



# **An e-Governance Framework:** **What have we learned about success?**

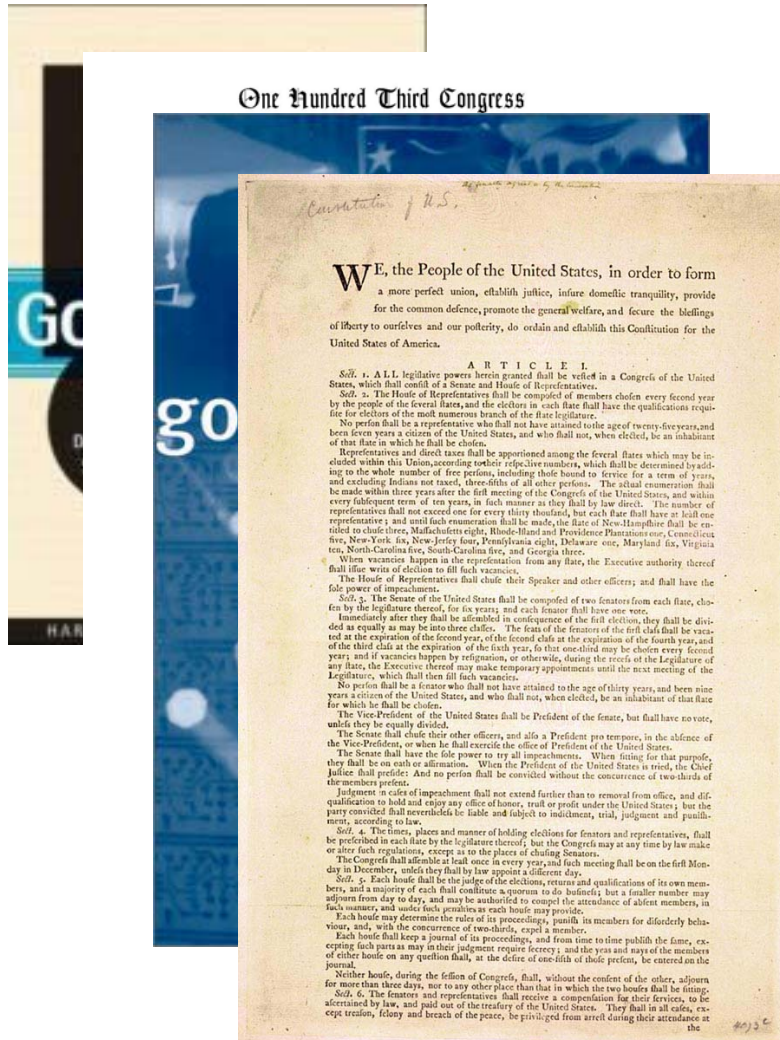
**Jerry Mechling**  
**Harvard University**

**March 23, 2007**

**$\Delta T + \Delta W \rightarrow \Delta V$**



# Governance = A huge topic...



IT Governance: How Top Performers Manage IT Decision Rights for Superior Results

Government Performance and Results Act

governance.com, part of Visions of Government in the 21<sup>st</sup> Century

U.S. Constitution

## For today...

1. **Frameworks:** What are the key questions and relationships?
2. **Phase 1:** What have we learned in the “access” phase?
3. **Phase 2:** What are we learning in the “cross-boundary transformation” phase?
4. **Conclusions**

## “The framework”

$$\Delta T + \Delta W \rightarrow \Delta V$$

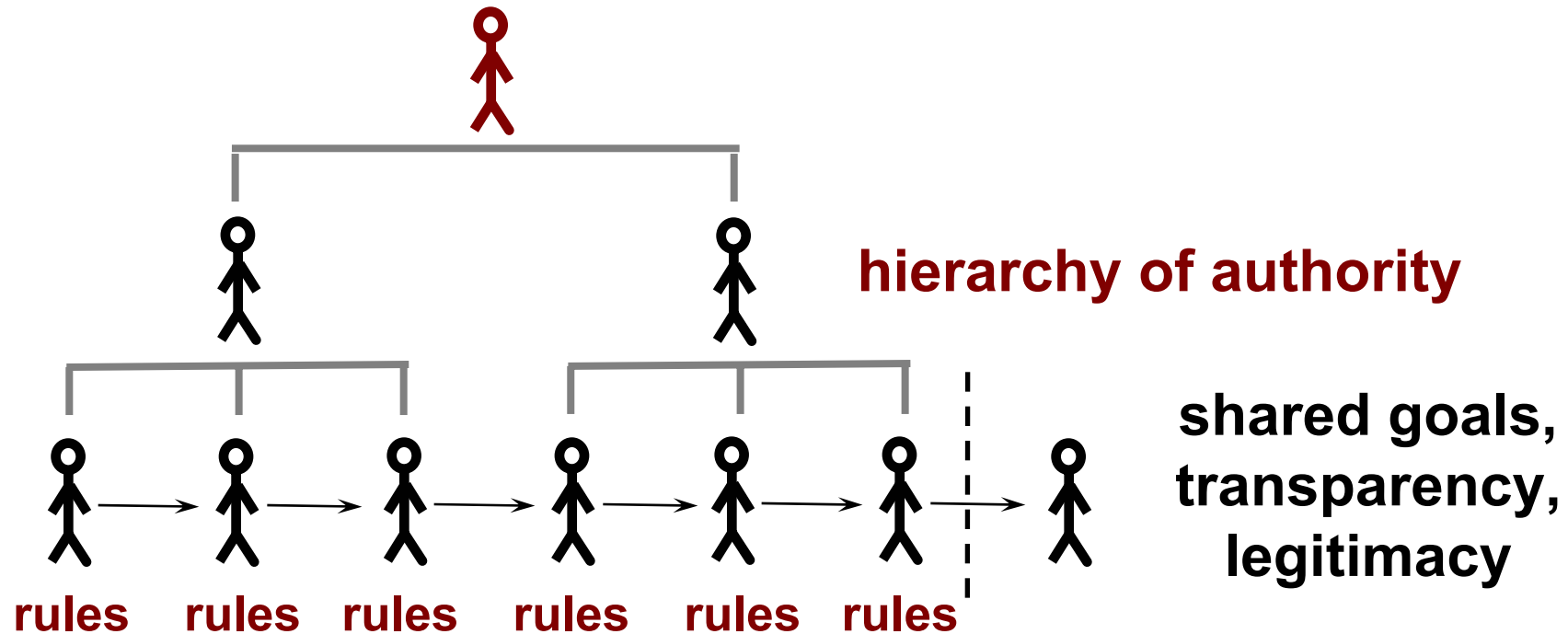
*How can we use IT to create value, and how can we implement these uses successfully?*

## **ΔT -- Information and Technology**

- Digital – efficient, accurate, integrated data, voice, video
- Processing – if → then, finding the next step, Moore's Law
- And networks – anytime/anywhere, Metcalfe's law

