



## **e-Estonia in International Comparison: Where is Everyone Headed?**

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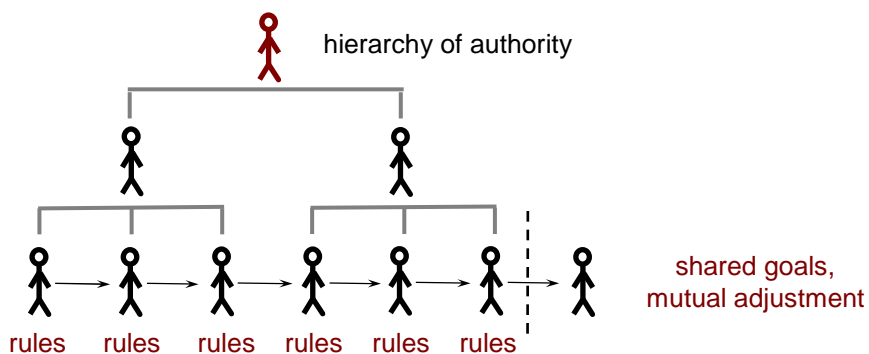
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## For governments today...

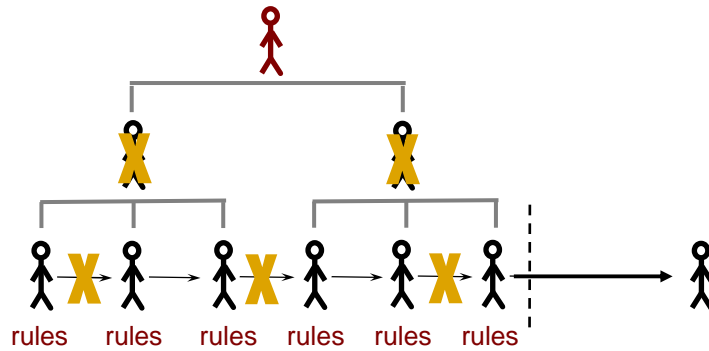
1. What's the problem?
2. Where are we now?
3. What's next?...

## 1. What's the problem?



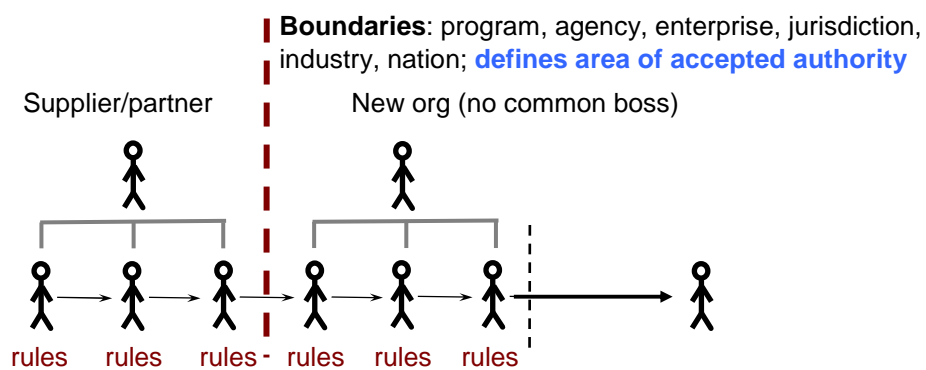
Specialized divisions of labor: **productive, fair, legitimate?**  
So... What can we do when we add technology?

