

CIVIC INTELLIGENCE DESCRIPTIVE MODEL

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Orientation refers to the purpose, area(s) of focus, principles, worldviews and perspectives that guide the entity in thinking and acting.

Organizations that manifest civic intelligence typically have orientation patterns that are socially and/or environmentally ameliorative, principled, inclusive, flexible, pragmatic, transformative, and participatory. Although power and/or financial gain is sometimes sought, the primary value determinant is based on principles and involves social change - - often on behalf of another individual, group or natural environment -- not individual gain. Civic intelligence organizations are creative, experimental, and demonstrate leadership.

Organizations refers to the elements, relationships, structures, methods and roles by which people interact. style of management, structure of people working within organization, structure and style of working with other allied groups.

Organizations that manifest civic intelligence typically have organizational patterns that are less likely to be organized hierarchically and the reporting patterns within the organization are likely to be more informal. Communication patterns are likely to be somewhat porous, ad hoc, and organized around common issues. Civic intelligence organizations are likely to be distributed around the world in fractal configurations and form partnerships and alliances as situations dictate. Members of networks need to be engaged participants, capable of compromise and deliberation, and mindful of social protocols.

Engagement refers to the ways in which the entity interacts with the world.

Organizations that manifest civic intelligence typically have engagement patterns that actively probe the world. Civic intelligence organizations often craft complex recommendations, positive statements of what they'd like to see -- not simply denunciations of actions of others. They are likely to build upon success as opportunity arises.

Engagement is a philosophy and it represents an everyday and natural predisposition towards reasoned action. Engagement, ideally, is flexible and nimble and it is appropriate for the situation. Timing plays an important role in appropriate engagement.

Intelligence refers to the ways that civic intelligence is manifested through learning, sharing of knowledge, developing new theories, knowledge and paradigms. *Intelligence* refers to the ways that actions are "intelligent", by virtue of planning, negotiating, analyzing, learning, adapting, hypothesizing, etc.

Organizations that manifest civic intelligence typically have intelligence patterns that engage in active learning. Some of the key aspects include: multi-directional communication and access to information; discussion, deliberation, and ideating; monitoring (of, for example, human rights abuses or environmental problems); learning (from mistakes, e.g.); experimenting; adapting; and regulating. transferring learning to new situations, appropriating ideas, systems and technology when appropriate. Civic intelligence organizations employ multiple perspectives to examine and interpret situations and make plans. Civic intelligence organizations actively build abstractions ("frames") to understand, interpret, predict, interpret; and lay the groundwork for action.

Products and Projects refers to some of the outcomes that the entity produces.

Organizations that manifest civic intelligence typically have Products and Projects patterns that help give form to their principles. The products and projects can take an almost infinite number of forms, including new services, campaigns, manifestos, policy development, technological systems, or theoretical work. products and projects are used to help to motivate and channel activity. There is substantial evidence that the "project" is necessary to marshal sufficient force to accomplish the desired goals (Keck and Sikkink, 1998). Civic intelligence organizations typically develop products and projects that are educational, involve their members and others, build constituency, help provide information and support for other allied efforts. Good projects combine many important ideas in a compelling way into a form that people can readily understand, are participatory, and that results in desired change. Projects provide an important focusing mechanism as an "opportunity structure."

Resources refers to the support that people and institutions with civic intelligence need. *Organizations that manifest civic intelligence typically have resources patterns that involve volunteers and other ways to maximize their impact without large expenditures of time or money. Civic intelligence organizations, like other organizations, need adequate*

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resources, including time, money, physical facilities, communication capabilities, and focused initiatives for people to get involved in. Foundations are key components of the resource picture.

Civic Intelligence Functional Model

The functional model is divided into two main components, an internal component and an external component. The internal component corresponds to the organization itself and the external component corresponds to "outside", the environment that the organization exists within. In the "middle" of the interior (the organization itself) another component exists -- the "core" which is described below. The functionality expressed in this model is a result of the interactions between these three components, all of which are expected to change over time.

We have identified four primary means through which the internal component interacts with the external world.

- Monitoring. This describes how the organization acquires new relevant information non-intrusively.
- Discussion and deliberation. This describes how organizations (including "virtual" organizations like public policy networks) discuss issues and determine common agendas, "issue frames" (Keck and Sikkink, 1998) and action plans.
- Engagement. This is how the organization attempts to make changes in the world. This can be
- Resource transfer. This describes how resources (volunteers, money, e.g.) are acquired from outside.

We have identified four primary means through which the core component interacts with the internal world.

- Interpretation of new information. This describes how new information is considered and how it ultimately becomes (or doesn't become) part of the core. New information can also be information about the organization.
- Maintaining model (includes resource management). This describes how the core is consciously and unconsciously kept intact over time.
- Planning and plan execution. This basically describes how a campaign is initiated,

carried out, and monitored.

- Modification of core model. This is basically a reflective exercise where the core itself is examined by participants in the organization and modified.

Note that these all eight means take place simultaneously and non-autonomously.

External

Internal

Core

Anyone who has closely observed the practices of cognition is struck with the fact that the "mind" rarely works alone. The intelligences revealed through these practices are distributed -- across minds, persons, and the symbolic and physical environments, both natural and artificial. - Roy Pea (1993)

