



# MACROWIKINOMICS: Rebooting Business and the World



**nGenera** Insight™

Don Tapscott, Chairman  
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[twitter.com/dtapscott](https://twitter.com/dtapscott)  
[www.dontapscott.com](http://www.dontapscott.com)  
October 22, 2010

A *BusinessWeek* and *New York Times Business* Bestseller

"An intriguing and important book that belongs on your shelf."

—*The Washington Post*



# WIKINOMICS

*How Mass Collaboration  
Changes Everything*

EXPANDED EDITION

Don Tapscott

*Author of The Digital Economy*

and Anthony D. Williams

"A masterpiece. An iconic and defining book for our time. *Macrowikinomics* shows us a future ready to be shaped (and saved) by a global network of extracurricular thinkers. Take heart and take heed. Technology has shrunk the world so we can grow it anew. And the seeds are all in here." —MARK PARKER, CEO, Nike Inc.

# MACROWIKINOMICS

REBOOTING BUSINESS  
AND THE WORLD



DON TAPSCOTT and  
ANTHONY D. WILLIAMS

*Bestselling authors of Wikinomics*

# The Rise of the Age of Networked Intelligence



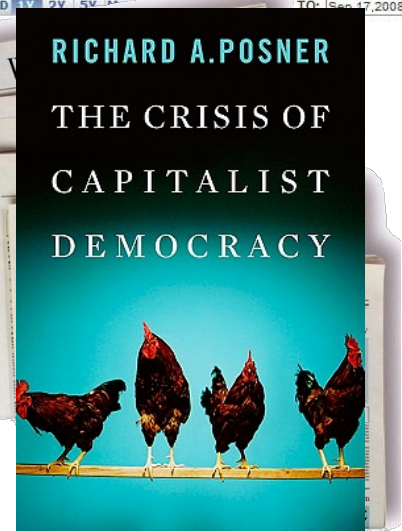
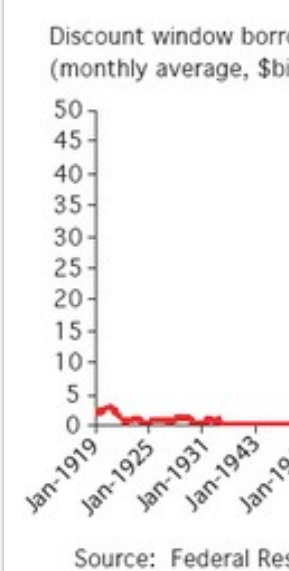
Printing Press



Internet



# Current Crisis



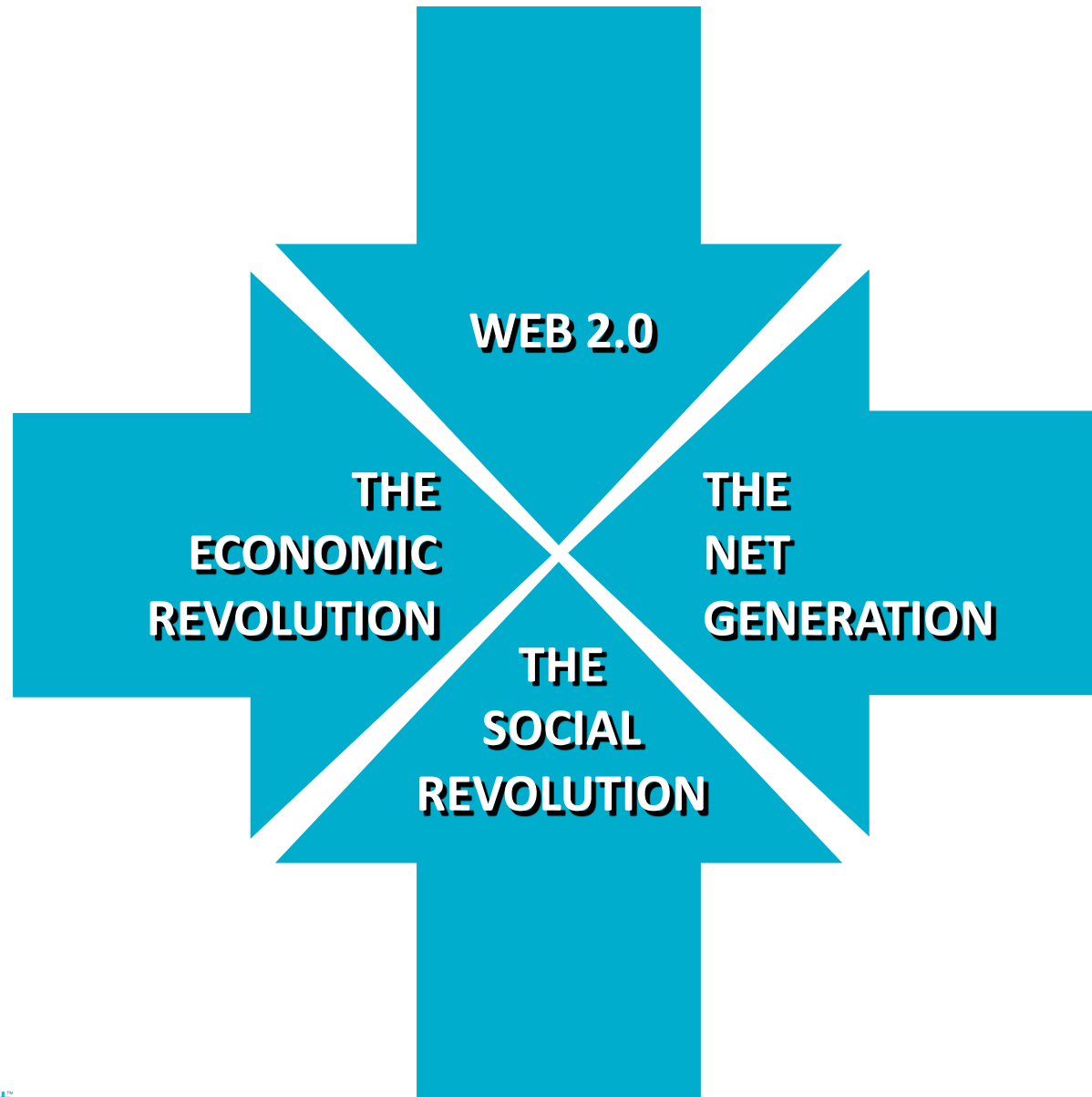
# A Turning Point in History: Rebooting Our Institutions



