

# **Developing Capacities and Skills for the “New Normal” in Post-COVID-19 Era**

M. Jae Moon

Department of Public Administration

Yonsei University

[mjmoon@yonsei.ac.kr](mailto:mjmoon@yonsei.ac.kr)

[apolitical](#)

[Explore Policy Solutions](#) [Connect With People](#) [Log In](#) [Sign Up](#)



We're excited to present our 2018 list of the world's 100 most influential people in digital government. It's the first of its kind to show the international spread of the field, and includes individuals from every continent.

Digital technologies are transforming nearly every aspect of our lives, including, increasingly, our governments. In every country and at every level of government, public servants and ministers are having to work out how to reform and reimagine government for the digital era. Bringing transformative digital technologies to one of our largest, most complex sectors is difficult work and the people leading this transformation are often as visionary, imaginative and determined as the tech entrepreneurs the media loves to celebrate.

Digital government is, of course, no longer brand-new. A first generation of reformers has been followed by a new one, who are building on their predecessor



# New Normal?: COVID-19 in a Society





# Questions from COVID-19

- Can the current decision-making system catch up with the spread of COVID-19?
- Can the current bureaucratic system overcome the pandemic?
- Do developed countries mitigate COVID-19 better than developing countries?
- Are policy tools enough and effective?
- Do central and local governments collaborate effectively
- Do governments, private organizations, civil societies, and citizens collaborate effectively?
- Are public employees equipped with right skills and competences?

# Mismatches in Challenges, Ideas and Tools?



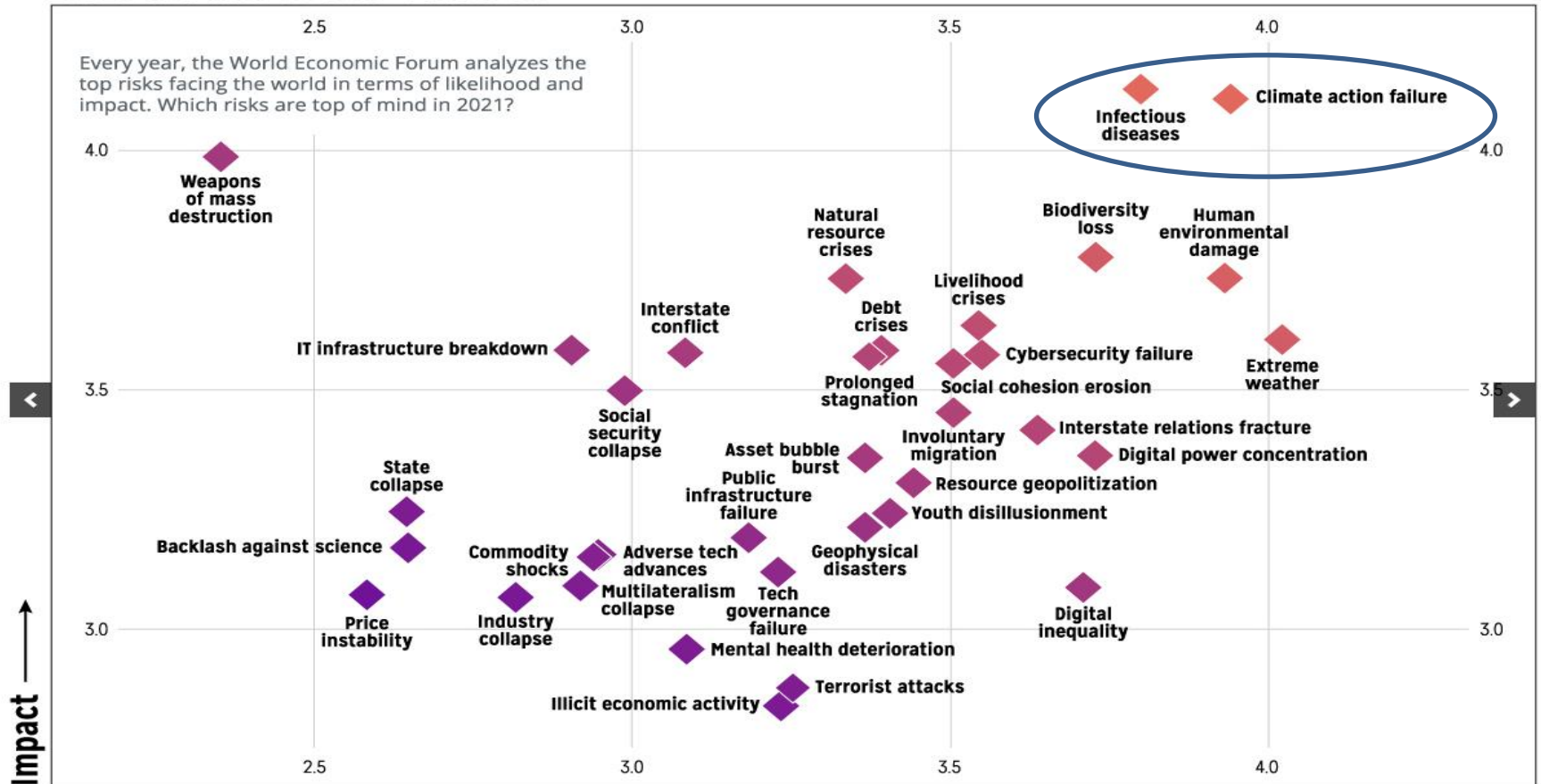
1. Challenges: Target Problems
2. Ideas: Institutional and Legal Arrangements
3. Tools: Policy Tools, Work Processes, Actions

