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COHORT 2018

INNOVATION PLAYBOOK

FOR GOVERNMENT CHANGE AGENTS

Post-event Report

Cal-IPGCA

Alumni Association

*Membership is open to all!*

**Vision:** Creating a community of California government change agents who lead tomorrow's innovative work force, TODAY!

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The **INNOVATION PLAYBOOK** is structured as a 360° applied training environment. Trainees toggle between monthly classroom training and applied experiential learning within their work environment. Integrating and synergizing participation across all levels of government – from entry level to senior executives, innovation teams come together to develop specifically targeted projects or programs that meet key enterprise-wide challenges identified by the State of California agency leaders.

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# Cal-IPGCA COHORT 2018: EXECUTIVE SUMMARY REPORT

## COHORT 2018: VIDEO INNOVATION JOURNEY

Short vignettes that communicate the inspirational journey and milestones of the Cal-IPGCA Cohort trainees!

## COHORT 2018: GOALS

Cal-IPGCA Goals initiate an iterative sequence of change as a continuum, predicated on how each of us is willing to: Challenge, Build, Transform and Thrive.

## COHORT 2018: APPROACH - INNOVATION CYCLE

The engine of the Cal-IPGCA innovation cycle is fueled by the dynamic interaction that exists between 9 distinct program areas that function interdependently.

To enhance real-time innovation, Cal-IPGCA's organic approach breaks through silos to cross-pollinate people and resources across all participating departments and agencies.

## COHORT 2018: TEAMS, MOONSHOTS, OUTCOMES

Contributed by State of California Leadership, Cohort 2018 trainees were tasked to innovate moonshot outcomes for 5 Innovation Priorities (IPs). The moonshot projects were developed over a 5-Month timeframe, conducted via one training class per month. The teamed IPs represented enterprise-wide challenges facing the State of California. You'll find their outcomes here.

## COHORT 2018: EXPERIENTIAL LEARNING - CalHR Leadership Values

Cal-IPGCA deploys the GovOps-CalHR 9 Leadership Values through 41 work-based LMS Training modules. These modules feature state leadership as they articulate a lesson that trainees must then "incubate" as applied outcomes—demonstrated in their personal and professional lives and teamed innovation projects. Individual Innovation Playbooks document results. These videos are released on Tuesday, Wednesday and Thursday mornings of each week during the 5-Month training series. The CalHR Values and their purpose are explained.

## COHORT 2018: EXPERIENTIAL LEARNING OUTCOMES

This consolidated report aggregates the Experiential Learning Outcomes of our full-time and part-time Cohort Trainees. The performance-driven data tells the analytic and text-based outcomes for the 41 modules offered. We often hear from trainees that Cal-IPGCA is a transformative experience and our data substantiates the accelerating human potential of the state's workforce.

## COHORT 2018: INNOVATIONIST OUTCOMES

Presenting as an "Innovationist" is not an assignment nor a requirement of the Cal-IPGCA Program. This is a fully voluntary opportunity where Cal-IPGCA Cohort 2018 trainees were asked to volunteer to present "Ted-Talk-Style" perspectives on innovation. Cal-IPGCA's 14 Innovationist performances are featured here. Each presentation is 2-5 minutes. They're transformative!

## COHORT 2018: DEPLOYMENT AND NEXT STEPS

Cal-IPGCA isn't simply a leadership and innovation training program. Our executive sponsors describe this program as a "movement". Movements must have a continuous source of fuel to not simply sustain, but exponentially advance innovation that has been activated. Here you will find a path for deployment and next steps...in progress!

# Cal-IPGCA COHORT 2018: VIDEO INNOVATION JOURNEY

Cohort 2018 - A video journey of leadership, innovation, transformation and change...

▶ **August 9, 2018**  
"We are the Change"

▶ **August 16, 2018**  
"The Launch"

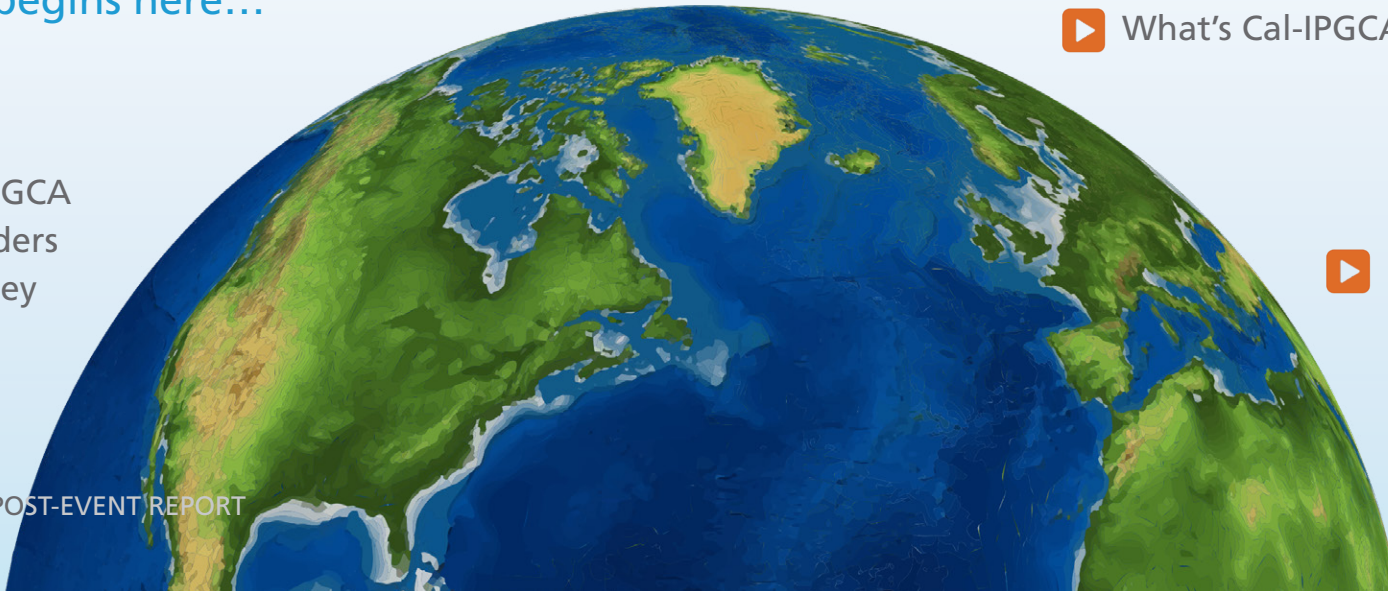
▶ **September 13, 2018**  
"It's the Climb"

