

Governance of sport management: design of viable initiatives based on grassroots governance, co-design and co-management.

OR

The (Unexpected) Virtue of Ignorance



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Things to keep in mind in during this presentation (1):

This presentation is (or will ASK you to be):



bipolar Friendly  
y

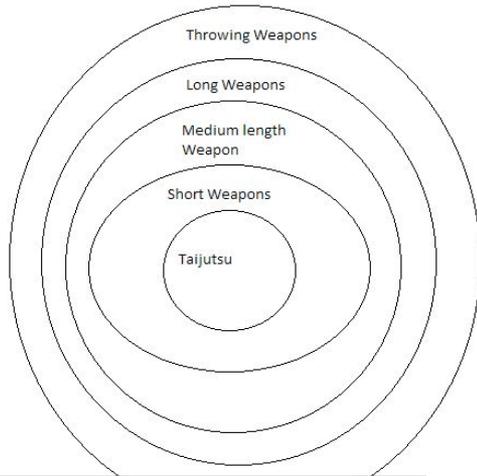


Friendly

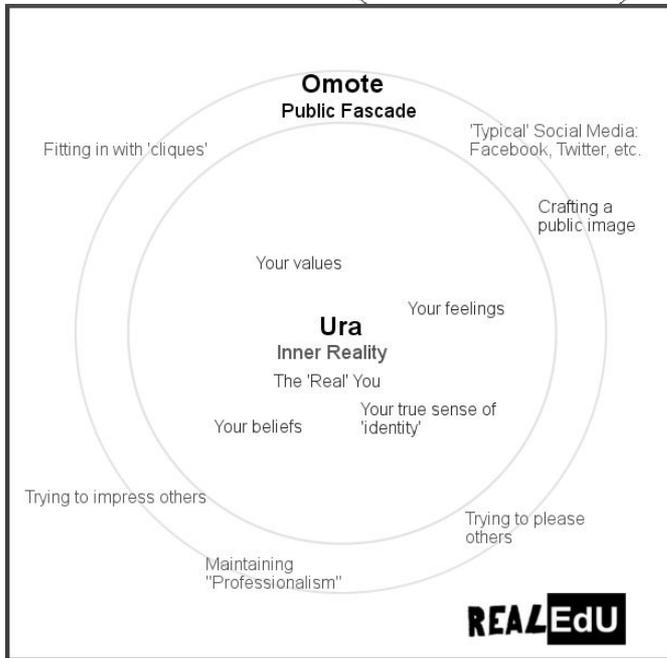
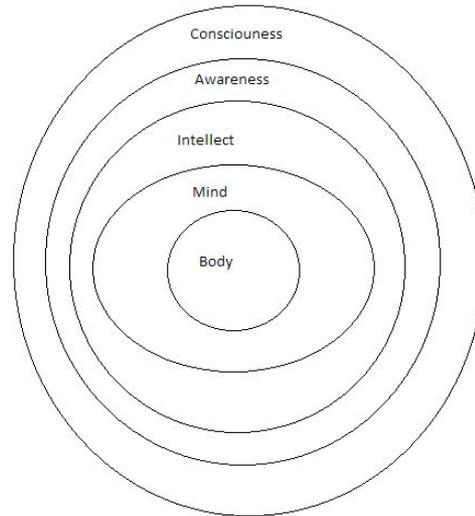
... (now you got it!!! ... is all about being friendly) ...

# Things to keep in mind during this presentation 2:

Omote



Ura



AI 合 (Harmony (Balance))  
 KI 氣 (Energy (Life))  
 DO 道 (Way (Path))



## The broad context: MEDELLIN

History - sephardi

Culture - Patriarchal - VERY hierarchical society - Conservative

Plus.. what you know (or have been told) about Medellin

... but:

2003 - Sergio Fajardo

Agenda of sustainability (sustainability) - Framework plan

Surf the wave:

- Sustainable city
- Smart city (0.1 & 0.2)
- The internet of everything
- Big data

