Citation:

Link to Leeds Beckett Repository record:
http://eprints.leedsbeckett.ac.uk/3528/

Document Version:
Conference or Workshop Item

The aim of the Leeds Beckett Repository is to provide open access to our research, as required by funder policies and permitted by publishers and copyright law.

The Leeds Beckett repository holds a wide range of publications, each of which has been checked for copyright and the relevant embargo period has been applied by the Research Services team.

We operate on a standard take-down policy. If you are the author or publisher of an output and you would like it removed from the repository, please contact us and we will investigate on a case-by-case basis.

Each thesis in the repository has been cleared where necessary by the author for third party copyright. If you would like a thesis to be removed from the repository or believe there is an issue with copyright, please contact us on openaccess@leedsbeckett.ac.uk and we will investigate on a case-by-case basis.
Governance of sport management: design of viable initiatives based on grassroots governance, co-design and co-management.

OR

The (Unexpected) Virtue of Ignorance

Dr. Pedro Pablo Cardoso – Leeds Beckett University
p.p.Cardoso-castro@leedsbeckett.ac.uk
This presentation is (or will ASK you to be):

... (now you got it!!! ... is all about being friendly) ...
Things to keep in mind during this presentation 2:
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
Estructura Administrativa Municipio de Medellín

Alcalde

- Gobierno y Gestión del Sistema
  - Comunicaciones Estratégicas
  - Comunicaciones

- Gerencia Corresponsalía
  - Evaluación y Gestión
    - Asesoría y Accompañamiento

- Gerencia Centro

Hacienda
- General
  - Ingresos
  - Tesorería
  - Presupuesto y Gestión Financiera

Forvalmed
- APEV

Juventud
- Seguridad y Convivencia
  - Planificación de la Seguridad
  - Operativo de la Seguridad
  - Gobierno Local y Convivencia
  - Espacio Público

Museo Casa de la Memoria
- Sapiencia
- Hospital General
- Metersalud

Aeropuerto Olaya Herrera
- Agenzia para la Gestión del Pasaje y Turismo

Ferrocarril de Antioquia
- Zapla Española
- Corporación Industrial y Comercial de Medellín
- Corp. Guaduas
- Corp. Álvaro
- Fundación Botánica
- ADO
- Ruta N

Telemedellín
- Chiquita
- Telefónica

**Somehow trying to be flat...**
Org.: Culture Diagnostic
Top down
Hierarchical
Patriarchal
Power centred
Functional Management (public)
Theory X
Strong Identity

Values:
Inclusiveness
Equality
Efficiency
Tolerance
THE CHALLENGE:
Design Indicators to measure the (social) impact of the NEW infrastructure (UVAs)

INDER

however… is not here where the magic happens.

Lower level of recursion

UVAs

is HERE!
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

Pro PROJECT UVA

Communicate the UVA project to the Community

Co-creation of the imaginary

UVA Design

Validation by the community

Definition of name and use

Definition of the services portfolio -COM

social contract: agreement on coexistence and use rules

Call to engage and own the project - COM

BID public contract

DELIVERY

Use, appropriation and maintenance

Cultural, sports and social events program

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 no 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-liner 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?