

Mary Ann Wangemann, EDS Fellow

My Point of View:

Industry Representative: EDS Fellow: helping to determine the future of our business;

Academia Representative:

UVA Faculty: teaching students how to take a more integrated approach to their learning;

GW Researcher: currently working on my doctoral degree in executive leadership trying to understand how organizations can “know what they know”

Pseudo-Government Representative: author of numerous textbooks on how the government does business having worked as a government contractor for over 20 years

Societal –The Services Economy is an integrative paradigm; it involves people, processes, and technology; it involves government, industry and academia working together to co-develop it; it has implications for the global economy

Emergent – The Services Economy recognizes that innovation happens when the boundaries and structures are flexible and permeable—when people start to realize what it means to be in another’s perspective. This means breaking down the boundaries between clients and providers; between disciplines such as technology and business; and between industries such as finance and transportation.

Respect – The Services Economy focuses on a mutual respect and appreciation for all members of the organizations and supports the premise that good ideas can come from anywhere, in any organization, in any discipline. The Services Economy is about coming up with a way to systematically develop the climate, environment, and nourishment, to support and sustain innovation growth.

View – The Services Economy takes a holistic view; it removes the blinders we sometimes get when we view a problem from strictly a technical or business perspective and tries to get at the meta-view or higher view of things to come up with a more integrated solution: one that capitalizes on the most useful components of each perspective.

Innovation – The Services Economy has at its core the process of innovation in both of its forms: small step incremental innovation in which we are able to do routinized processes faster and radical innovation in which we do things in totally new ways.

Co-Produce Value – The Service Economy allows the service provider and the service receiver to produce value together. That value will be defined by both the parties based on the nature of that specific relationship. For example, does the service receiver want the provider to teach them how to do it; show them how to do it; do it for them; do it

without them (outsourcing). Similarly, there is a similar continuum for the service provider of what level of service they wish to provide.

E-World – The Services Economy recognizes that we live in a highly electronic, integrated world and that the rate of the services industry is growing every day. Unless we harness the power of what that means, we risk losing the full potential of innovation.

Summary - According to chaos theory, a small change can have a very large outcome.

By carefully implementing a services economy that:

Incorporates government, academia and industry working together to develop an integrated platform

Adopting a multi-disciplined approach pulling from existing perspectives in an attempt to get to the meta-level issues and resolutions

Developing a common language from which we can all speak about the services economy, we begin to unleash the power of the services economy.