

INSIGHTS ON INNOVATION...

*Building a Culture of Leadership
and Innovation in Government*



*“The Playbook of Inspiration,
Transformation and Hope”*



Featuring:
The 2017 Cal-IPGCA Cohort

“Come work for the State of California and change the world! ...

It’s through the kind of learning that you have gone through in this last five months that you have not just made an investment in yourself, you’ve made an investment in your colleagues and your department and in your agency. What you’ve learned and what you now can translate and can bring to your colleagues is great, and it gets to the heart of what we need to do in state government.”

– Marybel Batjer, Secretary, California Government Operations Agency (GovOps), Excerpt from *Creating a Space for Innovation*

One of the well-repeated observations of the Cal-IPGCA series is that it is a transformational program – it shifts perceptions and changes perspectives and changes lives, which in turn, changes organizations. As a metrics-driven program that advances human potential and organizational potential, our five-month journey as teammates was captured in nearly a 1000 pages of data analytics and hundreds of pages of transcribed proceedings, videos and playbooks (personal and cohort-wide) that chronicled the vast outcomes we achieved.

The challenge then became more than just “how do you tell the story?” in a form and manner that is visible and relatable. The challenge became to create bite-size morsels of insights, wisdom and pragmatic knowledge that can, “as-is,” become the “tools of change” for any current problem, situation, project or program in our organizations. From this context, we hope you will find what follows to be a “Playbook of Innovation, Transformation and Hope” that is timeless in its capacity to provoke thought, talk and action for you and your colleagues!

This short clip format makes this Playbook truly unique. Each insight offered up is independent of the others – some painting landscapes of change and others nuggets of truth that can be grabbed and inserted as perhaps the missing piece of the puzzle you’ve been searching for.

The table of contents below will guide your journey, or you can simply open any page and read the passage before you for the unique insight it will surely give.

Beyond what we hope is this playbook's value to you, is the tribute it represents to the leaders and innovators that are its co-creating authors – Cohort 2017! At whatever level you serve in state government, your boldness is visible! Your shoulder to shoulder and hand-in-hand efforts are mined and “chunked” in bite-size pieces as the hybrid fuel that can propel infinite possibilities of change and growth in California State Government and beyond.

Thank you 2017 Cohort Innovators and Bravo to All!

Bekah Christensen, Chair, Cal-IPGCA

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CAL-IPGCA EXECUTIVE LEADERSHIP

This section features the Cal-IPGCA Executive Management Team that is responsible for leading this training series. Additionally represented are long-term Cal-IPGCA Advisory Board Members Paul Danczyk, Director of Executive Education for USC, and Robert Barton, Commissioner of the California Parole Board.

CAL-IPGCA DAY OF INNOVATION: KEYNOTE SPEAKERS AND EXECUTIVE SPONSORS

*"This is the technological world we created and it moves and morphs and changes 24/7. It mimics nature, it's organic, it's intuitive, fluid, authentic, and real. The digital world levels the playing field. We are all on the same team, but to work, we each must contribute our part. We're all visible. We are seen and heard for who we are and what we do. Our voice, every voice counts. With our visibility comes our accountability; a responsibility to be the best that we can be from where we stand. *Technology is accelerating so each day moves faster than the one before. To keep pace and connect in our digital world and our community of life we must be authentic, intuitively us. We must be real-time.*"*

– Bekah Christensen (Cal-IPGCA), Excerpt from 2017 Cal-IPGCA Day of Innovation Introduction

“Come work for the State of California and change the world! It’s through the kind of learning that you have gone through in this last five months that you have not just made an investment in yourself, you’ve made an investment in your colleagues and your department and in your agency. What you’ve learned and what you now can translate and can bring to your colleagues is great as it gets to the heart of what we need to do in state government.”

– Marybel Batjer, Secretary, California Government Operations Agency (GovOps), Excerpt from *Creating a Space for Innovation*

“I honestly believe that we have created a roadmap forward that provides leadership training with an innovation laboratory. How often does that happen? Leadership training with an innovation laboratory that creates a space for collaboration to address statewide issues, challenges and solutions. You come from a variety of departments and a variety of agencies, where you have had the opportunity to come together collectively to work on shared challenges. Awesome experience, awesome opportunity.”

– Kathleen Webb, Director, Performance Improvement, Eureka Institute, California Government Operations Agency (GovOps), Excerpt from *Igniting a Culture of Innovation*

“Leaders understand the power of vision to view people with a sense of purpose, direction and energy. This compelling vision of the future pulls people out of the status quo, the hold that the past has on them. It gives them the momentum, courage and vision to reach ambitious goals and an even greater importance is the sense of meaning that people derive from their jobs in that they can tie to their contributions to the fulfillment of a clear compelling vision. Leaders must be able to paint this big picture.”

– **Stuart Drown, Deputy Secretary, Innovation and Accountability, Government Operations Agency, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“I think that one of the most important things to do before you embark on a project is to make the case for change. Why is it really important for us to do something? What’s broken or what will be broken? And what’s going be the impact on the people that are going to be harmed by this? It’s really important to share that, but it’s also important to let people know that what’s “broken” isn’t the fault of those people who are in that position. We don’t want anyone to personalize this. We want to explain that a lot of what is broken may have worked before but it doesn’t work now because circumstances have changed.”

– **Director Daniel Kim (DGS), Excerpt from an *8-Step Path to Achieve Innovation***

“Follow your passion. Some of the most successful people I know didn’t chase upward mobility. Upward mobility found them because they applied their maximum potential doing jobs they felt strongly about and were committed to make a difference. Some of the most passionate people that I’ve worked with here in state government were a part of the Innovation Playbook for Change Agents.” – **Alicia Wong (CDT)**, Excerpt from the *Trajectory to Upward Mobility*

“It’s important for us to focus on curiosity around those things that we know to be successful. There are certain other things that might come into play as we think about successful individuals that might not fall in the realm of resources, aptitude, or attitude, but as a general case, those are the three meeting points whenever we are talking about successful individuals.” – **Paul Danczyk (USC)**, Excerpt from the *Hybrid Fuel for Innovation*

“For our trainees, it’s about stepping into and owning the mission of the project that they have created. Each one has a relational value that gives to the whole. Everyone talks about organizational change like it’s some magical business concept and yet at the same time, there’s a fundamental law of nature that organizations don’t change unless people change. You cannot systematically mandate change if the environment, and the heart, and the soul of the individuals don’t want it to happen.” — **Bekah Christensen (Cal-IPGCA)**, Excerpt from *Power of the Possible*

“You’ve got to put in some effort to change, because transformation is a process. What does it require? First of all starts with you. You have to make the decision to flip that switch, and I like using the energy analogy because it seems to me to match pretty well, what we all have to do when we’re going through change. First we have to decide to change. We have to flip that switch. What happens when you flip a switch and there’s no light bulb? Nothing, so you need a path or a conduit to get there. You need that light bulb. You need whatever it is, after you’ve made that decision whether it’s this seminar that you’ve been in, this training program that you’ve been in, whether it’s something else that you need to do there. You need to figure out what’s the conduit, what’s the path that this positive decision, this desire to change, this transformation is going to follow to make it real. Even then if you flip a switch and you’ve got a light bulb and you haven’t paid the bills, what happens? Nothing right? The lights still don’t go on, so you could have made the decision to change, defined what your path was going to be, but guess what - paying the bills is figurative for putting in the work.” – **Robert Barton (OIG), Excerpt from the *Ethos of Transformation***

“We have a saying at Gov Ops, it is... you have got to get to yes before you get to no. We have this risk averse atmosphere in which we operate a lot in government. We’ve been rewarded not to get the state in trouble. We’ve been rewarded not to be the throat to choke over in the legislature. We’ve been rewarded to say no, no, we can’t go there. But that’s not leadership and that doesn’t get us to innovation. We have to be bold and take a little bit of calculated risk, and we have to teach our colleagues around us that in order to innovate, sometimes you have to kind of get your toe out there and go, *I can get to yes. I’m not going slam this great idea down. I’m going to work to getting to something that’s inspiring and something that my colleagues and I can get around, that will make the delivery of our services better, either to our colleagues and state government or to the people of California. I’m going make it better.*” – **Secretary Marybel Batjer (Gov Ops), Excerpt from *Creating a Space of Innovation***

“Have you ever experienced a compelling idea that you were afraid to share. I am sure you have. You finally work-up the courage to share that idea. Then someone else shares another idea that connects to yours, and then another follows. It is like the whole became greater than the sums of its parts. That one plus one can equal three. It can equal four. It can even equal seven. Arithmetically, that’s incorrect, but that’s what happens.” – **Kathleen Webb (Eureka Institute), Excerpt from *Igniting a Culture of Innovation* – November 8, 2017**

“You need that support system to come in and keep that positive energy of transformation going in a positive direction. If you haven’t figured it out yet, personal transformation is personal. It’s a decision you have to make. It’s about defining for yourself what’s important to you on that hierarchy. It’s about determining how you’re going to make your days count and what that means for you. It’s about understanding that it’s possible if you put in the work. – Robert Barton (OIG), Excerpt from the *Ethos of Transformation*

“We know that creating a culture of innovation that transcends across agencies absolutely cannot occur in a vacuum or any single classroom. Most importantly, our commitment to improve and innovate needs to become part of our DNA. It has to be in our DNA because of our stewardship role to the people of California. Innovation is about leadership, and leadership is about modeling and inspiring... I’m going to stress inspiring as a leader, inspiring our best efforts to fulfill our missions on behalf of Californians. Do you know how lucky you are to be a leader for a civil service workforce with the incredible missions we have for the state of California? What an awesome responsibility, but what an awesome opportunity.” – Kathleen Webb (Eureka Institute), Excerpt from *Igniting a Culture of Innovation*

“I have this interesting perspective of government - that we bring the best and the brightest to state service and then as they walk through our doors, we assign their cubicle and place a mute button on them. And that mute button is regulated by where they sit in the hierarchy. This environment is not just within state government, it’s industry wide, it’s society wide; this hierarchy, that walls off assets - e.g., human potential, runs up and down chains of command. Who you are in the organizational structure is deemed by where you sit in the hierarchy and the capacity of what you have to say. If you go further down in the level of hierarchy and you have something valuable to communicate and you communicate, your hand might get slapped. Guess what? If it gets slapped too many times, you pull your hand back and your hand doesn’t go up again and your mouth doesn’t open.” – **Bekah Christensen (Cal-IPGCA), Excerpt from *Power of the Possible***

“But one of the things that we share, and it was so important for me to really bring you all together as leaders, is that we all share a stewardship role for the people of California. Because of that shared stewardship role, we really do have a shared set of principles and values that we must walk by. Those principles and values are achieving results. We should be achieving results for the people of California.” – **Kathleen Webb (Eureka Institute), Excerpt from *Igniting a Culture of Innovation***

“I look at government and sometimes process becomes production. And maybe process isn’t production, it’s busy work, and it moves the machine of government forward. But is it achieving the outcomes that you want to achieve?”

– Bekah Christensen, Excerpt from *Power of the Possible*

“One of the things we really focus on in our leadership training is you’ve got to lead yourself before you lead your team and before you lead your organization. Personal credibility starts with leading yourself first.” - Kathleen Webb (Eureka Institute), Excerpt from *Igniting a Culture of Innovation*

“Why? Why, I ask you. Because when we walk in purpose it’s no longer just a job. When we walk in purpose it represents what you want to do and what you love to do. What a difference that makes.” - Kathleen Webb (Eureka Institute), Excerpt from *Igniting a Culture of Innovation*

“Innovation is first and foremost giving people voice. Have you ever experienced a compelling idea that you were afraid to share. I am sure you have. You finally work-up the courage to share that idea. Then someone else shares another idea that connects to yours, and then another follows. It is like the whole became greater than the sums of its parts. That one plus one can equal three. It can equal four. It can even equal seven. Arithmetically, that’s incorrect, but that’s what happens.” – **Bekah Christensen (Cal-IPGCA), Excerpt from *Power of the Possible***

“Appreciative inquiry. Don’t forget to start your conversations with an appreciation of what is going on and inquiring about how we can make it better, bringing people into the fold with you on that course of discovery to modernize and improve government.”
– **Kathleen Webb (Eureka Institute), Excerpt from *Igniting a Culture of Innovation***

“If we all stand in the power of being the best that we can be from where we stand, not only are we empowering the mission of our organization, we are the role models that others follow. What we need to understand about leadership is that leadership that actually allows and gives voice to its people, doesn’t limit the authority of the leader; it expands the authority of the leader. That’s a paradigm shift of understanding that everyone has to reach and go through.” – **Bekah Christensen (Cal-IPGCA), Excerpt from *Power of the Possible***

“What I have found is that if you open up the gates just a little bit and you ensure some freedom for your employees and you allow them to think largely without thinking risk first, I like to say run to yes before you ever run to no. Quit telling me the barriers of can’t. Quit telling me the barriers of rules. Quit telling me the barriers of this regulation or that statute. Let’s worry about that later, but let’s get the thinking and the innovation out on the table first and then let us weave our way through some of the barriers that we have locked ourselves up in. We really do need to take the key, unlock the door, and let innovation happen.”
– **Secretary Marybel Batjer, Government Operations Agency – Cal-IPGCA Board of Advisors Address**

CHANGE CHALLENGERS

Cal-IPGCA Change Challenge Panels feature state leaders that “Challenge Change” in the State of California. They are a pillar for informing our Cal-IPGCA Training Teams as they advance six enterprise-wide innovation priorities (Moonshot Projects). Facilitated under a moderated Q&A format, they offer our trainees pioneering viewpoints on some of the most difficult enterprise challenges facing the State of California.

CAL-IPGCA CHANGE CHALLENGE FORUM: RISK MANAGEMENT AND RISK AVERSION

“All risk is manageable as long as you understand it.”

– Commissioner Joseph Farrow, CHP, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort

“Innovation leaders empower experimentation, risk taking, learning from mistakes and the valuing of effort rather than perfection.”

– Alicia Wong, IT Project Director and Strategist, Digital Service at California Project Management Office, Department of Technology, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort

“Once you understand what that risk is, you understand what the rewards are if you take on that risk. A good friend of mine travels the country talking about risk management and he coined a phrase that, ‘If it’s predictable, it’s preventable,’ and he refers to that as risk in that if you understand it, it can be managed and it can be operated to your advantage.” – **Commissioner Joseph Farrow, CHP, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort**

“What you do matters. Take the quote from Napoleon, ‘Lead from where you are.’ Just lead from where you are, whatever occupation, whatever rank you have in state government, our communities, your people, your subordinates and your superiors, lead from the position that you are and help affect meaningful change in our organizations as state government moves on in this 21st century.” – **Commissioner Joseph Farrow, CHP, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort**

“Risk is inherent in all the different things we do. Understanding that risk is inherent in everything we do is a critical first component and it’s not a scary thing but it’s something that you build in and you understand, you prepare for and you plan for.” – **Director Mark Ghilarducci, California Office of Emergency Services, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort**

“There are many correlating, or what I called cascading impacts of any risk that we’re dealing with. One of the key things is continuity of government and continuity of operations. These are two areas where we need to ensure that the state family as a whole has the ability to adequately respond to any event for the case of public safety, ensuring public confidence that the government it still in a lead leadership role. This is not just at the government level. This is at the level of each and every employee because they have to understand that their actions going forward represent a component to ensuring for that continuity of government.” – **Director Mark Ghilarducci, California Office of Emergency Services, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort**

“We set metrics through the state emergency plan through what we call administrative orders and emergency support functions throughout all of state agencies. Every state agency has a role and responsibility during one of these risk scenarios, so we work with these state agencies to train employees and train their management with regards to how to interpret those risks that build sustainability in their organization. This ensures for continuity of government and continuity of operations which are our ultimate goals in the case of emergencies and risk management.” – **Director Mark Ghilarducci, California Office of Emergency Services, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort**

“I think the way that you ultimately get towards this risk thing is creating a culture in your organization where everyone is a leader and really encouraging everyone at the grassroots to constantly be challenging why it is we are doing it this way? Is this really the best way to do it? I think it’s really incumbent upon all of us to empower ourselves with the notion that the best ideas for change are in our own organizations. No one knows how to run government better than we do and we just have to really tap in to those changes but we have to be willing to take some chances to empower people to take some risks.” – **Chief Deputy Director Jeff McGuire, Department of General Services, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort**

“Be honest about what your risks are, figure out ways to break those risks into small pieces, attack those pieces and realize that change is going to be unrelenting and that you can do it, and then if you don’t do it, your life may change in ways you never imagined.” – **Deputy Secretary Stuart Drown, Gov Ops, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort**

“Recognize that change is constant. Come up with a plan to be able to move forward. Understand that there will be hurdles along the way, but if you don’t do it chances are you could be left behind and become irrelevant and I think that’s important message.” – **Commissioner Joseph Farrow, CHP, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort**

“Change is occurring. The way people look at what you do is changing. The delivery models in which you employ today are being asked to be changed. State government in itself has to listen to those contemporary discussions that are going on in the nation and you have to look inward to figure out how do you change and how do you adapt to this world, because this system you have employed for all of these years will push back against that change but it’s really, really important and this is where your courageous leadership comes into play.”