# A Burning Platform for Change



# Four Drivers for Change





# 5 Principles for the Age of Networked Intelligence





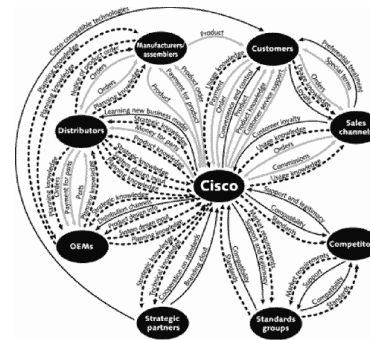
# Collaboration: From Mass Production to Mass Collaboration

**Self-Organization**

**Mass Collaboration**



**Value Creation**



**Business Webs**



**Traditional Hierarchy**



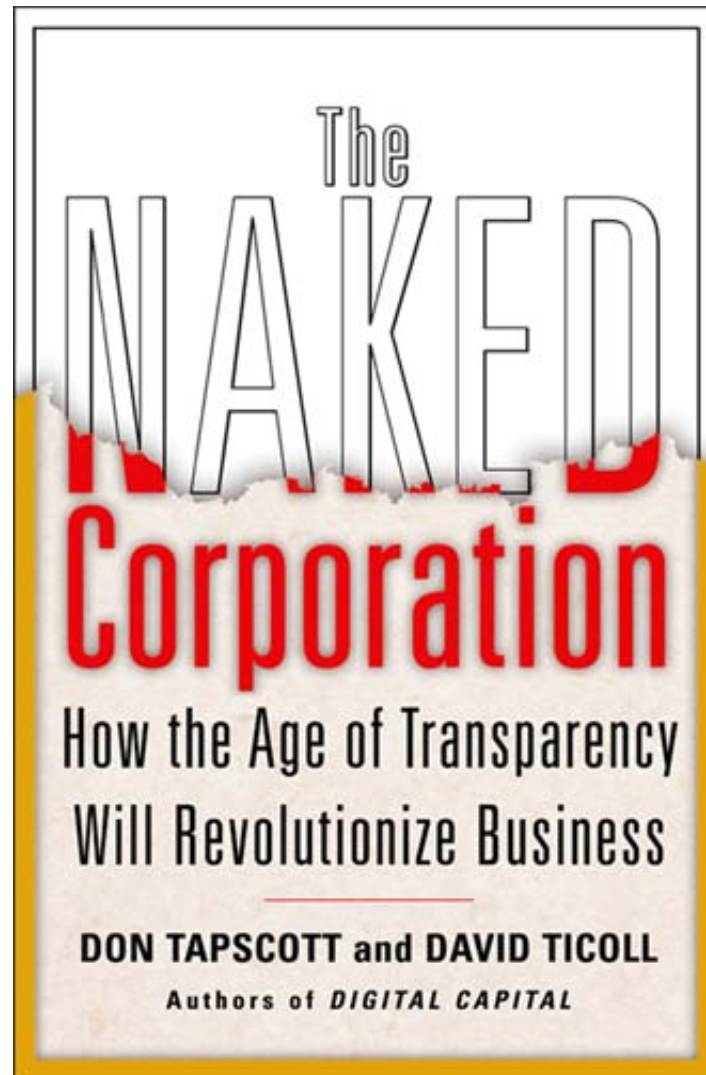
**Physical  
Financial**

**Critical Resources**

**Knowledge**

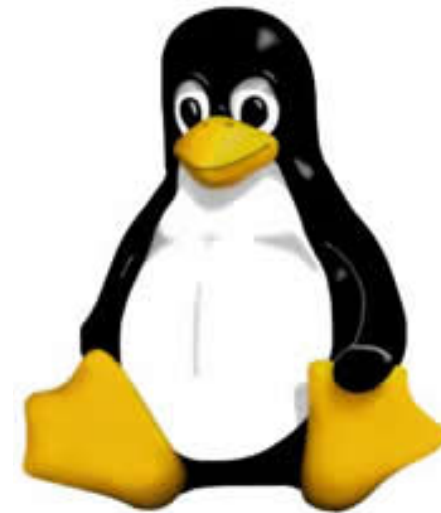


# Openness: Transparency as a New Force





# Sharing: Have a Portfolio of IP, Some Shared, Some Not





# Interdependence: The Four Pillars of Society

**The State**

**The Private Sector**

**The Individual**

**Civil Society**

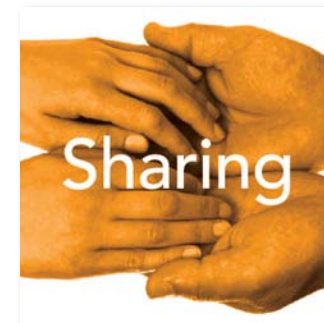
TakingITGlobal  
 INSPIRE. INFORM. INVOLVE.  
 Community Action Tools Resources Youth Media Global Issues Regions  
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 Join us Today! Join the largest online community of youth interested in global issues and creating positive change.  
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 Sprout e-course  
 Sprout has projects Leadership  
 All innovators are project ideas and ideas.  
 Browse by  
 Global Issues



# Integrity: Three Values



# 5 Principles for the Age of Networked Intelligence

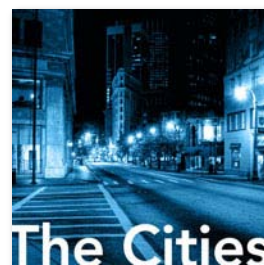
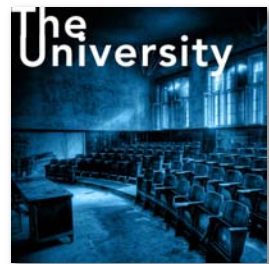


# A Turning Point in History: Rebooting Our Institutions





# A Turning Point in History: Rebooting Our Institutions





# OLD: The Industrial Age Corporation





# NEW: Local Motors



[Login](#) | [Register](#) | [Newsletter](#)

Search

[co-Create Cars](#) [Own](#) [Community](#) [How It Works](#)

 Rally Fighter  
Custom Car-Skins  
COMPETITION  
Jay Rogers  
Starts 9/15. Ends 9/28 Enter Now!

