

# What have Hood and Jackson ever done for us?

## Persuasive argument versus explanatory theory in SDI development

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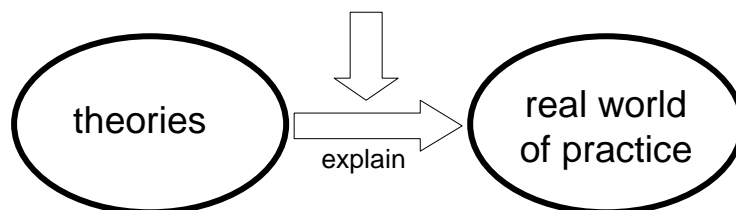
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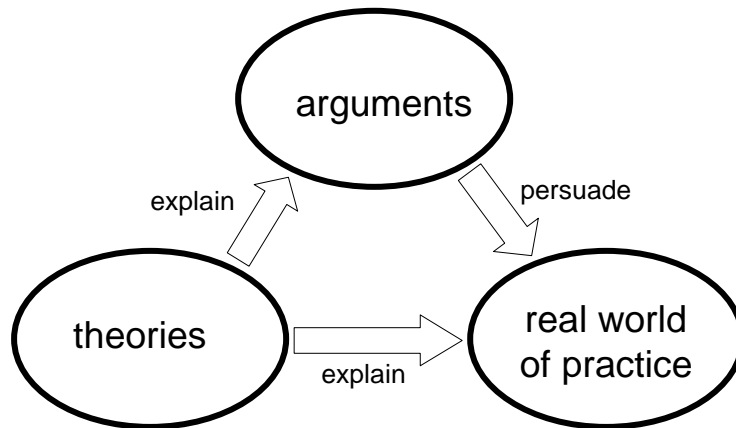
- Public Management Institute
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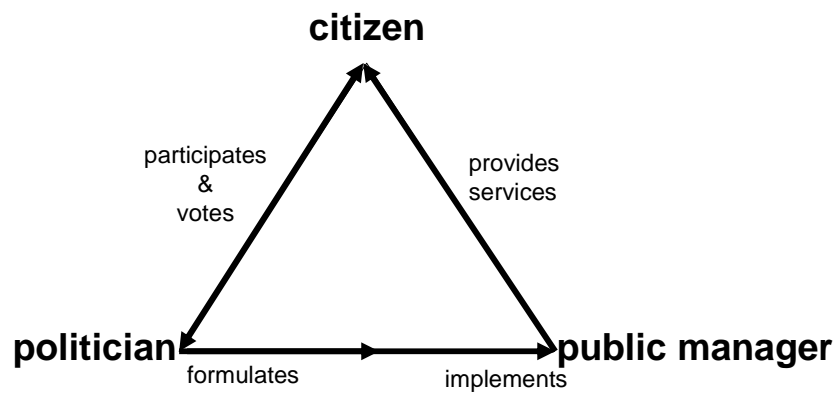
- Department Mathematics, Operational Research, Statistics and Information systems for Management



## three issues



## ideal world

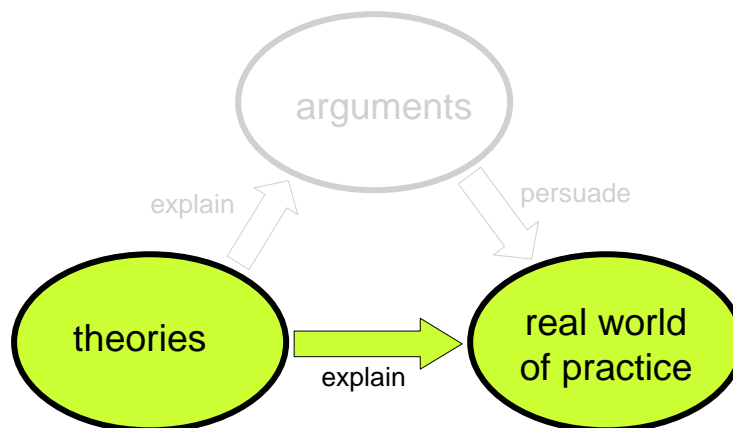




## real world of practice (3)

- which design produces which performance in given circumstances?
  - geolCT architecture → patterns of use
  - organisational structure → data sharing
    - restructuring within government (SLIP, Australia)
    - external to government structures (SNB, Canada)
    - joint venture by key data users (GBKN, NL)
    - etc
- problems contextually, materially and temporally bounded

## first line of work



## theory explaining practice (1)

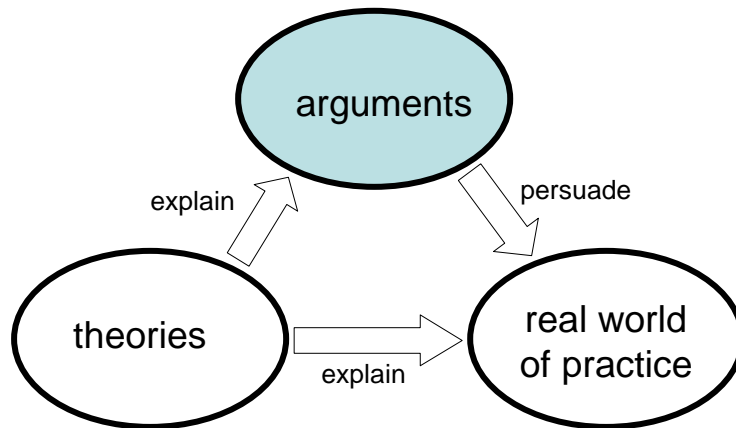
- why a certain administrative design produces a certain performance?
  - [initiated by Herbert Simon in the 1950s for administrative science]
  - focus in GI Science: explain SDI success or failure, why SDI takes different shapes and sizes
  - key test: explanatory power
  - problematic: link between design and performance
  - method of proof: systematic analysis of cases, formal logic, 'hard data', exhaustive logical proof, strictly controlled experiment

