

Contributed by State of California Leadership, an Innovation Priority (IP) represents an enterprise-wide challenge that faces the State of California. Cal-IPGCA is comprised of 6 Moonshot Innovation Teams of up to 12 full-time trainees, an innovation facilitator and assistant, + an unlimited number of part-time work-based trainees (partners). [From the classroom](#), the Cal-IPGCA full-time trainees, in collaboration with their part-time work-based training partners, develop these IP's into Moonshot Projects over the course of the 5-month series (May-September). The innovation team construct is designed as an integrated environment that is culturally, departmentally and professionally diverse. Each IP and Innovation Project assimilates the full-force of [Cal-IPGCA's Innovation Cycle](#), its [LMS Curriculum](#), and its [Leadership Teams](#).

## 1. CULTIVATING RISK INTELLIGENCE IN GOVERNMENT OPERATIONS:

Organizations face a multitude of risks in varying sizes and degree of impact (cyber, geopolitical, systemic, etc.). Whether an organization is introducing new policies, products and services or chooses to stay the course (status quo), leaders must learn how to assess the impact of their decision against the probable outcomes to effectively manage risk. *What is the best path forward to transform an environment that has practiced risk aversion to one that embraces risk intelligence in decision-making?*

## 2. DIGITAL TRANSFORMATION AND UPSKILLING THE WORKFORCE:

The digital transformation of organizations will transform how work is conducted and service is delivered. Understanding the disruptive potential and opportunities is critical to ensuring the development of the workforce. *What is the best path forward for the State to up- and right-skill staff needs and employment gaps caused by a lack of digital talent?*

## 3. USERS FIRST: EMBRACING INNOVATION WITHOUT FEAR:

User expectations and our employees' ability to deliver collaborative, innovative, holistically effective processes and services are dependent on having a flexible and trusting environment that allows us to be experimental and build upon innovative ideas without the fear of failure or repercussion. *How can we eliminate restrictive practices that impose an expectation of perfection and finality that excludes the end-user of the process or service? How do we change the current "traditional" practices that impede our workforce from being agile and adopting human-centered design practices in our daily work?*

## 4. MANAGING PRIORITIES AMIDST DISASTERS:

California experienced five federally declared events within 12 months that resulted in mass evacuations and sheltering operations, over 1.2 million acres burned, over 11,000 homes and businesses destroyed, and tragically claimed 66 lives. These events required the sustained and unified effort of all State departments and employees to support all of the communities impacted by these disasters; many are still struggling to recover. Keeping up with existing mission critical program priorities while supporting communities who

are dealing with complex response and recovery needs has placed significant pressure on numerous departments and agencies. *What best practices can departments put in place to better address these long-term needs when disasters strike?*

## 5. MEETING CITIZEN NEEDS – BACK TO THE CENTER:

Meeting our citizens' needs requires government move those we serve, particularly those disadvantaged. If we expect movement we must engage, inspire, motivate and empower our constituents. We must come back to the center in a humanistic approach; ensuring our systems become a support to and not the focus of the programs and services needed. The people we serve must be engaged as the heart of the process. Our education, rehabilitation, hiring, procurement, and technology need to create a path of entry for all. *How can we construct bridges for inclusive environments where our services can exponentially grow as a result of collaboratively building momentum through the collective impact we achieve?*

## 6. TRANSFORMING SILO MENTALITY:

A silo mentality is inward looking and resists sharing information, resources and ideas with other people or department. Silo mentality begins at the level of our beliefs. It places restrictive boundaries that inhibit employee engagement and programmatic, departmental and organizational productivity. Silos also restrict agility and response to real time change. Despite omnipresent silo mentality, there are ever-present examples that demonstrate the instantaneous break-down of silos within the environments of disaster and emergency response. These "breakthroughs" spotlight exceptional performance and leadership at all strata of government. Doors to policy barriers are opened. Bias and competition are replaced by a pervasive unified response. Breakthrough outcomes are achieved in days – not months or years. Yet, once the disaster is resolved, the siloed status-quo rapidly regenerates. *How can we use disaster response as a tool of learning for operational and behavioral change? How do we transform silo mentality as instantaneously as emergency response?*