# Global Risk and Solutions?

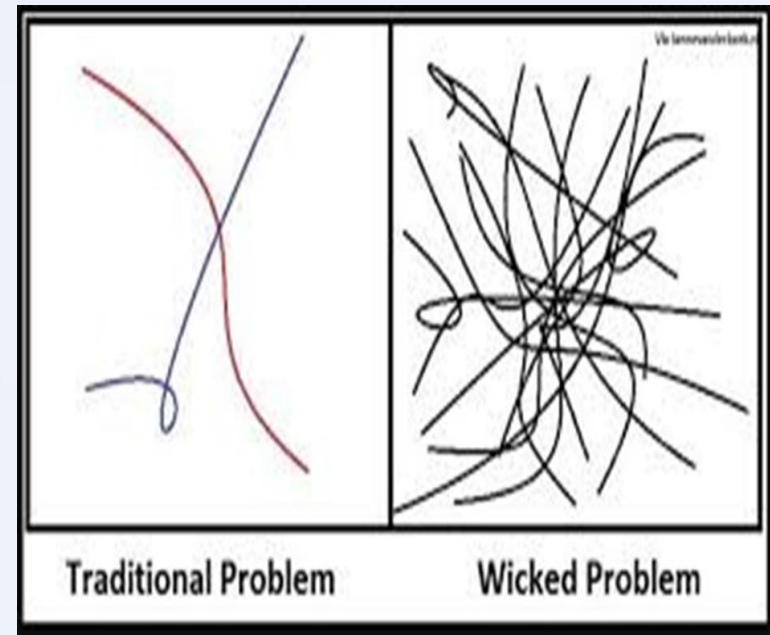
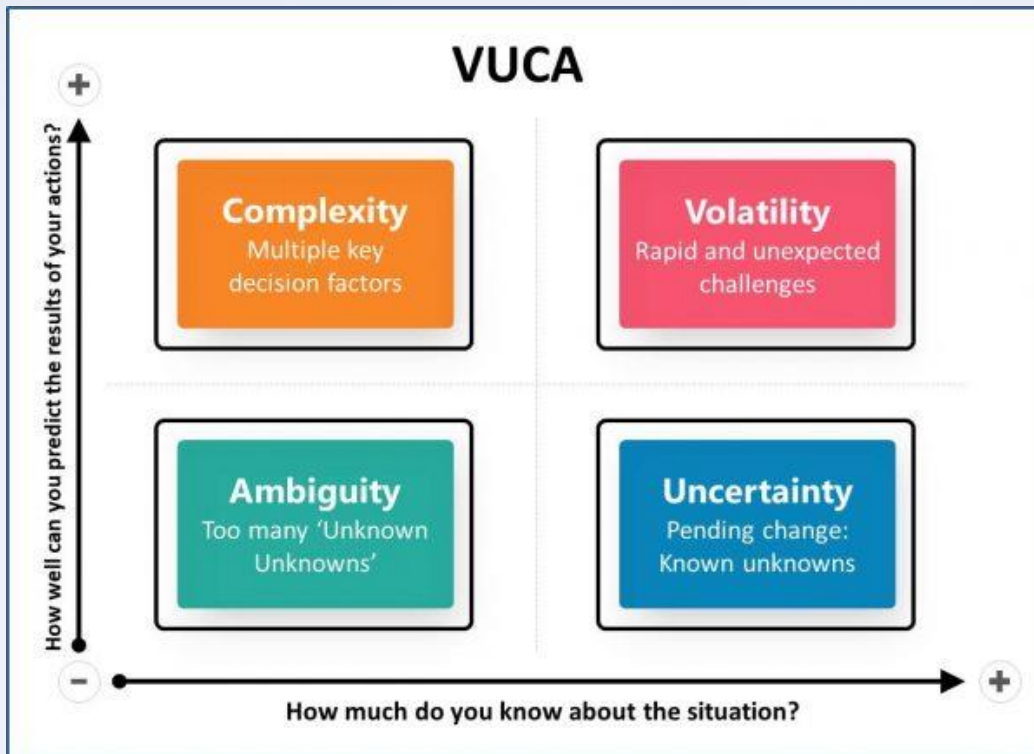
## (WEF, 2021)