***Digital information processing over nets***

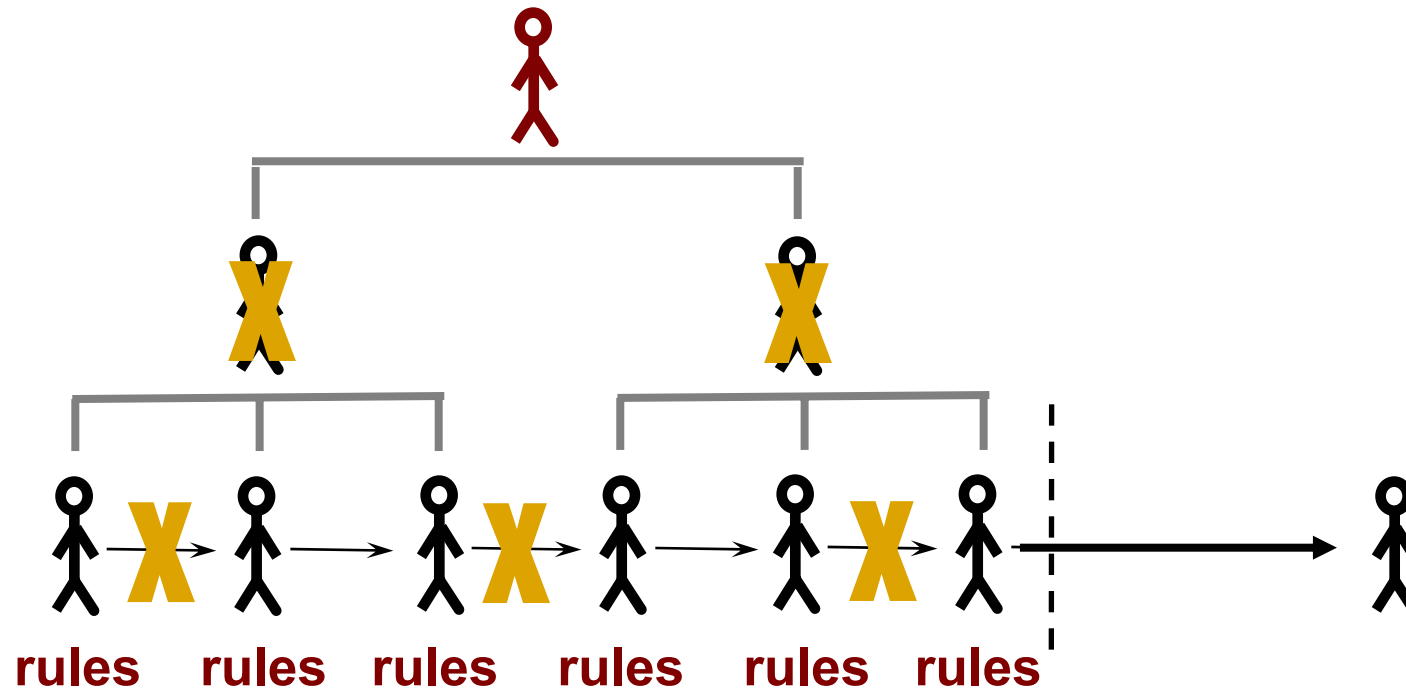
## $\Delta W$ -- Group Action $\rightarrow$ Public Value



***Governance: Is it productive, fair, legitimate?***

*And what does information technology do?*

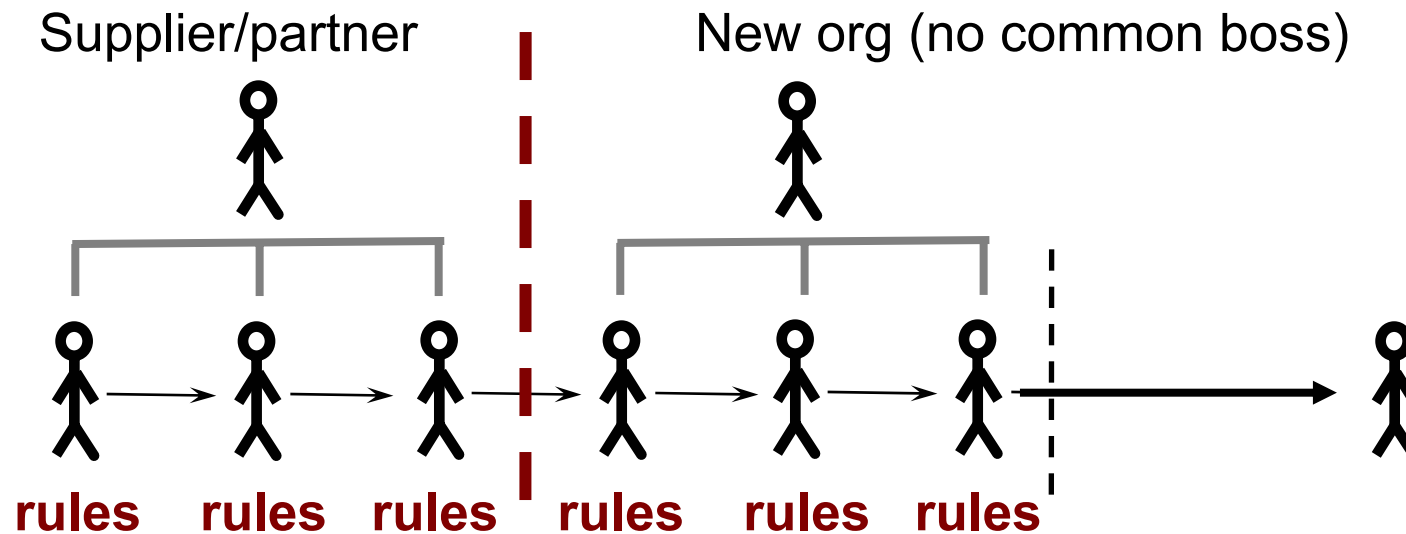
# $\Delta W$ -- What does information technology do?



1. Remote, asynchronous service – fewer interruptions/trips
2. Self-service, redesigned service – fewer handoffs/delays

## $\Delta W$ -- What does information technology do?

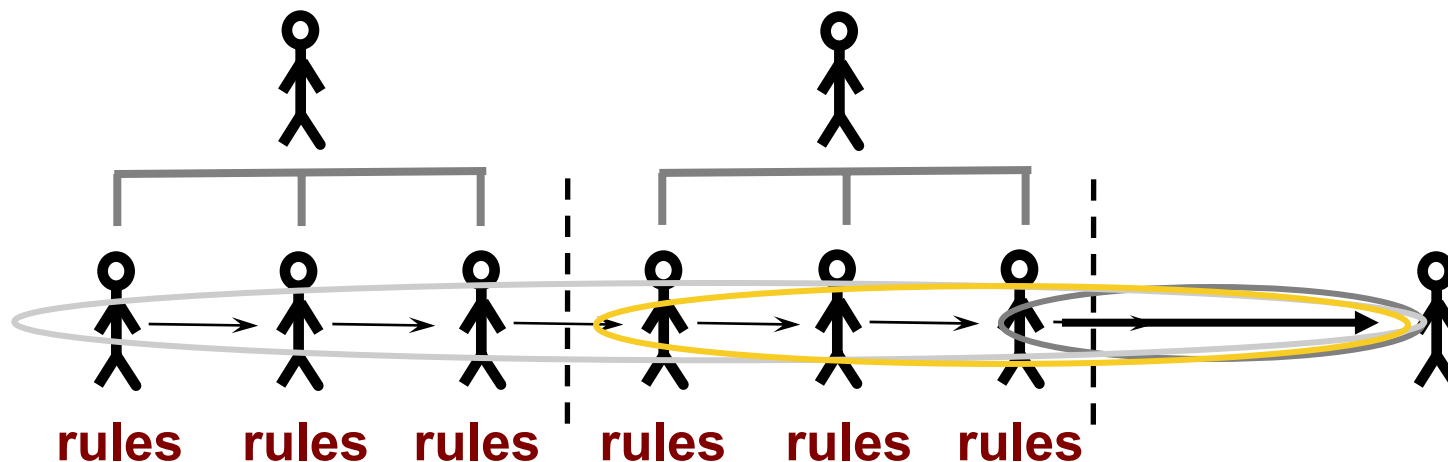
**Boundaries:** program, agency, enterprise, jurisdiction, industry, nation; **defines area of accepted authority**



1. Remote, asynchronous service – fewer interruptions/trips
2. Self-service, redesigned service – fewer handoffs/delays
3. Transparent, outsourced service – better specialization



