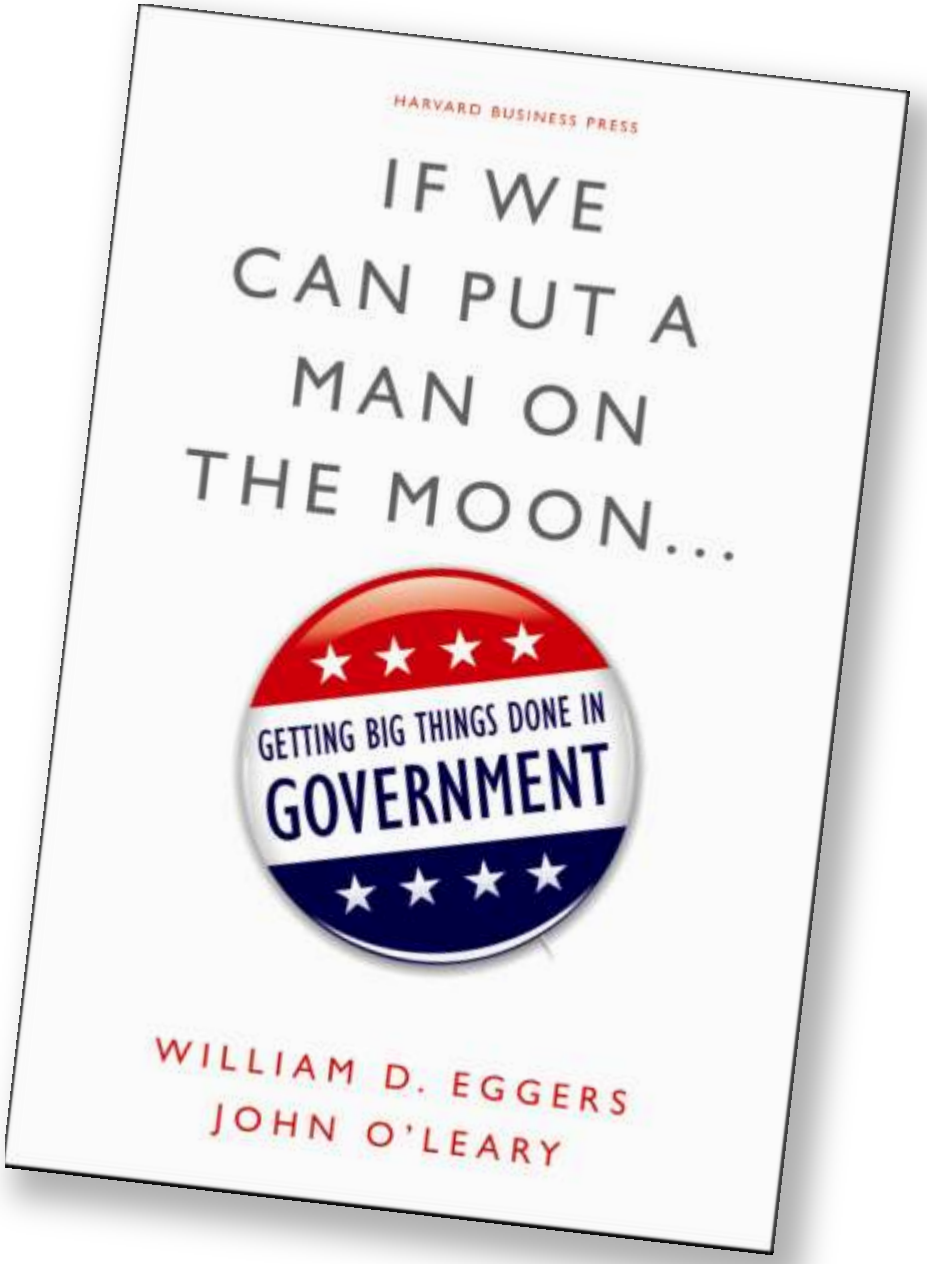

HARVARD BUSINESS PRESS
IF WE CAN PUT A MAN ON THE MOON...
GETTING BIG THINGS DONE IN GOVERNMENT
WILLIAM D. EGGERS
JOHN O'LEARY

the ONION
YAHOO! See It Now
ADD ANY SITE YOU LOVE TO THE NEW YAHOO! HOMEPAGE. It's Y!ou
REPLAY

SCIENCE & TECHNOLOGY

We Can Put A Man On The Moon, But We Can't Make Killer Robot Police?

BY IRENE FREDERICK
TAXPAYER
AUGUST 26, 1997 | ISSUE 32•04

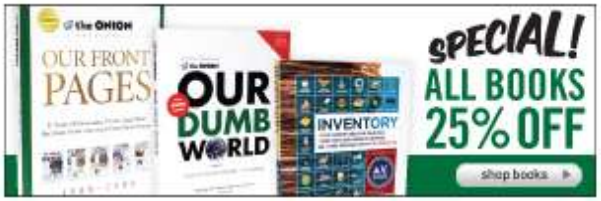
Every time I watch the news, I see another story about all the wonderful things NASA is doing in outer space. I know, I know, it's all supposed to be very impressive and exciting. But to be honest, it just boils my blood. I mean, the federal government can put a man on the moon, but it can't build a killer robot police force to keep the cars from roaring down my street at 45 miles per hour? What kind of priorities do we have in this country?

Just the other day, there was a big article in the *Danville Tribune-Gleaner* about the growing truancy problem among our town's youths. And then I read in *USA Today* how the government is spending $40 billion on outer-space surveillance satellites. Couldn't they put some of that satellite money to better use by constructing space-based laser cannons in geocentric orbit above Danville High to make sure our schoolchildren aren't skipping class?

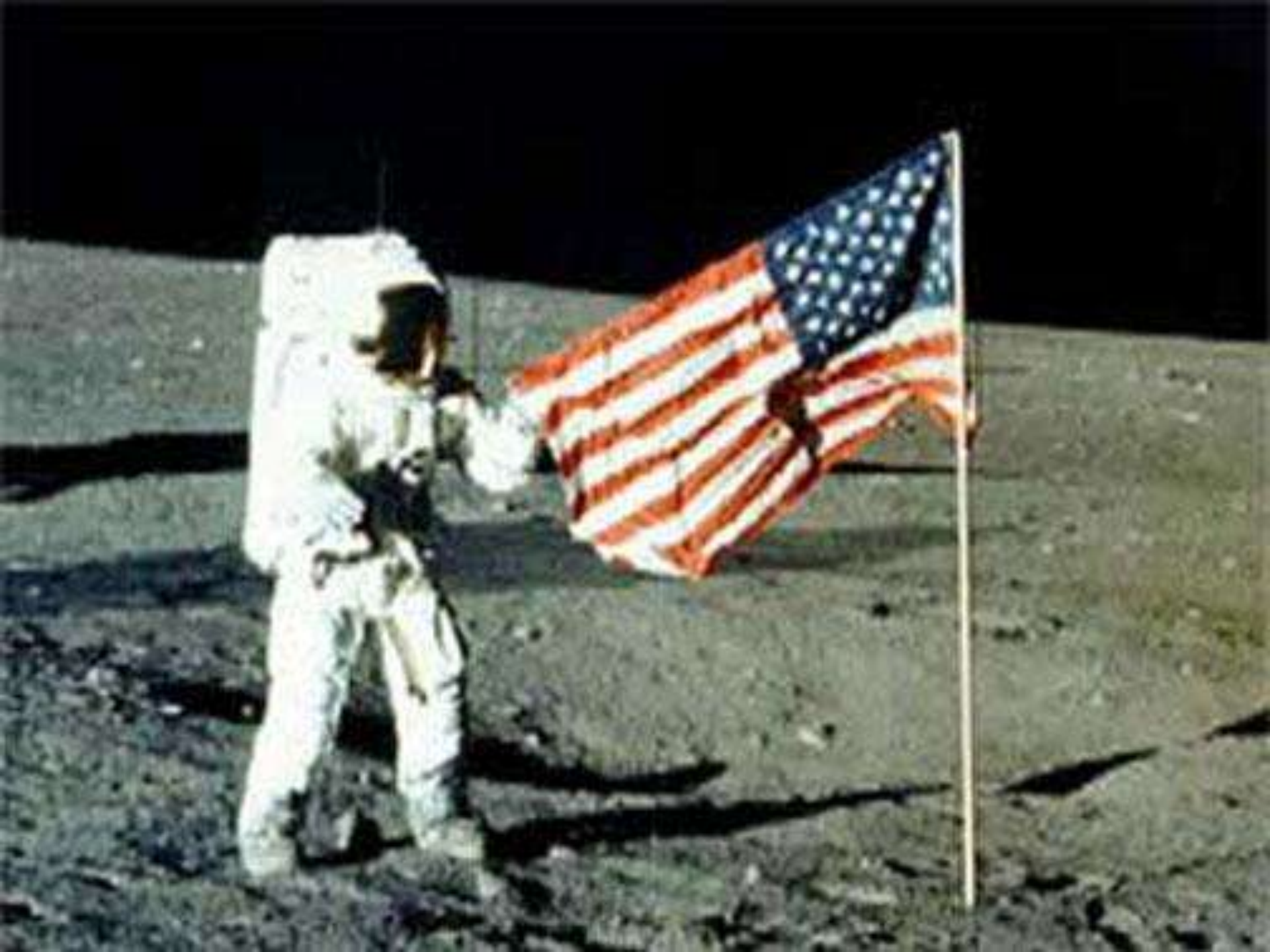
And for a fraction of what NASA spends on all that Mars rover monkey business, I could have a radio-wave-controlled stun gun that would finally stop those kids from stealing all the fruit off my Paula Red apple tree.