**IN THE MEANWHILE...**

[RALLY FIGHTER](#) • [BOSTON BULLET](#) • [DESMOSEDICI RR2](#) • [GREEN APPLE](#) • [MIAMI ROADSTER](#) • [MORE CARS](#)



What is Local Motors?

Small explanation of local motors info



Design a Car

The Local Motors Design Process.



Buy an Experience

A unique Purchasing Experience



Build it

Build your own car and drive it home





# NEW: Creating an eBay for Innovation

- How do you create a vibrant marketplace where you leverage other people's talents, ideas and assets quickly and move on?
- P&G's Larry Huston: "Alliances and joint ventures don't open up the spirit of capitalism within the company. They're vestiges of the central planning approach when instead you need free market mechanisms."

**P&G**

 connect + develop



# A Turning Point in History: Rebooting Our Institutions



# A Turning Point in History: Rebooting Our Institutions

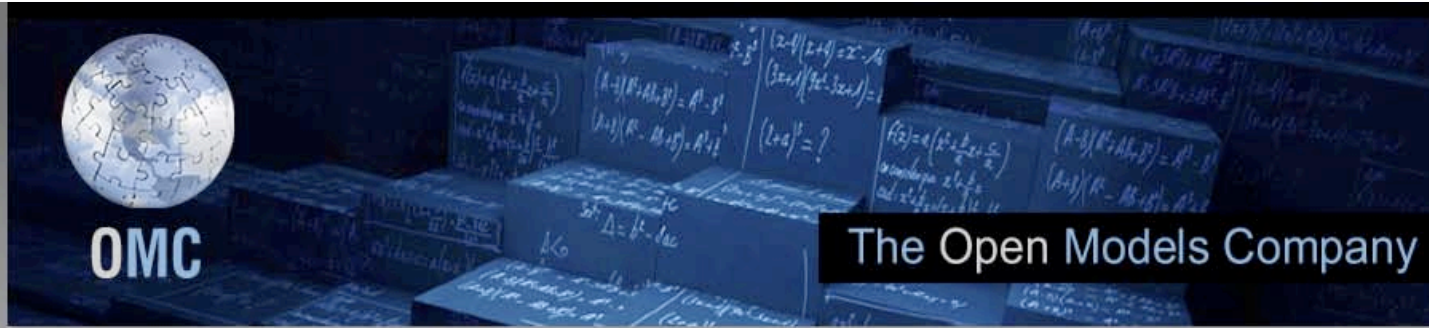




# OLD: Wall Street



# NEW: Open Models Company & Risk Management 2.0



- ▶ Home
- ▶ About us
- ▶ Portal
- ▶ Our people
- ▶ Latest news
- ▶ Contact us

## The Open Models Company

**The shortcomings of the "black box" process for valuing complex securities have contributed to the market disruption we are witnessing today, as well as the call by Congress and government regulators for greater transparency, culminating in demands that OTC derivatives move toward standardization and exchange trading.**

The Open Models Company (OMC) provides an alternative route to address the need for transparency, a route that will be less intrusive to the financial industry. Founded in 2009, OMC will build and operate an open, collaborative financial modeling platform for the valuation of complex and structured investment instruments.

The OMC platform will open the modeling process to a wide group of participants, allowing them to collaborate over an online platform (the Risk Wiki) to develop the model code as well as to determine the appropriate data and input assumptions. Participant submissions will be reviewed by dedicated OMC professionals to ensure quality control over the consensus model for each security.

Applying this open, mass collaborative approach to modeling will lead to broadly accepted valuations and to increased transparency for complex and specialized instruments. OMC will position its platform as an industry standard that can be relied upon by regulators.

The Open Models Company



# A Turning Point in History: Rebooting Our Institutions



# A Turning Point in History: Rebooting Our Institutions





# OLD: The Chicago Sun-Times

**Could Martz lead Bears' offense?**  
**SUN-TIMES EXCLUSIVE** Ex-Rams coach 'would love to work with Jay Cutler' | SPORTS

**CHICAGO SUN-TIMES**

75¢ CITY & SUBURBS \$1.25 ELSEWHERE | LATE SPORTS FINAL | WEDNESDAY, NOVEMBER 25, 2009 | suntimes.com | CRUMBLE, CRUMBLE | 50° 34° Page 44

**E2 CLUB OWNERS SENTENCED TO 2 YEARS IN JAIL**

**JUSTICE OR SCAPEGOATS?**

 **Dwain Kyles**  **Calvin Hollins**

BRIAN JACKSON/SUN-TIMES PHOTOS

"The motive here was nothing more than pure greed," said a prosecutor after a judge sentenced the men who owned the E2 nightclub, site of the 2003 stampede that left 21 people dead. But Rep. Bobby Rush, speaking on behalf of the pair, had a different view of the case: "Justice has not prevailed." | PAGE 5

 **EBERT'S FEAST OF NEW MOVIES FOR THANKSGIVING**  
REVIEWS IN SHOWCASE | PAGES 26-28

 **monster Holiday Bonus** **\$17,500<sup>00</sup>**  
IN TOTAL PER YEAR  
DETAILS ON PAGE 24



# NEW: The Huffington Post?

BIG NEWS: [Gulf Oil Spill](#) | [NFL](#) | [Sarah Palin](#) | [World Cup 2010](#) | [Job Search](#) | [More...](#)

## THE HUFFINGTON POST

THE INTERNET NEWSPAPER: NEWS BLOGS VIDEO COMMUNITY Log In | Sign Up | June 9, 2010

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FROM AP: NM court OKs DWI evidence gathered on tribal land... 7 seconds ago

