



Centre on Strategies for Public and Civil Entrepreneurs

# The Disruptive Citizen: Rise and Impact on Politics and Public Services

Public IT Conference Management Events Copenhagen

25 january 2017

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[www.publicspace.nl](http://www.publicspace.nl)

# The Disruptive Citizen

**Main cause: Revolution in ICT (Information & Communication & Media)- technology.**

**Main characteristics:**

- ***Smart:*** Enormous, still increasing computing power
- ***Small and Mobile:*** Close to Person, 'Everywhere at hand'
- ***Not just data, all media:*** Real time & Face-contact
- ***Mass use also expected:*** Connection and community, anywhere, anytime

**Its not just the technology ('stupid'), it is the combination with worldwide&mass reach and use: social technological revolution!**

# Impact on Customers and Citizens

## **Market:**

Direct realtime exchange of private assets (Air BnB, Uber)

Direct exchange of pictures, prices, references, reputations (TriVaGo, Booking.com)

Smart selfregime at a distance

## **Citizenship:**

Tools for communitybuilding, like local protest & neighbourhoods

Political tools: referenda, polls

Direct and upclose personal impression of celebrities and politicians

Citizens can exchange their views, their references, their information and image to public and community

**In general:** Increased self-esteem and power: information, knowledge, friends, allies and colleagues realtime at your fingertip. No more fooling around

# Most important issue in strategy: Disruption

Recent definition:

**Rise of new and unexpected competitors, from outside current market, innovative in their direct access to and exchange with customers**

[Common Conclusion: CEO's see it last]

**Direct Exchange and Real Time Information is key:**

Economy and Competition dominated and dictated by **Platforms**

**This is still a market. Competition** between Platforms is on:

**sympathy, belonging, community-feeling, hands-on service, feeling and tools of self-steering.**

**These values the market teaches customers, will also be the values and expectations of citizens in their connection with public services**

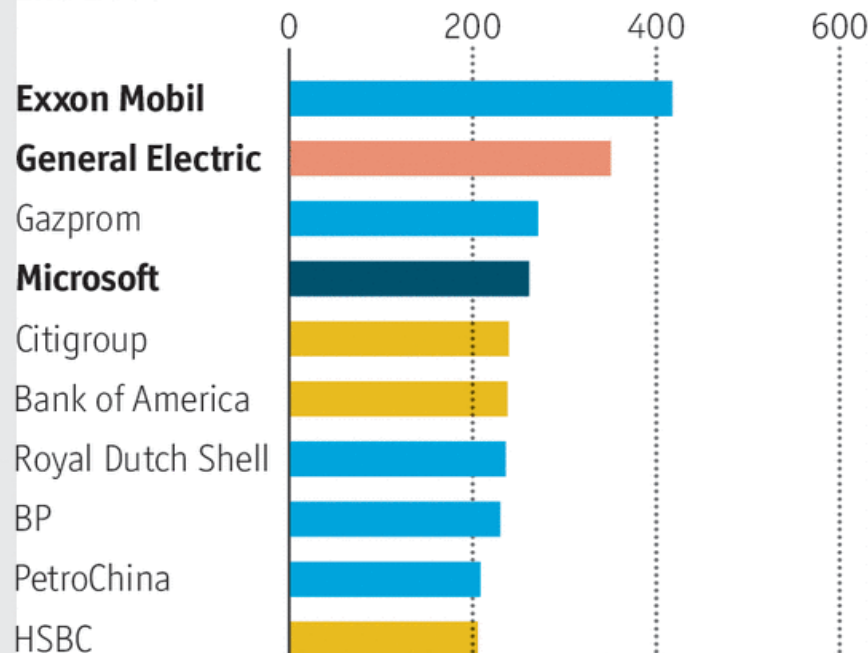
# Platformeconomy has already won:

## A virtually new world

World, largest listed companies by market capitalisation, \$bn

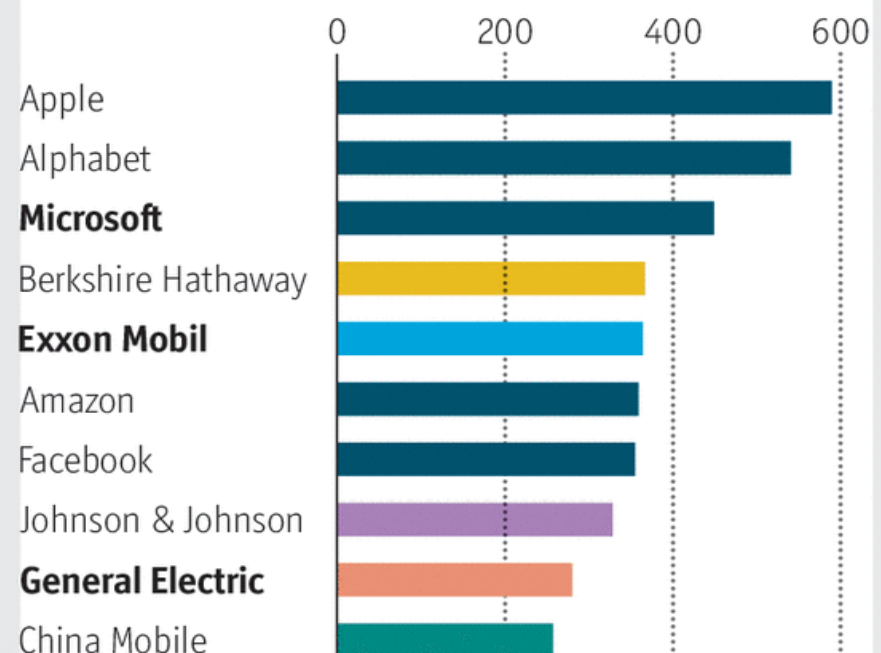
Sector: ■ Energy ■ Financials ■ Health care ■ Industrials ■ IT ■ Telecoms

End 2006



Source: Bloomberg

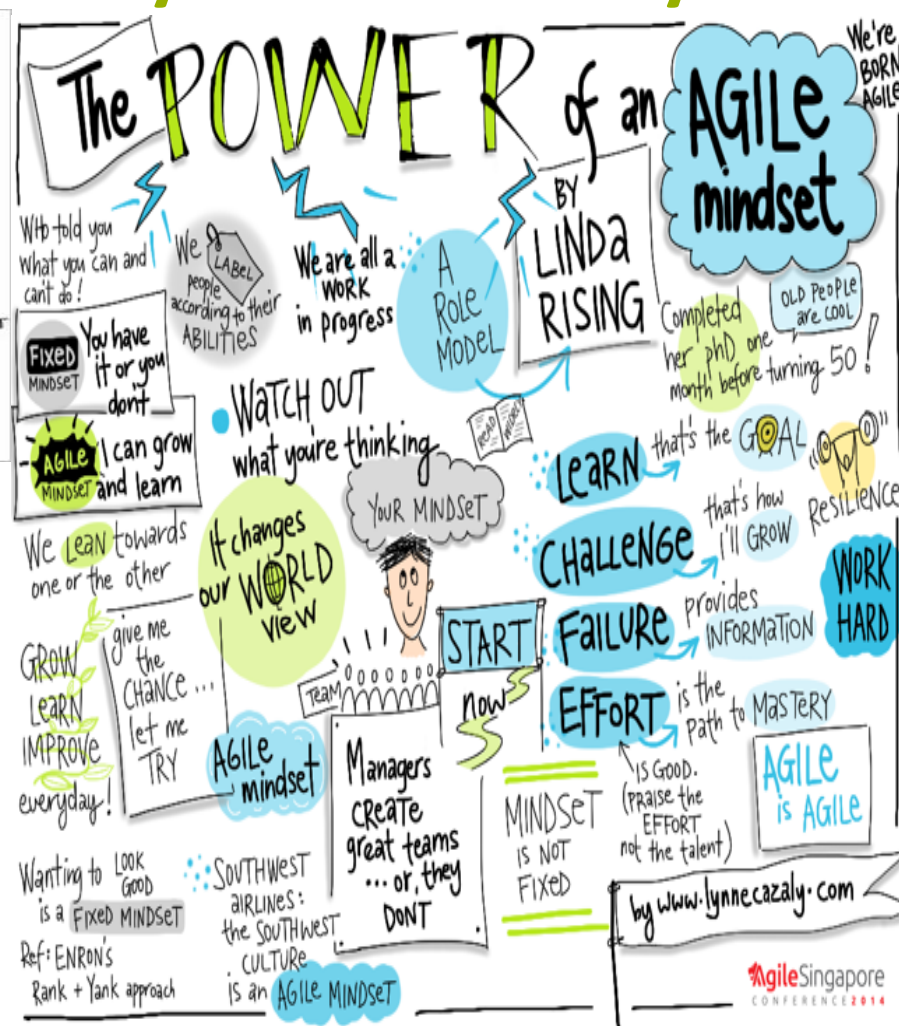
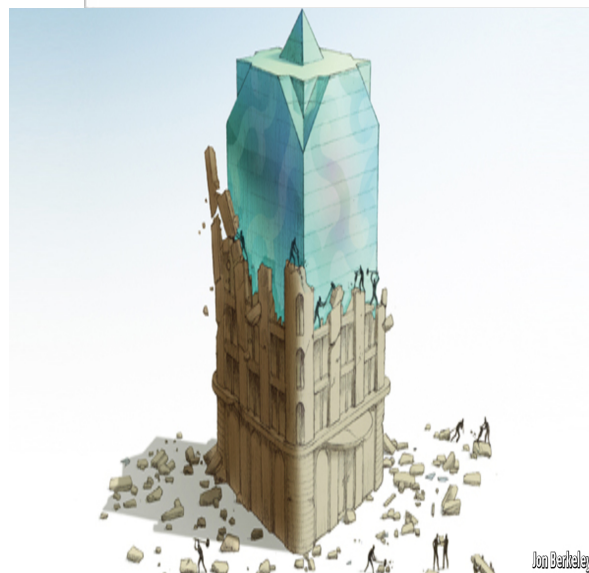
2016\*