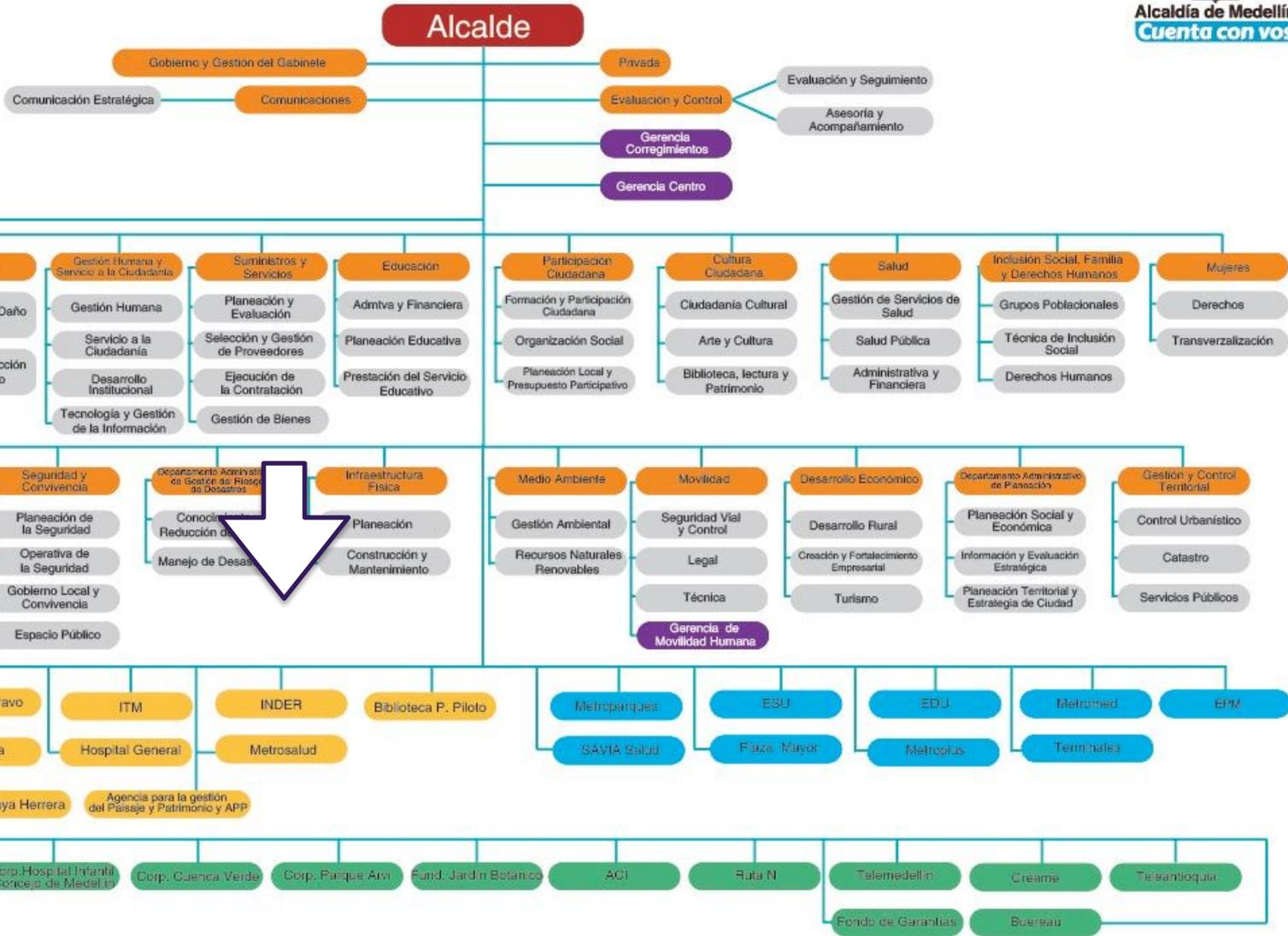
Somehow trying to be flat...