It is painfully obvious that the government has the money and resources to build a high-energy force field around every single American, yet it doesn't. I mean, when I'm

ARTICLE TOOLS
DIGG
FACEBOOK
STUMBLEUPON
TWITTER
REDDIT
EMAIL
PRINT

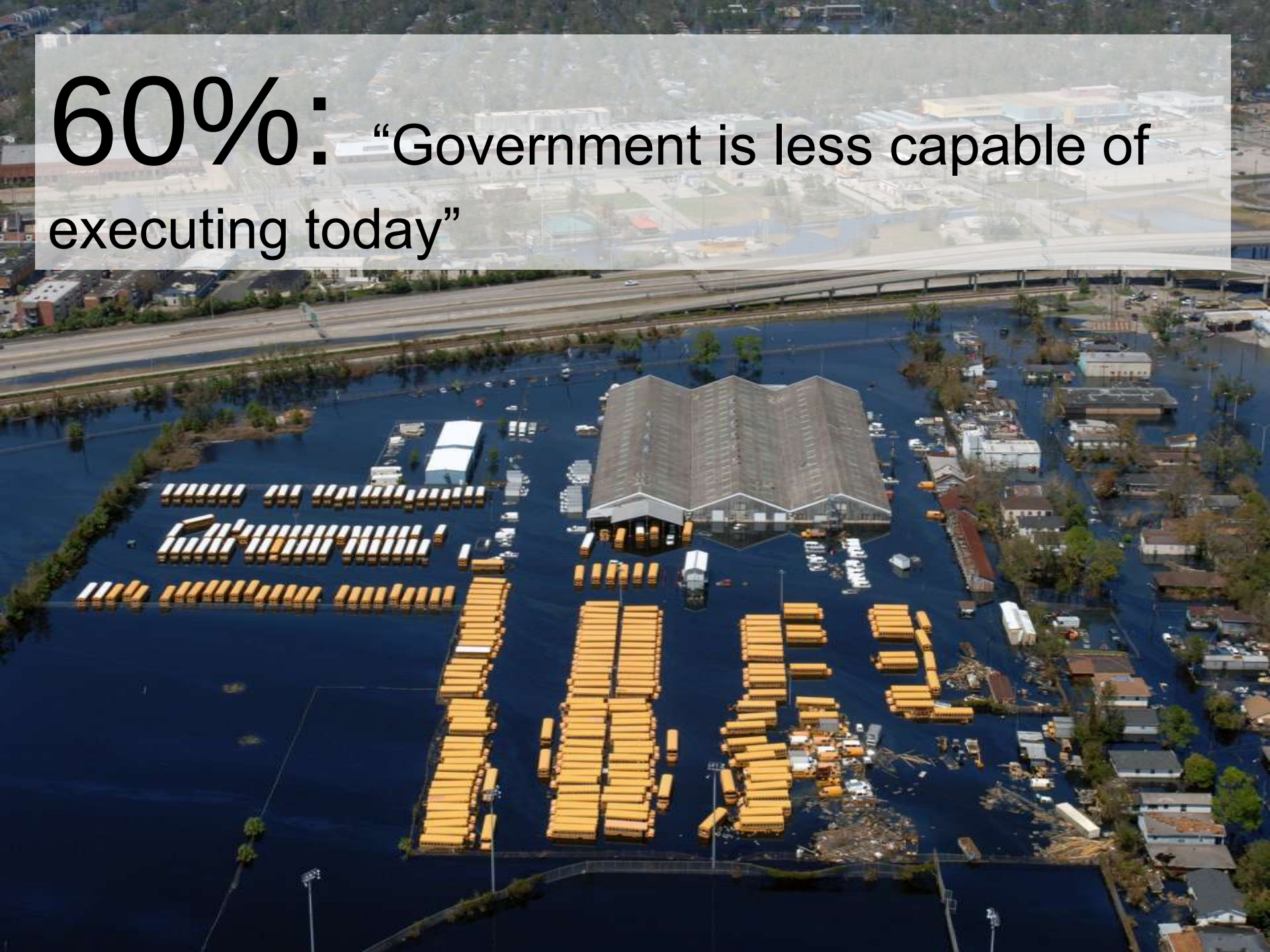


DUGG | RECENT | POPULAR | FAXED
Area Man Passionate Defender Of What He Imagines Constitution To Be
BREAKING: U.S. Deports Lou Dobbs



NY 50

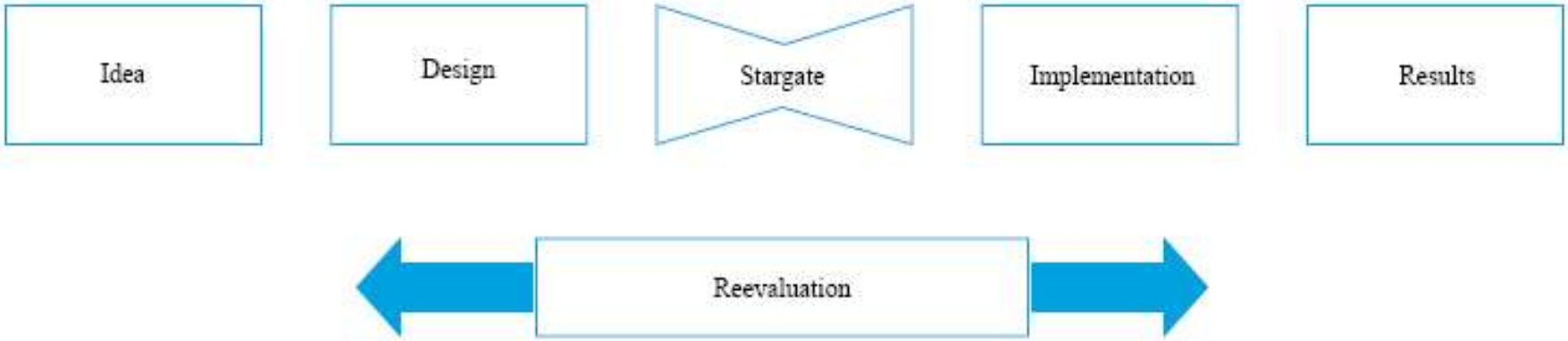
60%: “Government is less capable of executing today”



Why do some big initiatives succeed and some fail?

