



U.S. General Services Administration

Collaborative Expedition Workshop #79
December 17, 2008

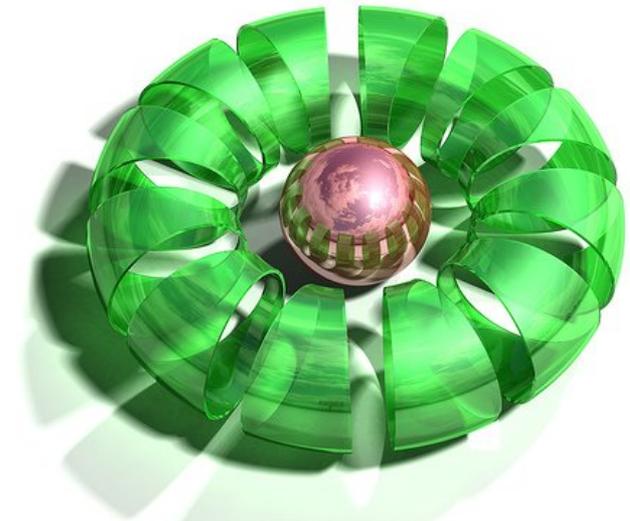
The Science of Science Policy

Welcome and Introduction
Susan Turnbull, GSA

Collaborative Expedition Workshops

Purpose: Monthly open workshops to **transcend insularity**, encourage collaboration and demonstrate promising capabilities emerging from IT research and development

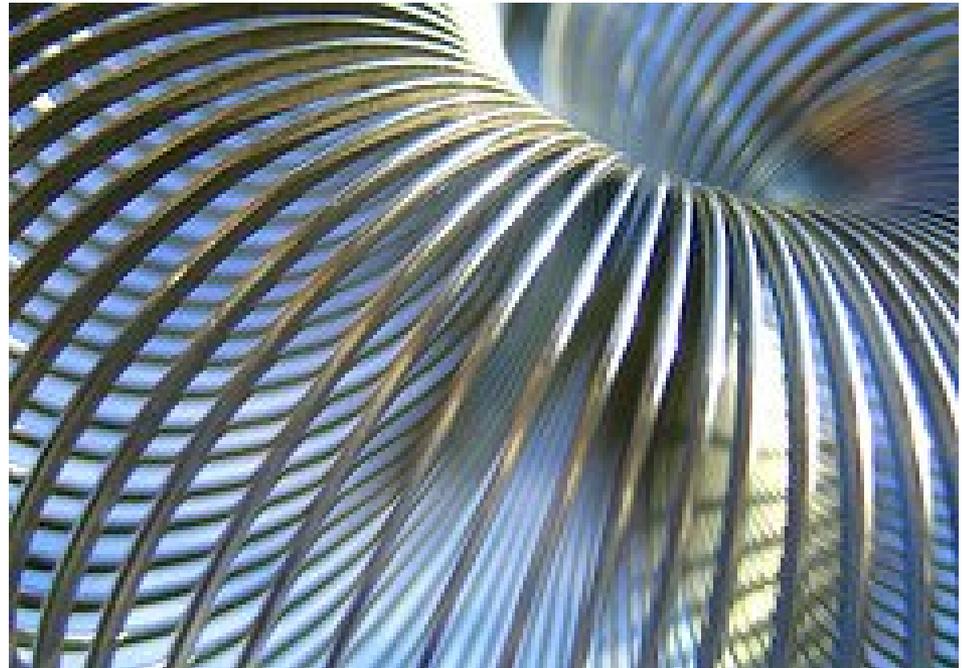
- Organize around **common purpose**, larger than any institution, to appreciate potentials and realities
- Improve **quality of dialogue** and collaborative prototyping at intergovernmental crossroads
- Participants, representing many forms of expertise, return to their settings with a larger perspective of the **“whole”**



Collaborative Expedition Workshops

Create conducive conditions for “Breakthrough” Innovations

- Need to Know -> Need to Share -> **Build to Share**
- To be **Informed (not Overwhelmed)**
 - by the Combined Complexity of our multiple forms of Expertise
- **Communities of Practice**
- **Agile Framework** for Building Intergovernmental Services
- **Open Collaboration, Open Standards**



Common Workshop Questions

- How can multiple Communities of Practice (CoP) organize around common mission needs to **build shared understanding in a manner that encourages creativity, trust**, agility, and greater value from assets?
- How can shared understanding around urgent **cross-boundary scenarios** be accelerated and what is the role of **collaborative prototyping**?
- How can **maturing, light-weight (Web 2.0) tools support governance** and transformational potential of inter-organizational communities and their host institutions?