### 1. What's the problem?



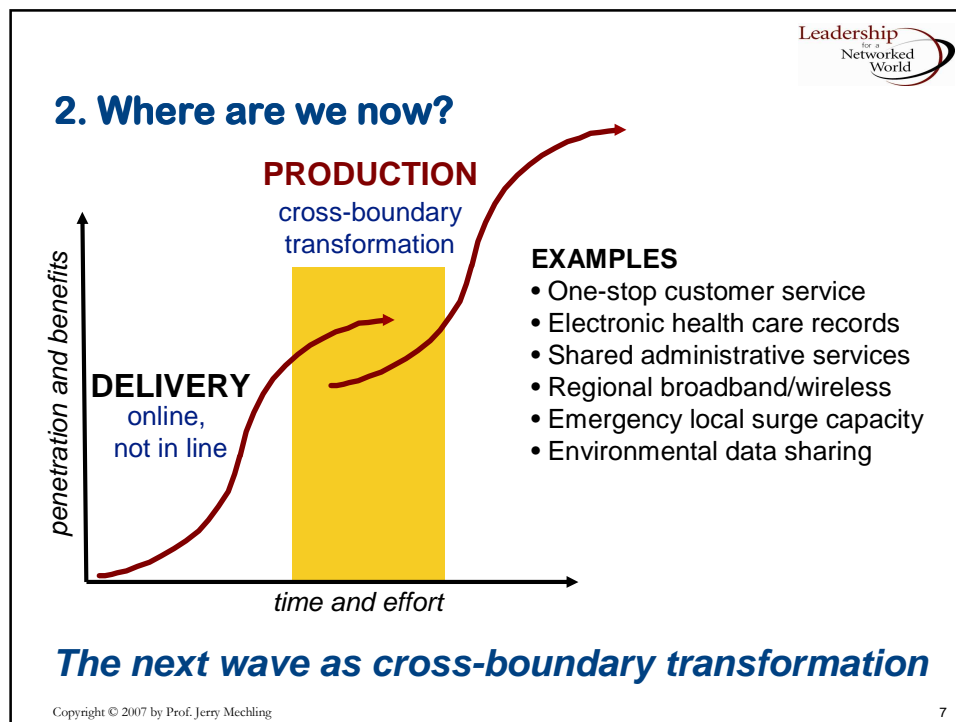
- 1. Remote, asynchronous service: **delivery reform** (hard)
- 2. Simplified processes, self-service: **production reform** (harder)

### 1. What's the problem?



- 1. Remote, asynchronous service: **delivery reform** (hard)
- 2. Simplified processes, self-service: **production reform** (harder)
- 3. Transparent, outsourced service: **cross-boundary reform** (hardest)

***Creating a new division of labor***



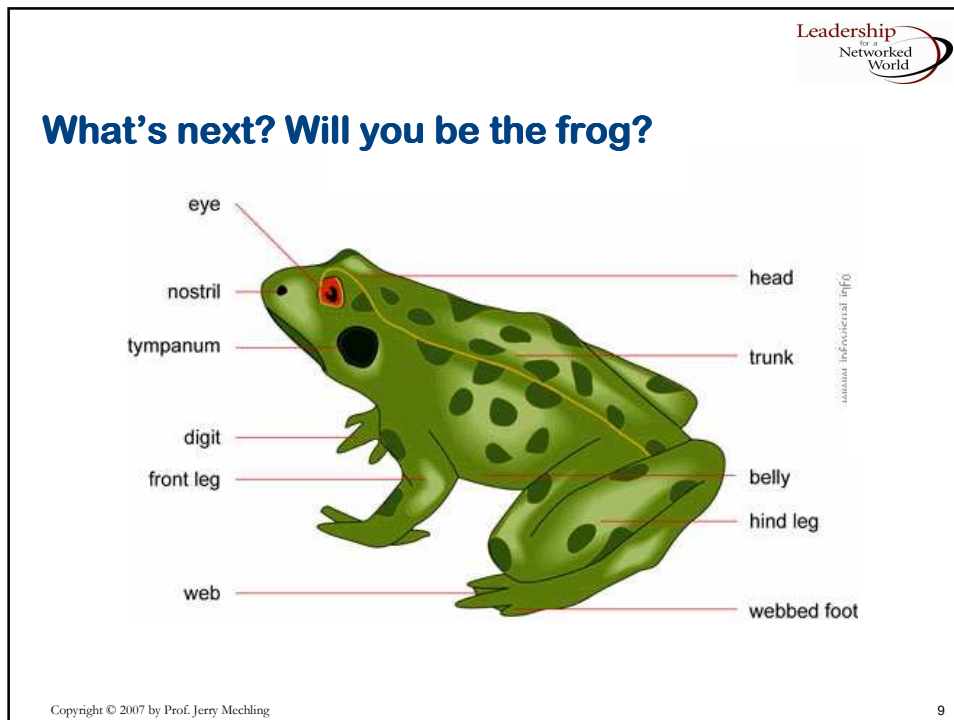
Leadership  
for a  
Networked  
World

## 3. What's next? The very brief fundamentals...

1. **DON'T** think this is primarily a technology problem.
2. **DO** rise to the need for **active, partner-oriented, adaptive leadership**
  - **Active:** ignoring reality is not a strategy
  - **Partner-oriented:** government is neither the primary solution nor the primary problem
  - **Adaptive:** learning and innovation are the key tasks

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## And now, back to Estonia...

- Congratulations
- But success is often dangerous...
- Is the goal good e-government?
- Probably not: isn't the goal a good Estonian society and lifestyle? You must complement the private sector to compete in a global knowledge-based economy.
- Then benchmark and learn from what other small jurisdictions with good infrastructure are doing. Singapore, for example?
- As the song says: "Keep on keeping on."

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*Thanks, and good luck!!!*