Closing the Gap on Transformation

How Collaborative Technologies Are Revolutionizing The Way We Drive Change

NATIONAL ACADEMY OF PUBLIC ADMINISTRATION®

Thinking About Change

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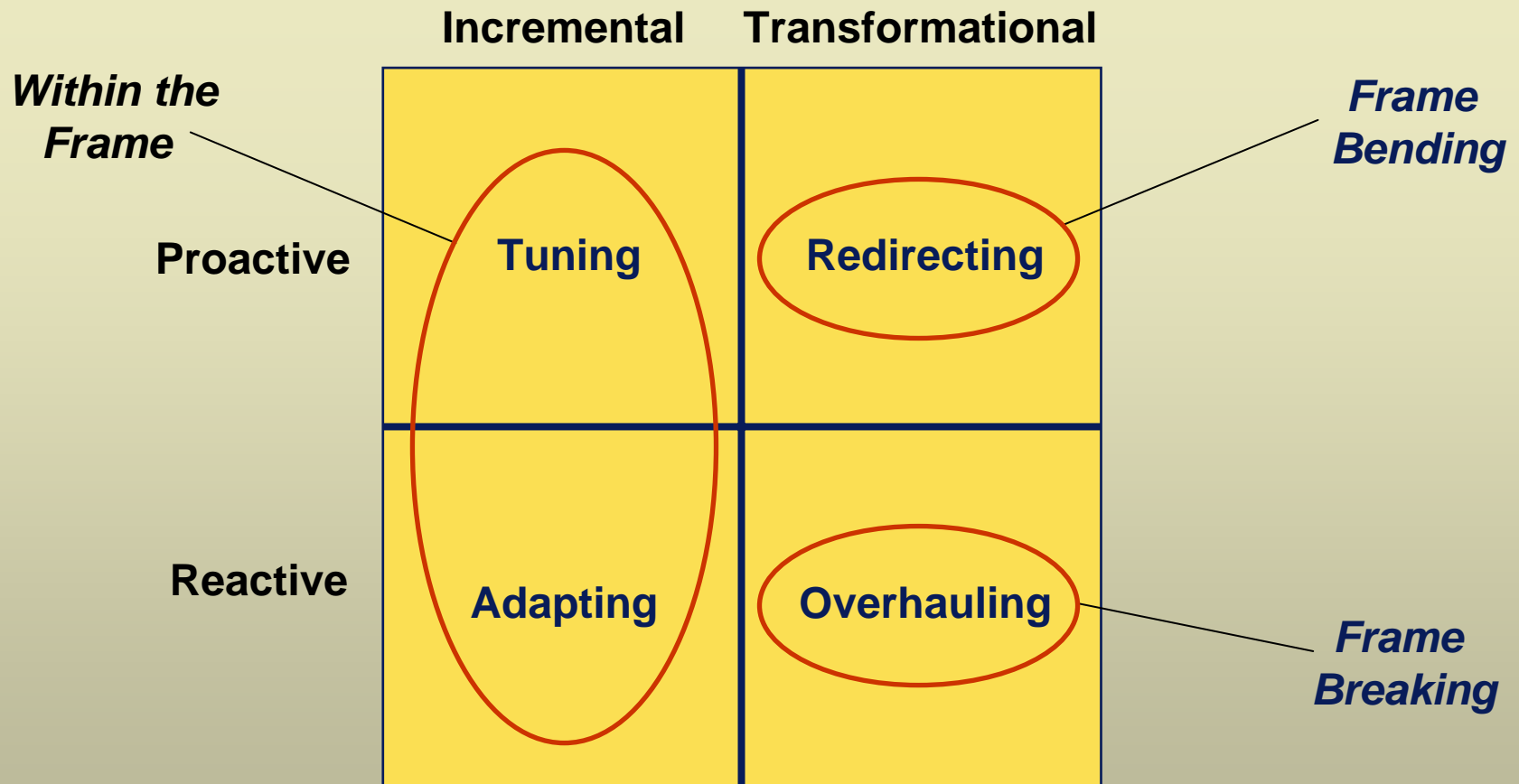
The Demand for Change

"The **daunting challenges** that face the nation in the 21st century establish the need for the **transformation of government** and demand **fundamental changes** in how federal agencies should meet these challenges."