# FED CHIEF WARNS CONGRESS: DON'T CUT SPENDING

### Bernanke Bucks Conventional Wisdom On Spending, Warns Of 'Fragile Recovery'



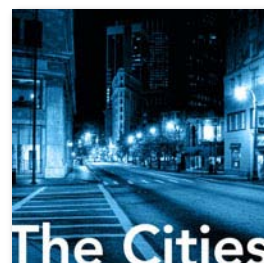
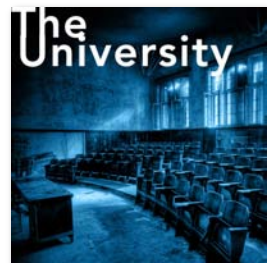
#### Unemployment Benefits Lapse, Cause Panic And Confusion For Jobless

[Comments \(2,399\)](#) | [Financial Crisis](#)

# A Turning Point in History: Rebooting Our Institutions

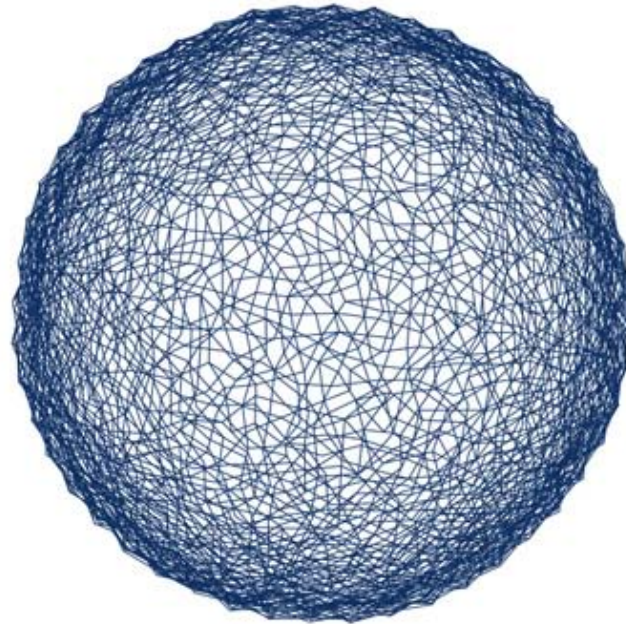


# A Turning Point in History: Rebooting Our Institutions





# OLD: United Nations Climate Change Conference 2009



COP15  
COPENHAGEN  
UNITED NATIONS CLIMATE CHANGE CONFERENCE 2009



# NEW: Platforms for Learning & Action

Welcome to Eye On Earth

Built on Windows® Azure™ change language (English) | developers | providers | disclaimer

**EYE ON EARTH**

European Environment Agency

Road Aerial Labels Views

my location sms about help lock

**COPENHAGEN, DENMARK** Change Location

<p><b>OUR RATING</b> <b>1</b> <b>VERY GOOD</b></p> <p>400 130 40 10 0</p> <p>O3 NO2 PM10</p> <p>10 Ratings</p>	<p><b>YOUR RATING</b> <b>MODERATE</b></p> <p>Dirty Smelly Non-irritating Clean Clear Odourless Non-clear Irritating</p>	<b>AIR WATCH</b>
<p><b>OUR RATING</b> <b>1</b> <b>GOOD</b></p> <p>nearest station Langebros, 1553, Denmark</p> <p>4 Ratings</p>	<p><b>YOUR RATING</b> <b>GOOD</b></p> <p>Polluted Equipped Safe Crowded Unsafe Clean Scenic Dirty</p>	<b>WATER WATCH</b>

SMS more info...

**AIR** [location name] OR **WATER** [location name]

+44 7786 201 106

STATIONS more info...

■ AIR STATIONS ● WATER STATIONS

bing™

Done





# NEW: Crowdsourcing Crisis Information

The screenshot shows the Ushahidi website for Haiti. The header includes the Ushahidi logo and navigation links: HOME, ABOUT, THE PLATFORM, JOIN US, and BLOG. The main content area features a map of Haiti with red markers indicating crisis locations. A sidebar on the right lists categories such as 'ALL CATEGORIES', '1. URGENCY / EMERGENCY', '2. RESOURCES / TOOLS', '3. URGENCY COORDINATOR / SPOT CHECK', '4. RESCUE / RESPONSE', '5. ALERTS / OTHER', and '6. MOUVEMENT DE SUPPORTERS / RESOURCES WEB'. A 'SUBMIT AN INCIDENT' button is visible in the top right corner of the interface.

## Support Disaster Relief in Haiti

Get involved in the relief effort in Haiti, track information in real-time and volunteer.

**Donate Now**

or

**Haiti Live**

## What is Ushahidi?



## Download Ushahidi

**VERSION 1.0 - "MOGADISHU"**

## Join up!

Ushahidi is a free and open source project with developers hailing from Kenya, Ghana, South Africa, Malawi, Netherlands and the USA working on it. There are some significant technological challenges and we are always looking for help.

**JOIN**

## What it does?

The Ushahidi Platform allows anyone to gather distributed data via SMS, email or web and visualize it on a map or timeline. Our goal is to create the simplest way of aggregating information from the public for use in crisis response.

**MORE**

## Deployments



**Sudan Vote Monitor**  
Using SMS to monitor elections in the Sudan

[More deployments here](#)



# NEW: Loans that Save Lives

[Home](#) | [Kiva Gifts](#) | [Login](#) | [Register](#) | [Do More](#) | [My Basket](#) | [Help Center](#)



loans that change lives

LEND

ABOUT

COMMUNITY

JOURNALS

MY PORTFOLIO



### Impact This Week

3,292 entrepreneurs funded.

### Recent Activity

- Mahamadou Diabaté's Loan**  
9 people shared this.
- Angela Karina Panezo Dominguez's Loan**  
5 people shared this.
- Meet Kiva's Newest Partner in Honduras!**  
4 people shared this.
- María Alicia Del Carmen Bonilla De Mejía's Loan**  
5 people shared this.
- Kiva Lending Team: Roger Williams University**  
4 people shared this.

