The 3.0 Revolution

Mihaela Ulieru

http://www.cs.unb.ca/~ulieru/
2.0 Architectures of Participation

A new mode of production

Person-centric

- From **Place-to-Place** To **Person-to-Person** - From a single front door, mail address and house phone number to multiple email addresses and mobile phones;
- From **Person-in-job** to **Person-best-able**

Openness to new concepts of structure, process and decisioning is key to unleash the innovative spirit of ‘People 3.0’

*Linking the right person/skills to the right situation/job at the right time*
HOW TO LEVERAGE ON THIS UNUSED HUMAN CAPITAL?

Head
20% of Jobs use
80% of available human capital

Available but UNUSED Human Capital

Tail – Productivity unavailable to hierarchy
80% of Jobs use
20% of available human capital

Number of Producers

High

Low

High

Productivity

Productivity
TOWARD WEB 3.0
The ‘Holodeck’ – as Future ‘Workground’

‘Exodus to the Virtual World: How Online Fun is Changing Reality’ [Edward Castronova]
Also - Jane McGonigal’s TED talk
Gaming as Future ‘Workground’

Wikipedia
• 100 million mental hours from a highly diverse knowledge community
• This equals 5 days of Global Warcraft gameplay

Video games train people to work harder while enjoying it. The success of online games illustrates how seductive and concealed the work treadmill can be.

500 million global gamers – What if this potential would be used to search the solution space for a ‘wicked problem’?…
3.0. Unleashing Creativity

10,000 hours of gaming by the age of 21

Games build Virtuosos as
Super-Empowered Hopeful Individuals (collaborators)
• Urgent Enthusiasm
• Building (maintaining- assuming) Social Fabric – require facility to develop / sense trust
• Blissful Productivity
• Epic Meaning
• IMAGINATION

We are witnessing what amounts to no less a global exodus to virtual worlds and other online (gaming) environments

In games we can imagine the ripples of potential events across massively multiple domains
The Barriers?

• There are many cultural and structural barriers to implementing peer production in a highly structured organization.
• Perhaps the primary cultural impediment is the deep assumptions involved with control that make us uncomfortable with uncertainty and blind to the possibilities of achieving effects without the direct control of necessary resources.
• This involves the problem of culture change and how to move forward without losing the necessary excellences of past and current capabilities.
NEED TO REVOLUTIONIZE OUR INSTITUTIONAL STRUCTURES!
Ways of Doing Things

The Organizational Continuum

*Culture is structured by the Conventions of Coordination*

<table>
<thead>
<tr>
<th>Centralized Hierarchies</th>
<th>Heterarchies</th>
<th>Responsible Autonomy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional Industrial Organization</td>
<td>Democracies, Academia</td>
<td>Free Markets, Web 2.0, ‘Peer-Production’</td>
</tr>
</tbody>
</table>
A Concept of **Commitment versus Contract**

- Contract by definition is about specifiable exchange
- Commitment more progressive view of mutual relationship between member(s) and organization
- Mutual responsiveness
- Organic relationship as source of both trust, mutual ideals, goals, beliefs.
Workforce Management 3.0

An enabling governance system that will:

- **Empower comprehensive networks of key personnel, supported by effective collaborative information technology**

- **Enable the synchronization of personnel functions in a larger, more inclusive Personnel Generation System**

Emergence of Professional through Identity and Commitment

- **Members create the organization which shapes the individual**
Organization 3.0

Governance of organization-in-ecology
Adaptive agility and complexity are beyond contract specification
A constitution of rights and obligations creating a Framework for adaptive boundaries and attractors enabling beneficial patterns and self-organization to emerge
Developing the “Talent-Commons”
Building and using “The Human Cloud”