– David M. Walker, Former Comptroller General & Fellow of the National Academy

Challenges	Barriers
• National security	• Structure is hierarchical, bureaucratic, and not focused on results
• Fiscal stability	
• Environmental sustainability	• Low tolerance for risk associated with change
• Health care challenges	
• Governance capacity	• Few leaders willing to "step out"

Trust in government is at an all time low

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The Power of Collaboration

- **Wikinomics**
  - Organizations use mass collaboration and open-source technology to be successful
  - Based on four ideas: Openness, Peering, Sharing, and Acting Globally
  - Employees drive performance by collaborating across organizational boundaries

- **Medici Effect**
  - Describes how we can turn intersections in our own lives into pathbreaking innovations
  - Three driving forces—the movement of people, the convergence of scientific disciplines, and the leap in computational power

- **Swarm Intelligence**
  - "Artificial intelligence" based on collective behavior in self-organized, decentralized systems
  - The movements of an aggregate often derive from the independent decisions of a single individual
  - Encourages individual decision making as a tool in bringing about widespread social change

- **Transparency**
  - Privatization of public services, the rise of powerful international organizations, and the growth of tight knit networks of security agencies are complicating campaigns for openness
  - New developments in IT enable greater openness and remove barriers to transparency
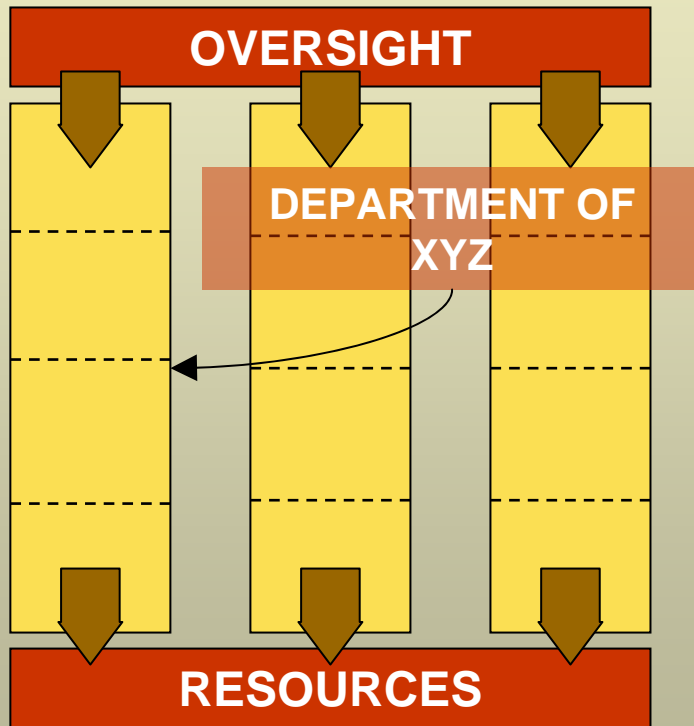
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The Challenge for Leaders