### 2021 Global Risks Outlook

Every year, the World Economic Forum analyzes the top risks facing the world in terms of likelihood and impact. Which risks are top of mind in 2021?



# Problems of VUCA





# Different Games: Swimming in Pool or Ocean?







*The Success Equation (Mauboussin, 2012)*

# HR Trends in 2021



# What Competences Do We Need in Governments

## (Moon et al., 2016)

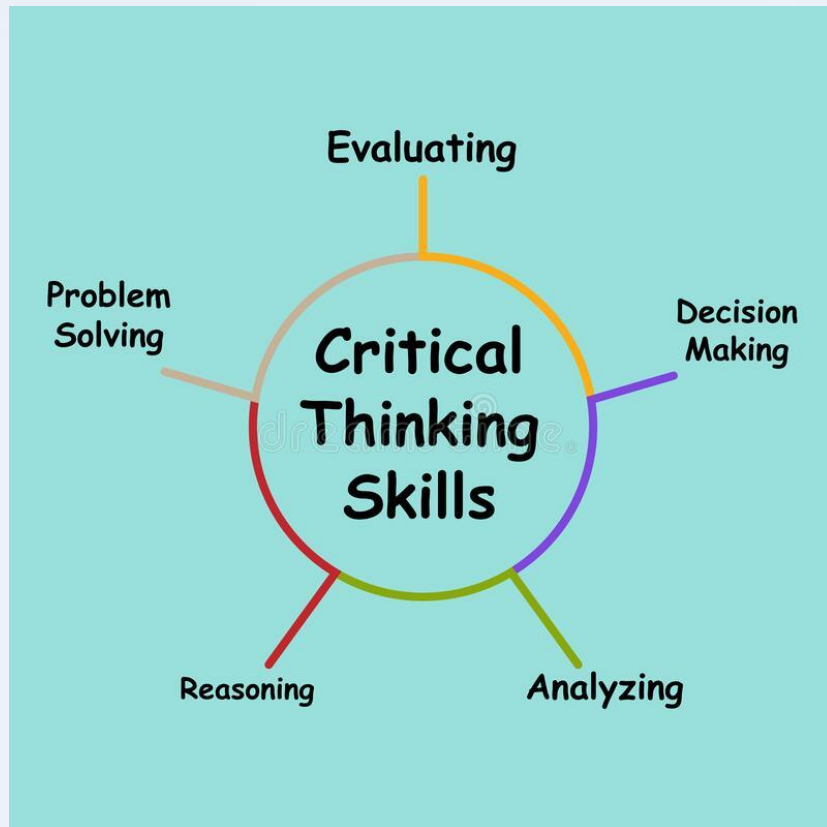
	Competences	Middle Managers		Semopr Civil Servants	
		1st	2nd	1st	2nd
Task Management	Critical Thinking	151 (30.2)	113 (22.6)	123 (24.6)	118 (23.6)
	Information Collection and Management	40 (8)	73 (14.6)	40 (8)	65 (13)
	Analytic Skills	40 (8)	44 (8.8)	38 (7.6)	51 (10.2)
	Creativity	170 (34)	121 (24.2)	163 (32.6)	126 (25.2)
	Strategic Thinking	75 (15)	96 (19.2)	92 (18.4)	88 (17.6)
	Implementation	21 (4.2)	49 (9.8)	34 (6.8)	42 (8.4)
	No Response	3 (0.6)	4 (0.8)	10 (2)	10 (2)
Management and Relations	Org. Management and Motivation	90 (18)	88 (17.6)	126 (25.2)	114 (22.8)
