The Crowded Boardroom

When the long tail collides with hierarchy: a real life example

@thomkearney
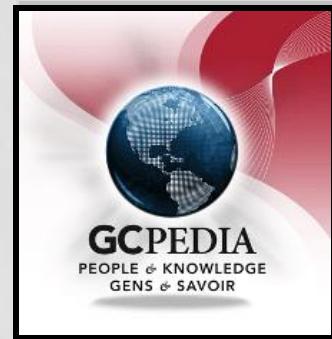
Open Collaboration for the Public Service

World Social Science Forum 2013

Social Transformations and the Digital Age

Montreal, October 13, 2013

INTRODUCTION

@thomkearney

Professional Network
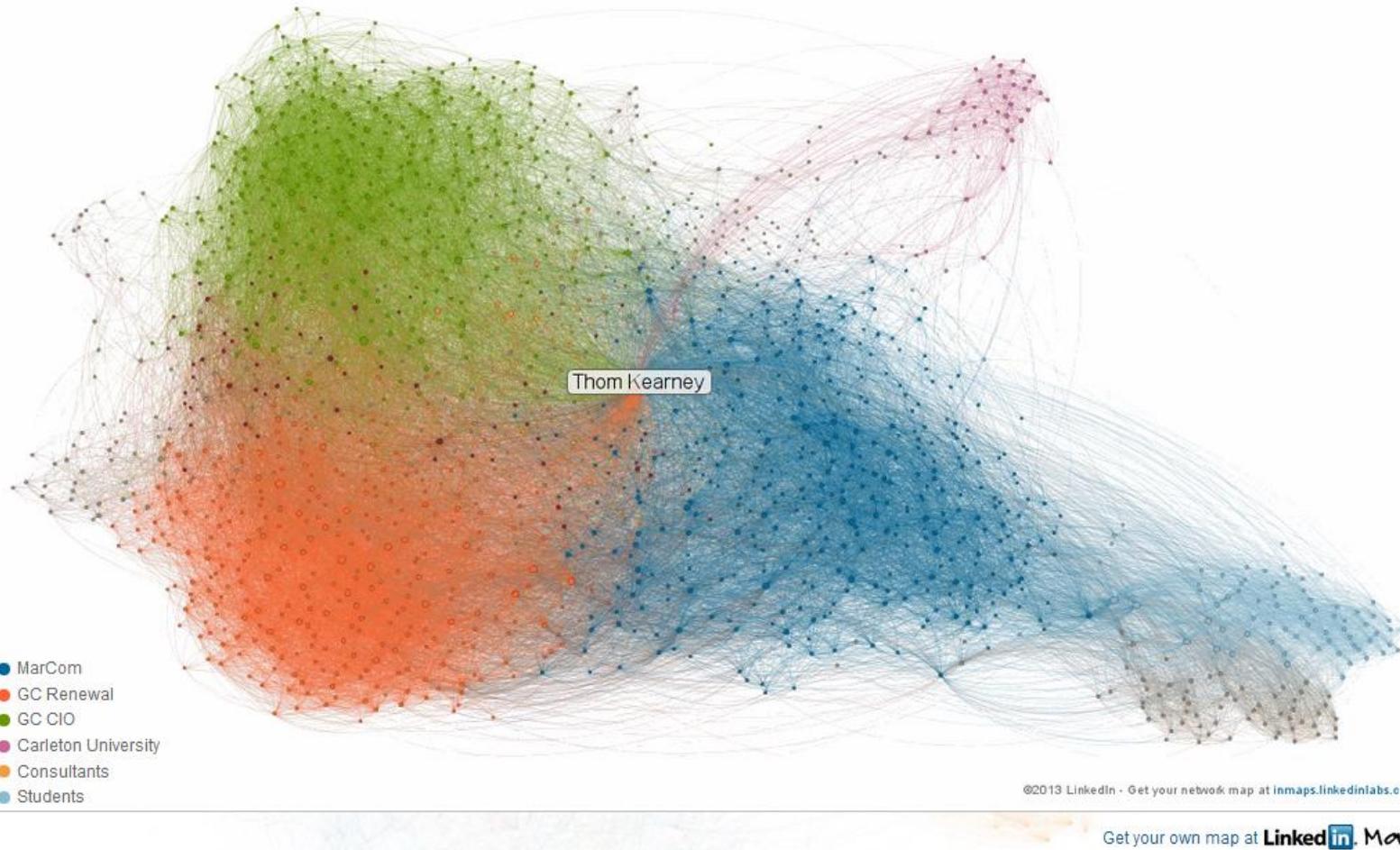
BACKGROUND 2007-2010

Why?