- Our ability to respond is **constrained:**

OVERSIGHT

DEPARTMENT OF XYZ
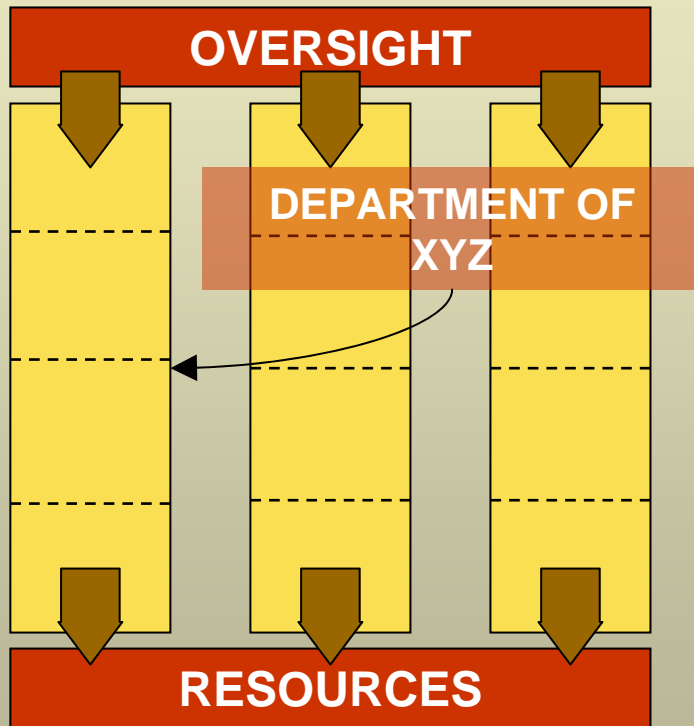
RESOURCES

- Rigid Organizational Hierarchies
- Stovepipes Across Organizations
- Congressional Mandates and Oversight
- Competition for Fixed Pool of Resources (Budget, HR)

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The Challenge for Leaders

- Our ability to respond is **constrained:**

Diagram showing OVERSIGHT at top, RESOURCES at bottom, with three vertical columns and DEPARTMENT OF XYZ labeled across the middle.

- Unclear accountability and fragmented processes

- Too many points of contact for customers

- Unclear how to incorporate new mandates into current operations

- Insufficient sense of what service delivery "should" cost

- Inability to redeploy resources to mission critical areas

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Closing the Gap

- These challenges **block innovation.**
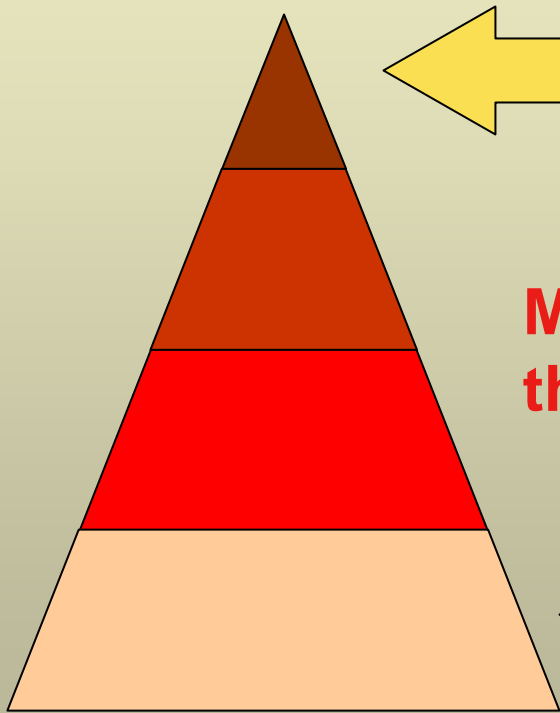
In most organizations, **ideas, vision,** and **leadership** come from the **top**…

