



# COMMUNICATION AND GOVERNANCE

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# THE KEY MESSAGE

*..the new knowledge-networked economy requires a totally different strategic management mindset and toolbox.*

The traditional approaches are not completely obsolete, but used on their own they are inappropriate for sustainable organizational performance and survival in today's knowledge-networked economy.



# STRATEGIC COMMUNICATION DESCRIBES A VARIETY OF INSTRUMENTS

- Governments for generations to understand global attitudes and cultures;
- Engage in a dialogue of ideas between people and institutions;
- Advise policymakers, diplomats, and military leaders on the public opinion implications of policy choices;
- Influence attitudes and behavior through communications strategies.



# STATE STRATEGIC COMMUNICATION SHOULD CONSIDER:

- a) What are the consequences of changes in the strategic communication environment?
- b) What policy directions and strategic communication means are required?
- c) What should be done about Public policy and open governmental information operations?



# **SCENARIOS OF TURBO KNOWLEDGE ECONOMY**

**Turbo knowledge economy – Take off in Europe, thanks to a virtuous circle of productivity and economy growth driven by widespread diffusion of ICT-based innovation.**

**Investing in the future – Return to moderate growth, accompanied by acceleration of ICT investments and innovation.**

**Back to normal – A return to the historical development trajectory experienced before the crisis, in terms of growth rates and IT innovation.**

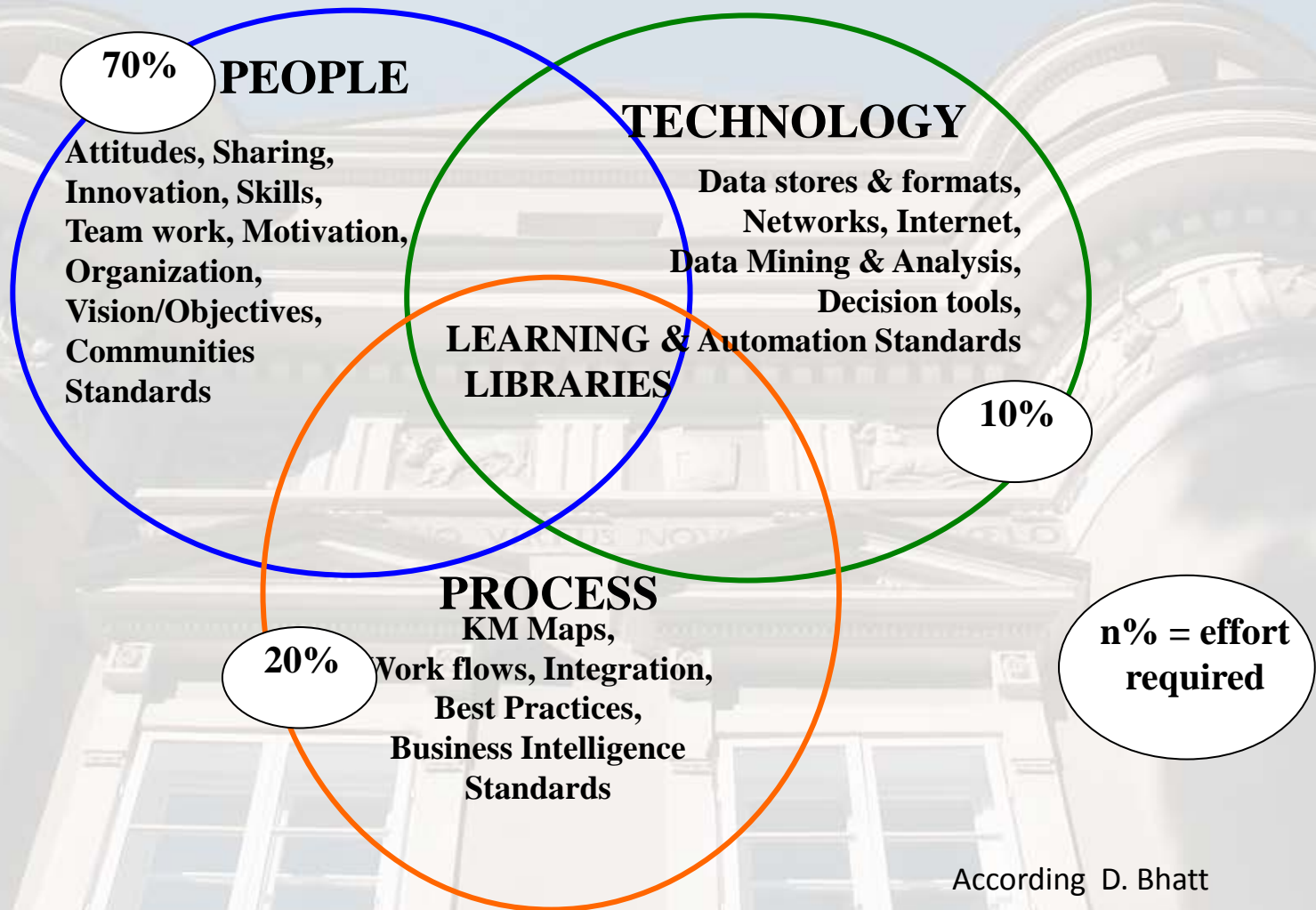
**Tradition wins – After the crisis, export – driven recovery favours traditional industries, rather than high-tech and innovative industries, resulting in moderate economic growth with low ICT growth. Relocation of the ICT industry outside Europe accelerates.**

**Stagnation – Very slow recovery, accompanied by domestic protectionism in most important countries, discouraging innovation investment. The European socio-economic system struggles to keep up with emerging economies and tends to close itself off. Low ICT investments and growth in IT off-shoring lead to reduction in demand for e-skills and potentially over-supply.**