CIO and members of the executive team recognized the need for:

- New approaches
- New thinking
- New generation

New tools that help us:

- Share good ideas
- Find stuff to reuse
- Connect with people
- Work together better

Sustainability & Efficiency

http://en.wikipedia.org/wiki/Flying_Spaghetti_Monster

INNOVATION
Try some new tools
and see what works

The official plan

"Enabling all public servants
to connect, contribute and collaborate in
support of service excellence."

gcpedia search: gcp
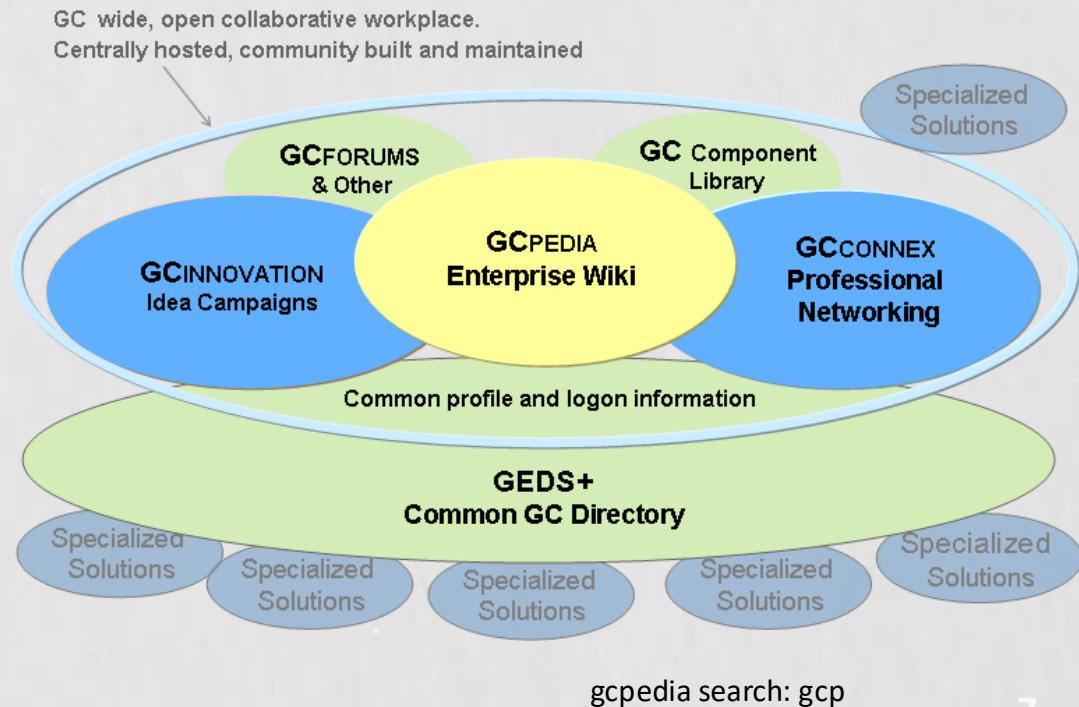
History

Not to scale
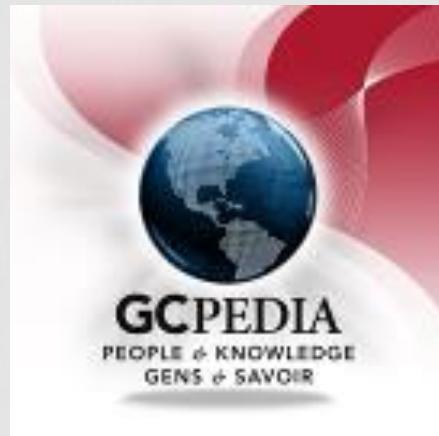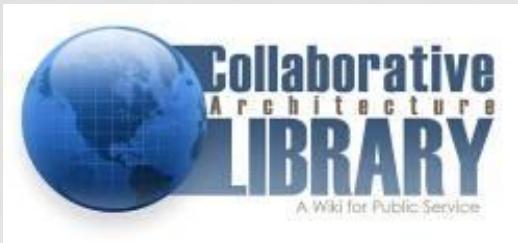
TBS WIKI