Managers can only create change from the top-down: <u>Adapting, Not Leading.</u>

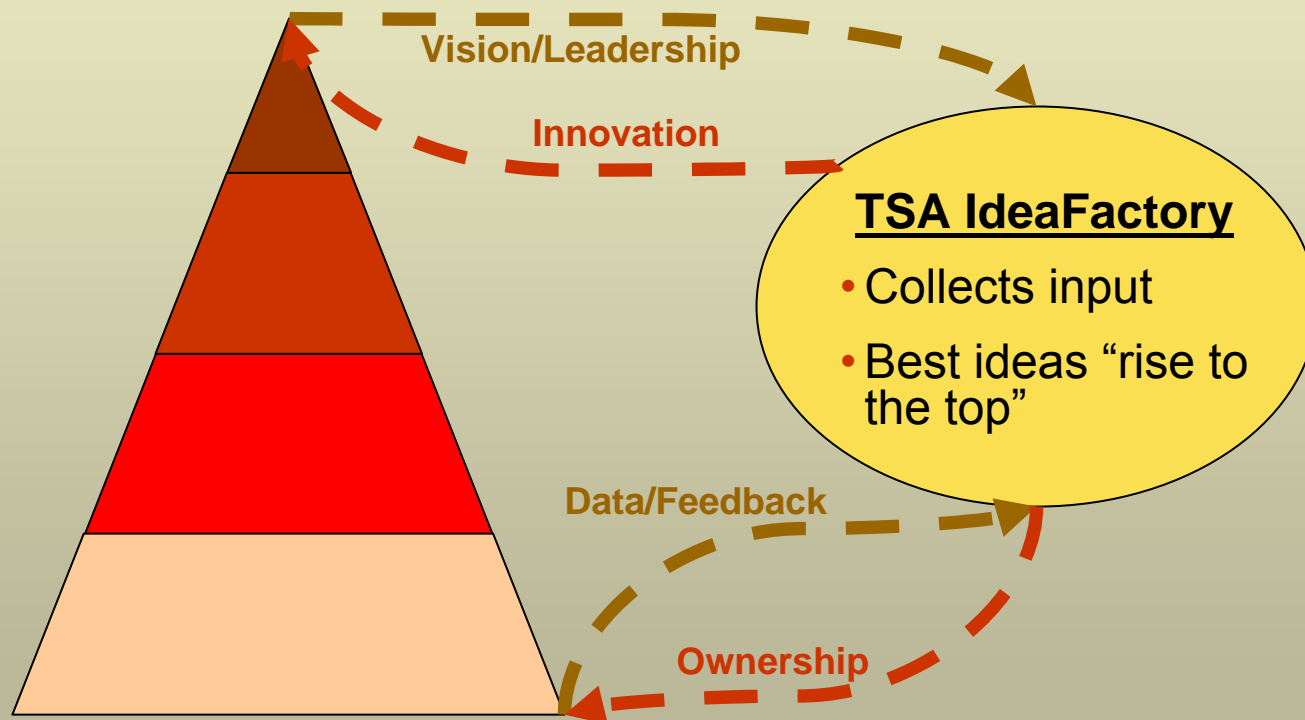…but **data, experience,** and **institutional knowledge** accrue at the **bottom.**

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The Big Picture

"You can't leap a twenty-foot gap in two ten-foot jumps."

– American proverb

Solution: Make the Gap Smaller

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Closing the Gap

At TSA, instead of transforming the organizational structure, Kip Hawley used collaborative technologies to **transcend** it.

Vision/Leadership

Innovation

TSA IdeaFactory

- Collects input
- Best ideas "rise to the top"

Data/Feedback

Ownership

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Innovating at the Intersection of Ideas and Data

The old way forces managers to push citizens and stakeholders out of the process. **Collaborative technologies allow us to pull them in.**

