

Macrowikinomics: Rebooting Government and the World

Anthony D. Williams, co-author of Macrowikinomics

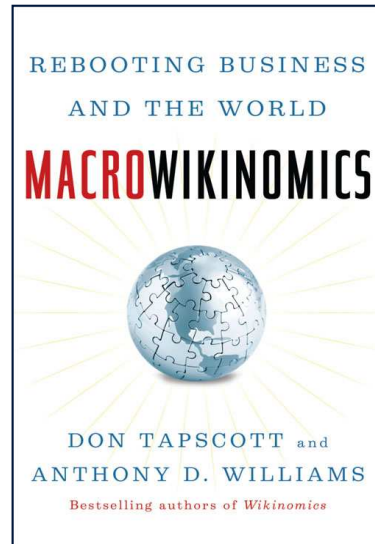
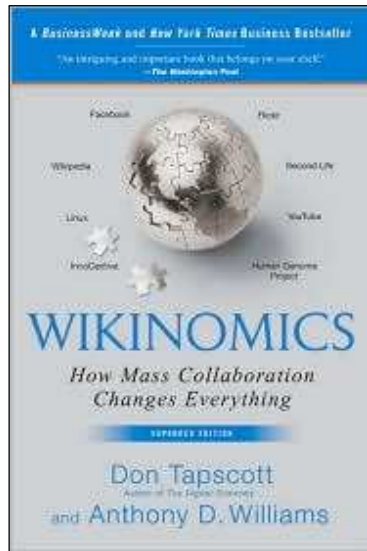


ITAPA
09 November 2010
Bratislava

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From Wikinomics to Macrowikinomics

From Wikinomics to Macrowikinomics



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I started thinking differently about how businesses create value and succeed in a globally interconnected economy back in 2004. At that stage, we had got past all of the dot-com mania and we were beginning to observe how the Internet was driving historic changes in the real economy.

What **drives competitive advantage** in a global economy

Hypothesis: Internet enables new models of innovation and value creation that are superior to the old industrial age models that dominated the 20th century.

Found a somewhat unexpected answer. The most innovative uses of technology...

From Wikinomics to Macrowikinomics

Wikipedia: The encyclopedia that anyone can edit



- 3.5 million English language articles
- 15X encyclopedia Britannica
- 200+ languages
- 1 million + editors
- 70,000 regular contributors
- 8th most visited site on the Web

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First, there was Wikipedia, arguably the world's largest repository of human knowledge. It's about 15 times the size of Encyclopedia Britannica, but it's supported by about 10 full-time employees and millions of volunteer editors. In other words, most of its human capital was outside the boundaries of its organization and rather than fiercely protecting its IP, Wikipedia actively encourages user to edit and contribute.

In theory, Wikipedia shouldn't exist at all. Who would have believed that millions of strangers could collectively build such an incredible resource. But it turns out that there are enough people in the world with some disposable time and some passion for a particular subject that when you provide them with a platform and bring them all together over the Internet, you get this constantly evolving knowledge base without the complex bureaucracy one finds in traditional publishing organizations.



And then there was Linux – a free, open source operating system that emerged from the hacker fringes to become one of the most ubiquitous operating systems in the world. Jim Zemlin of the Linux Foundation likes to say that every person in the modern world uses linux multiple times everyday, often without even knowing it. Think about it. Linux is running 80% of the world's web servers and runs in the background of hundreds of consumer products, including playstations, tivos and even some BMWs. In fact, in researching the new book we found out that Linux is running germany's air traffic control systems and even some nuclear power plants.

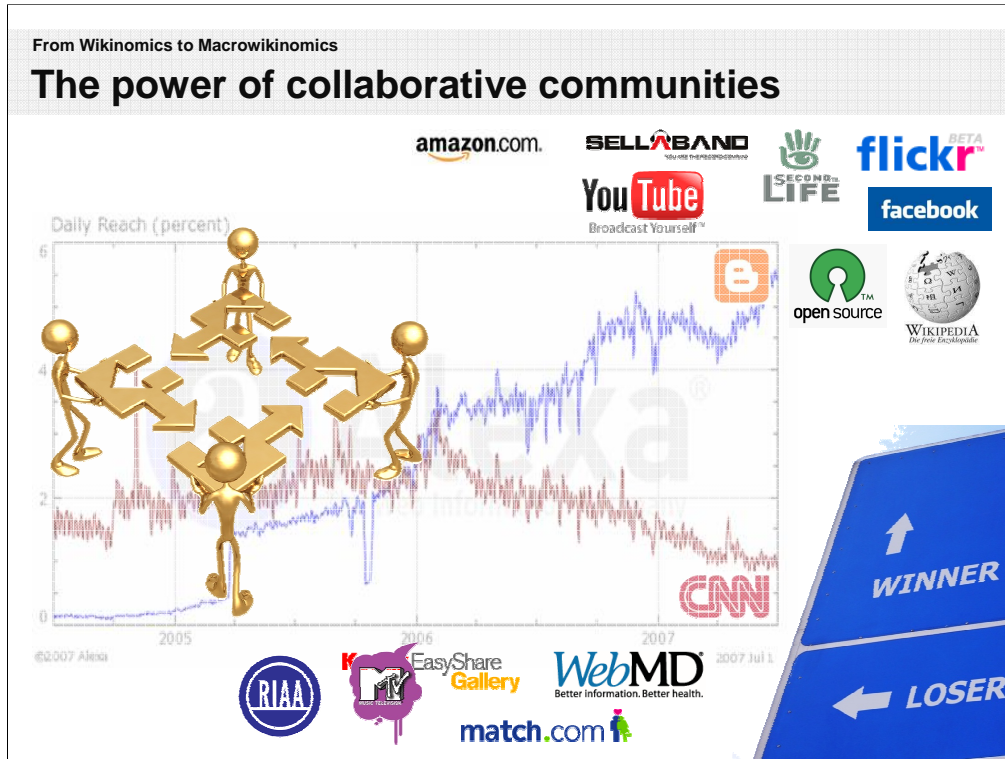
Like Wikipedia, Linux was not created by a traditional company. There are no traditional management structures, no paycheques, no corporate campuses or free haircuts. But don't be mistaken, there is plenty of economic value creation.

Recent estimates put the Linux economy at about \$50 billion annually – that's all of the consulting, hardware sales, and service contracts that Linux makes possible.



So having documented this powerful new models of value creation, we asked ourselves: what makes these new models of collaboration possible in the first place.

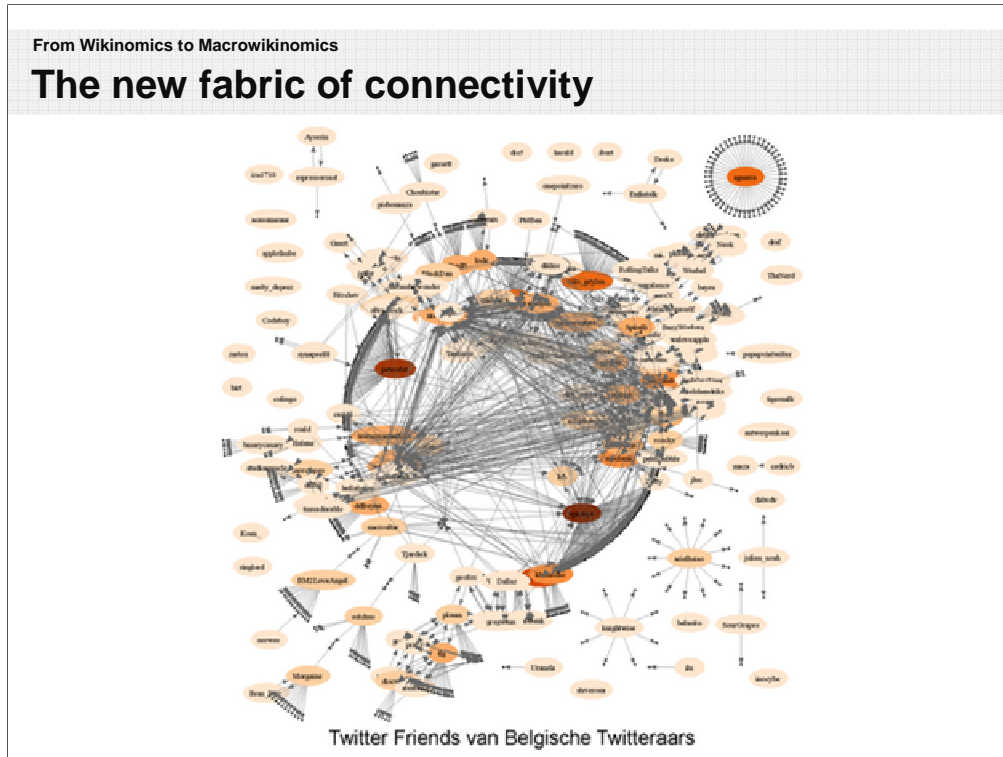
Most important is a deep change in the Web. First generation of the Web was about websites and publishing information. We had the information highway metaphor in which the Internet was akin to the cable system – a big pipe to for delivering content to passive users. That’s now changed fundamentally -- we have gone through a cultural shift in how we use and think about the Internet. The Internet is more like a global computer that everyone programs. Uploading videos to YouTube, tagging photos on flickr, modifying a facebook profile or tweaking a Wikipedia entry, you are – in some small way -- programming the Web. You are contributing to this global fabric of knowledge and content. And when 2 billion users are doing this collectively, every second of every day, it adds up to a staggering rate of content creation.