The journey begins here...

▶ Cal-IPGCA  
Founders  
Journey

▶ What's Cal-IPGCA?

▶ What's  
KollaborNation?





"Leading others begins with leading yourself."

— KATHLEEN WEBB, DIRECTOR, GOVOPS,  
EXECUTIVE SPONSOR, CAL-IPGCA

▶ **October 11, 2018**

"What you do proves  
that you believe!"

▶ **November 8, 2018**

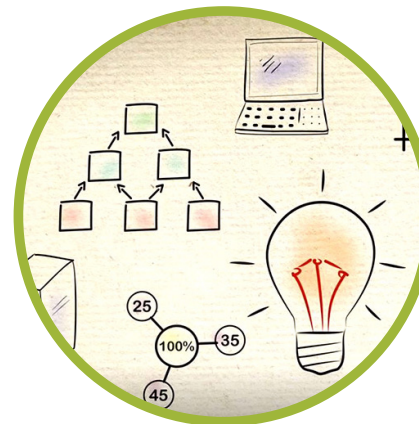
"Calibrating Re-entry...  
Deploying our  
Moonshot Projects"

**December 6, 2018**

▶ "Day of Innovation Insights and Epiphanies"

▶ "Just Ask Why" – Kathleen Webb

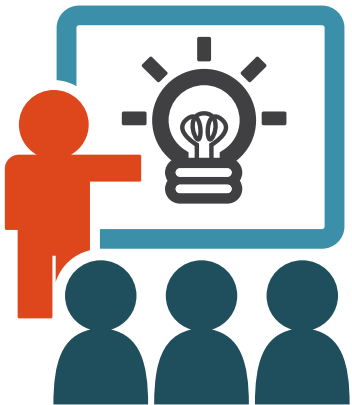
▶ Graduation address – Treasurer John Chiang



# Cal-IPGCA COHORT 2018: GOALS



**CHALLENGE:** To deploy the voices and the vision of the Governor's cabinet and key state leadership into all levels of the state's workforce. To imbue their strategic advisory and wisdom into state service for the purpose of igniting a sustainable and agile governance model that guides and mentors real time leadership, innovation, and change for the State of California.



**BUILD:** To empower human potential and organizational potential as real time outcomes. To harness the disruptive power of igniting exponential improvements in how work is conducted and services are delivered to our constituency. To build a community of California government change agents who lead tomorrow's innovative work force, TODAY.

## “The Journey – The Junctures – The Destinations”



**TRANSFORM:** To infuse inroads for collaborating and creating across departmental boundaries and hierarchies as we forge a fluid and agile government. To embody and share a common language of leadership and innovation that delivers great results to Californians. To meet the needs of the end user through human centered design. To nurture and ignite exceptional leadership, innovation, and performance across all strata of government.



**THRIVE:** To cultivate resilient leaders. To mentor an accelerating and co-creative environment of intrapreneurship in government. To establish the State of California as the Employer of Choice. To passionately and compassionately serve our state’s 35.9 million people as the world’s [5th largest economy](#). To turn ideas into solutions that give value – that’s innovation. To thrive and grow vigorously through the effort we expend. *“Come to the State of California and Change the World”* is the mantra we share!



# Cal-IPGCA COHORT 2018: APPROACH - INNOVATION CYCLE

“Innovation is turning an idea into a solution that delivers value.”

## Cal-IPGCA Continuous Innovation Cycle

The engine of Cal-IPGCA is fueled by the dynamic interaction that exists between 9 distinct program areas that function interdependently in real time. To enhance real-time innovation, Cal-IPGCA's organic approach breaks through silos to cross-pollinate people and resources across all participating departments and agencies.

**EXECUTIVE SPONSORS:** Cal-IPGCA'S six [executive sponsors](#) are pathfinders leading the deployment of government innovation. They're strategists adept at the real time skill of “building the plane while flying.” As goal setters and [idea-makers](#) they deliver [metric driven results](#) that substantiate transformation and performance. As stewards they advance the human potential of state employees and organizations. Their overarching vision is delivering great results to Californians.

- Pathfinders
- Strategists
- Goal Setters – Idea Makers
- Stewards





**PROGRAM MANAGEMENT:** Cal-IPGCA's [Program Management Team](#) bridges the functions of the executive sponsors into the real time program structure. As catalysts they fortify the successes of work in progress, and as facilitators they guide the moonshot projects and the daily activities of trainees. As integrators they cross-pollinate program structures and people to enhance ROI and [metrics-driven performance](#).

- Catalysts
- Facilitators
- Integrators -Outcomes

**BOARD OF ADVISORS:** The Cal-IPGCA Board of Advisors serves as the front-line outreach conduit to State of California leadership and our state's workforce. They support the program by facilitating the key challenges identified that serve as the program's Innovation Priorities (IP's).