	Communication	141 (28.2)	112 (22.4)	148 (29.6)	111 (22.2)
	Conflict Management	131 (26.2)	134 (26.8)	126 (25.2)	136 (27.2)
	Teamwork	137 (27.4)	163 (32.6)	92 (18.4)	129 (25.8)
	No Response	1 (0.2)	3 (0.6)	8 (1.6)	10 (2)
Individual Traits	Org. Commitment	158 (31.6)	110 (22)	90 (18)	74 (14.8)
	Ethics	107 (21.4)	98 (19.6)	152 (30.4)	146 (29.2)
	Self-control	93 (18.6)	154 (30.8)	90 (18)	133 (26.6)
	Adaptability	135 (27)	131 (26.2)	155 (31)	133 (26.6)
	No Response	7 (1.4)	7 (1.4)	13 (2.6)	14 (2.8)



# Competences on Demand in the New Normal Era

- Critical and Strategic Thinking
- Creativity
- Adaptability
- Agility
- Collaboration and Conflict Management

# Critical and Strategic Thinking



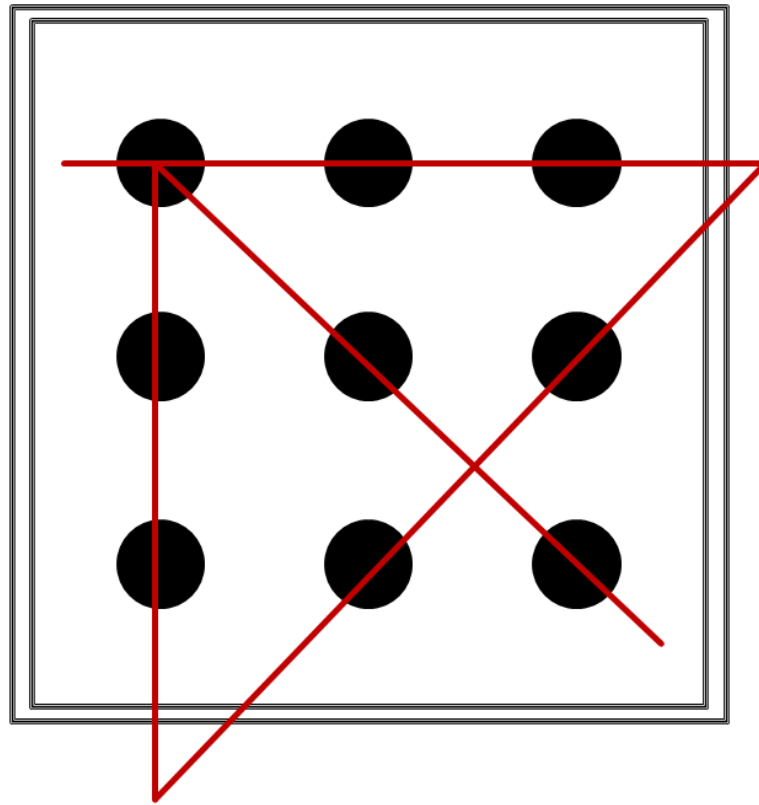
*Strategic thinking* is defined as the individual's capacity for thinking - conceptually, imaginatively, systematically, and opportunistically – with regard to the attainment of success in the future.