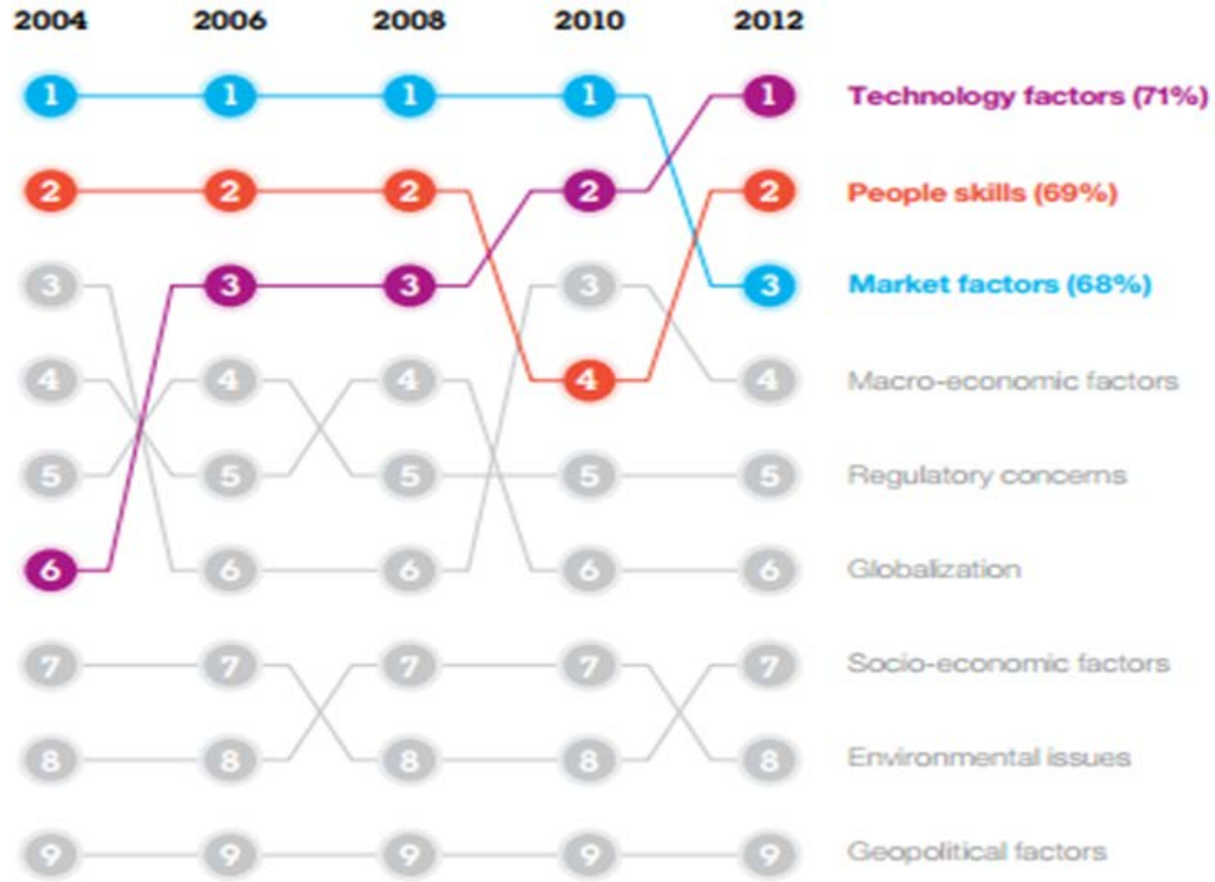
# STRATEGIC KNOWLEDGE MANAGEMENT



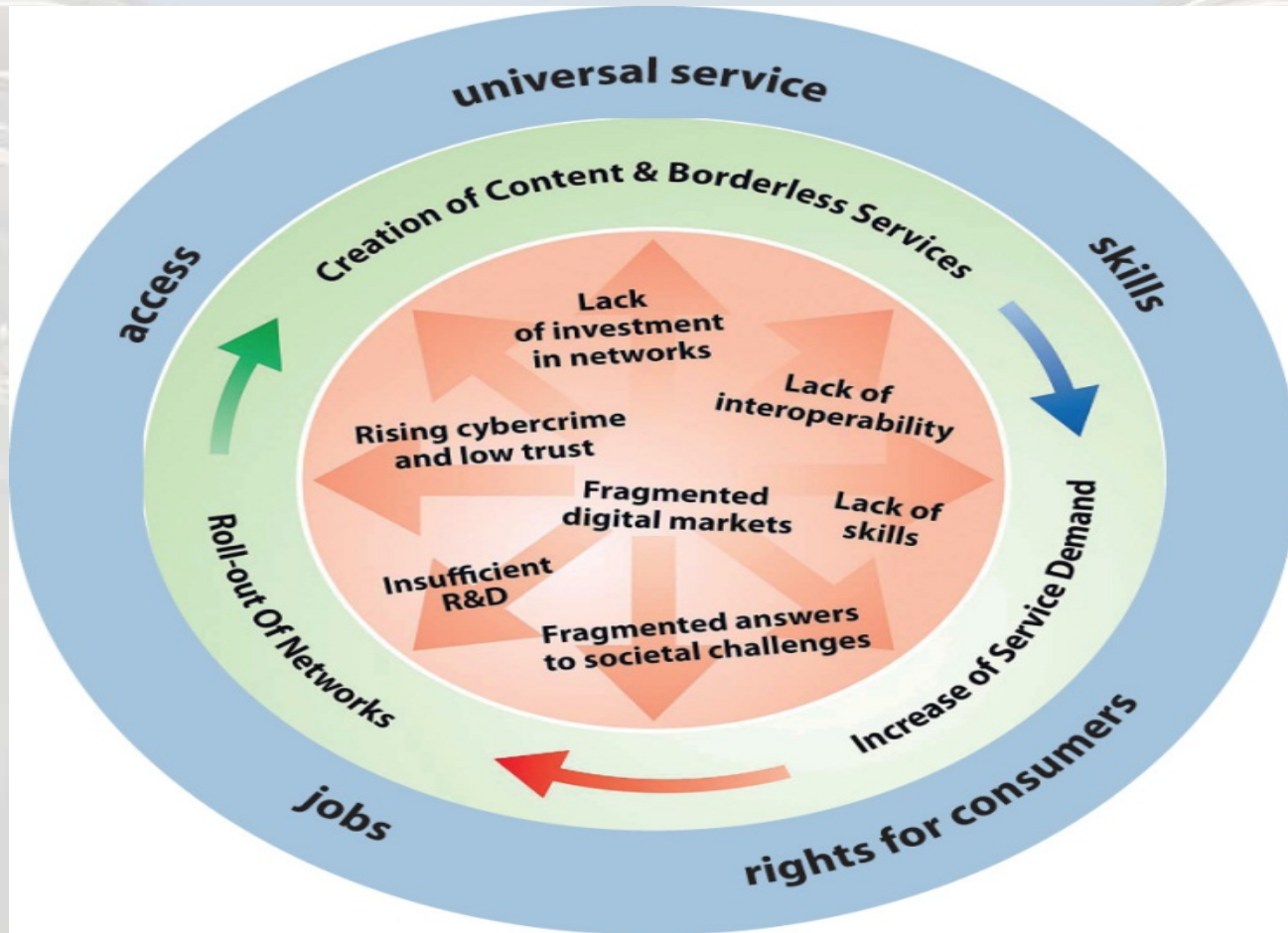
According D. Bhatt



# LEADING THROUGH CONNECTIONS: CEOS NOW SEE TECHNOLOGY CHANGE AS MOST CRITICAL



# VIRTUOUS CYCLE OF THE DIGITAL ECONOMY



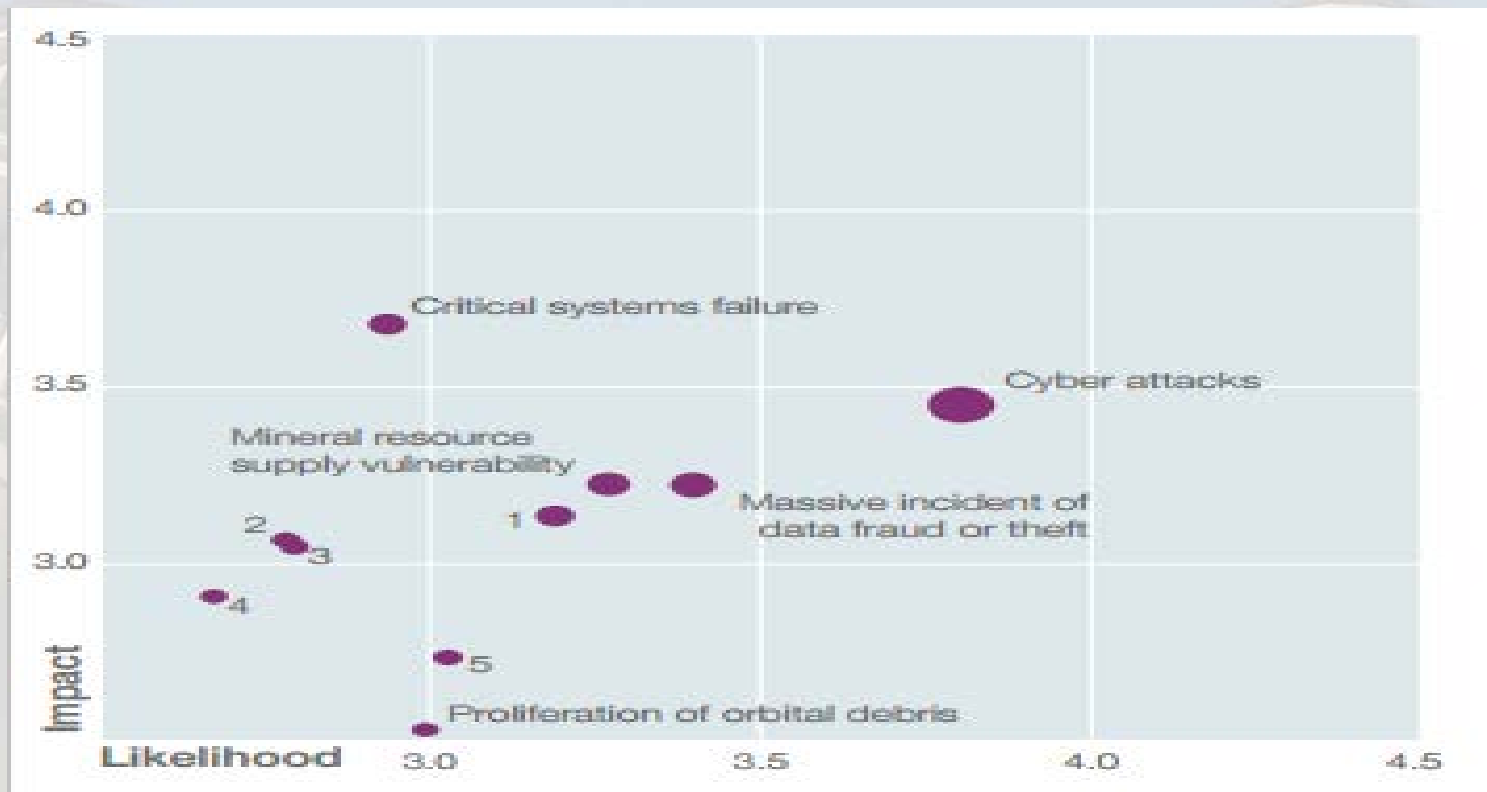




# TECHNOLOGICAL RISK DESCRIPTIONS

<b>Critical systems failure</b>	<b>Single-point system vulnerabilities trigger cascading failure or critical information infrastructure and network.</b>
<b>Cyber attacks</b>	State-sponsored, state affiliated, criminal or terrorist cyber attacks.
<b>Failure of intellectual property regime</b>	Ineffective intellectual property protections undermine research and development, innovation and investment.
<b>Massive Digital misinformation</b>	Deliberately provocative, misleading or incomplete information disseminates rapidly and extensively with dangerous consequences.
<b>Massive incidents of data fraud/theft</b>	Criminal or wrongful exploitation of private data on an unprecedented scale.
<b>Mineral resource supply vulnerability</b>	Growing dependence of industries on minerals that are not widely sourced with long extraction-to-market time lag for new sources.
<b>Proliferation of orbital debris</b>	Rapidly accumulating debris in high-traffic geocentric orbits jeopardizes critical satellite infrastructure.
<b>Unintended consequences of nanotechnology</b>	The manipulation of matter on an atomic and molecular level raises concerns on nanomaterials toxicity.
<b>Unintended consequences of new life science technologies</b>	Advances in genetics and synthetic biology produce unintended consequences, mishaps or are uses as weapons.

