The Dynamics of Convergence: Peril or Promise?

Insights from the 2014 Human Services Summit at Harvard University

Antonio M. Oftelie

Leadership for a Networked World
Technology and Entrepreneurship Center at Harvard
Harvard School of Engineering and Applied Sciences
When Do Breakthroughs Happen?

Think about a time when you had a breakthrough achievement...

What were the conditions, factors, or dynamics that led to the achievement?
"Convergence" – a phenomenon in which technological, economic, and social factors coevolve to create a new operating environment and upend existing institutional value proposition and legitimacy.
**Convergence – The Sharing Economy**

GPS  | Mobility | Networks

Assets
**Leadership & Convergence**

<table>
<thead>
<tr>
<th>Peril</th>
<th>Promise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact on Capacity</td>
<td>Impact on Capacity</td>
</tr>
<tr>
<td>New Demands, Expectations and Measures</td>
<td>System and Governance Evolution</td>
</tr>
<tr>
<td>Outcomes Decline</td>
<td>Mission Innovation</td>
</tr>
<tr>
<td>ROSI and Public Value Decreases</td>
<td>Operating Model and Organizational Adaptation</td>
</tr>
<tr>
<td>= Legitimacy Challenge</td>
<td>= Transformational Solutions</td>
</tr>
</tbody>
</table>
Convergence in Human Services

The Backdrop

- A time of need for new capacity and economic growth - punctuated by unsustainable public deficits, technological disruption, and convergence.

The Factors

- Systems & Structure
- Platforms & Engagement
- Capital & Investment
- Behavior & Design
- Mindset & Models
Dynamics of Convergence: Demand

Impact on Customer Demand & Expectations

- No Change: 0%
- Minor Change: 2%
- Moderate Change: 38%
- Significant Change: 19%
- High Change: 40%
Dynamics of Convergence: Mission

Impact on Mission & Model

- No Change: 0%
- Minor Change: 2%
- Moderate Change: 29%
- Significant Change: 29%
- High Change: 40%
Transformation for Capacity

Organizational Model Innovation

Technological Model Innovation

Improved Capacity Frontiers
Converging Up the Curve

Learn more about the Human Services Value Curve at www.lnwprogram.org/hsvc
The Dynamics of Convergence

Lessons Learned from Ireland and Ohio