

2017

Managing Executive Sponsor

NGO Executive Sponsor

Executive Agency Sponsor

Executive Host Sponsor

Executive Department Sponsor



Innovation Playbook for Government Change Agents



OUTCOMES REPORT



EXECUTIVE SPONSOR





Cal-IPGCA Executive Summary

contents

About	1
Change Challenge Forums	11
Innovation Moonshot Priorities	19
Day of Innovation	29
Recognition	49
Analytics	57
Resources	65



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 Assoc.](#)

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

Zoom



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



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



Zoom

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.

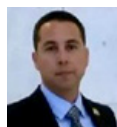
HOLISTIC REPRESENTATION: To heighten capacity of generating a culture of innovation, the Cal-IPGCA Advisory Board assures the program's trainees represent cross-generational, cross-cultural, cross professional and cross-organizational involvement of the state's workforce.



John Laird
Secretary, California Natural Resources Agency



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



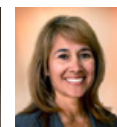
Michael Mendoza
ARC Member, Social and Criminal Justice Advocate



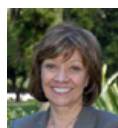
Linda Ng
Past-President, Asian Pacific State Employees Association



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



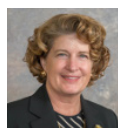
Maeley Tom
Member, California State Personnel Board



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 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.



Zoom



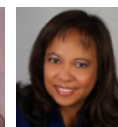
Jei Africa
Director, Office of Diversity
and Equity, County of
San Mateo



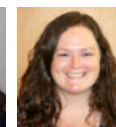
Robert A. Barton
Inspector General, Office of
the Inspector General



Marybel Batjer
Secretary, Government
Operations Agency



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



Jamie Callahan
Director, External Affairs,
Office of Governor Edmund
G. Brown, Jr.



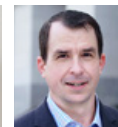
John Chiang
Treasurer,
State of California



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



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



Paul 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



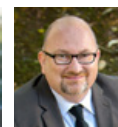
Joseph A. Farrow
Commissioner, California
Highway Patrol



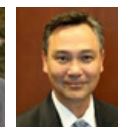
Mark S. Ghilarducci
Director, California
Governor's Office of
Emergency Services



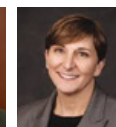
Richard Gillman
Director, CalHR



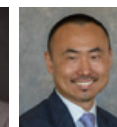
Scott Gregory
Deputy Director, Office of
Digital Innovation,
CA Department of
Technology



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 Bossett 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. Gilland 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 Senthil 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.			



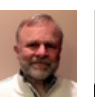
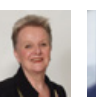
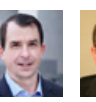
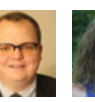






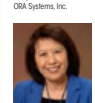

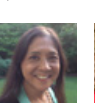
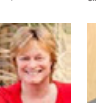
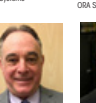
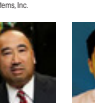



Zoom

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 Protégé, ORA Systems	 Michael L. Summers Facilitator, Dept of Motor Vehicles	 Jeffrey Uyeda Upends and Associates
				 Fenia Wong Data Analytics, ORA Systems	

Zoom

Zoom

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

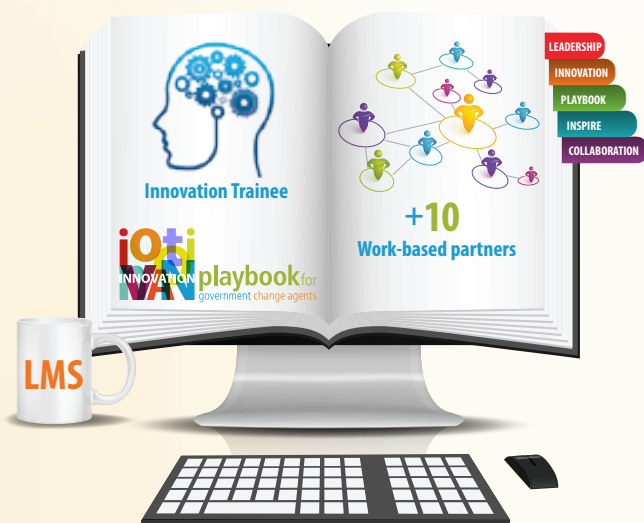
Focusing first on “People” followed by “Process and Technology,” the Innovation Playbook for Government Change Agents (Cal-IPGCA) is an immersive 58-hour intrapreneurial training program that scales a culture of leadership and innovation in California state government.

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

CMAS Contractor: 4-15-03-0629A

Small Business Certification Number: 1792372

Cal-IPGCA Change Challenge Forums





Cal-IPGCA Change Challenge Forums

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.



playbook for government change agents

RISK MANAGEMENT/ AVERSION PANEL

VIDEO



Zoom



Scaling a culture of leadership and innovation in California State Government

PEOPLE. PROCESS. TECHNOLOGY.

2017

Managing Executive Sponsor



NGO Executive Sponsor



Executive Agency Sponsor



Executive Host Sponsor



18
JUL

July 18, 2017

8:00 AM – 10:00 AM

Location:

Department of
General Services
Zig Auditorium
707 Third Street
West Sacramento

Risk Management - Risk Aversion Change Challenge Panel

Today's leadership panel will address two of Cal-IPGCA's Innovation Priorities, Risk Management and Risk Aversion. As "Change Challengers" for our Cal-IPGCA Innovation Teams, this elite panel will address a wide-range of questions, via a moderated Q & A format. Following the panel, audience questions are invited.