## $\Delta W$ -- What does information technology do?



1. Remote, asynchronous service – **online access**
2. Self-service, redesigned service – **enterprise integration**
3. Transparent, outsourced service – **community of practice**

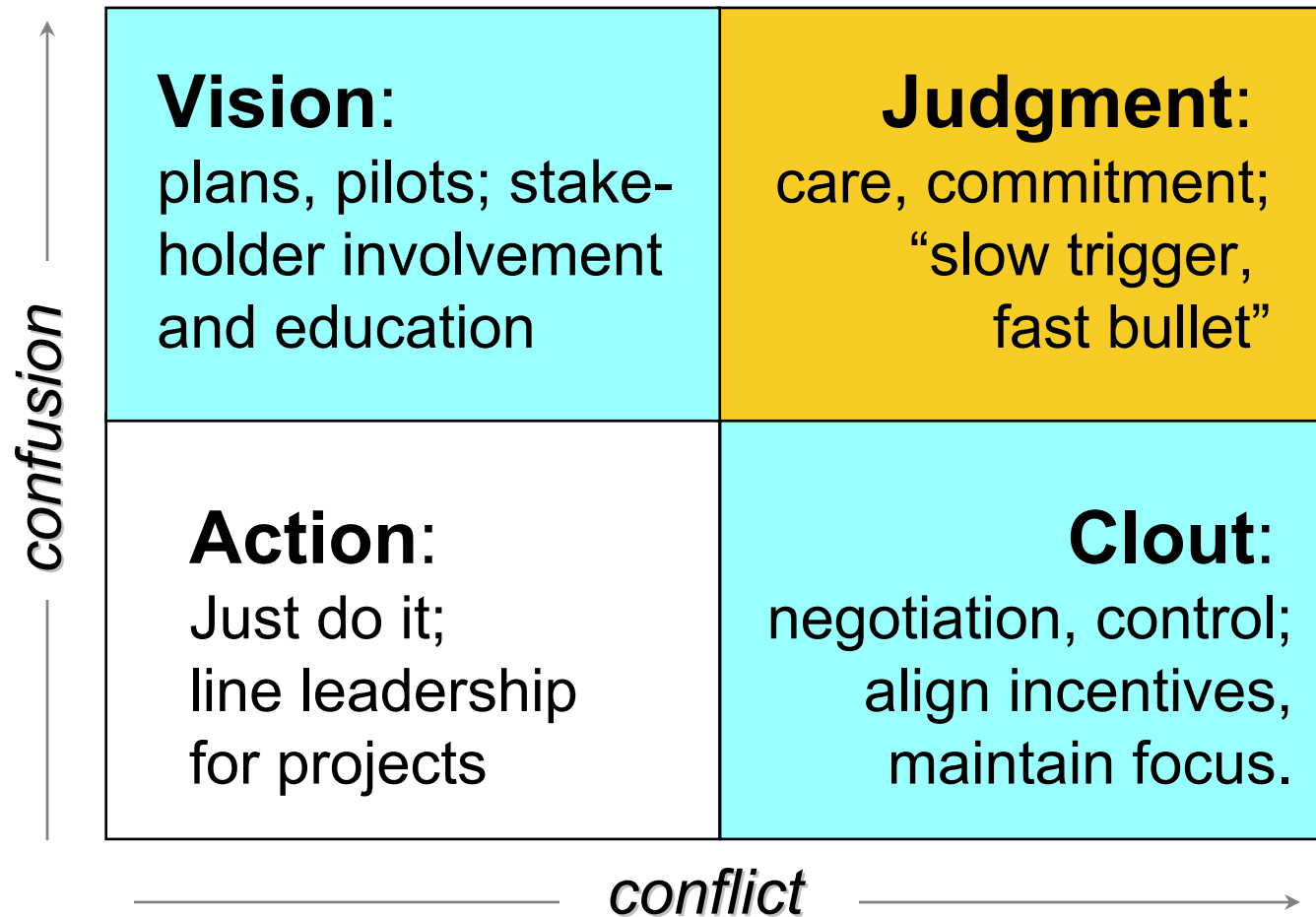
***Networked organizations → the future***

## **ΔV -- What's at stake?...**

- **PRODUCTIVITY:**
  - IT as #1 investment since 1995; the major factor behind recent productivity growth
  - huge upside potential; major risks, yet essential in global, knowledge-based economy
- **EQUITY/FAIRNESS:**
  - easier to reach dispersed poor, but major educational challenges (with troubling trends)
- **TRANSPARENCY/LEGITIMACY:**
  - new capacity for transparency, but IT controlled (at least initially) by incumbents; failures erode trust