Collaborative Library

GCCONNEX   Open Collaborative   GC2.0 Tools   Blueprint 2020
                        Workplace

GCPEDIA

Architecture Library

GCFORUMS

The secret plan
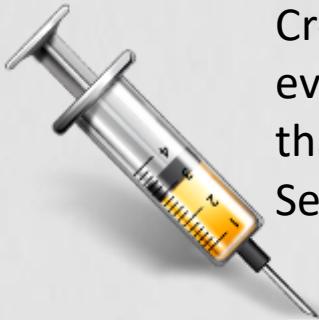
Create the conditions for the evolution of a complex adaptive system that will revolutionize the Public Service.

1. Self-organization
2. Emergence
3. Relationships
4. Feedback
5. Adaptability
6. Non-Linearity

The Wiki and the Blog: Toward a Complex Adaptive Intelligence Community, Calvin Andrus, 2005
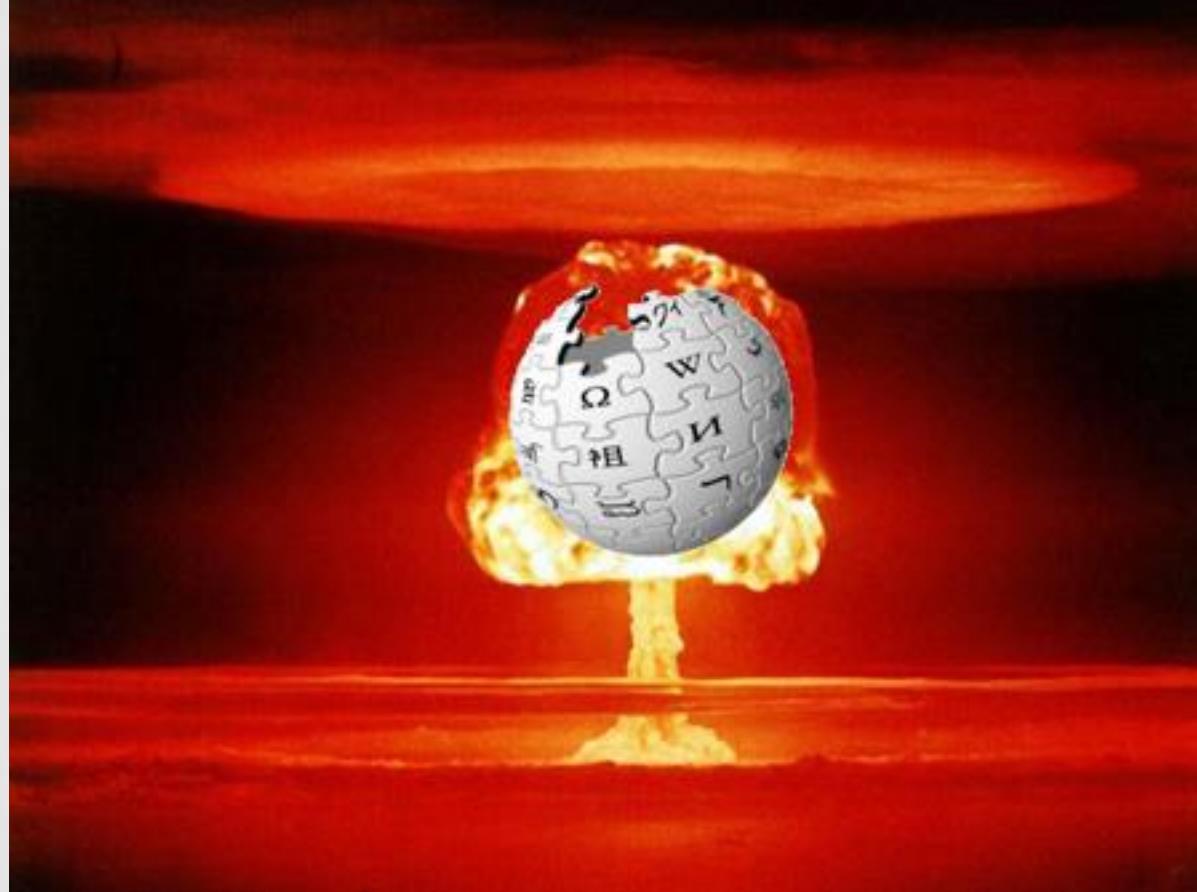
www.kk.org/thetechnium/archives/2008/01/believing_the_i.php

