

September 2020

THE EDITOR SPEAKS - Business Empathy



Many studies have concluded that Emotional Intelligence is one of the most important characteristic of successful business leaders. Emotional intelligence focuses on the understanding of why people behave the way they do in order to maximize their engagement and performance at their jobs. Given the increase in remote working, emotional intelligence has become even more important since the environment has reduced the amount of observable behavioral cues.

A leader's own behaviors and self-awareness are crucial factors that allow a leader to properly process the behavioral cues of employees. Before a leader can hope to influence the behaviors of their employees, they must first be aware of their own behavioral cues they send to their employees. Employee behaviors are often manifested through a filter based on their observations of the behavior of their supervisors. Employee behaviors are often a reaction to the stresses and pressures the employee believes their supervisors are experiencing. In the situation where a leader wants to encourage employees to increase productivity, a message of encouragement is important but for its delivery to be successful, the leader must consider the environment in which the message will be received. 2020 has certainly put new pressures on employees, both personal and professional, and it has changed the vehicles which leaders utilize to obtain data and manage their employee relationships.

While most conversations about emotional intelligence are focused on motivating employees, a similar concept can be applied to customer relationships. By applying similar concepts to customer relationships, it is possible to stimulate increased success with customers. While COVID-19 has had a significant impact on employee behaviors, the impact to customers may even be more dramatic. Customers are traveling less, networking less and interacting with vendors less. Interactions with customers that do not take into account the impact the pandemic has on customers can be disastrous. The historic basis that formed the foundation of established relationships has shifted and empathetic business leaders must first appreciate the shift from the perspective of the customer.

To achieve this end, the traditional mainstay of the customer relationship, such as the business meeting, the lunch, or the conference have largely been virtualized. In contrast, email and phone calls have increased in importance along with online content including the website proper, video, and even newsletters. Customer feedback from these channels becomes an important input to the business empathy process but statistical analysis of this data often results in a masking of individualized communications necessary to understand the issues faced by customers. This implies that the online tools that were developed to support mass communications to a geographically diverse customer base may need to evolve in order to support an increased need for personalized feedback.

Darwin observed that evolution is not a smooth trajectory but rather takes place as series of fits and starts. Business is constantly evolving but perhaps we find ourselves in the midst of a Darwinian period of accelerated evolution that

will eventually calm once we have shifted management practices to be more in sync with the needs and concerns of both employees and customers.

UPCOMING VIRTUAL EVENTS

Oct 1, 2020 Horasis Extraordinary Meeting. An online conference focused on innovation and futures vision.

Oct 5-8, 2020. Interop Digital. A virtual conference for IT professionals

Oct 14-16, 2020. Cybersecurity for Smart Cities 2020. A virtual security conference for Smart Cities.

Oct 16-19, 2020. IDEAS Global AI Conference. A virtual conference focused on AI and associated data sciences..

Oct 23-25, 2020. Data Con LA. A virtual conference on Data Analytics

Oct 27-29, 2020. GSMA Thrive North America. A virtual conference focused on mobility and 5G.

Oct 29-30, 2020. NIST Smart Regions Workshop. A virtual conference (held in conjunction with Smart Cities Connect).

Nov 4-6, 2020. AGC LA Virtual Business Conference.A conference for the Investor and Innovation Community

Nov 12-13, 2020 Los Angeles Virtual Digital Government SummitA conference dedicated to government operations and support

Nov 17-18, 2020. Smart City Live 2020. On online conference substituting for the Barcelona Smart City Conference.

Nov 17-19, 2020. CoMotion LA 2020. On online conference focused on Smart Cities.

If you have an event that you would like us to include in our newsletter, please send an email to manager@i3-iot.net

READER CONTRIBUTION: Post Pandemic: Will Cities Choose to Reboot? By Chelsea Collier, Founder Digi.City



Six months into this century's pandemic, we have all settled into what can only be called an uncomfortable uncertainty. While this is being experienced by all of us on a very personal level, it also holds true for our institutions – including our cities.

COVID-19 has magnified the urban butterfly effect – or how small changes in one system can have massive impact on much larger outcomes. In our digital reality, when those systems are disconnected, chaos has ensued. Transportation, education, healthcare, supply chains and even overall governance is more and more influenced by a technical agenda.

So what are cities and city leaders to do? It turns out that there are, in fact, choices about the way forward. Arundhati Roy describes the "Pandemic as a Portal" explaining that, "historically, pandemics have forced humans to break with the past and imagine their world anew. This one is no different. It is a portal, a gateway between one world and the next."

She goes on to explain that how we react to the new and emerging reality is the most important choice we can make. When all seems out of control, we may not be able to determine the future, but we can impact how we prepare for it.

