



# CHANGE LEADERSHIP in a NETWORKED WORLD

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# Who Are We...What Do We Do?

- A collaborative research program at Harvard
- Comprising senior government and industry executives
- Working on important public problems
- Where cross-boundary collaboration is essential
- No one has overall responsibility for the *effect*
- Technology makes much more possible
- People get in the way 😊



# Examples

- **FDA and industry on tracebacks/food-borne outbreak**
- **NYC Health and Human Services on child safety**
- **EPA and State of AZ on air quality and health**
- **UK on personalization/co-production of social services**
- **311 providers on engaging citizen networks via social media**



# What makes the world different today?

- Intricately globalized
- Highly networked/ IT “rails of change”, digital connectors crossing boundaries
- More information-intense than ever
- Fiscally hobbled
- With network-charged problems, opportunities
- SOP bureaucracies struggling to adapt quickly to this new world – old forms and stovepipes, mixed generations, financially stressed



## What does this all mean?

- In today's networked world, no one organization or sector can -- or does -- achieve success alone
- We have to out-network, out-asymmetric, out-collaborate the other guy on problems and opportunities
- That means working with allies and adversaries, competitors and collaborators, friends and strangers
- Hard to engage – technically, socially, politically -- across boundaries
- Hence, a lot of failure to deal with problems in time
- But – digital connectors, networks make this possible
- Not guaranteed...it's that social and political stuff again



# What are the capabilities folks want?

- **AWARENESS:** How can we become aware of events in the world others can see, but we cannot – but for which we must prepare?
- **MOBILIZE:** How can I mobilize other organizations to take action with me or for me – and what do I have to “give” in order to “take”?
- **PREPARE:** How can I prepare my organization to partner creatively with others?
- **FACILITATE:** How do I facilitate action in someone *else's* organization – where I have no power or authority?
- **FOCUS:** How can I keep my organization focused on its core mission while adapting it to the fast moving challenges of tomorrow?
- **THREATS:** From where are the next great threats likely to come from, and how should we adapt now?
- **TRAIN:** How do we train the next generation of leaders to be ready?



## Getting there requires change. But change is hard and we can stumble. Here are some seams:

- We can **vision** it but we can't **start** it
- We can **start** it but we can't **prove** it
- We can **prove** it but we can't **enterprise** it up
- We can **enterprise** it up but we can't **sustain** it
- We can **sustain** it but we can't **innovate** it



## At each seam, recheck against a list for friends and adversaries -

- **Marketing:** got a compelling one-sentence statement – on their terms?
- **Trust Temperature:** got it, or do you have to build it?
- **Platform Capability:** can people actually exchange whatever is going to create the value?
- **Executive Sponsorship:** cover, wingmen, champions
- **Financing:** don't leave home without it
- **Paybacks:** why should anyone play with you? Are you pulling or pushing?
- **Build Yourself a Target, Plan for Success:** Ready to win? Have you written your evaluation first?



## What are some of the lessons we have seen learned

- **Share the wealth, make partnership invaluable...so** that no one can do alone what they can do together, with you
- **Engage the Web 2.0 world;** make every citizen and worker a sensor (manage your risks!)
- **Find those waiting to help, give them tools**
- **Be humble, yet optimistic: the un-Marlboro Man**
- **Compete new ideas/dynamic learning:** the journey, etc.
- **Engage the bureaucracy: make nice.**



## Where are we headed – what's over the horizon, and headed our way

- Personalization/ co-production: value at the edge, becoming tool-givers
- Social media: networks will roar
- User Centricity: pull, not push
- Analysis: making sense of it all, taking action...all that visual stuff, COPs, &c



**We'll get there...**

**With a little help from our  
friends (and foes, now and  
again!)**