

TOPICS OF INVESTIGATION

The research methodology for **Government 2.0: Wikinomics, Government & Democracy** combines in-depth analysis of case studies, survey data and existing literature, along with interviews with hundreds of thought leaders and practitioners around the world. A cornerstone of the research initiative is a global survey of young people aged 13 - 29 that will help government decision-makers understand what this generation expects of government and how they will behave as citizens and consumers of public services.

The research deliverables range from original white papers, podcasts and conference presentations to interactive member working groups facilitated by New Paradigm that aim to generate ongoing peer-to-peer collaboration among members who share an interest in topics related to Government 2.0.

Key topics for investigation in the Government 2.0 program are grouped into six thematic areas:

1. Government and Governance in the Twenty-First Century

- + **The Roles and Powers of Government.** Industrial-age government emerged as a tightly controlled collection of seemingly permanent and rationally ordered structures and institutions together with a complex and intertwined sets of instruments that permit public agencies to tax, spend, resolve disputes and regulate to fulfill their roles. Today's more complex and interconnected global environment is forcing a re-examination of the core rationale for government – not to proclaim the end of government, but to discover its new roles and forms. This report will discuss the multiple ways in which the division of labor among governments, the private sector and civil society is changing as societies adjust to new technological, economic and social realities. It will tackle fundamental questions: what kind of government do we need in the twenty-first century? Are the roles and powers granted government – collectively and over many generations – still the right ones? Is the nation-state still the right organizational unit for governing a global economy? Is the fixed hierarchy of municipal, state/provincial, and federal governments necessary? How can governments ensure their relevance and authority as powerfully-networked actors in the market and civil society compete for power and influence?
- + **Governance Webs: The New Strategy Agenda for Government 2.0.** The digital age allows – indeed, compels – the age-old question of "who does what" to be answered more creatively than ever before. Public value no longer need be provided by government alone. Value can be provided by any combination of public agencies, private businesses, community groups, or citizens, using the Internet as a mechanism for collaboration. Indeed, the breakthrough enabled by new technologies is found in collaborative, cross-organizational governance webs – or g-webs – that leave behind outmoded silos and structures. G-webs are digitally enabled networks of public, private and/or civil society participants that deliver government services or enable stakeholder participation in government processes. Whereas industrial-age government was

based on monopoly power and structured around rigid hierarchies, g-webs leverage innovation, value and commitment from diverse institutions in society. The report will look at governance webs in action across different sectors, regions, and levels of government. The aim is to better understand the emerging roles for government, civil society and the market in governing a networked world and to provide a roadmap for building g-web structures and processes.

2. The Net Generation and Government

- ✚ **Meet the Global Net Generation: A Survey of What N-Geners Expect of Twenty-First Century Governments.** The Net Generation (N-Gen) is a powerful force that is poised to change markets, workplaces and communities. Yet, this is far from being just a North American phenomenon – its embrace of digital technologies has removed communication barriers and paved the way for a truly global generation of youth to emerge. New Paradigm’s research suggests that young people’s lifelong exposure to digital technologies has given rise to unique generational attributes that will make the N-Gen very different from previous generations in their role as citizens, employees, and consumers of public services. A global survey of young people aged 13-29 years old (countries TBD by member interest) will provide insight into key topics such as the N-Gen’s attitudes toward public services and key policy issues, and their level of engagement/interest in politics. This report will discuss the findings and implications for how public sector organizations engage with young people in their countries, involve them in the political process, and deliver public services that meet the needs of this unique and demanding cohort.
- ✚ **The N-Gen Mind.** In a few short decades, digital technologies have revolutionized life on earth. By transforming the very nature of work, play, and personal interactions, they have inextricably altered our environment forever and doubtless, also changed who we are and how we behave as a people. Indeed, neuroscience has demonstrated that, in the most literal sense, the events of our lives are etched in the very physical structure and activities of the brain. Nowhere is this prospect more intriguing than when contemplating the impact of technology on the brains of N-Geners, the first cohort of young people to have been totally immersed from their earliest years in an interactive, hyper-stimulating, digital environment. Digital environments must engender brains that have adapted in previously unseen ways. The question is, how and to what degree have the brains of N-Geners been affected? Since hundreds of millions of N-Geners have entered the civic arena and will soon form the backbone of the labor force as their Baby Boom parents retire, governments have a vested interest in discovering the answers, which, in their own right, will continue to shape the world.
- ✚ **Dealing with the Global Demographic Transition.** While population counts are stabilizing or declining in most Western countries, many of the world’s rising economies remain in the midst of a population boom. Indeed, the population of 242 million N-Geners in North America, Western Europe and Japan looks decidedly small when compared with the more than 1.5 billion young people in East Asia, South Asia, and Latin America. Although the N-Gen’s influence is concentrated in the West today, its demographic center of gravity (and inevitably its power) is quickly migrating east. The report will provide an overview of the global economic and political consequences of this emerging global demographic reality. How will balance of economic