EVIDENCE

Statistics

As of February 2010

- 5,000 pages
- Millions of views
- 200+ Communities
- 50-100 new registrations per day
- 30,000 – 60,000 views per week

Users

12,000

8600

200

Oct 2008

Oct 2009

Feb 2010

Projects, Meetings & Events 12%

Requesting Feedback 18%

Other 11%

Help & Admin 10%

Communities of Practice 17%

Sharing Information 32%

Purpose of page, from August 2009 GCPEDIA content review, based on 670 page random sample

11
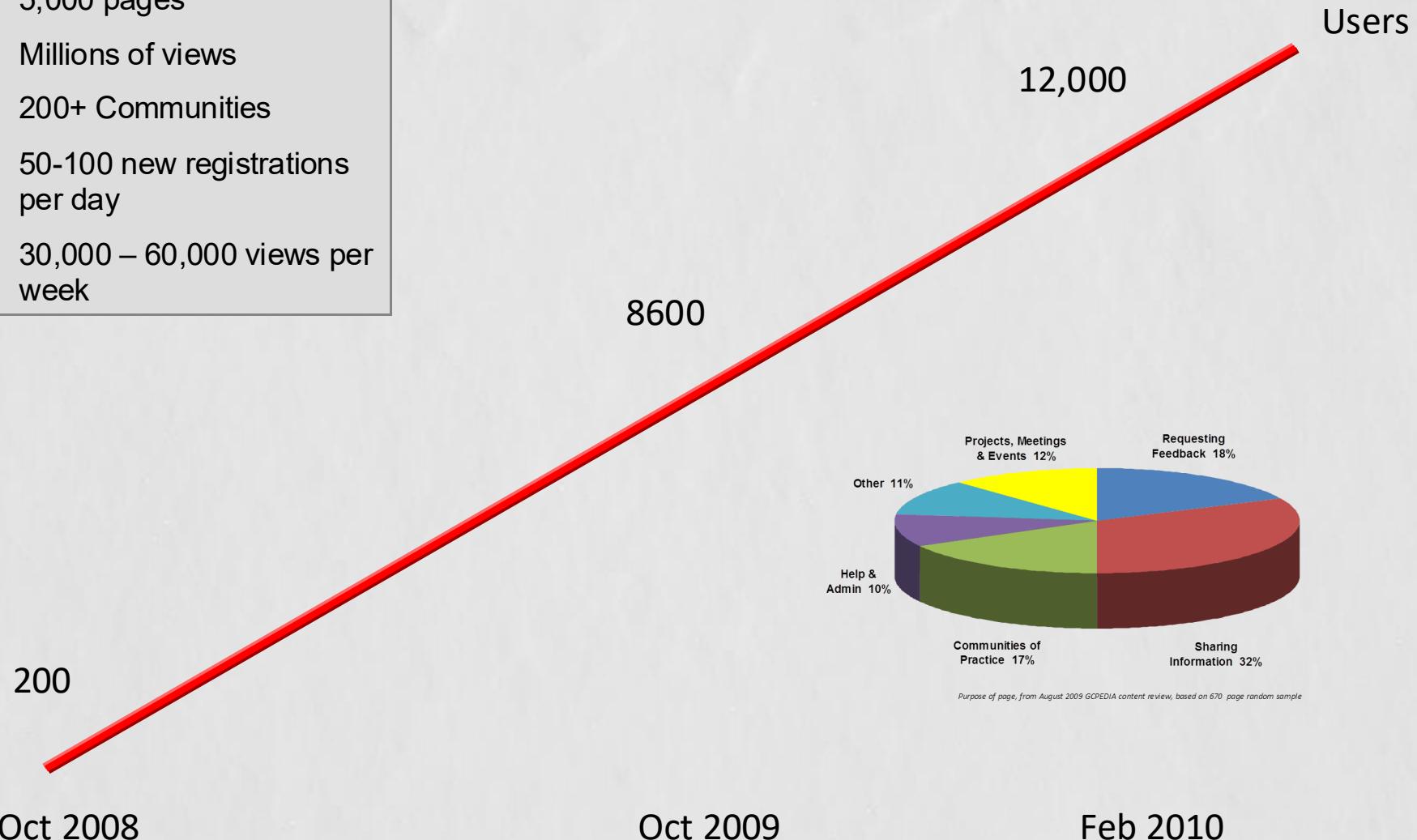
CULTURAL CHALLENGES

Artefacts

Visible structures and processes and observed behaviour

Gov 1.0	*Gov 2.0*
Legislated Silos	Loosely coupled networks
Send it up the chain for approval	**Get it out to the community for comment**
"Flip me the deck!"	"Send you a link"
Territoriality	**Common goal**
Default to private	Default to open
Process before product	Outcome is most important
Respect via unquestioning agreement	Respectful disagreement