Leader

Manager

Front Line

Stakeholder
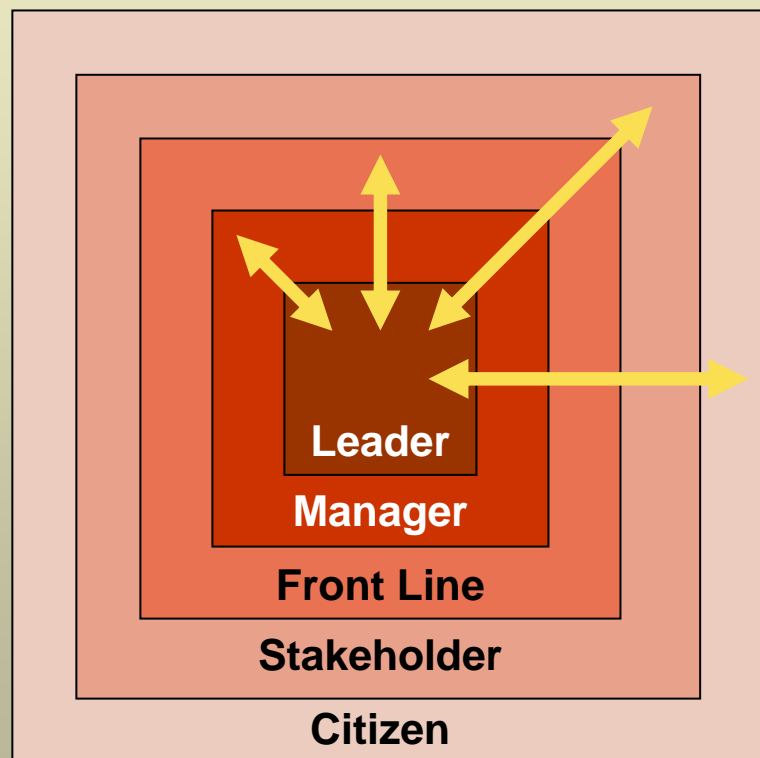
Citizen

- Managers
- Front-Line Employees
- Stakeholders
- Citizens

The costs of getting to transformational change are *lower*

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A Networked Approach
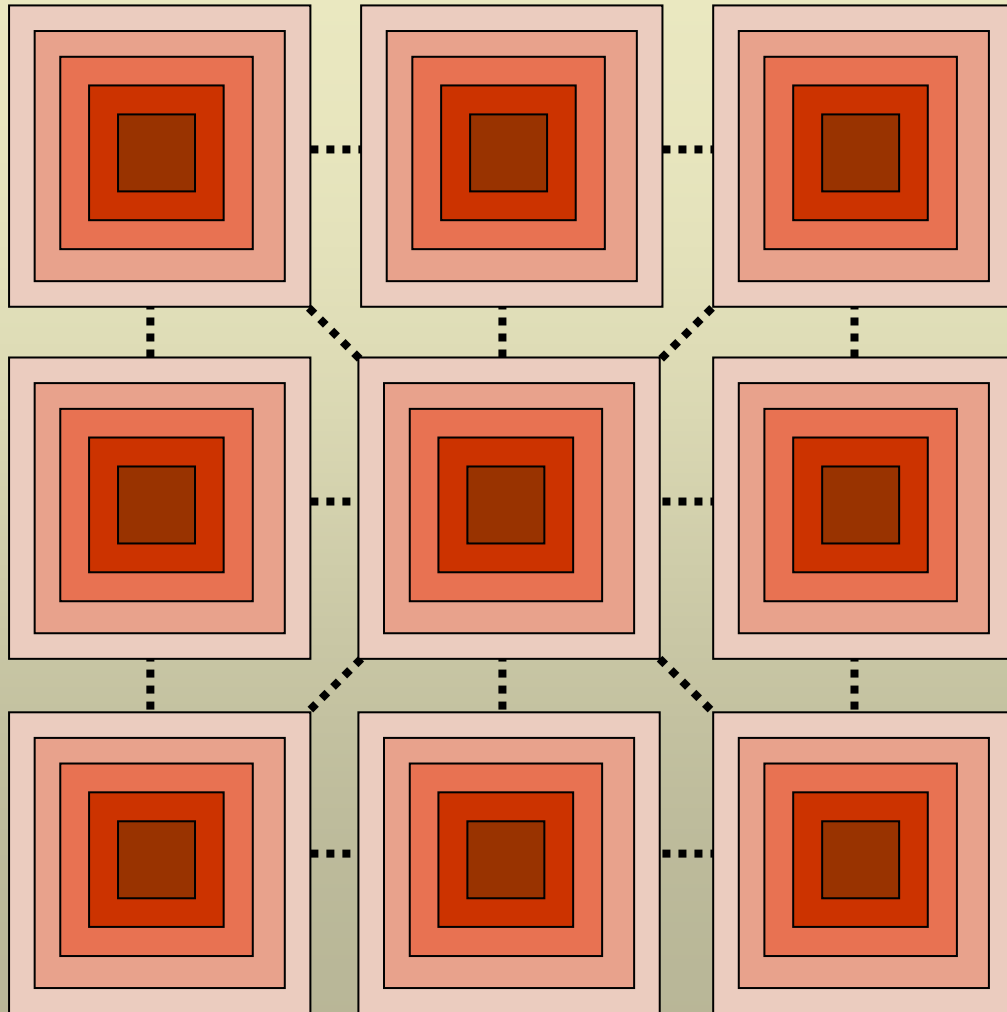
- Old: <u>Stovepipes</u>

  Threats reach across organizations and sectors – but **solutions** don't.

