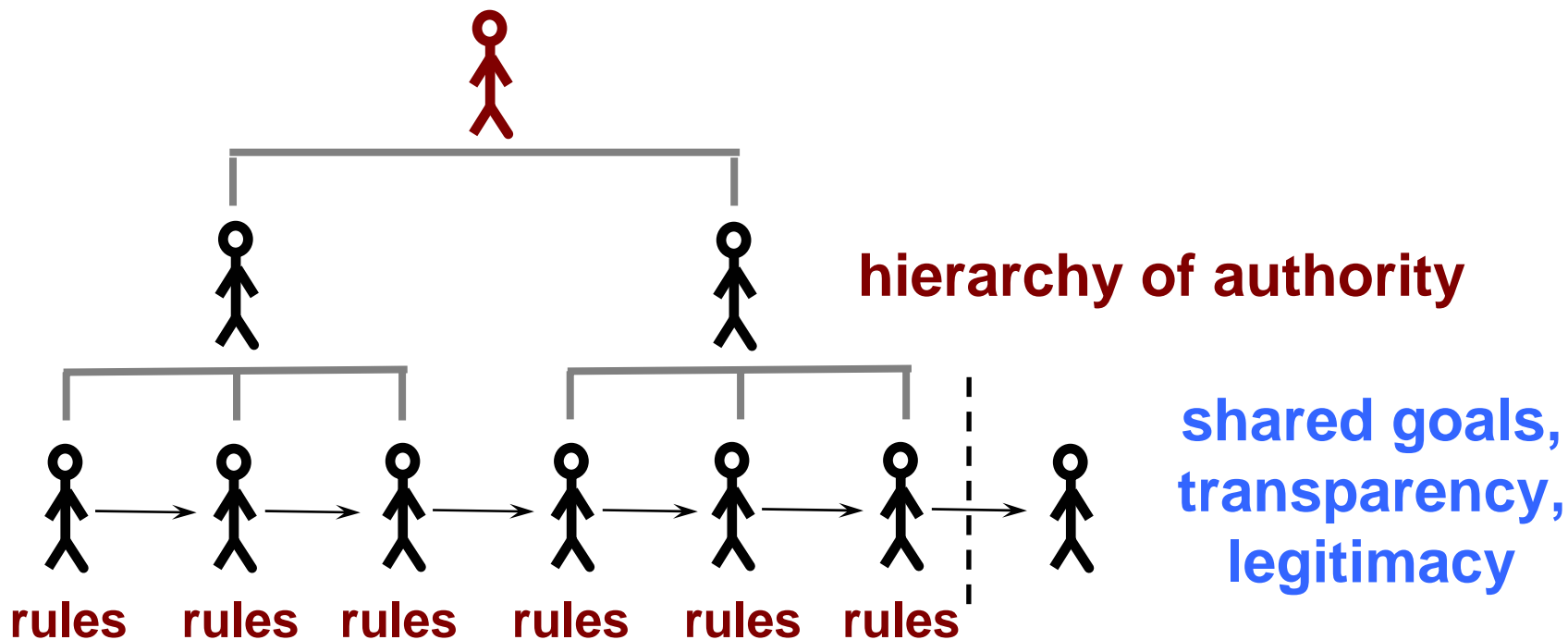


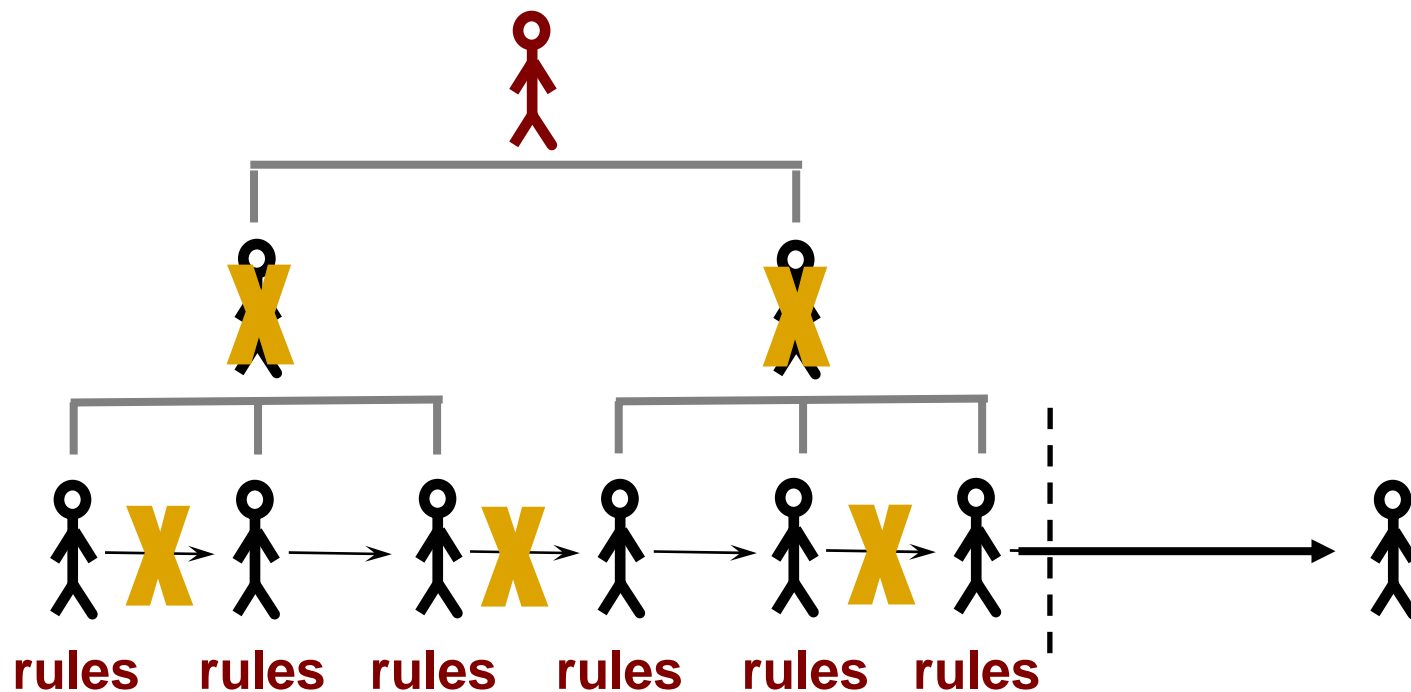
Why Boundaries?



Why boundaries? To focus and limit authority

