

# Building an Innovative, Engaged and Globally Learning Parliamentary Administration

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“Every system is *perfectly designed* to get the results it gets”.

*W. Edwards Deming*

Theoretical arguments and empirical findings indicate that:

*Public sector institutions, especially one of a kind in a country,  
do not have incentives to innovate.*

Question to fellows Secretaries General at the dinner table:

*What kind of management / organizational innovations have you introduced during the last 3 years?*

Parliamentary administrations are dominated by the following logics:

- Political
- Legal
- Bureaucratic
- Individual adaptation and survival
- Others

Politically, parliaments are cradles of democracy, but what about democratic principles within the Parliamentary administrations.

Modern management can enhance democracy and maximize value of the talent within administration and champion “the future” agenda .

# **New Principles at the Seimas administration**

- Ideas of ordinary employees may be more powerful than hierarchy
- We challenge everything – including ideas put proposed by the leaders.  
Continuous reflection over activities and completed projects
- Decisions based on data, evidence and best practices
- Standardization of the best solutions
- We say „thank you“ for a critical feedback. Zero punishment or negative consequences.

## Innovation

Discretionary time (Google) + PDCA (Deming) =  
*voluntary improvement teams*



## Continuous improvement oriented goals: New to organization practices

- Process improvement
- Problem solving
- External experts engagement
- Scanning of the best practice within domain of each unit
- Identification of legislative imperfections
- Well being

**Civic tech:** Transparency of legislation process - creative use of Stage-Gate model of product innovation (Robert Cooper) with “who”, “what” and “why”

- idea generation
- development within the Government and then Parliament
- adoption by the Parliament
- verification of promised impact
- lessons learnt

## Use language and metaphors

- “We all are secretaries general” – reveals the impact of employees on organization
- “No drama-just content” mantra in response to media reports
- Crowdsourcing for ideas, enrichment and confirmation
- From “mono job” to “multi-job”



## Democracy and engagement



Conditions are present to engage decision making and to contribute to organizing the administration activities.



## Democracy and engagement



**50%  
employees  
agree**

7% neturi  
nuomonės

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LIETUVOS RESPUBLIKOS  
**SEIMAS**

Thank you