Around 2006 we started to see deep changes in the media landscape as collaborative communities eclipsed their broadcast rivals



Not just a North American or European phenomenon. There are 5 billion wireless subscribers worldwide – this is becoming a global phenomenon. Hard to reach communities will have access. Was doing research on energy and found out that only 10% have access to a modern electrical grid but 97% can access a cell phone!



The Web has gotten a lot bigger. It's richer in content, more diverse in terms of voices, and more accessible to the masses.

Internet Users: nearly 1 billion users to nearly 2 billion.

Facebook: 100 million users now it has 500 million.

Twitter: becoming one of the dominant channels for spreading and discussing real-time news and information across the Web.

So the point is that the **Web now connects a whole lot more people in more useful ways.** And the result is that we have a **new fabric of connectivity** in society. It's really fundamentally changed the nature of human communities. It's not just about the people in your neighborhood or the people at work. Billions of people can connect and collaborate around any conceivable shared interest, goal or objective and they can do so in a heart beat. Not just a quantitative difference, but a qualitative difference.



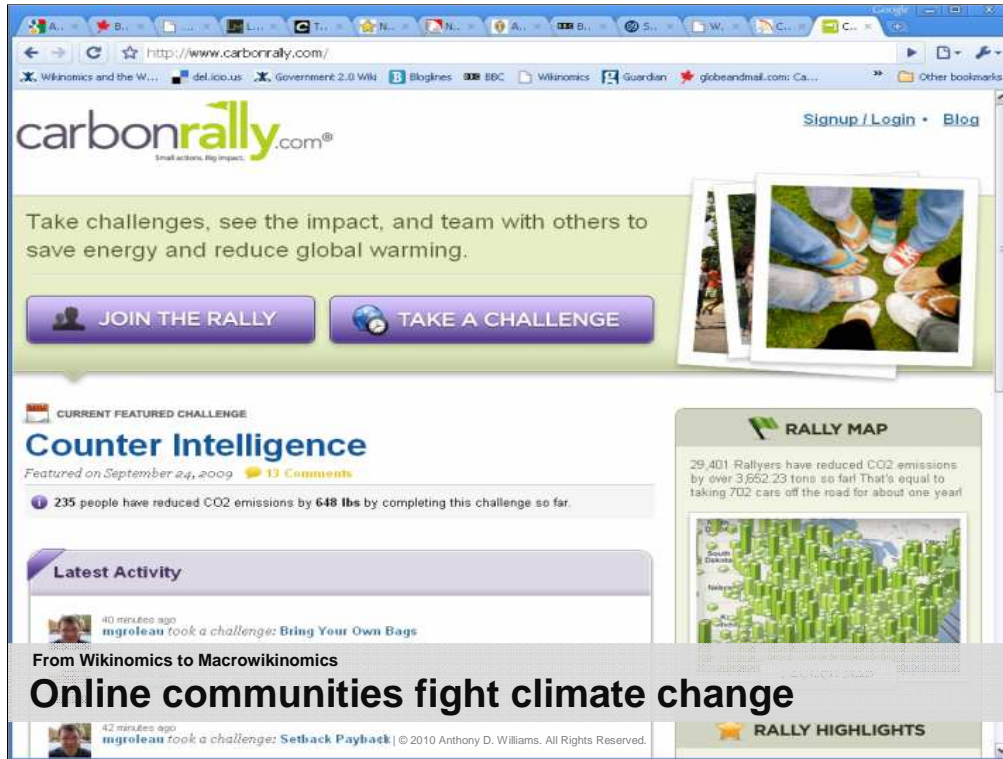
Even people who live in countries like Iran where personal freedoms are curtailed can increasingly get the word out to a global community of sympathizers. The whole world was watching the brutal crackdown in the aftermath of the disrupted Iranian elections in 2009 thanks to rapid spread of news and photos uploaded by people on the ground.

A few years after George Bush was calling Iran part of the axis of evil, we begin to see a different perspective of a youthful, reform oriented population that shares many of the ideals and aspirations that we do.

If you have a chronic condition, like cancer, diabetes or ALS, the worst thing is for you to be isolated. For women with breast cancer, isolation led to a 66% increase in mortality.

There is a latent workforce not engaged in healthcare. 30% of the population has a chronic disease and another 25% of the pop knows someone who is struggling with a long-term illness. Brining them together over the Internet, not only empowers patients to improve their personal conditions, it helps aggregate data for medical research.

A new model, patients take on greater ownership of their own health. They self-organize into patients communities and even contribute to medical knowledge.



Perhaps the most important application of mass collaboration is climate change. It's become pretty clear that we're not going to fix the problem with a few new regulations or a tax on carbon. We need deep and fundamental changes in the way we produce and consume that affect everything from industry to our daily routines. There was a pretty spectacular failure on the part of governments to move forward on the issue in Copenhagen in 2009. But thankfully, we're seeing the rise of citizen-led initiatives that could make a big difference.

Carbon Rally. 40K. People propose actions to reduce carbon emissions, the community chooses the best ideas to pursue as a team. Carbonrally tracks the collective impacts. Could become competitive. Microsoft versus Google. Harvard versus Yale. The EU Parliament versus the US Congress.



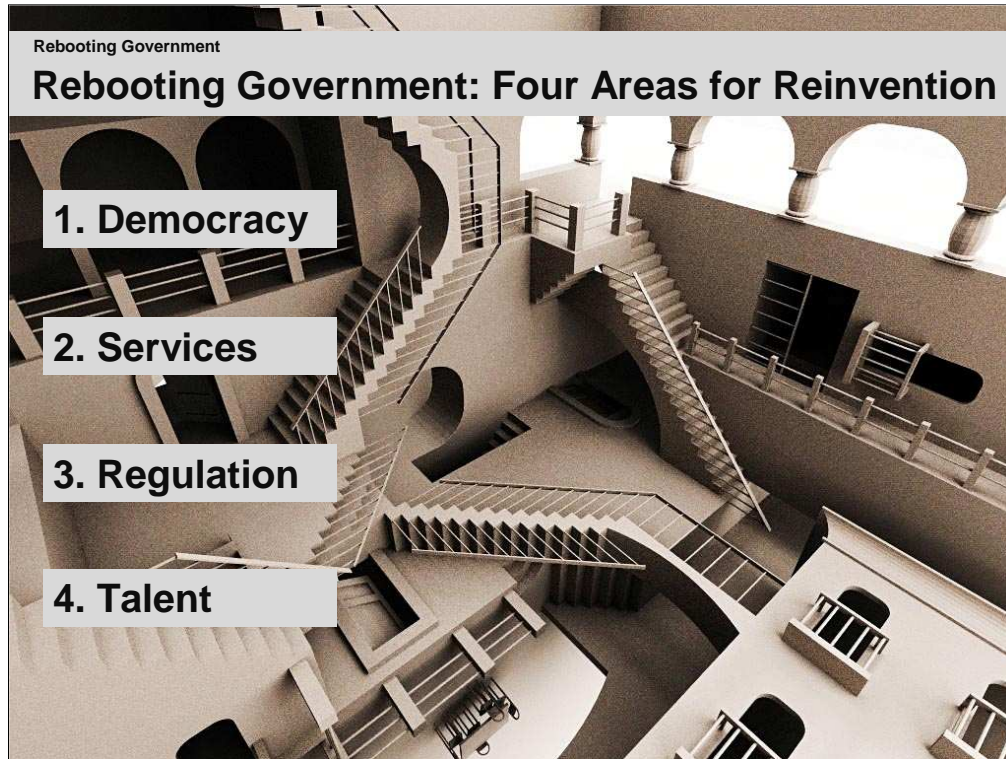
We have a broadcast model of government in which citizens are treated like passive bystanders. Only 26% of Americans say they are satisfied with the way their nation is being governed. It's the reason why we start to see movements like the Tea Party.

