

OVERVIEW: Under a paradigm of “**Tell, Show, Let, Help**” the Innovation Playbook for Government Change Agents (Cal-IPGCA) is an immersive intrapreneurial training program that scales a culture of leadership and innovation in California state government. Full time trainees receive 58 professional training units (PTHs), and part-time trainees receive 28 PTHs across the 5-month series. [ORA Systems, Inc.](#), chairs the program. In collaboration with their [management team](#), they are responsible for the design and implementation of the Cal-IPGCA. The program is under the [executive sponsorship](#) of the Government Operations Agency, the Department of General Services and non-governmental executive sponsor, the Asian Pacific State Employees Association (APSEA). A [34-member leadership advisory board](#), most of whom have contributed ongoing involvement through [earlier program iterations since 2012](#), provides strategic direction and programmatic services. Cal-IPGCA meets the State of California’s biennial leadership training requirements. (Government Code 19995.4. - Effective July 1, 2016). Cal-IPGCA’s “[ABOUT PLAYBOOK](#)” provides an overarching program overview.

DESIGNED FOR FULL-TIME TRAINEES AND PART-TIME WORK-BASED PARTNERS, CAL-IPGCA SERVES:

- Line staff who are rising stars with leadership potential
- First-line supervisors
- Middle managers and executives

APPLIED TRAINING ENVIRONMENT: Setting aside the constraints of titles and hierarchy, the Cal-IPGCA is structured as a 360° applied training environment. *Trainees toggle between monthly classroom training and applied (LMS-based) experiential learning* within their work environment. Each Cal-IPGCA “experiential training module” averages 5 minutes in length and [features video instruction by key state leadership](#). A new training module is released on three days each week. The LMS training modules are designed to institutionalize the nine [GovOps-CalHR leadership values](#) that transcend state service to collectively create, embed and nurture a statewide culture of leadership and innovation in the State of California workforce. Under a metrics driven construct, Cal-IPGCA’s experiential training builds a real time learning environment where trainees immediately demonstrate applying the knowledge learned in their personal and professional lives and in the innovation project-program. An example of the first of nine leadership values, “Communicate Effectively” features [Secretary Marybel Batjer](#), “We Can Do New Things New Ways.”

MOONSHOT INNOVATION TEAMS: Cal-IPGCA integrates and synergizes participation across all levels of government. From entry level to senior executives, innovation teams come together to develop specifically targeted projects or programs that meet key enterprise-wide challenges. As Moonshots, the innovation priorities (IPs) that govern these projects are identified by the State of California agency leaders under the direction of the Government Operations Agency and the California Department of Technology, Office of Digital Integration. 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.

DATA ANALYTICS DEMONSTRATE THE TRANSFORMATIONAL NATURE OF THE CAL-IPGCA THAT IS QUALITATIVELY VISIBLE AND, MORE IMPORTANTLY, QUANTITATIVELY PROVEN. By fusing and integrating the attributes of the applied work-based training with the classroom-based innovation training, the Cal-IPGCA builds and exponentially accelerates a hybrid culture of leadership and innovation designed to generate transformative outcomes – in the lives of its trainees, and the organizations and constituent communities they serve. The program’s transformative outcomes are driven by metrics of performance that substantiate the qualitative and quantitative outcomes achieved. Equally important, the metrics of performance have been scaled to fully integrate in the strategic program structure of

subsequent cohorts. In this manner, the data analytics substantiating learning, comprehension and use are conducted, reported and institutionalized in real time.

CAL-IPGCA PROGRAM GOALS AND OUTCOMES INCLUDE:

- 1. Breakdown real and imaginary silos that limit maximizing utilization of the state's high priority resources – its programmatic and physical assets, and its most valuable asset – the state's workforce.**
 - The Innovation Playbook for Government Change Agents 2017 Cohort was comprised of 78 trainees representing 13 State of California departments. Fifty of the 78 Trainees participated full-time, and 28 work-based partners participated on a part-time basis. Participating departments included CALFIRE, CalOES, CalVet, CCHSC, CDCR, CDT, DOC, DGS, DOR, DWR, EDD, FTB and SWRCB.
 - Certificates of distinction were awarded to 20 trainees from 11 departments based on completed work-based training, initiative, team participation and attendance.
 - Cal-IPGCA's training base was comprised of leaders nominated for participation from AGPA to executive level – less than one year of employment to 30 years of employment.
 - The teamed environment was diversified by department, age, ethnicity, gender and specialization.
 - Trainees participated without title; everyone had equal and voice, value – everyone a leader.
 - There was a safe-harbor for innovation to occur created through the program's executive leadership and reinforced at every spectrum of program management

