financial and human capabilities compared the actual challenges. Due to this level of thinking, we expect that the authorities would consistently do a collective evaluation of the public participatory performance and try to enhance national inspiration fields through a comprehensive evaluation or what is called National Focused Integrated Assessment. Also, there will be an expected role for the regulatory organizations to improve governance performance and participate in creating a diverse economy.

National Coexistence won't only be a goal or a slogan, but rather a process stream that can be tracked in the government processes system due to the promotion of ‘Appreciated Enquiry’ practices and reflections shared based on ‘experiential learning’.

### **7.3 A New Generation of Inspiring Governments**

In the new generation of governments, each government will be responsible for the results and the effect of inspiration that it will achieve for others during its life. This new concept of inspiration emphasizes the importance of research and development for the nature of governments today. Creativity and government learning are the real makers of the level of inspiration that is milked from the ability to visualise and realise. Today, in this unstable and turbulent world, the level of creativity is connected to the level of inspiration and how governments enhance the added value of the service through organizing the service impact.

In order to have a new generation of inspiring governments, ministries responsible for sustainable economy such as the Ministry of Commerce and Industry, should not be satisfied in reaching and attracting the investors, but are expected to build their level of satisfaction around “inspiring the investors”. The availability of innovative, persistent business pioneers within the social capital of any country would be a milestone towards a sustainable shift of future generation of inspiring governments.

Inspiring governmental organizations are expected to re-discover after they restore certain level of activities based on self-alignment. Today in certain leading countries this happens due to society pressure, but tomorrow it is expected to be part of a system desire to be really creative every time it faces a pressure. This can be seen today through studies from especially the United States Government, who tried to frame change attempts in the government through scientific methodologies without deepness in application following a wave called Disruptive Innovation. In 2012, the American consultation company, Dilliot Tooshi, tried to populate this concept in government public services through a series of introductory reports. However, looking deeply at these practices in reality, one could find limited unstructured innovative projects that have managed to be fully realised.

Inspiration requires any government to establish its practices based on team work, cooperation mechanisms, and distribution of responsibilities that would use agility to achieve goals and results through the spirit of creativity and the internal horizontal knowledge imparting and managing change. Moreover, inspiration requires senior leaderships in governments to be aware of what their organizations achieved in managing change in order to provide or modify the way of providing or managing services that the organizations offer as part of the main processes based on points and measures of learning in addition to benefiting from other similar experiments. The goal of the future government performance is to prepare mechanisms for inspiration through tools, methodologies, and a clear way of creating outcome based results.

We expect to see that governments would start to use job titles as chief inspiration officer with a job to 'inspire the organization and its human capital to know what they could be'. Such officers would lead and make the year yield based on satisfying the needs of government entity employees, customers, and investors. A chief inspiration officer would enhance the government organizations power to inspire anyone, anytime, anywhere and spread the learning and practices of the language of inspiration.

The new generation of inspiration governments would assure that inspiration rather than competitiveness would be the centre of its focus. Missed opportunities or potential opportunity loss would be a constant monitored key performance indicator whether these are investment opportunities, or socio-political, or socio-economic opportunities.

We really believe that once many EU policies settle down and well deployed we will start to see new generation of inspiring governments. One of the desired positive inspirational policies is today's EU model for 'integrated regional development'. Such policy would be to inspire EU governments for better promoting economic convergence, to help the less developed regions thus narrowing the gap with the more prosperous ones. Secondly such EU policy would spread the culture of wide-ranging measures that aim to promote the regional competitiveness and employment. Finally, such policy would help develop the effective cooperation between regions and countries and in that way to reduce the economic significance of national borders.

What is important about this coming generation of inspiring governments is the high hit rate in attaining the required impact or what is called 'government Legacy'. Such outcome based efforts can be achieved only if practices of government focus on capturing opportunities starting with Codification, Classification and Stratification. This stage will lead us to Reflection which should raise the ability to achieve what shall enhance inspiration in our government and consequently our countries.

#### **7.4 Seeds of Inspiration - Radical Change in Government Performance**

In inspiration economy more governments want to change, and they have to change because the international, social, economic and political coming pressures that would be much more than it is today. Even in developing countries governments would want to change the negative views around them due to increased need for inspiration. In addition, such governments would need to change their slow response with change requirements. Managing change is one of the challenges that face organizations when shifting from the normal growth into development in a short period of time. In the past 10 years, there have been countries that have raised their government performance to be in line with their people aspirations such as Cambodia, China, Australia, Malaysia and Thailand. Governments in these countries put strategies that guarantee the multiplicity of factors that positively affect their government and semi- government organizations' ability to change. Thus, any change in the processes and structures will directly affect the beneficiary and the citizen. This kind of impact has built new confidence factors in government organizations, and thus people have become cooperative when the government announces that it is passing through the change stage in any organization.

One of the good examples of radical change that shifted government performance towards more inspiration is the change management plan in the Singaporean Civil Aviation that took place in 2007. This project achieved great success and created an inspiration impact on the overall government performance and has become for the civil aviation culture with clear goals, clear samples and strong partnerships.