– Commissioner Joseph Farrow, CHP, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort

“What we really have to do is create a culture of internal disruption. We have to look at ourselves in the mirror a lot of times and say, ‘Does this still work? Is this really still the best way to do this?’” – Chief Deputy Director Jeff McGuire, Department of General Services, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort

“I think institutions as a whole, particularly government institutions which are driven by external risks and internal controls tend to not necessarily be places of extensive innovation. Because of a fear of change, the status quo tends to permeate organizations. This is really an area that as leaders, we really have to work with our executive teams. You need to send a larger message to all of the employees that one, change is constant and two, it can be good. We demonstrate this through the implementation of performance metrics, but also by building capacity from the bottom up.”

– Director Mark Ghilarducci, California Office of Emergency Services, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort

“We in our organizations have to be nimble. We have to be willing to absorb change and we need to think as an organization in an effort that everybody is ... wherever you sit, has the ability to invest, provide comment, look at what’s happening across the landscape and help to make the change in the organization. It’s very important.” – Director Mark Ghilarducci, California Office of Emergency Services, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort

“Every employee is an investment to the most critical resource, your investment into the organization, and we as an institution must invest into them as well, whether you’re a manager, supervisor or line personnel.” – **Director Mark Ghilarducci, California Office of Emergency Services, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort**

“Innovation leaders encourage employees to expand their understanding of both internal and external stakeholders, who they are and how they are interdependent.” – **Alicia Wong, IT Project Director and Strategist, Digital Service at California Project Management Office, Department of Technology, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort**

“For us, the change that is occurring right now is that everything we do, we do with the sole purpose of making our product more enjoyable and more useful for the world in which we have to serve. For us, it starts at the very bottom of the organization all the way up to myself. Every thought and everything we do is about that product at how it serves the world. – **Commissioner Joseph Farrow, CHP, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort**

“We’re constantly looking for ways to improve. We’re constantly looking at how do deliver our product in this changing world. Don’t tell everybody that you’re the best. Strive to be the best and as you strive to be the best, you’re never going to be perfect. As you continue to evolve and you continue to look for ways to deliver your products, the external world will respond to that attempt and how you embrace what they’re really looking for.”

– Commissioner Joseph Farrow, CHP, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort

“It’s an important lesson for all of us to discover where we have roadblocks. Where do we have challenges and where do we have opportunities to get the people to utilize your product and understand that you are here to provide a service for them.”

– Commissioner Joseph Farrow, CHP, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort

“Look around in your organization and look for those challenges and look for those opportunities and embrace them. I think if you can do that, you’ll make your organization a little bit better and more manageable, more useful to the people that we’re here to serve.”

– Commissioner Joseph Farrow, CHP, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort

“Build a habit. Build a culture of looking at things in a new way and then taking these small risks, build the conversation around, ‘What are we doing? What’s a real risk and what’s not a risk?’ We are betting on contagion, betting on you and in fact in others with these ideas. We’re also betting on generational change that people will come into government with different attitudes and different experiences.” – **Deputy Secretary Stuart Drown, Gov Ops, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort**

“The message from the secretary is, ‘Find things that have worked elsewhere and see if they’re appropriate and can be introduced to state government and can scale up.’ If you put a couple of those things together, that interact with each other, then those build like ladders that you can start building cultures around.” – **Deputy Secretary Stuart Drown, Gov Ops, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort**

“Risk! Risk being on the front page of the Bee!” – **Deputy Secretary Stuart Drown, Gov Ops, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort**

“It’s really it’s about our culture and it’s about how we talk to ourselves. It’s about doing things at the micro level most of the time. The best solutions are going to happen at lower end.”

– Chief Deputy Director Jeff McGuire, Department of General Services, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort

“The most important thing is to create a culture where you are challenging your people to challenge the status quo.”

– Chief Deputy Director Jeff McGuire, Department of General Services, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort

“We really do need to stop a little bit. Slow down so we can ultimately speed up, but slow down and actually talk about these issues and evaluate these issues because if we don’t, we’ll never get a chance because we’re all busy. Really think about how are you going to drive that, and you can do that a lot of times at the micro level. The changes that you make there will have gigantic impacts at times that you may not even realize.”

– Chief Deputy Director Jeff McGuire, Department of General Services, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort

“It’s about trying to shift the culture, and that doesn’t happen overnight. It’s relentless. You have to be very intentional.”

– Chief Deputy Director Jeff McGuire, Department of General Services, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort

“Change the world from where you sit today. Just do the best you can within that arena and then things will move.”

– Commissioner Joseph Farrow, CHP, Risk Management and Risk Aversion Panel, 2017 Cal-IPGCA Cohort

CHANGE CHALLENGERS

CAL-IPGCA CHANGE CHALLENGE FORUM: EXECUTIVE RETENTION AND KNOWLEDGE TRANSFER

“Leading change takes discipline and passion and a leadership team that can transition an organization without losing traction on the mission.” – **Stuart Drown, Deputy Secretary, Innovation and Accountability, Government Operations Agency, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“We can make change. Don’t be afraid of new adventures. Always take on the new adventures because there are always big people there to help and support you.” – **Selvi Stanislaus Executive Officer, Franchise Tax Board, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“Find the positives in what you’re doing and just remember that you want to leave your organization and your desk and your position better than the way you found it. If that’s your daily goal, then I think you can achieve really great things in spite of change, in spite of everything else going on, your goal is to leave the place better than the way you found it.” – **Lindsey Sin Deputy Secretary Women Veterans Affairs CalVet, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“When we think about this profession that we’re in, are we at the brink of doing something totally different? I don’t know what that totally different is, but that’s part of fun ...just being in the moment of being able to recognize it and what our role is in order to shape it.” – **Paul Danczyk Director of Executive Education, USC Sol Price School of Public Policy, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“Taking yourself out of your comfort zone and exposing yourself in an entirely new world and having to sort of sink or swim teaches you a lot about yourself; it gives you confidence to take on bigger and better challenges.” – **Richard Gillihan Director, CalHR, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“Leaders have to create a master narrative and it involves shaping and helping articulate their organization’s identity and its ideals; it has to be embraced by every member of your department.”

– **Stuart Drown, Deputy Secretary, Innovation and Accountability, Government Operations Agency, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“Your vision and your mission need to be simple. Get to the root of what you do. It’s not just about your business operations, it’s about your employees and your customers, and it is about knowing who your stakeholders are. They all have a stake in the vision.”

– **Lindsey Sin Deputy Secretary Women Veterans Affairs CalVet, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“Your vision should be what you think the future for your organization is; how you think that can really make a difference in people’s lives or your customers’ lives or your stakeholders’ lives. Think big.”

– **Lindsey Sin Deputy Secretary Women Veterans Affairs CalVet, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“Think big on your vision. Think really big and remember that you are and your staff are certainly contributing to that overall, no matter how small you think the work is, it is really crucial and important.” – **Lindsey Sin Deputy Secretary Women Veterans Affairs CalVet, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“When you establish a mission and vision and values for your organization, you have to stay on message and you have to get out and talk to the people directly, they need to hear from you. They need to hear why this is important and why we value what we value, why our mission is important.” – **Richard Gillihan Director, CalHR, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“You are more likely to retain your best staff and they are more likely to perform at a higher level if the employer is engaged and takes action based on input and feedback from the employees. An engaged workforce is a more productive workforce.”
– **Richard Gillihan Director, CalHR, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“It’s very important that once you believe in something, you are able to sell whatever that is you want to promote yourself, but do it respectfully, do it professionally and do it calmly.”

– Selvi Stanislaus Executive Officer, Franchise Tax Board, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort

“Change is personal and buy in for that change only happens one individual at a time.” – Selvi Stanislaus Executive Officer, Franchise Tax Board, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort

“It’s very, very important that once you are done with the project, make sure you go back to your employees and celebrate that success because that is something they will remember for the rest of their lives.” – Selvi Stanislaus Executive Officer, Franchise Tax Board, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort

“It’s not just understanding where we are in the moment, but also understanding where others are and are we on the same page or are we acting in harmony towards reaching what the outcome and the effect that we want to have in relationships.”

– Paul Danczyk, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort

“One of the most vital roles in leadership is to anticipate the agency’s future and its place in the global arena, and then formulate strategies for surmounting challenges that might not have manifested themselves right in front of you, but you know they are coming.” – **Stuart Drown, Deputy Secretary, Innovation and Accountability, Government Operations Agency, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“To proactively respond to challenges, government has to continually reinvent itself and leaders must encourage employees to join in this constant and constructive questioning of prevailing business assumptions and then, be ready to act upon them early in the game or as opportunities arise so they can address each challenge as they manifest themselves.” – **Stuart Drown, Deputy Secretary, Innovation and Accountability, Government Operations Agency, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“Change can be negative or it can be good but change is constant. Change is the only thing that you can ever really rely on.”
– **Lindsey Sin Deputy Secretary Women Veterans Affairs CalVet, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“If you’re building continuity through processes, if you’re building resiliency among your people, then any change, I think, is going to be better absorbed.” – **Lindsey Sin Deputy Secretary Women Veterans Affairs CalVet, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“To be a constant change agent, it’s really not enough to engage people’s logic, you also have to appeal to their emotions, and as leaders, to gain the insight that people are the soft side of business and that they hold the key to organizational change. Then, human emotions take on a new significance.”
– **Stuart Drown, Deputy Secretary, Innovation and Accountability, Government Operations Agency, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“What we need to watch out from a leadership perspective is understanding the pulse of our organization, but also understanding the pulse for ourselves.” – **Paul Danczyk, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“People make mistakes all the time. We learn from those mistakes and we’ll figure how to do better in the next time.”
– **Richard Gillihan Director, CalHR, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“We have very different populations in terms of need. What we need is a dynamic work force that reflects that. We need people of a younger generation that can understand the experience of these newer generation veterans.” – **Selvi Stanislaus Executive Officer, Franchise Tax Board, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“Everybody can innovate and change, and where you work and what your role is perhaps has some bearing on how broad of influence you have, but never use the way things are as the reason to not make improvements.” – **Richard Gillihan Director, CalHR, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“I think we create our own barriers in terms of when we think we’re ready for that next level of leadership or getting into the next job position and that’s a really dangerous thing that we can do to ourselves. Definitely consider yourself qualified first, at the outset, as opposed to thinking you are not ready. That will open up a lot more doors for you.” – **Lindsey Sin Deputy Secretary Women Veterans Affairs CalVet, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

CHANGE CHALLENGERS

CAL-IPGCA CHANGE CHALLENGE FORUM: IMPLIED AND UNCONSCIOUS BIAS

“I had to figure out if my identity would be defined by my disability or if it would be defined by who I was and what I did, what I was able to do. That experience put me on the path to pursuing my talent, demonstrating my ability, and doing everything I could at every turn.” – **Joe Xavier, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“This quote is from Leonardo da Vinci and it says, ‘Make your work to be in keeping with your purpose’, and, I have found tremendous joy in terms of working with the State and the area of passion in terms of opportunity.” – **Dean Lan, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“In terms of civil unrest, as a student of race and ethnic relations, and as a teacher of race and ethnic relations, I think that civil unrest is, unfortunately, historic. What is the answer? I think the key is education; the key is training. Are you going to be part of the solution or are you going to be part of the problem? Because if you don’t help mitigate some of these issues in terms of race relations, you’re not helping. We must strive to try and do everything we can.” – **Dean Lan, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“My life’s work in everything that I do is to ensure that people with disabilities have someone they can believe in, and to ensure that anyone with the disability gets to enjoy the benefit of expectation. That yes, one day, they will contribute and be a productive member of society enjoying everything else that everybody else does. That yes, they have the opportunity to maximize their full potential. They need to have that same opportunity I did to enjoy employment, to have independence, and to feel equality in living in their community and society.” – **Joe Xavier, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“If you don’t believe in the talent and the potential of people with disabilities, you’re in the wrong place. As people who are leaders of today and tomorrow, you must believe in the talent and the potential of people with disabilities, of everyone.” – **Joe Xavier, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“Embrace your disability. Utilize the opportunities you’ve given to maximize your potential.” – **Joe Xavier, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“Every opportunity, embrace it because it’s a learning experience.” – **Algerine McCray, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“Gandhi said, ‘You must be the change you choose to see in the world.’ For California to create and sustain a workforce of the best and brightest from all walks of life, life’s cultures and beliefs, then it must genuinely be the environment it chooses to attract and sustain. Its workforce, their stewardship to serve ... its workforce must have a cultural norm that reflects diversity as their greatest strength and their motivation as their stewardship to serve.” – **Rhonda Basarich, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“More importantly than what I say is what I do, and that starts with each of us as a leader. What you say better be supported by what people see you doing, and they’re looking. Don’t ever think that somebody is not paying attention.” – **Joe Xavier, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“One of the things that I need to do to affect change is to share information, to share awareness because if you want people to be able to make the change that needs to happen, they need to have the information to make that change. They need to be aware of that bigger picture. They need to be aware of how everything comes together.” – **Joe Xavier, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“Good leadership is talent development that works for both men and women, all cultures, all generations and all hierarchical strata.” – **Rhonda Basarich, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“You make sure you’re doing what it is you’re supposed to do. It’s very simplistic. You need to be able to demonstrate it, not talk about it. Life is not a conversation.” – **Algerine McCray, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“Do the things that you’re supposed to do, when you’re supposed to do it, the way you’re supposed to do it, and be the example of what’s expected of you. You’re supposed to be who you claim you are. Be about it. Deal direct. It’s obvious to the people that you serve.” – **Algerine McCray, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“Creating cultural leadership and innovation cannot occur in a vacuum. Diversity is the key that unlocks the door to both.”

– Rhonda Basarich, *Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort*

“One of the things that I absolutely believe needs to happen is that we really need to move from focusing on systems and processes to purpose. Too many times, we hide behind a matrix, a system, a checkbox. We need to focus on what our purpose is, how do we change the heart and the mind of the individuals that we’re working with? How do we make that kind of a difference?”

– Joe Xavier, *Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort*

“I believe society needs to do is embrace the uniqueness that each of us brings to the table. I don’t think that happens nearly enough. We’re much more apt to embrace the commonalities that we all have rather than the uniqueness.”

– Joe Xavier, *Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort*

“A government reflects the society it serves. Its workforce embraces the breadth of cultural, generational, and economic strata.”