## theory explaining practice (2)

	stream I	stream II	stream III
perspective [beliefs]	technological or organisational imperative	emergent	sociomateriality
logical structure	variance	process	relationships
view of the technical and social worlds	humans / organisations are discrete, dependent entities	humans / organisations are interdependent systems that shape each other	humans / organisations and technology are assumed to exist only through their entangled intra-relating

Orlikowski and Scott, 2008

## arguments



## examples of arguments (=doctrines)

- 99 doctrines catalogued by Hood and Jackson
  - ‘what’ doctrines
  - ‘who’ doctrines
  - ‘how’ doctrines
- fewer justifications:
  - efficiency, effectiveness, equity, fairness, honesty, reliability, adaptivity, robustness, etc
- even fewer philosophies of public management:
  - egalitarianism, individualism, etc

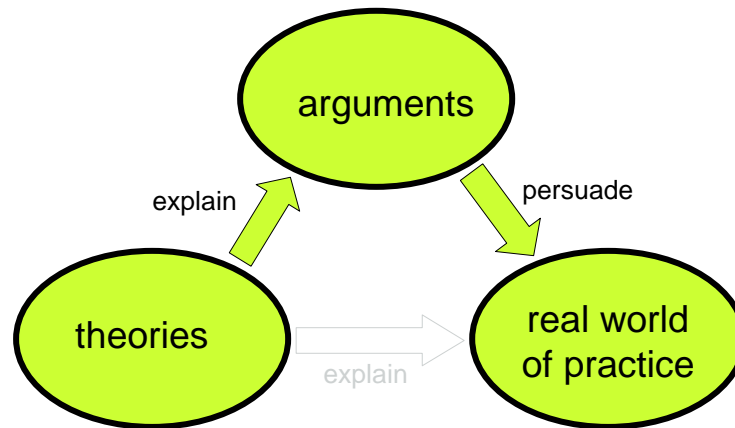
## features of arguments

- ubiquitous
- many and contradictory, but not infinite
- they win by a social process, which labels them as the received view, accords them prominence, and ignores competing doctrines as heresies
- often unstable, subject to fashions and fads
- tend to rotate

## 'how' and 'why' they persuade?

- how do arguments persuade (or not)?
  - [doctrines compiled by Hood and Jackson in 1991]
  - focus: influencing
  - key test: persuasive power
  - problematic: link between argument and acceptance
  - method of 'proof' : art of rhetoric
- why arguments persuade (or not)?
  - same way as keys opening (or not) a social lock – arguments mesh with culture

## second line of work



## theory explaining the 'how' (1)

Art of rhetoric (Aristotle)

- Ethos : credibility factor of the speaker
- Pathos : emotional atmosphere to put the audience in an appropriate frame of mind
- Logos: the substantive arguments used
  - Enthymema: a foreshortened chain of reasoning

## theory explaining the 'why' (2)

### Cultural theory (Mary Douglas)

- No 'universals' exist
- A rhetorical key varies with cultural bias.
- Rhetoric meshes and interact with culture
  
- Each philosophy of doing management links to a particular kind of rhetoric

## example: GI free of charge (1)

- ethos: solidaristic figure (academic)
- pathos: tragedy of information commons
- logos:
  - “citizen advocates need to force a tallying process”
  - “require of government officials an “information access impact statement”
  - “societal cost on those causing it”

## example: GI free of charge (2)

- Ethos: solidaristic figure (academic)
- Pathos: tragedy of information commons
- Logos:
  - “citizen advocates need to force a tallying process”: **participation**
  - “require of government officials an “information access impact statement”: **mutuality**
  - “societal cost on those causing it”: **accountability**

→ typical egalitarian justifications

## example: GI cost recovery (1)

- Ethos: lonely figure (government agency)
- Pathos: fear of uncertain, declining core budgets from taxation
- Logos:
  - “data charging builds extra capacity to meet diverse needs”
  - “capacity enhancement needed to face uncertainty”

## example: GI cost recovery (2)

- Ethos: lonely figure (government agency)
- Pathos: fear of uncertain, declining core budgets from taxations
- Logos:
  - “data charging builds extra capacity to meet diverse needs”: **efficiency**
  - “capacity enhancement needed to face uncertainty”: **effectiveness**

→ typical individualistic justifications

## why bother with arguments?

- several have been catalogued by Hood and Jackson
- opportunity to add new arguments, related to government held information resources
- critically examine the persuasive power of arguments as they travel across space and time:
  - how are arguments copied from prestigious global templates?
  - how are they ‘edited’ as they travel?
  - who is privileged to speak? from which institutions? when?
  - how they inspire (or not) action and enable communication?

thank you