# TECHNOLOGICAL RISKS



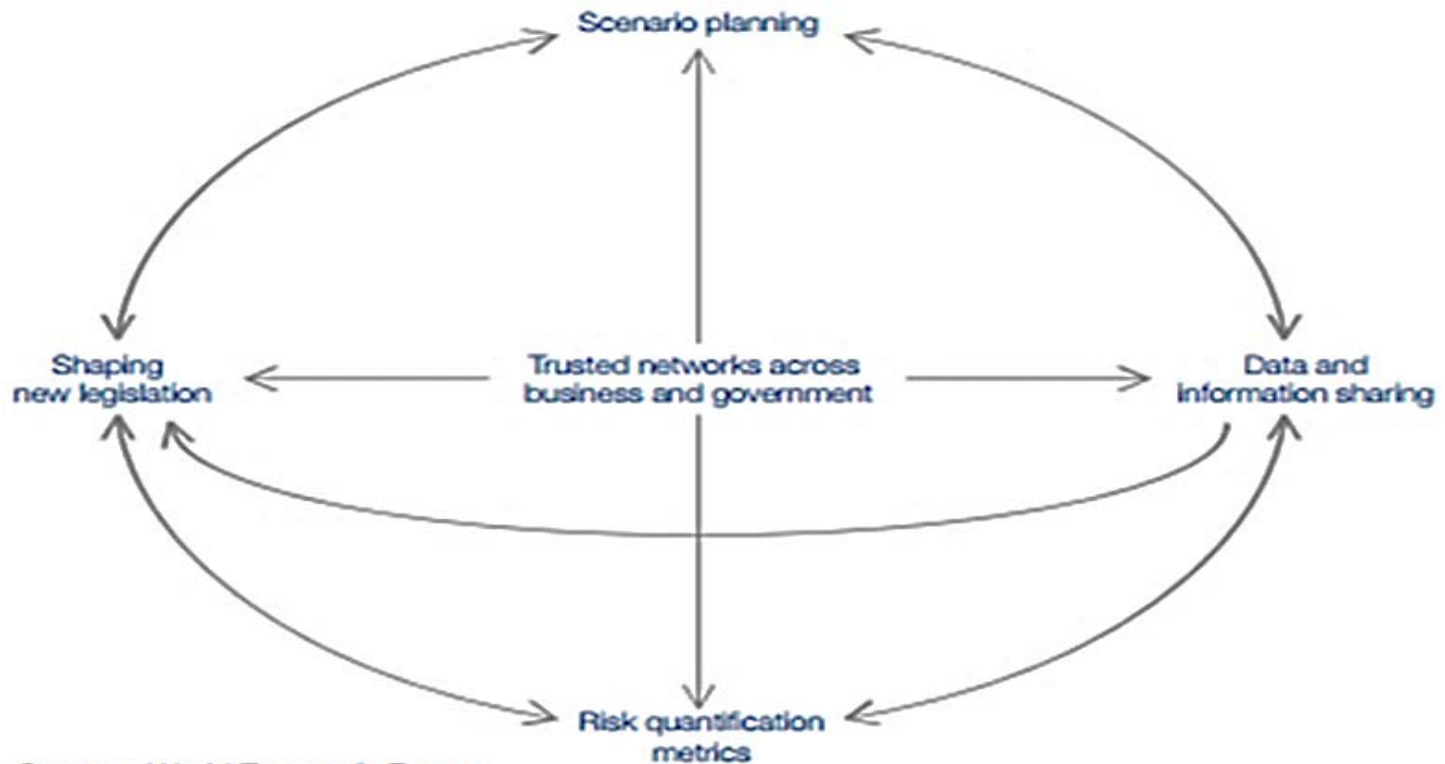
Source: World Economic Forum, 2012

# CRITICAL SYSTEMS FAILURE



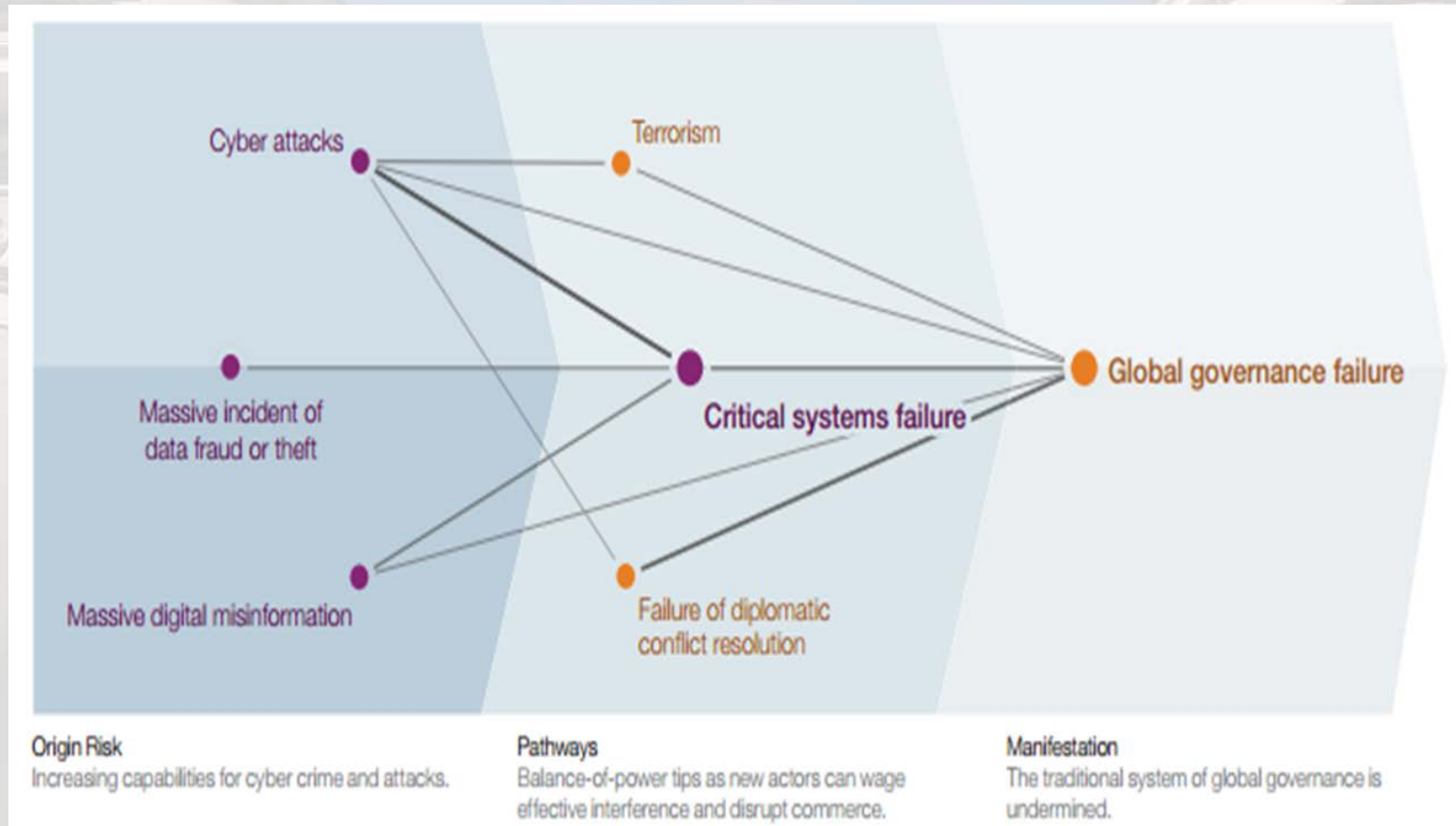


# NETWORKS OF MITIGATION STRATEGIES





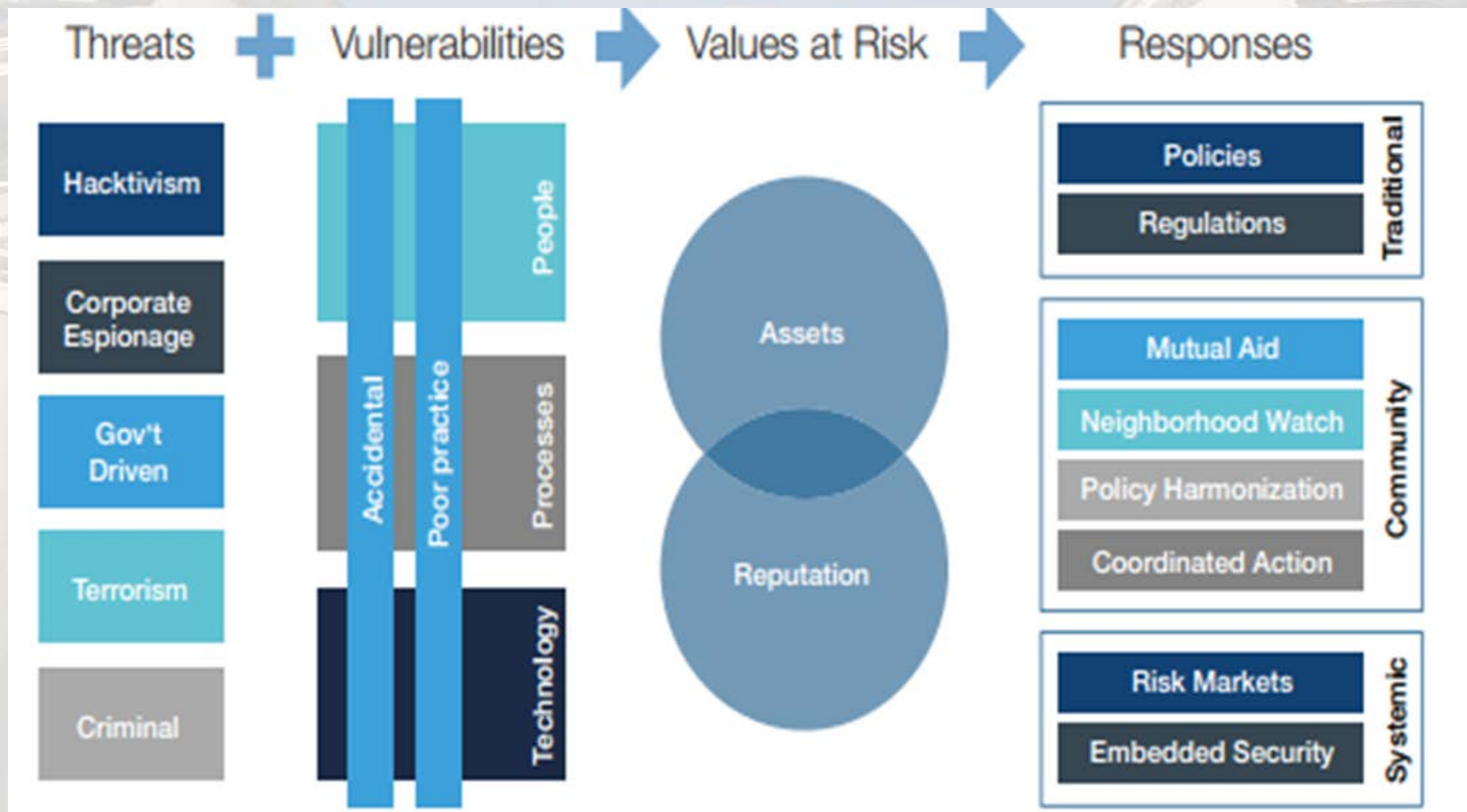
# THE DARK SIDE OF CONNECTIVITY CONSTELLATION