Inspiration does not require intelligence; rather it requires a meaningful movement that is connected to the heart, mind and spirit. Thus, what distinguishes successful governments is their ability to move within certain limits in order to avoid political, social and economic crisis. Future inspiring governments will focus on the measured radical changes that target the four main elements

required to sustain change and its impact, namely, heart, mind, spirit and appreciated physical content. Malaysia has realized this early since the 1980s, when Mahathir government wanted to achieve a radical shift in the Malaysian future map starting from the year 1981 in which the government specified the priorities, goals and the impact that it wanted to achieve till the year 2020. The government tried to show the Malaysian people through a structured inspiration programs, based on the kind of change it wanted to achieve using the four supported elements to sustain the radical change. Malaysia is distinguished by acting rapidly in the time of crises and this had helped it achieve a greater inspirational change. This type of agility, i.e. ability to achieve in a short time is one of the features of inspiring governments which are built around the capacity of accelerated learning, including learning quickly from crises. Such inspiring government change after absorbing lessons through reviewing and considering themselves honestly.

Inspiration governments would analyse information, policies and practices that form the government abilities to build and sustain an environment that achieves values and an added value for all the three sectors, public, private and civil society sector. All of this is reflected on prosperity and the quality of life of the citizens and beneficiaries. Hence when productivity improves the value added services in comparison with the incomes and the resources used is very high. Therefore Inspiration based productivity focus not on the ability but rather on the capacity and outcomes to achieve creativity as is referred to by Luck et.al. 2008. This ability to provide practices while assuring the value added services can exceed the people's expectations by its power to positively change the quality of life.

### **Chapter Seven in a Nutshell**

The objective of the future inspiring government is to prepare mechanisms for inspiration through tools, methodologies and a clear way of creating outcome based results. Thomas Edison once said "Genius is 1% inspiration and 99% perspiration". So if innovation is mostly determined by hard work, patience, why bother focusing on the 1%? The reason, perhaps, is that the 1% of inspiration is

often what it takes to overcome all the challenges and enabling the governments to transform into “open government” which focuses on transformation of practices. Inspiring governments would always do the self-assessments through service level agreements to provide assurance to all the stakeholders that appropriate governance and internal controls are in place.

There has been a radical shift of the inspirational governments from having a “partial view” where the focus on the service delivery in general to “public view” where the focus shifts towards encouraging the outcome of the performance of these services delivered. The measurement discrepancies have been improved by the technical approaches. Inspirational governments ensure the methods to assess the performance in a competent and transparent manner. Human potential are discovered through only those governments that manage to make advancements in the mindset and the essence of what is behind health care service and/or education and learning.

The future inspiring governments would comprehensively evaluate national inspirational indicators through “National Focused Integrated Assessment.” The inspiration governments are expected to use “Chief Inspiration Officer” as an internal facilitator in every organization whom would have the role to inspire all the government stakeholders. This facilitator role would be to shift the focus from aiming to be competitive to be more of inspiring governments. In such governments the inspiration based economies would help to divide or stratify the knowledge by codifying the information and classifying the knowledge. This would result in “Reflection” to enhance the inspiration of the governments and would result in enhancing the business performance of the inspiring government and attaining “Government Legacy.”

One can conclude that government inspiration does not require government intelligence, however it requires instead four other key elements that need to be imbedded in its practices: the heart, the mind, the spirit and the physical content. These elements are used by inspiring governments to reinvent themselves overcoming any crisis every now and then.

## Inspiration Planning for Public Sector

### 8.1 Inspiration Master Plans

Management and inspiration architect state that Service is Perishable. Thus, if any day passes in a government without planning for an accurate measurement and making plans to cope with inspiration requirements this means the government has lost an opportunity. Today, in the race of competitiveness shifting toward the ability to create an economy that is driven by the persistent spirit. Countries like India, Philippines; Cambodia can be with time richer than Oil Countries, just because of their reserve of persistence are very high. Hence, failure of governments in advanced planning is really planning for failure.

In government sector master planning forms the basis for national ambition and therefore should be handled with high care while addressing what is happening around. Inspiration Master Plans would be the basis to the type of change in behaviour expected to achieve new levels of outcome. Master plans would provide the main ideas about how to connect the necessary critical points that would ensure bringing out the best of people potentials. Master plans are important for leaders and those who want to contribute to improving their nations' capabilities to understand the concept of their existence in life, achieve quality of life for them and for those around.

The strategic dimension of inspiration master plan supposes/ expects there should be a total connection between the government system and government work program on one hand and between inspiration plans on the other hand that are set to deal with Government Reform Projects or Government Renewability Project. All inspiration master plans aim at building a creative and lean government which is renewed through dependence on its human capital. For future planning, serious governments should take into



consideration different scenarios that they may face to implement a master plan in order to be able to move forward rather than stopping, lagging or restart again.

In future, it is expected that inspirational master plans for governments will focus also on the cultural strategic dimension which focuses on managing change in the society through focusing on the projects that work through high engagement between the government organizations, universities, schools, community development organizations, culture and mass media organizations and organizations concerned with the youth and sports. Thus, work plans system in the future will depend on governments that manage unified projects of the government system.