Facebook social plugin

### Featured Entrepreneurs

[View All Entrepreneurs >>](#)



### Srey-em Soy

Cambodia

Grocery Store

Mrs. Srey-em Soy (in the photo) and her husband, Mr. Sam Sok, have been married since 2005. They have one son and one... [more >>](#)

\$25

\$1,000

67% raised

### More Featured Entrepreneurs





# NEW: WEF's Global Redesign Initiative

The screenshot shows the World Economic Forum website with a navigation menu including COMMUNITIES, EVENTS, INITIATIVES, MEDIA, ABOUT US, KNOWLEDGE NAVIGATOR, and LOG IN. The page title is 'Global Redesign Initiative' and the breadcrumb trail is 'Home > Initiatives > Global Redesign Initiative > Timeline'. A left sidebar lists 'Thematic Framework', 'Process', 'Timeline', and 'Country Hearings', with 'Timeline' selected. The main content area is titled 'The Timeline' and details four phases of the initiative.

### Global Redesign Initiative

- ◆ Thematic Framework
- ◆ Process
- ◆ **Timeline**
- ◆ Country Hearings

[Return](#)

### The Timeline

**Phase I: Input (April to November 2009)**

- Interaction within over fifty Global Agenda Councils and among all stakeholders with aim of identifying and addressing major deficiencies in international cooperation.

**Phase II: Feedback and Review (December 2009 to February 2010)**

- All World Economic Forum communities will be integrated to comment on the ideas and proposals emerging from the Global Agenda Councils.

**Phase III: Finalization of recommendations (February to April 2010)**

- Based on the feedback from these communities, the Forum and its individual Global Agenda Councils will elaborate a final report of systemic and issue-specific recommendations.

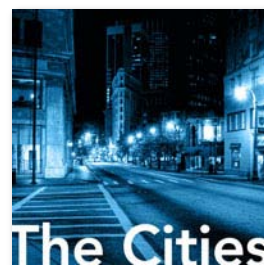
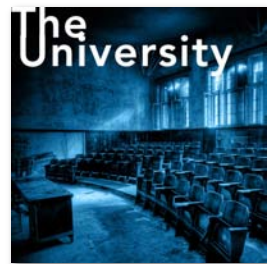
**Phase IV: May 2010 and beyond**

- Leveraging modern communication processes, the public and governments around the world will be invited to engage in a discussion about how to raise the ambition level for reform. All stakeholder communities involved, particularly the Global Agenda Councils, will continue to monitor implementation and refine of the proposals.

The timeline diagram illustrates the following key events and phases:

- Apr 2009 - Dec 2009:** Phase I: Input gathering and proposal development. Key events include the Summer Davos in Asia (September 2009), India Economic Summit (Nov 2009), and Country hearings in Switzerland (16/10/2009), Qatar (18/11/2009), and Singapore (01/12/2009).
- Dec 2009 - Jan 2010:** Phase II: Feedback and Review. Key event is the Summit on the Global Agenda (Nov 2009).
- Jan 2010:** Annual Meeting.
- Feb 2010 - May 2010:** Phase III: Finalization of proposals.
- May 2010 - Jan 2011:** Phase IV: Dissemination and Dialogue with Governments and the Public. Key event is the GRI Summit Qatar (tentative) in May 2010.
- Jan 2011:** Annual Meeting.

# A Turning Point in History: Rebooting Our Institutions



# A Turning Point in History: Rebooting Our Institutions







# The Model of Pedagogy: The Reinvention of Education

## OLD



**Teacher focused**  
**One-way**  
**One size fits all**  
**Student Isolated**

## NEW



**Student focused**  
**Multi-way**  
**Customized**  
**Collaborative**



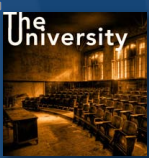
## NEW: The 'Meta-University'



“ With the growing open access movement we are seeing the early emergence of a meta-university – a transcendent, accessible, empowering, dynamic, communally constructed framework of open materials and platforms on which much of higher education worldwide can be constructed or enhanced. ”

-- Charles M. Vest, President Emeritus, MIT





# NEW: The 'Meta-University': OpenCourseWare

## Unlocking Knowledge, Empowering Minds.

Free lecture notes, exams,  
and videos from MIT.  
No registration required.

> Learn more

"I was amazed that a university such as MIT would freely give access to its educational information."

**Triatno Yudo Harjoko**  
Educator  
Indonesia

> Read more



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Home



### The Global Education & Learning Community

We believe that access to knowledge and learning tools is a basic right for every child. Our goal is to make curricula and learning resources available to everyone.

[Read More ...](#)

**CURRIKI ANNOUNCES TWO NEW PROGRAMS**

[Volunteer with Curriki](#)

#### 'Curriki Master Units' Grants Program

Do you want to contribute your ideas to the broader education community? Work with us to distribute your best practices to a national and international audience. This month we announce a new grant program—Curriki Master Units: The Best in Open Source Curriculum. [Learn More](#)

#### Become a Reviewer for the Curriki Review System

We are soliciting reviewers for the Curriki Review System, soon to debut on this site. [Learn more about this opportunity on the Volunteer Page.](#) [Learn More](#)

**FEATURED RESOURCES**

[Go to Featured Resources](#)

[Elementary Booklists](#) | [Elementary and Middle School Life Science](#)

#### FEATURED MEMBERS



**Anne Eardley**  
(United Kingdom)  
Hello friends! I am the deputy headteacher in a large junior (ages 7 to 11) school in Cambridgeshire, England.

About Christmas time 2006, we were introduced to Curriki by the Department of Education for England. We are working with ...