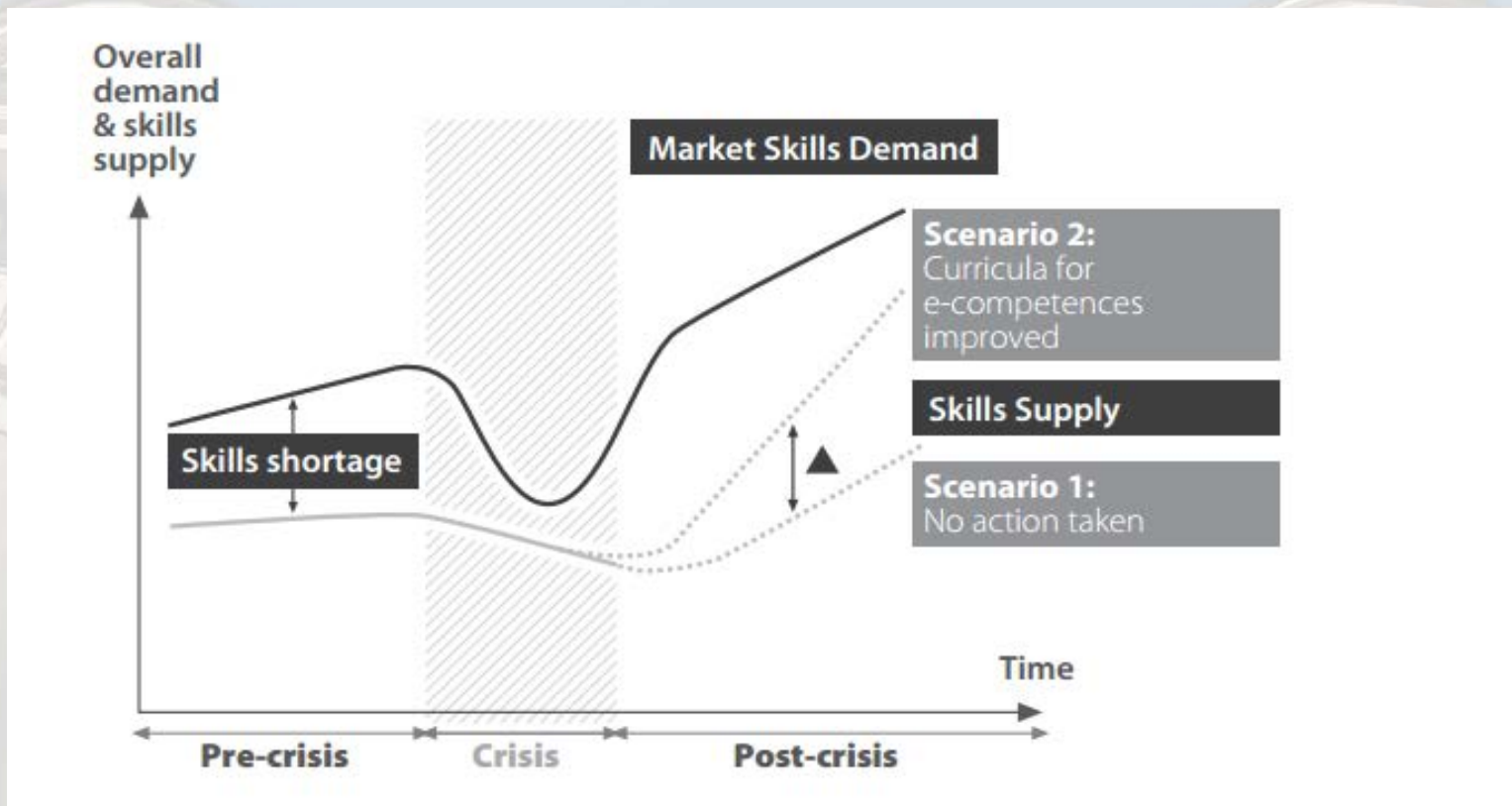




# FRAMEWORK FOR CYBER THREATS AND RESPONSES



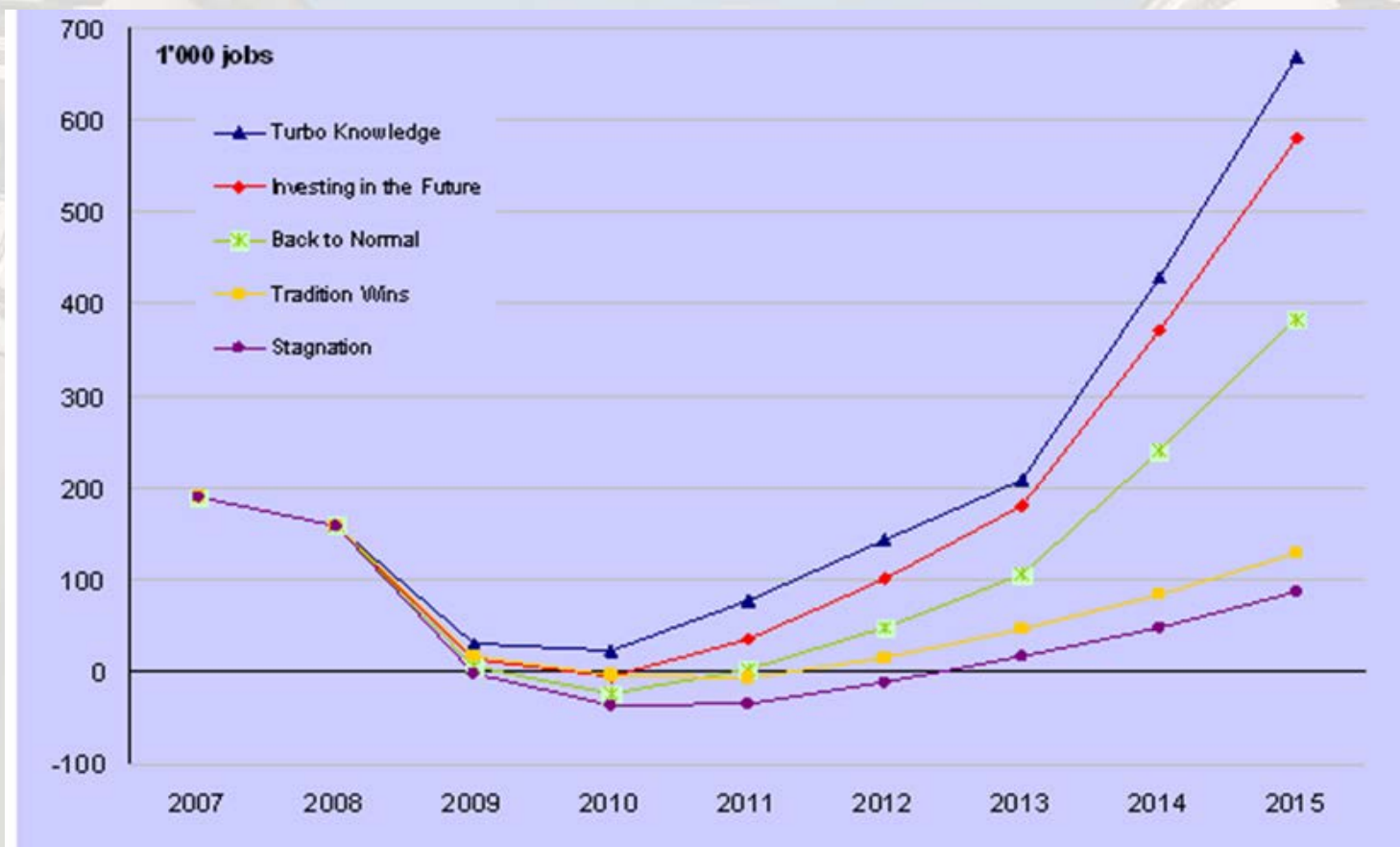
# SKILLS GAP



Source: „Strengthening e-Skills for Innovation in Europe“, 2010



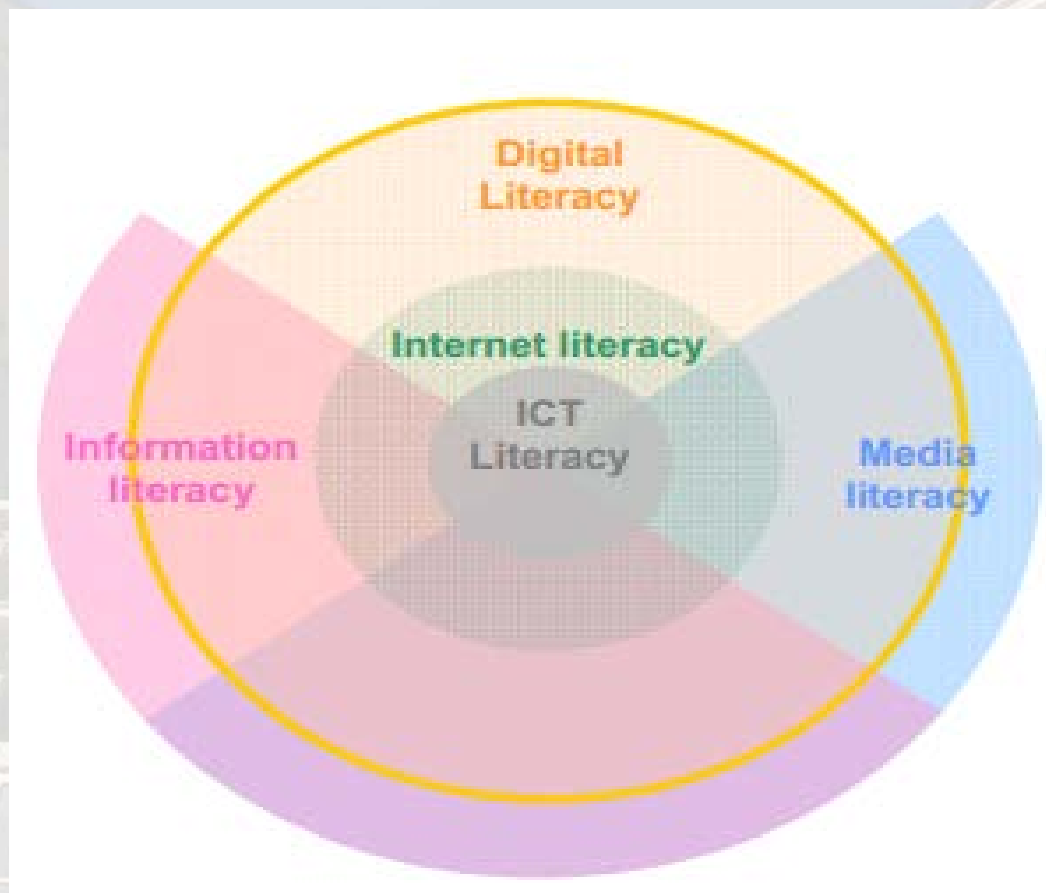
# E-SKILLS DEMAND AND SUPPLY GAPS (EXCESS DEMAND) IN THE EU27 UNTIL 2015