- Advisors
- Advocates
- Educational Partners
- Change Challengers

**CHALLENGE FORUMS:** The [Cal-IPGCA Board of Advisors](#) are "Change Challengers". In Q&A Forums, they are "visioneers" for the reimagining of government – what can be as opposed to what has been. They ignite and inspire the innovation teams by providing strategic insight and wisdom.

- "Visioneers"
- Navigators
- Mentors

**INNOVATION PRIORITIES:** Cal-IPGCA's [Innovation Priorities \(IPs\)](#) focus on the most critical Enterprise-Wide Challenges facing state government in California. The inter-dependencies between IPs formulate pipelines that enhance holistic performance outcomes.

- Critical Enterprise-Wide Challenges [2018: Five Innovation Priorities](#)

**MOONSHOT TEAMS:** Cal-IPGCA trainees are imagineers and innovators of [moonshot](#) outcomes that attempt to bring exponential rather than incremental improvement. Trainees participate as one community in a secure enterprise-wide platform: KollaborNation. As "Kollaborators," trainees construct a metrics driven-moonshot innovation process to achieve outcomes.

- Trainees
- Imagineers
- Innovators
- "Kollaborators"
- Result Producers

[Moonshot Innovation Process](#)



**MOONSHOT PROJECT CHAMPIONS:** Champions are leaders and SMEs that provide strategic direction to projects because there is a shared interest in the project outcome.

[Moonshot Project Champions](#)

**EXPERIENTIAL LEARNING:** Cal-IPGCA deploys the [GovOps-CalHR 9 Leadership Values](#) through [work-based LMS Training](#) modules. The 41 5-Minute Training Modules feature state leadership as they articulate a lesson that trainees must then "incubate" as applied outcomes – demonstrated in their personal and professional lives and teamed innovation projects. Individual Innovation Playbooks document results!

- Deploys Values
- Embeds-nurtures
- Incubates Application

[Full Curriculum](#)

[GovOps-CalHR Leadership Values](#)

**CAL-IPGCA ALUMNI ASSOCIATION:** Training doesn't end when the class is over. [Cal-IPGCA Alumni Association](#) member trainees can become advisors that support our executive sponsors and board of advisors. They can become mentors to enhance the educational experience of new trainees. They can train as program facilitators, building critical skillsets that place them as leaders of innovation and change.

- Advisors
- Mentors
- Facilitators

# Cal-IPGCA COHORT 2018: TEAMS, MOONSHOTS, OUTCOMES

Contributed by State of California Leadership, Cohort 2018 trainees were tasked to innovate moonshot outcomes for 5 Innovation Priorities (IPs). The moonshot projects were developed over a 5-Month timeframe, conducted via one training class per month. The teamed IPs represented enterprise-wide challenges facing the State of California.

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](#) and its [LMS Curriculum](#) within the construct of its Moonshot Projects.

Our Moonshot Teams are led by our Innovation Facilitators. Each Facilitator is supported by a ["Facilitation Assistant"](#). Under an 80-Hour training program, Cal-IPGCA Facilitation Assistants work hand-in-hand and are mentored by our trained Cal-IPGCA facilitators. Cal-IPGCA graduated 6 Facilitation Assistants in its inaugural introduction of this program in Cohort 2018.

**Meet Cohort 2018 Trainees, Facilitators and Facilitation Assistants.** Our teams are presented in the sequence of presentation at the [Cal-IPGCA Day of Innovation](#).

## Teams 1-5: OUTCOME REPORTS

### Cal-IPGCA Digi Sherpas - Cohort 2018 "No One Left Behind"

#### TEAM 2

CDPH	Miko Sawamura	Facilitator
DWR	Abdul Khan	FT
CDT	Amar Hariharan	PT
CDPH	Bobby Dutta	FT
FTB	Daniel Saechao	FT
FTB	Elaine Brattin	FT
CVFPB	Greg Harvey	PT
DWR	Jeremy Callihan	Facilitation Assistant
CVFPB	Michael Wright	FT
DSH	Nicole Serrano	FT
CalOES	Ryan Sunahara	FT



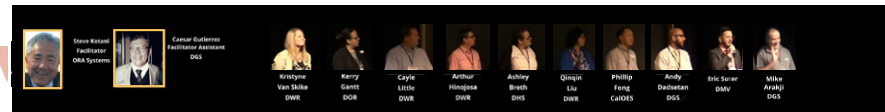
#### 10:30 am - TEAM 2: Outcome Video

**DIGITAL TRANSFORMATION AND UPSKILLING THE WORKFORCE:** The digital transformation of organizations will change 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?*

### Cal-IPGCA R.E.D. - Cohort 2018 "Embracing Intelligent Risk Taking"

#### TEAM 1

ORA	Steve Kotani	Facilitator
DGS	Andysheh Dadsetan	FT
DWR	Arthur Hinojosa	FT
DSH	Ashley Breth	FT
DGS	Caesar Gutierrez	Facilitation Assistant
DWR	Cayle Little	FT
DMV	Eric Suter	FT
DOR	Kerry Gantt	PT
DWR	Kristyne Van Skike	PT
DGS	Mike Arakji	FT
CalOES	Phillip Fong	FT
DWR	Qinqin Liu	PT



#### 11:00 AM - TEAM 1: Outcome Video and Handout

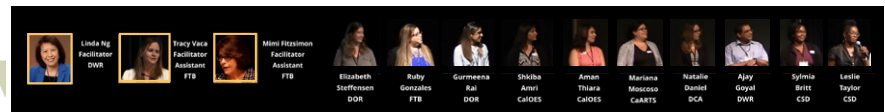
**CULTIVATING RISK INTELLIGENCE IN GOVERNMENT OPERATIONS:** Organizations face a multitude of risks in varying sizes and degree of impact (cyber, geopolitical, systemic, etc.). Whether an organization is introducing new policies, products and services or chooses to stay the course (status quo), leaders 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?