Governments that seek to have an effective would mostly benefit from an inspiration based master plan where it would help align not only the psychological but also the physical benefits of the services towards evolving tourism. For example, in 1982, Mahathir Mohammed set the Malaysian national plan accompanied with a strategy as a work program for the government to vary the income resources one of which is in the field of agriculture. He announces to the people that he would start with a revival in the agricultural sector and asked his people to participate in it. This plan even though it was not called inspiration master plan; it managed to bring people together to implant one million sapling/plantlet during the first two years. Thus, Malaysia has become the first among the world countries in producing and exporting palm oil.

Thus one can use inspiration master plan to build integration plans that remove all the barriers and overcome current obstacles. Many integration driven initiatives today are occurring on the basis of inspiration. Inspiration follows pattern according to the field in which improvement is intended or according to the nature of the main processes. New government culture is supposed to be determined in a way that would lead to creative initiatives that would benefit its stakeholders. The nation requirements and its supreme interests should interact with each other even if the immediate interests are not clear to establish unifying finance resources with flexible structure.

The Government Integration Plan is based on specifying Inspiration needs and Priorities according to scientific researches. In order to meet Customer Order Fulfilment, the Inspiration Process would need a value added ratio equation for everyone working in the supporting services and the Overall Productivity Effectiveness (OPE) equation. Both formulas would support the government system and citizens to understand the ability of inspiration in creating better availability, activity and efficiency.

## **8.2 The Beginning of the Inspiring Governments' Era**

The inspiring governments' era is an era of moving from competitive governments to amazing level of competitiveness and self-renewal. It is the era where the value added measures would not be around the importance of the activity to the customer, but rather the value of inspiration this activity can bring.

To understand why we are entering an era which we call the inspiring governments' era, let us look the government which launched more than 10 programs and managed to overcome the controls of the legislative authority to enhance inspiration. From these initiatives, 50 field programs were issued and were applied in Britain. These programs aim at achieving a change in Britain's competitiveness on the public level and to be in line with the strategic and structural changes that David Cameron's government carried out at the leadership level. The British government have managed to put a framework to stimulate societies to come up with projects similar to those suggested by the government as samples for development and inspiration, such as the anti-smoking project. Such project driven by inspiring teenagers age between 11-14 years old, manage to bring strong inspiration waves in education, especially that the project has given the parents the role in inspiring their children. The British government project had also sustained its inspiration enablers by setting career counselling that helped focus on specializations which are more suitable for lifelong learning inspiration. The project helped improve education and knowledge transfer across successive generations. What distinguishes the inspiration in this British project is the size of transformation of services to the Non-Government Organisations (NGO's). It is also distinguished by measuring the effect on inspiring people and their personalities.

Another sign of potential Inspirational Governments era can be seen in New Zealand (NZ) government which has put many projects to encourage entrepreneurship and self-initiated work in addition to keeping the 'quality of life' and enjoying the New Zealand nature. The NZ government has realized that humans' happiness is determined by what they have participated in.

The clearest country in its orientations towards inspiration programs is the Scottish government which periodically measures the number of inspired scots who have impact on people in all specializations and carries out research about that and even links this to what the Scottish people achieved in the past.

All signs of government inspiration based success stories, show the need for a big change in the way of thinking about the concept of work plans, where today we do not talk about achievements, relationships, structures, organizations, and the amount of exports or the number of facilities. Today, we talk about an advanced stage of inspiration target that leads to quality of life and happiness.

### **8.3 Inspiration through accumulated needs for Change**

Accumulated amount of change needs two levels of changes in order to create the level of inspiration needed. The first change type leads to a continuation and stability in the natural growth indicators and is accompanied by temporary change which preserves the difference and is what the government should be. This kind of change is referred to as Restoration. There is an important change which causes the beginning of difference for nations, namely, the creative change which is based on self-motivation and the need for movement. However, the second level of change is a source for inspirations and consequently will be the one to distinguish inspiring governments in the future from the radical change which is based on the importance of bringing what is new to sustain inspiration. This kind of change is the only change that will transfer our organizations to accurate machines in the government system that will become models for inspirational practices with continuous and real achievements.

We all agree that it is important to stimulate inspiration between the government organizations in order to increase productivity, and also to build confidence between the beneficiary from the government services and the government system. This can be achieved only through Clusters that support government direction in its journey towards inspiration. The most important condition in striving to the stage of inspiration with gradual decrease of dependence on government resources in providing advanced services.

The most important feature of inspiring governments is their efficiency in managing their resources and especially their human capitals in a way that enables them to compete in different places while providing sustainable incentives in which they do not depend only on the physical component, but on concepts such as the quality of life of the employees and beneficiaries. It is also important for change that the government organizations have clear plans in their work through stream line values. Today, the British government is benefiting from the accumulated efforts of change that started to stimulate societies to improve it government services.

Through directed accumulated change one could make people responsible about managing their districts themselves. This initiative is called the large societies initiative which was launched in 2010 by the UK government and where David Cameron appointed a special consultant for this initiative besides establishing a bank called the big society bank. This initiative seeks to enhance the change efforts through encouraging all leaders within the communities, districts and young people to directly transfer authority of specific projects from the central government to the local government.

#### **8.4 Government Inspirational Mind-set during Crisis**

In normal life situations, governments have many choices and paths to take, however in crisis, they usually only have three tough choices:

1. Hide Away
2. React Negatively (with signs of Blame)
3. Take a positive proactive stand & be up to the challenge

Those who take the third choice are so-called the “inspired”.