– Rhonda Basarich, *Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort*

“One of the best things that you can do is be sure you know who you are first, understand the job that you have so that you can demonstrate to those public entities that you understand why they are paying you to do what you’re doing.” – **Algerine McCray, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“If you want to keep your job, you need to be vested in doing your job, not for show but because you want to be successful. It’s not about you; it’s about the job that needs to be done. What is the service that you’re providing? Who are you supposed to be providing it for and to? It’s not about you, but you are the example that they always remember. Good stuff lasts only so long, bad stuff last forever.” – **Algerine McCray, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“The essence is be the best you can be all day every day no matter what anybody else is doing. It’s you, and anybody who knows you by name, they also have an opinion of you. You are the one that develops what you want people to think about you, and you do that by your behavior. Say, “this is who I am and this is what I’m about’!” – **Algerine McCray, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“To change the story, we’ve got to tell the right story and stop telling the story from how you see it and start telling it from how people hear it. We often talk about things from our point of view. What about the person who’s listening? What are they listening for? What’s their point of view? The story, folks, it’s not what we do; it’s why we do it.” – **Joe Xavier, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“In leadership positions, you cannot afford to be a bull in a china shop. If you go in knocking things over because you can, you won’t be around very long. The other end of that is you can’t afford to be a feather in the wind. Somehow, you have to find the right balance in any issue, and especially one of significant systems change. You will find yourselves very alone very often, holding your ground. It’s not about bulldozing; it’s about allowing people to catch up.” – **Joe Xavier, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“We have to learn how to be who we claim we are, not just conversationally but in our actions.” – **Algerine McCray, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“We’ve got to learn how to be about our purpose, not just talk about it. Demonstrate and show people we’re serious. This is inclusion. We want everybody involved because what is involved is everybody. It’s going to affect everybody. When you talk about public service, we forget that it’s not us alone. It’s who you serve.” – **Algerine McCray, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“To get to a point to represent who you are and to claim it, it’s a learning process and a figuring out process. We were not all fully formed this way. We are really just the result of a lot of experiences.” – **John Laird, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

“It’s not a question of whether you failed; it’s a question of whether you learned from it. If you don’t fail, then there’s probably not a time that you ever risked much.” – **John Laird, Implied and Unconscious Bias Panel, 2017 Cal-IPGCA Cohort**

CHANGE CHALLENGERS

CAL-IPGCA CHANGE CHALLENGE FORUM: DATA DRIVEN MANAGEMENT AND STORYTELLING

“Stories have been with us since the dawn of time, statistics and data have not. That’s where a personal story can come in and save the day. The two can co-exist. I think there’s no reason why you can’t bring together the heart and the head, in terms of being able to communicate something that tugs at the heart strings and uses data and visualizations of data, and maps, and such to do that.” – **Andy Krackov, VP of Data Strategy, Velir, Data Driven Management and Storytelling Panel, 2017 Cal-IPGCA Cohort**

“The message data is conveying and the decisions that it connects to impacts our lives, our earth and the legacy we leave to future generations in powerful ways.” – **Brian Wong, CIO, Department of Social Services, Data Driven Management and Storytelling Panel, 2017 Cal-IPGCA Cohort**

“I think what we’re going to start to see more of a culture that is agreeable with leveraging information and sharing this information for a broader purpose and for a broader good. I think that’s very encouraging. It’s very exciting that we’re all I believe on the cusp of really pushing over that hill and getting to that next spot with tools, and this underlying current movement of folks getting interested in leveraging data more for their day to day work.” – **Scott Gregory, Deputy Director, Department of Technology, Data Driven Management and Storytelling Panel, 2017 Cal-IPGCA Cohort**

“Something that has always struck me about data, data is motionless. It’s neither right nor wrong. It doesn’t communicate it to you either way. It takes a team beyond just data scientists and analysts, but communications folks, social media experts, folks that can actually partner with us to articulate that story more clearly, more passionately. I think it’s really important.” – **Scott Gregory, Deputy Director, Department of Technology, Data Driven Management and Storytelling Panel, 2017 Cal-IPGCA Cohort**

“Data can actually connect with people in the language they understand best, data that paints a landscape for the story that you tell. Even further, data can create the story that will force others to see what they never expected to see and launch a cause that is unstoppable.” – **Brian Wong, CIO, Department of Social Services, Data Driven Management and Storytelling Panel, 2017 Cal-IPGCA Cohort**

“Looking at an unstoppable movement, data’s at the heart of that and I think the key touch point is how it relates to individual’s lives. Data becomes extremely important when it touches the lives of individuals. When it starts to become meaningful to you as an individual, then the light bulbs go on.” – **Scott Gregory, Deputy Director, Department of Technology, Data Driven Management and Storytelling Panel, 2017 Cal-IPGCA Cohort**

“Data is creating that bridge between government and citizen; it’s information telling a story. The state is connecting with the citizens telling the story that we do care regardless of what’s happening federally on the federal stage, nationally. We care and we’re here to help support some of the things that are of interest to you in your daily lives.” – **Scott Gregory, Deputy Director, Department of Technology, Data Driven Management and Storytelling Panel, 2017 Cal-IPGCA Cohort**

“Data and storytelling, I’m a firm believer that in this two-way communication, everyone has an opportunity to contribute a verse. Everyone comes from a different perspective, a different background. We have to honor that. That’s the voice of the public. That’s the voice of the folks that we serve. There’s a story being told to us and we need to understand that. Then, back that up with data. Back that up with information.” – **Scott Gregory, Deputy Director, Department of Technology, Data Driven Management and Storytelling Panel, 2017 Cal-IPGCA Cohort**

“It’s a qualitative and quantitative approach that we have to be cognizant of and aware of. I think that’s incredibly important, whether we’re dealing with the fires that are burning in northern and southern California or more politically driven initiatives related to immigration reform, or related to government services to citizens. That is the voice we need to incorporate, that voice to the citizenry to help us understand how to tell that story, and help us understand what our data is trying to tell us. It’s a two-way communication. It’s a two-way street. I think it’s incredibly important to keep those lines of communication working.” – **Scott Gregory, Deputy Director, Department of Technology, Data Driven Management and Storytelling Panel, 2017 Cal-IPGCA Cohort**

“It’s an iterative process, where you build something and you don’t build it to be the final product, and you get the reactions before you build and you get reactions after you build. You keep iterating and iterating, and iterating. I think if we can take that approach to data storytelling, we’ll be a lot better off in the long run.” – **Andy Krackov, VP of Data Strategy, Velir, Data Driven Management and Storytelling Panel, 2017 Cal-IPGCA Cohort**

“Data is starting to come to the heart of a lot of our conversations and is driving a lot more of the decisions we’re making because of its availability, because of the tools, and because that it’s being taught not only at universities and colleges but even in media. We see many more information products being shared because it’s hitting that broader constituency. I’m encouraged. I think there’s more to come.” – **Scott Gregory, Deputy Director, Department of Technology, Data Driven Management and Storytelling Panel, 2017 Cal-IPGCA Cohort**

“The fact that we’re having this conversation here, now we have labeled that data storytelling is incredibly forward thinking honestly. Just raising awareness about the need for it and having these kinds of conversations I think is vital and it’s obviously the first step.”
– **Andy Krackov, VP of Data Strategy, Velir, Data Driven Management and Storytelling Panel, 2017 Cal-IPGCA Cohort**

“The ability to be able to break down some of those human derived barriers of communication, awareness and education, I believe is a starting point. Then, technology comes and rides under that to plumb them together. I don’t think technology is ever going to be the issue. We’ve got a ton of it in the state. We got a lot of really smart people. It’s a cultural paradigm shift on the value of data and how it can be employed in government.” – **Scott Gregory, Deputy Director, Department of Technology, Data Driven Management and Storytelling Panel, 2017 Cal-IPGCA Cohort**

THE INNOVATIONIST

...Cal-IPGCA Trainees boldly grasping opportunity when it rises to explore new frontiers of innovative thoughts and ideas.

“I challenge all of us, despite our background, culture, affluence, religious, or political beliefs, are we willing to allow a wildfire to incinerate a bias? Are we willing to allow a wildfire to let a destructive and devastating force obliterate an ideology? So, I challenge you to seize your next opportunity. Who knows what will rise from the ashes.” – **Innovationist Chris Anthony (CAL FIRE), Excerpt from *Inferno-Innovation and Integration***

“So I want to offer you my perspective of 29 years working with the state. I listened to our agency Secretary Batjer and Kathleen Webb, and I’ve been through that transition, that twenty-nine years when training has been taken away, and the impact that it has on the employees, and it kind of stagnates departments. What Cal-IPGCA has right here, they say that it’s a pilot. I would be the ‘Passionator’, and the person, that they would want to take this thing forth to all state departments, because I’ve changed in this environment. I heard paradigm shift, and I think all of us who are in the cohort can say, ‘We will never think of larceny and contagion the same, because what we heard, it was twisted to be a positive’.” – **Innovationist Tonia Burgess (DGS), Excerpt from *Advocacy and the Power of Now***

“I’m going to leave you with a quote from Dr. John Moore. He actually went from being homeless to running a six-billion dollar corporation. And these three quotes that he says are, “If we ask the right questions, we will eventually get the right answers.” He says, “Your star players should not be sitting on the bench unless he or she is resting.” And then lastly he says, “Good people don’t quit companies, good people quit people.”

– **Innovationist Tonia Burgess (DGS), Excerpt from *Advocacy and the Power of Now***

“It’s not about what you do, or how you do it. It’s about why you do it. Here is one of my, basically, heroes, saying that everything she did was driven by her why, to serve. As I sat there inspired, excited, and motivated, what the heck was my why?”

Finding this why gave me purpose, not just in my work, but in my life. I’m overwhelmingly thankful for the growth I never expected. It’s completely altered my path and everything I do. Today, I urge you, if you don’t know it, let your why find you. It’s okay to struggle. Quiet your mind, and listen to your surroundings, and reflect. Reflect on everything, your hobbies as a child. Resist bias, and don’t feel obligated to have your why fit your current situation. Your job might not be what your why is, even if you enjoy it. Find the why that fits you best. I promise, you’ll be super-certain when you do.” – **Innovationist Eagen Patterson (DGS), Excerpt from *Why?***

“Ask why. Always ask questions, ask why with an intent to understand the big picture, but never to question the authority or the decision that has already been made. Why? Understanding the big picture helps you connect the work and the effort you do to the mission of the department.” – **Innovationist Jagadish Nagendra (DWR), Excerpt from *Ask Why***

“My challenge to you today would be that no matter where you’re at, no matter what your job is, to remember that you all have spheres of influence, whether you like it or not. The people you sit with at the dinner table, the colleagues that you go to lunch with, the employees that you supervise, the committees that you take part in, you have an opportunity with your words, like Kathleen shared today, to inspire others to take pride in what they do. To recall the incredible missions we have, like at CALFIRE. We aren’t just people who go and put out fires. We have so many people within our departments that each piece together to carry out incredible missions and service to the people of the state of California. Whatever your mission is, I encourage you to find it, and use words to speak that pride into those that you work with.” – **Innovationist Rebekah Gibson, (CAL FIRE), Excerpt from *Change - Bringing Back Pride in State Service***

“Show up, show up on time, and show up ready, and you achieve results... like being here.” – **Innovationist Beatriz Navarro-Dealba (EDD), Excerpt from *Power Up! My Aha Moment***

“You’ve got to be innovative. You’ve got to take in consideration each other’s perspectives. You’ve got to work as a team. Think beyond that chair.” – **Innovationist David Zeux (CCHCS)**, Excerpt from *What I’ve Learned in Cal-IPGCA*

“What if we had interagency agreements where agency servers actually spoke to each other? Wouldn’t that be so cool? Can you imagine how much time and money that would save? Check this out. What if we got so good at innovating that we not only became industry leaders, but industry creators? What if we got so good at innovation that Silicon Valley and other government entities came to us to help them to help them with their innovation plan? My message to you is this... stay hungry, make yourself better, your environment better, and our government better. I’ll leave you with one of my favorite quotes, and it says this, ‘I never lose. I either win, or I learn’.” – **Innovationist Caesar Gutierrez (DGS)**, Excerpt from *Stay Hungry*

“It is not so much our knowledge. It’s our imagination. Albert Einstein, as a man who has given so much to the scientific community, lived his life in very humble ways, and every time he was asked, he said, ‘It’s not because I’m so smart. It’s because I stick to problems longer.’ Therefore, imagination is more important than knowledge. Now, I’ll just limit it, but imagination encircles the world. So let’s take on the world.”

– Innovation Emin Nabiyevev (DGS) Excerpt from *The Constant Music of Change*

“I was taught that passion, commitment, hard work towards continuous improvement is the key to success - success in making a difference in what we do, how we serve. We need leaders, leaders that constantly challenge the status quo, and inspire people around them, and risk to do things in new ways, better ways with the best technology. California Innovation Playbook for Government Change initiated the cultivating of that leadership within us. I believe that they have reintroduced and inspired us to continue to explore our why.” – Innovationist MD Haque (DWR), Excerpt from *A Story of Passion for Innovation to Serve Better*

“I started asking myself, ‘How can I be a better person? How can I move forward? How can I push myself?’ And this is what’s been kind of the revolution for me is being able to sit back and say, ‘Am I doing the best that I can do? And if not, how can I be better? How can I do better?’

And with everything in this program, it’s not only helped me with my work and career, but it’s also helped me in my personal life, because I go home and I think, ‘Well, how can I be a better husband? How can I be better with my family? How can I move things forward? How can I better myself?’ And so that is why I consider this training my Kitty Hawk moment, because when I look back in five or ten years, I’m going to be able to say that this is where my career and my personal best really first took off.”

– Innovationist **Jeremy Callihan (DWR)** Excerpt from *My Kitty Hawk Moment*

MOONSHOT PRESENTATION

Originating as Google terminology, instead of incremental improvement,

a moonshot aims for an exponential improvement over what currently exists.

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 approach and outcomes of people, process and technology to make that solution possible.

The Cohort 2017 Innovation Teams were given **6 Enterprise-Wide Government Challenges**, identified by the Government Operations Agency in collaboration with the California Department of Technology, Office of Digital Innovation.

“Moonshots are often seen as radical, but I ask you consider another perspective. Perhaps moonshots are just sound, logical good ideas that have been germinating inside you, and you, and you, across miles and miles of business acumen. From the perspective of experience they can be absolutely logical. But when your idea and your idea and your idea are unleashed and they can co-create new possibilities from a clean slate, the outcomes can truly shift from ordinary to extraordinary!” – **Rebekah Christensen, Chair, Cal-IPGCA, Excerpt from LMS Training**

“We have been challenged with identifying an approach to increase risk awareness and intelligence for state employees and managers. This approach should enhance mission outcomes and create a future that supports risk based strategic planning and monitoring efforts at every level of management. Our moonshot is strengthening California’s risk management practices.”

– 2017 Cal-IPGCA Cohort, Excerpt from Team One (Transformers) Moonshot Presentation

“There is no culture of risk awareness and intelligence from the bottom to the top of our departments. We believe, like Louis Hayes, Stephen Covey, and Gordon Graham, that urgency combined with importance and frequency creates a three-dimensional depiction of risk awareness intelligence in our organizations.” – 2017 Cal-IPGCA Cohort, Excerpt from Team One (Transformers) Moonshot Presentation

“The biggest opportunity for change in risk management is with the people of California. We have nearly 40 million residents here that face challenges and risks every day in their lives. This creates stress in their life and it affects their health and well-being. We owe it to these people to step up and be the best we can be in making risk management serve the people of California.”

– 2017 Cal-IPGCA Cohort, Excerpt from Team One (Transformers) Moonshot Presentation

“The more we talk about risk management the more people become accountable and more comfortable with it. Accountability starts with every employee understanding the potential risk that crosses his or her desk. Create a safe and nurturing environment for all employees. Everyone should be able to feel comfortable with identifying and communicating potential risk. Leaders need to identify risk as well as communicating and creating risk awareness. Help employees understand that risk management is everyone’s responsibility; just talking about it can make a difference. We need to encourage open communication and create risk awareness learning opportunities. Leaders must remind employees there are no penalties for bringing a potential risk forward, again creating that safe environment. As leaders, we should be concerned when issues are not being brought forward. This approach should enhance mission outcomes that create a future that supports risk-based strategic planning and monitoring efforts at every level of management.” – **2017 Cal-IPGCA Cohort, Excerpt from Team One (Transformers) Moonshot Presentation**

“Know yourself. Only then can you understand the power you have to bring change, no matter how small, to the world around you. Go shine your light.” – **2017 Cal-IPGCA Cohort, Excerpt from Team One (Transformers) Moonshot Presentation**

“Our moonshot is to create a culture of innovation, one that parallels some of the most innovative organizations. We need to recognize that people are our ultimate source of innovation, and we need to empower our people to take risks and think creatively about their agency and its programs. There must be a fundamental shift in the way people view risk and risk related decision, don’t you think? We need to shift that risk paradigm to create a culture of innovation that values and rewards risk.”