### Cal-IPGCA PEEPS - Cohort 2018 "Produce Empowering Environments for People Statewide"

#### TEAM 3

DWR	Linda Ng	Facilitator
DWR	Ajay Goyal	FT
CalOES	Aman Tharia	FT
DOR	Elizabeth Steffensen	FT
DOR	Gurmeena Rai	PT
CSD	Leslie Taylor	PT
FTB	Mimi Fitzsimon	Facilitation Assistant
DCA	Natalie Daniel	FT
FTB	Rubysenia Gonzales	PT
CalOES	Shikha Amri	FT
CSD	Sylvia Britt	FT
FTB	Tracy Vaca	Facilitation Assistant

PT = Part Time FT = Full Time



#### 11:30 AM - TEAM 3: Outcome Video

**BACK TO THE CENTER – INNOVATION WITHOUT FEAR IN A HUMAN-CENTRIC ENVIRONMENT:** 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 innovative without the fear of failure or repercussion. We must engage, inspire, motivate, and empower our constituents. We must come back to the center in a human-centric approach and ensure our efforts focus on our constituents' needs - not just the processes and procedures to deliver the services needed. *How do we change practices that impede our workforce from being agile and adopting human-centered, end-user design in our daily work? How can we eliminate restrictive practices that impose an expectation of perfection and finality that exclude the end-user of the process or service? How can we construct bridges for inclusive environments for our constituents and employees?*

# “Measurable Steps of Innovation – Enterprise-wide Challenges”

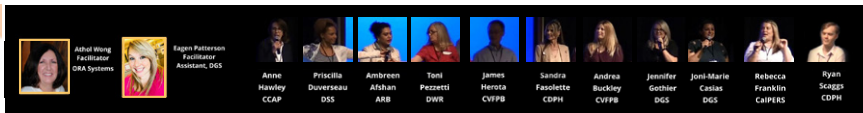
## caHPGCA DAY OF INNOVATION

### MOONSHOT PROJECTS...IP CHALLENGES (continued)

#### caHPGCA Barrier Breakers - Cohort 2018 “Crushing Silos Like a Wrecking Ball”

##### TEAM 5

ORA	Athol Wong	Facilitator
CARB	Ambreen Alshan	FT
CVFPB	Andrea Buckley	FT
CCAP	Anne Hawley	PT
DGS	Eagen Patterson	Facilitation Assistant
CVFPB	James Herota	PT
DGS	Jennifer Gothier	FT
DGS	Joni-Marie Casias	FT
DSS	Priscilla Duversneau	FT
CalPERS	Rebecca Franklin	FT
CVFPB	Ruth Darling	PT
CDPH	Ryan Skaggs	PT
CDPH	Sandra Fasolette	FT
DWR	Tonianna Pezzetti	PT



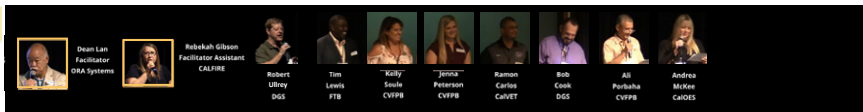
##### 1:00 PM - Team 5: Outcome Video

**TRANSFORMING SILO MENTALITY:** A silo mentality is inward looking and resists sharing information, resources and ideas with other people or departments. 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?*

#### caHPGCA BOOM! CEOs - Cohort 2018 “Creating Exponential Opportunities”

##### TEAM 4

ORA	Dean Lan	Facilitator
CVFPB	Ali Porbaha	PT
CalOES	Andrea McKee	FT
DGS	Bob Cook	PT
CVFPB	Jenna Peterson	PT
CVFPB	Kelly Soule	FT
CalVet	Ramon Carlos	FT
CAL FIRE	Rebekah Gibson	Facilitation Assistant
DGS	Robert Ullrey	FT
FTB	Timothy Lewis	FT



##### 1:30 PM - Team 4: Outcome Video & Whitepaper

**MANAGING PRIORITIES AMIDST DISASTERS:** In 2017, 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?*

## Classroom-based Training – 5 Moonshot Projects

The essence of a Moonshot is the combination of a huge problem, a re-imagined solution to that problem, and the creation of innovative ideas that can shift the approach and outcomes of people, process and technology to make that solution possible.

PT = Part Time FT = Full Time

# Cal-IPGCA COHORT 2018: EXPERIENTIAL LEARNING – CalHR LEADERSHIP VALUES

Cal-IPGCA deploys the [GovOps-CalHR 9 Leadership Values](#) through work-based LMS Training modules. The [41 3-6.5 Minute Training Modules](#) feature [state leadership](#) as they articulate a lesson that trainees must then “incubate” as applied outcomes –demonstrated in their personal and professional lives and teamed innovation projects. Individual Innovation Playbooks document results! These videos are released on Tuesday, Wednesday and Thursday mornings of each week during the 5-Month training series.

## Work-based “Experiential” Learning

### The Cal-IPGCA Builds a Statewide Framework for Leadership and Innovation:

Creating a common language of leadership and innovation that develops and inspires our workforce to deliver great results for Californians.