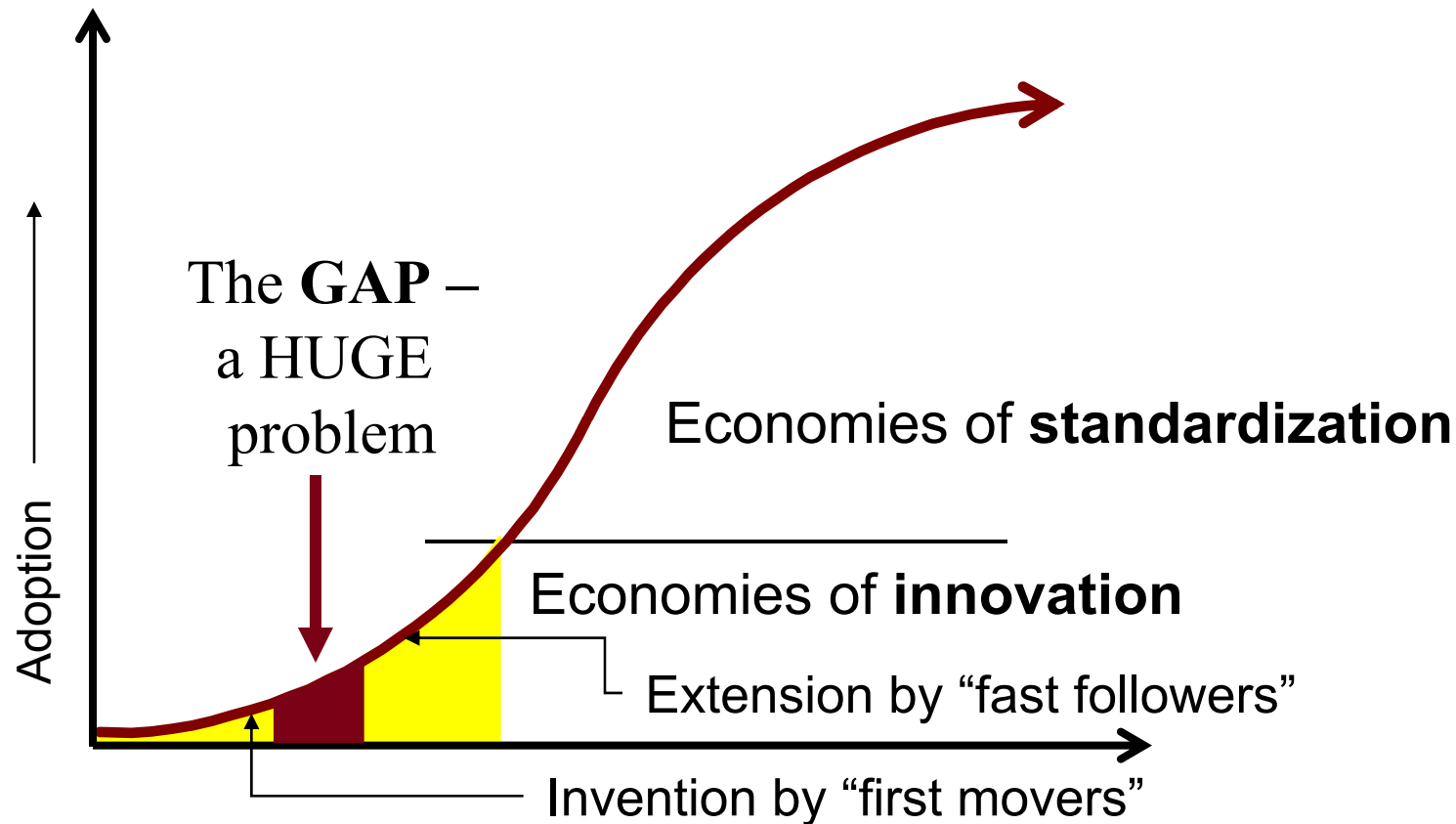
***Networked societies → the future***

# Implementation – for institutions



***Getting there = a people/political problem***

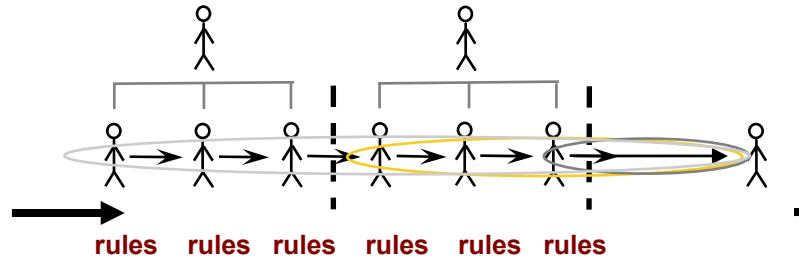
# Implementation – for societies



***Needed = Better diffusion of innovations***

$$\Delta T + \Delta W \Rightarrow \Delta V$$

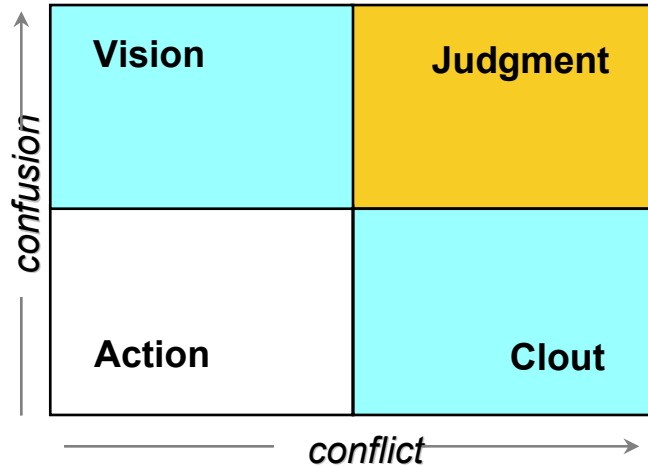
- Digital, integrated data
- Processing/Moore's Law
- Networks/Metcalfe's law



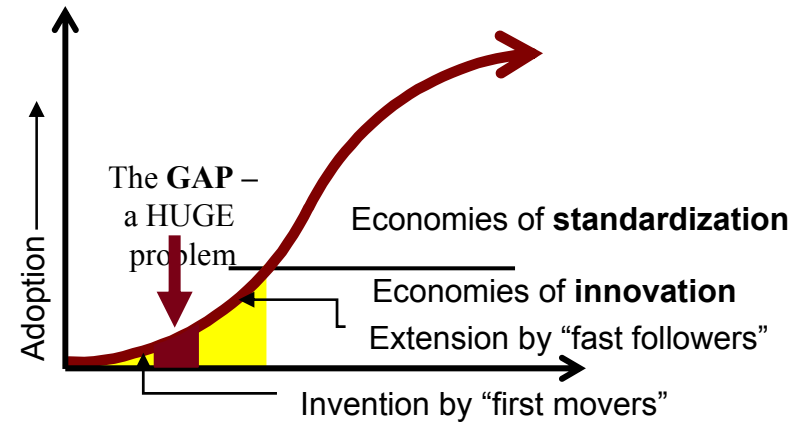
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- **Productivity**
- **Equity**
- **Transparency**

### Implementation – for institutions



### Implementation – for societies



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## The Harvard Policy Group on Network-Enabled Services and Government

- Practice AND theory
- CIOs AND CEOs
- Federal, state, local, and Canadian
- 3-4 times/year, 2 days each, several years

# The Harvard Policy Group on Network-Enabled Services and Government

PK Agarwal, State of California  
Michael Armstrong, San Antonio  
J. Kenneth Blackwell, State of Ohio  
Phil Bertolini, Oakland County, Michigan  
George Burgess, Miami Dade County  
Janet Caldw, IBM  
Aneesh Chopra, Commonwealth of Virginia  
Sharon Dawes, SUNY Albany  
Karen Evans, U.S. OMB  
Maryantonett Flumian, Service Canada  
Jon Fullinwider, County of Los Angeles  
Louis Gutierrez, Massachusetts

Steven W. Jennings, Harris County, Texas  
Randy Johnson, Hennepin County, MN  
Mr. Gopal Kapur, Center for Project Mgt  
Timothy Loewenstein, Buffalo County, NE  
Stuart McKee, Microsoft  
Jerry Mechling, Harvard University  
Jane Smith Patterson, e-NC Authority,  
State of North Carolina  
Marlin Schneider, State of Wisconsin  
Mr. John Sindelar, U.S. GSA  
Teri Takai, State of Michigan  
Marty Wagner, U.S. GSA



*“If you want to be an effective leader in our networked world, you need to engage IT issues.”*

## Eight Imperatives

for Leaders in a Networked World:



Guidelines for the 2008 Election  
and Beyond.



THE HARVARD POLICY GROUP  
ON NETWORK-ENABLED SERVICES AND GOVERNMENT  
JOHN F. KENNEDY SCHOOL OF GOVERNMENT

## Eight Imperatives

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### SERVICES

1. Reshape work and strategies
2. Innovation, not automation
3. Best practice implementations
4. Better budgeting/financing