– 2017 Cal-IPGCA Cohort, Excerpt from Team Two (Guts and Glory) Moonshot Presentation

“Innovation feeds success, and while not every attempt at innovation will be successful, it is invaluable to recognize even valiant attempts and near misses. With each partial success, the end goal becomes closer.” – 2017 Cal-IPGCA Cohort, Excerpt from Team Two (Guts and Glory) Moonshot Presentation

“How do we take ideas that we already have, and we want to implement, and actually put them into action, and what does it take from the top all the way down to the bottom to get people on board with those changes? Our Moonshot is to establish the California Change Academy to empower and equip employees to drive positive change. We believe that by empowering our employees from the first day that they step into state service, all the way up to the top of our leadership, by giving them a tool kit and a place that they can go and be educated on how to get everyone on board with change and how they can effectively manage change as they’re implementing new programs, we can really change how we practice change management within the state of California.” – 2017 Cal-IPGCA Cohort, Excerpt from Team Three (Monarchs) Moonshot Presentation

“I think this is my first time in state service where someone said, you don’t have to look at the rules, you don’t have to look at the budget. Dream big. We’re going to give you a problem, see what you could do to fix it.” – 2017 Cal-IPGCA Cohort, Excerpt from Team Three (Monarchs) Moonshot Presentation

“Resources – a big topic. A good one too because as we look at resources, I can’t help but think about the opportunity, and this will undergo iterations as we move into the future, make no mistake about it. We are not going to be teaching people how to be reactive to today, we’re going to be helping people to be proactive about the future.” – 2017 Cal-IPGCA Cohort, Excerpt from Team Three (Monarchs) Moonshot Presentation

“We’re doing this together as a wave, as a tsunami. Therefore, let’s network, and grow together.” – 2017 Cal-IPGCA Cohort, Excerpt from Team Three (Monarchs) Moonshot Presentation

“Our innovation assignment was to take on the challenge of Executive Retention and Knowledge Transfer. We are going to embrace that challenge...And so the countdown has begun for our moon shot, to make California State Government the employer of choice, not just in California, but to attract people from across the nation.” – 2017 Cal-IPGCA Cohort, Excerpt from Team Four (Ice Breakers) Moonshot Presentation

“This is just the beginning and we are very hopeful that the state of California is committed to retaining our expertise, to attracting our future leaders, and to sharing and retaining the knowledge that has taken countless years of blood, sweat, and resources.” – 2017 Cal-IPGCA Cohort, Excerpt from Team Four (Ice Breakers) Moonshot Presentation

“We are the Free Radicals and I will read to you a little bit about who we are. It says, ‘In chemistry, a free radical is a highly active molecule caught in spontaneous action when it comes in contact with another.’ In May, these Free Radicals here first come into contact with each other as a catalyst for change and quickly ignited a chain reaction of spontaneous innovation to radically change the bias of state employment. This is our mission today.”

– 2017 Cal-IPGCA Cohort, Excerpt from Team Five (Free Radicals) Moonshot Presentation

“Our moonshot is to radically change the negative bias of state service. We do enjoy being public servants, but how many of us have been out in the community when somebody asks us, what do we do, we put our head down, or we don’t actually stand up and say, ‘I work for the state!’ We want to change that and one of the ways you change that is by first changing ourselves. You can’t change other people’s perceptions of us if our own perceptions of ourselves are negative as well, so we actually talked about organizational self-esteem. If we like ourselves, we’re going to do things we’re proud of. How many of you know that? When you like yourself and you like something you’re doing, you actually get involved in it.” – 2017 Cal-IPGCA Cohort, Excerpt from Team Five (Free Radicals) Moonshot Presentation

“We have a compelling, exciting, and persuasive story to share with state workers. We believe that we need to do a better job of telling the public not only what we do, but why we do it. After all, they are the ones that we work for. Every one of you provides a valuable service to the public and has a story to tell. And collectively, the services we provide California are simply astounding, whether it’s protecting the citizens of our state, teaching the next generation of children at a local school, maintaining and improving our diverse water system, protecting and enhancing our natural resources, ensuring that we have clean air to breathe, helping those in greatest need, taking care of our veterans, helping someone find meaningful employment, improving a complex and efficient transportation system, or pioneering new technological fronts. And believe me, there are many other things we do as state employees to serve the public. But the point is, we do something that’s worth sharing.”

– 2017 Cal-IPGCA Cohort, Excerpt from Team Five (Free Radicals) Moonshot Presentation

“You get more from telling people what you want than from telling people what you don’t want.” – 2017 Cal-IPGCA Cohort, Excerpt from Team Five (Free Radicals) Moonshot Presentation

“Our group was originally assigned a very specific process. Fix the performance data report cards for the Water Control Board. It was a great moon shot, but the more we explored, the more we realized that needed to be expanded. Data is the magical key every department can use to unlock hidden potential. Team Six then realized we were shooting for Mars. We decided to begin developing the California Data Action Plan to modernize and regulate data across the many departments through the comprehensive organization, standardization and management of existing and new data to inform, serve and protect the people of California through storytelling and accountable decision making. Let’s get ready for our launch!” – 2017 Cal-IPGCA Cohort, Excerpt from Team Six (Flow) Moonshot Presentation

“Moving toward an open data system is a change in the culture of most state departments. It’s a ripple effect and if the department executives are on board, the staff is inspired and motivated.”
– 2017 Cal-IPGCA Cohort, Excerpt from Team Six (Flow) Moonshot Presentation

“Storytelling is an incredibly powerful medium. On this mission, we believe it is important to keep the end in mind throughout the journey and to drive the story forward toward that end based upon your audience type. The depth of the story or how the data is presented may change as the audience changes.”

– 2017 Cal-IPGCA Cohort, Excerpt from Team Six (Flow) Moonshot Presentation

“The possibilities, what if they weren’t just possibilities? All of this data can be your department’s reality. As Secretary Batjer has said, ‘Data is California’s second gold rush.’ We are on the forefront of changing the way the state does business and manages performance. We need your help!”

– 2017 Cal-IPGCA Cohort, Excerpt from Team Six (Flow) Moonshot Presentation

Cal-IPGCA LMS-based experiential training featured 41 work-based training modules covering GovOps-CalHR's 9 Leadership Values. Collectively, these create a "common language" that standardizes a common language of communication. This builds a culture of leadership and innovation that transcends departments and agencies to deliver great results for Californians. The following quotes highlight the almost 300 pages of written responses received from Cal-IPGCA Trainees.

LEADERSHIP VALUES

LEADERSHIP VALUE: COMMUNICATE EFFECTIVELY

...As demonstrated by strong writing, verbal and listening skills to create an open and transparent environment for the exchange of information.

“While this is not new to my experience, it does not cease to amaze me how we gravitate towards people who project genuineness, authenticity, and honesty with others. I consider myself to be very lucky for having good soft skills to build relationships, but I could tell that by making myself ‘vulnerable’ to everyone and approaching my team members with grace has helped them open up as well. This type of trust is absolutely crucial for building relationships, enhancing our team energy and promoting a sense of ownership from everyone involved. I consider that to have purposeful communication, this integrates our emotional intelligence and body language. Thank you for providing me with an opportunity to offer my perspectives.” – **2017 Cohort Trainee, Excerpt from Communicate Effectively LMS Training featuring Secretary Marybel Batjer: *We Can Do New Things New Ways***

“My A-ha moment was attending the Cal-IPGCA for this first time last Thursday. First, I have never been to a program like this before where you have not limits on creating change (moonshots). And secondly, seeing the support from all departments in that room really makes me believe that we can have good impacts on making change for the State of California. I am very fortunate to be part of this exciting program. I cannot wait to see what exciting outcomes this program will have!” - 2017 Cohort Trainee, Excerpt from Communicate Effectively LMS Training featuring Secretary Marybel Batjer: *We Can Do New Things New Ways*

“We have a great team with eager personalities that want to make a positive impact for the people of California. During our initial meeting, we used the parking lot idea as a way to let the chips fall where they may and build our diverse ideas from the ground up. The one way that I contributed toward our team’s moonshot statement, the “why” behind our efforts and our philosophy behind the “how”, was to stick to the basics for our audience. There are multiple ways to beef up sentences and turn words into paragraphs, but the audience and those we serve want to know why we are there, how we want to get things done, and what we are going to be doing. So, instead of coming up with a sentence after sentence, I encouraged everyone that our message be cohesive, all-encompassing and bold, much like the moonshot philosophy we were encouraged to adopt. After all, why not fail while trying, rather than hold back and wonder what could be!” - 2017 Cohort Trainee, Excerpt from Communicate Effectively LMS Training featuring Secretary Marybel Batjer: *We Can Do New Things New Ways*

“Kathleen Webb’s lesson on communicating effectively is powerful across industries and societies. Considering the fact that we first seek to learn from and express ourselves to each other through communication. Effective communication is so crucial that every job description and duty statement emphasizes it. While some people have division of labor and specialization through unique technical skills, they, too, have a great responsibility for possessing effective communication skills to properly interact with the outside world. Our world is shrinking through globalization and instant communication, thanks to technology. We find ourselves interacting with the rest of the world without having to cross any geographic borders. As such, the need for standardized language becomes important to not only governments, but to people. I certainly see the trend continuing in that direction.” – 2017 Cohort Trainee, Excerpt from *Communicate Effectively LMS Training* featuring Kathleen Webb: *One Government, One Language, One World*

“During our team call, we discuss ideas for our innovation project. When I see a few different ideas or proposals floating around, I thread them together and add my own spin offline. Many of my proposed ideas are composites of ideas shared during our team discussions.” – 2017 Cohort Trainee, Excerpt from *Communicate Effectively LMS Training* featuring Diana Dooley, *When the Right Answer Isn’t Politically Correct*

“I was in an all-day training session yesterday and when we were asked to discuss our opinions regarding the good and the bad about our Department, I chose to respond to someone else’s comment about including more people in the decision making. I explained that while the task at hand requires an independent and a swift decision, I am all for picking the best perceived option and running with it. However, when the issue at hand impacts a larger group of people, it is always wise to take a more interdependent approach, solicit opinions and build consensus that will lead to a collective decision. I understood the unpopularity of having to wait and appease everyone to reach compromises, but when we work in a diverse organizational environment, we have to value collaboration and team work. Just because it takes more effort and requires additional time doesn’t mean that it is the right approach. Organizations do well when the people that make them up work well together and just because you have several individual that disagree with you, which is well within their rights, doesn’t mean that their larger number makes them right. As late Senator of New York, Patrick Moynihan once said, ‘Everyone is entitled to his own opinion, but not to his own facts’.” – 2017 Cohort Trainee, Excerpt from *Communicate Effectively* LMS Training featuring Diana Dooley, *When the Right Answer Isn’t Politically Correct*

“I find it fascinating that we are talking about this at the highest levels, and my understanding is that these conversations are not new to the State. Yet leadership retires, new people come in, and the issues remain. Workforce welfare has to be addressed not through surveys, but by tackling the findings that lead to identified problems. Costs and expenses have to be articulated quantitatively wherever possible, and qualitatively in the absence of the former, so that the added effect of having a muted workforce that feels resentment towards many issues can be communicated to Californians and the State government leadership in terms of a lower return on investment. Problems are everywhere but no one seems to have a full-time job looking at improving organizational health and addressing individual grievances from a real, human-resource perspective. What we all seem to have is a personnel office that is pushing paper and policy, but where are the humans engaging with humans on human related issues? Perhaps those who are not willing to step forward to discuss problems are numerous, but maybe we need to do a better job of empowering people to step forward to both discuss the issues and offer solutions, so that those who have a stake in making an improvement (arguably all of us) could get to work on making incremental changes towards a better future.”

– 2017 Cohort Trainee, Excerpt from **Communicate Effectively LMS Training** featuring Bekah Christensen: *One of the Risks We Can Take is Giving People Voice*

“I think my A-ha moment is finding the relation between effective communication (writing, verbal, and listening skills) and providing people a voice, regardless of where they are in the social/professional hierarchy. I think this means that listening is a much more essential tool in effective communication when the goal is to empower others through communication.” – 2017 Cohort Trainee, Excerpt from *Communicate Effectively LMS Training* featuring Bekah Christensen: *One of the Risks We Can Take is Giving People Voice*

“When reading or listening to information being shared from our team leaders, I continue to learn from their experience and knowledge. There is so much value in these groups and a vast wealth of knowledge to be absorbed.” – 2017 Cohort Trainee, Excerpt from *Communicate Effectively LMS Training* featuring Bekah Christensen: *One of the Risks We Can Take is Giving People Voice*

“These skills are valuable and necessary in all aspects of life. As a mother, I often have to remind myself to shut off my brain so that I can truly listen to my kids and not already have the answer before I hear the problem.” – 2017 Cohort Trainee, Excerpt from *Communicate Effectively LMS Training* featuring Bekah Christensen: *One of the Risks We Can Take is Giving People Voice*

“This is perhaps one of the most important lessons to be applied to State service, because while many agree on the validity of the points being discussed, the majority of people, nevertheless, are acting based on learned behavior. The one element that is severely lacking is the feeling of trust among colleagues. We don’t work as well in a team work environment and many folks believe that they are subject to either being judges for belonging to a certain group, or being divided and conquered by management, who have their own shifting priorities. When people consistently feel like their voices, needs and expectations are not relevant in relation to the big State machine, they feel demotivated. Telling people that their voice matters is one thing, empowering and giving them the real sense that this is the way in which we work and operate is quite another. We need to have a lesson that focuses on “Practice what you preach” or “Walk the Talk”, as I believe focusing on being true to oneself and others is one of the best ways we can help ourselves and our colleagues in creating a more honest, genuine and equitable work environment.” – **2017 Cohort Trainee, Excerpt from Communicate Effectively LMS Training featuring Bekah Christensen: *One of the Risks We Can Take is Giving People Voice***

“I value giving my staff and coworkers a voice. I could not agree more on the value and importance of this. I do not see it as a risk, but rather has a valuable need to keep good working relationships, to keep employees and coworkers engaged and performing their best, and how at times we get the best ideas and input for best business decisions and practices. I value giving a voice that I hold a biweekly meeting with my lead staff to touch bases in the staff development, share business concerns and issues being identified and addressed, and to get their perspectives, ideas and input based in their current role, what work products they see, their years of experience and expertise and their ideas. I believe it takes a team. My lead staff appreciate and enjoy the biweekly meeting and feel very comfortable and safe to share their ideas, input and even frustrations at times. It makes our team and business stronger and better to have this forum of exchange.” – 2017 Cohort Trainee, Excerpt from *Communicate Effectively LMS Training* featuring Bekah Christensen: *One of the Risks We Can Take is Giving People Voice*

“We have so many talented people at every level in my department. They have a lot of offer. Recognizing and encouraging their participation and involvement is critical to the success of our department.” – 2017 Cohort Trainee, Excerpt from *Communicate Effectively LMS Training* featuring Bekah Christensen: *One of the Risks We Can Take is Giving People Voice*

“This video served as a good reminder to pause before responding out of emotion and allow time to process what was said.”

– 2017 Cohort Trainee, Excerpt from *Communicate Effectively LMS Training* featuring Matt Rodriguez: *Mutual Respect – Recognizing That One Life is Hard*

“As a professional in my field, all three skills are needed. Verbal communication comes naturally to me. Listening is more of a challenge as I need to slow down and let the information being presented flow to me naturally, not jump ahead and think I know what is going to be said. This is a challenge that I have been working on for several years and it is an ongoing project. Written communication is a separate challenge in its own right. I am not the best word smith and my chosen career requires me to write on a regular basis. This occurs in both a casual, professional and scientific manor. Adding to this is that there are distinct differences in the way you write for each of these. This is really a work in progress for me and most people. I am choosing to actively work on my communication shortcomings.”

– 2017 Cohort Trainee, Excerpt from *Communicate Effectively LMS Training* featuring Matt Rodriguez: *Mutual Respect – Recognizing That One Life is Hard*

“I start my effective communication with listening effectively in my personal life. I have to understand before being understood.” – 2017 Cohort Trainee, Excerpt from *Communicate Effectively LMS Training* featuring Matt Rodriguez: *Mutual Respect – Recognizing That One Life is Hard*

“I communicate almost on daily basis via e-mail with our innovation team and protégés. Mutual respect with team members is showing great results for ours. Constructive feedback has been key to the success of our Moonshot.” – 2017 Cohort Trainee, Excerpt from *Communicate Effectively LMS Training* featuring Matt Rodriguez: *Mutual Respect – Recognizing That One Life is Hard*

“Be open minded and patient really improves cooperation and trust among others. It is difficult to freely share ideas because you may be shut down. But, if you are respectful in your exchange, you will realize that as a group you can produce a good product.” – 2017 Cohort Trainee, Excerpt from *Communicate Effectively LMS Training* featuring Matt Rodriguez: *Mutual Respect – Recognizing That One Life is Hard*

LEADERSHIP VALUES

LEADERSHIP VALUE: 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.

