



CALIFORNIA INNOVATION PLAYBOOK FOR GOVERNMENT CHANGE AGENTS (CAL-IPGCA)

Under a paradigm of **“Tell, Show, Let, Help”** the Innovation Playbook for Government Change Agents (Cal-IPGCA) is an immersive 58 Professional Training Hours (PTHs) of intrapreneurial training program that scales a culture of leadership and innovation in California state government for full-time trainees and 28 PTHs for part-time trainees across a 5-month series. ORA Systems, Inc., chairs the program and is responsible for the design and implementation of the Cal-IPGCA.

Cal-IPGCA builds a statewide culture of innovation and creates a common language of leadership to develop and inspire our workforce to deliver great results for Californians. Cal-IPGCA trains in the classroom and via an Experiential Learning Management System (eLMS) 3-days per week. Its governmental executive partners are GovOps and DGS.

Cal-IPGCA meets the State of California’s biennial leadership training requirements.
(GC 19995.4. - Effective July 1, 2016)

CAL-IPGCA Executive Leadership

Executive Managing
Sponsor



ORA Systems, Inc.

Rebekah Christensen
CEO, ORA Systems, Inc.
Program Chair



one world institute

Executive Agency
Sponsors



California Government Operations Agency

Kathleen Webb,
Director, Eureka Institute,
Government
Operations Agency,
Cal-IPGCA Advisory
Board Co-Chair



Stuart Drown,
Deputy Secretary,
Innovation and
Accountability,
Government
Operations Agency

Executive Host
Sponsor



Department of General Services

Daniel Kim,
Director, Department of
General Services
Featuring: Director Kim’s 8-Step
Path to Achieving Innovative
Outcomes in Government

Executive Non-Governmental
Organization (NGO) Sponsor



Asian Pacific State Employees Association

Alicia Wong,
APSEA President,
NGO Executive Chair,
Branch Chief, Technology Office
of Digital Innovation,
Department of Technology



playbook for government change agents

OVERVIEW



Scaling a culture of leadership and innovation in California State Government

INNOVATION
playbook for
government change agents

2017



Applying the concept of **Tell, Show, Let, Help.**

Under the Cal-IPGCA KollaborNation Platform (www.kollabornation.net) Cal-IPGCA builds a statewide culture of innovation and creates a common language of leadership to develop and inspire our workforce to deliver great results for Californians. Our **trainees** and their **work-based colleagues** (partners) build this common language across agencies and departments in **15 important ways**:

Experiential **LMS-Work-based** Training
GovOps - CalHR 9 Leadership Values

+

Class-room-based Innovation Projects
Based on 6 Statewide Innovation Priorities



STATE OF CALIFORNIA TRAINEE PARTNERS



1. Risk Management
2. Risk Aversion
3. Change Management
4. Executive Retention - Knowledge Transfer
5. Implied and Unconscious Bias
6. Data Driven Management and Storytelling



Moonshots

Executive Managing Sponsor



4-15-03-0629A

For more Information: www.orasystems.net 916.442-7944

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PEOPLE. PROCESS. TECHNOLOGY. Scaling a culture of leadership and innovation in California State Government

1 EXECUTIVE SPONSORS

2017



CAL-IPGCA ADVISORY BOARD



3 WHO'S IT FOR?

- Creating a 360° Training Environment, Cal-IPGCA is designed to bridge cultural, generational, professional and organizational boundaries.
- Everyone's a leader. Everyone has a voice. Everyone has value.
- We welcome line staff that are rising stars with management potential, first-time supervisors, middle managers and executives.
- Accepting 72 Trainees + Workplace "Partners"

4 CAL - IPGCA LMS EXPERIENTIAL TRAINING

CLASSROOM TRAINING ENVIRONMENT



Applying the concept of **Tell, Show, Let, Help.**

- "Experiential Training" toggles between classroom and workplace environments.
- The Cal-IPGCA develops human potential in state employees, advances professional development and awareness and builds teamed environments.
- Collectively, we're building a statewide culture of leadership and innovation that transcends the boundaries of programs, departments and agencies.
- Meets the State of California mandated leadership training requirements (GC9995.4 Effective July 1, 2016)

Authentic. Fluid. Agile. Scalable.