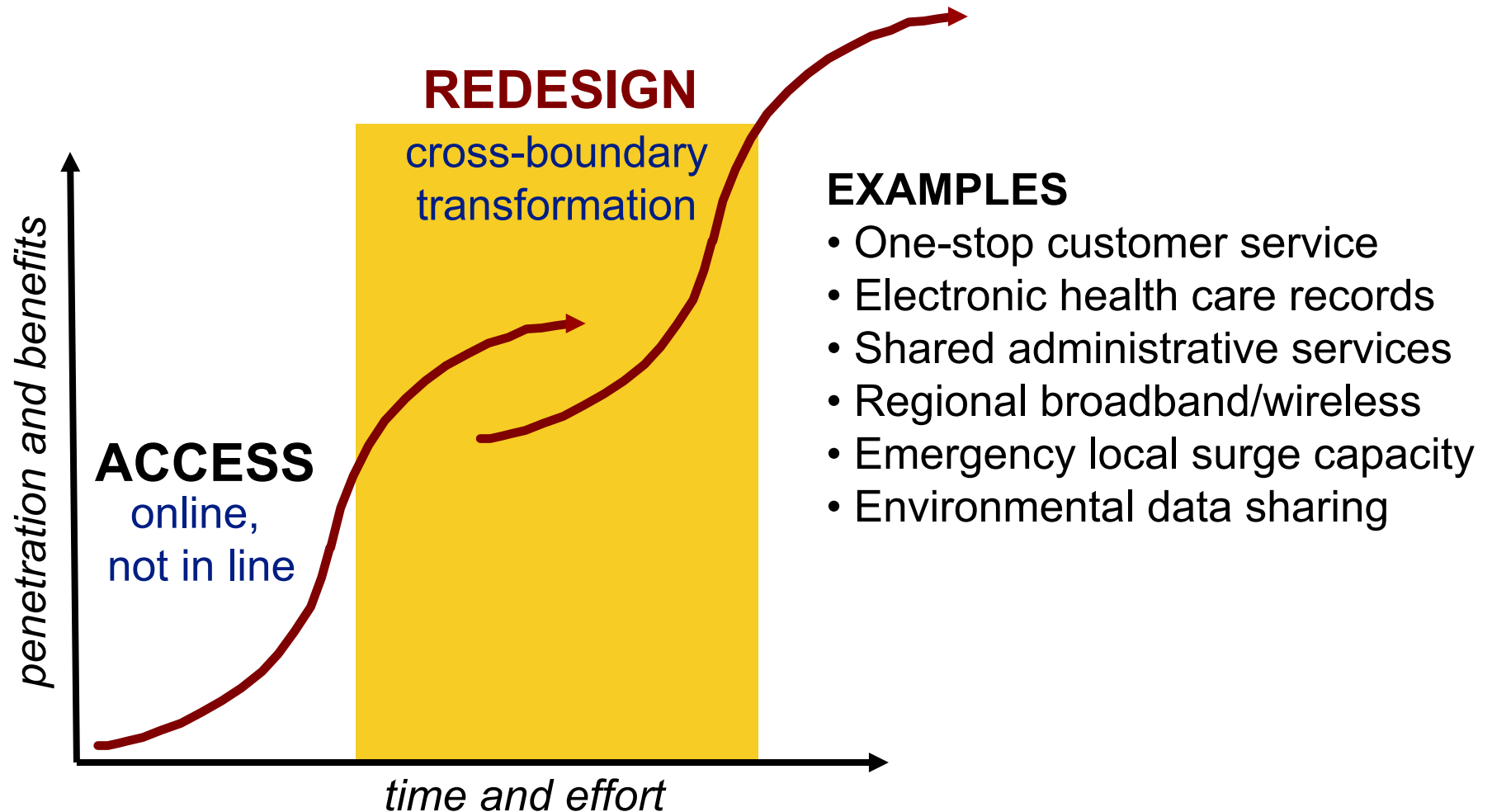
### GOVERNANCE

5. Protect privacy and security
6. Ec development partnerships
7. Equal opportunity/communities
8. Digital democracy

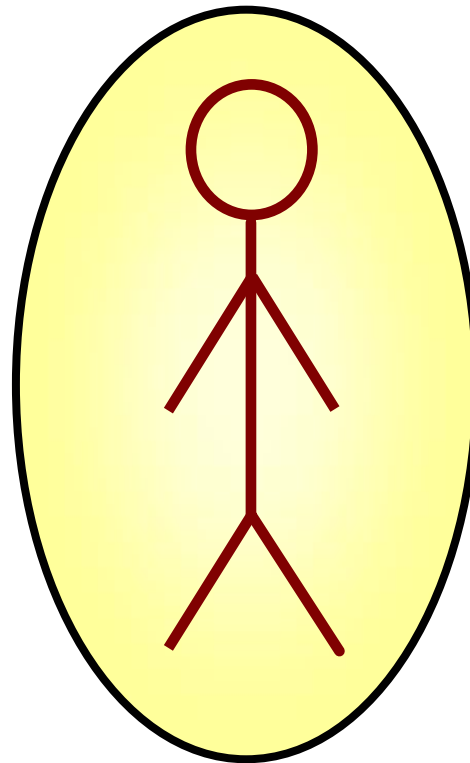
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## The next wave as cross-boundary transformation...