But think of the problem another way: we have a system where 95% of the populace is unengaged in addressing the key issues facing the nation. Like the patients with chronic conditions, we have a latent workforce that could be advancing solutions. The problem is that modern government institutions don't create room for genuine and meaningful citizen engagement.

Rebooting Government

Government: Citizens are active participants





So the challenge I want to put before us now is to suspend some of the assumptions we all hold about how your industry works and pretend, for a moment, that those rules and conventions no longer exist. **If we want to be the disruptors rather than the disrupted, challenging your assumptions is absolutely key to seeing the world with fresh eyes and spotting opportunities for innovation.**

1. We need to change our thinking about talent management, recognizing that some of our most important talent may not work for us full time.
2. We need to think less about static products and more about dynamic platforms that can unleash a broader ecosystem
3. We need to stop talking about customers and consumers and start thinking about how we engage with the prosumers – the people who play an active and ongoing role in shaping the future of your business
4. Changing the internal corporate culture is important too. We need the right incentives for collaboration.

Models of Democracy

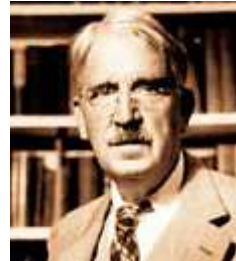


The private citizen today has come to feel rather like a deaf spectator in the back row, who ought to keep his mind on the mystery, but cannot manage to keep awake.

- Walter Lippmann

No government by experts in which the masses do not have the chance to inform the experts as to their needs can be anything but an oligarchy managed in the interests of the few.

- John Dewey



It's really about what kind of democracy we want to foster in the city.

There are long running philosophical and ideological debates about the nature of representative democracy and the appropriate role of the citizenry within it. Debates that continue today.

Walter Lippmann was quite sceptical of the capacity of the average citizen to add much to the process of governing, comparing the private citizen to a deaf spectator in the back row.

John Dewey was quite the opposite – suggesting that democracy quickly becomes oligarchy if the masses do not have a significant role to play.

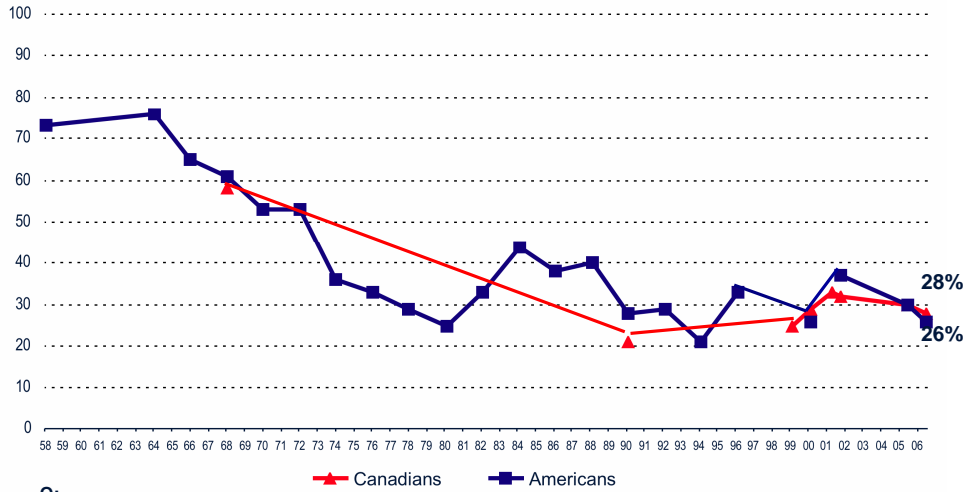
Personally I lean toward Dewey's side but I do think there is an enormous challenges to

1. reintroduce civic responsibility into the lives of 21st century individuals
2. Create room for citizen engagement

Because at the moment we have an awful lot of deaf spectators

The erosion of trust in government

% who trust government "almost always/most of the time"



Q: How much do you trust the government in [Ottawa / Washington] to do what is right?
(Base: Most recent data points: Canadians May 06 n=1524; Americans Nov. 06 n=1500)



Slowly but surely, however, citizens are claiming broader roles in government. If you're concerned about government accountability, the tools available today are incredibly powerful. With a few clicks I can access to a vast array of government data, find out everything about my elected representatives – how they vote, who funds their campaigns, how they spend taxpayer dollars.

391,000 frontline reports: The biggest leak in history

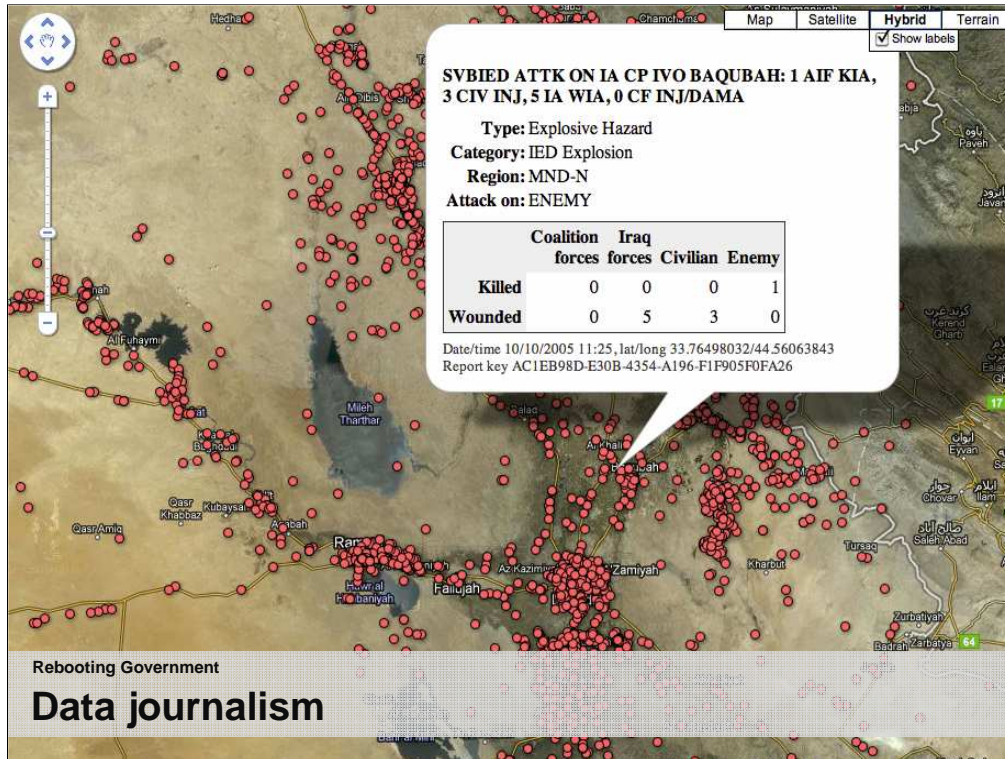


“Nothing, not even war, can be done in secret. The transparent age will first expose the bad before preventing it”

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It turns out that nothing, not even war, can be done in secret. Just last week we saw the biggest leak of military secrets in history. 391,000 frontline reports from the Iraq war that detail some of the more unsavory details of the conflict.