“I’ve found that when I encourage others to do better and then we celebrate their success, it makes me feel like I too can achieve anything I want to. I just have to believe in myself and get out of my comfort zone. Great things happen when I get uncomfortable!” – 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Daniel Kim: *Think About Your Moonshots Expansively*

“Director Kim’s words are a reminder that we are in charge of our destinies and whether it is a relentless pursuit of improvement through continuous incrementalism, or taking a giant leap towards something radically new, we should challenge our natural inclination to avoid risk and become more comfortable with the idea of challenging the status-quo for something better.”

– 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Daniel Kim: *Think About Your Moonshots Expansively*

“Questioning, and asking “Why are we doing this?” really resonated with me. As a newer employee to the state and as a new member to my program, I don’t want to challenge the status quo. But why not? Why not ask why? Why not challenge the way things are done? There could be merit behind my idea, it could solve problems that I didn’t even knew existed. I challenge myself to not fear the risk of thinking things through differently.”

– 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Daniel Kim: *Think About Your Moonshots Expansively*

“Another important element to challenging individuals to achieve professional goals is not to talk about providing the environment for innovation, but, actually providing it. Sometimes we need the same kind of risk takers as Steve Jobs, Bill Gates and Elon Musk who bulldoze through the noise to establish an innovative incubator where all ideas, big or small, are given an opportunity to move from a concept to reality. Any political appointee or a government executive willing to take the risk in actually providing this safe environment for innovation, as opposed to talking about it, might just lead to fundamental difference between what ‘is’ and what ‘could be’. This requires a cultural change, which starts with major backing from the very top, with the aim of empowering everyone below them. That could motivate folks to be more loyal and connected to their work, while challenging them to achieve professional and personal goals.” – 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Scott Gregory: *An Innovation Pipeline*

“Inspiration awakens us to new possibilities by allowing us to transcend our limitations. Inspiration propels us to any possibility, and transforms the way we perceive and look at our own capabilities.” – 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Scott Gregory: *An Innovation Pipeline*

“I have a big project in mind and when I talk to people about this project, they can see my passion as I verbally visualize the concept to them. I am exploring the market place for this project and as they become inspired and engaged I found that others have shared their ideas for this project. I listen to their ideas and have included some of their ideas into the project concept which is growing larger in scope. I have now incorporated these ideas in 3 phases. I have run into a few negative responses and I challenged them by asking questions and found that sometimes these issues are really non-issues and they can now see this project through fresh eyes (in other words, they had an eye opening moment) to the point where they can be supportive of this project and see my vision and passion. This project is very doable but will need a team to get it up and running.” – 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Scott Gregory: *A Revolution to Serve*

“I try to remember why I am doing what I am doing. I look at my agency’s mission and that inspires me to do better.” – 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Scott Gregory: *A Revolution to Serve*

“I’m learning that the more I listen, the more effective I am at understanding what others are communicating! Still a work in progress and I’m happy with this growing trait.” – 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Scott Gregory: *A Revolution to Serve*

“I have been practicing more effective listening skills where I ask questions more and anticipate what I will say less. This has helped me to better understand the other person and has actually increased how people view me - as a good listener.”

– 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Scott Gregory: *A Revolution to Serve*

“I try to ask questions to inspire and engage my co-workers. I share ideas and ask if they have ideas to share. When I have conversations with my co-workers, I try to include the message that we can improve our processes and make work easier for us by creating innovation within our team. I hope that this helps to create a different dialog than the normal, ‘we can’t, we always do things this way’. I hope to ignite the passion again by allowing us to take ownership and pride into what we do, how we do our jobs, how we provide services to our customers (including taxpayers), and change the way we do business. However, we are still in the mindset that these changes must be approved by management and that’s where the innovation can stop and die.”

– 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Scott Gregory: *A Revolution to Serve*

“I always felt that the innovation pipeline is the richest with organizations that encourage pushing the limits of our imagination and creativity, encouraging us to ask questions and be perpetually curious about visions and making them a reality. Most importantly, the appetite for risk is high because we have to face the unknown before we discover where we land. Some of our wounds are self-inflicted. We shackle our staff to adhere to the existing processes that are in place (regardless of how old and outdated), then we teach them that being a great employee is to be a conformist who does what he or she is told without rocking the boat. Over time, what we get is a workforce that stands ready to react when paradigm shift takes place, because venturing outside of the status quo, thinking outside of the box, and successfully discovering and implementing new ways of doing things were often the topic, not the reality. I happen to think that we are asking the right questions and pushing the right envelopes, but the greatest effect is felt when strong leaders and are backed by a united force with large numbers that is aligned with the vision and the direction. We have an opportunity to improve the way we communicate our successes and celebrate our quick wins, so that others see that we are not in a stagnant vessel of hopelessness, but rather a powerful carrier with the weight, resources and capabilities to sail towards the open skies.”

– 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Scott Gregory: *A Revolution to Serve*

“One of the things mentioned in the presentation was to “find a new way forward”. I think this is an important way of thinking no matter what your career path is. There are better ways of doing things in all we do. The changes might be minor but that does not change that it was an improvement.” – 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Scott Gregory: *A Revolution to Serve*

“I cannot feel strong enough about the sheer authenticity and humbleness that Director Xavier possesses. His lessons and experiences are impactful enough for all of us to show humility and respect towards each other. I am learning to be a better father by looking at my own frustrations as a father from a perspective of how much my son is capable of doing at his age, and not focusing on what he does not yet. I am working on seeing him as he is, and not from the unfair perspective of who I would like him to be. He is not there yet, and he has plenty ahead of him to craft his own personality, character and legacy. I will be there along the way to love and support him.” – 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Joe Xavier: *Are You Looking for Barriers or Opportunities?*

“Often times it’s not enough to be inspired and to forge ahead, we also need to celebrate our success to improve and inspire in the future.” – 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Joe Xavier: *Are You Looking for Barriers or Opportunities?*

“I am challenging myself daily to operate outside of my comfort zone in an effort to grow personally and professionally. I challenge myself to be open minded to things that I do not understand.”

– 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Joe Xavier: *Are You Looking for Barriers or Opportunities?*

“My management style is to see my staff as our department’s greatest assets to invest in and develop. Daily I interact with my staff to motivate them, develop them and acknowledge their contributions. I had meetings today with several staff members to complete discussion on their performance evaluations. I acknowledged their growth and accomplishments this performance period. I discussed the needs and direction of our business and what areas of development we will focus on in the current performance period to meet goals for their development and the business. I explained how what we would focus on in their development connects to the Section work and goals, what areas to challenge them on for further development and how we would work together as a team to meet the goals. I also engaged the staff to give them the opportunity to share where they feel they developed and what their successes were this year. I made sure the evaluation write ups acknowledge the successes of the staff person’s performance and thanked them for those contributions.”

– 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Joe Xavier: *Are You Looking for Barriers or Opportunities?*

“Getting people to buy into a plan is critical to the overall success of a plan. Whether this is professional or personal is irrelevant. A key piece of a manager’s job is to motivate their staff. There are several ways to do this. Some try fear and hostility. This may get short term results but will fail in the long term. A better approach is to inspire them and get buy in from partners. This method is more difficult but will yield better results over the long haul. Setting achievable goals is a useful tool to do this. If you break down the tasks into manageable components, you can achieve this. Kind of like the idea of ‘How do you eat an elephant? One bite at a time.’ This also allows us to celebrate successes along the way, boost morale and buy in.” – 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Robert Barton: *Are You a Thermostat or a Thermometer?*

“Despite of a lot of current responsibilities, I am finding that these responsibilities are connecting me to more people at work. Often times, when folks approach me with a question, I find that my decision on how I respond and how I present my case influences others greatly, either because they are also looking for direction, or because I am able to sell an idea that is more optimal than what they had in mind. Yet, with each decision and point of involvement comes ownership in that process, which means that to succeed and build long-term credibility, I should be at the table to see these initiatives through. That makes me a better member of the team and challenges me to become invested in our work and challenge just as much as I am being challenged.” – 2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Robert Barton: *Are You a Thermostat or a Thermometer?*

“The cohort group has become a think tank for creativity. Our group has a goal and a mission to complete our desired outcome to offer change management to be effective in state government.” – **2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Robert Barton: *Are You a Thermostat or a Thermometer?***

“Achieving my personal and professional goals by inspiring and engaging like a working thermostat is synonymous to none.” – **2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Robert Barton: *Are You a Thermostat or a Thermometer?***

“For my public safety projects, I am leading and managing a matrix team with diverse background. I motivated the team for this high profile project with strict deadlines. I have challenged each task lead professionally to finish their activity on time and within budget. I also challenged team members to achieve their goals by showing them the opportunity, incentives and value of the work for public safety and public service. I actively engaged with the team members and connected them with the work towards the final goal. I then celebrated each milestone by sending appreciation and recognition e-mails.” – **2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Robert Barton: *Are You a Thermostat or a Thermometer?***

LEADERSHIP VALUES

LEADERSHIP VALUE: 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.

“Dealing with new and larger projects at work, I’ve learned it takes time and patience to transform an abstract idea into a physical product. As much as I’d like to have a project set in stone with all the details hammered out one week in, it doesn’t always happen that way. Some ideas need time to grow in the group and transform into what they can become. Developing others and the idea is a part of the whole process. As a group, when all take part and invest in a product/goal, you will feel the sense of the shared ownership and bring a better passion and drive to the product solution.” – 2017 Cohort Trainee, Excerpt from **Develop Others LMS Training** featuring Kathleen Webb: *It’s My Work – Not My Job*

“Director Africa’s lesson touches on a lot of important factors that shape us personally and professionally. First and foremost, we owe it to ourselves to be the best person we can be. There are a lot of training materials through works, and an endless catalog of case studies, books and real life examples online that give us plenty of opportunities to teach ourselves and learn from others. I consider myself being in a perpetual state of training, in which I’m coaching, training, instructing myself to become better for those around me. I strive to be a better listener for my wife and aim to be an effective, not just loving, father for our son. I coach and guide him with principles of universal respect. He does not refer to other children at his school based on their race, color or disability. We do not ask him to categorize those kids based on those differences and we will do our best to ensure that he does not become a closed-minded adult, and we can only hope that he will ensure that there is not an ounce of bigotry in him. To me, the key of becoming a better person is to strive to learn continuously about our world and the people within it. It is through global citizenship that we will exercise understanding, caring and reciprocal respect for each other, regardless of our biological differences. By rejecting ignorance, we can become better people in life and team members at work, and when we make innocent mistakes, we can admit to them, learn from them and move on as better informed individuals. While this lesson doesn’t cause a big shift in my life, as I have been on the open-mindedness quest for many years, it does remind me of the importance of empowering, supporting and guiding each other towards better outcomes.” – 2017 Cohort Trainee, Excerpt from *Develop Others LMS Training featuring Jei Africa: Diversity, Environments That Value People, Value Differences*

“I’ve used aspects discussed in this training to develop 6-7 new-to-service scientists, from diverse cultural and academic backgrounds, over the last 6-7 years. Ensuring cultural or gender sensitivities are not violated is critical to keeping a ‘lead by example’ role, otherwise animosity and angst (macro-aggression) may develop that can undermine the function of the leadership role. Recently we hired a number of new staff with varying backgrounds. Ensuring everybody in the group had a chance to speak and contribute helped the incoming staff feel valued, and eased the nerves that inevitably result from working in a new environment.” – 2017 Cohort Trainee, Excerpt from *Develop Others LMS Training featuring Jei Africa: Diversity, Environments That Value People, Value Differences*

“When I’m out of the office, I make an effort to brief my supervisor and my teammate on my pending items list. I also provide an upcoming schedule for our blog. I list what needs to be done, but I leave the “how” up to my teammate to decide. I may be the lead on the blog day-to-day; however, its success (and our success) is very much a team effort. We all have to feel a sense of ownership to thrive.” – 2017 Cohort Trainee, Excerpt from *Develop Others LMS Training featuring Jei Africa: Diversity, Environments That Value People, Value Differences*

“I apply these principles through my interaction with people at work. This includes coworkers and colleagues. It has allowed me to better communicate and interact with those around me. It has also helped me build strong relationships with my agencies stakeholders.” – 2017 Cohort Trainee, Excerpt from *Develop Others LMS Training featuring Jei Africa: Diversity, Environments That Value People, Value Differences*

“In my current role, I do what I can to reflect the tenets of this lesson in myself. I have held several management roles in the past and have thrived in leadership but, currently, I am not in a management classification with the State. I have absolutely mentored, coached, guided, challenged, empowered, created an environment where a shared sense of ownership was the norm, the and the growth and development of the employees was a strategic objective. Having the experience under my belt will help me unleash these personal values in my future leadership opportunities. For now, I am mesmerized by the enviable resource that we possess in California’s State government - our incredible diversity. This helps us take into consideration various viewpoints before making final decisions - but it also means that we take longer to get there. I think most of us would agree that a thoroughly vetted policy is better than a knee-jerk reaction fueled by the overconfidence that the majority view will prevail. With that said, I have to be cognizant of the diversity of the people I work with, their specializations and different ways of doing things and finding a common language that is respectful

of the diversity, yet common enough to resonate with everyone. I learn from my regular experience in the Executive Office of DGS that as a department, we have become better at seeking the perspectives of our stakeholders, both internal and external. To me, these experiences show how a bureaucratic organization is trying to be inclusive of the diverse views of its members. As it currently stands, I can help my organization by soaking in as much knowledge as I can about what it does, how it does it and, more importantly, why does it do it. I also owe it to myself and my managers to improve myself, be a better asset for their teams, and do my fair share to reduce their burden by providing sensible, effective and workable solutions that will make us better off in the end.” – 2017 Cohort Trainee, Excerpt from *Develop Others LMS Training featuring Jei Africa: Diversity, Environments That Value People, Value Differences*

“The most important facet of this is diversity in skills and strength and being able to leverage those folks towards the most advantageous outcome. Not everyone has talents in all areas, but as leaders, we can align strengths and skill sets along priorities of work.” – 2017 Cohort Trainee, Excerpt from *Develop Others LMS Training featuring Jei Africa: Diversity, Environments That Value People, Value Differences*

“I am proud to say all the stated skills are part of FTB’s culture, as well as, my daily leadership skills in how I manage my staff and myself. Today was no exception. I had my staff attend a technical training today to further develop their technical skills. I communicated with staff people on some critical issues that needed to be immediately addressed and I approached the staff person in a way to get their buy in and have them be part of coming up with the best solution by empowering them to know they were part of the solution decision making and shared ownership. I agree with and feel I exemplify in my leadership style, the statement of today’s video lesson.” – 2017 Cohort Trainee, Excerpt from Develop Others LMS Training featuring Jei Africa: *Diversity, Environments That Value People, Value Differences*

“DWR and the State Water Board are 60+ years deep working in the most complex political and scientific water resource arena in the US... without ever truly knowing what the issues the other one faces (not just the ones in the paper/news or what our peers tell us). That is one of the coolest things about Cal-IPGCA so far for me. Two agencies (+ DGS!) talking about the issues that face each agency in a transparent and constructive way.” – 2017 Cohort Trainee, Excerpt from Develop Others LMS Training featuring Jei Africa: *Diversity, Environments That Value People, Value Differences*

“To know strengths of you and your teammates helps to identify how the team and individual can build on the collective diversity of its strengths. This action will lead to a better team, innovation, and most likely better results.” – 2017 Cohort Trainee, Excerpt from *Develop Others LMS Training featuring Jei Africa: Diversity, Environments That Value People, Value Differences*

“Diversity allows a team to come together with different backgrounds and thus different strengths and weaknesses. As a team, diversity makes us stronger because we can combine our strengths while sharing our weaknesses and increase the bond of the team.” – 2017 Cohort Trainee, Excerpt from *Develop Others LMS Training featuring Dean Lan: Diversity and Inclusion*

“We have been approved for a new program within my unit. It is important to develop others during this transition- new employees and existing team members that are learning new aspects of the program. We are all teachers and students learning this new program together.” – 2017 Cohort Trainee, Excerpt from *Develop Others LMS Training featuring Dean Lan: Diversity and Inclusion*

“I realized that developing others can mean a subordinate employee developing a manager. This means that the ability to develop is not only in the hands of management, but in staff as well.” – 2017 Cohort Trainee, Excerpt from Develop Others LMS Training featuring Dean Lan: *Diversity and Inclusion*