# eTwinning

# A Turning Point in History: Rebooting Our Institutions



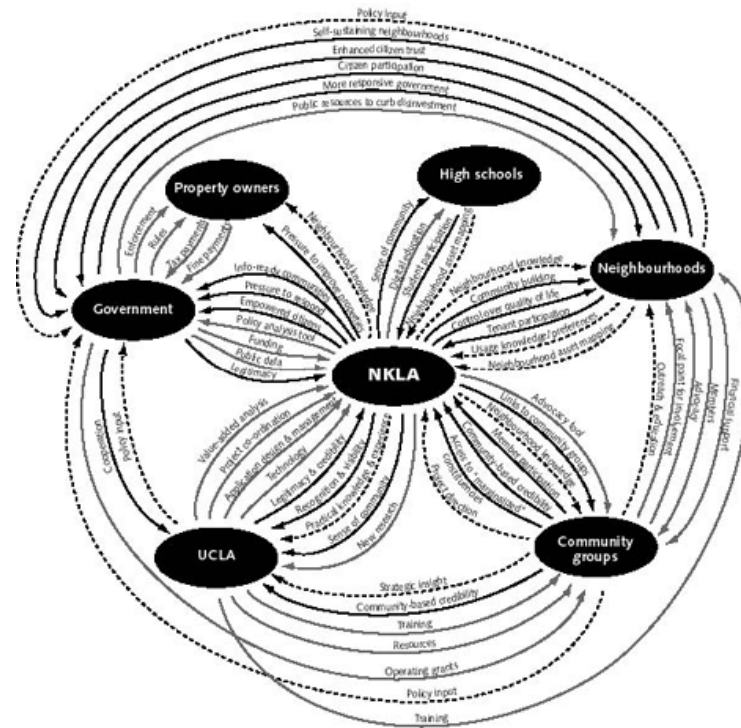
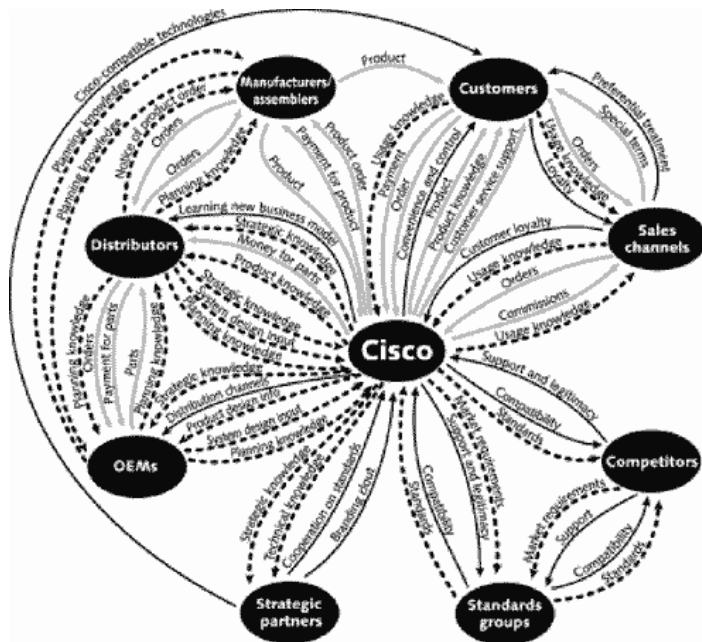
# A Turning Point in History: Rebooting Our Institutions







# NEW: 21<sup>st</sup> Century Networks





# NEW: Co-Innovating New Services with Citizens



# A Turning Point in History: Rebooting Our Institutions



# A Turning Point in History: Rebooting Our Institutions







# OLD: Smear Campaigns and Marketing



**"...Leitzell is not ready."**

"...denial of the foremost challenge facing the next mayor and City Hall." - DAYTON DAILY NEWS, 10/18/09

"...there is a disconnect between him and the real-world problems of a city hall." - DAYTON DAILY NEWS, 10/18/09

"He is a stay-at-home father who paints miniature figurines to add to the family income." - DAYTON DAILY NEWS, 10/18/09

**"...nothing in his background suggests readiness to be mayor..."**

**Leitzell**  
All **WRONG**  
For Dayton

**Say No to the Republicans' Leitzell.**  
No experience. Bad judgment. All **WRONG** for Dayton.

Labour

HOME | LABOUR IN GOVERNMENT | NEWS | CAMPAIGN | SUPPORT | TO



You Wouldn't Hire Someone Who Said.

**"The worst thing that could happen ... is that I get elected, because then I would have to do the job."**

Gary Leitzell <http://theoldcrackhouse.blogspot.com/2008/12/big-announcement.html>

You **Shouldn't Elect** Leitzell Either!

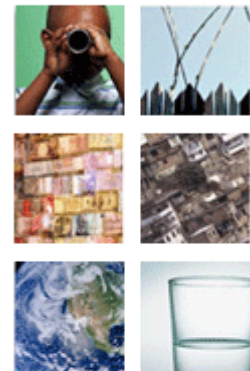
Say No to Republicans' Candidate Gary Leitzell.  
No experience.  
Bad judgment.  
All wrong for Dayton.



# NEW: Models of Citizen Engagement

# Habitatjam

# Habitatjam



An unprecedented online global conversation about what matters most to you

December 1-3, 2005



# NEW: Models of Citizen Engagement

Sign in or [register](#) for a new account.

Login

[Forgot Password](#)

## Open Innovation Portal

Join our online community and help bring Innovation to Education!



- Contribute your ideas
- Collaborate on solutions
- Find partners and resources

[Register Now!](#)

### Investing in Innovation



#### James H. Shelton III, Assistant Deputy Secretary for Innovation and Improvement

In February 2009, President Obama stood before a joint session of Congress and announced that by 2020 the United States would once again have the highest percentage of college-educated adults in the world.

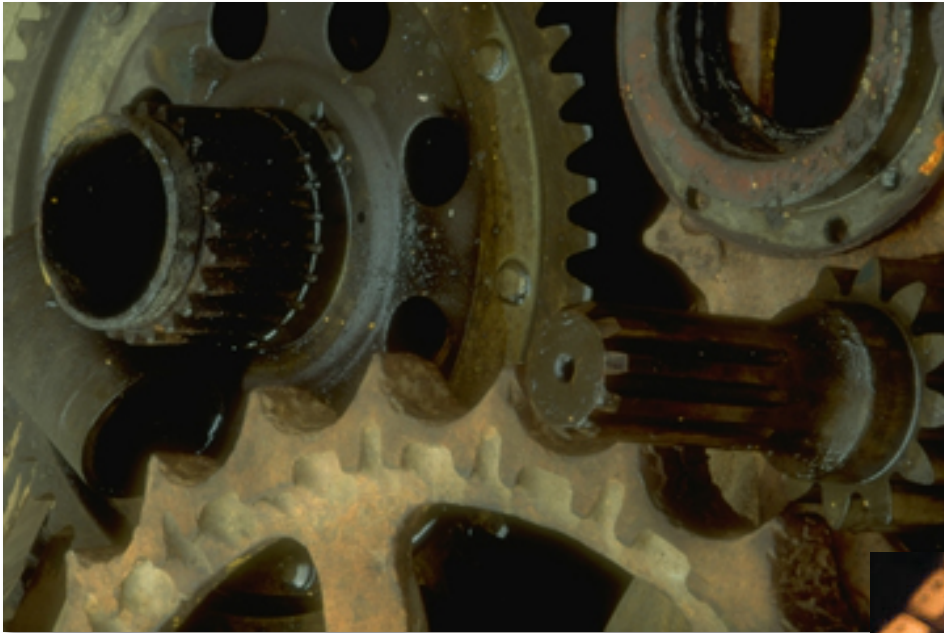
We need new solutions to achieve that ambitious goal, and as a nation we cannot afford to fail. Soon, the Department of Education will request applications to the Investing in Innovation (i3) fund, which will support the development of path-breaking new ideas, the validation of approaches that have demonstrated promise, and the scale-up of our nation's most successful and proven education innovations.