Governments would clearly illustrate their level of mind-set inspiration during crisis. If we observe closely the reaction of the different European Union Governments during the refugee immigrants crisis that continue to increase since August 2015, we see both the inspiring government and governments that still live in the mind-set of scarcity.

Reviewing reaction of worldwide governments, one can see governments that although are considered to be living, they do not reflect characteristics of being alive, as in many of the Arab Middle East countries. These are governments with no reaction, or even become defensive when asked why they do not take role in accepting refugees. They are governments that have built over the years what we call "Shawl Fed Society".

When dealing with such global crisis we face scarcity based governments that use force or try to divert the problem to over countries due to their limited mind-set that behave on the basis of 'Push Thinking' with clear preservative/ protective behaviour.

Whereas, certain governments moved to high abundance mind-set in dealing with this crisis despite its high risk, they managed to use the 'Sympathetic Thinking' while trying to bring solutions. The world is yet waiting for inspiring governments that would use 'Empathetic Thinking' while seeing this crisis as part of the 'Big Picture' of what is needed to be addressed to establish a world class legacy.

Many governments managed to apply the abundance mind-set during crisis and managed to develop, transform and in fact inspire their socio-economy to another level and status. One couldn't imagine the USA, Canada, UK, France, Brazil, Argentina, Malaysia, Singapore and Australia for both the success stories of governments and countries without their high ability to deal with crisis as the immigration acceptance with high "tolerance". These are just contemporary examples. This is why in recent EU crisis the whole world saluted Germany, Austria, Sweden, Denmark and Norway for being the most resilient

Thus, we can learn from European migrant refugees that governments can lead towards the waves of “Crisis” or towards “Inspiration”. At times of disasters inspiring government would need to look for opportunities and see the big picture. This means governments would need to establish ‘positive thinking’ and then ‘pull thinking’ (i.e. Moving from Scarcity to Abundance), in order to create from a crisis an opportunity. If European governments overcome the mind-set that humans are problem, but rather find in them a solution, then Europe won’t be getting a problem, but in fact would be getting a treasure. Every soul that moved from Arab World to Europe can be either a “potential burden” on Europe or a “new resource of a better Europe” future. Each soul can be “perspiration waste” or “inspiration income” and all of this depends on the government mind-set.

The mind-set of governments can have the initiative and the responsibility to make things happen. If governments leave its citizens lives to be a function of conditioning and conditions, then its mind-set by default has chosen to empower those controlling it!

### **8.5 Government role in creating an Inspirational Vibrant Society**

All inspiring governments that manage to create an inspiring vibrant society need to ‘discover’, ‘optimize’ and ‘sustain’ the most suitable way of its productivity. For an inspiring society discovering the most suitable formula for productivity between the three main sectors, i.e. the public, private and NGO’s would help to clearly understand the role of individuals, the organisations and the society.

In his strive to create a vibrant society, John F. Kennedy said to his citizens once “And so, my fellow Americans: ask not what your country can do for you, but ask what you can do for your country.” In order to optimise the possibility of creating an inspirational vibrant society, governments need to apply results of their discovery and generalise the power of discovery (Spread the model). Then these inspiration government are expected to sustain the overall productivity effectiveness of its all integrated sectors efforts as per the OPE formula, i.e. through maintaining (the availability x the quality x the efficiency) to the optimum.

Governments with high inspiration level can create another level of expectation by discovering new type of contribution that can be delivered to the society. This discovery can come from focus, learning by doing and/or making an analogy to what inspirations other sectors have managed to make in their society or organisations.

In order for the government to create a consistent 'discovery' towards a vibrant society they need to apply the following formula or something similar to:  $Discovery = AD \times M \times P$ . AD = Make Appreciation of powers and Discovery of difference and needs for a new impact, M= Create new Model, P = Process of Generalising and Sustaining Impact.

For governments to create inspiration that leads to a vibrant society they must carry a mind-set that try to discover the Idea(s) of Inspiration. Then these government organisations need focused efforts for producing the suitable model for the inspiration targeted and its relevant impact. Thus sustaining the inspiration with suitable outcomes and minimal resources.

If government are not capable of creating their way towards vibrant society, they can use techniques we call "Inspiration Labs©" that Dr Buheji, over years of experimenting with different government organisations. The inspiration labs help to unleash the human abilities to reinvent the rules of the business and create a radical sustainable change. These labs build a type of connection between people engagement, financial and non-financial outcomes (not only results). Thus, such labs create a feel of reality and then show the ability to deliver simple solutions for complex problems. This would raise the capacity of the individual or the society compared to the rising demand. This would lead also to high availability and great outcomes with minimal resources.

Arthur Ashe, even though was a tennis player not philosopher, but in his short life he left many quotes that were very inspiring. Ashe said "from what we get, we can make a living, but from what we give, we can make a life'. Governments if they understand the difference between 'getting things done" i.e. making infrastructure

or delivering the necessary vs. “giving a chance to a new way of life”, they can create a vibrant society. In order to do this we need to help the governments shift from being only subjective with focus on emotional engagements as trying to inspire the culture to do its best or providing a sense of personal accomplishment, to being more objective with rational engagement, i.e. making families understand their proper role in contributing towards a vibrant society. Objective government would also have engagement programs to spread the awareness of the society’s overall goals, objectives and directions.