# What is It About?





# Creative Solution... Out of Box



# Simple but Great Ideas?





서울특별시

건강재난지원금

## 신용·체크카드 이렇게 신청하세요

신청 기간 : 2020.5.14.(월) 07:00~

—세대주에서 본인 명의의 신용·체크카드로 신청이 가능합니다.  
 중임을 막하기 위해 출생년도 '요일제' 방식을 적용합니다. 본관인은 5.16.부터 '요일제' 제외

월 1.6 월 2.7 월 3.8 월 4.9 월 5.0 월 5.31

### 온라인 신청

서울 카드시 발급 (4대주)

신청서 입력

건강재난지원금 승인

### 방문 신청

※방문신청은 2020.5.14.(월) 09시 부터 가능합니다. (주말은 방문신청 불가)

카트 연계 은행 방문세라지

신청서 작성

건강재난지원금 승인

\* 2020.5.31 까지 사용이 가능하고 서울지역, 감염, 코로나 사용에 제한이 없습니다.  
 전체는 한정되지 않습니다.

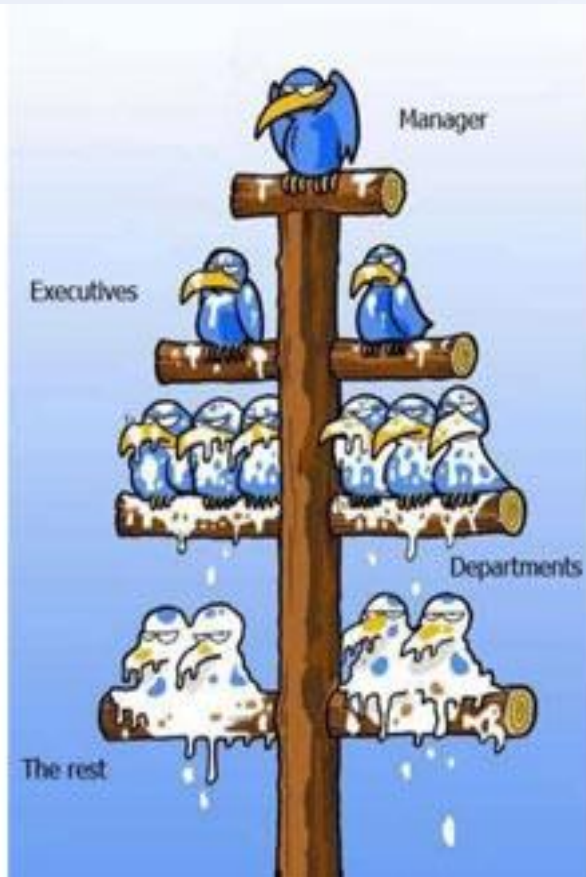


# Frosbury Flop...



He jumped higher than anyone before by thinking the opposite from everyone else...

# How about Your Organizations?





# The Width of Railway?



# Horse Wagon?





# Roman Chariot?



# Rocket Engine?



# Rocket Engine and Horse Wagon?





# Thank You!!!

## Questions?

Contact Information

M. Jae Moon

Phone: 82-2-2123-2959

Email: [mjmoon@yonsei.ac.kr](mailto:mjmoon@yonsei.ac.kr)