power and opportunity change as Western nations compete for jobs and investment with emerging nations whose markets and workforces are orders of magnitude larger? How will national, regional and international political institutions accommodate the inevitable changes in the balance of economic and political power?

3. Accelerating Service Transformation

- ✚ **What Comes After Single Window Services?** Governments that once supplied standard transactional services through a fragmented public bureaucracy are increasingly providing citizens and other stakeholders with a single window to public services. As governments move up the capability ladder, the next stage of service transformation will deliver responsive, high quality, consistent, end-to-end services that are tailored to the unique needs of individual constituents and customer segments. This report will probe the future of service delivery around the world, investigating key question such as: To what extent are highly individualized “anytime, anywhere” services affordable or even desirable in the public sector? How will administrative and technical systems need to change to enable true service customization? How can governments create governance webs that leverage the knowledge and resources of partners in civil society and the private sector to increase innovation and lower costs? What are the radical scenarios through which public services may be delivered in the future?
- ✚ **Shared Services: Harnessing True Government Integration.** While citizens interact with the public face of government services, some of the important opportunities for innovation lie “behind the scenes” in the administrative infrastructure for tasks such as procurement, financial management, HR, and IT. Because these administrative services evolved in response to individual programs within separate departments and agencies, most back-end systems cannot interoperate or share information, even when they perform similar functions. The result is that most governments spend billions more than necessary on administrative services across hundreds of disparate agencies and service bureaus every year. The rise of Service-Oriented Architectures is aiding the ability of governments to gain enormous economies of scale through shared services organizations that centralize and standardize the provision of common administrative systems and functions across multiple agencies and departments. However, the technical, political, and cultural hurdles to such transformations are formidable. This report will examine shared services initiatives around the world in order to identify breakthrough thinking and strategies.

4. Institutions and People

- ✚ **Attracting and Engaging N-Gen Employees in Government.** The combination of diminishing unemployment and the imminent mass exodus of Baby Boomers from the workplace is intensifying the war for talent from within the Net Generation. These fresh-thinking, vitalized youth – supported by the most powerful technology ever invented—have the potential to generate public value on an unprecedented scale, but attracting them to employment opportunities and retaining them within public sector organizations may prove challenging. N-Geners both expect and want jobs and work environments that promote flexibility, collaboration, upward mobility and personal development. Employers who resist the changes N-

Geners demand, risk serious peril during the challenging days ahead. Human capital is at such a premium that the need to satisfy employees is tantamount to the requirement to satisfy customers. To attract premium talent, public sector organizations must develop Talent Relationship Management (TRM) strategies that help N-Gen employees achieve their own goals, while maximizing their effectiveness and productivity within the organization. This report outlines programs and policies designed to help attract and retain N-Gen workers within a tight labor market. The research will also evaluate how organizations can apply management practices that work for the Net Generation across the entire organization, thus improving the way they recruit, train, challenge and reward workers at all levels of the organization.