[Workshop Questions 2008 - 9](#)

Building Sustainable Stewardship Practices Across Communities

- **Collaborative Expedition Workshops and Collaborative Work Environment** (<http://www.gsa.gov/collaborate>) **Co-sponsors:**
 - 1. GSA's Intergovernmental Solutions Office
 - 2. Emerging Technology SC (ETSC), Architecture and Infrastructure Committee of the Federal CIO Council – <http://cio.gov>
 - 3. Subcommittee on Networking and Information Technology R & D (NITRD) CGs: including Social, Economic and Workforce Implications of IT and IT Workforce Development (SEW), Large-Scale Networking (LSN), Human-Computer Interaction-Information Management (HCI-IM) and High End Computing (HEC) – <http://nitrd.gov>

Emerging Technology Subcommittee (ET SC), CIO Council



Tuning ET Together From Stovepipes to Wind Chimes

Susan Turnbull, GSA, ET SC co-chair
Richard Spivack, NIST, ET SC co-chair



Purpose: “Incubator” organizing process to accelerate shared discovery, maturation, and validation of community-based capabilities. Common understanding of scenarios

- Greater foresight and discernment
- Improved collaboration
- Sustainable life-cycles
- “In design we either hobble or support people’s natural ability to express forms of expertise.”

Key ET SC Activities

1. Conduct Collaborative Expedition Workshops

Purpose: Monthly open workshops to encourage collaboration among government and community implementers of IT and to demonstrate promising capabilities emerging from IT research that aligns with FEA principles

- “Facilitate strategic dialogue among communities of interest. Through the Expedition Workshops, sponsored by AIC, interested participants experience and learn about new opportunities to adhere to sound architectural principles and implement shared, service-oriented solutions.” from CIOC Strategic Plan
- Leadership in virtual collaboration (i.e. Data Reference Model, Geospatial Profile)

2. Conduct <http://ET.gov>

Purpose: “Continue to develop more efficient and effective methods for sharing information on emerging technologies.” CIOC Strategic Plan

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Lessons Learned

Connecting the Cultural DOTs

- Dialogue, Openness, Transparency

1. Create environment to appreciate the “whole picture” – transcend insularity
2. Practice plausible scenarios “on Purpose”
 - Monthly public workshops, no fee, supports remote participants (shared screen, chat room) and public archive, including audio files, discussion forum
 - Assume strategic leadership roles while “thinking out loud together”
3. Shared Purpose is the organizing force in public workshops
 - Purpose that is larger than any organization – including government; influences structure and participation more than lines of control



Lessons Learned – Summary of Purpose

- **1. Improved Ability to Appreciate the Whole Picture**
 - overcome cultural differences in order to increase returns and decrease risk
- **2. Improved Ability to Engage in Sustained Dialogue**
 - low-cost, low risk opportunities to dialogue and exchange views on emerging issues, enabling trust and mutual sense of purpose to meet future challenges together
- **3. Improved Resource Allocation Process for Achieving Results**
 - find common ground and shared understanding across funding, implementation, and accountability processes, to eliminate delays, disincentives, and indecisiveness from non-aligned processes

Lessons Learned – Organizing via Communities of Practice

Collaborative Space Augments →

Solid

- Past contributions and conversations always available
- Content never lost, wiki changes visible/ accountable by name
- High confidence level in 24/7 availability
- Hosted on high performance infrastructure
- Platform independent
- Any file format in shared repository
- fine-grained access – “virtual pointer on infinite whiteboard” (persistent identifiers)

People’s Natural Ability for Dialogue and Sharing

Fluid

- Augments flow of purposeful conversations
- Sharing is paramount
- Context advances understanding
- Supports quality of dialogue, openness and transparency needed to build trust
- Supports CoP planning and development of events and documents
- Uses only everyday tools: phone and browser
- Open or closed communities
- Community sets the pace

Key Findings

Building Sustainable Stewardship Practices Across Communities

- FY03 - **Agile business components not easily discovered** by e-government managers resulting in lost opportunities
- FY04 - **Emerging Technologies** (web services, grid computing, and semantic web) to tune up Innovation Pipeline with better linkages.
- FY05 - **Collaborative Work Environment** (including wiki) expands effective networking across intergovernmental communities
- FY06-07 – **Diverse Communities** co-organizing the workshops
- FY08- **Practicing alignment with “real” national scenarios** and joint workshops with NITRD Subcommittee Coordinating Groups (**Networking for Multiplicative Returns**)
 - Building shared understanding of fundamental concepts needed for communities representing diverse forms of expertise, to work together **to leverage toward improved citizen service delivery at lower cost.**

Going Forward: From Stovepipes to Wind-Chimes

"Frontier Outpost" to open up quality conversations, augmented by "light-weight" tools, to leverage collaborative capacity of united, but diverse sectors of society, seeking to discover, frame, and act on national potentials.



- 78 workshops since March, 2001
- 60-80 participants per workshop, many Communities of Practice
- Wiki, shared files, discussion forum, chat room, shared screen display
- FY06: 1.1 million visits to site, 3.88 million file downloads, FY08: 1.6 million visits to site, 8.48 million file downloads
- ***FY09 Light-Weight Alignment: Networking for Multiplicative Returns***
 - Building shared understanding of fundamental concepts needed for communities representing diverse forms of expertise, to work together **to leverage toward improved citizen service delivery** at lower cost.

Invitation to Upcoming Expedition Workshops in 2009

- Jan. 8
- Feb. 4
- March 18
- April 9
- May 19
- June 11

