Grady McGonagill, Tina Doerffer

Leadership and Web 2.0

The Leadership Implications of the Evolving Web

Verlag BertelsmannStiftung

Table of Contents

Preface 9

Executive Summary 11

1 The Nature of the Study 19

Purpose and Rationale 19

Methodological Assumptions and Limits 19

2 The Implications of the Web for Leadership 21

The Implications of the Web for the Context of Leadership 21

The Need for a New Leadership Paradigm 23

Seven Indicators of the Need for a New Paradigm 23

Criteria for a New Paradigm 28

A Sampling of Alternative Paradigms 29

Implications of a Paradigm Shift 32

Developing New Leadership Mindsets, Skills and Knowledge 32

Mindsets 33

Skills 34

Knowledge 37

Fostering New Cultures 39

3 The Organizational Impact of the Web by Sector 41

How the Web is Impacting the Business Sector 41

Challenges and Opportunities 41

Patterns and Examples 46

Cases in the Business Sector 57

How the Web is Impacting the Social Sector 62

Challenges and Opportunities 62

Patterns and Examples 68

Cases in the Social Sector 79

How the Web is Impacting the Government Sector 83

Challenges and Opportunities 83

Patterns and Examples at the International Level 87

Patterns and Examples at the National/Federal Level 87

Patterns and Examples at the Regional/State/Local Level 93

Cases at the Regional/State/Local Level 96

How the Web is Fostering the Emergence of a 21st Century Commons 99

Social Entrepreneurship 100

Cross-Sectoral Communities of Practice 102

Free-Agent Initiatives 103

Multi-Stakeholder Initiatives and Communities 107

Conscious Capitalism 108

4 Exploring the Leadership Implications for Organization 111

Determining How Your Organization Should Position Itself 111

Establish Learning as a Foundation 112

Gauge the Desired Level of Openness 113

Choose an Appropriate Structure to Support the Strategy 115

Encouraging Your Organization to Respond Strategically 117

Gain Personal Web Literacy and Foster Its Acquisition by Your Team 118

Encourage a Long-Term Thinking Process that Addresses Web Strategies 119

Encourage Your Organization to Develop Policies on the Use of Social Media 120

Encourage Someone in the C-Suite of Your Organization to Use Social Media 121
Help Your Organization Anticipate/Address Common Barriers to Open Leadership and the Adoption of Web Tools 122
Encourage Your Human Relations, Marketing and Communications Departments to Experiment with Social Media 123
Ensure Development of Web Strategies from Multiple Perspectives 125

5 Cautions About the Leadership Impact of the Web 127

6 Concluding Reflection 129

Appendix: Trends in the Evolving Web 131
Pre-Internet Tools 131
Web-Based Tools 132
Web 1.0 133
Web 2.0 134
Web 3.0 and Beyond 138

Index of Organizations 141

References 151

Endnotes 165

The Authors 171