Risk Management Issue: A new approach to the management of risk is needed to ensure that managers at all levels know and understand how to effectively measure and monitor the performance of their program areas and are able to identify Key Performance Indicators (KPI's).

Risk Aversion Issue: A culture of risk aversion permeates state department staffs, which challenges our ability to modernize state government through innovation and improvement efforts.

Moderator



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

Panelists



Stuart Drown
Deputy Secretary
Innovation and Accountability
Government Operations Agency



Joseph A. Farrow
Commissioner, California
Highway Patrol



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



Daniel Kim
Director, Department of
General Services

FREE

Act NOW!

First Come – First Served!

REGISTRATION REQUIRED

More info: Email: ebuckles@orasystems.net

Keynote "Just Ask Why"



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

Time: 10:20 AM – 11:00 AM

Asking "why" allows us understand the BIG questions - human condition, why we do what we do, why organizations do what they do and why communities do what they do.

"Start with Why – Everyone has a Why. Why do you get up in the morning? Why does your organization exist? Your 'Why' is the purpose, cause or belief that inspires you to do what you do. When you think, act and communicate starting with Why, you can inspire others." —Simon Sinek

CHANGE MANAGEMENT, EXECUTIVE RETENTION, AND KNOWLEDGE TRANSFER PANEL

VIDEO 



Zoom



Scaling a culture of leadership and innovation in California State Government

PEOPLE. PROCESS. TECHNOLOGY.

2017

Managing Executive Sponsor



NGO Executive Sponsor



Executive Agency Sponsor



Executive Host Sponsor



**17
AUG**

August 17, 2017

8:00 AM – 10:00 AM

Location:

Department of
General Services
Zig Auditorium
707 Third Street
West Sacramento

Change Management - Executive Retention and Knowledge Transfer

Today's leadership panel will address two of Cal-IPGCA's Innovation Priorities: Change Management ("How Can We Do Better") and Executive Retention and Knowledge Transfer.

Change Management Issue: The state continues to struggle with executing change management to ensure a cost-effective transition of policy, processes, or technology. ECOS is but just one example of a needed system change to establish statewide standards that was met with resistance and challenged enterprise implementation.

Executive Retention and Knowledge Transfer Issue: More than ever, state departments are struggling to fill key leadership positions. This challenge results from two key events:

- The ongoing retirements of the baby boomer generation; and
- Years of underfunding staff and leadership development programs during the budget challenges of the last decade.

Moderator



Stuart Drown
Deputy Secretary
Innovation and Accountability
Government Operations Agency

Panelists



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



Richard Gillihan
Director
Cal-HR



Lindsey Sin
Deputy Secretary
Women Veterans Affairs
CalVet



Selvi Stanislaus
Executive Officer,
Franchise Tax Board

Keynote

The "HOW" on Professional Development

This is an exciting interactive forum designed for our Cal-IPGCA Cohort Trainees, Board of Advisors, Audit Team and guests!

Keynote Paul Danczyk (see above)

Time: 10:20 AM – 11:20 AM



FREE

Act NOW!

First Come – First Served!

REGISTRATION REQUIRED [More info:](#) Email: ebuckles@orasystems.net

Cal-IPGCA Moonshot Update

Time: 11:30 AM – 12 noon

The Cal-IPGCA Cohort Teams 2017 have launched 6 Moonshots predicated on 6 Innovation Priorities identified by the State of California. This update will address work-in-progress and the roles, responsibilities, and opportunities for all our leadership and innovation trainees.



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



playbook for government change agents

IMPLIED BIAS PANEL

VIDEO



Zoom



Scaling a culture of leadership and innovation in California State Government

PEOPLE. PROCESS. TECHNOLOGY.

2017

Managing Executive Sponsor



NGO Executive Sponsor



Executive Agency Sponsor



Executive Host Sponsor



CAL-IPGCA CHANGE – CHALLENGE KEYNOTE PANEL: IMPLIED AND UNCONSCIOUS BIAS

14
SEP

September 14, 2017

8:00 - 10:00 AM

Location:

Department of
General Services
Zig Auditorium
707 Third Street
West Sacramento

[Guest Registration](#)

Moderator



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

Panelists



John Laird,
Secretary,
Natural Resources Agency



Dean Lan, Deputy Director,
California Department of
Health Care Services -
Civil Rights Officer (Retired)



Algerine McCray,
Deputy Director, Civil
Rights, CalTrans (Retired)



Joe Xavier,
Director,
Department of
Rehabilitation

IP Challenge: Identify options and alternative approaches to uncover and mitigate implied and unconscious bias to execute systemic and effective change. Integrate bias awareness options in organizational operations for the purpose of creating inclusive environments in state government and in service delivery to our customers.

Issue: Implicit or unconscious bias involves crafting judgments based on subtle and often unconscious determinations, such as: preconceptions, misinterpretations, micro-aggressions, stereotyping, social inclusion-exclusion, fringe relegation, and prejudice in favor of or against one thing, person, or group compared with another. Communities impacted include:

- The marginalized; • The public at large; • Policy makers; and,
- Government agencies, departments and employees that interact with these communities on a regular basis.

Examples of how bias impacts: Bias impacts every level of government and society; starting with recruitment and hiring and continues with day to day operations that govern the effectiveness of organizational operations, environments of inclusion and exchange, leadership and innovation, employee performance, morale, quality of constituent outreach and delivery of public and/or social services, and community – societal health and well-being.

Past “Change Challenge” Panels:

These dynamic 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 6 enterprise-wide innovation priorities (Moonshot Projects). Facilitated under a moderated Q&A format, they offer guest attendees pioneering viewpoints on some of the most difficult challenges facing the State of California. **On a first-come, first-served basis**, DGS opens its auditorium to State of California Employees to listen and ask questions. We are pleased to feature links to our Cal-IPGCA Change Challenge Panels from July 18 and August 17, 2017.