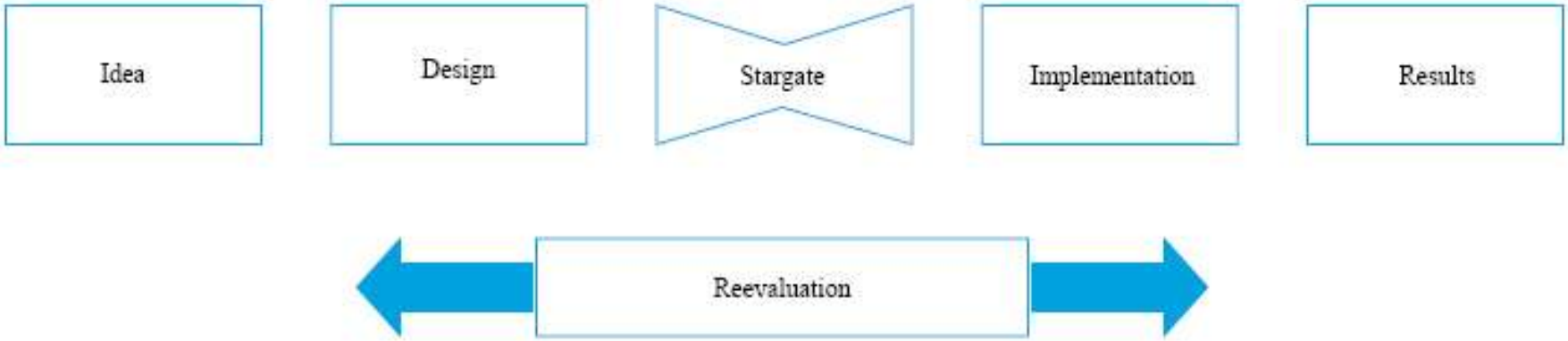
North American Free Trade Agreement (NAFTA) (1994)
No Child Left Behind Act (NCLB) (2002)
London Congestion Pricing (2003)
Medicare Part D Prescription Drug Plan (2005)
McCain-Kennedy Immigration Bill (2006)
Hoover Commission (1947-49)
Texas Sunset Advisory Commission (1977-present)
Grace Commission (1982-1984)
Texas Performance Review (1991-present)
School Voucher Programs
Missouri Commission on Management & Productivity (1992)
U.K. Railway Privatization (1993)
National Performance Review (1993-1998)
Welfare Reform (1996)
EMPOWER Kentucky (1996)
State of Florida Charter School Initiative (1996-present)
Washington, DC Charter School Initiative (1996-present)
Defense Transformation (2001-2007)
US Department of Interior Cooperative Conservation Initiative (2001-2008)
New York City School Reform (2002-present)
Public Private Partnerships for Infrastructure in Texas (2003)
California Performance Review (2004)
MA Health Care Reform (2006)
New Orleans Recovery School District (2004)
Japanese Postal Privatization (2007)
Airline Deregulation (1978)

The Journey to Success



www.stargate-planet.de

The Journey to Success



The Seven Deadly Traps

The Tolstoy Syndrome	• Looking only at evidence that confirms the existing view of the world (i.e., confirmation bias)
Design-Free Design	• Substituting a rigorous design process with a political design
The Stargate Trap	• When your idea becomes so distorted through the legislative process that it doesn't work
The Overconfidence Trap	• Congenital unrealistic optimism of the political world
The Sisyphus Trap	• Failing to comprehend the special challenges of the public sector terrain
The Complacency Trap	• The challenge of constantly reevaluating even the most successful undertakings of the past
The Silo Trap	• Mistaking part of the trip for the whole journey; failing to see the journey as an integrated process.

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The Rocky Road on the Journey to Succes

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WIN

IDEAS NEVER TRIED
IDEA
IDEA
!
IDEA
DANGER!
CONFIRMATION BIAS AHEAD
BEWARE of IDEA DISTORTION
LAND of the POLITICAL
AMAZING
Snake Oil
Liniment
GREAT REMEDY
RIVER of FAILURE
ENERGY INDEPENDENCE
REALM of BUREAUCRAC
BEWARE THE
SILO TRAP
IDEA

The Tolstoy Trap

Looking only at evidence that confirms your view of the world.

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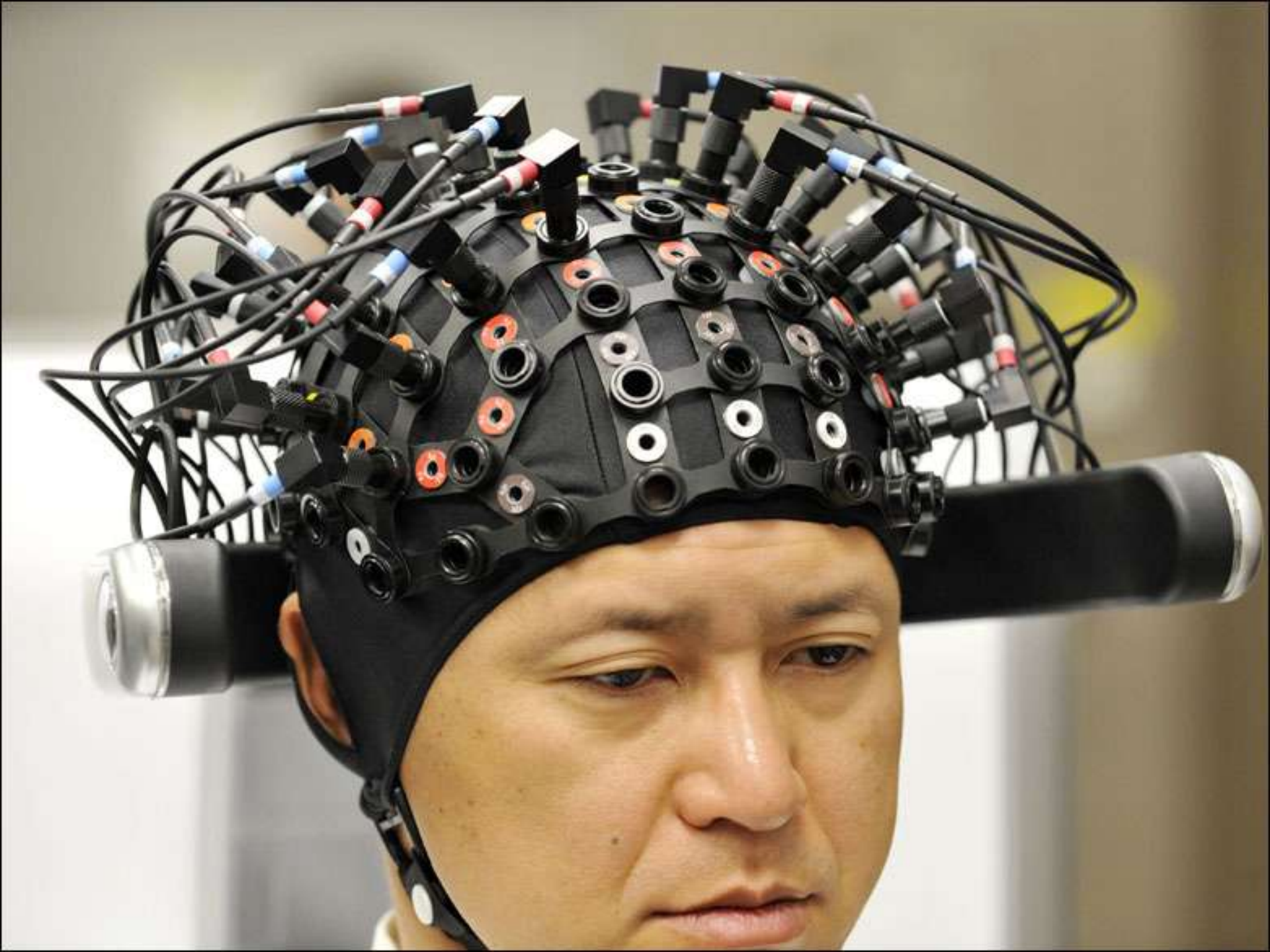

