

Leadership in data-driven organisations

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Tax Administration
Performance
Summit '25



A large flock of pink flamingos is wading in shallow, calm water. The birds are scattered across the frame, with some in the foreground and others further back. The water reflects the bright blue sky and the pink feathers of the birds. The background shows a flat, dry landscape under a clear sky.

WHAT IS
LEADERSHIP?

“

Change will not come if we wait for some other person, or if we wait for some other time. We are the ones we've been waiting for. We are the change that we seek.

- Barack Obama -



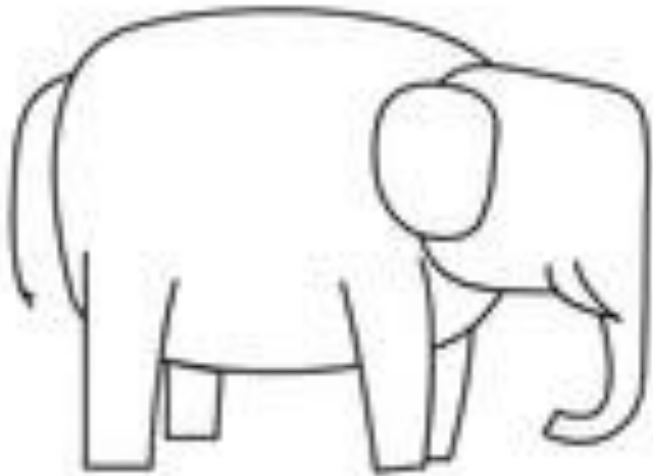
Leading the Charge in Data Sharing

WHO DO YOU WANT AS
DATA PARTNERS AND
WHY?



Leading with Data Sharing

THINK



MOVE

START



With whom do you want to establish partnerships?

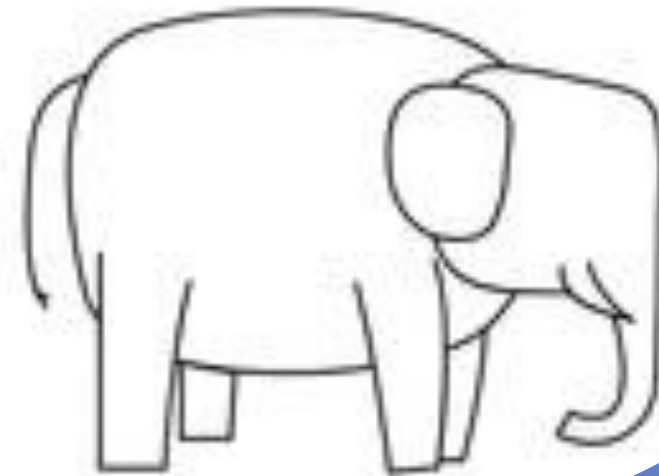
What kind of data do you need from them?

Prioritize systems that make real-time data actionable for compliance monitoring and enforcement.

Choose one

Data Sharing

THINK



MoU: What data? What frequency? Data Governance?
Note: Data must be usable, not just collected.

Are you complying with privacy regulations?

How is accountability distributed within the partnership?

Data Sharing

START



Data Sharing

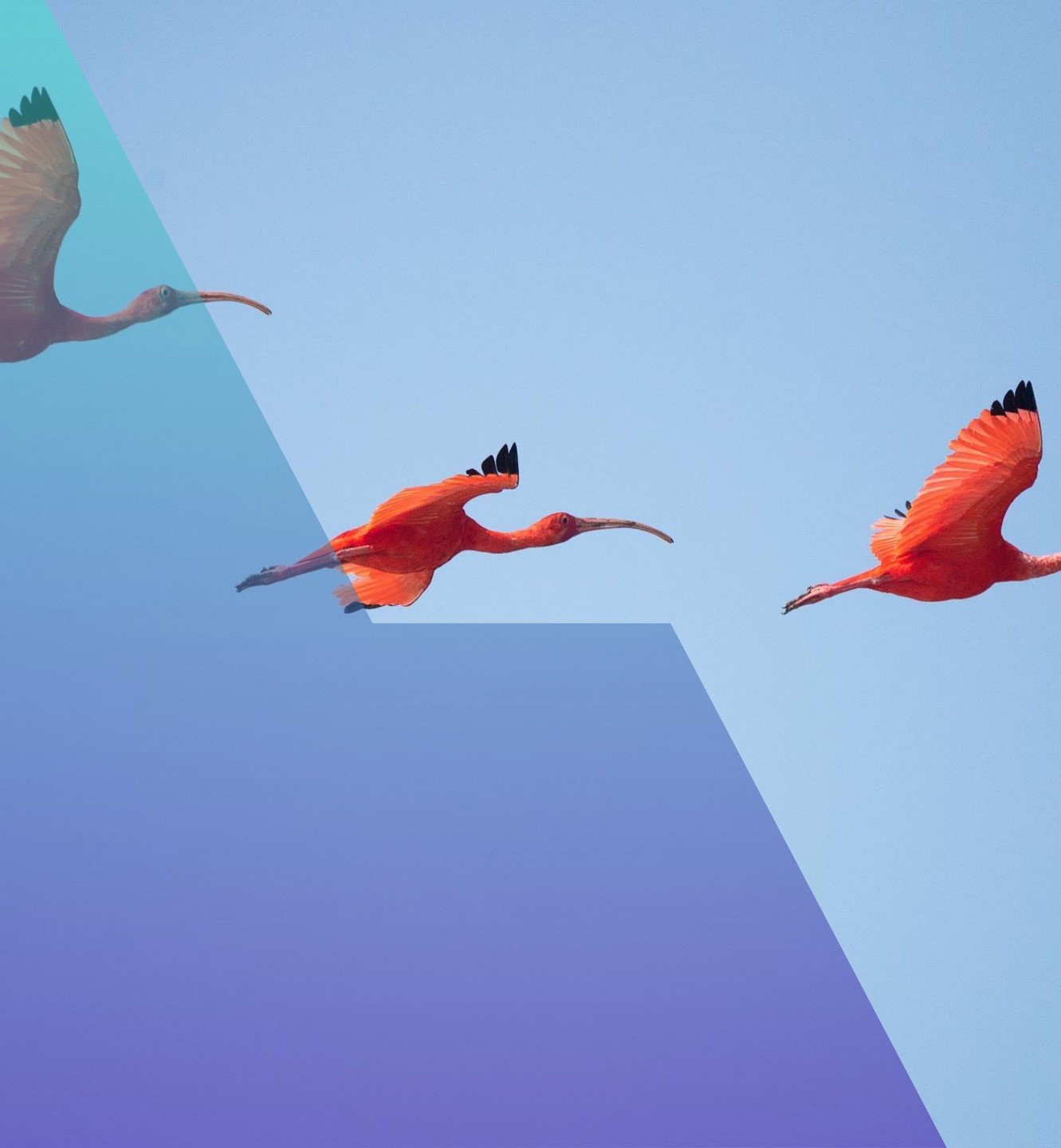
Create joint project team with
resources from both parties