- ✚ **Innovation in the Public Administration.** In recent years, governments have embraced “citizen-centric” approaches to service delivery and emphasized inter-agency collaboration. Some governments have even extended new roles to citizens, community-based organizations, and private businesses in a bid to lower costs, harness new competencies, and leverage untapped sources of innovation. Government leaders have discovered, however, that aligning the forces of fundamental change in government is a daunting task. The resilience of government institutions is profound, and their historical role has created a sense of permanence that has proven difficult to shake. Their complexity makes even the task of deciding on a starting point difficult – in one government, among several, in one department, at the organizational level, in the legislative arena, big or small? This report on public sector innovation practices will define new strategies for institutional transformation and investigate best practices for creating an innovation culture in public administration.
- ✚ **The Wiki Workplace: Collaboration in Public Sector Organizations.** Just as the Web 2.0 is revolutionizing media, culture, and the economy, it is profoundly reshaping organizations and workplaces. The upshot is that collaboration is no longer simply a matter of working well with an internal team of colleagues. Drawing on their experience on sites such as Facebook and YouTube, N-Geners in the workplace increasingly employ blogs, wikis, and other new tools to form ad hoc communities that transcend departmental and organizational boundaries. These new communities are changing the very nature of work and blurring the lines of demarcation in the organization’s value chain. Managers are now seeking ways to overcome the technical, strategic and cultural barriers inherent in this new way of working. This report shows how public organizations can leverage blogs, wikis, and other nascent tools that promote collaboration to enable high-performance teams that create superior outcomes. It will also address the need to transfer knowledge across generations to ensure the continuity of government – a critical issue in light of the imminent retirement of large swaths of the civil service.

5. Wiki Politics: Democracy in the Age of Participation

- ✚ **Citizen Engagement in the Twenty-first Century.** Twentieth-century democracy has been described as a ‘one-way conversation.’ Instead of inclusive deliberation – the substantive element of democracy – professionally produced and polished declarations of policy were released for public consumption via mass media. For most people, political debate was perceived as something to watch – or switch off. Real deliberative democracy requires a new conception of citizenship. Strengthening representation through a process of ongoing, digital

discussion and consultation is not about simply giving citizens a better hearing; it is about giving citizens ownership of their representation. It is about citizens as shareholders in power rather than consumers of policy. It is also about the responsibilities and obligations of being a democratic citizen within a networked society. This report will examine the changing nature of democracy in the twenty-first century and identify leading practices in citizen engagement. What are the obligations of twenty-first century citizenship and what are the prospects of ordinary individuals fulfilling them given the overwhelming sense that personal schedules are already overloaded? When should citizens be engaged in decision-making and how can policy-makers ensure that public consultations are not mere window-dressing on preconceived policy strategies? What are the most promising models of Web-enabled citizen engagement and what are the keys to successful consultations?

- ✚ **The New Mediasphere: Rethinking Political Communications and Public Relations.** A separate but related topic of investigation concerns the changing nature of political communications in a world where spin and PR are becoming impotent tools. Much like democratic processes, traditional approaches to public relations are grounded in the assumptions of a broadcast world: that the media environment can be controlled and that political messages can be pushed out to passive citizens who will believe and internalize them. In today's social media environment, these one-way conversations fail to build credibility, and perhaps more importantly, they fail to instill trust in public officials. So rather than asking how elected representatives can be protected from a deluge of email or endless online discussion, what is needed is an institutional communication strategy adapted to the needs of citizens and representatives. Just as political journalists and spin doctors are expert in disseminating information and publicizing their agendas, the new model of political communication calls for equivalent skills in the art of listening, learning, responding, and absorbing public knowledge and experience into the policy cycle. This report will examine how new forms of social media, including web 2.0 tools such as blogs, wikis, and social networks, can help build a more authentic and engaged model of political communications. With people of all ages now joining Facebook and MySpace, could social networking sites provide a venue for politicians and public officials to reconnect with today's citizenry?
- ✚ **Government 2.0 and Global Challenges.** With globalization as the overarching backdrop, policy-makers are confronting an era of unprecedented volatility as the rules of engagement for citizens, business and government change. Individual governments no longer have sufficient scope, resources, information or internal competencies to respond effectively to the policy needs of a complex and fast-changing global environment. Public leaders must increasingly seek out new partners and participants to help create and implement innovative solutions to issues such as poverty alleviation, universal education, global health, and global warming. The report will investigate how governments and international organizations can leverage new models of mass collaboration to engage the private sector, the research community, civil society organizations, and even individuals in solving some of the world's most pressing global problems. The findings will be disseminated to global leaders and the public worldwide through a partnership with the Clinton Global Initiative.