“I’ve learned that as I learn something, when I turn around and coach or teach someone else about it, I actually begin to know it better!” – 2017 Cohort Trainee, Excerpt from Develop Others LMS Training featuring Dean Lan: *Diversity and Inclusion*

“I think from a personal standpoint, hearing inspector’s Barton’s metaphor of lights and providing support to society’s ‘least deserving’ made me rethink my view on what is rehabilitative. I also had an A-ha moment when he shared the statistic on Governor Brown’s ability to parole 3000 people. That decision has now made positive ripple effects in the lives of those individuals and whomever they impact.” – 2017 Cohort Trainee, Excerpt from Develop Others LMS Training featuring Robert Barton: *Hope and Redemption*

“I love coaching others and seeing their eyes light up when they learn something new, especially when they can turn around and instruct someone else on what they learned.” – 2017 Cohort Trainee, Excerpt from Develop Others LMS Training featuring Joe Xavier: *Finding the Possibility in Others*

“Even though I am not in a leadership position formally within my organization that does not mean that I cannot work with and lead other people and teams. I have specialized skills that are not particularly common within the agency. These are needed in many cases and are not well taught through formal training. I view it as being a good person to intentionally seek out some of these people like me and let them know they don’t need to struggle as much, there is help out there.” – 2017 Cohort Trainee, Excerpt from Develop Others LMS Training featuring Joe Xavier: *Finding the Possibility in Others*

“I focused on the personal well-being of a colleague who shared with me her feeling of being burned out. Through this lesson, I was reminded that each person has a great potential that is, oftentimes, not utilized. I coached and guided her to take a step back and let some of her frustrations settle. I also told her that depending on the tone and style of the communication, things can be misconstrued, so it is important to maintain composure and focus on the message, not the messenger. Lastly, I reminded that person of her skills and value, and that no short-term development can impact that value.” – 2017 Cohort Trainee, Excerpt from Develop Others LMS Training featuring Joe Xavier: *Finding the Possibility in Others*

“Through the development of team work and collaboration, we can achieve shared ownership of all our accomplishments.”
– 2017 Cohort Trainee, Excerpt from Develop Others LMS Training featuring Joe Xavier: *Finding the Possibility in Others*

“Joe Xavier, in my mind, is a big mind blower all on his own. He is an example of intelligence, ambition, passion and drive, all in one that puts him in his own category. I thoroughly enjoy listening to his mind opening and challenging remarks.” – 2017 Cohort Trainee, Excerpt from Develop Others LMS Training featuring Joe Xavier: *Finding the Possibility in Others*

LEADERSHIP VALUES

LEADERSHIP VALUE: FOSTER A TEAM ENVIRONMENT

...As demonstrated through the support and recognition of team members both professionally and personally; team oriented.

“We’re only going to be as great as what each of you individually have as your vision. Then when you take that individual, your ability to communicate, to inspire and work with each other, turns into a collective vision.” – **John Chiang, Treasurer, State of California: Foster a Team Environment LMS Training: *You Are the Most Important Element of Our Economy***

“Implementing a groundwater law in a state as politically charged as California requires a cohesive and supportive team that can work together and among various other state agencies. Fostering this environment happens regularly through being a sounding board for internal issues, personal or professional, and keeping the mission of the group visible so the little things that bring us down are less impactful. The cohesiveness of the team can multiply the team’s effectiveness, often more than technology or other “hard part” solutions.” – 2017 Cohort Trainee, Excerpt from Foster a Team Environment LMS Training featuring John Chiang: *You Are the Most Important Element of Our Economy*

“A couple of my colleagues weren’t sure about the possibility of change with our office and if it was a good idea. So I took the time to let them know that they were great at what they did and were a valuable part of what makes our office great. Without them our “team” wouldn’t be complete and would make a possible transition more difficult on the rest of us, but as long as we work together we could make the change work and it would in turn help our office grow and be more successful.”

– 2017 Cohort Trainee, Excerpt from Foster a Team Environment LMS Training featuring John Chiang: *You Are the Most Important Element of Our Economy*

“Recognizing the individual team members of my staff allows me to better use their skills in challenging tasks. Professional support, recognition and rewards for good work reduces fear and risk aversion and encourages and inspires team members to take risk, bringing new ideas forth to create a collective vision for the project.” – 2017 Cohort Trainee, Excerpt from Foster a Team Environment LMS Training featuring John Chiang: *You Are the Most Important Element of Our Economy*

“As a team it is important to support each other, communicate, and inspire. I create a vision and expectations for the team, communicate changes, and support the team. It is important for me to know the goals of each team member to inspire them to reach those goals and set new goals when others are met. It is important to me to empower team members to make good decisions and to ensure they are communicating to those who need to know. Building strong work-relationships is also important so you build trust with one another.” – 2017 Cohort Trainee, Excerpt from Foster a Team Environment LMS Training featuring John Chiang: *You Are the Most Important Element of Our Economy*

“Fostering a Team Environment is so crucial in our workplace. Our program supports many out in the field throughout the state. It is important we all support each other. We are only as good as each individual’s vision. By working together in an optimistic and collective way, we are able to provide for and help one another in the field and in the offices.” – 2017 Cohort Trainee, Excerpt from *Foster a Team Environment LMS Training featuring John Chiang: You Are the Most Important Element of Our Economy*

“Allowing my mental state to be open to the idea that all individuals combined create the collective was something I understood, but never really thought about how to execute until now.” – 2017 Cohort Trainee, Excerpt from *Foster a Team Environment LMS Training featuring John Chiang: You Are the Most Important Element of Our Economy*

“I have noticed the synergistic effect of individual team members. A cohesive team produces more than the sum of its individual team members.” – 2017 Cohort Trainee, Excerpt from *Foster a Team Environment LMS Training featuring John Chiang: You Are the Most Important Element of Our Economy*

“I’ve always been a big believer in teams. Work life, personal life, even in sports on the ball field. But I really took home with me the point that Treasurer Chaing said, that all of us, as state employees, we are the most important element of our CA economy. Each individual’s strengths and intelligence matter and play a role in the shaping of our government for everyone.”

– 2017 Cohort Trainee, Excerpt from Foster a Team Environment LMS Training featuring John Chiang: *You Are the Most Important Element of Our Economy*

“I realized that all of us, and as individuals really are the backbone of the California economy, specifically in government service. I think it is a fantastic idea to not only support others, but also their visions. This will help motivate them to come up with innovative ideas.”

– 2017 Cohort Trainee, Excerpt from Foster a Team Environment LMS Training featuring John Chiang: *You Are the Most Important Element of Our Economy*

If we as leaders and as leaders of our teams, if we can stand before a clean canvas and bring together leaders and employees and the organization with the mindset that says come together, everybody’s a leader, everybody’s opinion matters, diversity is a strength on these teams, and diversity is a strength in our organizations. Now let’s stand before that clean canvas, and if we were to start from scratch, what would our service to society look like? What would our function in government look like? – James Waterman, Senior Director of Global Engagement, One Concern, Inc.

“This idea of starting over with a clean piece of paper is both more complicated and more used than people give it credit for, in my opinion. In our personal lives, we generally want to stay in the more familiar areas. We generally just try to attach new ideas to old systems and projects. I find myself doing this, this means trying to restructure old methodologies in an effort to not have to start over. The idea is that we can save time and effort by using an existing or familiar plan to jumpstart the project. In many cases, this means we spend more time and energy trying this than it would be to just start over. By starting over we can step back and review what the best approach for the current situation would be. Additionally, by potentially going down a new road we may learn something new. This will allow us to be familiar with different problem solving methods meaning we have more familiar tools in our tool box for other issues. On the other hand, if we have the optimal tool already in our box, we don’t need to go looking for alternatives. Until we stop, take a step back, and honestly evaluate the situation, we do not know what the best path forward is.” – 2017 Cohort Trainee, Excerpt from Foster a Team Environment LMS Training featuring James Waterman: *The Clean Canvas of a Service Society*

“Sticking to consistency, specificity, knowing my team, and using an emotional intelligence plan is rewarding and a recipe for team success.” – 2017 Cohort Trainee, Excerpt from Foster a Team Environment LMS Training featuring James Waterman: *The Clean Canvas of a Service Society*

“Fostering a team environment is an effective way to share the effort to develop innovative procedures and methods. The team magnifies the individual strength of its members.” – 2017 Cohort Trainee, Excerpt from Foster a Team Environment LMS Training featuring James Waterman: *The Clean Canvas of a Service Society*

“Work through the road bumps was one of the most important things in this entire presentation. As stated, we all encounter road bumps in life. The concept of having a team around you is very helpful whether it is family, co-workers or friends is unimportant. We all need someone sometimes to help prop us back up and get us pointed back down the road we are traveling on.” – 2017 Cohort Trainee, Excerpt from Foster a Team Environment LMS Training featuring Michele Steeb: *Teams Are Like Minded People That Inspire Potential*

“I try to be encouraging and supportive to others. You don’t find that often in state service so I try to do that so others can learn they can provide encouragement and support to others. I give Kudos to those that have earned and deserved it. A simple acknowledgement can mean so much to people and that’s truly a gift because I believe it comes from the heart. I have joined a committee and participate in a team working on Innovation ideas and concepts. These are the like-minded people that give me so much value and inspiration in my life.” – 2017 Cohort Trainee, Excerpt from Foster a Team Environment LMS Training featuring Michele Steeb: *Teams Are Like Minded People That Inspire Potential*

“Collaboration is a big theme in all business today for a reason: it works. I know the importance of building a team-oriented workplace. I can attest that people thrive in an environment that frees them to collaborate. The mind blower is implementing this approach can be challenging. A paradigm shift, which changes the focus from individual accomplishment to team success.”

– 2017 Cohort Trainee, Excerpt from *Foster a Team Environment* LMS Training featuring Michele Steeb: *Teams Are Like Minded People That Inspire Potential*

“I am personally very “tickled” to hear someone use the word synergistic when describing the economies of scale we achieve by creating something smart and big that it made up of many contribution parts. I experienced this great example when looking at one of our latest workgroup approaches with the top 8 fleet owning departments, which an emphasis on the top 3 due to their size, to work together in a team oriented environment. Part of that approach is to ask our customers for their honest feedback on how DGS, as the control agency, is performing and identifying the big elephants in the room. I find our collaborative leadership style, in contrast to the command and control type of management, as a modern, inclusive and more effective tool to bring the diverse ideas and solutions to the table and gain a sense of unity and ownership among stakeholders. That makes me feel like I am spending my energy on an effort that affects the entire State.”

– 2017 Cohort Trainee, Excerpt from *Foster a Team Environment* LMS Training featuring Martin Hoshino: *The Whole is Greater Than the Sum of Its Parts*

“To some change is difficult. In the change management process, one needs to communicate early on to get others use to the idea of change and allow them to voice their opinions. As a leader it is important to create and support the team and recognize the team so they are comfortable to voice opinions and ideas.”

– 2017 Cohort Trainee, Excerpt from Foster a Team Environment

LMS Training featuring Martin Hoshino: *The Whole is Greater Than the Sum of Its Parts*

“When collaborating at work, I take a moment to consider whether my suggestions and actions will carry us all closer to our goal or whether I just want to be heard. The important thing isn’t so much trying to stand out, especially not if doing so damages team cohesion. I actively work to guide us to our destination in a way that allows all stakeholders to feel valid and participatory.”

– 2017 Cohort Trainee, Excerpt from Foster a Team Environment

LMS Training featuring Martin Hoshino: *The Whole is Greater Than the Sum of Its Parts*

“I love to volunteer and one of the amazing things that you find is that a team environment is needed in order to accomplish the mission of the organization, whether it’s a hobby or an organization with a serious purpose. Of course there may be one or two who volunteer and are not quite 100% in the spirit of volunteering but the other team members outweigh the positive and diminish the negative. If you don’t know how to support and recognize your volunteer team members, hopefully, you will learn if you are open to learning, to support and recognize one another. I have learned many special gifts that bring more value to me spiritually than what I give in return. Sometimes when you volunteer you sometimes think an angel has touched you because of the support and friendship that your volunteer team members bring to you.” – 2017 Cohort Trainee, Excerpt from *Foster a Team Environment LMS Training* featuring Tim Dupuis: *Innovation is an Entire Organizational and Cultural Change*

“Support and recognition of team members is critical for future growth and development of a team. Teams need that interaction to stay healthy and vibrant. As a leader, it is critical that you actively support your crew and go out of your way to recognize high quality work performed by them. This builds self-worth on the team and also helps with project buy in. Staff who feel valued and that feel like they matter are more willing to go the extra mile on a project. As state workers, we generally see too many projects that were done to the absolute bare minimum standard. This is not my objective, but I need support from all involved to achieve excellence. I want my team to set the standard for all others to aspire to. This takes good staff and excellent leadership with vision, skill, trust and hard work.” – 2017 Cohort Trainee, Excerpt from *Foster a Team Environment LMS Training* featuring Tim Dupuis: *Innovation is an Entire Organizational and Cultural Change*

“As a team, we are all showing a vision for the goal. We all see potential and are all attempting to achieve it. Our exact visions may be slightly different but they are all pointed in the same direction and we are all willing to work to achieve it. We have a very good group with a diverse set of skills. The original group was approximately twice the size of our current one but everything settled out rapidly and coalesced into the target driven machine we have today.” – 2017 Cohort Trainee, Excerpt from *Foster a Team Environment LMS Training* featuring Tim Dupuis: *Innovation is an Entire Organizational and Cultural Change*

“The skills required to foster a team environment in my personal life are very similar to the skills required in my professional life. An A-ha moment.” – 2017 Cohort Trainee, Excerpt from Foster a Team Environment LMS Training featuring Tim Dupuis: *Innovation is an Entire Organizational and Cultural Change*

LEADERSHIP VALUES

LEADERSHIP VALUE: EXHIBIT PERSONAL CREDIBILITY

As demonstrated by authenticity, confidence, consistency, courage, decisiveness, generosity, honesty, integrity, judgment and risk awareness.