- > Via the Cal-IPGCA Learning Management System (LMS), the California Statewide Leadership Model serves as a training guide.
- > Leadership Value Goals —
  - To create, embed and nurture a statewide leadership culture, the state has created a leadership model that includes a leadership philosophy statement, leadership values and leadership competencies.
  - These values and philosophy transcend state service. The model is designed to underpin departments’ existing values, not replace them.
  - The leadership philosophy and values will be incorporated into recruitment, onboarding, training, and performance management for leaders across state service.

“Participating in the Cal-IPGCA program opened my eyes to the possibilities for innovation in State service and gave me the space to dream big. I can honestly say that my day-to-day will never be the same.”

– Rebekah Gibson,  
Senior Counsel, CALFIRE

Authentic. Fluid. Agile. Scalable.



- **Communicate Effectively** As demonstrated by strong writing, verbal and listening skills to create an open and transparent environment for the exchange of information.
- **Inspire & Engage** As demonstrated by an ability to motivate loyalty to a mission or plan; challenge individuals professionally and personally to achieve goals; connect employees to the work; celebrate success.
- **Develop Others** As demonstrated by a commitment to coach, guide, train, instruct, and develop team members; empowering others through a sense of shared ownership and decision-making; supporting work-life balance and employee wellbeing.
- **Foster a Team Environment** As demonstrated through the support and recognition of team members both professionally and personally; team oriented.
- **Exhibit Personal Credibility** As demonstrated by authenticity, confidence, consistency, courage, decisiveness, generosity, honesty, integrity, judgment and risk awareness.
- **Build Collaborative Relationships** As demonstrated by a broad appreciation for collaboration in public policy engagement and fostering an inclusive environment for consensus-building and decision-making.
- **Improve Our Organization** As demonstrated by a commitment to drive continuous improvement for better results.
- **Achieve Results** As demonstrated by setting a clear vision to achieve productive results by developing plans to meet targets, leverage staff skills and solve problems.
- **Model Good Governance** As demonstrated by stewardship for customer service, accountability, transparency, sustainability, policy, compliance and solid political acumen.



Personal Innovation Playbooks were delivered to the Tranees of Cohort 2018 representing their personal outcomes for the 41 modules.

Build  
Collaborative  
Relationships

Improve  
Our  
Organization

Achieve  
Results

Model Good  
Governance

# Cal-IPGCA COHORT 2018: EXPERIENTIAL LEARNING OUTCOMES

## Video Lesson 1: Communicate Effectively:

Analytic Outcomes – Text Outcomes

“We Can Do New Things New Ways”,  
MARYBEL BATJER, SECRETARY, GOVOPS

## **Video Lesson 2: Inspire and Engage:**

Analytic Outcomes – Text Outcomes

“Think Expansively About Your Moonshots”, DANIEL KIM, DIRECTOR, DGS

## **Video Lesson 3: Develop Others:**

Analytic Outcomes – Text Outcomes

“It’s My Work, Not My Job”, KATHLEEN WEBB, DIRECTOR,  
EUREKA INSTITUTE, GOVOPS

## **Video Lesson 4: Foster A Team Environment:**

Analytic Outcomes – Text Outcomes

“You Are the Most Important Element Of Our Economy”,  
JOHN CHIANG, TREASURER, STATE OF CALIFORNIA

COURAGE

“Life is full of challenges. I handle all my challenges with courage and stay consistent and honest with myself. I have the confidence and courage to be me, do my own things and help someone in need. I chose to invest in myself and become the change I want to see in near future. I have the courage to achieve my goals and inspire my daughters to become the best version of themselves.”

– AMAN THIARA (CALOES)

## **Video Lesson 5: Exhibit Personal Credibility:**

Analytic Outcomes – Text Outcomes

“Synergizing Who I Am With What I Do”, JOHN LAIRD, SECRETARY,  
NATURAL RESOURCES AGENCY

## **Video Lesson 6: Build Collaborative Relationships:**

Analytic Outcomes – Text Outcomes

“Let the Status Quo Go”, KAREN ROSS, SECRETARY, CDFA

## **Video Lesson 7: Improve Our Organization:**

Analytic Outcomes – Text Outcomes

“The Constant Of Life Is Change”, MARK GHILLARDUCCI, DIRECTOR, CALOES

## **Video Lesson 8: Achieve Results:**

Analytic Outcomes – Text Outcomes

“Mapping Together...”, SELVI STANISLAUS, EXECUTIVE OFFICER, FTB

## **Video Lesson 9: Model Good Governance:**

Analytic Outcomes – Text Outcomes

“Why We Do What We Do”, BOB BARTON, COMMISSIONER,  
BOARD OF PAROLE HEARINGS

## **Video Lesson 10: Communicate Effectively:**

Analytic Outcomes – Text Outcomes

“One Govt, One Language, One World”, KATHLEEN WEBB, DIRECTOR,  
EUREKA INSTITUTE, GOVOPS

## **Video Lesson 11: Inspire and Engage:**

Analytic Outcomes – Text Outcomes

“Innovation Pipeline”, SCOTT GREGORY, DEPUTY DIRECTOR, OFFICE OF  
DIGITAL INNOVATION, CA DEPARTMENT OF TECHNOLOGY



"After watching "One language, one government, one world," I realized that I am part of innovation. I am the leader to lead the next generation of leaders. This is the leadership training that puts all state governments together to reach us as one state government..." – **DANIEL SAECHAO (FTB)**

# INNOVATION

## **Video Lesson 12: Develop Others:**

[Analytic Outcomes – Text Outcomes](#)

"Diversity, Environments That Value People", **JEI AFRICA, DIRECTOR, OFFICE OF DIVERSITY AND EQUITY, COUNTY OF SAN MATEO**

## **Video Lesson 13: Foster A Team Environment:**

[Analytic Outcomes – Text Outcomes](#)