Agree on timeline and execute

Establish an SLA

MOVE





“

The role of a leader is not to come up with all the great ideas. The role of a leader is to create an environment in which great ideas can happen.

-Simon Sinek -

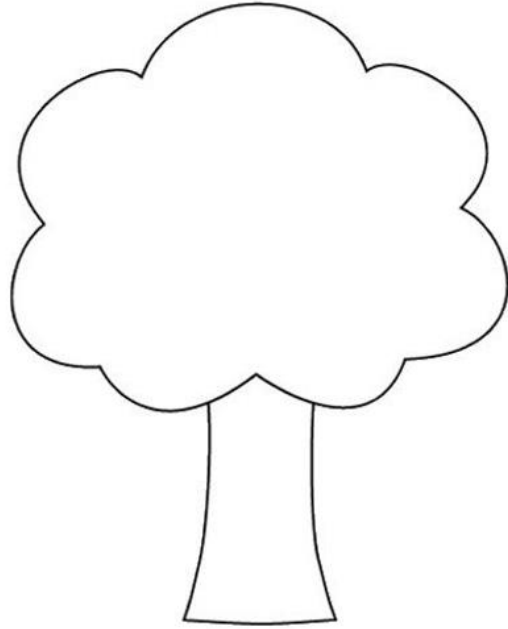
Leading the Path to Data Quality

IS YOUR STAFF
INVESTED IN YOUR
DATA QUALITY?

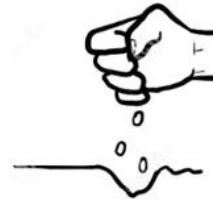


Leading the Path to Data Quality

THINK



START

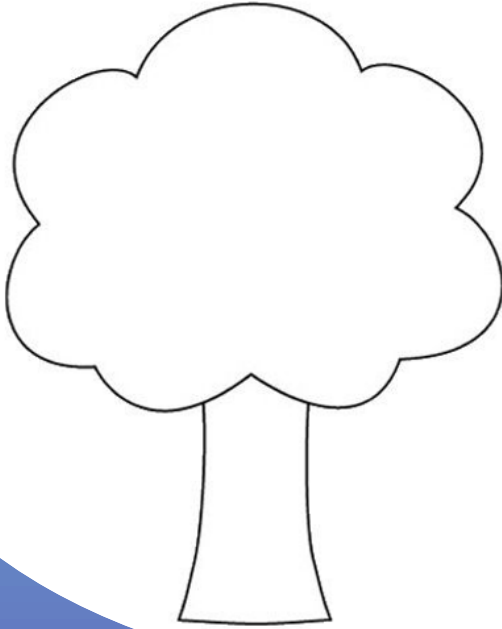


MOVE



Data Quality

THINK



How can you leverage data to truly become data-driven?

How does it translate for each department?

Identify and prioritize data initiatives according to impact

Ensure robust data quality foundation

Data Quality



Create awareness of the importance of data accuracy

What is the impact if the data is incorrect or incomplete?

Assess the quality of the data

Encourage team to question assumptions and processes.

Create a data quality improvement and maintenance plan

Data Quality

MOVE



Monitor data quality

Implement DQM program
(e.g., assign data
stewards, tooling)

“

Leadership is
about
transforming
limitations to
opportunities.

- Robin Sharma -



Leading the Move to Being Data-Driven

- ☒ STRATEGIC PARTNERS
- ☒ QUALITY DATA
- ☐ LEVERAGING YOUR DATA



Lead with Risk-Based Approaches for Efficient Tax Enforcement



Prioritize High-Risk Taxpayers

Maximize Resources by Targeting the Right Cases

Encourage Data-Driven Decision Making

Lead with Prepopulated Returns to Improve Filing



Segment taxpayer types and tax types to roll out pre-population scheme

Identify TPs eligible for pre-population based on risk-profiles

Leverage data to reduce human error and improve efficiency

Lead with Automation



Streamline workflows and processes with available data

Identify taxpayers eligible for automated processing of refunds and other requests

Lead citizen-centric eGovernment initiative, sharing data

“

A leader is one
who knows the
way, goes the
way, and shows
the way

- John Maxwell -



Actionable Leadership Tips & Tools - Today





Thank You
For Your Attention