



Setup	
Title	Glass House: Radically transparent email
Summary	Implement a “transparent” corporate email system which enables anyone in the organization to search the content of any published email.
Moonshots	<ul style="list-style-type: none">• Create a democracy of information• Increase trust and reduce fear
Problem	<ul style="list-style-type: none">• Access to critical information has been closely associated with positional authority, leading to “Balkanization” of key data and suppressing the emergence of “natural” leaders within the organization
Solution	<ul style="list-style-type: none">• Retraining of the organization around the “culture” of email to set the expectation that all emails are the beginning (first “thread”) of a company-wide forum, rather than a private conversation• Development/licensing of a robust search methodology that allows users to perform contextual searches of emails and to sort/filter results• Development of an accompanying reputational capital system, allowing the relative value of people’s contributions and their degree of collaboration to be assessed and rewarded (i.e. those individuals whose emails were often searched/forwarded/ replied to would be awarded a higher score)• Development of an email scoring system, by which employees are scored on the efficiency and effectiveness of their emails.
Impact	<ul style="list-style-type: none">• Improved quality of decisions, by virtue of increased availability of critical information.• Greater cooperation and cross-functional collaboration within organization, as information serves as the incentive• Reduction in unnecessary communication (due to ability for seekers of information to retrieve needed information on their own)• Increased employee trust levels, thanks to employees feeling they are being trusted with critical information• Increased management visibility as to employee concerns, by virtue of ability to monitor the frequency of key searches



Challenges & Suggestions	<p>Challenge: Initial negative impact on productivity, as employees take advantage of newfound freedom to search each others' inboxes.</p> <p>Challenge: Employees might view open system as a "fig leaf" for management to track their behavior/productivity (although such capability often already exists in conventional email systems).</p> <p>Challenge: Certain information (e.g. performance reviews) might not be appropriate to distribute to the broader employee base</p> <p>Challenge: Information contained in selected emails is proprietary, and if leaked to the external world would cause harm to the company.</p>	<p>Suggestion: Limit usage of functionality initially and slowly relax limits over time.</p> <p>Suggestion: Continually communicate that the visibility is two-way (i.e. front-line employees can view the emails of the CEO as easily as their own)</p> <p>Suggestion: Configure search capability so that attachments are stripped from search results, allowing people to safeguard sensitive data (search results should indicate the presence and potentially title of the attachment so that searcher can request the attachment if relevant. Restrict the use of certain search terms (e.g. sexual harassment)</p> <p>Suggestion: Limit users' ability to forward retrieved emails to an external email address; allow email authors to apply a confidential stamp to emails, and require searchers to get a "key" from authors before they can view an email designated in this fashion.</p>
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Management Innovation eXchange

Improving the technology of human accomplishment

First Steps	<ul style="list-style-type: none">• Develop limited search functionality (i.e. ability to search for emails but only view header information)• Release functionality for a few selected functions with less-sensitive data
Tags	email, information sharing, open access, confidential, proprietary
Credits	Paul Edelmann, Steve Jurvetson, Vivek Kapur, Andrew McAfee, Tom Malone, Leighton Read, Dan Simpson, James Surowiecki
Materials	"Sony Airs Its (Dirty?) Laundry" TK citation "Here Comes Everybody" http://www.amazon.com/gp/product/1594201536