"Clean Canvas Of A Service Industry", **JAMES WATERMAN, SENIOR DIRECTOR OF GLOBAL ENGAGEMENT, ONE CONCERN, INC.**

## **Video Lesson 14: Exhibit Personal Credibility:**

[Analytic Outcomes – Text Outcomes](#)

"Unlimited Nature Of Human Potential", **KEITH CHRISTENSEN, COO, CO-FOUNDER, ORA SYSTEMS, INC.**

## **Video Lesson 15: Build Collaborative Relationships:**

[Analytic Outcomes – Text Outcomes](#)

"Nothing About Us With Us", **JOE XAVIER, DIRECTOR, DOR**

## **Video Lesson 16: Improve Our Organization:**

[Analytic Outcomes – Text Outcomes](#)

"A New Generation Workforce", **KATHLEEN WEBB, DIRECTOR, EUREKA INSTITUTE, GOVOPS**

## **Video Lesson 17: Achieve Results:**

[Analytic Outcomes – Text Outcomes](#)

"Space For Innovation", **MARYBEL BATJER, SECRETARY, GOVOPS**

## **Video Lesson 18: Model Good Governance:**

[Analytic Outcomes – Text Outcomes](#)

"Advancing the Diversity", **JOHN CHIANG, TREASURER, STATE OF CALIFORNIA**

## **Video Lesson 19: Communicate Effectively:**

[Analytic Outcomes – Text Outcomes](#)

"When the Right Answer Isn't Politically Correct", **DIANA DOOLEY, SECRETARY, CHHS**

# TRUTH

"Being who you are and true to yourself is challenging in that most of us just want to get along. At the same time we all know people who use these ideas to thrive on conflict. There is middle ground on this; that is where I try to live, not in conflict, but yet true to who I am and not just molding myself to everyone who comes along."

– **CAYLE LITTLE (DWR)**



# Cal-IPGCA COHORT 2018: EXPERIENTIAL LEARNING OUTCOMES

## Video Lesson 20: Inspire and Engage:

Analytic Outcomes – Text Outcomes

“Revolution To Serve”, **SCOTT GREGORY, DEPUTY DIRECTOR, OFFICE OF DIGITAL INNOVATION, CA DEPARTMENT OF TECHNOLOGY**

## Video Lesson 21: Develop Others:

Analytic Outcomes – Text Outcomes

“Diversity and Inclusion”, **DEAN LAN, DIRECTOR, ORA SYSTEMS, INC.**

## Video Lesson 22: Foster A Team Environment:

Analytic Outcomes – Text Outcomes

“Teams Are Like Minded People”, **MICHELE STEEB, CEO, SAINT JOHN’S PROGRAM FOR REAL CHANGE**

## Video Lesson 23: Exhibit Personal Credibility:

Analytic Outcomes – Text Outcomes

“ABC’s Of Leadership”, **JOSEPH FARROW, COMMISSIONER, CHP, (Retired)**

## Video Lesson 24: Build Collaborative Relationship:

Analytic Outcomes – Text Outcomes

“Blurring the Lines”, **MARK GHILLARDUCCI, DIRECTOR, CALOES**

## Video Lesson 25: Improve Our Organization:

Analytic Outcomes – Text Outcomes

“How Can I Do It Better”, **MAELEY TOM, MEMBER, CALIFORNIA STATE PERSONNEL BOARD**

## Video Lesson 26: Achieve Results:

Analytic Outcomes – Text Outcomes

“How Do You Build Accountability?” **MARK GHILLARDUCCI, DIRECTOR, CALOES**

## STATUS QUO

“It is inherent in our innovation project that we think without any barriers or limitations. There is no status quo of thinking within our project. We are leveraging each of our teammate’s skills and ideas to come up with a solution that changes the way the rest of State government thinks when it comes to innovative ideas and technology.”

– **RYAN SUNAHARA (CALOES)**

## Video Lesson 27: Model Good Governance:

Analytic Outcomes – Text Outcomes

“Blowing Up the Model”, **RICHARD GILLIHAN, DIRECTOR, CALHR**

## Video Lesson 28: Communicate Effectively:

Analytic Outcomes – Text Outcomes

“One Of the Risks We Can Take”, **BEKAH CHRISTENSEN, CO-FOUNDER, CEO, ORA SYSTEMS**

## Video Lesson 29: Inspire and Engage:

Analytic Outcomes – Text Outcomes

“Barriers Or Opportunities”, **JOE XAVIER, DIRECTOR, DOR**

## Video Lesson 30: Develop Others:

Analytic Outcomes – Text Outcomes

“Hope and Redemption”, **BOB BARTON, COMMISSIONER, BOARD OF PAROLE HEARINGS**

### **Video Lesson 31: Foster Team Environment:**

Analytic Outcomes – Text Outcomes

“The Whole Is Greater Than the Sum Of Its Parts”, **MARTIN HOSHINO**,  
ADMINISTRATIVE DIRECTOR, JUDICIAL COUNCIL OF CALIFORNIA

### **Video Lesson 32: Exhibit Personal Credibility:**

Analytic Outcomes – Text Outcomes

“Creating High Performance Culture”, **RICHARD GILLIHAN**, DIRECTOR, CALHR

### **Video Lesson 33: Build Collaborative Relationships:**

Analytic Outcomes – Text Outcomes

“It Can’t Change All At Once”, **JAMIE CALLAHAN**, DEPUTY CABINET  
SECRETARY, OFFICE OF GOVERNOR GAVIN NEWSOM

### **Video Lesson 34: Improve Our Organization:**

Analytic Outcomes – Text Outcomes

“How To Create A Culture Of Innovation”, **JOHN NILON**, ALUMNI TRUSTEE,  
BOARD OF TRUSTEES, CALIFORNIA STATE UNIVERSITY