APPLIED WORKPLACE ENVIRONMENT



5 INNOVATION APPROACH



- 8-Step Path
- Blank Slate
- Collaborative Innovation Teams
- Innovation Forum
- Authentic Leadership
- Rapid Innovation Modules
- Moonshots
- 4th Wave, Stewardship, Responsibility for the Whole
- Global Unity



7 TIME COMMITMENT?

5 Month Program + 58 Hours Classroom + 4-6 Hours Monthly in your work environment for personal, professional and teamed project development = 12-14 Hours Monthly

6 INNOVATION PIPELINE

- Sets Innovation Priorities (IPs) for Cal-IPGCA
- Innovation Pipeline: State of California organizational challenges and issues affecting more than one department or agency.
- Ability to benefit from a cross-departmental leadership team's assessment and recommendations.

8 FRAMEWORK

The Cal - IPGCA Builds a Statewide Framework for Leadership and Innovation: Creating a common language of leadership and innovation that develops and inspires our workforce to deliver great results for Californians.

9 DIRECTOR DAN KIM'S 8-STEP PATH



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BOARD OF ADVISORS

Supporting the Cal-IPGCA Executive Sponsors, the Cal-IPGCA Advisory Board serves as the front-line outreach conduit to State of California leadership and our state's workforce. They support the program by facilitating the key challenges identified that serve as the program's Innovation Priorities (IP's).

INNOVATORS FORUM: The Cal-IPGCA Advisory Board serves a critical function of "Change Challengers" for the program as they represent our state's key leadership. Each training class kicks off with a two-hour interactive "Change Challenge Forum" where the Cal-IPGCA Innovation Priorities are analyzed in cross governmental platforms. This strategic advisory is then integrated by the program's trainees.

HOLISTIC REPRESENTATION: To heighten capacity of generating a culture of innovation, the Cal-IPGCA Advisory Board assures the program's trainees represent cross-generational, cross-cultural, cross professional and cross-organizational involvement of the state's workforce.



John Laird
Secretary, California Natural Resources Agency



Dean Lan (Retired) - Deputy Director, California Dept. of Health Care Services, Senior Advisor, APSEA



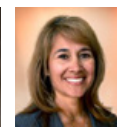
Michael Mendoza
ARC Member, Social and Criminal Justice Advocate



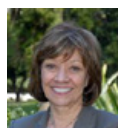
Linda Ng
Past-President, Asian Pacific State Employees Association



John Nilon
Alumni Trustee
CSU Bakersfield



Monica Nino
County Administrator,
San Joaquin County



Karen Ross
Secretary, Department of Food & Agriculture



Jean Shiomoto
Director, California Department of Motor Vehicles



Selvi Stanislaus
Executive Officer,
Franchise Tax Board



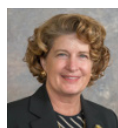
Maeley Tom
Member, California State Personnel Board



Amy Tong
Director and State CIO,
CA Department of Technology



Jeff
Exec (Reti)
Presi
Jeff I



Kathleen Webb
Assistant Secretary,
Innovation & Accountability,
Government Operations
Agency



Alicia Wong
APSEA President;
Branch Chief,
Technology Office of Digital
Innovation,
Department of Technology



Joe Xavier
Director, California
Department of
Rehabilitation

ROLES AND RESPONSIBILITIES:

Front-line Conduit: The Cal-IPGCA Advisory Board serves as the front-line outreach conduit to the state's leadership and our state's workforce. They support the program by facilitating the key challenges identified that serve as the program's Innovation Priorities.

Innovators Forum: The Cal-IPGCA Advisory Board serves a critical function of "Change Challengers" for the program as they represent our state's key leadership. Each training class kicks off with a two-hour interactive "Change Challenge Forum" where the Cal-IPGCA Innovation Priorities are analyzed in cross governmental platforms. This strategic advisory is then integrated by the program's trainees.

Holistic Representation: To heighten capacity of generating a culture of innovation, the Cal-IPGCA Advisory Board assures the program's trainees represent cross-generational, cross-cultural, cross professional and cross-organizational involvement of the state's workforce.