# Estructura Administrativa Municipio de Medellín

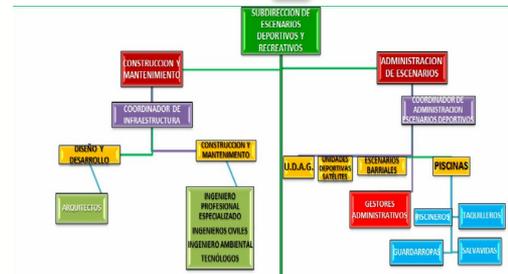
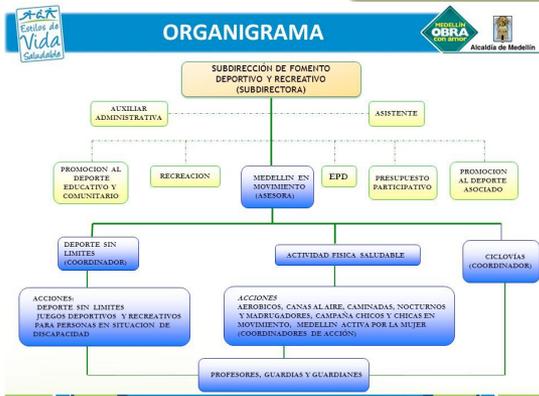


Alcaldía de Medellín  
Cuenta con vos

- Secretaría Departamento Administrativo
- Subsecretaría Subdirección
- Ente descentralizado adscrito
- Ente descentralizado vinculado
- Ente descentralizado indirecto
- Gerencia



# INDER



# Org.: Culture Diagnostic

Top down

Hierarchical

Patriarchal

Power centred

Functional Management (public)

Theory X

Strong Identity

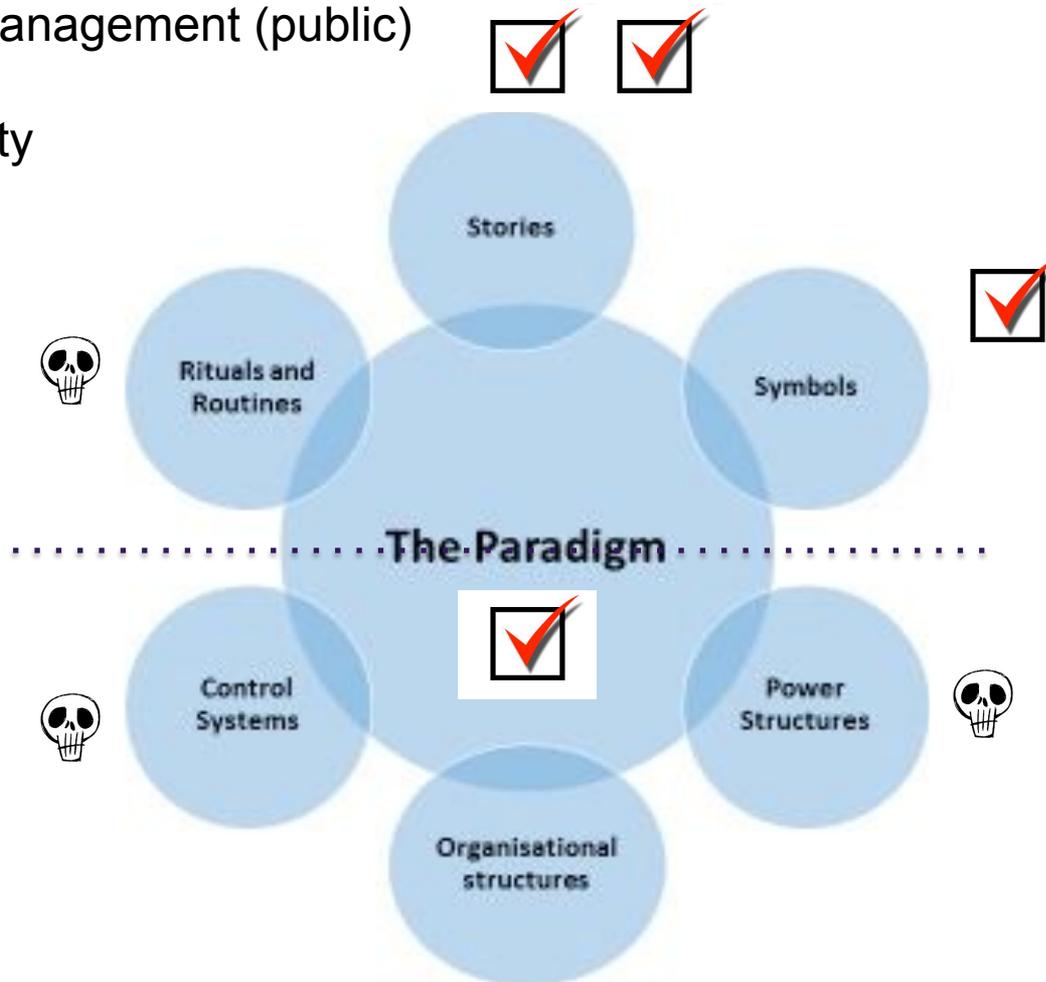
# Values:

Inclusiveness

Equality

Efficiency

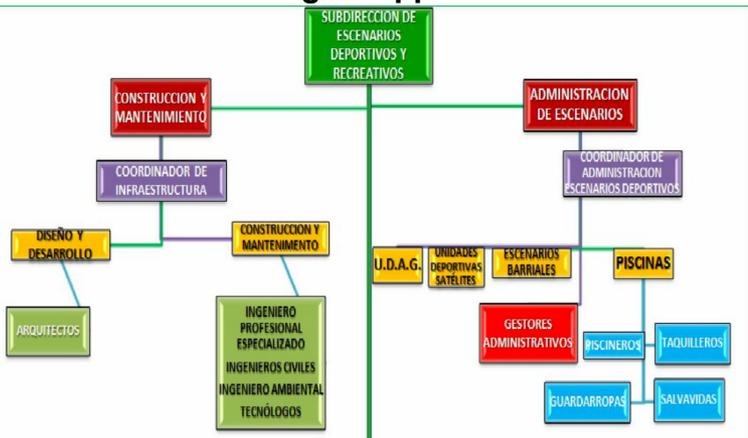
Tolerance



# INDER

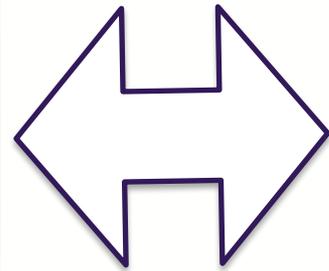


however... is not here where the magic happens..



## THE CHALLENGE:

Design Indicators to measure the (social) impact of the NEW infrastructure (UVAs)