### **Video Lesson 35: Achieve Results:**

Analytic Outcomes – Text Outcomes

“The More Diverse the Structure”, **DIANA DOOLEY** SECRETARY,  
CALIFORNIA HEALTH AND HUMAN SERVICES AGENCY

### **Video Lesson 36: Model Good Governance:**

Analytic Outcomes – Text Outcomes

“Curiosity...”, **PAUL DANCZYK**, DIRECTOR OF EXECUTIVE EDUCATION,  
USC SOL PRICE SCHOOL OF PUBLIC POLICY

### **Video Lesson 37: Communicate Effectively:**

Analytic Outcomes – Text Outcomes

“Mutual Respect”, **MATT RODRIGUEZ**, SECRETARY, CALEPA

### **Video Lesson 38: Inspire and Engage:**

Analytic Outcomes – Text Outcomes

“Are You a Thermostat or Thermometer”, **BOB BARTON**, COMMISSIONER,  
BOARD OF PAROLE HEARINGS

### **Video Lesson 39: Develop Others:**

Analytic Outcomes – Text Outcomes

“Finding the Possibility In Others”, **JOE XAVIER**, DIRECTOR, DOR

### **Video Lesson 40: Foster A Team Environment:**

Analytic Outcomes – Text Outcomes

“Innovation In An Entire...”, **TIM DUPUIS**, CIO, ALAMEDA COUNTY

### **Video Lesson 41: Exhibit Personal Credibility:**

Analytic Outcomes – Text Outcomes

“Overcoming We Have Always Done It That Way”, **MARYBEL BATJER**,  
SECRETARY, GOVOPS

# INFECTIOUS ENTHUSIASM

“As I demonstrate to my team members that I am fully vested, I am finding every day that motivation through ‘infectious enthusiasm’ is mind blowing.” – **ABDUL KHAN (DWR)**

# Cal-IPGCA COHORT 2018: INNOVATIONIST OUTCOMES

Presenting as an “Innovationist” is not an assignment, nor a requirement of the Cal-IPGCA Program. This is a fully voluntary opportunity where Cal-IPGCA Cohort 2018 trainees were asked to volunteer to present “Ted-Talk-Style” perspectives on innovation.

Most trainees entering this program are not skilled in public speaking, and yet, across the board, their stories are diverse and compelling. Collectively they demonstrate the transformative power of their experiences and the skills and acumen our Cohort graduates gained as leaders, innovators and change agents for the State of California.

## PRESENTING THE INNOVATIONISTS – COHORT 2018:



**BOBBY DUTTA, CDPH** ▶  
TEAM RED:  
A FANATIC FOR CHANGE



**AMAN THIARA, CALOES** ▶  
TEAM PEEPS:  
DIVERSITY AND INNOVATION



**ABDUL KHAN, DWR** ▶  
TEAM DIGI SHERPAS:  
I AM THE MOONSHOT



**ASHLEY BRETHER, DSH** ▶  
TEAM RED: RIPPLES



**ANDYSHEH DADSETAN, DGS** ▶  
TEAM RED: A JOURNEY



**CAYLE LITTLE, DWR** ▶  
TEAM RED: WHAT DRIVES US

“Boldly grasping opportunity when it rises to explore new frontiers of innovative thoughts and ideas.”



**ELAINE BRATTIN, FTB** ▶

TEAM DIGI SHERPAS:  
INNOVATION - THE OLD FASIONED WAY



**ANDREA MCKEE, CALOES** ▶

TEAM BOOM! CEOS:  
THE BEST IS YET TO COME



**MIKE ARAKJI, DGS** ▶

TO RISK OR NOT TO RISK,  
THAT'S THE QUESTION!



**JEREMY CALLIHAN, DWR** ▶

TEAM DIGI SHERPAS FACILITATION  
ASSISTANT: KITTY HAWK 2.0



**JENNIFER GOTHIER, DGS** ▶

BARRIER BREAKERS:  
#GOALS - HASHTAG GOALS



**KRISTYNE VAN SKIKE, DWR** ▶

TEAM RED: CROSS COORDINATION  
COMMUNICATION – AN INNOVATIVE APPROACH  
TO POLICY, ALIGNMENT, PLANNING &  
ENGAGEMENT FOR DWR



**AMBREEN AFSHAN, ARB** ▶

MY MISSION AND HOW IT SERVES  
THE STATE OF CALIFORNIA



**CAESAR GUTIERREZ, DGS** ▶

TEAM RED FACILITATION ASSISTANT:  
ARE YOU GREATNESS?



# Cal-IPGCA COHORT 2018: DEPLOYMENT AND NEXT STEPS

ORA Systems as the Cal-IPGCA managing executive sponsor, and the [Cal-IPGCA Governmental Executive Sponsors](#) collaboratively lead our post training deployment activities.