“Western society applies synthetic pressures on all of us, beauty standards, social “norms”, and behavior patterning. Who we are can be shadowed by these pressures, and lead to uncertainty in our own character. I try to separate the external pressures so that I can better define the true internal thoughts and intuitions, so that I can make decisions and build relationships in a way that is true to myself (who I am).” – 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring John Laird: *Synergizing Who I Am with What I Do*

“My job has a sensitive component and I need to always be fair and impartial while working with the public and others in my department. My job has a legal aspect so I do my best to uphold what is right and stand by it. In working with my team we collaborate to meet our goals and I trust their input and perspective. I do not take the position that I have the final say. They usually know more and that is fine with me.” – 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring John Laird: *Synergizing Who I Am with What I Do*

“Credibility is something you earn. It takes time, patience, and consistency to build it. I lead by example, build on expertise, be as transparent as I can, communicate clearly, be professional, do the right things, demonstrate being honest and have integrity with everything. Bottom line, you establish credibility when you inspire trust in others, which is so important, no matter what role you hold.” – 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring John Laird: *Synergizing Who I Am with What I Do*

“It is okay to admit when I don’t know how to do something. I want to research how to perform the task, but it is clear that sometimes it is easier and better to ask for help. I want to be well-rounded and the best way to do that is to use the help that is available to me.” – 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring John Laird: *Synergizing Who I Am with What I Do*

“My work life consists of informing state decision makers of scientific, political, and technical aspects of water resource control/regulation. Personal qualities including confidence, judgment, and risk awareness are critical to maintain trust and confidence of the decision makers (they want certainty). Because these traits are natural to me from a young age, I bring “who I am” to work and use it to better help the state.” – 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring John Laird: *Synergizing Who I Am with What I Do*

“I had a great lunch with one of our managers for whom I have enormous respect. She is a person of integrity and in addition to being an intelligent human being; she is authentic, courageous and very risk aware. In the process of discussing the various challenges our department faces, I exhibited my personal credibility by not only listening to her carefully, but also challenging her beliefs when she sounded like she made up her mind. I respect her and wanted to make sure that despite of her great qualities, some of her positions may be more personal in nature, as they relate to interpersonal relationships, which have ramifications for the people that we serve. I showed her my integrity, authenticity, honesty and judgment by asking her to reconsider her views and think about how giving up on something important at work that affects the results that we are expected to produce for the people of California. I reminded her that it was not up to her to make that decision, and that it was her job to keep at it and to continuously strive to break barriers and find solutions that improve upon the status quo.” – 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring John Laird: *Synergizing Who I Am with What I Do*

“Personal Credibility relates to TRUST in my definition. My work relationships as well as my personal relationships are built on trust. I raise my children to know and understand the importance of credibility and trust and to know their true value.” – 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring Keith Christensen: *The Unlimited Nature of Human Potential*

“Once you get past the “being courteous” part of a decision and just make one, it speeds the process along very quickly. Otherwise, you end up spinning your wheels and never getting anything done. Sometimes moving forward just takes one person making a decision.” – 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring Keith Christensen: *The Unlimited Nature of Human Potential*

“The video helped me to be aware that I chose my attitude - positive or negative - and although not everything is going to go my way, I can still choose to be positive.” – 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring Joseph Farrow: *The ABC's of Leadership*

“This issue of personal credibility is core to who I am. I am talking about on both a personal and professional level. In my personal life, I believe that I am living that lifestyle and still working on achieving it. This is one of those things that are more of a journey than truly a destination. Each interaction in your life must be treated with these goals. Of these that I have applied recently, I would say the checked boxes above. The other unchecked boxes are still important but just have not been as focused in recent personal interactions. In particular, generosity and judgment have not been actively focused on. In most cases these are along for the ride but are not specific focuses. Authenticity and honesty are always at the top of my list for my actions and reactions as I firmly believe that if you accomplish those two, many of the others will follow. I do not have very specific examples of using all these traits in the last day or two but when I look back over the last week or more, many surface as an active goal. This may be something as simple as a minor conversation between friends or an active meeting relating to major events in life. I believe the magnitude of the event has little to do with the applicability of the mentioned traits. Applying these to the small events, forms habits, these habits cement the traits into your behavior patterns, and this in turn leads to functioning this way in all your life. These are behaviors that we should all strive to achieve.” –

2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring Keith Christensen: *The Unlimited Nature of Human Potential*

“Commissioner Farrow’s communication of the ABCs was so simple yet huge in the impact that Attitude, Balance, and Choice can make in your life. Personally I really let the attitude portion sink in for my life at home. Sometimes things aren’t always going to fall into place in the time or way I want it at home in my personal life. I can make the choice to have a positive attitude about it however- that part I CAN CONTROL – and my attitude and how it can affect my loved ones around me.” – 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring Joseph Farrow: *The ABC’s of Leadership*

“When I encounter conflict, I search for common ground and take a relationship building approach versus letting my ego take over and wanting to be right.” – 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring Joseph Farrow: *The ABC’s of Leadership*

“The governing principal behind all good relationships is communication and compromise. It’s not about winning an argument; it’s navigating down to the real problem and building a bridge towards a solution that satisfies all parties. This is the mindset I bring when there’s a big disruption within any one of my social circles. It’s important we act with tomorrow in mind. – 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring Joseph Farrow: *The ABC’s of Leadership*

“Whether we want to call its ABC, ACEs or TIAs, multiple words are packaged into acronyms that are cultivated from the same field of ancient wisdom. Make an impact by striving to be extraordinary and share your influence with care and respect towards your community.” – 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring Joseph Farrow: *The ABC's of Leadership*

“I found this lesson applicable to the volunteer work that I do in the community - both working as part of volunteer teams and also in leading volunteer teams. While some of these come naturally to me others do not. Decisiveness is something I tend to shy away from, I think because I learned at an early age that I didn't want to be seen as bossy. However, like Director Gillihan discussed, these characteristics together have a positive impact on the culture. In my position as a volunteer leader being able to be decisive relieves pressures and anxieties from my team and allows them to better complete their roles. I also thought about the comment of 'doing the right thing even if it isn't right at the time.' Although I haven't had the chance to apply it yet, I can think of situations in the past where I have hesitated to do the right thing because it wasn't what has been done before or because those I was with might consider it the “wrong” thing. I've typed up this list and will keep it close by for reference.”

– 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring Richard Gillihan: *Creating a High Performance Culture*

“One of the key things that helps me succeed is the act of being decisive. I’ve learned that making a good decision is better than waiting to make a perfect or no decision at all.” – 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring Richard Gillihan: *Creating a High Performance Culture*

“I’ve learned that the key to mastery and to learning really does come down to decisiveness!” – 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring Richard Gillihan: *Creating a High Performance Culture*

“Yes, it’s hard to make changes or a paradigm shift unless you call out the people who are creating the road block to change. If not, the status quo continues.” – 2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring Marybel Batjer: *Overcoming We Have Always Done It This Way*

“Going back to the main theme of our ability to do new things in new pays, we have to be able to tell that story from the heart. I have had the pleasure of sitting in on and listening to various issues that affect our state departments, from funding, to procurement, to properly managing the state’s fleet. The experience and challenges are rewarding. I found that listening empathically and discussing challenges that we face openly was one piece of the puzzle. You gain more credibility by speaking out when no one is and addressing issues with an angle towards a brighter future. Perhaps it is a matter of reminding folks that they, oftentimes, at least have the capacity to ask the right questions that lead to the solutions. With reinforcement that we, together, are capable of overcoming the challenges before us, people are more likely to jump in and take ownership of what matters to them. You get there by exercising courage, decisiveness, integrity and realistic understanding of the risks.” – **2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring Marybel Batjer: *Overcoming We Have Always Done It This Way***

“Credibility is something you earn. It takes time, patience, and consistency to build it. I lead by example, build on expertise, be as transparent as I can, communicate clearly, be professional, do the right things, demonstrate being honest and have integrity with everything. Bottom line, you establish credibility when you inspire trust in others, which is so important, no matter what role you hold.” – **2017 Cohort Trainee, Excerpt from Exhibit Personal Credibility LMS Training featuring John Laird: *Synergizing Who I Am with What I Do***

LEADERSHIP VALUES

LEADERSHIP VALUE: 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.

“You can’t have a successful thriving family without collaboration. The concept of actively working with someone to produce or create something is simple in practice but takes more work than just words. In my action of collaboration, the relationships have to engage, build consensus, and make decisions and all is done in an environment that abandons the status quo by ‘forming, storming, norming, performing, and adjourning’ as Bruce Tuckman says.” – **2017 Cohort Trainee, Excerpt from Build Collaborative Relationships LMS Training featuring Karen Ross: Let the Status Quo Go**

“All day every day. There is no “I” in civil service, collaborative teams are the only successful vehicle to accomplishing state wide goals; it is too big of a task for any one individual to do it alone. Every meeting I lead involves fostering a creative and safe environment for discussion. Every briefing I give involves more than one person, and requires collaborative relationships between executives, management, and staff.” – 2017 Cohort Trainee, Excerpt from Build Collaborative Relationships LMS Training featuring Karen Ross: *Let the Status Quo Go*

“In my work environment it is very important to develop collaborative relationships in order to leverage all the expertise of the different agencies that I work with. I believe that there is no one agency that can do everything themselves. We have to be willing to work across agency lines in order to better serve the people of the state of California.” – 2017 Cohort Trainee, Excerpt from Build Collaborative Relationships LMS Training featuring Karen Ross: *Let the Status Quo Go*

“As a team, each of us has unique experiences and expertise. This puts us in a place to constantly collaborate and depend on each other. It also makes each individual feel like they are contributing towards a common success.” – 2017 Cohort Trainee, Excerpt from Build Collaborative Relationships LMS Training featuring Karen Ross: *Let the Status Quo Go*

“We’ are always stronger than ‘I’. When taking on a large task, it is imperative to have the subject matter experts involved. Discussing complex issues with only a select few never gives all the information. Only through appropriate collaboration can we be effective.” – **2017 Cohort Trainee, Excerpt from Build Collaborative Relationships LMS Training featuring Karen Ross: *Let the Status Quo Go***

“I believe that promoting an environment in which all ideas are welcome is an important first step. But I also think that raising the bar and upholding standards that make it clear that we are more interested in coming up with the best, rather than something that is ‘good enough’ is a great way to apply old fashioned peer pressure and encourage each other to chase our best.” – **2017 Cohort Trainee, Excerpt from Build Collaborative Relationships LMS Training featuring Karen Ross: *Let the Status Quo Go***

“Building trust is an important element of collaborative relationships in order to be able to share free flowing information and create inclusiveness to solve today’s most complex issues which cannot be tackled by individuals.” – **2017 Cohort Trainee, Excerpt from Build Collaborative Relationships LMS Training featuring Karen Ross: *Let the Status Quo Go***

“I primarily work between the two state water agencies while receiving support and feedback from numerous federal, state, local, and private sector stakeholders that use, or support the sustainable use of, water. This requires the switching of the ‘lens’ to understand the viewpoint and perspectives of the many diverse stakeholders in a tense subject matter critical to human health and economic viability. Inclusivity is the only path to truly hearing the numerous viewpoints of the water stakeholders of California, and is a condition of inter and intra agency cooperation that we can always improve on.” – 2017 Cohort Trainee, Excerpt from **Build Collaborative Relationships LMS Training featuring Joe Xavier: *Nothing About Us – With Us***

“Whenever we have a new staff person start in our department, I always try and make sure they feel like part of the team. We just had a new student start so trying to make them feel like a part of the group/team is a major thing in my mind. I feel like people are more open with ideas and problems when they feel like they are a part of the group. It also provides for a better work environment which then improves morale, in turn leading to more openness. No matter the position, if you feel like a valuable part of the group you will be a valuable part of the group because you’ll let your expertise show and then the group as a whole will work to utilize it to better the organization!” – 2017 Cohort Trainee, Excerpt from **Build Collaborative Relationships LMS Training featuring Joe Xavier: *Nothing About Us – With Us***

“At every team meeting we make a point to solicit everyone’s input and feedback prior to making any team decision. We realize that great ideas only come from feeding off each other.” – 2017 Cohort Trainee, Excerpt from Build Collaborative Relationships LMS Training featuring Joe Xavier: *Nothing About Us – With Us*

“Laws don’t change, the heart and attitude does. Often times I need to allow my heart to lead the work I do that involves others.” – 2017 Cohort Trainee, Excerpt from Build Collaborative Relationships LMS Training featuring Joe Xavier: *Nothing About Us – With Us*

“If cooperators and coworkers feel that they have input and are included on decision making, projects generally run better. This sounds simple but it comes down to having buy-in to a project. Those that have personal buy-in to a project have a goal for succeeding. Without this many do not care of the fate of the project as long as they don’t get blamed for failure. This doesn’t necessarily mean the project moves forward in the direction they desired, but it does mean that they had a seat at the table and their thoughts were taken seriously. This is a common tool for me in projects as I am regularly working on group projects both as a lead and a line worker.” – 2017 Cohort Trainee, Excerpt from Build Collaborative Relationships LMS Training featuring Mark Ghilarducci: *Blurring the Lines – Being Strategic is Being Collaborative*

“Although personalities, political differences, and clashing viewpoints can become hindrances, a focus on the overall goal of serving our residents helps us see the petty elements in our differences. Working together to achieve results that are bigger than us is a great way to keep people moving in the same direction. I would argue that the hope and aspiration of many public workers to serve the people in their communities is one of the biggest motivators for most.” – **2017 Cohort Trainee, Excerpt from Build Collaborative Relationships LMS Training featuring Mark Ghilarducci: *Blurring the Lines – Being Strategic is Being Collaborative***

“On any committee, board or project, it is of utmost importance to go into the work with an open mind. This will allow for multiple solutions and ideas and can aid in innovation and creativity. This also adds value to your team and individual growth.” – **2017 Cohort Trainee, Excerpt from Build Collaborative Relationships LMS Training featuring Mark Ghilarducci: *Blurring the Lines – Being Strategic is Being Collaborative***

“I have experienced that fostering an inclusive environment and leveraging the collective intelligence of a team to make decision is a winning strategy all around.” – **2017 Cohort Trainee, Excerpt from Build Collaborative Relationships LMS Training featuring Mark Ghilarducci: *Blurring the Lines – Being Strategic is Being Collaborative***

“It’s a thing of beauty to see how when a team is genuinely open to the ideas from others, an amazing outcome occurs!” – 2017 Cohort Trainee, Excerpt from Build Collaborative Relationships LMS Training featuring Mark Ghilarducci: *Blurring the Lines – Being Strategic is Being Collaborative*

“The more I learn to include others, or at the minimum communicate with them and include them in on the collaboration and decision making process, the better outcome we achieve which brings about a greater buy-in from a broader group of people!” – 2017 Cohort Trainee, Excerpt from Build Collaborative Relationships LMS Training featuring Jamie Callahan: *It Can’t Change All at Once*

LEADERSHIP VALUES

LEADERSHIP VALUE: IMPROVE OUR ORGANIZATION

...As demonstrated by a commitment to drive continuous improvement for better results.

“I have been looking within and examining what I do that perhaps was relevant in the past but not so much now. It is difficult to break old habits, particularly when it is easy to be comfortable with same. However, I realize that there are benefits for me, as change ultimately will help me re-establish that long lost work-life balance.” – **2017 Cohort Trainee, Excerpt from Improve Our Organization LMS Training featuring Mark Ghilarducci: *The Constant of Life is Change***

“Constant change is not only present in work and professional life, it is very active in your personal life too! Being ready for change, accepting it and adapting to it to thrive only helps us grow and be aware and present in life. Being open to change and how you approach it in life is the only way to prevent self-defeating outcomes.” – 2017 Cohort Trainee, Excerpt from *Improve Our Organization LMS Training* featuring Mark Ghilarducci: *The Constant of Life is Change*

“Change is everywhere. Without change you stay in status quo. I challenge my team to always look for ways to improve and streamline processes. It is important at all levels to manage expectations of change.” – 2017 Cohort Trainee, Excerpt from *Improve Our Organization LMS Training* featuring Mark Ghilarducci: *The Constant of Life is Change*

“Even if the initial change creates a negative impact, every change is an opportunity to improve and grow.” – 2017 Cohort Trainee, Excerpt from *Improve Our Organization LMS Training* featuring Mark Ghilarducci: *The Constant of Life is Change*

“Great communication is required to create great relationships that build trust for change to occur. Put the time in to communicate with your staff so they can be the early adaptors to move the change.” – 2017 Cohort Trainee, Excerpt from *Improve Our Organization LMS Training* featuring Mark Ghilarducci: *The Constant of Life is Change*

“In my current program there are times when the fall back saying is, ‘that’s the way we always have done it’. But times change, technology changes, people change- everything does. Allowing my program to accept old ways as the only way, only prevents us from reaching our full potential. Accepting change, thriving in it, leading by example and with new ideas can improve our program and allow it to become fluid enough to ride the wave of change as new challenges come.” – 2017 Cohort Trainee, Excerpt from *Improve Our Organization LMS Training* featuring Mark Ghilarducci: *The Constant of Life is Change*

“The only way to improve in the workforce is to be able to learn and be agile to change. In my program we are learning from some trial and errors, changing some things up as we go, and it can be tough. But the more fluid we are and accepting to this change with open minds, the better the outcomes and we can see better improvement with our processes and program.”

– 2017 Cohort Trainee, Excerpt from *Improve Our Organization LMS Training* featuring Kathleen Webb: *A New Generation Workforce*

“I’ve learned that we are never done improving and that continual iterations are what make life enjoyable!” – 2017 Cohort Trainee, Excerpt from Improve Our Organization LMS Training featuring Maeley Tom: *How Can I Do It Better*

“Good communication on one task is better than average commutation on ten tasks for your team or organization.” – 2017 Cohort Trainee, Excerpt from Improve Our Organization LMS Training featuring Maeley Tom: *How Can I Do It Better*

“Always be aware of the conscious of ripple effect and magnitude of your actions.” – 2017 Cohort Trainee, Excerpt from Improve Our Organization LMS Training featuring Maeley Tom: *How Can I Do It Better*

“I have been asking why with the best intentions, followed by a root cause analysis to determine if what we are doing on a task is really necessary. I employ a systematic process for identifying ‘root causes’ of problems and get to an approach for responding to them. This is based on the basic idea that effective leadership requires me to not just put out fires for problems that develop, but find a way to prevent them.” – 2017 Cohort Trainee, Excerpt from Improve Our Organization LMS Training featuring Maeley Tom: *How Can I Do It Better*

“I steal great ideas and best practices from my wife all the time. As her husband, I’m pretty sure she does the same thing with me.”