No one knows for sure who the ultimate source of the leak is, but it was all made possible by one man and one network called WikiLeaks. On wikileaks, you can get access to hundreds of thousands of leaked classified documents. So even the most secretive and powerful organizations find it difficult to maintain secrets.



The granularity of the coverage was astounding. All 391,000 incident reports plotted on interactive maps, available for any interested party to browse. People in the news media are heralding this as a new form of data journalism or journalism in the raw. Journalists no longer just release “the story” – they release everything, including the data and invite their readers to help make sense of it.

Rebooting Government

Crowdsourcing the investigation



iraq leaks

MY ANALYZED LOGS ?

LOGIN TO SEE YOUR ANALYSED LOGS

RANDOMIZED LOGS ?

AIF ENGAGED BY /-%%% IN

IDF ATTK %%% BY - %%%

SAF ATTK ON //%% SE OF :

MY RANKING

LOGIN TO SEE RANKING

(ENEMY ACTION) INDIRECT FIRE RPT (ROCKET) A//...

TEXT DETAILS MAP COMMENTS CONTEXT

TITLE (ENEMY ACTION) INDIRECT FIRE RPT (Rocket) A//... TRACKING NUMBER 20090728201138SMC
: - INJ/DAM

PERMALINK <http://warlogs.owni.fr/report-id/7305/>

DATE	FRIENDLY WIA	FRIENDLY KIA
2009-07-28 20:11:00	0	0
UNIT NAME	TYPE	ORIGINATOR GROUP
A/2/2-104	Enemy Action	MND-BAGHDAD SIGAC MANAGER
TYPE OF UNIT	HOST NATION WIA	HOST NATION KIA
CF	0	0
ENEMY DETAINED	ENEMY WIA	ENEMY KIA
0	0	0
REGION	ATTACK ON	REPORTING UNIT
MND-BAGHDAD	ENEMY	MND-BAGHDAD SIGAC MANAGER
CATEGORY	CIVILIAN WIA	CIVILIAN KIA
Indirect Fire	0	0
LATITUDE	LONGITUDE	

MOST INTERESTING

TODAY ALL TIME

MURDER OF CI... 148

(CRIMINAL EV... 34

SMUGGLING OP... 29

IS THIS DOCUMENT INTERESTING, SHOULD WE INVESTIGATE FURTHER?


1 2 3

NOT INTERESTING VERY INTERESTING

LEAVE A COMMENT

LAST TWEET FROM @WIKILEAKS

Pentagon says it expects 'nothing new' in next Wikileaks dump. 'Nothing new' to THEM goes without saying.



Designed by **OWNI**

Like 4K

Partager 855

Tweet 207

embed

In fact, wikileaks is doing just that. With a site where citizen journalists and analysts can do their own investigations, flagging documents that look interests and merit further review. Transparency on steroids.



These are examples of transparency being imposed on gov't, but what we're increasingly seeing are gov'ts who use transparency to enlist citizens and businesses as collaborators in solving challenges. Forward thinking gov't are seeking to harness the Web to reinvent the way the government solves problems.

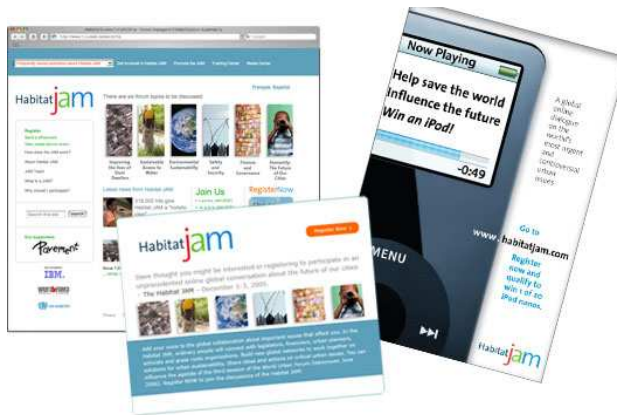
An InnoCentive for government. NASA has a challenge to develop wireless power transmission. The DOE has a challenge to develop a 10W lightbulb that emits 60Watts worth of incandescent light. The Department of health and human services has a challenge to use existing health data about carcinogens and behavioural patterns to build an engaging web or mobile applications that will enable communities to prevent and control cancer.

After all, it stands to reason that the department of energy won't address all of the nations energy problems without the participation of scientists, businesses and households across the country. Posing a challenge is a good way to harness ideas and approaches that might not have otherwise emerged from within the DOE itself. Think of it as a new way to orchestrate capability.

Challenge.gov, major federal agencies like the EPA the DOE and D of Edu have posted major public policy challenges and asked members of the public to contribute.

Emerging global dialogues

Habitatjam



- Over 39 000 participants in 160 countries recruited through over 400 networking partners
- 500 actionable ideas, consolidated into 73 proposals, and delivered to 10,000 delegates at the World Urban Forum

Smart governments can use the Web to enhance democracy and get their constituents more involved in the process of setting policies. In the run up the UN Habitat forum in 2005, for example, the gov't of Canada, the UN and IBM got together to facilitate a global dialogue on urban sustainability issues over a 72 hour period. They realized that they could probably come up with better solutions to issues like urban poverty and pollution if they involved the people most affected.

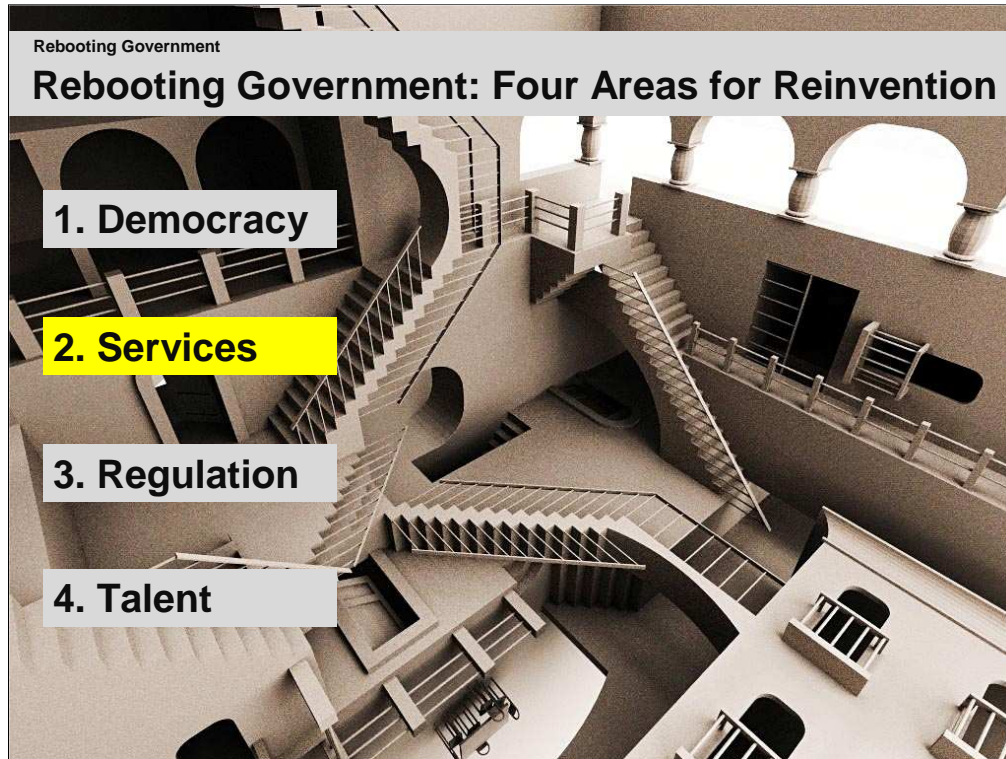
Over a three day period, they engaged:

40,000 participants

160 Countries

Mixing offline and online participation

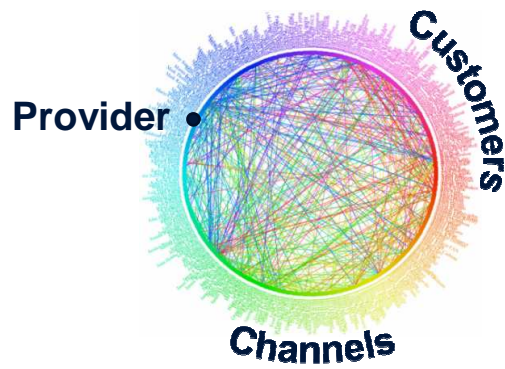
Producing 500 actionable ideas that were consolidated into 73 proposals to address urban sustainability issues



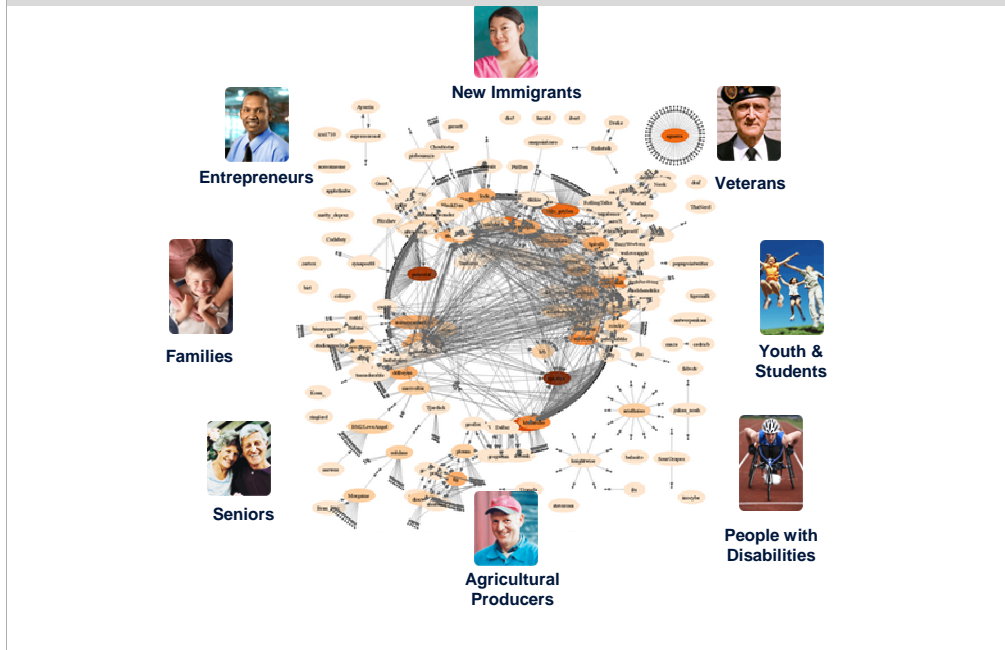
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Service innovation and continuous improvement



Connecting and serving communities



Rather than put out an open call, it makes sense to engage with specific communities.

It's not what your country can do for you. It's what we can do together. There is evidently a lot of latent knowledge and skill within these communities. The levels of connectivity will be low in some and very high in others. How could citizens benefit from a richer connections with other people like them? How would the govt benefit from deeper engagement? Could we facilitate a greater emphasis on self-service or collaborative service? What role should government play in these communities?

Leveraging new channels for engagement



tree stump removal needed
606 S 9th St Philadelphia, PA 19147, USA
tree stump safety hazard, 902-06 south street in front of Starbucks
about 1 hour ago

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Engaging Tools for: Government Media Community Groups

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Like William Eggers, Christopher Dorobek and 744 others like this.

Free Sign Up GoPro! Free Trial
Already registered? Then just Login

What the people say?
"SCF helped us organize ourselves. Our neighborhood is more cohesive, more proactive, more engaged, more social, more responsible, and in the end, so is our city.
Thank you SeeClickFix!"
Janna W.

Rating hospitals in the UK

Patient Opinion  this is our NHS... let's make it better

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Your story can change the NHS

Your story

Tell people what happened
See what others are saying
Find out how patients are changing the NHS

Latest Patient Opinions

- “Amazing medical care for head injury in**
3 days ago
Toddla on Royal Hallamshire Hospital (Neurosurgery), Royal Hallamshire Hospital (Neurology)
- “I have nothing but praise for the treatment**
3 days ago

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Home Live Well Health A-Z Find services Blogs News Tools Video Links Mobile

Time to celebrate heroes of health


October: black history month
To mark black history month NHS Choices is highlighting people who've made a healthy difference in their communities and beyond

 Click to play

Black history month All Live Well topics

Search the Health A-Z

Treatments and conditions
Nearly 800 treatments and conditions explained. Search by body map, subject group or alphabetically

 Search Health A-Z

Behind the headlines

Can animal infection turn a fever?
Healthcare and human

Compare hospitals

Find and compare hospitals
Book an outpatient appointment
Compare hospitals for treatment

Comment on a hospital

Thank you so much for the fantastic care you gave me. I was really re...
Paula, on Birmingham Women's Hospital - 6 hours ago

Now's the time to get your flu jab

Autumn is the best time to have your flu vaccination. Flu and the flu vaccine

Try our health tools

Assess your own health with our interactive quizzes, symptom checkers and calculators

Health tools library

The urban data revolution in coming

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\$20,000 Software Challenge

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283

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NYC BigApps 2.0

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[Judging criteria](#)

About NYC BigApps 2.0

For the second year, the City of New York is improving the way it provides information and transparency to citizens. But delivering great information requires great tools. The NYC BigApps Competition will reward the developers of the most creative, best implemented, and impactful applications for delivering information from the City of New York's [NYC.gov Data Mine](#) to interested users. Software developers will compete for \$20,000 in cash, wide exposure for their work, and a meeting with the