July 18, 2017 - Cal-IPGCA Risk Management & Risk Aversion “Change Challenge” Panel

Risk Management - Risk Aversion
July 18, 2017

August 17, 2017 - Cal-IPGCA Change Management, Executive Retention and Knowledge Transfer Panel

Change Management, Executive Retention and Knowledge Transfer
August 17, 2017

DATA-DRIVEN MANAGEMENT AND STORYTELLING PANEL

VIDEO 



[Zoom](#)



Scaling a culture of leadership and innovation in California State Government

PEOPLE. PROCESS. TECHNOLOGY.

2017

Managing Executive Sponsor



NGO Executive Sponsor



Executive Agency Sponsor



Executive Host Sponsor



CAL-IPGCA CHALLENGE: Data Driven Management and Storytelling

Issue: In the next few years the Water Boards plan to roll out a new dynamic, open data-driven version of its current management and public "report card" reporting system. New report cards with the ability to allow dynamic executive explanations are needed. Capacity building and data literacy is needed by staff to implement and maintain this new system of reporting.

Challenge: Identify options to develop 4 or 5 pilot report cards fed by open data datasets and 4 or 5 outcome-based, open data-driven explanations from Water Board executives to augment Water Boards' output report cards. Identify options to develop the knowledge, skills and competency in at least three Water Board offices in the areas of executive "storytelling," data literacy, and to produce open data sets for report cards and visual options for report cards and "storytelling."

Example: Ten Water Boards regulate more than 40,000 permitted entities in more than 20 core regulatory programs. They currently have a Data Driven Management program comprised of more than 180 report cards using a static design with relatively thin data layers behind each card. The system does not use open data and does not allow dynamic access to the data. The Water Boards are embarking on a new strategy to use open data and allowing dynamic access to the data. Recent legislation (AB 1755, Dodd) affects this effort in a potentially positive way, but requires coordination with other state agencies.

12
OCT

October 12, 2017

8:00 - 10:00 AM

Location:

Department of
General Services
Zig Auditorium
707 Third Street
West Sacramento

[Guest Registration](#)



Moderator



Brian Wong
Chief Information Officer and
Deputy Director, Information
Systems Division, Department
of Social Services

Panelists



Greg Gearheart
Deputy Director, Office of
Information Management
and Analysis (OIMA), SWRCB



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



Andy Krackov
Vice President,
Data Strategy, Velir



Michael Wilkening
Undersecretary, CHHS



Preparing for Countdown:
The Strategic Steps to your
November 8, 2017 -
"Day of Innovation:
Moonshot Launch!"

Time: 10:30 AM – 11:30 AM

Presented by...



Stuart Drown
Deputy Secretary
Innovation and Accountability
Government Operations Agency



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



www.kollabornation.net

www.orasystems.net

CMAS Contractor: 4-15-03-0629A

Small Business Certification Number: 1792372

Innovation Moonshot Priorities (IPs)





INNOVATION PRIORITIES FOR MOONSHOT PROJECTS

A foundational pillar of the Innovation Playbook is the identification of organizational challenges and issues (Innovation Priorities) affecting more than one agency or department that can benefit from across-organization leadership teams' assessment and recommendations.

The innovation priorities for the Cal-IPGCA 2017 Series were established through the California Government Operations Agency (GovOps) and an Innovation Pipeline that is administered by the California Department of Technology (CDT). Leaders from across the State of California submitted their challenges, with six selected for implementation under the Cal-IPGCA.

Through the Change Challenge Forums, referenced in the previous chapter, each of the six IP Challenges are articulated in these forums, with strategic advisory explored by State of California leadership for Cal-IPGCA's six innovation teams' utilization in the development of their Moonshot Projects.

Team 1: Transformers



Zoom



CHALLENGES AND OPPORTUNITIES

1. CAL-IPGCA CHALLENGE:

RISK MANAGEMENT >

Challenge: Identify a multi-prong approach to increase risk awareness and intelligence for state employees and managers. The approach should enhance mission outcomes that create a future that supports risk-based strategic planning and monitoring efforts at every level of management.

Background: The State Leadership Accountability Act was enacted in June 2015 and required departments to engage in the active oversight of internal controls to effectively manage risk. While the law requires programs to embed this activity into all levels of management, engagement has been limited and the processes have not been integrated into organizational governance and administration.

Issue: A new approach to the management of risk is needed to ensure that managers at all levels know and understand how to effectively measure and monitor the performance of their program areas and are able to identify Key Performance Indicators (KPI's).



What is a Moonshot?

Originating as Google terminology – Instead of a mere 10% gain, a moonshot aims for a 10x improvement over what currently exists. The essence of a Moonshot is the combination of a huge problem, a radical solution to that problem, and the creation of breakthrough technology (or innovative idea) that just might make that solution possible.



What is a North Star?

North Stars align our energy, emotions, and actions in the service of our vision. Though it is not always simple to find one's North Star, once it appears, its guidance helps simplify one's choices. As paradoxical as it may seem, wise leaders are, first and foremost, wise followers. Once they become clear about their North Star, it becomes their calling, and they serve that calling willingly, happily, and infectiously. (Harvard Business Review - 1.18.2012)

INNOVATION PRIORITIES FOR MOONSHOT PROJECTS

Team 2: Guts and Glory



CHALLENGES AND OPPORTUNITIES

2. CAL-IPGCA CHALLENGE: RISK AVERSION >

Challenge: Create a culture of innovation that manages risk and embraces innovation in its commitment to deliver great results for Californians.