Inspiring governments should be willing to put in a great deal of effort beyond what is normally expected to help their society succeed.

In reality many government fail to respond in the right time to an urgent need or to a chronic society disease and thus fail to create an inspirational mind-set from that moment of response. Once governments starts to create a proper return to response and enhance the benefit towards its targeted society in relevance to the capital employed (called in short ROCE), this would be appreciated ‘value added’ services towards a vibrant society. Thus government can build more expertise with the motivation process and avoid the usual ‘creep and weep’ that usually classical governments do which lead to make them waste resources and efforts with slow achievements in much longer time. Through the focused government mind-set we can speed up practices of accountability and autonomy.

In searching for optimal efficiency, quality, abundance and inspiring based government, the government mind-set can see the migrant refugees issue is more of an opportunity than a challenge. It would help to acquire cost-effective labour in Europe. Also this crisis can enhance the personalization of delivery and thus more entrepreneurship projects. A long term outcome can be achieved having proper social support programs that integrate all types of efforts for a better harmonised society. The focused mind-set of an inspiring government would bring programs that would help develop more educational and community development, thus leading to a lifelong learning and consistency in the sources of inspiration.



Machiavelli was very wise when he said “Whoever desires constant success must change his conduct with the times“. Governments need to stay stable and sustainable while trying to achieve a better vibrant society.

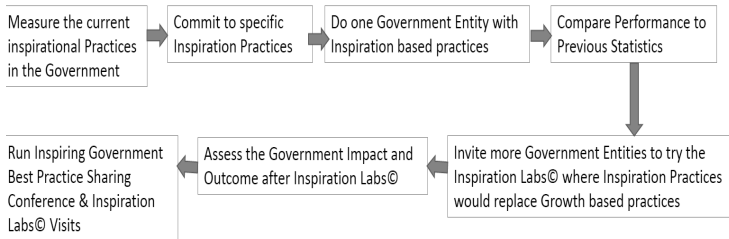
**8.6 Road Map for Spreading Inspiring Government Concept within a government system**

Franklin Roosevelt said once “We cannot always build the future for our youth, but we can build our youth for the future“. Therefore, inspiring governments needs really to setup road maps that would bring along inspired youth. This won’t come by coincidence and require a change management and transformation program that would start with measuring the current inspirational practices in the government as illustrated in the process shown in figure (8-1).

Once the government commit to specific inspiration practices, one government entity can be selected to become a model for such practices. The performance need to be compared to previous statistics of the government entity before piloting the model. Once this is successful, then start inviting more government entities to try the Inspiration Labs© where inspiration practices would replace growth based practices. Then the government impact can be assessed after each inspiration lab©.

Once governments start to get outcomes of its focused inspiration plans a best practice sharing conference and inspiration labs© visits should be conducted to deploy the inspiration knowledge accumulated between the entities.

Figure (8-1) Proposed of simple road map for spread inspiring government concept



Benjamin Disraeli once said that “Action may not always bring happiness, but there is no happiness without an action.” With inspiration we have hope and hope brings more action and inner peace for mankind and this is what we are looking for.

Governments in the future would need ‘Inspiration Master Plans’ that would encourage the changes inspirational practices in a structured way. The integrated master program of the inspiring government should focus on identifying realistic task durations, identifying critical paths, with viable risk mitigation and contingency planning. As discussed in the previous chapters the government inspiration process is expected to sustain the overall productivity effectiveness equation optimally (the availability x the quality x the efficiency) which would result in enhancing the “Government Inspiration Plan.”

### **Chapter Eight in a Nutshell**

The inspiring governments are moving from the era of competitive governments to amazing level of competitiveness based on self-renewal. This transformation requires a level of inspiration that would cover the natural growth indicators and attain stability through going first through what we refer to as “Restoration”. This restoration is important as it would help the inspirational governments to differ from the normal governments once reactions are needed during the crisis. The normal governments would hide away with the problems or react negatively during the crisis, based on their “Push Thinking” approach.

In inspirational governments a positive proactive would be vibrant in a way that would contribute to the health and well-being of societies by providing economic security and access to opportunities. The inspiring vibrant government needs to ‘discover’, ‘optimize’, ‘and ‘sustain’ the most suitable way of its productivity. The inspiration lab© developed by Dr. Buheji provides an alternate solution to reinvent the rules of the business and create a radical sustainable change. The inspiration lab© is seen as a simple solution approach to deal with the rising complex problems of governments today. The authors call for its implementation to show its real impact on all governments which believe they exist in order to inspire.