The Reset

In the early days of the pandemic, we all leapt into action, rapidly re-configuring systems to mitigate risk. Government was dealing with all-new issues such as how to conduct City Council meetings online, how to support an instantly-remote workforce, how to get information to an anxious public, how to support vulnerable communities who lack access to the online world, the list goes on and on.

Public sector champions pushed through and created laudable solutions. But six months in, it is clear that we all have to move beyond quick fixes. Short-term remedies must now translate into longer-term solutions. This requires a different mindset, new approaches and a new team to implement them.

So what happens beyond The Reset? City leaders essentially have two choices: resume or reboot.

The Desire to Resume to “Normal”

Wanting for things to return to a known, normalized state is natural. It feels powerless to see our small businesses suffer, renters evicted, large swaths of our neighborhoods disconnected. We long to return to our lives pre-pandemic and enjoy the freedoms we perhaps took for granted – hugs, handshakes, going to work, going to school, going anywhere.

Many cities will also want to return to the way things were. And to be fair, the system of government strives for stability. In times of less upheaval, city government does the yeoman’s work of civil service. But well-intentioned efforts can result in policies, regulations, departmental structures and programs that are mired in bureaucracy and appear to be disconnected from real-time need.

The reality check is proving that there is no going back. To choose the Resume path is to invite new suffering. We are at an inflection point where we have the opportunity to reboot, to refresh, to re-imagine.

The Reboot and a Role for Smart Cities

We must adjust and learn how to live in a constant state of disruption. Instead of consistency, we must build resiliency. Instead of a decade-long strategic plan, we must learn how to deliver shorter-term solutions driven by firmly held values and beliefs. It will require doing things very differently.

The Reboot approach implied a technical infusion. It requires a commitment to building out foundational infrastructure and sensor-enabled systems that are built to encourage new approaches. With this connected platform, solutions to civic and social challenges come more quickly because we have the data-driven insights to support them. This is the true hope and the potential promise of the human-centered smart city.

The Next Steps

So how do we do it? Moving forward on the Reboot option are the same [7 Steps to Building a Smarter Community](#): (1) Define your customer (your people) (2) Map your landscape (3) Define your problem (4) Prioritize your focus areas (5) Identify solutions and test (6) Implement solutions (7) Measure and adapt.

If that sounds daunting, the good news is that government does not have to do it alone. The Smart City Ecosystem is designed for collaboration, emphasizing what each sector has to offer as a way of filling the gaps.

The New Reality

The only known from now on is the unknown. That is a difficult reality to sit with, even for those who thrive on solving intractable problems where there may seem to be few solutions. We do have the option to embrace this era – as Arundhati Roy suggests – create a better reality. But we all must come to grips with this new truth and support each other – especially our community leaders – in forging the next steps. Our cities – and all who live in them – depend on it.

THE I³ CORNER

I3 Systems development team has created an instance of an I3 Node for the City of Los Angeles to use in the beta test process. We are currently working with the City to create a comprehensive beta test plan. A key difference between the open source version of the I3 software and the I3 Systems version of the software is that the later has been specifically designed for active operational settings. With that in mind, a part of the beta test program includes a long term soak process which allows us to validate the resiliency of the system. Upon completion of the beta test program (which runs through the rest of 2020), the software will be commercially launched.

While the software is in beta test, I3 Systems will be ramping up its marketing program. In the month of October we will be speaking at four different conferences and are lining up our November/December speaking calendar as well. We have also begun moving forward with interested parties to begin scheduling 2021 installations. While the I3 Systems team is extremely talented, we are also committed to quality. That means that early installations will be spaced so that we are able to spend the time necessary to make our customers successful. So book your installation early. If your needs change, it is generally easier to adjust an established date than to find an opening in an established schedule.

We are All Entrepreneurs by Federico Esteban Herrera (Universidad Catolica de Salta, Argentina)



Being an entrepreneur is often associated with being evil, greedy and cold-hearted, and is related to the willingness to do anything to increase sales and profits regardless of the consequences. This is a misleading view and needs to be clarified.

Etymologically, “enterprise” derives from the Latin verb “inprehendo-endi-ensum”, which means to discover, to see, to perceive, to realize, to seize something we have been unaware of before. This concept was embraced in several cultures; for instance, in the middle ages in France they would use this term to refer to someone who was carrying on an important task, related either to war or to constructions of public buildings; in Portugal, an “empreiteiro”, a definition that is still being used today, was a builder; in Spain, “empresa” was an insignia located in the shield of a knight that indicated the determination to perform a certain important action.

Throughout the years the concept acquired its current meaning: the act of offering a given product or service, satisfying a need or desire, and obtaining a profit from it; but it is important to relate its significance to the definition of human action, to not misinterpret it.