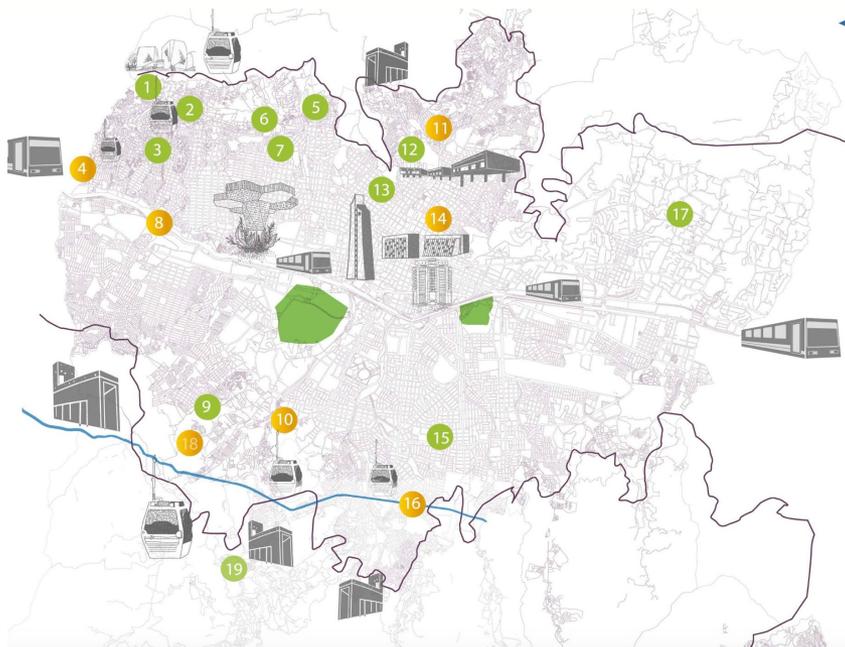


Lower level of recursion

**UVAs**



## The past of Medellin: South-american Games 2010



Distribution of the 20 UVAs in Medellin, around the city giving priority to Districts with vulnerable population –not free of conflict

# The Concept UVA: Articulate Living Units

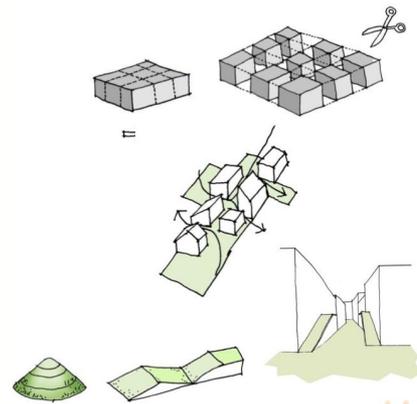
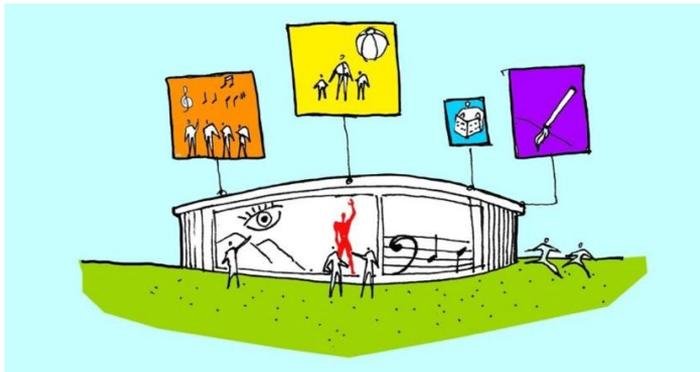
The UVAs are a new urban typology designed to be hubs and open spaces where dynamic of the local communities can be expressed.

The UVAs are (top-end) multipurpose scenarios for sport and cultural expression.

The UVAs are enabling spaces for the development of citizenship and social cohesion and entrepreneurship

