

**Seminar, 28th February 2020, 1.15 pm**  
**Module: Transformation by Design**  
Seminar Leader: Lukas Fuchs

**Questions for Discussion:**

- 1) What are your key takeaways from the lecture?
- 2) What was unclear during the lecture?
- 3) The House of Commons “a recipe for rip-offs” report identified several areas of failures in pre-2010 government IT management. Choose one and reflect on whether the Government Digital Service (GDS) could improve on them: information, suppliers, in-house knowledge, security, silos in government.
- 4) What could be the limitations and risks of “Digital Government Units”?
- 5) Read Raymond’s characterisation of the development of Linux. Why might the “bazaar” style be particularly suitable for digital projects? How was it reflected in the work of GDS?
- 6) To which extent can the work of GDS be transferred to other countries?

**The Cathedral and the Bazaar**

“Linus Torvalds's style of development - release early and often, delegate everything you can, be open to the point of promiscuity - came as a surprise. No quiet, reverent cathedral-building here - rather, the Linux community seemed to resemble a great babbling bazaar of differing agendas and approaches (aptly symbolized by the Linux archive sites, who'd take submissions from *anyone*) out of which a coherent and stable system could seemingly emerge only by a succession of miracles. The fact that this bazaar style seemed to work, and work well, came as a distinct shock.”

- Eric S. Raymond, *“The Cathedral and the Bazaar”*