- ✚ **Crowdsourcing Government: The Promise and Peril of Collective Intelligence.** Established legal and political conceptions of bureaucracy and politics assume that elite groups of experts are in the best position to make dispassionate decisions in the public interest and that experts have the access to the best information. While that may have been broadly true up until recently, it is not necessarily true today. In theory, ubiquitous information networks can enable organizations to tap the insights of large numbers of people to arrive at decisions and outcomes that are superior to those presided over by individual experts. The practical promise of “collective intelligence”, however, remains a subject of intense debate. This report will explore the extent to which social software such as prediction markets, social reputation, collaborative filtering and information visualization tools could enable public sector organizations to apply the “wisdom of the crowd” – or, more accurately the wisdom of the experts – to complex social and scientific problems. The limits and perils of collective intelligence will also be considered in light of the growing interest in its application in domains such as health care and education.
- Public Knowledge: Harnessing Data for Public Value.** Public agencies of all description collect copious quantities of data that rarely see the light of day. In fact, most of this data is buried in databases and archives that are inaccessible to the public. The importance of security and privacy notwithstanding, much of this data could provide a platform for countless new services that would empower citizens to interact with their elected representatives and enable community groups to contribute to public welfare. Projects such as Neighborhood Knowledge California, scorecard.org and chicagocrime.org illustrate the potential to create significant public value, simply by putting data into graphical formats that non-experts can readily access and understand. By aggregating multiple sources of public data on the Internet, community leaders have created user-friendly tools for assessing environmental risks, identifying crime patterns, and improving troubled neighborhoods. The powerful combination of interactive mapping applications and citizen participation could easily be replicated to track information on issues such as employment, public health, and migration patterns. This report will examine how these and other strategies could become part of a more concerted effort by governments to explore and leverage new forms of value from public information.

6. Enabling Government 2.0

- ✚ **The CIO’s Dilemma.** Government 2.0 won’t happen on its own and can’t be left to chance. For IT leadership, enabling and supporting Government 2.0 means dealing with tough supply side issues like determining how new applications best enter the organization, making changes to IT provisioning, and learning how public sector organizations must adapt to make this next era of opportunities a reality at a reasonable cost. This report will focus specifically on ways IT leadership, organization, governance and management must change to enable the collaborative environment of Government 2.0. How is the IT landscape changing? How do we sort out priorities among the growing number of demands on IT? What tools and processes are available to help set priorities? What are the most likely pathways to capitalize on the challenges and opportunities? What are the key enablers and core competencies of the public sector CIOs in the era of wikinomics?