Source: empirica and IDC, e-Skills Monitor , 2009



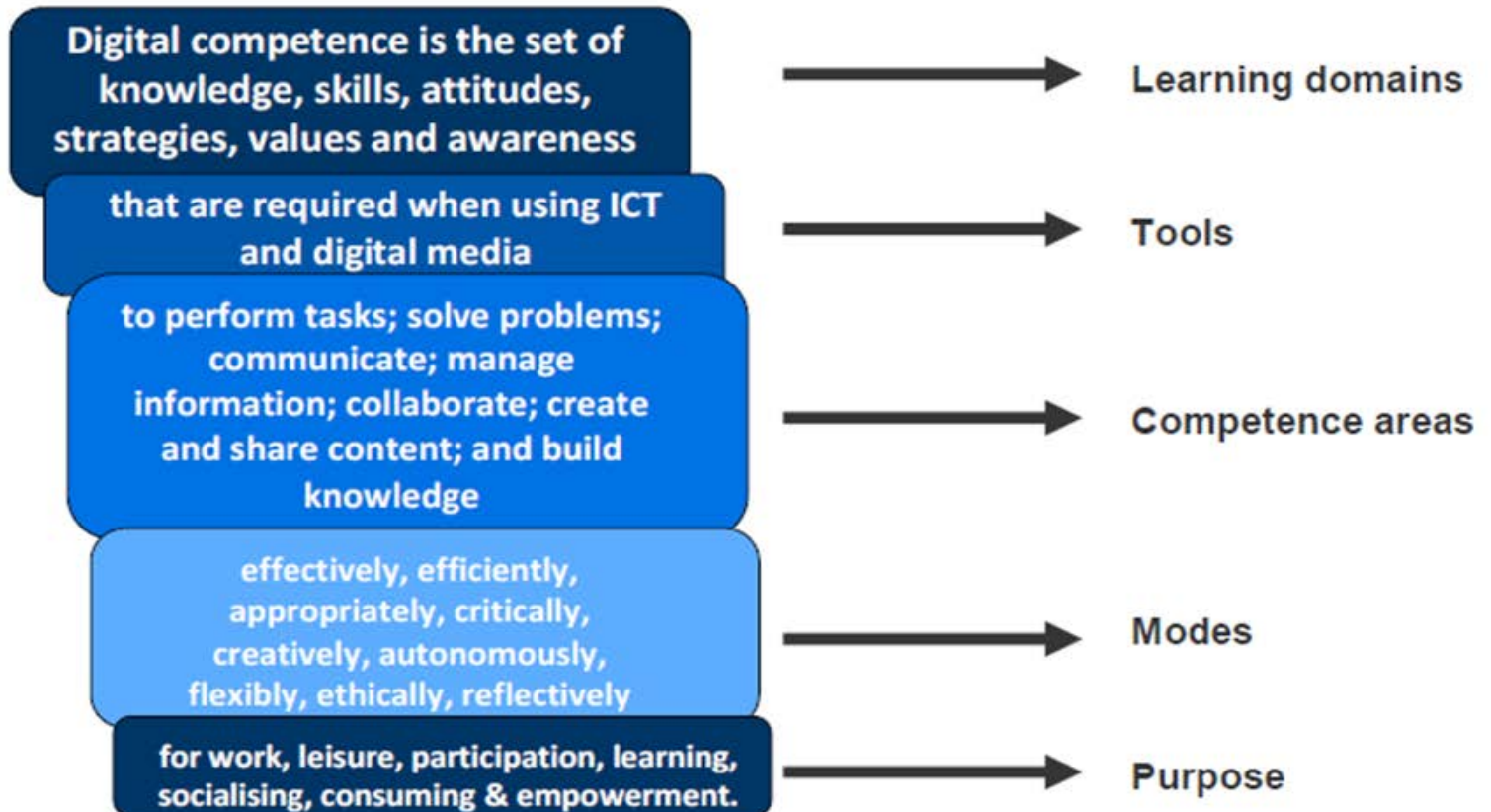
# ICT LITERACY



Source: EC, JRI for Prospective Technological studies, 2010

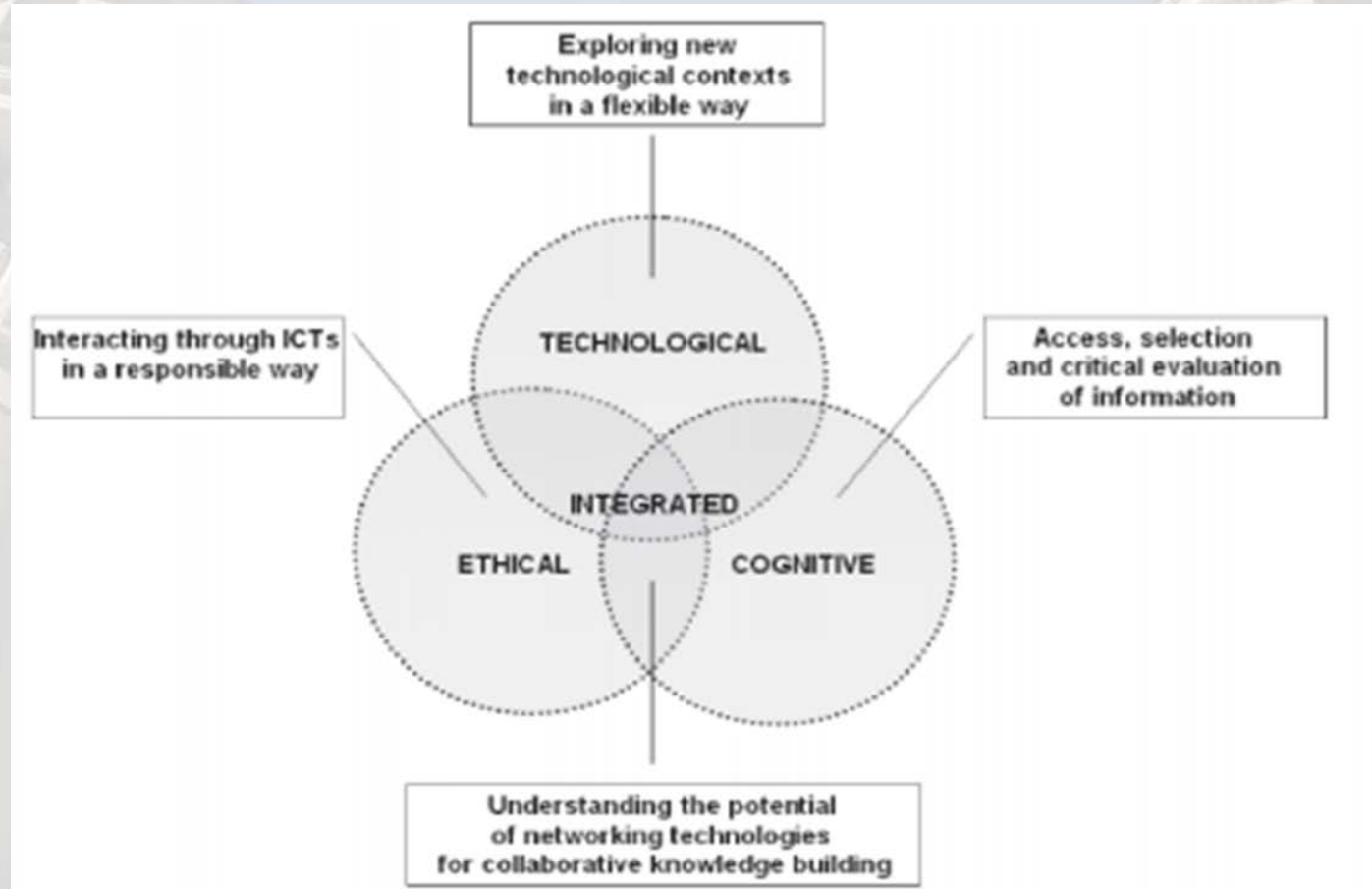


# DIGITAL COMPETENCE

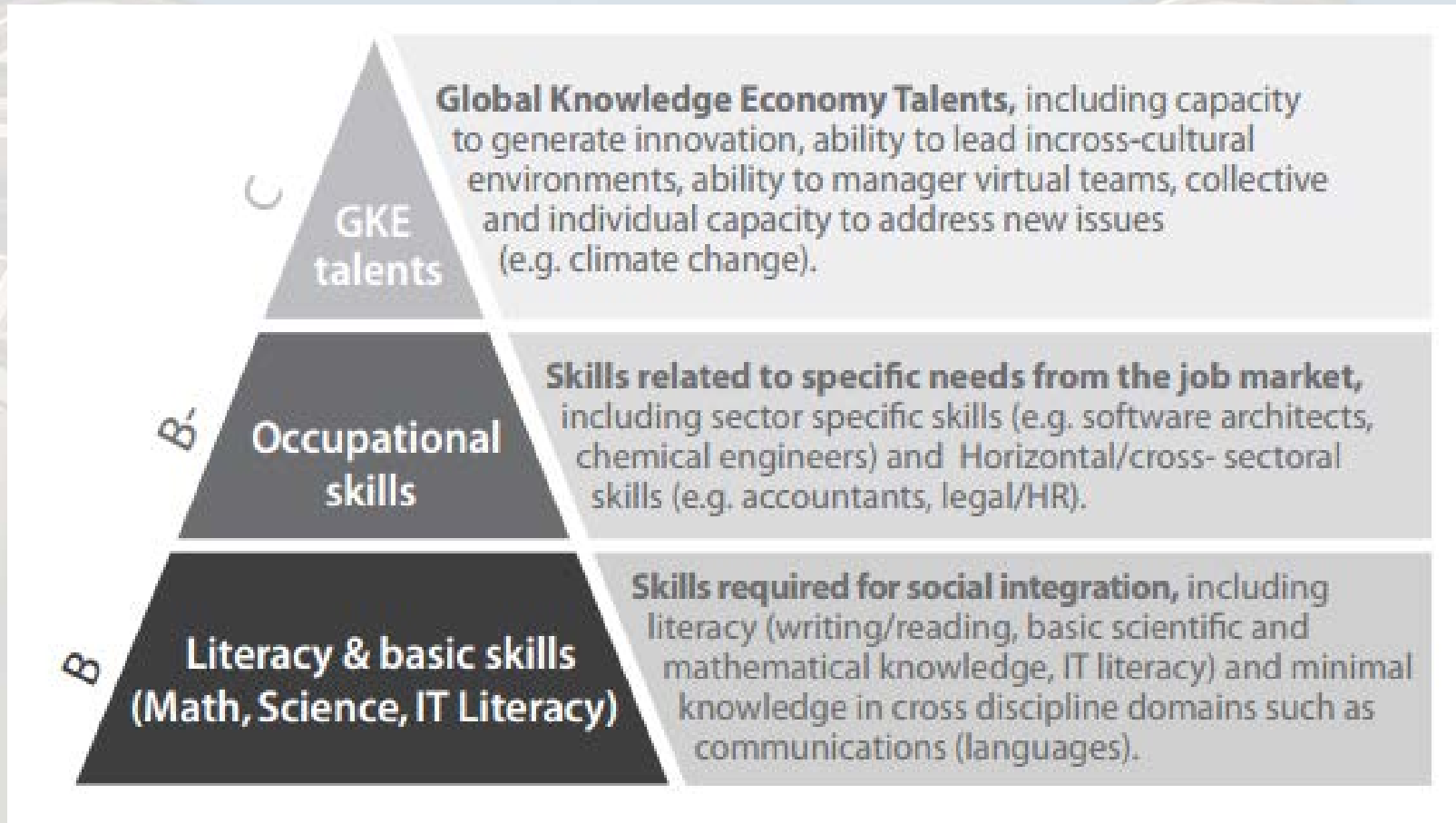




# DIGITAL COMPETENCE ASSESSMENT

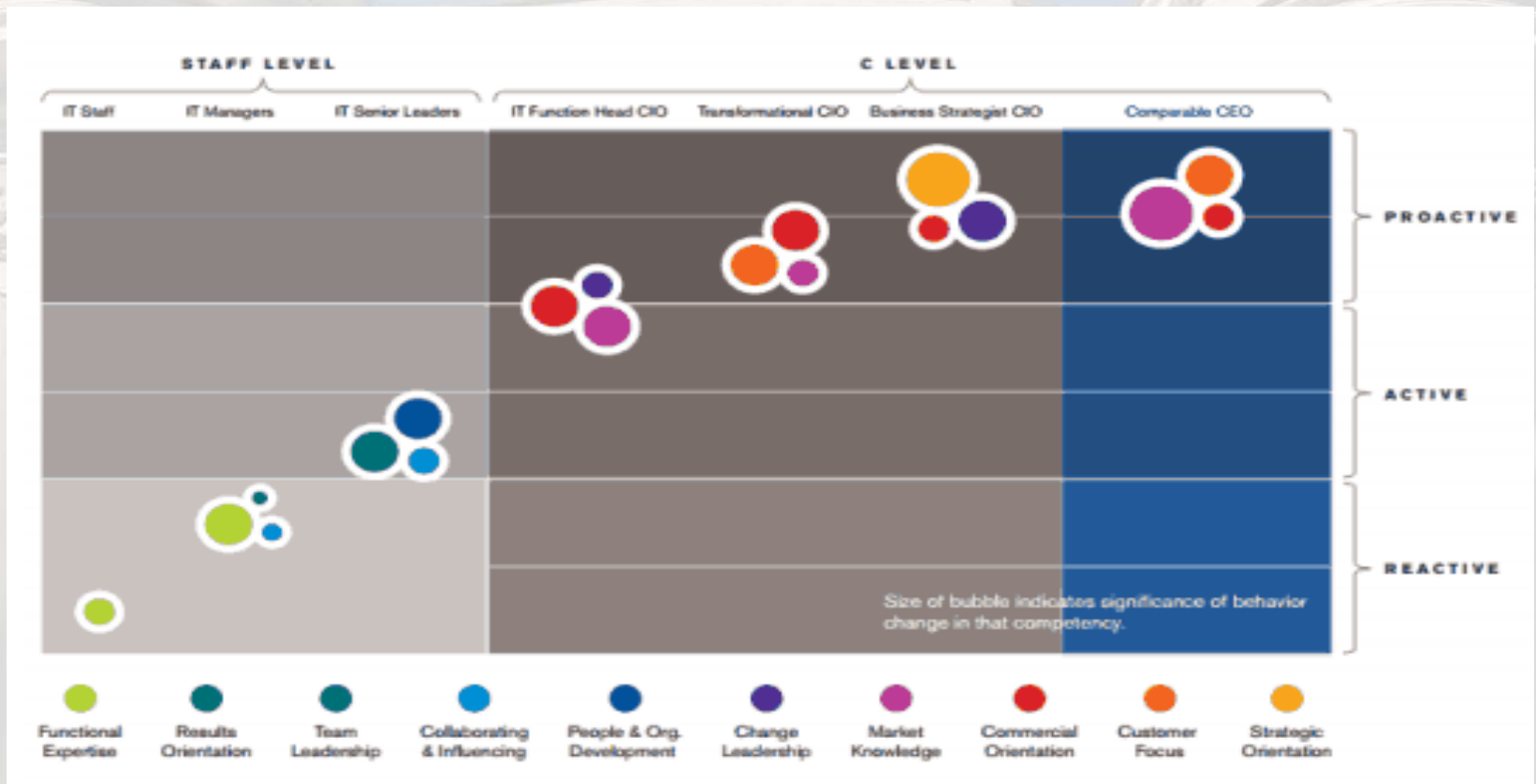


# SKILLS PYRAMID

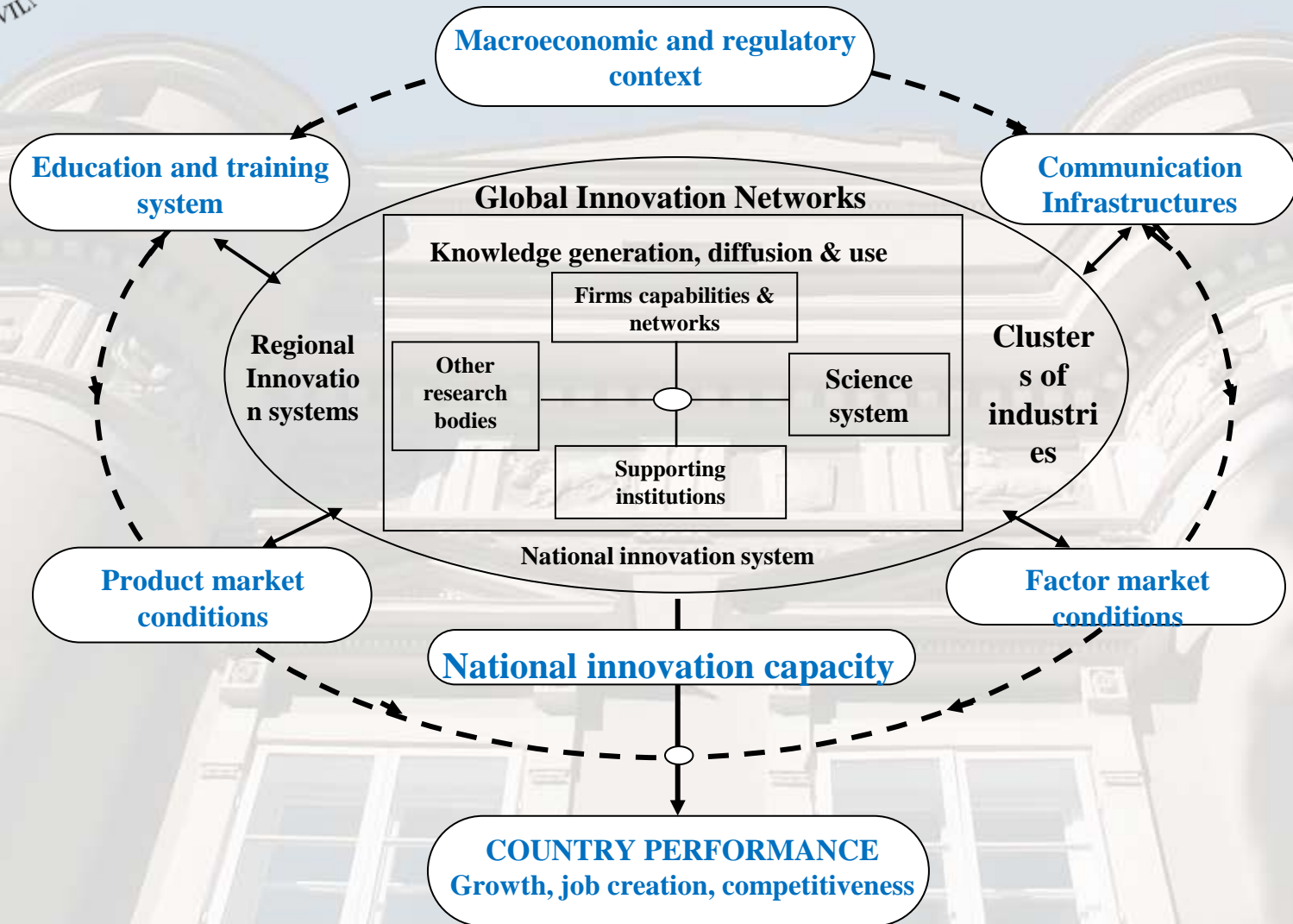