Background: Before we can create a culture of innovation, we must address an old paradigm of risk aversion that remains systemic within the internal operations of State Government and equally our service delivery to the customer-constituent base served.

1. The behaviors and structures that persist are no longer organizationally or operationally optimal as the state's performance is continuously outpaced by our accelerating digital society.
2. Government is a culture that promotes repetitive tasks, which creates a self-perpetuating viewpoint where we assume processes must be correct because "that is the way it has always been done." Incremental improvements preserve and replicate the previous process.

Issue: A culture of risk aversion permeates state department staffs, which challenges our ability to modernize state government through innovation and improvement efforts.

3. Digital society creates huge opportunities for smarter, more efficient, community-centric societies, but this threatens the status quo.
4. Quick fixes and shortcuts accumulate over time and can diminish the integrity and quality of performance, employee morale, public trust and service delivery to the customer.



What is a Moonshot?

Originating as Google terminology – Instead of a mere 10% gain, a moonshot aims for a 10x improvement over what currently exists. The essence of a Moonshot is the combination of a huge problem, a radical solution to that problem, and the creation of breakthrough technology (or innovative idea) that just might make that solution possible.

What is a North Star?

North Stars align our energy, emotions, and actions in the service of our vision. Though it is not always simple to find one's North Star, once it appears, its guidance helps simplify one's choices. As paradoxical as it may seem, wise leaders are, first and foremost, wise followers. Once they become clear about their North Star, it becomes their calling, and they serve that calling willingly, happily, and infectious. (Harvard Business Review - 1.18.2012)

Team 3: Monarchs



Zoom



CHALLENGES AND OPPORTUNITIES

3. CAL-IPGCA CHALLENGE:

CHANGE MANAGEMENT "HOW CAN WE DO BETTER" >

Challenge: Identify options and alternative approaches to execute effective change that allows the state to modernize operations and better serve our customers.

Example: The Exam and Certification Online System (ECOS) is a statewide enterprise solution designed to unify hiring processing and documentation for all participating entities. The system has been in production since January 2014 and the final stage of development will be implemented in waves starting in June 2017. One of the goals of this project is to bring all examinations from paper-based to online processing and require that all job applications are submitted electronically. In order to maximize adoption of the new system by departments and minimize the difficulties that are inherent in change, CalHR as the project sponsor is responsible for creating and implementing a high quality organizational change management strategy. The challenge the department is

Issue: The state continues to struggle with executing change management to ensure a cost-effective transition of policy, processes, or technology. ECOS is but just one example of a needed system change to establish statewide standards that was met with resistance and challenged enterprise implementation.

facing is how best to go about effecting change, delivering training, and incorporating feedback regarding system implementation and improvement with a very limited set of resources.



What is a Moonshot?

Originating as Google terminology – Instead of a mere 10% gain, a moonshot aims for a 10x improvement over what currently exists. The essence of a Moonshot is the combination of a huge problem, a radical solution to that problem, and the creation of breakthrough technology (or innovative idea) that just might make that solution possible.

What is a North Star?

North Stars align our energy, emotions, and actions in the service of our vision. Though it is not always simple to find one's North Star, once it appears, its guidance helps simplify one's choices. As paradoxical as it may seem, wise leaders are, first and foremost, wise followers. Once they become clear about their North Star, it becomes their calling, and they serve that calling willingly, happily, and infectious. (Harvard Business Review - 1.18.2012)

Team 4: Ice Breakers



CHALLENGES AND OPPORTUNITIES

4. CAL-IPGCA CHALLENGE:

EXECUTIVE RETENTION – KNOWLEDGE TRANSFER >

Challenge: Identify options to support the development of future leaders that would benefit succession planning, knowledge transfer and creating a bench of well-rounded future leaders.

As we develop future leaders, what is the most effective way/program/ method to implement a knowledge transfer process that addresses those with the institutional knowledge who are reluctant to document or share their knowledge?

Background: With the retirement of many “baby boomers”, the state faces significant challenges in ensuring the continuity of operations without an intentional means for transferring knowledge that is mission critical as key leadership positions are filled. This is coupled with a culture of operational dependency in which individuals have been allowed to hoard knowledge (expertise, documentation, processes). As a result, some feel threatened to participate in succession planning efforts.



What is a Moonshot?

Originating as Google terminology – Instead of a mere 10% gain, a moonshot aims for a 10x improvement over what currently exists. The essence of a Moonshot is the combination of a huge problem, a radical solution to that problem, and the creation of breakthrough technology (or innovative idea) that just might make that solution possible.

Issue: More than ever, state departments are struggling to fill key leadership positions. This challenge results from two key events:

- The ongoing retirements of the baby boomer generation; and
- Years of underfunding staff and leadership development programs during the budget challenges of the last decade.



What is a North Star?

North Stars align our energy, emotions, and actions in the service of our vision. Though it is not always simple to find one's North Star, once it appears, its guidance helps simplify one's choices. As paradoxical as it may seem, wise leaders are, first and foremost, wise followers. Once they become clear about their North Star, it becomes their calling, and they serve that calling willingly, happily, and infectiously. (Harvard Business Review - 1.18.2012)

Team 5: Free Radicals



Zoom



CHALLENGES AND OPPORTUNITIES

5. CAL-IPGCA CHALLENGE: IMPLIED AND UNCONSCIOUS BIAS >

Challenge: Identify options and alternative approaches to uncover and mitigate implied and unconscious bias to execute systemic and effective change. Integrate bias awareness options in organizational operations for the purpose of creating inclusive environments in state government and in service delivery to our customers.