- **Now: <u>Networks</u>**

  Leaders are **"playing 3-D chess"** – leveraging technology to enable a collaborative approach to mission-critical activities.

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Leaders Demonstrating What is Possible: Virtual Alabama

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Leaders Demonstrating What is Possible: EPA Puget Sound Mashup

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Main Page

2007 NATIONAL ENVIRONMENTAL INFORMATION SYMPOSIUM
PUGET SOUND INFORMATION CHALLENGE
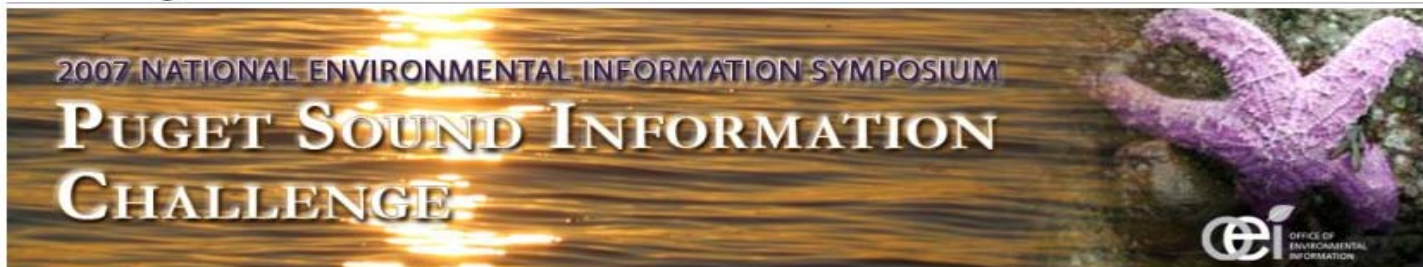
The Puget Sound Information Challenge is now over... thanks to your participation, we received over 175 contributions of ideas, data and applications, and over 18,000 pages were viewed on the site during the challenge.

navigation
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- About Puget Sound
- In the News
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- People
- Indicators & Performance Measures
- Science
- Best Practices
- Advice from the National Estuary Program
- Access Challenges
- Discussion
- Help

tools
- Map Mashup Builder
- gnizr Social Bookmarking
- Google Maps / Google Earth

What is the Challenge?

Former EPA Administrator Bill Ruckelshaus (now Chair of the Puget Sound Partnership Leadership Council) challenged the National Environmental Information Symposium participants to identify and share the best information resources, tools, ideas, and contacts in their arsenal to inform the protection of the Puget Sound. This is the challenge! The catch is that it must be done in the next 48 hours!

How Will the Challenge Work?

Participate and find out! EPA's Assistant Administrator for Environmental Information, Molly O'Neill has invited all symposium participants, and their networks of knowledgeable people, to participate in an accelerated collaboration. We will use this wiki, to pool our collective knowledge and build something together. And don't worry, you do not have to know how to

How Can You Participate—NOW?

Click Bill's picture to the left to hear what he needs. Then check out the "About Puget Sound" section to get up to speed on Puget Sound and see the "Help" section for tips on how to add and format content, or jump right in to contribute your ideas, resources or applications by:

- Selecting Contribute Now! from the navigation menu on any page.

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The Bottom Line

- Managers at all levels of government are using collaborative approaches and tools to solve government's toughest challenges.

  - **Strengthen citizen civic engagement and participation**
  - **Enhance government transparency**
  - **Improve service delivery and operational efficiency**
  - **Facilitate coordination and innovation within and between agencies**

- And do it all going *around* the traditional structure.

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What Do I Do?

- **This Isn't a "Field of Dreams"**
  - Solve a <u>clear</u> problem, target a <u>specific</u> audience, and provide a <u>real</u> value exchange

- **Do What's Right**
  - Bringing a wider array of stakeholders into the process is more than just a neat idea – it's the right way to think about our big challenges

- **Embrace the Opportunity**
  - Your responsibility to ensure that the citizen has accurate data and realistic expectations

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