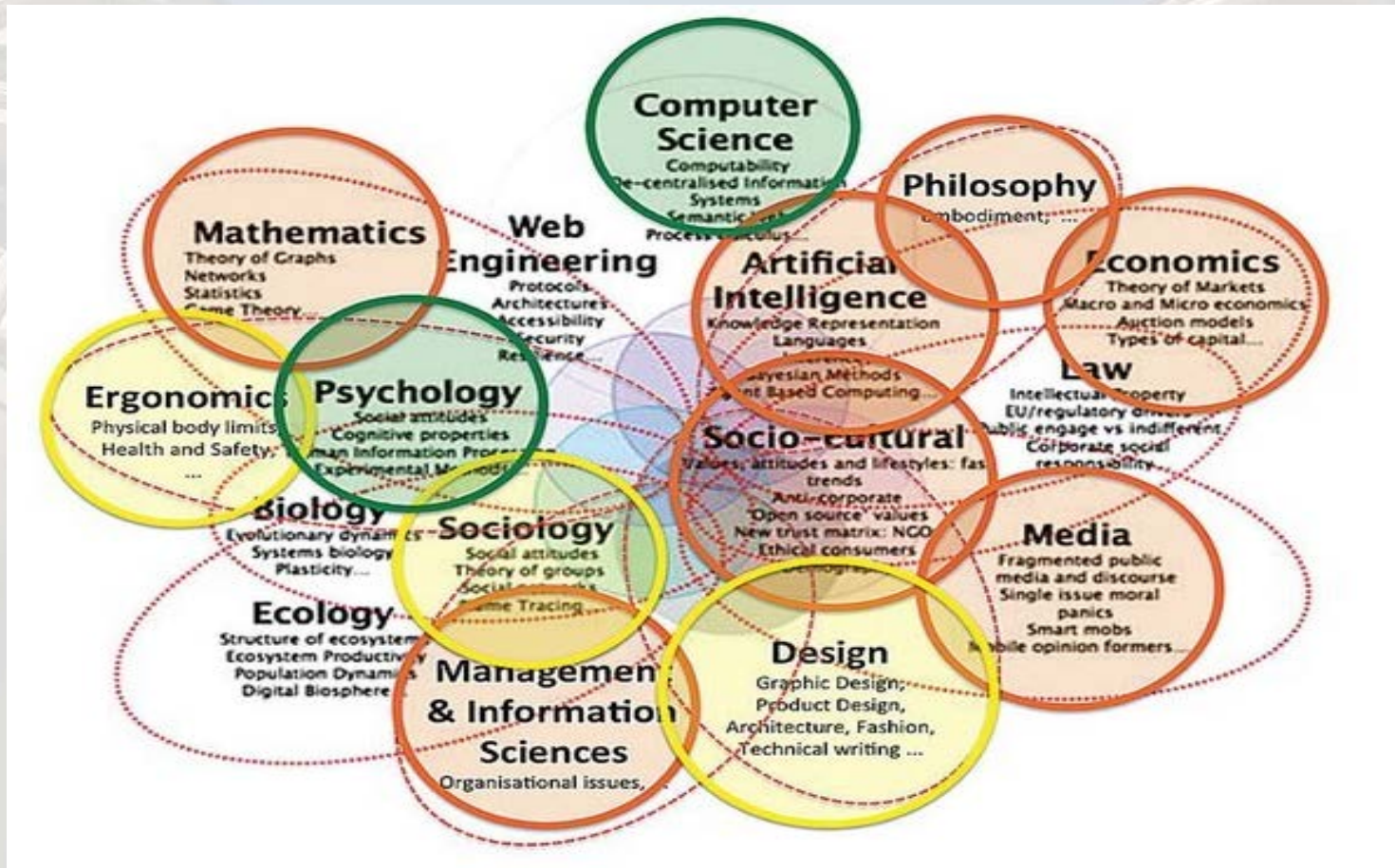
# LEADERSHIP COMPETENCIES JOURNEY



# THE INNOVATION SYSTEM



# WEB SCIENCE & HUMAN-COMPUTER INTERACTION







## Classroom

The prevailing paradigm of a single teacher addressing dozens of students unidirectionally in a physical setting.

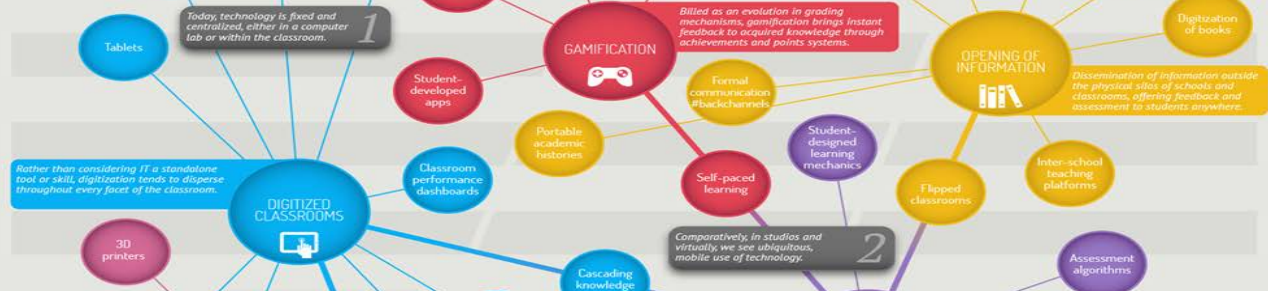
## Studio

Peer to Peer learning environments where groups coalesce to discuss, learn and solve problems with each other and the teacher serves as a facilitator.