OPPOSITE OF AN IDEA: RESULT
- X PRIZE
- APPS FOR DEMOCRACY
CONSTRUCT IDEA GENERATION ENVIRONMENT
EXPAND THE IDEA POOL
DEEP DIVE
IDEA MASH-UP
- MARKET - ENVIRONMENT
- GOOGLE EARTH - EMERGENCY DATA
DIAMOND LANES FOR TRAVELERS
JOB SWITCHING
TSA
IDEA FACTORY
CROWDSOURCE
TO DESIGN
GET OUT OF THE OFFICE
IDEAS NEVER TRIED
IDEA
IDEA
IDEA
WIN
WAGE & PRICE CONTROLS
DIVERSITY OF IDEAS & PEOPLE
- MA HEALTH CARE
DANGER!
CONFIRMATION BIAS AHEAD
FIGHTING MALARIA
AIDS PREVENTION
IDEA
SHOULD WE DO THIS OR THAT?
COPENHAGEN CONSENSUS
BREAK FREE OF FIXED MENTAL MODELS
IDEA STAGE: OVERCOMING THE TOLSTOY TRAP
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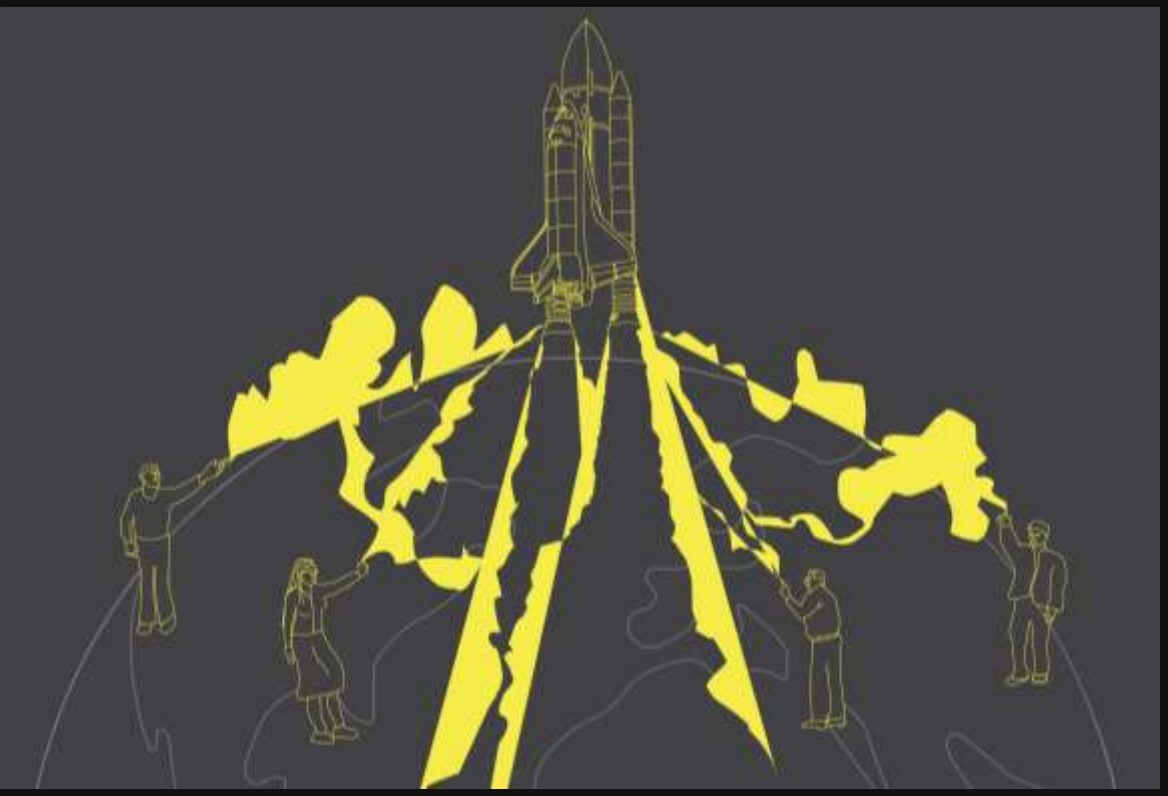
NASA enlists the world's help to advance the U.S. Space Program



NASA will post its challenges online for a network of more than 180,000 self-enlisted solvers to tackle

NASA Innovation Pavilion

Filters

All Challenge Disciplines

- Business & Entrepreneurship
- Chemistry
- Computer/Info. Technology
- Engineering/Design
- Food/Agriculture
- Life Sciences
- Math/Statistics
- Physical Sciences
- Requests for Partners

+ Advanced Filters

Show: 10

You Are Viewing: NASA ✕

Show Challenge Types: ☑ All ☐ Ideation ☐ Theoretical ☐ RTP ☐ eRFP

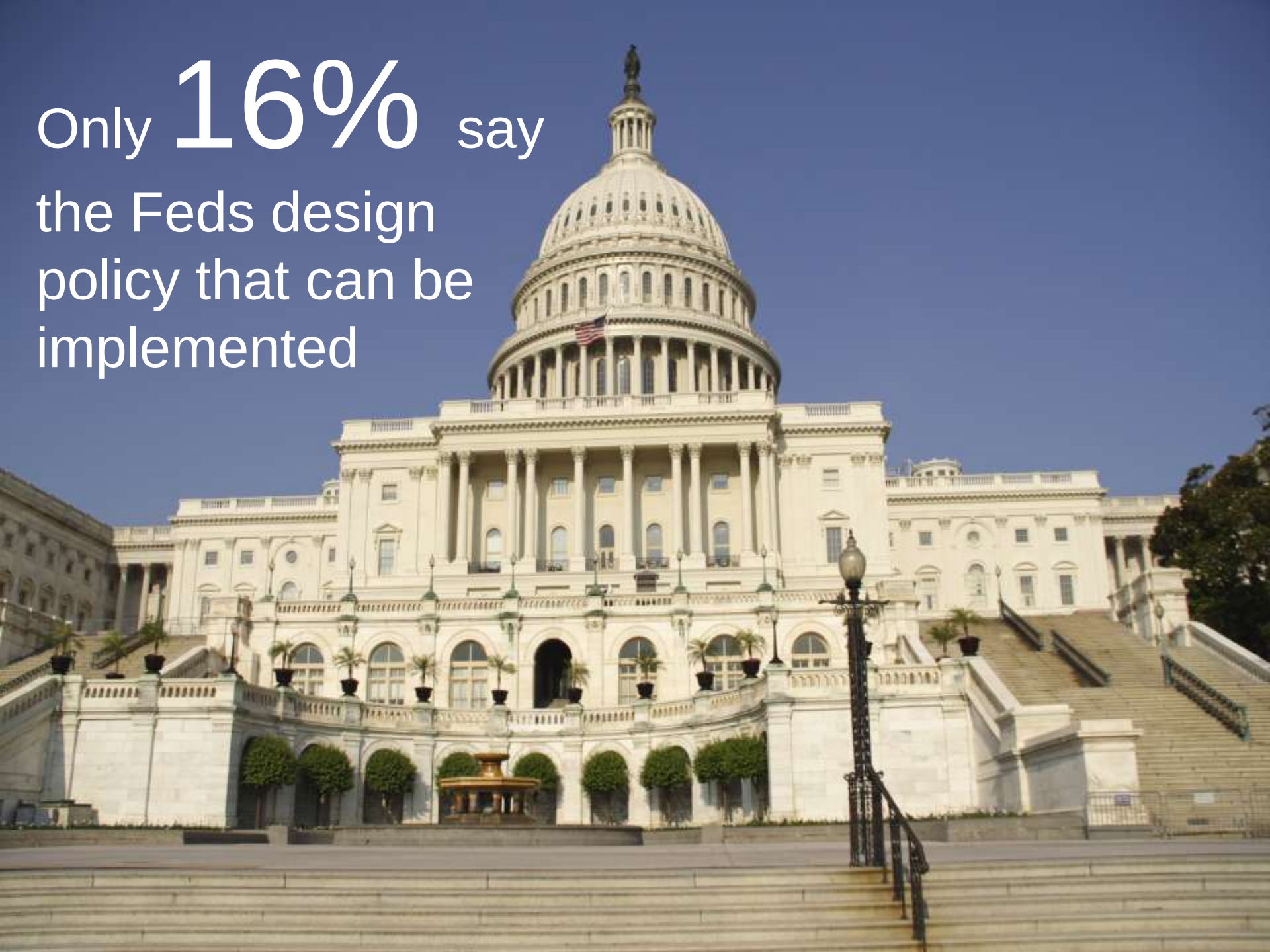
+	Title	Posted	Deadline	Award	Solvers
	NASA Challenge: Simple Microgravity Laundry System TAGS: Engineering/Design, Physical Sciences, NASA, Theoretical-IP Transfer + View More	5/27/10	Under Eval	$25,000 USD	598
	NASA Challenge: Augmenting the Exercise Experience with Audio-Visual Inputs TAGS: Computer Science/Information Technology, Engineering/Design, Life Sciences, NASA, Theoretical-IP Transfer + View More	5/27/10	Under Eval	$20,000 USD	229