OPEN INNOVATION  
PORTAL



## NEW: A Second Wave of Democracy



If the first wave of democracy established elected and accountable institutions of governance, but with a weak public mandate and an inert citizenry ...

... the second wave will be characterized by strong representation and a new culture of public deliberation built on active citizenship

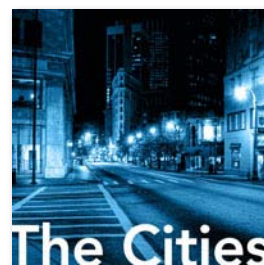
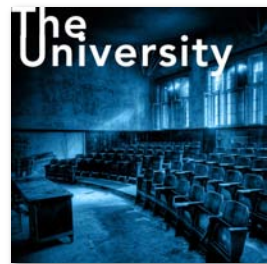




# NEW: Citizen Engagement Initiatives

IDEA ZONE	<ul style="list-style-type: none"><li>• Moderated brainstorming</li><li>• Workshops</li><li>• Focus groups</li><li>• Policy networks</li><li>• Challenges</li></ul>
EDUCATION ZONE	<ul style="list-style-type: none"><li>• Policy portals</li><li>• Targeted communications</li></ul>
RECOMMENDATION ZONE	<ul style="list-style-type: none"><li>• Citizen juries</li><li>• Commissions</li><li>• Question periods</li><li>• Town halls</li><li>• Solicited Feedback</li><li>• Deliberative Polling</li><li>• Polling</li></ul>
DECISION ZONE	<ul style="list-style-type: none"><li>• Elections</li><li>• Referenda</li></ul>

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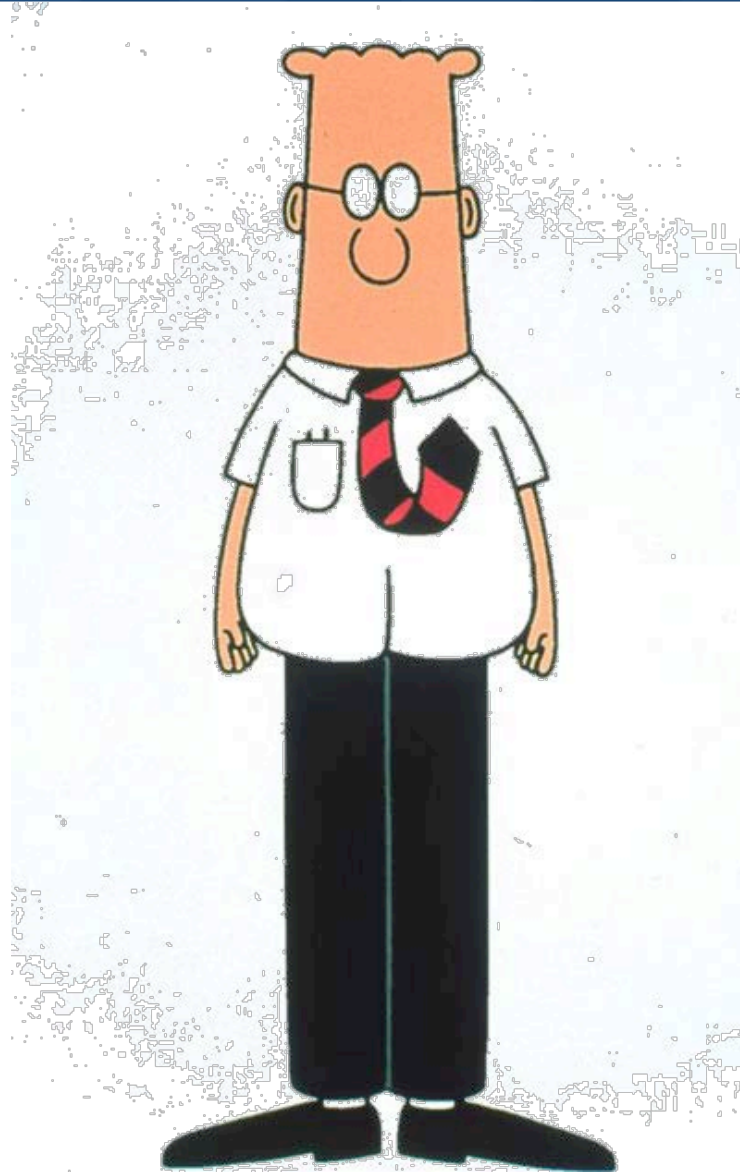


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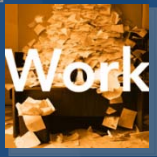




# OLD: Dilbert







# NEW: A New Operating Platform to Power the Collaborative Enterprise

1. Personal Profiles (based on people)
2. Industrial Strength Social Networking
3. Blogging and Microblogging
4. Wikis and Document Co-creation
5. Ideastorms
6. Team Project Tools
7. Deliberation-Decision Making
8. New Generation Knowledge Management
9. IT Integration and Administration





# NEW: A New Operating Platform to Power the Collaborative Enterprise





# NEW: Collaborative Working Spaces

Michael Townsend is giving a demo to 300 people in New York

**Spaces**  
Employee Engagement™

Home **People** Groups Clients Tools


Search

People > Employees > Michael Townsend

Edit this Page Add a Page

## Michael Townsend

is giving a demo to 300 people in New York · 2 days ago · 8 3



**Current Project Workload**

16	23	30	6	13	20	27	4	12	19	26	2
November						December					

**The Short Story**

**Me in a Sentence**  
I like to build stuff that is really cool and take photos.

**My Work**  
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Morbi ipsum nunc, accumsan id interdum eget, vulputate ac sapien. Etiam consequat tempus massa, et facilisis dui tempor quis. Vivamus quis eleifend odio.