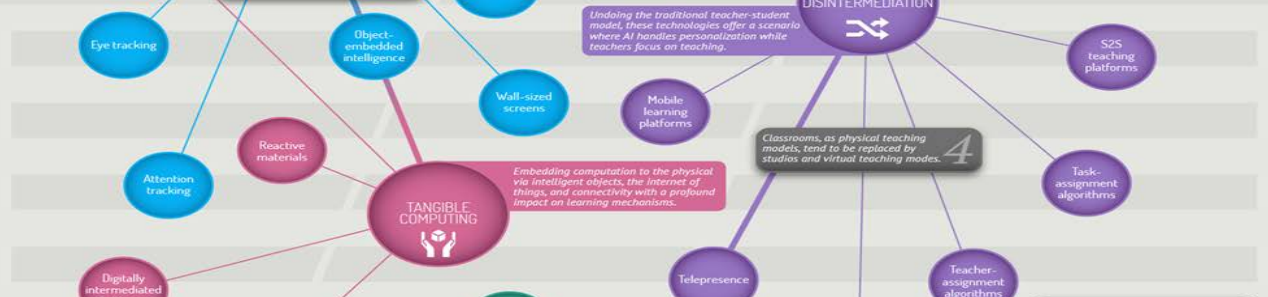
## Virtual

Disembodied environments, where learning, discussion and assessment happen regardless of physicality or geography.

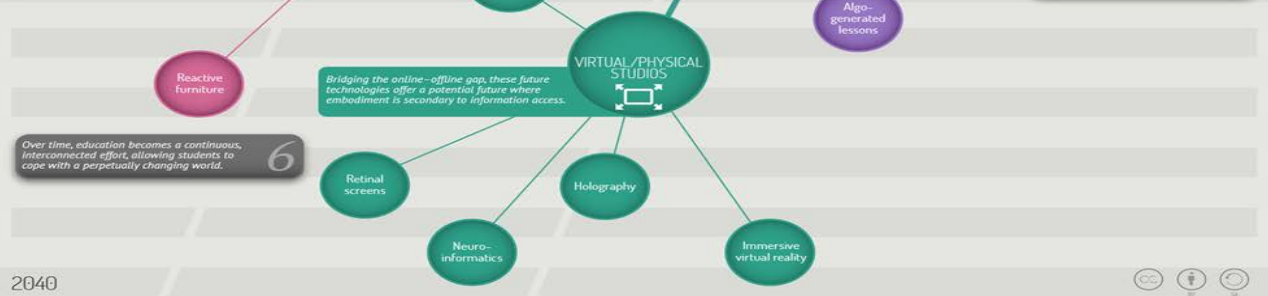
2012



2020



2030



2040

Source: United States Department of Labor: Futurework - Trends and Challenges for Work in the 21st Century (The vision of the future)