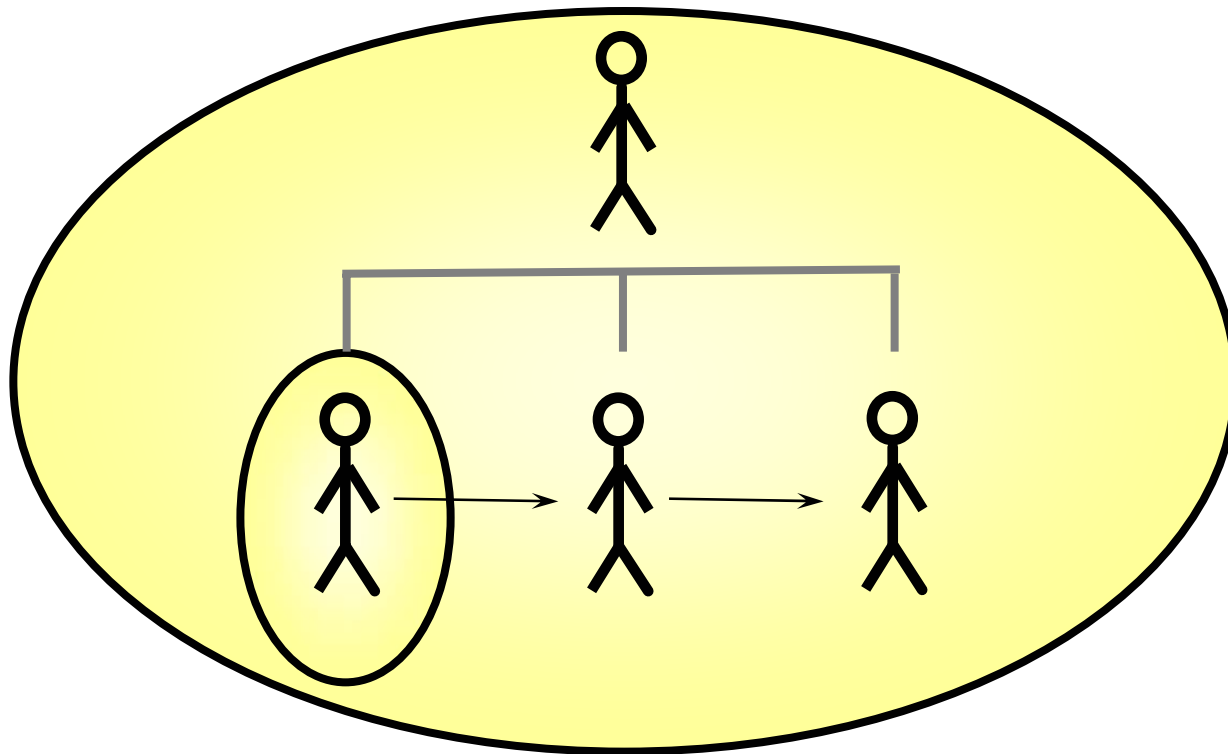


**With lots of boundaries to cross...**



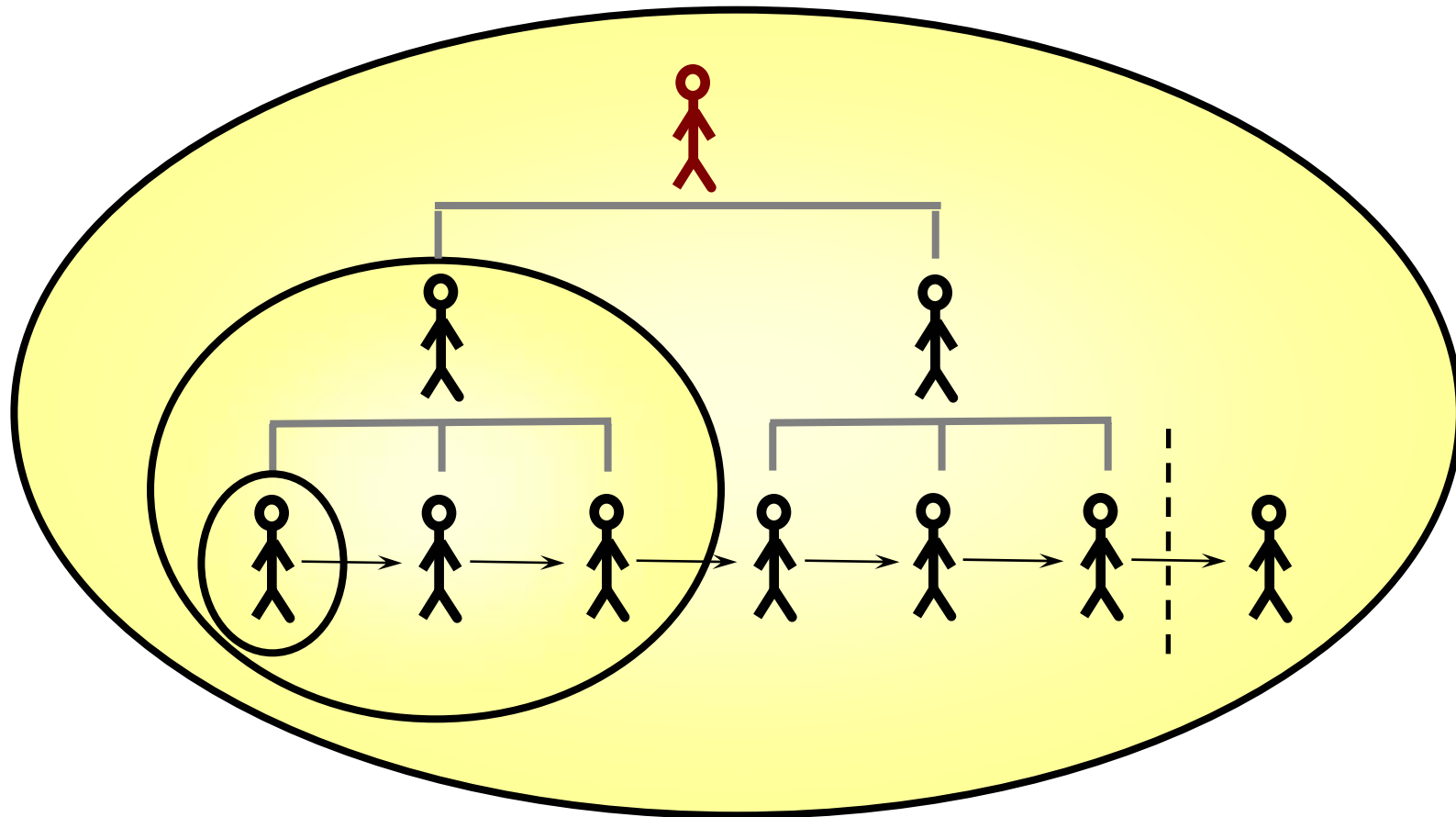
The individual, as the fundamental unit... and boundary

