Making Collaborative eGovernment real

- An Introduction to collaboration

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We are each of us angels with only one wing, and we can only fly by embracing one another.

- Luciano de Crescenzo

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Our Research Landscape

Topics
- Information Management
- IT-enabled Value networks
- Service Management
- Knowledge Work (CSCW, CSCL)

Industries
- Health
- IT-Services
- Automotive
- Public Administration
- Software Companies

Technologies & Methods
- Ubiquitous Computing Applications
- Groupware
- Business Software IS-Architecture

IT for matters that matter
- Piloting (Needs Driven Approach)
- Modelling (Reference models)
Information Logistics in multicontextual Domains

Socio-Technical-Economical Usage Innovation
Team

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Informationsmanagement

IM ist ein Teilbereich der Unternehmensführung, der die Aufgabe hat, den im Hinblick auf die Nutzung der Information zu gewährleisten.

IM ist das Management der Informationswirtschaft, der Informationssysteme, der Information- und Kommunikationstechniken sowie der Führungsabgaben.

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Who might want to collaborate?

Citizen → Administration → Government → NGO → Business → Citizen

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Collaboration - ability and desire

• „Give me the **prerequisites** to collaborate“
  • Work Processes
  • People, Organization, and Culture
  • Technology and tools

• „Give me a **reason** to collaborate“
  • Task structure and division of labor
  • Institutional structures
  • Organizational culture
Collaboration – on what

• Work is the transformation of material with tools by people.
• If people work together to transform the same material: they collaborate on a „shared material“ (Schrage 1990).

• **Shared material**
  • physical or mental artefact such as a mentally shared point of reference or a shared representation of a problem
  • Digital representation of work, issues, plans aka documents, music, videos
  • Information systems enable a digital representation and time/space independence
  • Rules and regulations
  • For communication shared language is needed
Communication and Collaboration

Shared Material

Sender/Receiver

Communication Channel

Sender/Receiver

Communication
Communication and Collaboration

- Shared Material
- Communication Channel
- Collaboration

Sender/Receiver <-> Shared Material <-> Sender/Receiver
Collaboration – on what

• Shared material
• Shared understanding
• Shared goals

• Communicating the material versus conversing about the material
• Sending it versus using it on a platform
• Private versus public material
• Sequential versus parallel (real time)
• „passing material on to share“ versus „developing in participation“
Collaboration – who – people, organisation, culture

• Requirements
  • Trust among participants
  • Collaboration as the usual mode of operation

• Groups (McGrath et al 1993)
  • members, shared purposes, task structure, tools, rules, procedures, and resources
  • A set of activities and the outcomes that are generated by those activities of a particular set of members using a particular set of tools for a particular set of purposes in a particular physical, temporal, and sociocultural context...

• People act on shared material
• Cultural embeddedness

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Collaboration – when and where

- **Time**
  - Asynchronous versus synchronous
  - Time zones
  - Time structures and calendars

- **Location**
  - Same place versus Different places
  - My place versus your place

- **Telepresence**
  - Our place – same shared material
Collaboration – how: processes

- Requirements
  - Work process oriented AND efficient

- Work processes as routines
  - Embedding new work routines is re-training
Collaboration – how: Dependencies

High dependencies:

- High coordination effort
- Ad-hoc communication
- Multiple personal communication relationships
- High travelling activity

Low dependencies

- Frequent and institutionalized communication
- Few communication channels
- Low messaging activity

(Zerbe 2000)
Collaboration – how: Division of labor

Horizontal division
- Specialization on core competencies
- High coordination effort between local teams
- Coordination and communication between different time zones

Vertical division
- No specialization
- Division to increase the daily overall working time
- Low coordination effort between local teams
- Low communication activity

(Zerbe 2000)
Collaboration – how: technology and tools

- **Requirements**
  - Available AND Reliable

- **Tools**
  - Communication, Coordination, Collaboration
  - Learning and routinizing
  - Embedding: „at hand“, not getting in the way

- **Telepresence and tool support need different meeting management**
  - Results orientation
  - Foreground – background activities
  - Explicit turn taking
  - Explicit moderation task
Collaborative eGovernment

- Actor networks

- Societal, political, and legal considerations
  - Accountability, privacy, reliability, transparency,

- Shared service centers
- One stop government
- eCommons: the citizen as a political prosumer
- Business Process Chains – Co-Production
- Open Innovation and the digital agora– spanning the boundaries
Implementation
Participative Implementation Model

Analysis
- Prephase: Use-Case-Workshops
- Kick-off
- Analysis of work processes
- Analysis of communication processes
- Analysis of technical infrastructure

Strategy
- Concept needs to be organizational; technological; workforce-related

Implementation
- Reorganization
- Technical Implementation
- Employee training
- Operation and support

Evaluation
- Field-Evaluation

(Luczak and Eversheim 1999)
Implementation Characteristics of CSCW

• **Transferability**
  • Preparedness (of technology)
  • Communicability

• **Complexity**
  • Organizational Span/Scope

• **Divisibility**
  • Modularization
  • Individualization
Successful collaboration

• Seems easy
  • once you know how to do it

• from sending letters to working on collaboration platforms is a more fundamental change than the switch from mail to e-mail
  • Best practice examples help
  • Learning by Experience mandatory
  • Surprises and first „failures“ likely
“Everything can look like a failure in the middle.

Every new idea runs into trouble before it reaches fruition, and the possibilities for trouble increase with the number of ways the venture differs from current approaches.”

(Kanter 2001, p. 274).
Innovation is like...

Innovation is like a dishwasher.

Making life easier?

Nah, requires energy and someone to use it!

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