**My Experience**  
Sed fringilla auctor purus. Phasellus dignissim congue hendrerit. Vestibulum vitae ante quis quam porttitor pharetra. Proin pulvinar gravida ante ullamcorper tristique. Vivamus risus ante, placerat non eleifend eget, pharetra vel lectus.

**Completed Projects**

- Completed Projects
- Personal Blog
- My Story
- Photo Gallery

**Client Relationships**

- The World Bank  
5 total Projects
- Ryan Stephenson  
Mountain View, CA Inside Sales
- James Kearney  
Mountain View, California Inside Sales
- Patrick Malley  
Mountain View Sales
- Kate Swanson  
Mountain View, CA Field Sales

**Badges**

- Commentator

Michael Townsend liked **Tales from the road**  
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Michael Townsend added **Document**  
August 25, 2010

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# A Turning Point in History: Rebooting Our Institutions



# Crisis of Leadership

Paradigm shifts involve **dislocation, conflict, confusion, uncertainty**. New paradigms are nearly always received with **coolness, even mockery or hostility**. Those with vested interests fight the change. The shift demands such a **different view** of things that **established leaders** are often **last to be won over, if at all**.



"A masterpiece. An iconic and defining book for our time. *Macrowikinomics* shows us a future ready to be shaped (and saved) by a global network of extracurricular thinkers. Take heart and take heed. Technology has shrunk the world so we can grow it anew. And the seeds are all in here." —MARK PARKER, CEO, Nike Inc.

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REBOOTING BUSINESS  
AND THE WORLD

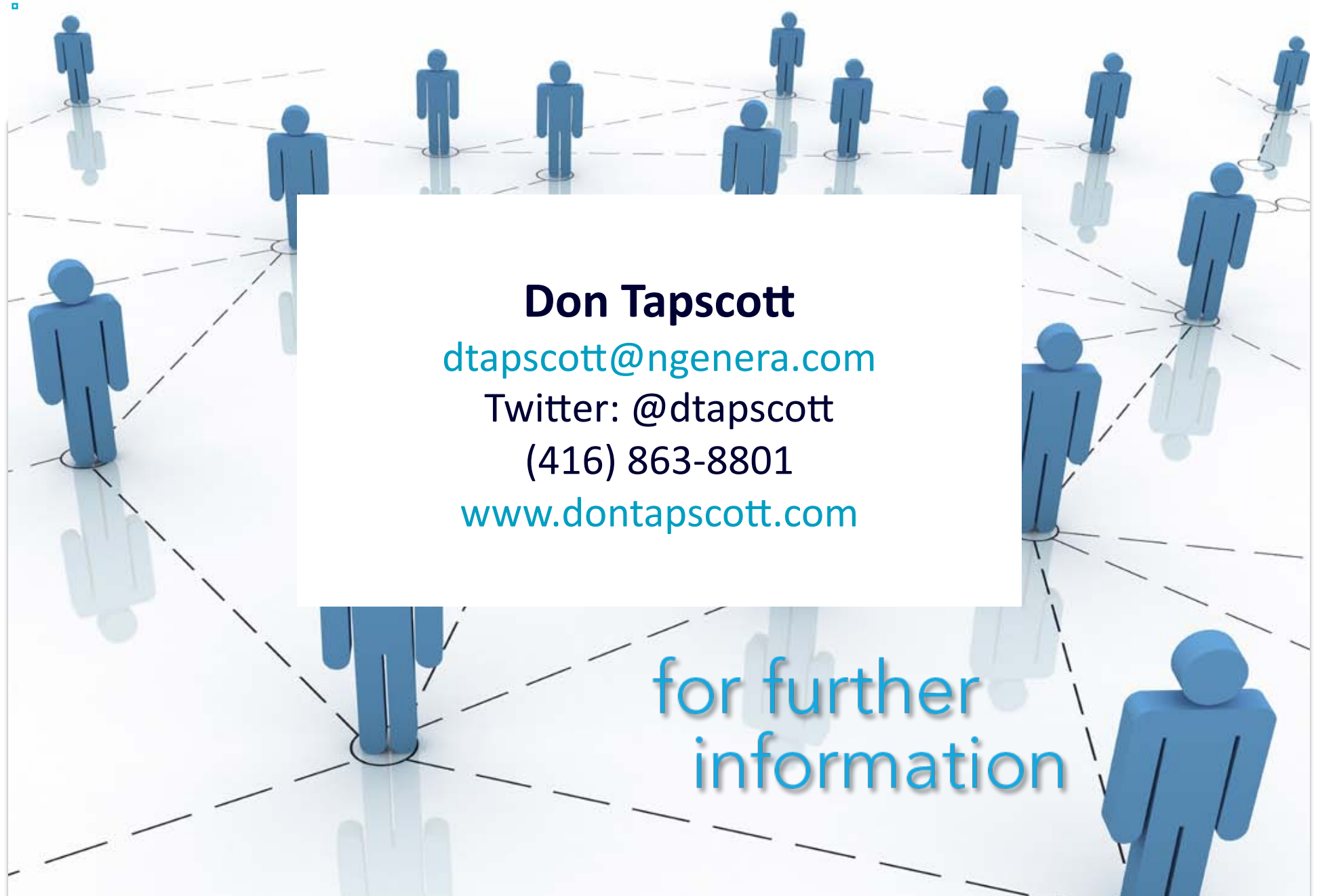


DON TAPSCOTT and  
ANTHONY D. WILLIAMS

*Bestselling authors of Wikinomics*

# The Age of Networked Intelligence





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