Espoused Beliefs & Values

Ideas, Goals, Values Aspirations Ideologies and Rationalizations

Values and Ethics Code: (2003): Democratic, Professional, Ethical and People values

Share when ready

Non Partisan truth to power

Stay off the front page of the news

Design for "fail safe"

Need to know

Values and Ethics Code (2012): Respect for democracy and for people, Integrity, **Stewardship and Excellence.**

Open by default

Experiment and learn

Authenticity

Design to "fail fast" and learn quickly

Need to share

Assumptions

Unconscious beliefs and values that determine behaviour, perception thought and feeling

Hierarchy is best

Deference to authority of the position

What the boss wants

Information Is power

Mistakes are career limiting moves (that end up in the news)

Ask permission

Working for Canadians , (it's a calling not a job)

Follow the rules

Responsible autonomy is best

Deference to the most respected

Shared sense of purpose

Free information is powerful

Mistakes are learning opportunities

Beg forgiveness

Working for Citizens, (it's a way of life)

Challenge the rules
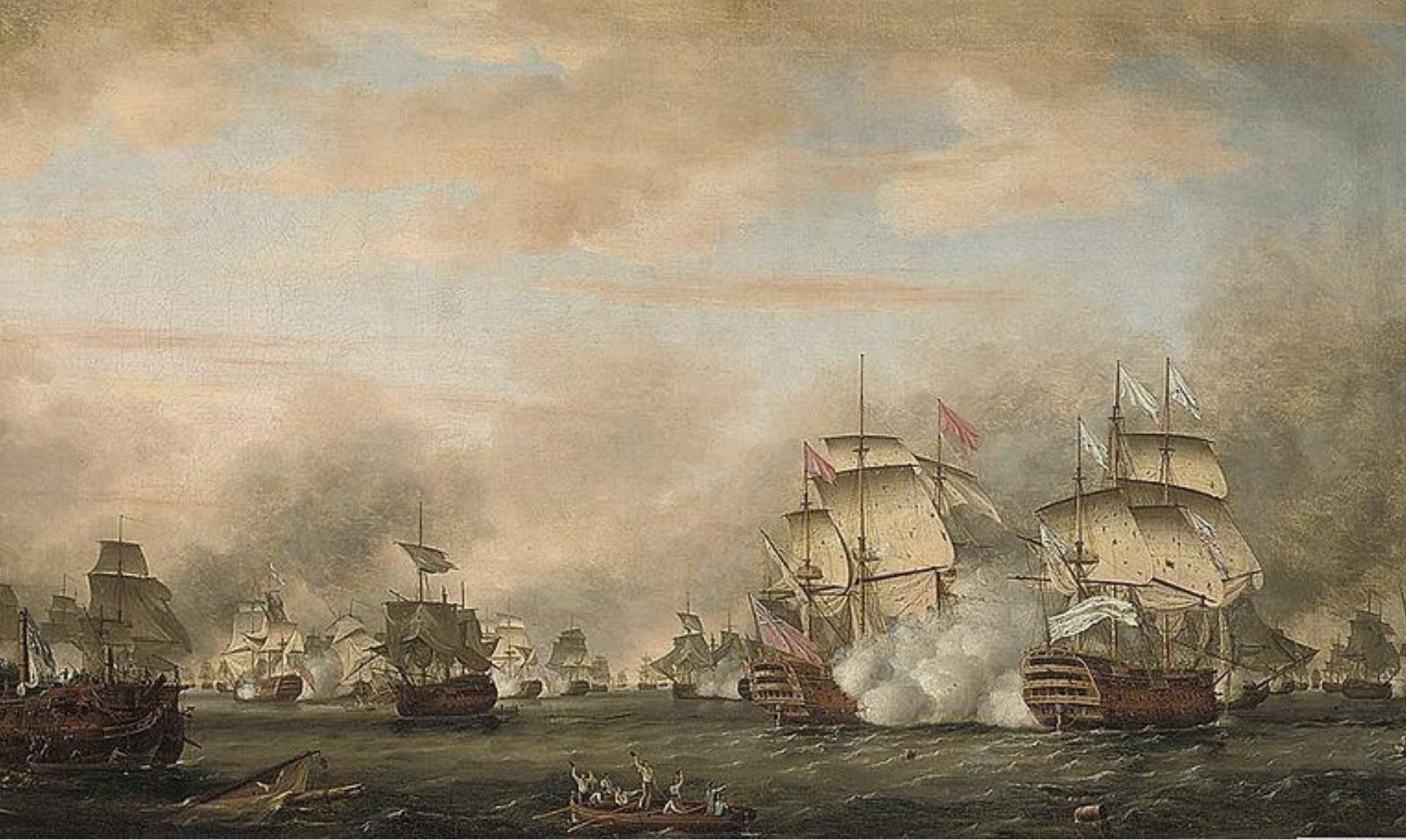
GOVERNANCE CHALLENGES

