

players (within and outside of government) to innovate and learn better ways of achieving those objectives.

Reiterating Alboim's conclusions, Rosell noted that in the past it was easier to take for granted that "we" had a sufficiently shared view of the world. Today, with the players multiplying (*e.g.*, media, interest groups, industries, other governments) and with each proposing potentially different points of view/frameworks of interpretation, citizens have access to many more frameworks of interpretation and this has fundamental implications for the process of governance.

Rosell provided participants with a series of recommendations on how a series of shared frameworks could be constructed as a basis for more effective governance. Some of the approaches explored by the Roundtable included: developing the public service as a learning organization, skilled in the process by which data and information are translated into knowledge, and by which shared frameworks of interpretation are created; and recognizing that sharing knowledge is the key to effective leadership. That is, in the information society it is increasingly self-defeating to try to control what information is released or available, and that the real challenge is to provide leadership to the process by which people interpret and make sense of that information, including: more proactive approaches to the media; using ITs to foster social learning; developing learning-based alternatives to regulation; alternative dispute resolution; stakeholder summits; and a variety of market-based approaches.

Rosell concluded that in the world of rapid change, rich interconnections, eroding boundaries, multiplying interest groups and fragmenting belief systems, the process of constructing such shared frameworks becomes key. He said that what is most important is the continuing learning process by which we construct those shared mental maps, and so provide the framework within which a wide range of players can innovate a succession of policy initiatives to deal with rapid change.

ROUNDTABLE AND OPEN DISCUSSION

After Dr. Rosell's presentation, there was a roundtable and open discussion to draw some preliminary implications from the day's discussions. The participants concluded that re-engineering must take place since government for its part is still dealing with modes of production fit for the industrial rather than the informatics age. Another issue that arose during this discussion was whether government could represent the will of the people in an age of instantaneous information flow. Or, would it have to prohibit the flow of information made possible by IT? This creates a certain absolutism about IT: either it is completely controlled or completely liberated.

One participant suggested that perhaps one way to get around this absolutism is to, as Rosell suggested, increasingly share not only power but also wealth both between the private and public sectors as well as between states.