– 2017 Cohort Trainee, Excerpt from *Improve Our Organization LMS Training* featuring John Nilon: *How to Create a Culture of Innovation*

“I always applied this skill in my personal life which is to drive continuous improvement for better results, for personal growth and skills. I was born and raised overseas, but this commitment has allowed me to be educated and work in three continents and now I finally live, work, and continue to take bigger and better role here in California.” – 2017 Cohort Trainee, Excerpt from *Improve Our Organization LMS Training* featuring John Nilon: *How to Create a Culture of Innovation*

“It is nice to hear from other executives that sometimes even they have to decide how to juggle. Borrowing from others that are always doing it well can help when you do have to put a ball down.” – 2017 Cohort Trainee, Excerpt from *Improve Our Organization LMS Training* featuring John Nilon: *How to Create a Culture of Innovation*

“Continuous improvement brings about incremental quality in personal and professional life to achieve better results.”

– 2017 Cohort Trainee, Excerpt from *Improve Our Organization LMS Training* featuring John Nilon: *How to Create a Culture of Innovation*

“What I’ve learned is that you can never stop innovating! Change and growth is what life is about. Nature is always growing and changing and when it stops, it dies. As long as I grow, I will be unstoppable!” – 2017 Cohort Trainee, Excerpt from *Improve Our Organization LMS Training* featuring John Nilon: *How to Create a Culture of Innovation*

“There are best practices that we mimic and have worked. Why reinvent the wheel if we can recognize good practices that we can replicate to forward innovation based on other successful alternatives?!” – 2017 Cohort Trainee, Excerpt from *Improve Our Organization LMS Training* featuring John Nilon: *How to Create a Culture of Innovation*

“I always look to build upon what is already working to see if we can make it better. Why reinvent the wheel, just make it better.” – 2017 Cohort Trainee, Excerpt from *Improve Our Organization LMS Training* featuring John Nilon: *How to Create a Culture of Innovation*

LEADERSHIP VALUES

LEADERSHIP VALUE: 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.

“I can achieve nearly impossible goals through persistence and taking necessary steps toward the goal by using collaborative relationships and collective intelligence to achieve my desired results.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Selvi Stanislaus: *Mapping Together – Innovation and Leadership*

“See failure as an event and use it as a stepping stone, not a road block!” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Selvi Stanislaus: *Mapping Together – Innovation and Leadership*

“I can achieve nearly impossible goals through persistence and taking necessary steps toward the goal by using collaborative relationships and collective intelligence to achieve my desired results.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Selvi Stanislaus: *Mapping Together – Innovation and Leadership*

“I accepted a long time ago that I am a little strange.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Selvi Stanislaus: *Mapping Together – Innovation and Leadership*

“I set a clear vision for my team by discussing expectations and setting goals helps to achieve expectations. It is important to maximize others’ strengths to ensure they are successful. It is so important to understand a person’s skill set and leverage what they are good and passionate about whenever possible.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Selvi Stanislaus: *Mapping Together – Innovation and Leadership*

“Working in teams or groups, our unit leverages each other’s expertise or experience to find the most effective solutions to all our projects.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Selvi Stanislaus: *Mapping Together – Innovation and Leadership*

“Things can always be improved, you just have to take the time and think outside the box to find out how.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Selvi Stanislaus: *Mapping Together – Innovation and Leadership*

“Staff are invigorated and energized when there is clear communication and common understanding of a vision, targets, and resource needs to accomplish a project or program.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Selvi Stanislaus: *Mapping Together – Innovation and Leadership*

“Whenever I’m facing a new challenge, the first thing I work to identify is my end state. I don’t deal with the details or practicalities involved with ‘how’. I start at the finish line and back track my way to my starting point.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Marybel Batjer: *A Space for Innovation*

“Always move to yes before moving to no.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Marybel Batjer: *A Space for Innovation*

“I had an A-ha moment from the Michelangelo quote, ‘The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.’ I re-evaluated my career goals and plans and made them higher.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Marybel Batjer: *A Space for Innovation*

“Let’s find solutions before going straight to barriers.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Marybel Batjer: *A Space for Innovation*

“Achieving Results starts with an assessment of what is important today and clarifying where I want it to go. By engaging team members to advance progress toward shared goals, I develop a system that promotes accountability to achieve meaningful results.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Marybel Batjer: *A Space for Innovation*

“I find it encouraging and refreshing that we have individuals at GovOps who are willing to speak openly about our most chronic problems to encourage our workforce to think critically about solutions.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Marybel Batjer: *A Space for Innovation*

“Set aside barriers of ‘I can’t’ and go to a space for innovation, freedom, and collaboration of ‘I can’.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Marybel Batjer: *A Space for Innovation*

“I can’t say I stand for something and not live it, your life and career is not always a linear path.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Mark Ghilarducci: *How Do You Build Accountability and Structure*

“I’ve learned that it’s actually good to ask for help and leverage staff skills to get things done better and faster!” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Mark Ghilarducci: *How Do You Build Accountability and Structure*

“I developed a clear solution to a complicated problem. Using staff skills, I identified the most cost effective and efficient solution. In the process, I also discovered several opportunities for process improvement and gaps in accountability. This wasn’t a \$1.5 million problem, it was a \$200k problem that just needed some teamwork, communication, and accountability.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Mark Ghilarducci: *How Do You Build Accountability and Structure*

“Everything done within an organization should be in the context of achieving goals, both short- and long-term, and the leadership should develop those goals. Having employee input is highly valuable and necessary, but it is the vision of the leadership that ensures progress and improvement on a day-to-day basis.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Mark Ghilarducci: *How Do You Build Accountability and Structure*

“What’s really cool is when I am able to leverage a co-worker’s skill that they are passionate about. I plan out the targets and set a clear vision of what the desired outcome is and then I roll up my sleeves and get at it.” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Diana Dooley: *The More Diverse the Structure, the Stronger It Becomes*

“The diverse backgrounds of my team and their experiences really help to have a brighter vision in the sense of the enterprise view.”
– 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Diana Dooley: *The More Diverse the Structure, the Stronger It Becomes*

“It’s amazing, when I ask for help, how many people are willing to help me solve a problem!” – 2017 Cohort Trainee, Excerpt from Achieve Results LMS Training featuring Diana Dooley: *The More Diverse the Structure, the Stronger It Becomes*

LEADERSHIP VALUES

LEADERSHIP VALUE: MODEL GOOD GOVERNANCE

...As demonstrated by stewardship for customer service, accountability, transparency, sustainability, policy, compliance and solid political acumen.

“Inspector General Barton brought up a lot of valuable points during his speech, most of which transcend boundaries between home and work. To me, continuous improvement is something that I consider as part of my core fabric. It’s a philosophy through which I live my life and a huge part of improving myself as a human being, particularly in relation to my family, is to be open to feedback and critically evaluate the merit of what is with facts, so as to understand what issues are brought up and how they are being addressed. I also find myself providing service to immediate and extended family members. Although they are not my customers per se, they are stakeholders and have interest in my success and development, as I am in theirs. – **2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Robert Barton: *Why We Do What We Do***

“I often act as a guide for friends who are questioning their career paths. I share stories about my experience and the markers I use to measure my engagement with my work in hopes it will help my friends discover their calling.” – 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Robert Barton: *Why We Do What We Do*

“Accountability, I continually choose ownership of my actions for me and my family, I actively remove roadblocks for me and my family, and with those actions I hold myself first and foremost accountable for me and my family. This leads to loyalty, decreased stress, and ultimately trust.” – 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Robert Barton: *Why We Do What We Do*

“I want to be able to contribute so I continue to learn. I won’t have all the answers and I will be wrong some of the time, but I want to put in my best effort. Understanding why I am doing something helps give me perspective on why things are done the way they are.” – 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Robert Barton: *Why We Do What We Do*

“I would have to say by seeking the opportunity to be a part of Cal-IPGA training, I am taking the steps to improve myself. By doing so, I build awareness for how I can be more accountable in my responsibilities of my home life; I work as a partnership with my spouse.” – 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Robert Barton: *Why We Do What We Do*

“This applies to me in both my personal life and professional life—Why do I do what I do? I recently changed careers last year, having been in the same industry for 7 years, rising in the ranks of a private company, but why was I doing it? Yes, it was a paycheck, yes, I did have some fun, but was I making a difference? Did it matter to me that what I did made a difference? Absolutely! So what did I do? I completely changed. I left a company I was with for 7 years and went to public service. Yes, this involved my professional life but it impacted my personal life as well. You should love what you do and that will translate in both your professional and personal life. This personal growth in recognizing what I was doing, for me and for others, was a turning point.” – 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Robert Barton: *Why We Do What We Do*

“Why? is driving force behind everything I do.” – 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Robert Barton: *Why We Do What We Do*

“As a government employee I try to follow the good governance model because it allows those I interact with to know that I am trustworthy and it allows me to grow relationships that are vital to my work.” – 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Robert Barton: *Why We Do What We Do*

“Mr. Barton touches on fundamentally crucial traits in people, which shares a lot of its DNA with Kathleen Webb’s presentation on starting with ‘Why?’. To me, it primarily boils down to doing what you love and loving what you do, and secondarily focusing on self to do a better job while you’re at it.” – 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Robert Barton: *Why We Do What We Do*

“A coworker of mine once mentioned how a positive attitude can be infectious. This resonates strongly with how I handle day to day correspondence. I make it my personal goal to help others realize their work matters and that they make a difference.” – 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Robert Barton: *Why We Do What We Do*

“Our agency is here to make a difference! We all live and believe in our mission at CALFIRE. We all have our goals and visions to meet within our programs, and these are not achieved by just going through the motions.” – 2017 Cohort Trainee, Excerpt from **Model Good Governance LMS Training featuring Robert Barton: *Why We Do What We Do***

“We are all here in this program Cal-IPGCA to make a difference and to expand our goals and visions for the State of California! Coming together and collaborating with enthusiastic go-getters of other agencies is how we can make a difference and to better serve our customers. Meeting with each other in interagency discussions is the first step to addressing our stewardship for customer service and creating a better transparency for our government to demonstrate our accountability, policy, compliance, and sustainability for the public.” – 2017 Cohort Trainee, Excerpt from **Model Good Governance LMS Training featuring Robert Barton: *Why We Do What We Do***

“A sense of satisfaction is reward for seeing how I make a difference. Nearly every day ends with satisfaction when I leave the office knowing I did my best, made progress on issues or helped staff or customers have a better day.” – 2017 Cohort Trainee, Excerpt from **Model Good Governance LMS Training featuring Robert Barton: *Why We Do What We Do***

“Just because you have a specific answer to ‘Why?’ right now, doesn’t mean that it has to stay that way. You can change your answer to ‘Why?’ and improve your happiness and your motivation. If you don’t like your job and you are only doing it for a paycheck, you don’t have to quit that job. You just have to change your answer to ‘Why?’ and make it more personal to you. That was amazing to realize, because it’s allowing me to realize that I truly do have control over my happiness and my situation.”

– 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Robert Barton: *Why We Do What We Do*

“I try to make sure that decisions I make, are done in an accountable and transparent way. I believe that this is not only beneficial for the decision maker, but also for the people who are affected by the decision made.”

– 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring John Chiang: *Advancing the Diversity of Human Capital*

“When working on projects, I always try to review the process during the project and after for the lessons learned in order to improve the process the next time, or, on the next project. This helps to uncover ‘best practices’ and allows for growth.”

– 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring John Chiang: *Advancing the Diversity of Human Capital*

“This is a great lesson that touches on a lot of scientific disciplines and social issues. Undoubtedly, part of our strength as a workforce is our diversity and, in my mind, I both contribute to and take advantage of this diversity. Understanding our diversity helps us become more open minded, which in turn increases our credibility amongst our colleagues. I demonstrated what I have learned through this lesson by participating in multiple initiatives with my supervisor, our manager of special projects, and our chief deputy director on DGS contract and the General Services Workgroup, by being transparent, accountable, and open to diverse viewpoints, while being professional, inclusive and politically savvy.” – 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring John Chiang: *Advancing the Diversity of Human Capital*

“Reaching out to more people means you can better recruit human capital and retain them. But the A-ha is the capital is owned by the human, not the employer and if the employer does not provide the right work for the diverse employee, he becomes a job seeker.” – 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring John Chiang: *Advancing the Diversity of Human Capital*

“There is always a certain overlap in the governance model of the family as a unit, and any other organization. We all need structure and rely on people to fulfill roles and responsibilities. The hard work, dedication, discipline and philosophical approach can vary significantly, depending on the culture/tradition upon which the foundation of the family/organization is built. To that end, I feel responsible as a family man to provide continuous improvement to what I do as a father and as a husband. There is an element of service, accountability, transparency, business savvy, political acumen and yes, compliance as well. Sitting down with my son to do his math homework and helping him imagine 8 birds sitting on a tree branch, and half of them flying away; leaving 4 in their original place is an example that touches on the above elements, which is something that I did as recently as last night.”

– 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Richard Gillihan: *Blowing Up the Model, Creating a Responsive and Adaptive Government*

“We always think of government as rigid organizations but realistically they should always be improving and striving to meet the skill sets that allow them to be innovative.” – 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Richard Gillihan: *Blowing Up the Model, Creating a Responsive and Adaptive Government*

“I’ve learned that most of the time people want just the right amount of help - nothing more, nothing less!” – 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Richard Gillihan: *Blowing Up the Model, Creating a Responsive and Adaptive Government*

“In my office we strive to reach the characteristics of modeling good governance to ensure we are an effective and responsive organization. Especially for us since we deal with emergencies on a daily basis and we need our stakeholders to know we are reliable.” – 2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Richard Gillihan: *Blowing Up the Model, Creating a Responsive and Adaptive Government*

“Those things that I see as being well within my sphere of influence, based on the trust and authority I have received from my superiors, are the ones I am able to control. There is much more that I could be doing, but having to navigate differing philosophical views, communication styles, and egos both teaches me skills and poses challenges in the effective delivery of work products. The big picture of how we can we do better starts with good leadership. Confident leaders should know their strength and values that they bring to the table, hence trust in themselves and seek similar trust from those around them. A major part of the challenge in our environment is the promotion of “managers”

into positions of leadership in which they underperform, because they lack the necessary leadership skills to succeed. This leads to self-esteem issues, that spillover to how comfortable they are with their work, image and working with others. We can do better by alleviating corrosive, corrupt, unethical, and unprofessional factors leading to cronyism and favoritism, that way the right people can take ownership of responsibilities and lead by example, which will lead to an equilibrium in our organizations where the intelligent, accomplished, skilled and experienced lead those who learn and reflect the qualities that we all wish to see in other leaders.” –

2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Richard Gillihan: *Blowing Up the Model, Creating a Responsive and Adaptive Government*

“It is essential that we model the practices that we wish the public to adopt in order to achieve sustainability for our resources.” –

2017 Cohort Trainee, Excerpt from Model Good Governance LMS Training featuring Paul Danczyk: *Curiosity – Modeling Real Time Good Governance*

“Why? Why, I ask you. Because when we walk in purpose it’s no longer just a job. When we walk in purpose it represents what you want to do and what you love to do. What a difference that makes.” – **Kathleen Webb (Eureka Institute), Excerpt from *Igniting a Culture of Innovation***

“Looking at an unstoppable movement, data’s at the heart of that and I think the key touch point is how it relates to individual’s lives. Data becomes extremely important when it touches the lives of individuals. When it starts to become meaningful to you as an individual, then the light bulbs go on.”

– **Scott Gregory, Deputy Director, Department of Technology, Data Driven Management and Storytelling Panel, 2017 Cal-IPGCA Cohort**

“Change is personal and buy in for that change only happens one individual at a time.” – **Selvi Stanislaus, Executive Officer, Franchise Tax Board, Executive Retention and Knowledge Transfer Panel, 2017 Cal-IPGCA Cohort**

“Know yourself. Only then can you understand the power you have to bring change, no matter how small, to the world around you. Go shine your light.”

– **2017 Cal-IPGCA Cohort, Excerpt from Team One (Transformers) Moonshot Presentation**

“I’ve found that when I encourage others to do better and then we celebrate their success, it makes me feel like I too can achieve anything I want to. I just have to believe in myself and get out of my comfort zone. Great things happen when I get uncomfortable!” – **2017 Cohort Trainee, Excerpt from Inspire and Engage LMS Training featuring Daniel Kim: *Think About Your Moonshots Expansively***

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