Examples of how bias impacts: Bias impacts every level of government and society; starting with recruitment and hiring and continues with day to day operations that govern the effectiveness of organizational operations, environments of inclusion and exchange, leadership and innovation, employee performance, morale, quality of constituent outreach and delivery of public and/or social services, and community – societal health and well-being.

Issue: Implicit or unconscious bias involves crafting judgments based on subtle and often unconscious determinations, such as; preconceptions, misinterpretations, micro-aggressions, stereotyping, social inclusion-exclusion, fringe relegation, and prejudice in favor of or against one thing, person, or group compared with another.

Communities impacted include:

- The marginalized;
- The public at large;
- Policy makers; and,
- Government agencies, departments and employees that interact with these communities on a regular basis.



What is a Moonshot?

Originating as Google terminology – Instead of a mere 10% gain, a moonshot aims for a 10x improvement over what currently exists. The essence of a Moonshot is the combination of a huge problem, a radical solution to that problem, and the creation of breakthrough technology (or innovative idea) that just might make that solution possible.

What is a North Star?

North Stars align our energy, emotions, and actions in the service of our vision. Though it is not always simple to find one's North Star, once it appears, its guidance helps simplify one's choices. As paradoxical as it may seem, wise leaders are, first and foremost, wise followers. Once they become clear about their North Star, it becomes their calling, and they serve that calling willingly, happily, and infectiously. (Harvard Business Review - 1.18.2012)

INNOVATION PRIORITIES FOR MOONSHOT PROJECTS

Team 6: Flow



CHALLENGES AND OPPORTUNITIES

6. CAL-IPGCA CHALLENGE: DATA DRIVEN MANAGEMENT AND STORYTELLING >

Challenge: Identify options to develop 4 or 5 pilot report cards fed by open data datasets and 4 or 5 outcome-based, open data-driven explanations from Water Board executives to augment Water Boards' output report cards. Identify options to develop the knowledge, skills and competency in at least three Water Board offices in the areas of executive "storytelling," data literacy, and to produce open data sets for report cards and visual options for report cards and "storytelling."

Example: Ten Water Boards regulate more than 40,000 permitted entities in more than 20 core regulatory programs. They currently have a Data Driven Management program comprised of more than 180 report cards using a static design with relatively thin data layers behind each card. The system does not use open data and does not allow dynamic access

Issue: In the next few years the Water Boards plan to roll out a new dynamic, open data-driven version of its current management and public "report card" reporting system. New report cards with the ability to allow dynamic executive explanations are needed. Capacity building and data literacy is needed by staff to implement and maintain this new system of reporting.

to the data. The Water Boards are embarking on a new strategy to use open data and allowing dynamic access to the data. Recent legislation (AB 1755, Dodd) affects this effort in a potentially positive way, but requires coordination with other state agencies.



What is a Moonshot?

Originating as Google terminology – Instead of a mere 10% gain, a moonshot aims for a 10x improvement over what currently exists. The essence of a Moonshot is the combination of a huge problem, a radical solution to that problem, and the creation of breakthrough technology (or innovative idea) that just might make that solution possible.

What is a North Star?

North Stars align our energy, emotions, and actions in the service of our vision. Though it is not always simple to find one's North Star, once it appears, its guidance helps simplify one's choices. As paradoxical as it may seem, wise leaders are, first and foremost, wise followers. Once they become clear about their North Star, it becomes their calling, and they serve that calling willingly, happily, and infectious. (Harvard Business Review - 1.18.2012)



www.kollabornation.net

www.orasystems.net

CMAS Contractor: 4-15-03-0629A

Small Business Certification Number: 1792372

Day of Innovation





playbook for government change agents

DAY OF
INNOVATION

CAL-IPGCA Executive Sponsors Welcome...

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

Graduating Class - Cal-IPGCA Cohort 2017



INNOVATION **playbook** for government change agents

DAY OF
INNOVATION
AM SPEAKERS

Setting the Stage...AM Speakers



IPGCA DAY OF INNOVATION

November 8
2017

You're Invited!

Managing Executive Sponsor



NGO Executive Sponsor



Executive Agency Sponsor



Executive Host Sponsor



8 AM - 5 PM

Department of General
Services Zig Auditorium
707 Third Street
West Sacramento



Challenging Change

The Cal-IPGCA builds a statewide culture of innovation and common language of leadership to develop and inspire our workforce to deliver great results for Californians!

Join us as we feature and celebrate our
Cal-IPGCA Graduating Class of Cohort 2017!



KEYNOTES 8:00 AM - 11:30 AM



The Ethos of Transformation

Robert Barton, Cal-IPGCA Board of
Advisors, Inspector General, OIG (Retired),
Commissioner, State of California,
Board of Parole Hearings

- > Igniting a Culture of Innovation
and Change - Kathleen Webb
- > Measuring Success - The Story of

"Building a Culture of Innovation in California builds an empowered workforce that ignites passion in people and organizations and fortifies connectivity in our combined stewardship to serve."

Cal-IPGCA Executive Sponsors
Director Kathleen Webb, Performance Improvement
Stuart Drown, Deputy Secretary, Innovation and Accountability
Alicia Wong, President, APSEA; Paul Danczyk, Director, USC Sol Price
Sacramento Campus.