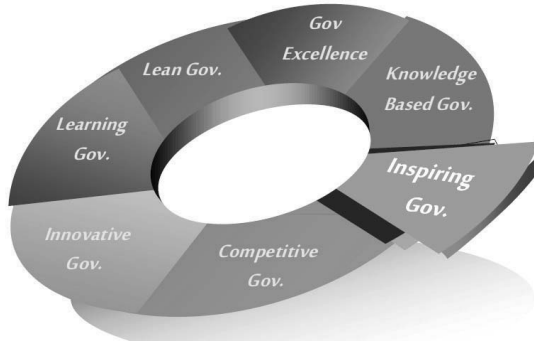
## Final Note

Inspiration ideas discussed in this introductory book about the concept of Inspiring Governments can help many social entrepreneurs, society change agents, researchers and practitioners to dig deeper on ways of overcoming the complexities and challenges that faces their society today through using inspiration as an effective driver towards more effective government organisations in the coming future (Zheng et al., 2010). We can reflect from all previous chapters, that inspiring governments are about the ability to maintain high quality level of services, while managing risks with a great sense of accountability towards the inspiring future (buheji et. al, 2014c, Chawla and Joshi, 2010; Zhang et al., 2010).

Governments today can't design and provide services alone. Smart, innovative and even competitive governments today can't be entitled to be so unless they seriously shift from being the sole provider of services to being co-provider of services. In order to have this transformation, governments are shifting towards being a source of inspiration for its beneficiaries and customers, so that they contribute in making the difference in their lives. In this book we stressed how practices of inspiration economy would drive governments to this next level of development. Wide range of key aspects of inspiring governments were discussed and proposed specific inspiration practices, to enhance the decision-makers eagerness to reinvent the rules of doing business in public sector and thus create a radical sustainable change.

Shown in Figure (9-1) governments would need inspiration to sustain strive towards being competitive, lean, knowledge based, innovative, learning and excellence driven. This means governments would need to remember every moment that its business is inspiration and not simple delivery of necessities services.

Figure (9-1) illustrate different government practices and results that can be sustained in presence of Inspiring Governments.



This book was not intended to be an academic publication, but rather it was written to be a practical and a realistic guide for anyone who wish to contribute to inspire governments – irrespective of the industry, sector (public or private), purpose of the organization (profit or not-for-profit) and the general context (work or leisure). Whatever your background, experience and business purpose, this book offers you flexible terms of how you can contribute to create or demand for inspiring governments, as we all deserve for lifelong learning practice that leads to new meanings of quality of life.

Creating government organisations with better availability, efficiency and unique outcome is not a dream, it is a path that requires self- renewal practices linked to the big picture of their existence. These inspirational practices are hard to copy and unique to each government as each has its own resilience path and story.

There is lots of work ahead of those like me whom are dedicated to create change in their communities, societies and countries through creating a radical shift and realised development in the concept of Government Services and their purpose of existence.

There are increasing challenges in the world socio-economy and a need for utilisation of organisational internal resources. Challenges facing Government Organisations are tremendous with

increasing expectations and demands in relevance to the increasing limitation of resources in today's government mind-set. The need for promoting the understanding among different government organisations should be a priority for researchers and these relations can be enhanced by having different approach to organisational development practices and initiatives (Diakoulakis et al., 2004).

Silo's initiatives on government organisational development has shown to have limited influence on creating inspirational organisational competitiveness (Buheji et.al., 2015 and 2014). In fact, today there are series of challenges that forced governments to think about new approaches and practices, in relevance to shrinking budgets while they are in search for sustainable resources (Liao et al., 2008; Yang, 2008).

The literature till the publication date of this book shows that most governments today are not specifically structured for the application of inspiration concepts (Buheji et al., 2014c, Haynes, 2005). Therefore, the author call for more case studies linked with closed observations that would increase inspiration associated with organisational changes towards better influence (Thornhil, 2006). Yet with the governments diversified and growing functions, we have discussed that inspiration is not well linked within its practices.

Finally, one can humbly say this book was never meant to be fully comprehensive, it was only meant to raise a flag of a coming era where the word "competition" in the governments would be most probably replaced by "inspiration".

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# Appendix

## **Introduction to International Institute of Inspiration Economy**

The development and complications of the world economy and its increasing instability lead many researchers, scientists, field development experts, society activists and those with the ability to see the big picture of the purpose of life, from all over the world, to call for a new economy that is independent from the materialistic resources. All these leading thinkers called for such an economy that would consider the powers of human being intrinsic capabilities, the need for of a balanced social, environmental, quality of life approaches and positive psychology to create better human based economy.

Even though a better quality of life based economy were visualized earlier with the advent of Knowledge Economy (KE) as early as the 60's of the last century, no real progress to date can be claimed to the establishment of civilized movement for a better world that is based on co-existence and fair competition. In reality, the speedy transformation to what looks like KE created harm in certain cases where societies became in more conflicts and fear, while on the individual level it created more stress and resistance to change.

However, with the spread of KE society practices and the new disruptive technology managed to bring, we started to see more innovation, entrepreneurship and increasingly even learning practices that give people the chance to discover many hidden powers within oneself. This lead to the establishment of new concepts as Learning Economy, Innovation Economy and Entrepreneurship Economy. However, these noble concepts where demolished by the power of Capital based Economy that used only part of KE practices to stay alive as the strongest economy that manipulated human thinking and paradigm, where most societies and governments found it easy to digest and understand.

### **The Born of (Inspiration Economy)**

In 2012 and 2013 a field expert and academic called Mohamed Buheji, started a series of field models and testing in the government organization in Kingdom of Bahrain after small laboratories carried out also in different organisations around Arabian Gulf Countries since 2008. These Labs were focused on the Lean thinking, competitiveness, innovation and enhancement of applied learning. However, the consistent failures and challenges of such labs in co-dependent societies lead Dr Buheji to develop a unique concept called “Inspiration Labs©”.