- The Cohort 2018 Innovation Playbook that you are currently reviewing is the primary deployment source document for the Cohort.
- The Government Operations Agency reviews all outcomes to assess deployment opportunities as new projects and/or into existing programs. Here is an example of their [2017 Cohort post event deployment assessment](#).
- Each moonshot project developed by our Cal-IPGCA teams had multiple “[Champions](#)” that guided the teams’ development. Teams are re-united with their project Champions. Executive level deployment briefings are provided.
- The [Team I.R.E.D.](#) outcome report and recommendations are being deployed by the Department of Finance in its ongoing Risk Management briefings and with SLAA.
- [Team 4 BOOM CEOs](#) presented project outcomes for Managing Priorities Amidst Disasters to the Cal-OES Executive Team on January 24, 2019.
- As occurred with Cohort 2017, trainees are continuously tapped for Cal-IPGCA leadership briefings at departments across the state of California.
- The Cohort 2018 inaugural graduating class of leadership and innovation facilitators deployed their skills in facilitation activities for Cal-IPGCA and within their work environments.
- The [Innovationist presentations](#) communicated a plethora of approaches. Our trainees applied their newly minted leadership and innovation skills—even before leaving their training environment.
- Real time deployment updates will be posted on the Cal-IPGCA KollaborNation homepage at [www.kollabornation.net](http://www.kollabornation.net).
- Significantly expanded deployment opportunities are planned through the Cal-IPGCA Alumni Association.



*Membership is open to all!*

One of the most significant deployments from the 2017 Cohort was the trainee initiated deployment of the Cal-IPGCA Alumni Association.

Developed under a formalized operating structure in 2018, bylaws were written and a Board of Directors and officers were elected: President, Jag Nagendra, DWR; Vice-President, MD Haque, DWR; Treasurer, Jeremy Callihan, DWR; and Communication Co-Chairs Mimi Fitzsimon and Tracy Vaca of FTB. Its Mission and Vision:

## Our MISSION...

To model leadership that promotes creativity, innovation, and growth to transform government.

## Our VISION...

To create a community of California government change agents who lead tomorrow's innovative work force.

## DEPLOYMENTS: Beyond its formalized organization, there were many activities and firsts for the Cal-IPGCA Alumni Association in 2018:

- This leadership Team and Inaugural members conducted informational Cal-IPGCA Leadership and Innovation Training Programs at the Department of Water Resources in June 2018 and Department of General Services in July 2018.
- **August 9, 2018:** This same training team became the key trainers of the Gateway Training program for the Cal-IPGCA Cohort 2018.
- **INAUGURAL INNOVATION CAFÉ:** For the closing of the Cal-IPGCA Gateway Training Day, the Alumni Association developed and implemented the first-of-its-kind Innovation Cafe. New Cohort trainees had the opportunity to take a deeper dive into understanding the programmatic features/curriculum upon which they were embarking.
- **MEMBERSHIP DRIVE – STRATEGIC PLANNING:** A November Cal-IPGCA Networking Event was held. This was the kickoff event for a subsequent Strategic Planning Session held at DWR and a November-December 2018 Membership Drive that has netted 153 members! The Cal-IPGCA Alumni Association accepts Cal-IPGCA graduates as alumni members. Other government employees and non-profit organizations are all invited to participate in its growing activities as “Friends of Cal-IPGCA”.
- **80-HOUR COACHING CERTIFICATION:** Six Officers and Alumni members became the inaugural graduating class of Cal-IPGCA’s Leadership and Innovation Facilitation, representing an immersive 80-hour classroom and on-the-job training program under the sponsorship of the Government Operations Agency. Graduates include: Caesar Gutierrez, DGS, Jeremy Callihan, DWR, Mimi Fitzsimon and Tracy Vaca, FTB, Rebekah Gibson, CalFIRE and Eagen Patterson, DGS.
- **KEY SPONSORSHIP:** The Cal-IPGCA Alumni Association was a key sponsor of Cohort 2018’s Day of Innovation. Due to the success of the Innovation Café, the Association sponsored a second Innovation Café as the closing event for Cohort 2018’s Day of Innovation. It featured highlights of planned 2019 activities as well as Innovation “hotspots” for all 5 Innovation Teams from Cohort 2018 Moonshot projects. This Innovation Café hosted the near-capacity audience of government employees attending the day’s event.

## 2018 START-UP ACTIVITIES:

- Deployment of Cal-IPGCA Moonshot Projects: In the first quarter of 2019, Cal-IPGCA Alumni Association will be featuring the outcomes from the [5 Innovation Priorities - Moonshot Projects](#) from Cohort 2018 where its accelerating membership will have the opportunity to join a Moonshot team as a “hands-on” innovation team member for deployment into state government.
- Development of an interactive community-based Cal-IPGCA Innovation Website.
- In collaboration with the Government Operations Agency and NXT-GOV, statewide deployment of a suite of Nine Cal-IPGCA Experiential Learning Modules to all employees statewide.

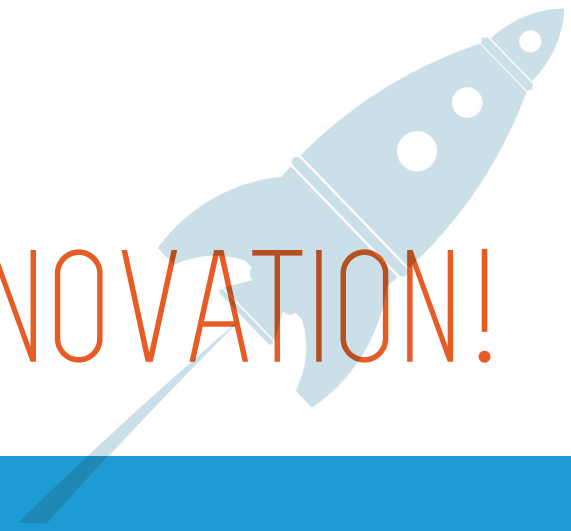
IDEAS

“Many new and great ideas can come out of an experience where individuals come together for even a brief period of time!”

– KERRY GANTT (DOR)

**COHORT 2018**

# PROPELLING GOVERNMENT INNOVATION!



**KollaborNATION**  
AN ORA SYSTEMS PLATFORM  
**INNOVATION** *playbook*  
for government change agents

[www.kollabornation.net](http://www.kollabornation.net)