Where's the Business Owner?
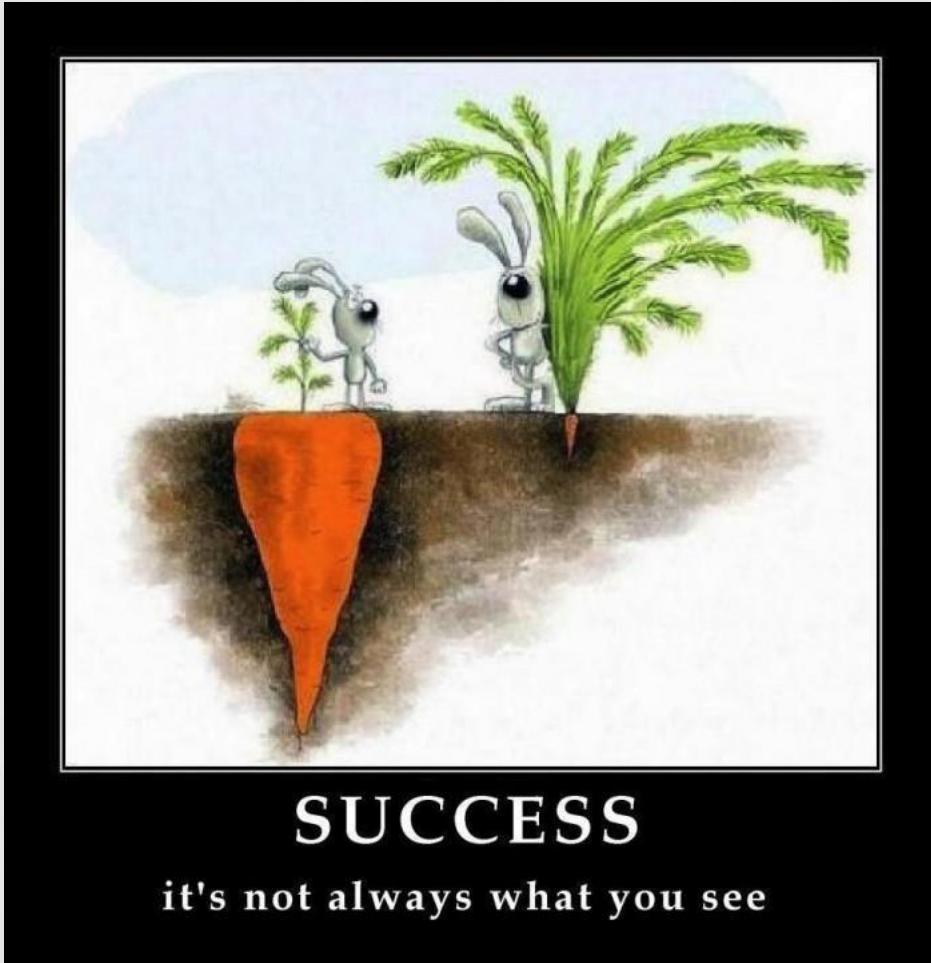
SUCCESS
it's not always what you see

POSITIVE IMPACTS

Hope

"Maybe this is not such a bad place to work..."

"I can contribute directly to solving really big problems..."

" We can really improve how we do things."

" Finally, I can stop reinventing the wheel!"

"I can't believe this is real!"

CONCLUSIONS

2005

2013

The world has changed

@thomkearney