## With lots of boundaries to cross...



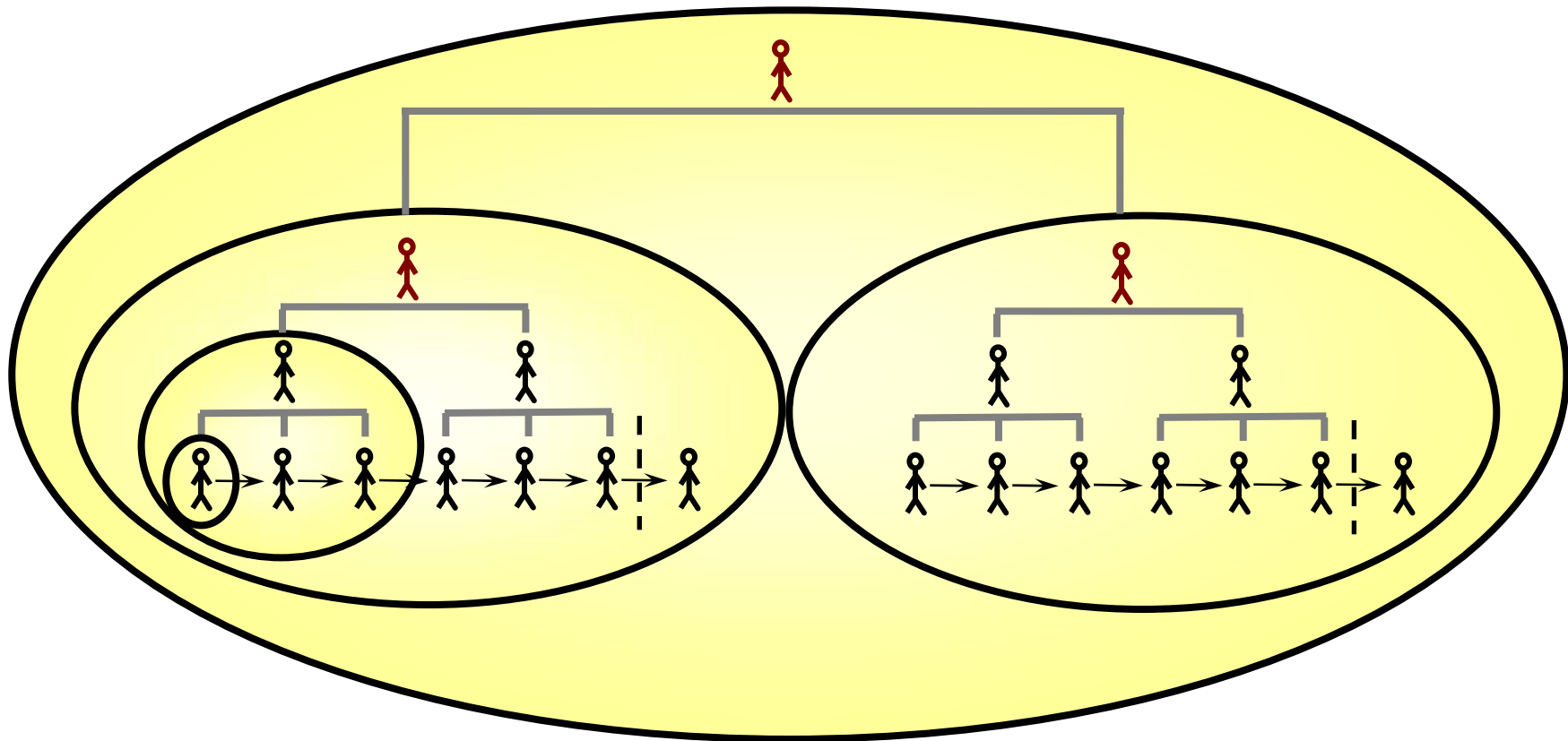
The individual as part of a work group

## With lots of boundaries to cross...



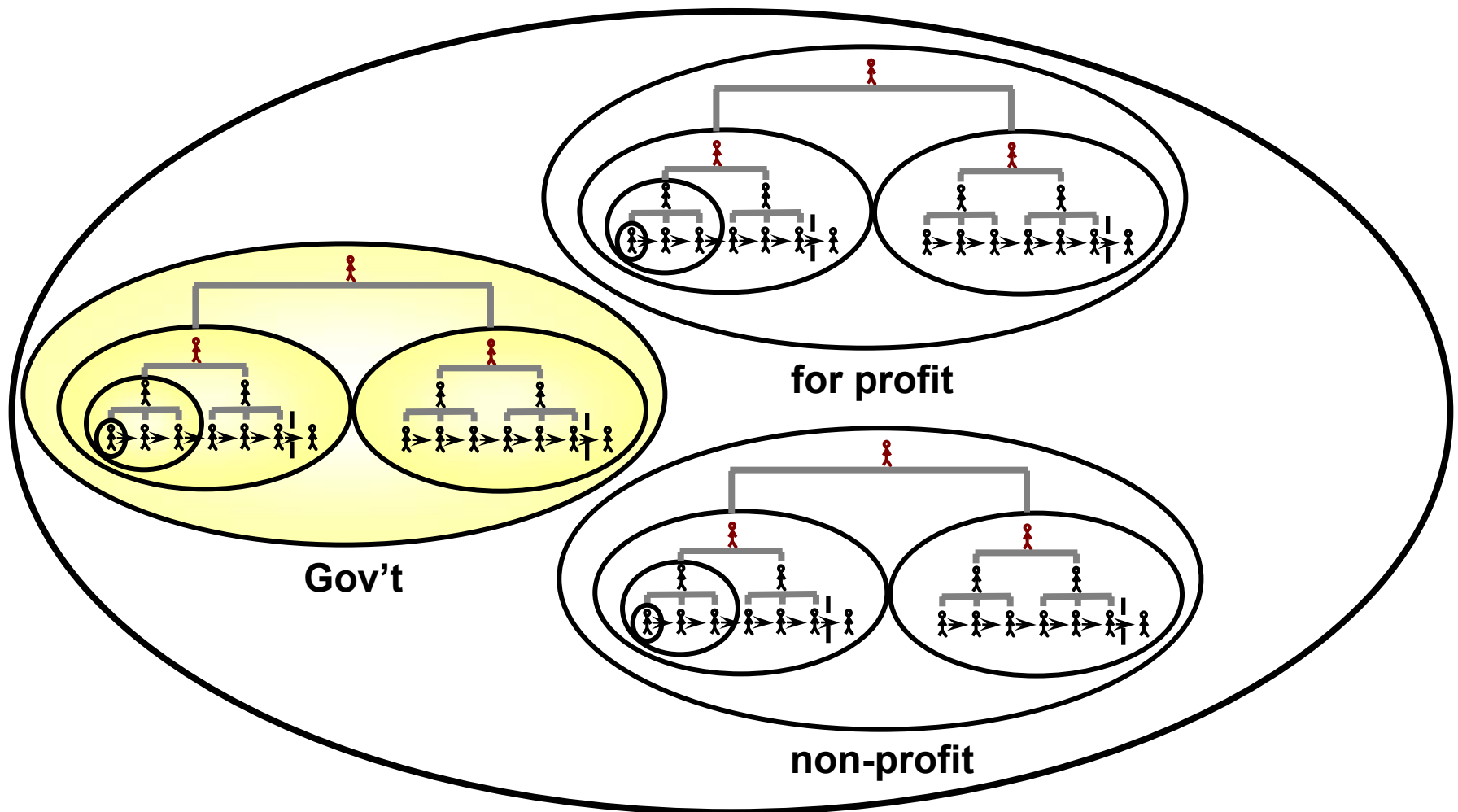
The work group as part of a program

## With lots of boundaries to cross...



The program as part of the enterprise

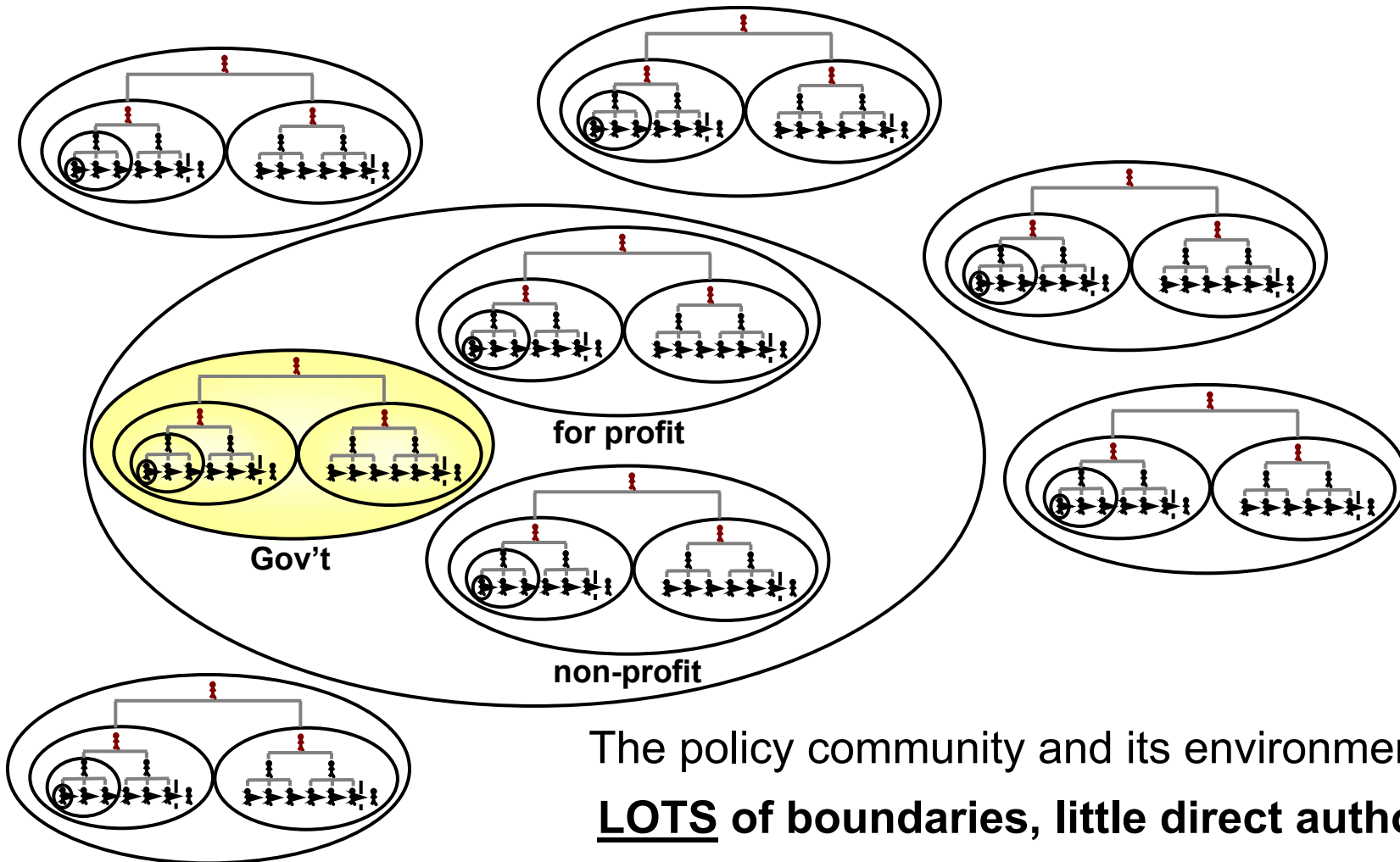
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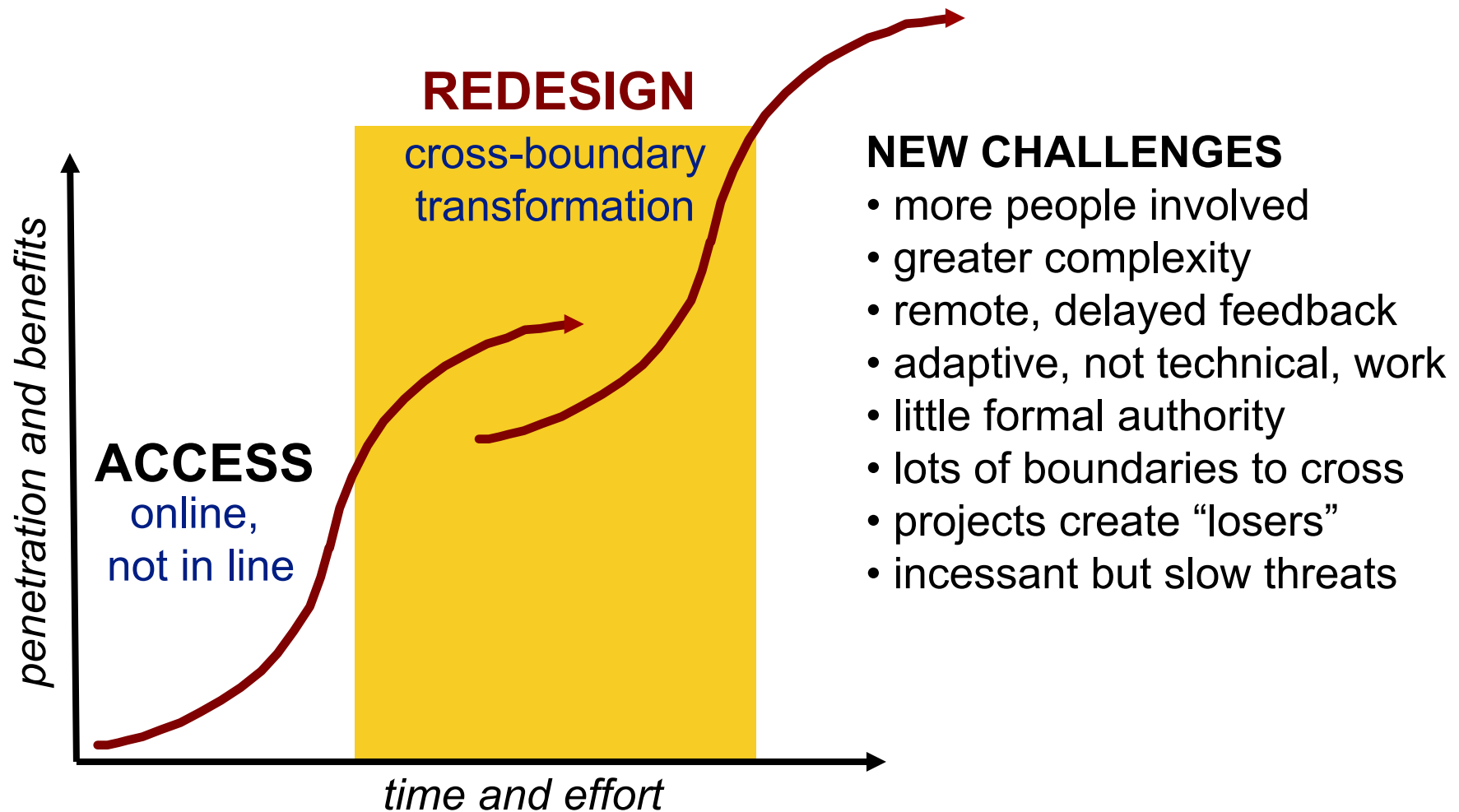
The enterprise as part of the industry/policy community