What does information technology do?

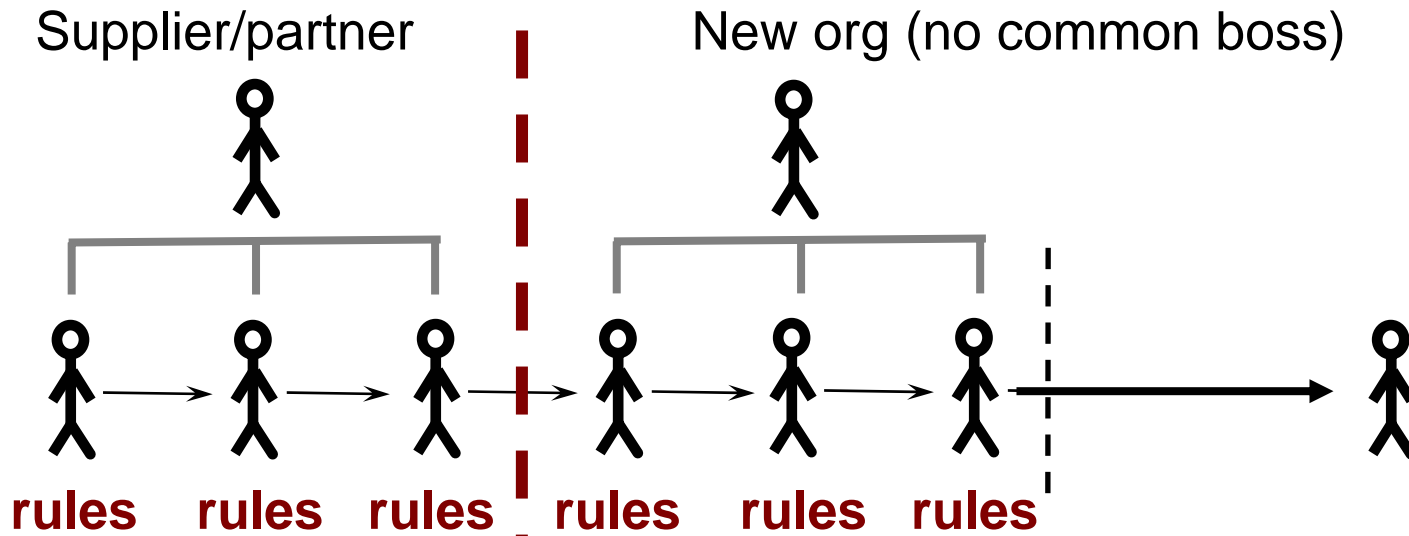
What does information technology do?