For more information: Cal-IPGCA



Zoom



IPGCA DAY OF INNOVATION AGENDA

2017

November 8
8 AM - 5 PM

Managing Executive Sponsor



NGO Executive Sponsor



Executive Agency Sponsor



Executive Host Sponsor



Host Sponsor:
Department of General Services Zig Auditorium
707 Third Street, West Sacramento

Time	Presenters	Agenda
8:00 AM	Rebekah Christensen, Co-Founder, ORA Systems, Inc. Chair, California Innovation Playbook for Government Change Agents	Cal-IPGCA Welcome: Igniting Innovation
8:10 AM	Secretary Marybel Batjer, GovOps	Cal-IPGCA: Creating a Space for Innovation
8:20 AM	Director Dan Kim, DGS	An 8-Step Path to Achieve Innovative Outcomes
8:30 AM	Stuart Drown, Deputy Secretary, Innovation and Accountability, GovOps	Writing the Playbook for Innovation
8:40 AM	Alicia Wong, APSEA President	The Trajectory to Upward Mobility: Innovation
8:45 AM	Paul Danczyk, Director, Exec Education, USC Sol Price	The Hybrid Fuel of Innovation: Curiosity
8:55 AM	Rebekah Christensen	Introduction of Robert Barton, Parole Commissioner
9:00 AM	Keynote: Robert Barton, Parole Commissioner	The Ethos of Transformation
9:30 AM	Rebekah Christensen	Introduction of Kathleen Webb
9:30 AM	Keynote: Kathleen Webb, Director, Eureka Institute, GovOps	Igniting a Culture of Innovation and Change for the State of California
9:50 - 10:20 AM	Break	
10:20 AM	Keynote: Rebekah Christensen, CEO, ORA Systems, Chair, Cal-IPGCA	Cal-IPGCA: Government Innovation - The Power of Possible
		Inferno: Innovation and Integration Chris Anthony, CALFIRE, Team F - Eureka Institute



Zoom

DAY OF INNOVATION AM SPEAKERS

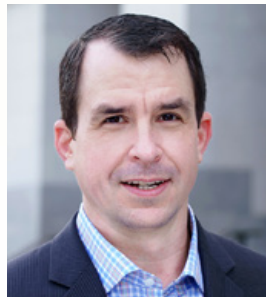


Marybel Batjer, Secretary,
Government Operations
Agency

Presentation:

Cal-IPGCA: Creating a Space
for Innovation

[VIDEO](#)



Paul Danczyk, Director,
Executive Education, USC Sol
Price School of Public Policy,
Sacramento Campus
Cal-IPGCA Sponsor

Presentation: The Hybrid Fuel
of Innovation: Curiosity

[VIDEO](#)



Daniel Kim, Director,
Department of General
Services

*Cal-IPGCA Executive
Sponsor*

Presentation:

An 8-Step Path to Achieve
Innovative Outcomes

[VIDEO](#)



Robert Barton, Inspector
General, Office of the Inspector
General (Retired), Commissioner,
California Parole Board
*Cal-IPGCA Advisory Board
Member*

Keynote Presentation:

The Ethos of Transformation

[VIDEO](#)

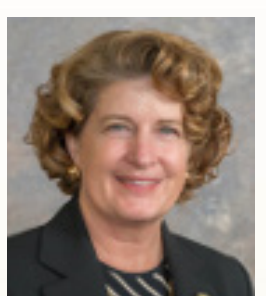


Stuart Drown, Deputy
Secretary, Innovation and
Accountability, Government
Operations Agency

*Cal-IPGCA Executive
Sponsor*

Presentation: Writing the
Playbook for Innovation

[VIDEO](#)



Kathleen Webb, Director,
Eureka Institute, Government
Operations Agency

Cal-IPGCA Executive Sponsor

Presentation: Igniting a
Culture of Innovation and
Change for the State of
California

[VIDEO](#)



Alicia Wong, APSEA
President
*Cal-IPGCA Executive
Sponsor*

Presentation:

The Trajectory to Upward
Mobility: Innovation

[VIDEO](#)



Rebekah Christensen,
Co-founder, CEO, ORA Systems
*Cal-IPGCA Program Chair and
Executive Sponsor*

Presentation: Cal-IPGCA
Government Innovation –
The Power of the Possible

[VIDEO](#)

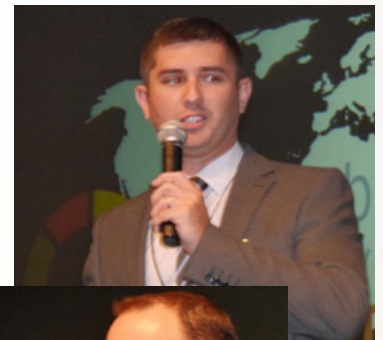


playbook

for
government change agents

DAY OF
INNOVATION
THE INNOVATIONIST

The Innovationist ...*boldly grasping opportunity when it rises
to explore new frontiers of innovative thoughts and ideas.*



DAY OF INNOVATION THE INNOVATIONIST



VIDEO 

Inferno: Innovation and Integration

Chris Anthony, CALFIRE

Team 5 Free Radicals

"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."



VIDEO 

Advocacy and the Power of Now

Tonia Burgess, DGS

Team 3 The Monarchs

"They say that this is a pilot. I would be the 'passionator,' and the person that they would want to take this program 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, was positive. There is a quote from John Moore, 'Good people don't quit companies; good people quit people.' So, we as leaders in here, I would just challenge you to not let people quit you."



[VIDEO](#) 

Why AF?

Eagen Patterson, DGS

Team 6 FLOW

"It's not about what you do, or how you do it. It's about why you do it...What did I want to be when I grew up? Surely figuring that out would help me figure out my why. Right? This went on for months, and finally, as I sat in one of my team meetings, I listened to someone I didn't even like at first tell us about himself and his amazing achievements. It was like I was hit with a freight train. My why is to tell the story. Finding this why gave me purpose, not just in 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."



[VIDEO](#) 

Ask Why

Jag Nagendra, DWR

Team 1 Transformers

"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...You may or may not remember this speech. You may or may not remember who spoke. I want you to become the 10 year old again. Innovation doesn't happen if you don't ask questions."