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Jei Africa
Director, Office of Diversity
and Equity, County of
San Mateo



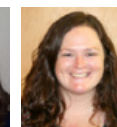
Robert A. Barton
Inspector General, Office of
the Inspector General



Marybel Batjer
Secretary, Government
Operations Agency



Rhonda Basarich
Chief, Office of Fiscal
Services, Department of
General Services



Jamie Callahan
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G. Brown, Jr.



John Chiang
Treasurer,
State of California



Keith Christensen
Co-Founder - COO
ORA Systems, Inc.



Rebekah Christensen
Co-Founder - CEO
ORA Systems, Inc.



Paul Danczyk
Director of Executive
Education, USC Sol Price
School of Public Policy



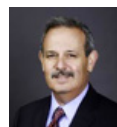
Stuart Drown
Deputy Secretary,
Innovation and Accountability
Government Operations Agency



Diana Dooley
Secretary, California
Health and Human
Services Agency



Joseph A. Farrow
Commissioner, California
Highway Patrol



Mark S. Ghilarducci
Director, California
Governor's Office of
Emergency Services



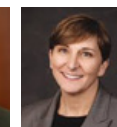
Richard Gillman
Director, CalHR



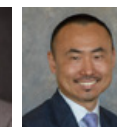
Scott Gregory
Deputy Director, Office of
Digital Innovation,
CA Department of
Technology



Martin Hoshino
Administrative Director,
Judicial Council of
California



Darby Kernan
Legislative Representative,
California State Association of
Counties



Daniel Kim
Director, Department of
General Services

INNOVATION playbook for government change agents

INNOVATION TRAINING AND MANAGEMENT TEAM

This elite training team is serving the Cal-IPGCA in two capacities.

Many of these state leaders are participating as "Change Challenge Panelists" from 8 - 10 AM each training date across the 5-Month Series.

All are serving as "featured" speakers, facilitators and protégés for the classroom leadership and innovation training and the work-based experiential training, which consists of 41 independent training modules. These modules reflect the 9 Leadership Values of GovOps and Cal-HR. Collectively they are designed to facilitate and lead innovation while creating a common language of communication across all agency and departmental boundaries serving the State of California.

EXECUTIVE TRAINING TEAM

TRAINING PARTNERS



CAL-IPGCA- 2017 LEADERSHIP & INNOVATION EXPERIENTIAL TRAINING TEAM

 Jel Africa Director, Office of Diversity and Equity, County of San Mateo	 Robert A. Barton Inspector General, Office of the Inspector General	 Marybel Butler Secretary, Government Operations Agency	 Rhonda Bessiah Chief, Office of Fiscal Services, Department of General Services	 Jamie Callahan Director, External Affairs, Office of Governor Edmund G. Brown, Jr.	 John Chiang Treasurer, State of California	 Keith Christensen Co-Founder - COO, ORA Systems, Inc.
 Rebekah Christensen Co-Founder - CEO, ORA Systems, Inc.	 Paul Demczyk Director of Executive Education, USC Sol Price School of Public Policy	 Shawn Drown Deputy Secretary, Innovation and Accountability, Government Operations Agency	 Diana Dwyer Secretary, California Health and Human Services Agency	 Joseph A. Farrow Commissioner, California Highway Patrol	 Mark S. Gilliland Director, California Governor's Office of Emergency Services	 Richard Gillman Director, CURE
 Scott Gregory Deputy Director, Office of Digital Innovation, CA Department of Technology	 Mortin Hoshino Administrative Director, Judicial Council of California	 Darby Kerman Legislative Representative, California State Association of Counties	 Daniel Kim Director, Department of General Services	 John Laird Secretary, California Natural Resources Agency	 Dean Lan (Retired) - Deputy Director, California Department of Health Care Services, Senior Advisor, APSCA	 Michael Mendoza AIC Member, Social and Criminal Justice Advocate
 Linda Ng Past-President, Asian Pacific State Employees Association	 John Nilon Kumon Trustee, CSU Bakersfield	 Monica Nino County Administrator, San Joaquin County	 Karen Ross Secretary, Department of Food & Agriculture	 Selvi Senthilous Executive Office, Franchise Tax Board	 Masley Tam Member, California State Personnel Board	 Amy Tong Director and State CIO, CA Department of Technology
 Kathleen Webb Assistant Secretary, Innovation & Accountability, Government Operations Agency	 Alicia Wong APSCA President, Branch Chief, Technology, Office of Digital Innovation, Department of Technology	 Joe Xavier Director, California Department of Rehabilitation	ROLES AND RESPONSIBILITIES: This elite training team is serving the Cal-IPGCA in two capacities. Many of these state leaders are participating as "Change Challenge Panelists" 8 - 10 AM each training date: July - November. All are serving as "featured" speakers for your work-based experiential training, consisting of 45 independent training modules. These modules reflect the 9 Leadership Values of GovOps and Cal-HR. Collectively they are designed to create a common language of communication across all agency and departmental boundaries serving the State of California.			