1. Remote, asynchronous service – fewer interruptions/trips
2. Self-service, redesigned service – fewer handoffs/delays

What does information technology do?

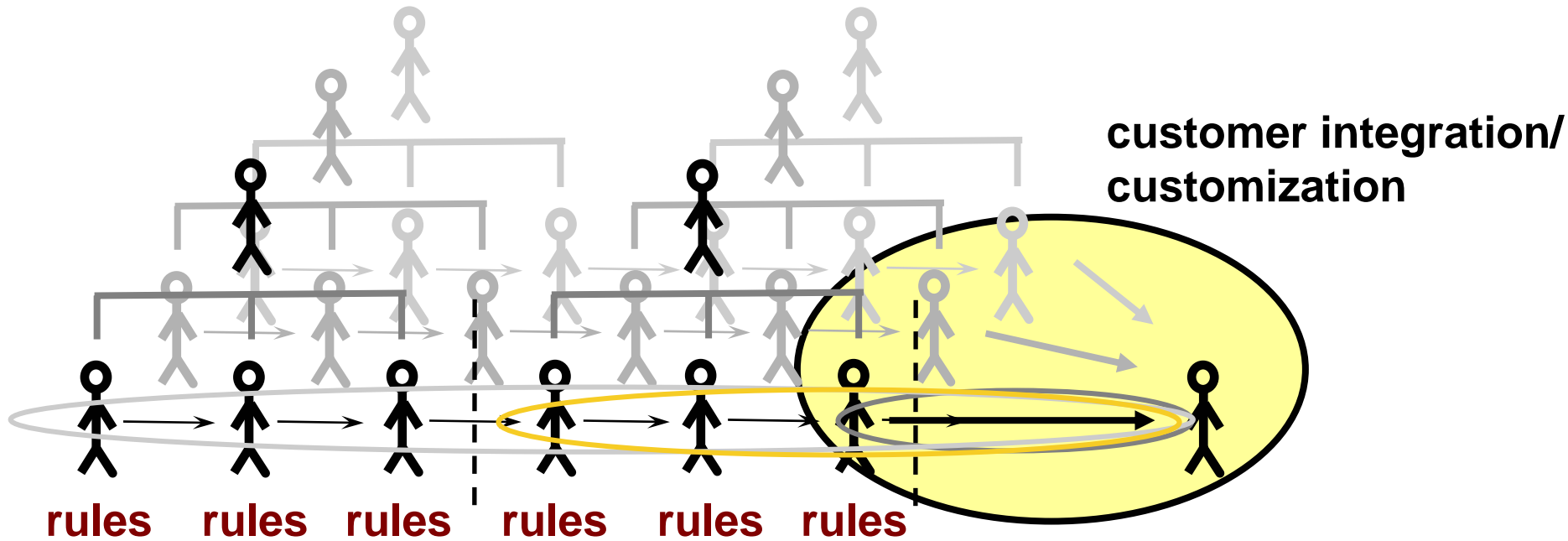
Boundaries: program, agency, enterprise, jurisdiction, industry, nation; **defines area of accepted authority**



1. Remote, asynchronous service – fewer interruptions/trips
2. Self-service, redesigned service – fewer handoffs/delays
3. Transparent, outsourced service – better specialization

Why 'cross-boundaries' = The future

Key targets/phases for IT- enabled reform



1. Remote, asynchronous service – **online access**
2. Self-service, redesigned service – **enterprise integration**
3. Transparent, outsourced service – **community of practice**

More people, more return, more risk...

Key issues

- Finding the differences that make a difference: encouraging tech search and experimentation –
 - *e.g., DARPA-like, to homeland security problems?*
- Handling an opposition absent much authority: communication, negotiation and quick steps.
 - *e.g., TCP/IP -- but what for homeland security?*
- Taking advantage of the leverage of standards: under the radar to critical mass explosion; self-organization.
 - *Again, see TCP/IP – and what for homeland security?*

**Needed = Leadership:
active, partner-oriented, adaptive**