Latest Blog Post



Mayor Bloomberg Launches NYC BigApps 2.0 Competition

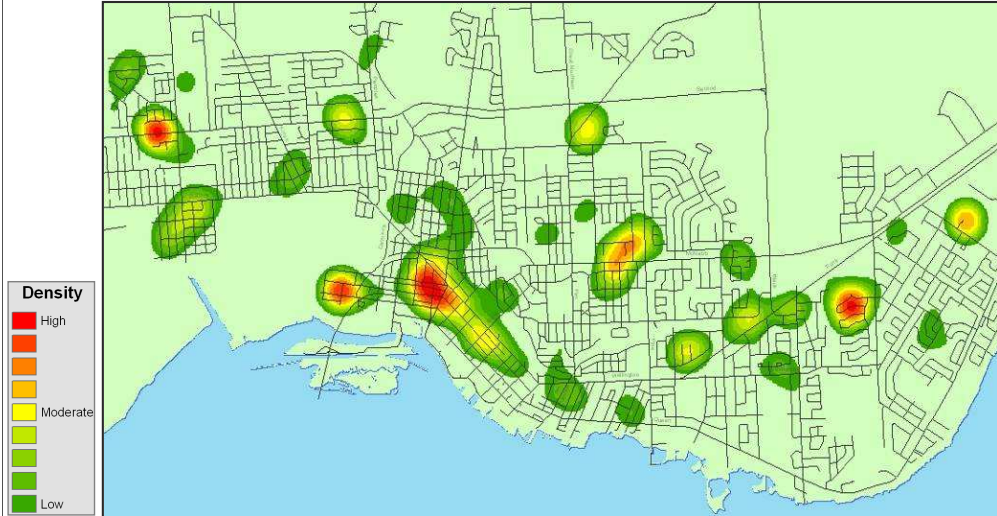
by Libby Langsdorf, 27 days ago

Open data improves cycling safety in London



Open data drives service optimization

Density of Mother's Under the Age of 20

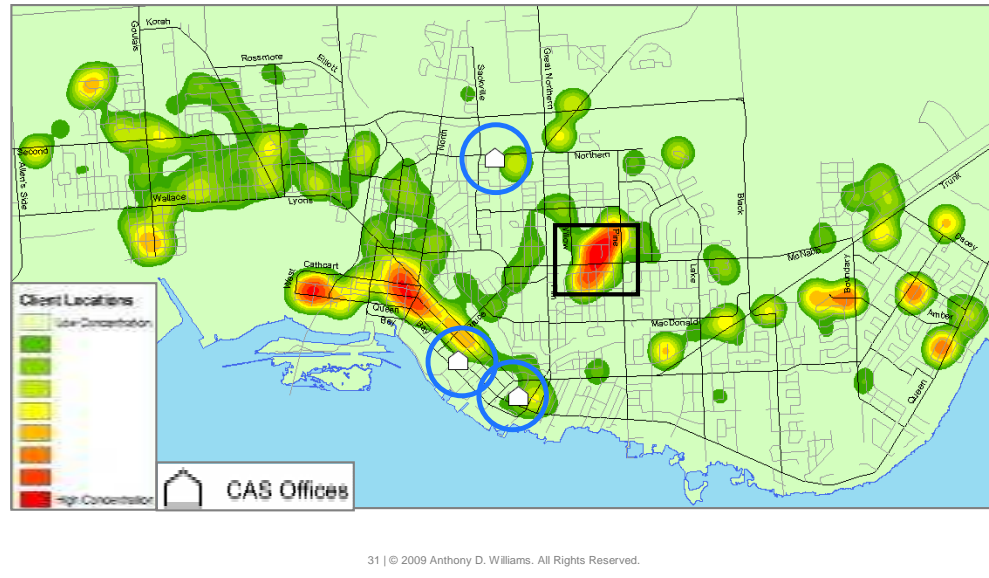


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And similarly a map of teenage pregnancies . . .

Open data drives service optimization

Children's Aid Society Locations



Helps to prioritize the location of children's aid society locations

Open data drives experimentation

Inhaler Usage Map & Details March 8-14, 2009

March 8-14, 2009

Inhaler Usage Report
May 3-10, 2009

Day	Usage
Sun	0
Mon	0
Tues	0
Wed	2
Thurs	1
Fri	1
Sat	1

Daytime vs Night Usage* 100%

Usage days during this week: 4 days

Usage at nighttime: 0 days

Usage during previous week: 1 days

Use in the last 30 days: 5 days

Community average this week: 6 days

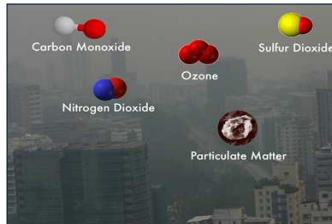
Warning: Your usage has exceeded national guidelines for the last week. You should expect to have symptoms on two or fewer days. Please contact your physician to discuss your usage with him or her and ways you might be able to improve your management.

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And there's lots of cool experiments taking place. Here's one from a non-profit group that is working on Asthma research. The little white device you see on the top right gets fitted to asthma inhaler. It includes a little GPS chip so that the incidents of asthma and the usage of inhalers can be tracked across the country in a way that was impossible before.

The next IT revolution: pervasive data

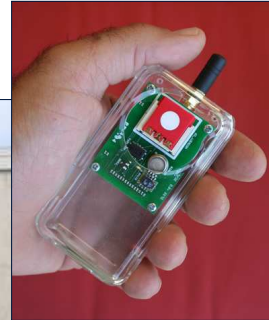
Monitoring local air quality



Then there's a group of Berkeley based researchers who are turning ordinary mobile phones into powerful personal measurement devices with tiny internet-connected sensors that are capable of detecting air pollution, assessing water quality and UV levels, and so many other wonderful things. Nokia already has a working model.

The next IT revolution: pervasive data

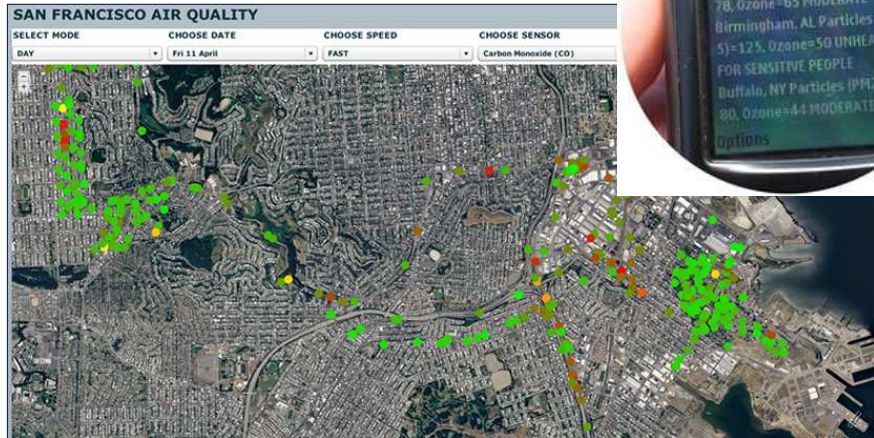
Street sweepers fitted with devices drive
around collecting air quality data all day long



As a trial, they fitted street sweepers with wireless sensors that collect data as the sweepers move around the city.

The next IT revolution: pervasive data

City-wide data is aggregated on maps and citizens receive personal updates on-the-go



The data is aggregated on city maps and citizens who sign up for the service can get text messages giving them data about their immediate surroundings.

Welcome to Eye On Earth

Built on Windows® Azure™ change language (English) | developers | providers | disclaimer

EYE ON EARTH European Environment Agency

Road Aerial Labels Views my location sms about help lock

COPENHAGEN, DENMARK Change Location

AIR WATCH

OUR RATING
VERY GOOD

YOUR RATING
MODERATE

400
130
40
10
0

PM10
NO2
O3

10 Ratings

Dirty Smelly Non-irritating
Clean Clear Odourless
Non-clear Irritating

OUR RATING
GOOD

YOUR RATING
GOOD

nearest station
Langebro, 1553, Denmark

Polluted Equipped Safe **Crowded**
Unsafe Clean Scenic Dirty

4 Ratings

SMS more info...

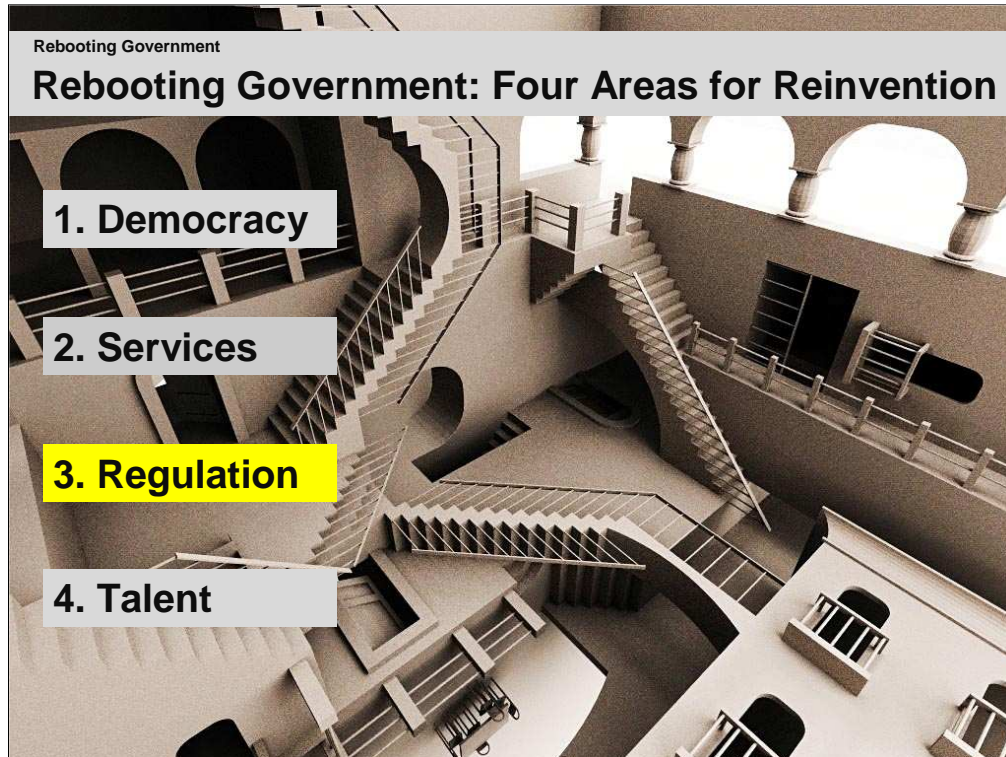
AIR [location name] OR WATER [location name]