- 2. Create a metrics-driven culture of leadership and innovation in state government that is personally, professionally and organizationally transformative; sourced by a standardized language of leadership and innovation that cross-pollinates and unites departmental and programmatic boundaries for the State of California.**
 - The 41 modules of work-based training building the standardized language of leadership resulted in the administration of a combined total of 1122 quizzes taken across the 5-month series, consisting of 444 (40%) part-time trainees, 1 audit-only (advisory board) and 677 full-time trainees (60%).
 - Of the combined 1122 quizzes administered, 77% applied the nine values being taught in their personal lives, 94% in their professional lives, 43% on their innovation project, and 33% experienced "ah-ha" moments resulting from what they learned and applied.
 - The metrics of performance that substantiate the outcomes stated above are categorically broken down by each of the nine values allowing analytical comparison of outcomes within each value set.
 - The performance metrics assessing the outcomes of each quiz administered resulted in 823 pages of extracted data (a total of 533 pages of analytics and 290 pages of categorized text responses.) These are attached in summary format in the Cal-IPGCA [Metrics of Performance Playbook](#), and in their entirety via links to the underlying data analytics. In this manner the transformational outcomes of the program can be substantiated through quantifiable metrics of performance.

- 3. Build a new frontier of leadership in State Government that can innovate solutions to complex governmental issues, in real time, through the use of innovation playbooks that document a standardized 8-step path to achieving innovative outcomes in government that enhance program and policy improvement, inspires our workforce and delivers great results to Californians.**

- Cal-IPGCA’s work-based training functions interdependently with 1 Gateway Training Day, 4 immersive classroom training days, and one “Day of Innovation”, presenting programmatic-wide outcomes.
- The Day of Innovation applies the lessons learned to mini-keynote “[Innovationist Playbook](#)” highlights presentations that were open to trainee leadership self-selecting the opportunity. These are immediately followed by the outcome presentations of the teamed moonshot projects covering [six enterprise-wide innovation priorities \(IPs\)](#) posing significant challenge to the State of California. The far-reaching outcomes are documented through the [Teamed Moonshot Playbook](#), providing overviews with links to videos, PowerPoints, and supplementary outcome documentation prepared by the teams in concert with the teams’ facilitators and protégés. Executive Leadership provides an overarching narrative that [sets the stage](#) to propel the Day of Innovation that follows.
- These six training teams are facilitated by a [management team](#), including trained facilitators that were selected from within government or from retired government executive leadership. They were prominently assisted by protégés that were selected from graduating trainees that were leaders in the 2016 cohort.
- The [Change Challenge Forums Playbook](#) features 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.
- [8-Step Path](#): The 8-Step Path developed by Director Dan Kim, DGS, provides a standardized 8-step process for guiding outcomes. This standardized path enhances innovation. As enterprise-wide challenges by nature, moonshot projects are each dissimilar, but the utilization of a standardized path allows trainees and leadership to cross pollinate resources and ideas that can enhance ROI for all involved.
- [Just Ask Why](#): Introduced by Executive Sponsor, Kathleen Webb, Director of the Eureka Institute, GovOps, “Just Ask Why” is integrated into each step of the 8-Step Path. Trainees are required to determine their individual and, then through consensus, their teamed “WHY.” When we understand our “Why,” this reveals “What” steps we must take. And when we know our “What,” we find our “How!”
- This [two-page info-graphic](#) demonstrates the interrelationship among the key features of the Cal-IPGCA Program. The “[ABOUT PLAYBOOK](#)” provides a succinct overview of each component as they work interdependently and the [Cal-IPGCA Video](#), a 1.5 minute program synopsis.
- Throughout the series, Executive Leadership personally met with each training team and created entrée to key state leadership for augmenting strategy meetings, designed to enhance the trainees’ team-developed research for their moonshot projects.

In closing, innovation is about leadership. It is about each of us being the best that we can be from where we stand. Cal-IPGCA trainees leave the zone of comfort of their work environment at the door, but at the same time are given a safe harbor to innovate, risk, fail and iterate, iterate, iterate.

“How about approaching change from strength and how we can become stronger? When you know your why, you start to walk in purpose. Because when you do, it’s not a job anymore. It’s what you love to do. It’s what excites you. It’s about you individually making a difference.”

- Kathleen Webb, Director, Eureka Institute, GovOps, July 18, 2017 - Cal-IPGCA Keynote Address