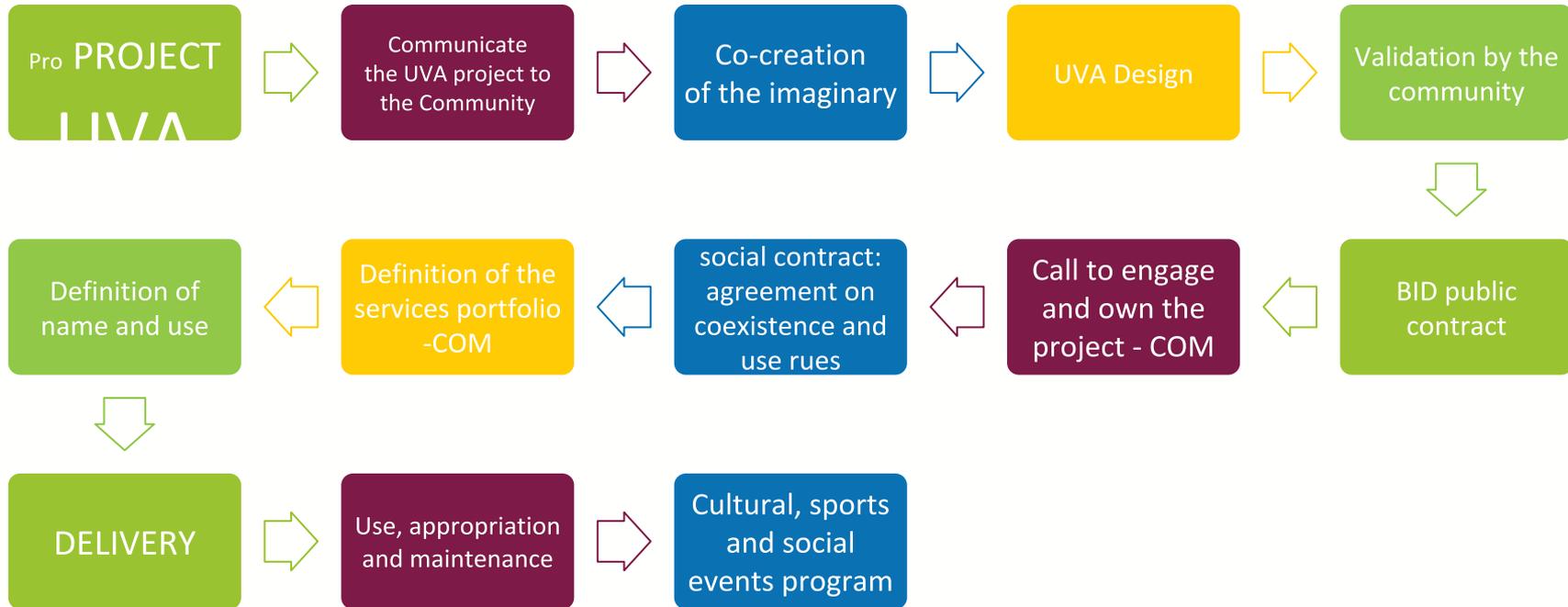
Are the tangible expression of an innovative management model with foundations on the development of social cohesion and the respect and value of life.

Each UVA is a different experience - from the definition of the concept, design, community involvement, appropriation and delivery of the portfolio of activities.



# Building the UVA community

City-School

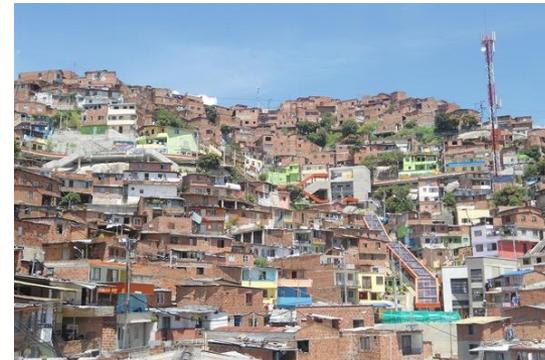


## Estrategia de formación ciudadana

Crear • Comunicar • Compartir • Cuidar

# Imaginary Workshop





## UVAs - Governance and cybernetic view

Result of co-evolution and co-creation (in their design and construction dialog/narratives)

UVAs are an organic response to cope with variety (both at local and higher levels of recursion - different offer of services/facilities through community focused design

Self-Organising units (but not entirely)

Self-governing units (but not totally)

Autonomous (but not completely)

.. and yet, they are happy, and they are a GOOD ORGANISATION - the cat catch the mice!



## Emerging questions:

- Can the 2 models coexist in harmony? ... is that what we are observing here? - is the evidence of a natural transition taking place?

(... so far “we - they - don't care about the colour of the cat as long as it catch the mice!”)

- Could it be valid to affirm that different organisational models and paradigms can apply - without conflict - at different levels of recursion - echelons? (e.g. traditional structures at the top and non-linear and adaptive at the bottom)

If so... which would be the implications? (possible link with complex and complicated)

- Can under these circumstances the bottom-up dynamic change the governance dynamic and the forms at the higher echelons/recursions levels?

... if so... what should be the nature of a cybernetic intervention (REMEMBER: USERS JUST CAN SEE AND UNDERSTAND THE OMOTE FORM!!)

- What should be the URA form of the intervention to affect the higher recursions/echelons from strengthening the non-linear dynamics at the bottom ?



bipolar Friendly



Friendly