+44 7786 201 106

Rebooting Government: Service Innovation

Participatory monitoring of environmental change

Done



So the challenge I want to put before us now is to suspend some of the assumptions we all hold about how your industry works and pretend, for a moment, that those rules and conventions no longer exist. **If we want to be the disruptors rather than the disrupted, challenging your assumptions is absolutely key to seeing the world with fresh eyes and spotting opportunities for innovation.**

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Rethinking regulation: the patchwork of jurisdictions



Patchwork of jurisdictions has long been an irritant to business. A global company operate 50+ countries simultaneously, but in many countries regulations may be devolved to sub-national jurisdictions, which multiplies the patchwork problem. It not simply a matter of having to comply with differing standards, it's the fact that the interface into the regulatory system tends to be highly fragmented. So within one jurisdiction you may be dealing with 4 or 5 key regulatory agencies, for the environment, finance, workplace health and safety, etc. So the system is not at all user-friendly.

Global companies typically get around this problem by adhering to the principle of world's best practice. They simply operate to the highest standards set internationally, regardless of where they operate. And in some cases the standards set by industry bodies are higher than those set by government. So for global players these problems can be overcome. For smaller companies seeking to expand internationally, the patchwork of jurisdictions presents a big barrier.



Rebooting Government: The Citizen Regulator

Regulatory agencies overburdened

Broadly speaking, there are serious questions to be raised about whether regulatory agencies even have the capacity to enforce the regulations that do exist. Underfunded, inefficient, and out of step.

FDA is responsible for 80% of food safety – the Dept of Agriculture manages the other 20%. Within the two departments, there are over 10 different agencies responsible for regulation. And the FDA is underfunded, inefficient [and must also oversee drugs and medicine](#). Only 1-2% of international food imports are inspected.

Regulatory capture: too much industry influence



There is an empirically documented tendency for incestuous relationships to develop between regulators and regulated industries that can seriously compromise the effectiveness of the system. Economists like George Stigler and Sam Peltzman called this the problem of regulatory capture and suggested that in most instances a relatively small and concentrated group of industry lobbyists would almost always win out over the diffuse interests of consumers and taxpayers. You can cite endless examples, ranging from telecommunications to utilities to finance where the rules favor industry interests over the interests of consumers. If the recent financial crisis is not an example of this than I don't know what is.

The fundamental question is whether regulatory agencies are sufficiently independent.

Investigating corporations from your bedroom

CrocTail

INFORMATION ABOUT CORPORATIONS AND THEIR SUBSIDIARIES

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Search for a Company:

Name:

Country:

Sector:

Company Profile

CHEVRON CORP

[2003](#) [2004](#) [2005](#) [2006](#) [2007](#) [2008](#) [2009](#)

Location: 6001 BOLLINGER CANYON ROAD, SAN RAMON CA 94583

Industry: Petroleum refining : Petroleum and coal products

SEC Filings: [Click 93410](#)

Source: 2009 Form 10-K [Section 21](#)

Subsidiary companies with issues

- [Chevron Canada Ltd](#)
- [Chevron Nigeria Ltd](#)
- [Chevron Philippines Inc](#)
- [Cabinda Gulf Oil Co Ltd](#)

Subsidiary Tree

CHEVRON CORP (80)

- Beta Offshore Nigeria Deepwater Ltd
- Cabinda Gulf Oil Co Ltd
- Chevron & Gulf UK Pension Plan Trustee Co Ltd
- Chevron (Bermuda) Investmenis Ltd
- Chevron (Thailand) Ltd
- Chevron Argentina S.R.L
- Chevron Australia Pty Ltd
- Chevron Australia Transport Pty Ltd
- Chevron Brasil Ltda
- Chevron Brasil Petroleo Limitada
- Chevron Canada Capital Co
- Chevron Canada Finance Ltd
- Chevron Canada Funding

What is CrocTail?

CrocTail provides an interface for browsing information parsed from SEC filings about several hundred thousand U.S. publicly traded corporations and their foreign subsidiaries. [read more](#)

Subsidiary Locations of CHEVRON CORP

Map | Satellite | Hybrid | Terrain



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Highest CO₂ Emitting Power Plants in the World



Icons Explained



Red Alerts

A large red circle indicates that a plant produces a lot of electricity and a lot of CO₂.



Clean & Green

A large green circle indicates that a plant produces a lot of electricity and almost no CO₂.

Icon Properties



Power Plant



Power Company



Geographic Region

What is CARMA?

CARMA reveals the carbon emissions of more than 50,000 power plants and 4,000 power companies in every country on Earth.

More [About CARMA](#)

CARMA in Google Earth

Learn [how](#) to browse CARMA.org in Google Earth.

Updated 8.27.08

Rebooting Government: The Citizen Regulator

Shining the spotlight on polluters

Was it 2007 news?

Revisited?

Type in words:

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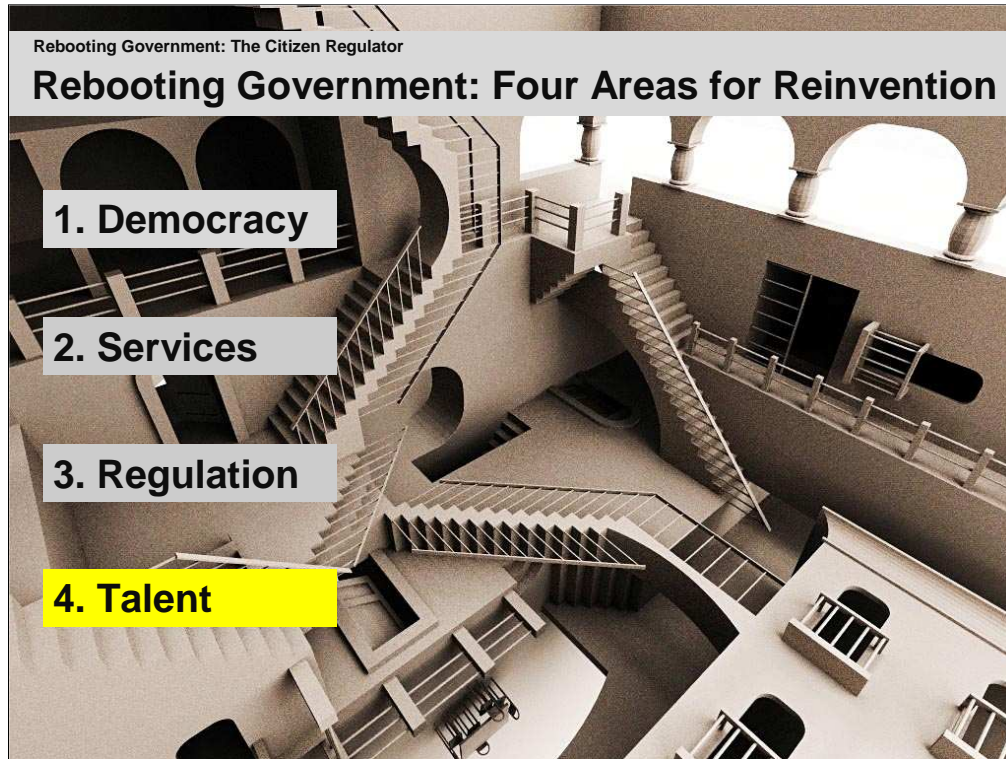
Marketplace transparency: engaging consumers

The screenshot displays the GoodGuide website interface. At the top, the GoodGuide logo is accompanied by a 'beta' badge and navigation links for 'Sign up', 'Login', 'About Us', 'Ratings', 'Partners', 'Jobs', 'Ideas', and 'Share'. Below the logo, the tagline 'Find Safe, Healthy, and Green Products' is visible, along with navigation buttons for 'Browse Product Ratings' and 'Learn About the Issues', and a search bar. A beta notice states: 'GoodGuide is currently in early beta. Our site, ratings and data will change frequently. We welcome any feedback or ideas.' The main content area features a large image of a toy train set with the text 'The Greenest Toy Companies of 2009'. To the left, a smaller image shows people in a store with the text 'What's in your toys? Learn about GoodGuide's latest toy test'. Below the main image, there are three columns: 'Browse Ratings' with a list of food items (1st Baby Foods, 2nd Baby Foods, 3rd Baby Foods, Canned Soups, Cheese, Chips & Pretzels, Cold Cereals, Crackers); 'Learn About Issues' with a green apple and the text 'GOODGUIDE ISSUES' and 'Ecological'; and 'News and Recalls' with a newspaper and the text 'TODAY'S TOP NEWS' and 'Consumer group warns about toy hazards'. On the right side, a mobile phone interface is overlaid, showing various app icons like Photos, YouTube, Stocks, Maps, Weather, Settings, App Store, Safari, AIM, eBay, Bloomberg, Monkey Ball, Facebook, HoldEm, pocketnow, Mail, Phone, Calendar, and Text.



