



FIND

Faculty, publications, topics

[FACULTY](#) [RESEARCH](#) [FEATURED TOPICS](#) [ACADEMIC UNITS](#)

WORKING PAPER | HBS WORKING PAPER SERIES | 2009

Informed and Interconnected: A Manifesto for Smarter Cities

by [Rosabeth Moss Kanter](#) and Stanley S. Litow

- PRINT
- EMAIL

About the Author



Rosabeth M. Kanter
General Management

[VIEW PROFILE »](#)

[VIEW PUBLICATIONS »](#)

Abstract

The need for a fresh approach to U.S. communities is more urgent than ever because of the biggest global economic crisis since the Great Depression. Through examination of the barriers to solving urban problems (and the ways they reinforce each other), this paper offers a new approach to community transformation which calls for leaders to use technology to inform and connect people. We need to convert the social safety net into a social safety network through the creation of smarter communities that are information-rich, interconnected, and able to provide opportunities to all citizens. This process has already begun through such programs as Harlem Children's Zone, Baltimore's CitiStat, Elevate Miami, and others. And they can be replicated. But technology alone is not the answer. Realization of the vision requires leaders to invest in the tools, guide their use, and pave the way for transformation. Perhaps the urgency of the current economic crisis can provide the impetus to overcome resistance to change and turn problems into an opportunity to reduce costs, improve services to communities, and make our cities smarter.

Keywords: [Transformation](#); [Investment](#); [Urban Scope](#); [Leadership](#); [Safety](#); [Civil Society or Community](#); [Technology Networks](#); [United States](#);

Language: English | Format: Print | 28 pages

[READ NOW](#)

Citation:

Kanter, Rosabeth Moss, and Stanley S. Litow. "Informed and Interconnected: A Manifesto for Smarter Cities." Harvard Business School Working Paper, No. 09-141, June 2009.

[Export Citation](#)

Contact

Division of Faculty & Research

Harvard Business School
Soldiers Field
Boston, MA 02163
infoservices@hbs.edu

[Map/Directions](#)

Related Links

Christensen Center for Teaching and Learning
Global Research Centers

- Global Research Centers
- Asia-Pacific Research Center
- Japan Research Center (English)
- Europe Research Center
- Latin America Research Center
- India Research Center

Initiatives & Projects

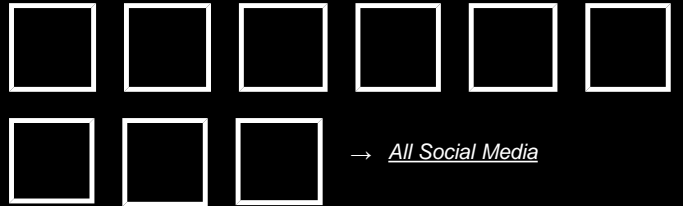
- Initiatives & Projects
- Business & Environment
- Business History
- Entrepreneurship (Rock Center)
- Forum for Growth & Innovation
- Global
- Healthcare
- Institute for Strategy & Competitiveness
- Leadership
- Networked Business
- Public Education Leadership Project
- Social Enterprise
- U.S. Competitiveness



Harvard Business
School
Soldiers Field
Boston, MA 02163

→ [Map & Directions](#)

→ [More Contact
Information](#)



→ [All Social Media](#)

- [Site Map](#)
- [Jobs](#)
- [Harvard University](#)
- [Trademarks](#)
- [Privacy Policy](#)