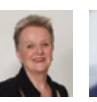
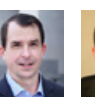
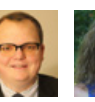





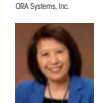


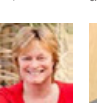
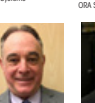



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MANAGEMENT TEAM



YOUR LEADERSHIP AND INNOVATION MANAGEMENT TEAM - A "PUBLIC-PRIVATE" PARTNERSHIP

 Erica Buelles Director of ETC, ORA Systems	 Stephane Chambers MBA Co-Founder - COO, ORA Systems	 Rebekah Christensen Executive Coach, ORA Systems	 Paul Demczyk, PhD Executive Coach, ORA Systems	 Greg Duncan Leadership & Innovation, Facilitator Protégé, Dept of Rehabilitation	 Jennifer Duncan Leadership & Innovation, Facilitator Protégé, Dept of Rehabilitation
 Lynn Eder Editorial Counselor & Storyteller, ORA Systems, Inc.	 Praveen Edulakanti IT Web Services Czar, ORA Systems, Inc.	 John Johnson Facilitator, Dept of Rehabilitation	 Steve Kotani Facilitator, ORA Systems	 Dean Lan Facilitator, ORA Systems	 Melinda Long Creative Director - Cal-IPGCA "Storyteller", ORA Systems, Inc.
 Linda Ng Facilitator Protégé, Dept of Water Resources	 Peggy Owens Facilitator Protégé, Dept of General Services	 Miko Sawamura Facilitator, ORA Systems	 Michelle Schmitt Facilitator, ORA Systems	 Michael L. Summers Facilitator, Dept of Motor Vehicles	 Jeffrey Uyeda Uyeda and Associates
				 Fenia Wong Data Analytics, ORA Systems	

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THE CAL-IPGCA BUILDS A STATEWIDE FRAMEWORK FOR LEADERSHIP AND INNOVATION



Via the Cal-IPGCA Learning Management System (LMS), California Statewide Leadership Model serves as a training guide.

LEADERSHIP VALUE GOALS:

- To create, embed and nurture a statewide leadership culture, the state has created a leadership model that includes a leadership philosophy statement, leadership values and leadership competencies.
 - These values and philosophy transcend state service. Collaborate with departments as the model is designed to underpin departments' existing values, not replace them.
 - The leadership philosophy and values will be incorporated into recruitment, onboarding, training, and performance management for leaders across state service.
-
- **Communicate Effectively** - As demonstrated by strong writing, verbal and listening skills to create an *open and transparent environment for the exchange of information*.
 - **Inspire & Engage** - As demonstrated by an ability to motivate loyalty to a mission or plan; challenge individuals professionally and personally to achieve goals; connect employees to the work; celebrate success.
 - **Develop Others** - As demonstrated by a commitment to coach, guide, train, instruct, and develop team members; empowering others through a sense of shared ownership and decision-making; supporting work-life balance and employee wellbeing.
 - **Foster a Team Environment** - As demonstrated through the support and recognition of team members both professionally and personally; team oriented.
 - **Exhibit Personal Credibility** - As demonstrated by authenticity, confidence, consistency, courage, decisiveness, generosity, honesty, integrity, judgment and risk awareness.
 - **Build Collaborative Relationships** - As demonstrated by a broad appreciation for collaboration in public policy engagement and fostering an inclusive environment for consensus-building and decision-making.
 - **Improve Our Organization** - As demonstrated by a commitment to drive continuous improvement for better results.
 - **Achieve Results** - As demonstrated by setting a clear vision to achieve productive results by developing plans to meet targets, leverage staff skills and solve problems.
 - **Model Good Governance** - As demonstrated by stewardship for customer service, accountability, transparency, sustainability, policy, compliance and solid political acumen.