Rebooting Government: The Citizen Regulator

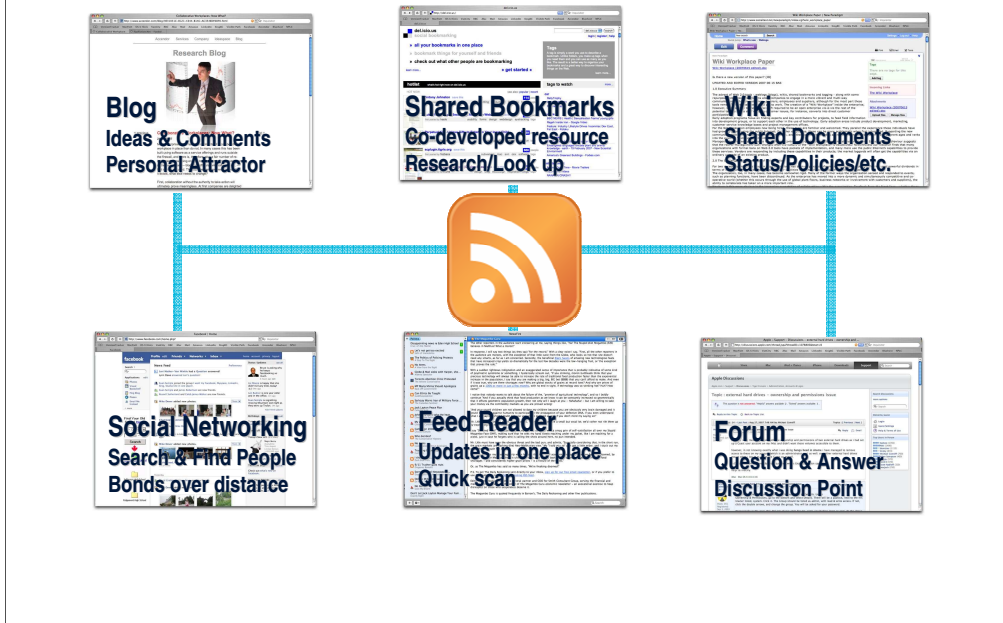
The digital crowd transcends the nation state



So the challenge I want to put before us now is to suspend some of the assumptions we all hold about how your industry works and pretend, for a moment, that those rules and conventions no longer exist. **If we want to be the disruptors rather than the disrupted, challenges your assumptions is absolutely key to seeing the world with fresh eyes and spotting opportunities for innovation.**

1. We need to change our thinking about talent management, recognizing that some of our most important talent may not work for us full time.
2. We need to think less about static products and more about dynamic platforms that can unleash a broader ecosystem
3. We need to stop talking about customers and consumers and start thinking about how we engage with the prosumers – the people who play an active and ongoing role in shaping the future of your business
4. Changing the internal corporate culture is important too. We need the right incentives for collaboration.

From web 2.0 to government 2.0



We'll do that by embedding a whole suite of new collaboration tools that were popularized on the public internet that are now offer promising new ways to enable collaboration in the public sector.

Break down the silos

National Open Source Enterprise - IntelliPedia - Mozilla Firefox
https://www.intelink.gov/wiki/National_Open_Source_Enterprise

ANYONE USING THIS SYSTEM EXPRESSLY CONSENTS TO MONITORING
The accredited security level of this system is **UNCLASSIFIED**

(U) National Open Source Enterprise
UNCLASSIFIED

Contents (view)

- 1 Message from the ADDNI for Open Source
- 2 Imperatives for Open Source
- 3 Mission
- 4 Vision
- 5 Values
- 6 Strategy
- 7 Related Links

Message from the ADDNI for Open Source

The Source of First Resort ...
The richness of the information age and the pace of technology will be attainable in the future. We must come to terms with the Intelligence Community and is available principally through challenge of uncovering it. The task before us is to develop the ignoring open sources is no longer an option, they must be ve

The Eighty-Percent Solution ...
In today's complex and dangerous world, US policymakers ne Allen Dulles estimated in 1947 that over eighty percent of o sources. George Hainman revised the estimate to upwards c



IntelliPedia
For Their Eyes Only

Changing the way work gets done

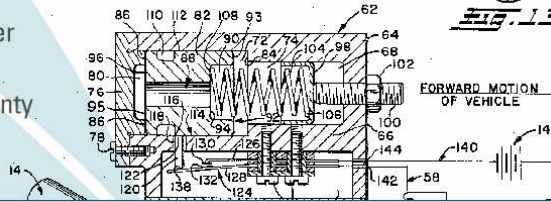
THE PEER TO PATENT PROJECT:

COMMUNITY PATENT REVIEW

PEER TO PATENT

[About Community Patent](#) | [Press](#) | [Prototypes & Proposals](#) | [Participants](#) | [Community Patent Blog](#) | [Workshops & Events](#)

What if we could make it easier to ensure that only the most worthwhile inventions got twenty years of monopoly rights?



[SKIP INTRO](#)

PEER TO PATENT BLOG

Peer-to-Patent Invitation to Inventors

FACT: It is an average of 44 months (almost 4 years) before you, the inventor, receive a First Office Action on the Merits of your patent application in Technology Center 2100 (Computer Architecture, Software, and Information Security). FACT: If you...

Peer-to-Patent in Technology Review

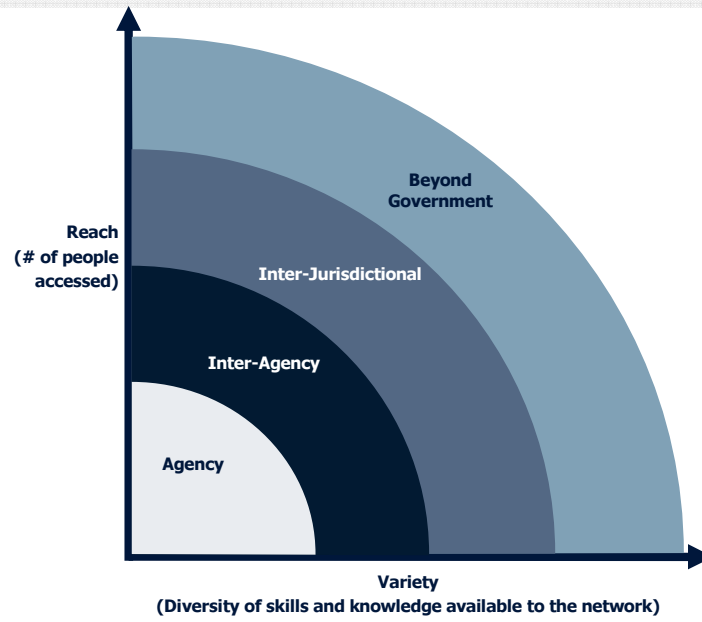
Peer-to-Patent Applications

Click [here](#) to read about the applications!

System Status

Click [here](#) to visit the Peer-to-Patent system status blog. Information about outages, planned downtime, release notes, and website performance data will be posted here

The power of collaboration





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