

# Essential Ingredients for Digital Transformation: Executive Leadership and Change Management

Jill Urban-karr (USA)

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## SUMMARY

Despite decades of investments into building land tenure systems in lower income countries around the world, very few of these have sustained and gained momentum over time. The question then becomes why has the success of these projects not matched the level of resources put into the projects? Is the lack of progress related to the way projects are being designed, offered, and implemented? Is the institutional maturity not capable of adopting, scaling and sustaining technologies to support the long-term? and/or is there insufficient infrastructure, special interest interference, etc. impacting the implementation?

□□ Technology is a fast-moving commodity. Governments are expected to not only embrace new technology, but also be more responsive and more agile in their approaches to the delivery of service, while continuing to enhance the quality and variety of these services in an easy to consume format. For land administration projects this means managing multiple dynamics from policy changes to data conversion, from public engagement to technology implementations, from personnel restructuring to political dynamics, and on and on. This is a big “ask” of a Director of Surveys or the Land Registrar or other land administrator who although well-intentioned, are not always prepared for the complex dynamics of such digital transformation projects.□□ The development of strong leaders for land administration must be a purposeful focus in the design, implementation and sustaining of a land administration environment. Leadership development must become an entrenched component of land administration programs and a best practice in the go-forward. With a well-prepared leadership team, the government will benefit from an efficient and agile project implementation followed by a sustained success.□□ Land administration program success is often less than planned and/or expected because of any number of factors including internal team resistance to change, lack of frequent (and effective) communication to all stakeholders, and confusion on the plan/benefits/progress, to name a few. The objectives of this presentation are to 1) elevate the priority of leadership development in land administration to include change management,

communication techniques and other key components for creating a foundation of success; and 2) how project stakeholders can better incorporate leadership development into their land administration programs /proposals /solutions. Furthermore, this presentation will identify key leadership principles for land administration officials, present benefits from such approaches and discuss some of the unexpected positive results that this approach can organically re-enforce or even produce, such as a Spatial Data Infrastructure, new policy initiatives, et.al. □

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