NASA Clickworkers

Key insights:

Bring a diversity of views into the ideation process

PROBE for DESIGN WEAKNESSES
DESIGN-FREE
DESIGN TRAP
DESIGN
DANGER!
CONFIRMATION
BIAS AHEAD
IDEAS NEVER TRIED
BEWARE of
IDEA DISTORTION

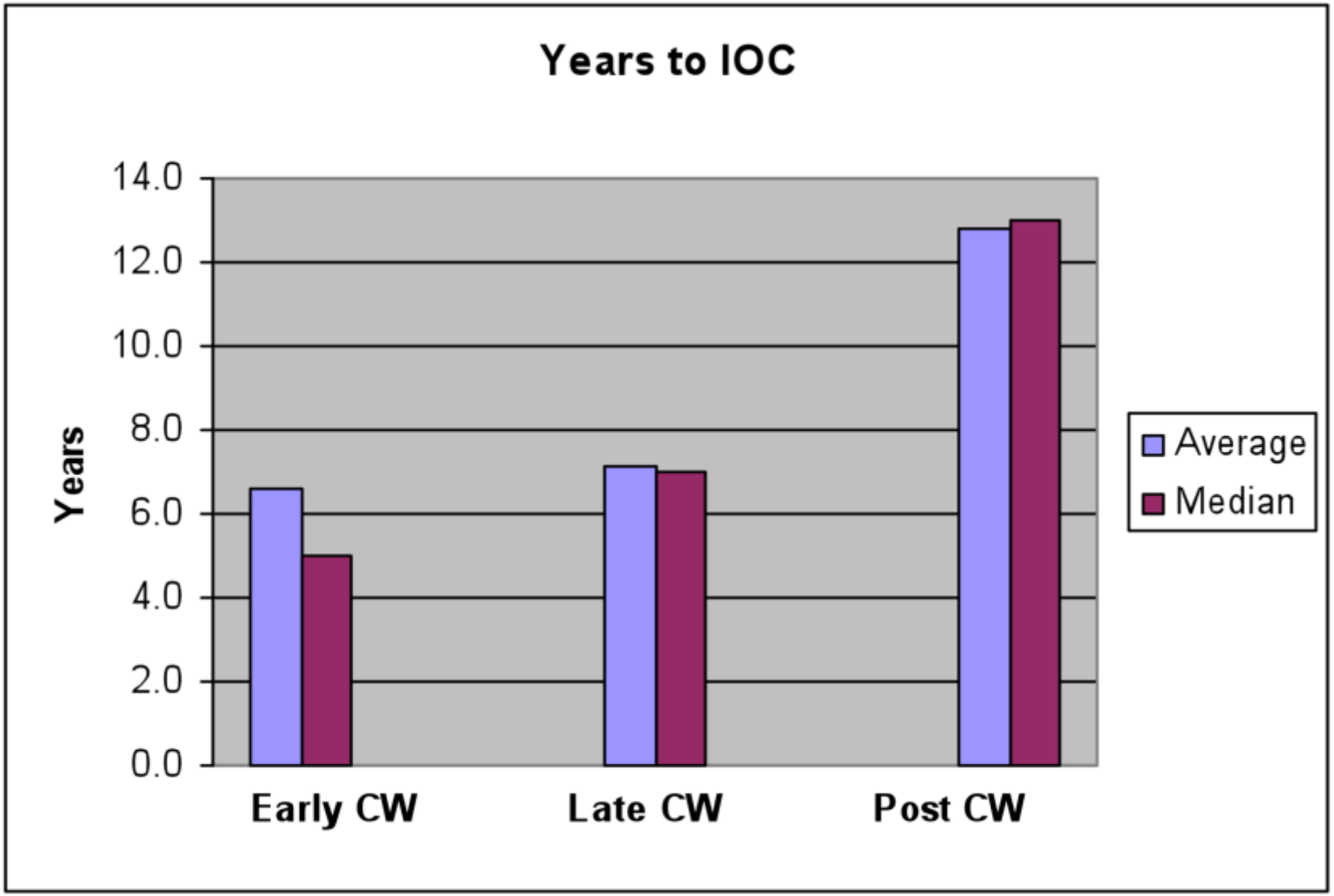

Only 16% say
the Feds design
policy that can be
implemented

Twenty-one major acquisition programs analyzed

Early Cold War (1948-1969)	Late Cold War (1970-1991)	Post Cold War (1992-2009)
B-70 Valkyrie	Aegis	Predator
Hydrogen Bomb	F-117	THAAD
Nautilus	F-16	Airborne Laser
Sidewinder	GPS	FIA
Corona	M247 Sergeant York	DD-21/DD-X/DDG-1000
Rover/NERVA	A-12 Bomber	Crusader
Polaris	M-1 Abrams	AAAV/EFV

Source: Fred Beach, PhD

Time from conception to implementation has more than doubled



IOC - Initial Operating Capability or Cancellation; CW – Cold War; Source: Fred Beach, PhD

Essential Components of the Design Stage of an Acquisition Project

PUT ON YOUR SCAMMER HAT
DON'T CONFUSE GOOD INTENTIONS WITH GOOD DESIGN
THE DESIGN-FREE DESIGN TRAP
READY AIM FIRE
READY FIRE AIM
READY FAST AIM FIRE REPEAT
CHANGE THE PSYCHIC TERRAIN
PROBE FOR DESIGN WEAKNESSES
CA ELECTRICITY DEREGULATION
NO CHILD LEFT BEHIND
IRAQ RECONSTRUCTION
STARGATE
REALITY CHECK
INVOLVE IMPLEMENTERS
DESIGN
STAKEHOLDER CONSULTATION
THINK DESIGN, NOT LEGISLATION
PROTOTYPING
HOW IS THIS GOING TO FAIL?
IMPLEMENTABILITY ANALYSIS
Design for Execution
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Lightweight innovation: fail small, fail fast

If you're trying to make ambitious decisions or investments, but you're working in a "can't-afford-to-fail" environment, you're not going to create a high-performance organization.