## With lots of boundaries to cross...



## In sum, cross-boundary brings new challenges...



# The Challenges of Cross-Boundary Transformation

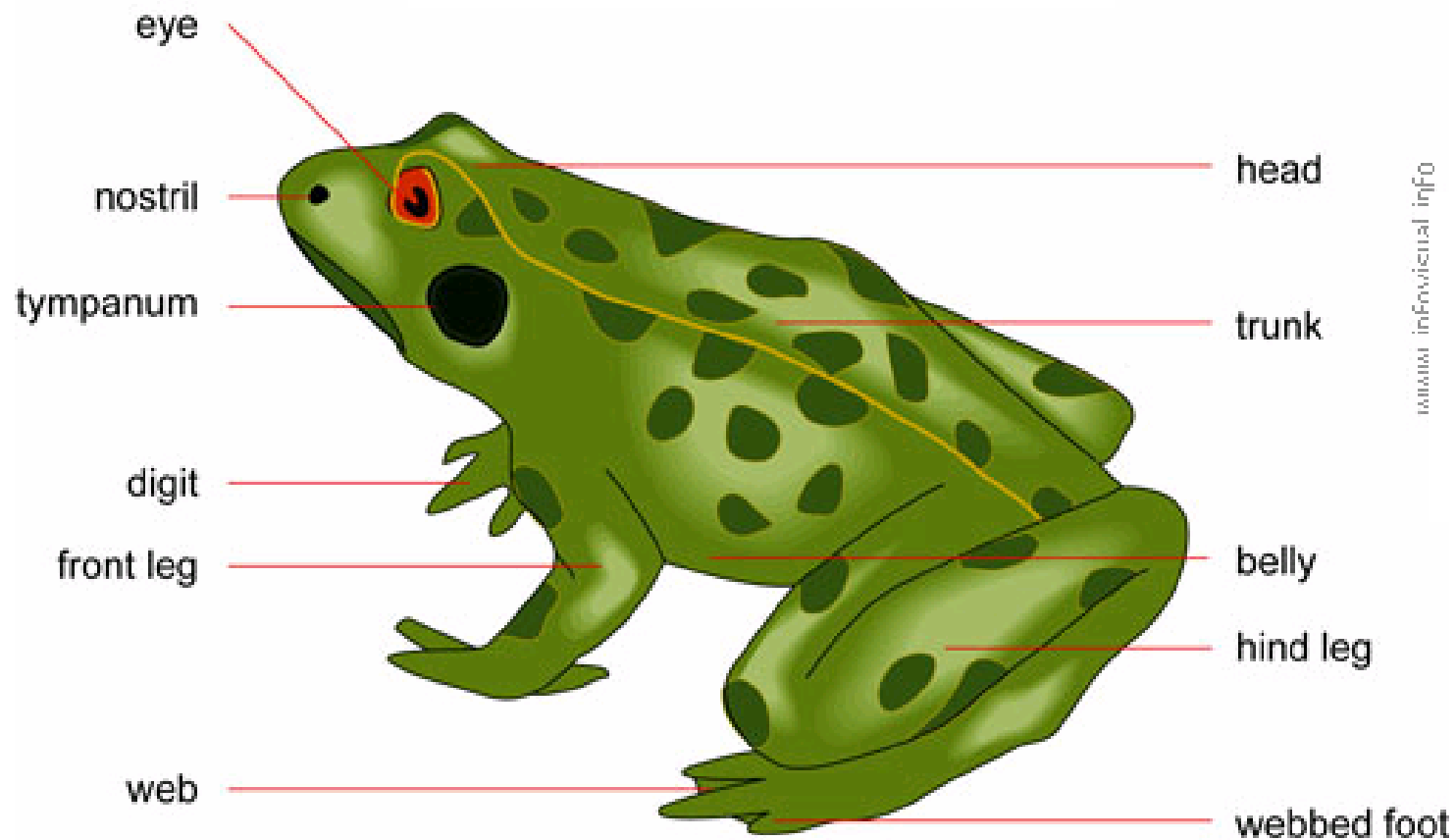
## *Planning and Decision-Making*

1. **TECHNOLOGY ASSESSMENTS:** Reaching out to understand what's possible and proven
2. **COMMUNITY ASSESSMENTS:** Understanding the readiness of customer groups, enterprises, policy communities, and the globe
3. **STRATEGIC RISK ASSESSMENTS:** Balancing risks against rewards

## *Implementation and Governance*

4. **COMMUNICATIONS:** Staying connected and mobilizing support
5. **STANDARDS:** Coordinating via limited but leveraged authority
6. **FINANCING:** Overcoming problems with government budgeting
7. **NEW INSTITUTIONS:** Sustaining new behaviors with new governance structures
8. **ADAPTIVE LEADERSHIP:** Adjusting the pressure cooker

## Will you be the frog?



*Discussion?*

## Parting thoughts...

1. There is always risk in doing something; but the biggest risk may be doing nothing: **Time for a change?**
2. “Fast follower” is a classic and often smart strategy: **How close are you to the leading edge?**
3. The IT agenda is shifting from improving access to cross-boundary transformation: **Are you prepared for this?**
4. Plan radically but implement incrementally, where possible: **Are you taking advantage of the new agility of information technologies?**
5. Yours is crucial and difficult work. Therefore...

*Thanks,  
and Good Luck!!!!*