The Cal-IPGCA uses an 8-Step Path to achieving innovative outcomes in government. It was first used in our 2016 Innovation Bootcamp.

- We found this step-wise process actually expands innovation as this process guides and creates a standardized path of accountability, performance and outcomes for our innovation projects.

- Equally important, because there is a standardized path for innovation to occur, it allows us a unique opportunity for comparative analysis of even dissimilar projects.

- Although the projects can be diametrically different, the step-wise process used is the same.

- This increases the potential to cross-pollinate ideas and resources in ways that can really expand innovation outcomes and ROI to both.



"JUST ASK WHY"

VIDEO 

The Cal-IPGCA Executive Leadership integrated, within the framework of the 8-Step Approach, another program pillar - the concept of "**Just Ask Why**." Directors Dan Kim and Kathleen Webb look at "Just Ask Why" from these two different but aligned perspectives.

"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

"Another thing I really want to encourage you all to do is keep asking the why question. Why do we do that, why? Often times, I don't find that we do enough of asking that question, but you need to ask why in order to figure out what it is that you want to do. Once you figure out what it is you want to do or achieve, then you can figure out how to do it!"

- **Daniel Kim, Director, Department of General Services**



As a standard practice in Cal-IPGCA, each step of the 8-Step Path initiates with our trainees determining 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!"

INNOVATION **playbook** for government change agents

TRAINEE TYPES,
SELECTION,
COST

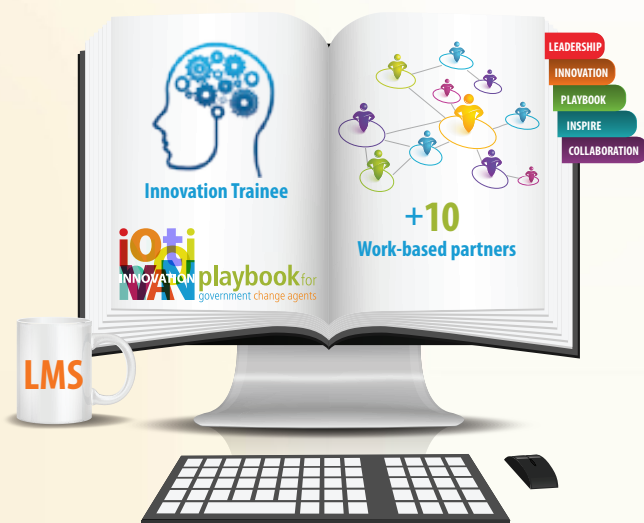
Focusing first on “People” followed by “Process and Technology,” the Innovation Playbook for Government Change Agents (Cal-IPGCA) is an immersive 58-hour intrapreneurial training program that scales a culture of leadership and innovation in California state government.

Applied Training Environment

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

Designed for full-time trainees and part-time work-based partners, Cal-IPGCA serves:

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



A bulleted break-down of the \$2850 *full-time trainee program fee*, and the \$495 *program fee for part-time trainees* is provided [via this link](#), to include program deliverables.



The Cal-IPGCA KollaborNation Platform is a community-based forum where all Cal-IPGCA trainees work collaboratively. Community-based features include:

- Teamed communities for innovative project development
- Cohort-wide communities
- Executive Management and Facilitators planning community
- A community for Supervisors and Managers
- Ad hoc communities
- Organizational conversation streams, based on any user topic
- Comprehensive features for document upload and sharing, in all file formats
- + More

KOLLABORNATION LMS-BASED EXPERIENTIAL LEARNING

The KollaborNation Platform houses the Cal-IPGCA Experiential Learning Center that features the 41 work-based learning modules and quizzes.

OUTCOME REPORTS

Each month across the five-month series, summary reports that centralize work-in-progress are posted. These reports feature the Change Challenge Forum Videos, keynote speakers, teamed-moonshot presentations that reflect work in progress + all supporting documentation.

RESOURCE LIBRARY

KollaborNation features a dynamic library that centralizes data resources that are relational to the innovative project development. This library is segmented by subject matter for easy access. It is updated on an ongoing basis.



www.kollabornation.net

www.orasystems.net

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Small Business Certification Number: 1792372