Alter the Risk-Reward Ratio

- Innovation is about experimentation.
- Experiments often fail.
- These days, innovative companies build failure into their systems of innovation.
- The idea is to fail quickly if you have to, learn from the experience and move on to the next big idea.

IDEO

Invites employees to "have the guts to create a straw man" that others can criticize.

"Fail often to succeed sooner."

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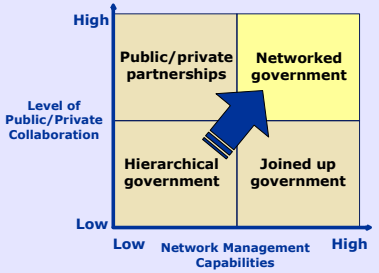
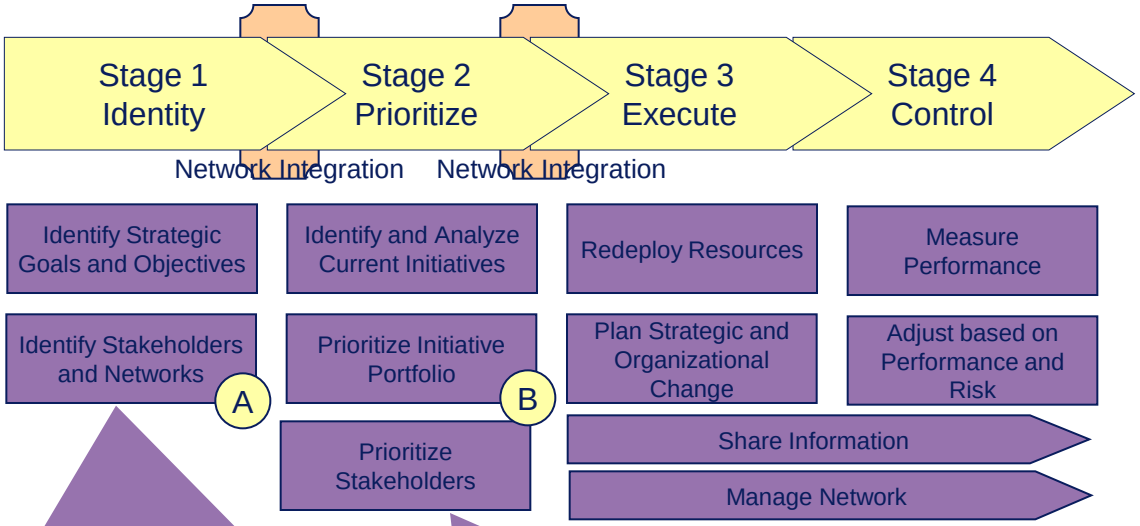
Collaboration Network Design Roadmap

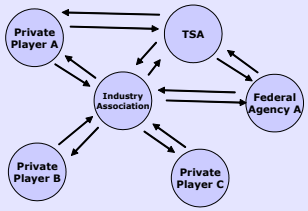
Overview of GBN

Governing by Network (GBN) shifts government's role to focus on relationship management, information sharing, and program and project management and oversight.





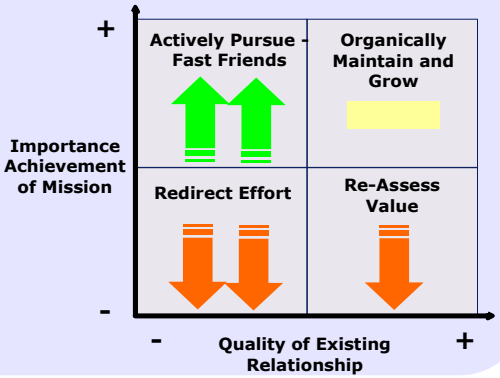
Deliverable Detail: Network Map



A network map provides a visual summary of stakeholders and information exchanges within a network.

Deliverable Detail: Stakeholder Prioritization

After collaborative work to identify prioritization criteria, the relative value of stakeholder relationships can be plotted. This "stakeholder value map" allows agencies to redirect investments to most meaningful relationships.



Key insight:

Focus on workability during the design process

LAUNCH
MANAGE
RISK
TAKE FAILURE SERIOUSLY
SS OVER CONFIDENCE

The Overconfidence Trap

Underestimating the risks that accompany a new initiative

“Take failure seriously”

End this class war on motorists

Road to madness

£5 'toll tax'

This dastardly plot will ruin London

'A tidal wave' of road restrictions

'Don't let the charges divide our community'

Don't take away my car!

Ken's road to ruin

Congestion is wonderful

I want to punch Ken's lights out

CENTRE
MONITORING
DESK

LONDON
CONGESTION CHARGE
MAP
THE REGENT'S PARK
HYDE PARK
Legend

“It’s going to be bloody!”

‘C’ is for calm

Chaos, mayhem, dead cyclists
...well, no, the streets are empty

Capital gain

Congestion charge is a winner as drivers breeze through the rush-hour

London has that Sunday morning feeling

Whatever happened to rush hour?

D

congestion Day

Day the air filled with bird song instead of fumes

Key insight:

By accepting the possibility of failure, you can avoid failure

Launch: Implementation Phase

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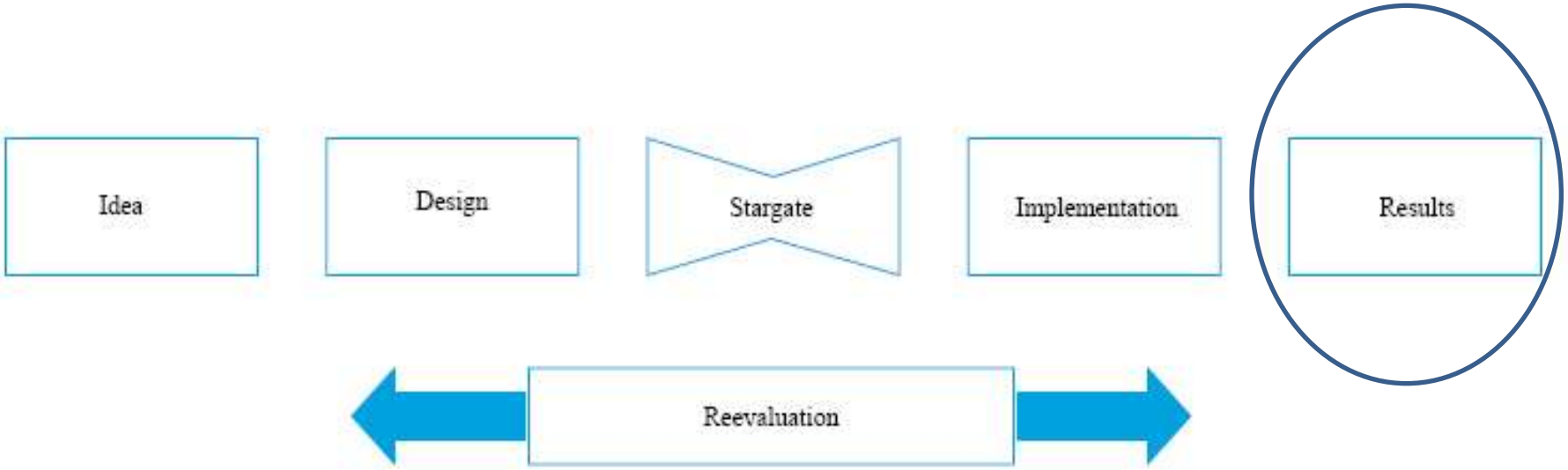
The Journey to Success