- ✦ **Harnessing Service Oriented Architectures.** Enterprise computer applications have helped many organizations achieve excellence in administrative operations such as accounting, human resource management, and procurement. But the siloed and proprietary nature of most enterprise applications led to much duplication and overspending and even hampered effective inter-agency collaboration. Today, government IT leaders are transitioning to Service Oriented Architectures (SOA) in order to drive system efficiency and interoperability across all levels of government, ensuring that future government IT investments leverage existing capabilities without having to continually overhaul their architecture. Early adoption studies suggest that service-oriented architecture will allow government agencies to respond more quickly to ever-changing needs, share information more efficiently and securely, deliver services to citizens more effectively, and strengthen intergovernmental integration. This report on SOA provides practical advice and guidance on getting started, including tips for deploying an SOA environment.
- ✦ **A Single Version of the Truth in Government: Managing Master Data.** As service delivery moves online, the efficiency and effectiveness of the public sector depends on technology-enabled information sharing more than ever. Key government transformation initiatives hang on the ability of different agencies to access a single consistent “version of the truth.” Government agencies can’t offer constituents a “single window” to government services, when, for example, the various agencies involved in providing end-to-end services hold conflicting or irreconcilable data about the constituents they are serving. Likewise, the inability to pull together disparate data sources frustrates the ability of policy-makers to pursue evidence-based policy-making. And, in an age of globalization, incompatible data management practices inhibit the ability of government to achieve tighter integration across jurisdictions, between levels of government, and even between nations. The upshot is that government service providers and policy-makers need accurate data and timely access to data to deliver responsive, high quality, consistent, end-to-end services to all users. This report on Master Data Management (MDM) will examine leading edge public sector data management techniques, define new MDM strategies, and provide a roadmap for CIOs. It will also consider the need for inter-organizational data sharing agreements to address concerns about privacy and security.
- ✦ **The 3D Internet: Mixing the Real and the Virtual.** Today’s Internet is a vast virtual repository – a “world” of information that exists outside physical space. A multi-billion dollar transformation in our networking and computing paradigm, however, is about to transform the Internet as we know it. Data is gaining a geo-spatial component, immersive multimedia makes better use of the five senses, new interfaces provide more interactivity, and mobile devices and GIS offer permanent gateways into physical space. The convergence of digital and physical worlds will soon make physical things browsable and even programmable by imbuing everyday places, people, and objects with information. This forward-looking report will sketch the future of the Internet, with an eye to helping government technology leaders identify new opportunities for IT-enabled innovation.
- ✦ **Mobile Government.** One aspect of the 3D Internet that is already bearing fruit is the wireless revolution. Indeed, with global mobile phone subscriptions already set to outnumber Internet subscriptions by 3-to-1, public sector organizations are exploring the new possibilities that

mobile computing platforms provide to deliver services and other functions of government. Early research shows the opportunities for mobile innovation are numerous – from expanding the toolset available to frontline government workers to enabling citizens to perform basic transactions, search for government information, and even access more sophisticated services such as health care and education. This report will help decision-makers understand the imminent policy implications and practical service and workplace applications of the mobile Web.

- ✚ **The Future of Open Source.** Linux may be the most famous example of the open source phenomenon, but it's only the tip of the iceberg. Open source products, some more mature than others, are available in almost every major software category. Organizations that employ open source can lower software and hardware costs and speed development projects – and, potentially, gain competitive edge. While open source software will not meet every need, it is a natural software model for public organizations and should be considered in every software decision. Open source is already changing the software industry, and its foundational concepts could significantly affect other areas of business and society.

Sector Case Studies

New Paradigm's research will feature case studies that investigate how Government 2.0 strategies will impact member-defined areas of interest, including sectors such as: defense and security, economic development, education, the environment, health care, intellectual property, privacy, social services, and taxation. The goal in selecting case studies will be to ensure there is a representative mix of cases across sectors and issues, levels of government, and regions of the world.

About New Paradigm

Since 1993 New Paradigm has provided clients with insightful, thought-provoking analysis of emerging trends in technology, the economy and society. Two things set us apart from traditional research groups. First, the New Paradigm team of seasoned research analysts includes technologists, social scientists and business experts. Our interdisciplinary, case-based research approach gives New Paradigm a balanced, pre-competitive view of the future that is unique to the marketplace. Second, we recognize that foresight must also be pragmatic. As a critical element of our research methodology, we “reverse engineer” emerging businesses/business models by looking over the horizon and then distilling a set of actionable recommendations that facilitate the implementation of powerful new strategies.

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