Any person who acts, considering his own goals and desires, and weighing costs and benefits, to modify his present and achieve his objectives in the future, is embracing a business action, thus, is being an entrepreneur. Not only is a person an entrepreneur when he sells something per se, but, in every action taken, his inherent capacity to deliberate between costs and benefits manifests itself. This innate ability to discern that humans have is studied in detail in Austrian economics, which studies the economy as it is shaped and structured by entrepreneurs' actions – and, to use Mises's phrase, with entrepreneurship as the “driving force of the economy”.

On the one hand, entrepreneurship is the pivot from which all economic theory revolves, and without which the economy could not be explained; on the other hand, economics is the science that studies the processes of creation and transmission of entrepreneurial knowledge and that analysis the system that communicates different human actions; in other words, economics studies entrepreneurship itself. Economics and human action are two sides of the same coin and are far more related than commonly known.

Human action involves the search for the best ways to achieve our goals, by analyzing benefits and costs, which are studied carefully in a subjective manner, and which, independently of the situation that is being analyzed, are present on an everyday basis. For instance, when choosing what food to eat or what clothes to buy, we may consider how much we like it, how much it costs, how satisfying it is for us, and how best to proceed with the least amount of effort involved; when studying for an exam, we need to weight, while optimizing it, the time and effort spent studying instead of doing something else, against the, expected, good results and the long term benefits we may obtain; after such analyzes illustrated previously, one reaches a final decision and takes action. Furthermore, human action is any deliberate behavior or conduct taken by a human being.

From this point of view, dogs, for instance, do not act. Of course, we can see their happy faces as soon as we arrive home, but they have been doing this their entire existence. In contrast, we have changed our ways of acting and pursuing our ends while developing and improving our ways of living at an ever-faster pace. The only explanation for that is our capacity to act entrepreneurially.

In economics, to discover or to create are synonyms; that is, they both refer to the process of realizing something one was unaware of before, and proceeding, while being effective and efficient, to satisfy a given need or desire; and, at the same time, reducing the effort and time spent achieving a goal. Technology, for instance, is, probably, the best example of this process of creativity and discovery; it is reflected in a growing material standard of living and an ever more innovative technological amenities that are available to all of us, regardless of the social status. All of this captures the purest, most intimate essence of entrepreneurship.

The misleading view that entrepreneurs are only those in charge of a company is fundamentally and essentially wrong and can sometimes be unproductive. We need to understand that every human is an entrepreneur because every one of us is looking to reduce costs and efforts as much as possible, while achieving, in the best possible way,

our own objectives. Have it not been like this, we would still be in caves and dying at our twenties. To act is to be human, hence, to be entrepreneurs.

Who's Data Is It Anyway? by Jerry Power

Earlier this month I participated in a conversation with an international group of presenters preparing for the Horasis Visions conference. The conversation focused on data ownership. The complexity of the topic is often underappreciated. Data ownership is a complicated and layered topic that is not easily considered.

As a frame of reference, consider a video device sitting on the very edge of the network. Who owns the data that is associated with that device? Whether a private citizen or a government entity deploys a video camera, they control and manage the data that is emitted from that device. So it might be reasonable to assume the deploying entity owns the data coming from that device. However, it can be argued that the images captured by the device represent information about the passersby which gives these people a voice in the ownership conversation. If passersby have a right to control the information detected by their presence in a public space, does that mean the individuals have the right to request their images be deleted? How do they even know if their images have been recorded unless they can demand that the device owner disclose the data to them? What if the image stream contains images of other passersby - does everyone have a voice in the conversation?

If the assumption is that the device owner is the legitimate owner of the data produced by the devices they deploy, what obligations have they taken on by deploying the device? Can device owners freely utilize data analytics to monitor the images for their own use? Can they sell the raw data to a third party? Perhaps incremental obligations only become an issue when the data is sold or given to another entity. Does the third party assume some level of liability when they accept data from a data producer?

A logical conclusion might be that the entity that deploys an IOT device owns the data which that device produces. If the data contains descriptive information about a subject, that subject may have certain rights (e.g. the right to deny resale, to ask for deletion, or edits) but the subjects are not data owners because they have no direct access or control over the data.

Such questions go beyond IOT technology owners and are legitimate questions for anyone participating in the data economy. Once the data leaves the IOT device, it must go somewhere – a place where the raw data can be turned into actionable intelligence. If the data is given to a third party for processing, who now owns the data? In a digital world, such a transfer of data should be characterized as a duplication of the data since such a transfer implies both the transmitting and receiving party have copies of the same data. Unlike a physical asset like a car which has a VIN, data can easily be replicated making it impossible to point to all the places where data that was derived from a common source might reside. If the assumption is that the company receiving external data takes on obligations to protect data, how can the source company ensure all these third parties are fulfilling their obligations? Do government agencies have the responsibility to make sure the rights and obligations of data owners are being met? While it might be possible to describe the movement of data between two parties as a transfer of ownership, it is more logical to treat such activities as a duplication of the data with the result being that both parties own a copy of that data. This implies that the transfer of data inherently creates the obligation for both parties to protect the data they control.