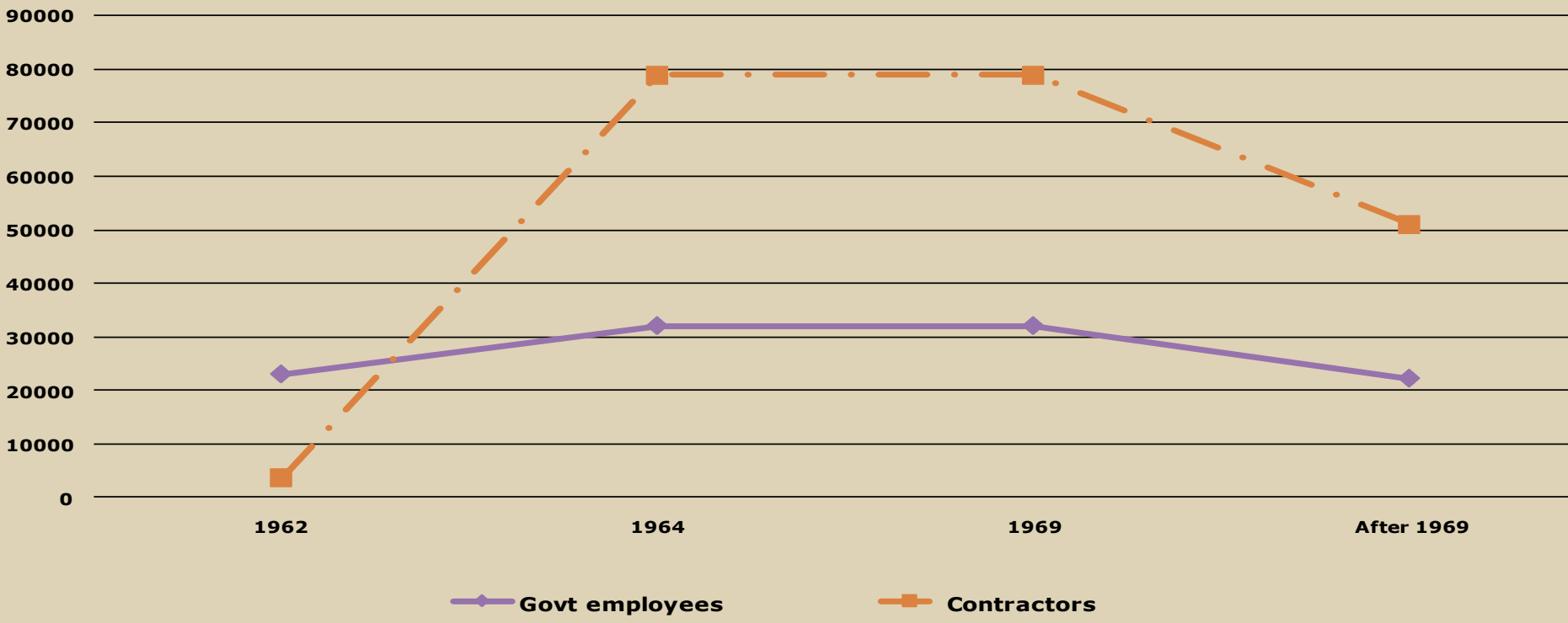
Culture

Incentives

Politics

James Webb, First Administrator of NASA

Putting a Man on the Moon: Massive collaboration



* Contractors does not include unknown # of rocket builders working under various contracts

42 Help Wanted
Public managers as network managers: New skills needed
Coaching and/or symphony conductor skills
Mediation
Negotiation
Risk Analysis
Contract management skills
Commercial skills
Project management experience
Experience working in teams
Experience running programs
Data collection abilities

World of Warcraft
A massively multi-player online game: MMOG

On a quest

Why should we care????

WoW's knowledge economy/ecology – help players gain & create knowledge exponentially faster

Other Forums
(~countless)
- www.worldofwar.net/forums
- www.wowforums.com)

Videos
- www.warcraftmovies.com

Blizzard Forums
(~300)
- forums.worldofwarcraft.com
- forums.wow-europe.com

Wikis
- www.wowwiki.com

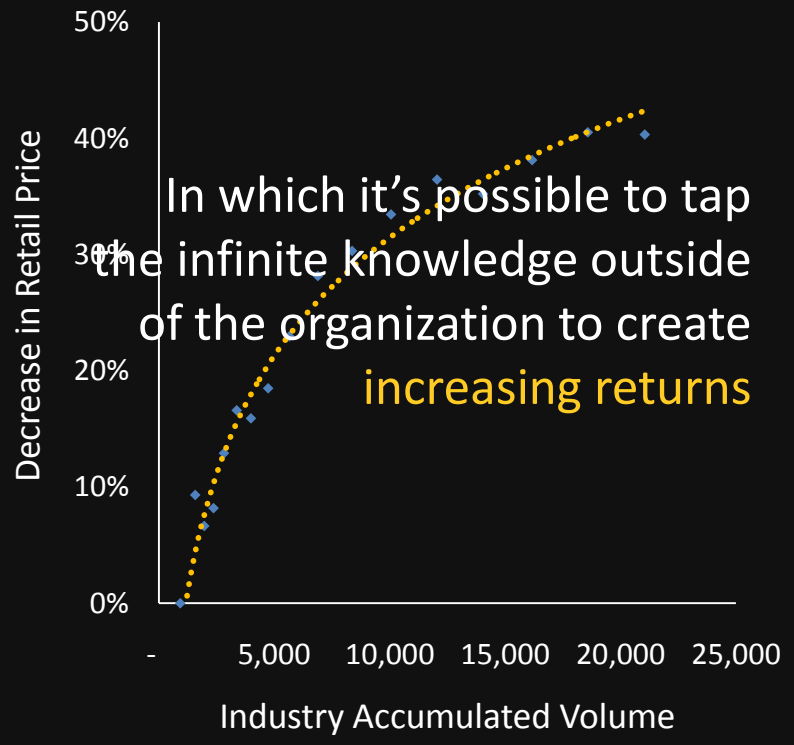
Databases
- www.thottbot.com
- www.wowdb.com
- www.wowguru.com

Blogs
- www.worldofwarcraftblogger.com
- www.wowinsider.com
- www.resto4life.com

And after action reviews of a quest.
Dashboards created by the player for him/herself.

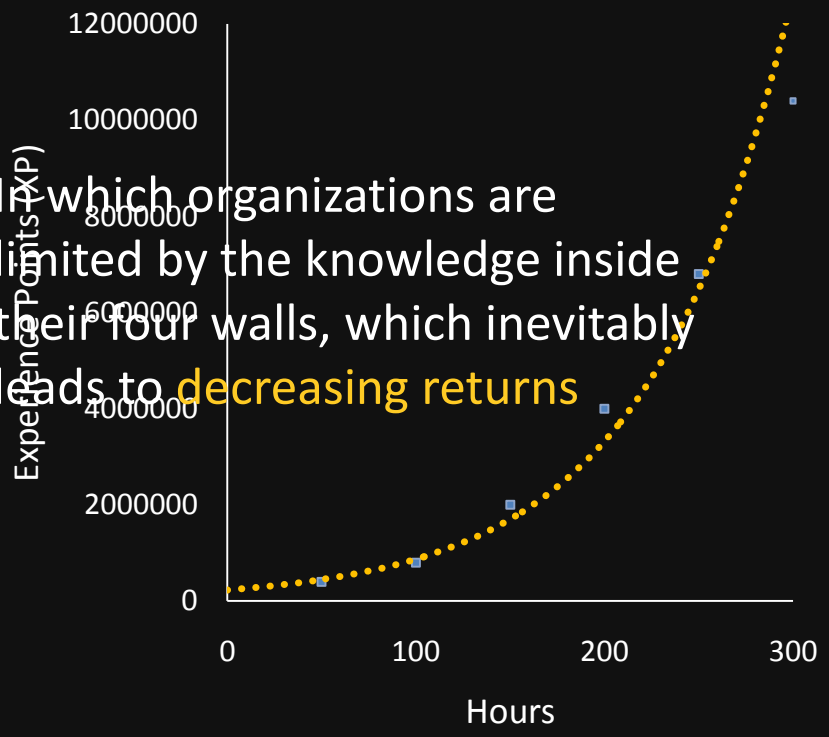
We're shifting from a world dominated by experience curves…