DAY OF INNOVATION THE INNOVATIONIST



[VIDEO](#) 

Re-Change: Bringing Back Pride in State Service

Rebekah Gibson, CALFIRE

Team 3 The Monarchs

"My challenge to you would be today that no matter where you're at, no matter what your job is, to remember that you all have spheres of influence. 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 to inspire others to take pride in what they do. We have so many people within our departments that each piece together carries 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."



[VIDEO](#) 

Power Up! – My "Ah-Ha" Moment

Beatriz Navarro, EDD

Team 2 Guts and Glory

"When I decided to do this, I was thinking, how did I get here? I almost didn't make to this program. There was an opportunity. I heard about it. I talked with my supervisors about it, and said, oh it's great, but no – there some technical issues and some budget issues. So, I showed up. I showed up on time, and I showed up ready. I talked to Bekah and when she asked if there was a problem, I said I don't see it as a problem. To me, it's an opportunity. I got in! So I say - Show up, show up on time, and show up ready, and you achieve results - like being here."



[VIDEO](#) 

What I've Learned in Cal-IPGCA

David Zeux, CCHCS

Team 3 The Monarchs

"I didn't think this day was going to come. In this program I learned to be more innovative, more creative, value team work, and to be an effective leader. I applied these skills, lessons, and values, on the job, and through my personal life. We developed a strategy. We developed a way to communicate effectively to look at new perceptions, new perspectives, and most of all work as a team, and value each other's opinion. You've got to be innovative. You've got to take in consideration each other's perspectives. Work as a team."



[VIDEO](#) 

Stay Hungry!

Caesar Gutierrez, DGS

Team 6 FLOW

"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 innovating that Silicon Valley and other government entities came to us 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.'"

DAY OF INNOVATION THE INNOVATIONIST



VIDEO 

A Story of Passion for Innovation to Serve Better

MD Haque, DWR

Team 2 Guts and Glory

"I was born and raised overseas. This opportunity to speak to all of you as a government changes is my moonshot realized. This story is not about me. This story is for all of us. As a son of social worker, it was implanted into me in my earliest days to serve others around us, serve our family, our community, the society we live in. 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 best technology. Thank you, Cal IPGCA, and let's go innovate and serve the people of California better."



playbook for

government change agents

DAY OF
INNOVATION
THE INNOVATIONIST



[VIDEO](#) 

My “Kitty-Hawk” Moment

Jeremy Callihan, DWR

Team 1 Transformers

“With everything in this program, it’s not only helped me with my work 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’s kind of why I consider this training my Kitty Hawk moment, because when I look back in five or 10 years, I’m going to be able to say that this is where my career and my personal best really first took off. So thank you!”



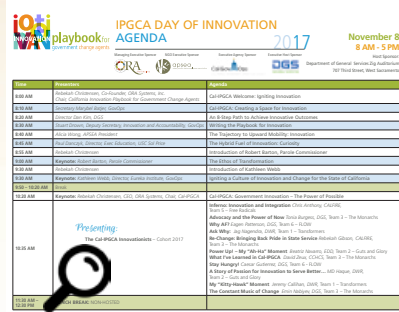
[VIDEO](#) 

The Constant Music of Change

Emin Nabiyevev, DGS

Team 3 The Monarchs

“I’d like to leave it with that it’s 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 to this. Imagination encircles the world. So, let’s take on the world!”



DAY OF INNOVATION COHORT 2017 – TEAMED MOONSHOTS

Note: The sequence of the Teamed Moonshots follows the Day of Innovation Agenda.

COHORT 2017 – TEAMED MOONSHOTS

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.

Team 2



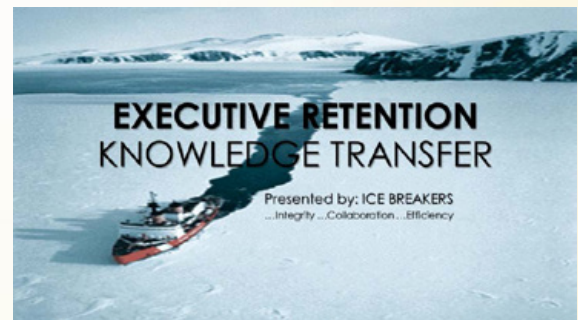
Team 1



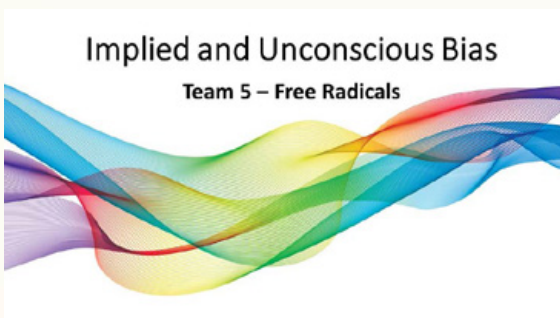
Team 3



Team 4



Team 5



Team 6



TEAM 2: GUTS & GLORY: RISK AVERSION

MANTRA: “Just Risk It”

MOONSHOT: Create a Culture of Innovation

FACILITATOR: Miko Sawamura; **Protégé:** Greg Duncan, DOR; **FULL-TIME PRESENTERS:** Mimi Fitzsimon, FTB; Beatriz Navarro-Dealba, EDD; MD Haque, DWR; Phaedra Bota, CDCR. **OTHER FULL-TIME MEMBERS NOT PRESENTING:** Johnson Chen, DGS; Jesse Robey, DGS; Michael Sabbaghian, DWR

Innovation Challenge Risk Aversion



Team Guts & Glory



VIDEO 

2017 OUTCOMES

[Day of Innovation Program](#)

[Day of Innovation Agenda](#)