The concept of ‘Inspiration Labs©’ had delivered very successful models that would lead to major and radical change outcomes in the society. Inspiration Labs were carried in cooperating organization as Schools, Health Centres, Hospitals, Government Planning Centres, Electricity and Water Authority, Labor and Human Capital Authorities, etc. Based on the success of Inspiration Labs, Dr Buheji supported with scientists, academics and world leading practitioners founded the first peer reviewed international journal in relevance to Inspiration Economy called Journal of Inspiration Economy in March 2013, with more than 48 members as in the editorial board and research reviewers, coming from 18 nationalities and representing leading universities and research centres, from India, New Zealand and Australia in the east to Canada and Brazil in the west.

### **What is Inspiration Economy for IIIIE?**

IIIIE defines inspiration economy as an economy that focuses on raising the capacity of discovering the potential of human beings abilities to be the currency of competition and source of a planned outcome and legacy. Thus Inspiration Economy (IE) is a mix of many disciplines that lead to inspiration practices that motivate the spirit to a level that creates waves of inspiration in socio-economic development. These mixed discipline practices can be like entrepreneurship, innovation, risk taking, opportunity seeking/creating; along with a focused and change driven mind-set. It is a type of economy that would be based on our societies and

organisations' abilities to discover the potential and the capacities or human being and thus capitalize on it through inspiration. (Buheji and Brychan, 2015).

Dr Buheji in both books (Handbook of Inspiration Economy) and (Inspiring Governments), besides in his published Arabic book (In search of the inspired) mentioned that such an inspiration can be easily created to reduce the gap between the different world societies and thus would help to establish a more stable yet still dynamic socio-economies.

Inspiration once created can lead to a persistent human being that sees the big picture of his/her role in the life journey, thus can change both societies and countries fate. Once the inspired develops the ability of a Lifelong learner characteristics, as per Dr Buheji (2014 and 2015) paper publications, we can see a different type of communities that are full of potentials and opportunities that would enhance the level of human creativity.

For more on Inspiration Economy, please refer for now to Journal of Inspiration Economy introduction of first issue and also the paper of Dr Buheji et al. (2014) Why inspiration matters?  
<http://journals.uob.edu.bh/jie>

### **Establishment of International Institute of Inspiration Economy**

Based on the successes that Journal of Inspiration Economy achieved from the world body of knowledge and practitioners community, Dr Mohamed Buheji (from Bahrain) and his colleague Dr Majda Naji (from Slovenia) founded the International Institute of Inspiration Economy (IIIE) as a Non-Profit Organisation in Europe in 14th of August 2015. IIIE have been established in a country considered to be in the middle of the world, that is Slovenia and in a city called Maribor and is dedicated to serve not only as research institute, but also as a centre for projects, training and publication developments in the areas relevant to Inspiration, Entrepreneurship, Innovation, Knowledge, Learning, Co-existence that would have its impact on the targeted socio-economies.

For more information on IIIE, please visit:  
<http://inspirationeconomy.org/>

## **Sample of an «Inspiration Labs©» Introductory Workshop**

### **What is Inspiration Labs©**

Inspiration Labs© was developed by one of the Institute of Inspirational Economy founders Dr Mohamed Buheji to help unleash the human abilities to reinvent the rules of the business and create a radical sustainable change. The labs create connection between employee engagement and financial and non-financial Outcomes (i.e. beyond results only). The outcome(s) of the Inspiration Labs© create a feel of a new reality about the human ability to deliver simple solutions for complex problems, that would raise the capacity compared to the rising demand (with high availability), with minimal resources, based on the concepts of “Influencing without Power”.

### **Labs Objectives**

Creating Inspiration driven Economy Models through Total People Engagement that shows how certain mind-set, processes, techniques and practices can lead to huge impact on the community outcomes and thus the socio-economy status. The Lab usually runs on a 5 focused days, with minimum of 3 days, and it is based on the concepts of lifelong learning and learning by doing where more the members of the labs are divided in three or more teams to create “inspirational results” compared to time and resources through the following:

Explore the types of opportunities in the specific setting of the organization or the community targeted.

Enhance the possibility of discovering the uncovered, based on the services trends and the linking the data based on “reverse thinking”.

Giving the delegates the ability to evaluate the type of inspiration they can do individually or collectively.

Measuring and improving the model is done during and after the Lab, however the lab is not officially closed till results are seen for the selected models.

Once the model is successful the leaders of the specific community or organisation are asked to generalise the model to create a major impact.

Definition – Inspirational economy model means there are outcomes or secret formula revealed through lab, that can or would create a

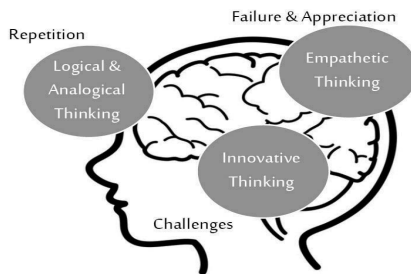
change in a specific setting, community, country status or statistics and in the same time would change those involved to believe about their hidden powers and in their ability to influence others with external powers.