Decrease in price of Japanese beer (1951 – 1968)



In which it's possible to tap the infinite knowledge outside of the organization to create increasing returns

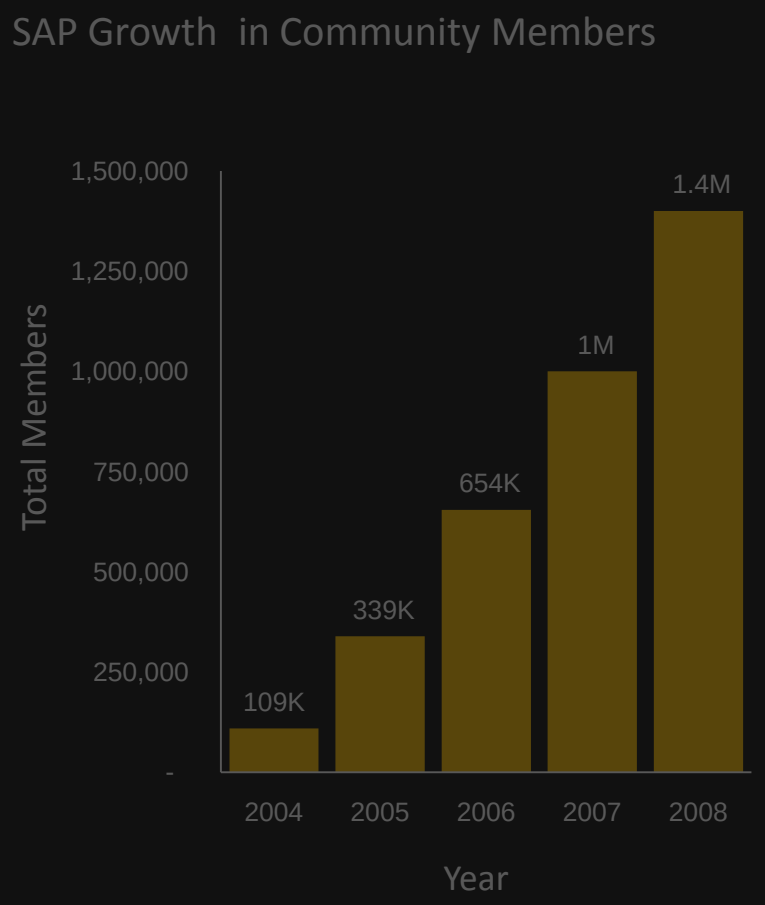
Hours to gain Experience Points (XP) in World of Warcraft

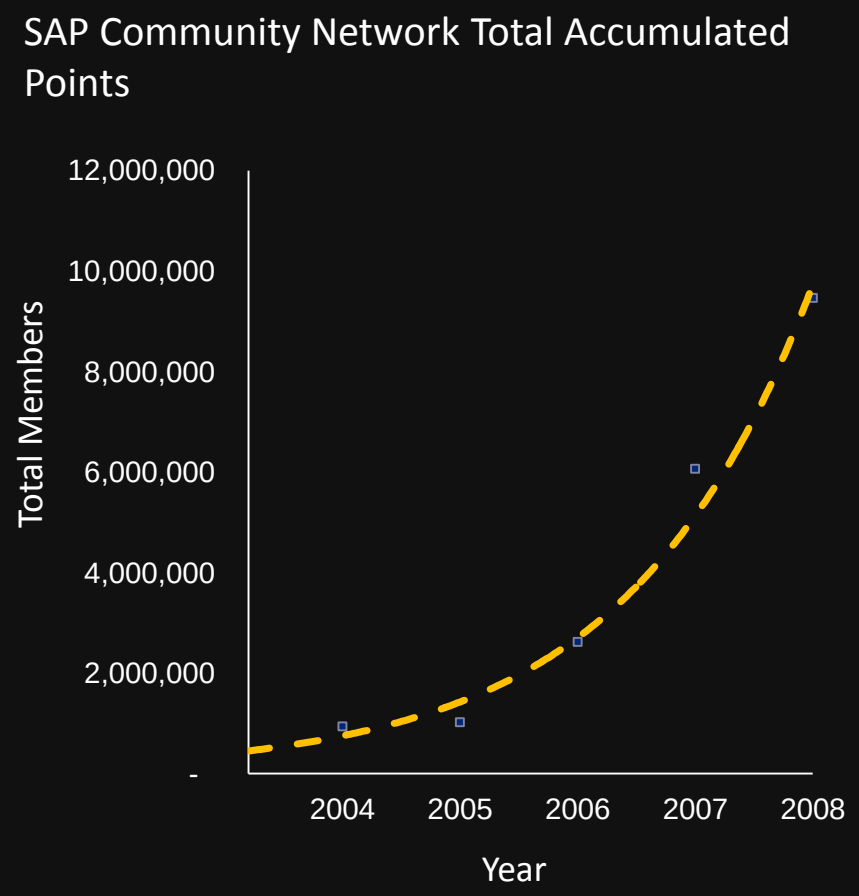


In which organizations are limited by the knowledge inside their four walls, which inevitably leads to decreasing returns

…to one based on powerful collaboration curves

For the first time, the more participants and interactions there are…





… the faster the rate of performance improvement goes up

Mr. Implementation

Seven key elements for success

1. Diversity of views

   Avoid confirmation bias. Actively seek out critics

2. Design to work in the real world

   Not just to pass the legislature

3. Thoughtful legislative debate

   Avoid idea being overly distorted

4. Take failure seriously

   Take precautions against everything that could go wrong

5. Presence of a “bridger”

   Strong manager who can bridge the political and bureaucratic worlds.

6. Special relationship

   Between politician and implementer

7. Dedicated unit to manage it

Contact

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Twitter: wdeggers
www.williameggers.com

www.deloitte.com/us/manonthemoon
www.journeytosuccessmap.com

Government Re-Evaluation Lab

IDEA

ASK "WHAT IF?"

TIGER TEAM

STRATEGIC OPTIONS ANALYSIS

LAB

IMPROVE YOUR FOCUS
DO LESS, BETTER

CAMP ANYWHERE MILITARY BASE CLOSED

BRAC MODEL

HOOVER COMMISSION MODEL

Programs Exhibit Hall

IDEALIZED DESIGN

WHAT IS THE IDEAL DESIGN

DON'T LET THE WAY THINGS ARE BECOME A BARRIER TO NEEDED CHANGES.

LOOK OUT FOR THE BLACK SWANS

Program	Period Initiated
Education delivery	1800s
Unemployment insurance	Great Depression
Social Security	Great Depression
Agricultural Subsidies	Great Depression
Employer-provided healthinsurance	World War II
HUD	Great Society
Medicare	Great Society
Medicaid	Great Society
Approach to environmental regulation	1970s

SUNSET REVIEW

CHANGE THE DEFAULT STATUS

- ASK WHAT IF
- AVOID SMUGNESS
- LEARN FROM YOUR MISTAKES
- DEVELOP FEEDBACK LOOPS
- DEMAND MINORITY OPINIONS
- WELCOME THE NEGATIVE

Re-Evaluation Stage

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