Efforts to legislate privacy and security mandates have been demonized by some as being an inhibitor to the data economy. However, it can be argued that such rules establish a level playing field which avoids situations where data cannot be transferred between entities without a legally binding contractual agreement first being put in place. Blockchain advocates suggest that smart-contract technology was designed to support such interactions but these statements are difficult to evaluate because there are so many variations of this technology. (The original blockchain systems were designed to decentralize and obscure financial transactions. Many new blockchain systems have emerged since then that support smart contracts which might be applicable as long as they have been enriched to allow contractual transparency and organizational oversight).

One of the more interesting points the discussion reflected on the fact that no matter the technology or legislative environment, there will always be bad actors. An anonymous world enables bad actors to hide and our experiences with the social network suggest that an anonymous world actually encourages bad actors because they no longer fear exposure. Accepting that as the data ecosystem grows, the number of bad actors will increase, individuals participating in the ecosystem must be counseled not to give their data to untrusted parties. Further, companies must embrace the fact that more data will be available to trusted data partners compared to unknown or disreputable organizations. If data is the new oil, trust between participants becomes the enabler that is necessary to allow data to flow. Warren Bennis said "trust is the lubrication that makes it possible for organizations to work." That same sentiment can be applied to data in that trust is the lubrication that makes it possible for organizations to work with partners and customers.

READINGS FROM THE EDITOR'S DESK

- **Leading your team of hunter-gatherers.** Many pandemic driven changes in the workplace will be permanent. Team structures will become more dynamic with leadership roles and rewards becoming more dependent on the immediate need and collaboration with less of a dependency on a rigid hierarchy.
- **Zero-based budgeting for health plans: Dealing with uncertainty ahead.** Budgeting often starts with last year's budget and adds or subtracts based on what is working. Zero-based budgeting starts with a blank page and justifies each expense. Expect to see more zero based budgeting given current levels of uncertainty.
- **Evolving partner roles in Industry 4.0.** Industry 4.0 makes partnerships more important and changes the nature of partnerships. Legacy partners set rules to chase opportunities. 4.0 partnerships are based on ecosystems where groups of partners allow the opportunity to drive the rules.
- **Six problem-solving mindsets for very uncertain times.** McKinsey identifies 6 traits associated with leaders during uncertain times. But the traits should apply to leaders at ANY time. Even in stable times, leaders should be looking for ways to improve performance; moving forward often calls for disruption.
- **5 ways to speed up the creation of smart cities.** World Economic Forum points to key points for a smart-cities program (actually any smart tech program). Among them are the need for tech plans to be agile/adaptable. Also, the importance of using data as an asset that needs to be actively managed.
- **Putting a price on transparency.** Transparency improves trust in health care. Alternatively, the lack of transparency increases suspicion in a when institutional skepticism is abundant. This is not just a healthcare issue but a business issue that will need to be faced across the board.
- **Digital lean manufacturing.** Lean manufacturing requires lots of data. Data is key to setting objectives, measuring progress, and identifying opportunities for continuous improvement. Orchestrating it all is difficult but eventually it has to pull in data from partners/suppliers.

LET'S CONTINUE THE CONVERSATION

Please feel free to forward this email to your friends and colleagues who you believe would benefit from participation in our community. For those of you who wish to be included among those who believe that technology is a tool and that business success is achieved by skilled wielding of the tools available to us, feel free to reach out to us. If you have suggestions, topics you want to see included in future newsletter updates, or other general inquiries, feel free to email us at manager@i3-iot.net. The ideas expressed in this newsletter are intended to stimulate conversation and dialog that will lead to a better understanding of our collective future. The opinions may not necessarily reflect the opinions of any members of our community of interested people.

ABOUT I3/CTM

Originally founded under the guidance of USC, the Institute for Communication Technology and Management (CTM) was formed to support a deregulated telecom industry. Over time, computer and networking technologies evolved and grew changing the way we do business and live our lives. The CTM Newsletter was created as a vehicle to foster continued conversation about tech associated issues that transcend specific technologies and specific industries. CTM conducted foundational Internet-of-Things research and created a community driven IoT network vision. Working with the engineers at USC's Viterbi School of Engineering, the cities of Long Beach, Los Angeles, the County of Los Angeles, along with a host of supporting companies, academic institutions, and private individuals, this vision was turned into Open Source software that was released in December 2019. I3 Systems was formed to pursue commercial opportunities based on the work of the I3 Consortium and the concepts published in the newsletter. With this grass roots tech movement, the newsletter evolved and continues these conversations even further.

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