\*At August 24th 2016

Economist.com

Also Theme Issue of Harvard Business Review, April 2016



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**Biggest issues:  
Meeting and keeping  
clients, losing hierarchy  
and managers  
(management gets distributed)**

## Impact on Politics:

**Most impressive is impact on mentality, behaviour and expectations of citizens:**

- **Distrust of indirect democracy**
- **Personality (Biography, Emotions, Style) and its Consistency with the message of politicians is crucial (ethos and pathos). It is at face-value for the citizen in his/her life\***
- **Much less the classical criteria within the professional community for professional politicians: knowledge, network, negotiation skills, reasonable attitude**

**\*Aristoteles: Three rhetorical aspects, Ethos** (Visible and consistent connection between speaker, subject and message), **Pathos** (Appeal on Public) **and Logos** (Rational Argumentation). Explains success Trump over Clinton

# Der Spiegel: Calls changing the criteria 'post-fact':

## Merkel's Challenge Navigating the Post-Fact Era

Angela Merkel used to be celebrated for her composed determination and sober analysis of the facts. Now, though, her refusal to own up to her mistakes makes her look stubborn -- **and facts have lost their importance.**



## Impact on Public Services:

**The same values as in platform-economy:**

**sympathy, belonging, community-feeling, hands-on service, self-steering**

**Biggest Impact:**

**\*Need/Demand for Co-Production and Co-creation**

**•No fooling around on information issues and communication**

**•Platform-modeling, both externally and internally**

**•Monopoly is gone: civil initiatives and cooperations are here to stay; simple supplyside attitude won't work**

**•New power: Citizens can exchange their views, their references, their information and image to public and community**

**MAIN: NEW CIVIL LEADERSHIP**

## Trying to stop no use, technology stronger:



Main scenario for current supply will be: grid function:  
co-production, partnering, emergency backup, facilitating of civil initiative

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## New technology is intimate:



## In love with the new doctor?



## This impact is fundamental, reorientation on citizenship necessary

- a. **Constitutional** (classically linked to (indirect) democracy)
- b. **Electorate**
- c. **Values & Mentality**
- d. **Civil Society** (classically the less powerful concept: volunteering)
- e. **Values and Leadership: Citizenship in boardrooms**

**Impact new technology:**

**Citizens are more powerful in public reaction, in self-organizing  
and want more influence in indirect democracy**

**Connected Concepts:**

social entrepreneurship, civic initiative, NGO's, NPO's, philanthropy

## Civil leaders in my study have a valuepattern of their own (a breed of their own)

Freedom of Choice (13)	Sustainability/ stability (11)	(Social) Justice (9)	Solidarity (8)	Independence (7)
<i>and</i>	<i>and</i>		<i>and</i>	<i>and</i>
Entrepreneurial spirit (13)	Respect (11)		Self-actualization (8)	Bonding & Bridging (7)

They have a value-pattern with two tracks:

On the one hand:

**entrepreneurial**, selfsteering, autonomous,  
pigheaded, **independent**

On the other:

socially committed and passionate about  
**societal results** for targetgroups and  
vulnerable citizens or changing failing public  
services

# **We found four key dimensions of civil leadership style**

Together these key dimensions define the style of a civil leader

Every civil leader has to make choices on these key dimensions to establish his/her typical style and operate in a way that he/she feels it makes credible and effective as a civil leader

- 1. The value-driven-instrumental-neutral value stance**
- 2. Backstage to front stage**
- 3. Elitist to common touch**
- 4. Legitimization to innovation**

## Handling the public debate is crucial for civil leader

### The public domain is not just for politicians anymore:

The civil leader's approach, style and character in these public debates are as important, both for the public acceptance of their innovative work as for the possibility of further institutionalizing this innovation, as the actual public value of their effort.

Other lessons can be drawn:

- *Any issue can be charged with values*
- *Purely private initiatives with positive public value generate little public debate*
- *The public debate is a special arena with little control*

So, the public debate can hit hard, affecting civil leaders personally as well as their organizations/networks, with little opportunity to control the result.