**Labs Outline:** The labs makes extensive use of attendee participation and discussion to reinforce the concepts of inspiration, entrepreneurship and reverse thinking. Each lab embodies the following salient aspects:

### Day-1 – Model(s) Definition Stage

What are the Requirements and capacity to change  
What is mindset that would have the proper Attitudes to criticism  
Fundamental requirements for Degree of openness to new ideas  
Structuring vs. Disruptive approaches Attitudes to conflict  
Development of Degree of willingness to discuss sensitive issues openly  
Degree to which the society structure facilitates change  
Attitudes to experimentation in processes and products  
Ensure readiness for Repetition, Failures, Appreciation and Challenges during the process for discovery, as per figure (1).

Figure (1) Constructs of Inspiration Mind-set and thinking created by the Day One of the lab



### Day-2 – Model Implementation Stage

How to practically raise Principle Capability, Changeability, Competency through first raising the Capacity to discover (without extra resources).



Understanding how the Holistic View can integrate with the power of the mind, spirit, heart and physical content.

Apply the practices of selecting the common thread area through the power of focus.

Use differential Diagnosis to enhance the model outcome

Deploying and Identifying model controls

### Day-3 – Model Refinement Stage

Ensuring the model is source and not only a source of inspiration

Test the Inspirational Sources is built in the model with focus on the integration of Reverse Thinking with “Common Sense”

Ensure that the model team have the ability to refine, restore or improve the model based on Inspirational moments, challenges and Opportunities faced.

Conduct review about Failure is good and how learning can be enhanced through “experiential learning”. As per Figure (2)

Figure (2) The three constructs that create Inspirational Model



### Day-4 – Model as a source of Inspiration

Create ‘One Point Lesson’ with Inspiration Spirit

Train on the art of Visualisation

Clear the model to be beyond Growth, i.e. well away from being Dependent.

Show how the model would help in transitioning community or the organization towards being Independent.

Show how the model would help influence other inspirational projects (i.e. a source of mind-set development).

Show how the capturing of new opportunities (i.e. Challenges) would enhance the community or the organization Inter-Dependence. As per Figure (3)

Figure (3) Creating models that are based on Inspiration Economy Transformation



#### **Day-5 – Model as a source of sustainability**

Review of the Inspiration Lab© techniques and formula for Discovery =  $AD \times M \times P$

Build an Inspired knowledge sharing community, called Inspired Practicing community (IPC) where best practices are going to be shared and reported.

Build Appreciative Enquiry that is focused on the ability to discover called AD = Make Appreciation of Powers with & Discovery of Difference in Impact, in relevance to the ability to generalize and sustain the Model (M) and (P) "Process of Generalising & Sustaining Impact".

Measure the difference of Overall Productivity Effectiveness (OPE) and the ability to create a legacy within the organizational or community setting, where  $OPE = Availability \times Quality \times Efficiency$ . Optimise the model as per figure (4) in the Society and Organisation by applying the results of Discovery in other similar settings (Spread the model).

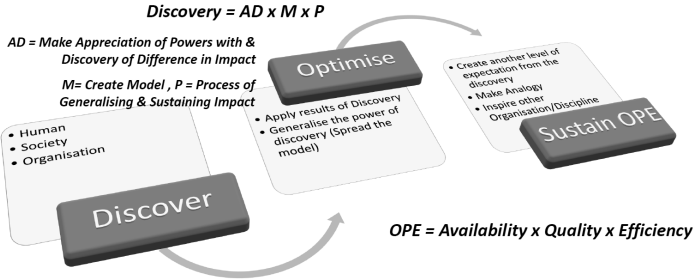
Sustain OPE by creating over time another level of expectation towards new discovery.

Make Analogy - Inspire other Organisation / Discipline

Calculate the generalized model "influence" on the socio-economy

Publish results and humbly share

Figure (4) Creating models that proven that is can be optimised or sustained based on the overall productivity effectiveness (OPE) that is important for Inspiration Economy.



### The requirements of Labs workshop

All the participants must be authorised to create the model with all the requirements of data, time and accessibility provided.

All levels of the management and leadership concerned in the community and/or organisational area where the lab would be conducted are expected to get both involved and engaged.

Development of best practice and enforce of it is the sole right of the organisation or the community involved, however IIIIE and Inspirational Lab© Experts have the right to create from it success stories and publish about it.

## A brief about the Author



Dr. Mohamed Buheji is the founder of International Institute of Inspirational Economy. He is considered an expert in the areas of Excellence, Knowledge, Innovation, Inspiration, Change Management and enhancement of Competitiveness Expert for over 25 years, besides being a teaching assistant professor at University of Bahrain in the Business Administration College. Dr Buheji is also the Founder of Inspiration Economy Journal. He teaches classes that are relevant to innovation, Entrepreneurship and Current Issues to both MBA Students and undergraduates.

Dr Buheji has published since 2008 more than 40 peer-reviewed (journal and conference) papers and 14 books mostly in Arabic and one book in English about Knowledge Management Influence on Government Competitiveness. He is passionate about transferring his + 500 consultancy projects experience for more than 300 organisations from all over the world, to both education and research. In addition, he serves in the editorial board of 5 internationally peer reviewed journals in the same fields. Since 1998 Dr Buheji has assessed many governments for their excellence and innovation performance.

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