[Innovation Priority](#)

[Moonshot Video](#)

[Moonshot Power Point](#)

2017 Cal-IPGCA Cohort



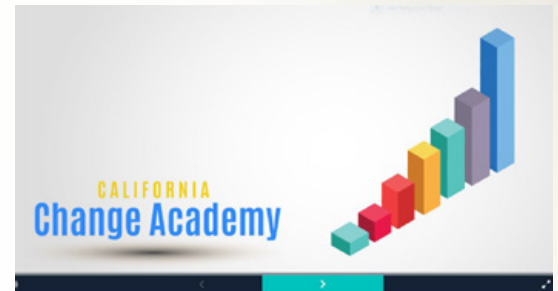
DAY OF INNOVATION COHORT 2017 – TEAMED MOONSHOTS

TEAM 3: THE MONARCHS: CHANGE MANAGEMENT

MANTRA: “Leading with Grace, Flying with Purpose”

MOONSHOT: Establish the Change Academy to empower and equip employees to drive positive change

FACILITATOR: Linda Ng, DWR; Protégé: Peggy Owens, DGS; **FULL-TIME PRESENTERS:** Emin Nabiyeu, DGS; Rebekah Gibson, DWR; David Zeux, CCHCS; Tonia Burgess, DGS (*Each presents multiple times*)



VIDEO

2017 OUTCOMES

[Day of Innovation Program](#)

[Day of Innovation Agenda](#)

[Innovation Priority](#)

[Moonshot Video](#)

[Moonshot Power Point](#)

[Supplementary Brochure](#)

2017 Cal-IPGCA Cohort



TEAM 5: FREE RADICALS: IMPLIED AND UNCONSCIOUS BIAS

MANTRA: “Catalysts for Change!”

MOONSHOT: Radically change both the general public’s and state worker’s negative bias of state service.

FACILITATOR: Dean Lan, ORA Systems Board of Directors; Protégé: Jennifer Duncan, DOR;

FULL-TIME PRESENTERS: Michelle Alford-Williams, DOR, Stephen Chan, CalOES; Dwight Good, CALFIRE; Christine So, CalOES; Christopher Anthony, CALFIRE

Implied and Unconscious Bias

Team 5 – Free Radicals



VIDEO

2017 OUTCOMES

[Day of Innovation Program](#)

[Day of Innovation Agenda](#)

[Innovation Priority](#)

[Moonshot Video](#)

[Moonshot Power Point](#)

[Supplementary Survey Results](#)

[Supplementary Training Module](#)

2017 Cal-IPGCA Cohort



DAY OF INNOVATION COHORT 2017 – TEAMED MOONSHOTS

TEAM 1: TRANSFORMERS: RISK MANAGEMENT

MANTRA: “We Got This”

MOONSHOT: Strengthening California’s Risk Management Processes

FACILITATOR: Steve Kotani, ORA Systems; Protégé: Stephanie Chambers, DGS; **FULL-TIME PRESENTERS:** Marc Commandatore, DWR; Don Nelson, DOC; Joni Hamblin, CalOES; Jagadish Nagendra, DWR; Lori Tomita, DGS; Tracy Vaca, FTB; Jeremy Callihan, DWR; Katharine Killeen, DWR



VIDEO 

2017 OUTCOMES

[Day of Innovation Program](#)

[Day of Innovation Agenda](#)

[Innovation Priority](#)

[Moonshot Video](#)

[Moonshot Power Point](#)

2017 Cal-IPGCA Cohort



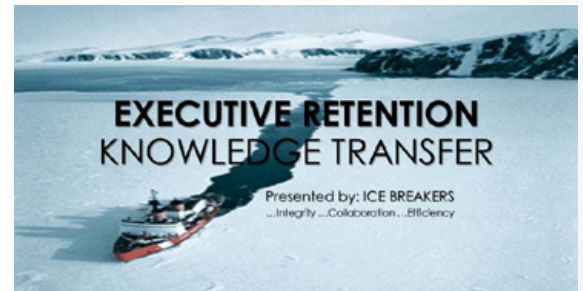
TEAM 4: ICE BREAKERS: EXECUTIVE RETENTION – KNOWLEDGE TRANSFER

MANTRA: “Integrity...Collaboration...Efficiency”

MOONSHOT: Taking California to new heights by making it the employer of choice.

FACILITATOR: Michael Summers, DMV; **FULL-TIME**

PRESENTERS: Jeanette Campbell, FTB; Casey Granados, CalOES; Kamyar Guivetchi, DWR; Michele Williams, CalOES; Tracy Lee, FTB. **OTHER FULL-TIME MEMBER NOT PRESENTING:** Pastor Guevara, CalOES



VIDEO

2017 OUTCOMES

[Day of Innovation Program](#)

[Day of Innovation Agenda](#)

[Innovation Priority](#)

[Moonshot Video](#)

[Moonshot Power Point](#)

[Supplementary Team Report](#)

2017 Cal-IPGCA Cohort



TEAM 6: FLOW: DATA-DRIVEN MANAGEMENT AND STORYTELLING

MANTRA: “Be Like Water”

MOONSHOT: Develop 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.

FACILITATOR: Jake Johnson, DOR; Support: Jeff Uyeda, President, Uyeda & Associates; **FULL-TIME PRESENTERS:** Eagen Patterson, DGS; Tripp Mizell, DWR; Caesar Gutierrez, DGS; Brent Vanderburgh, SWRCB. **OTHER FULL-TIME MEMBERS NOT PRESENTING:** Mark Bradley, DWR; Vivien Maisonneuve, DWR



VIDEO 

2017 OUTCOMES

[Day of Innovation Program](#)

[Day of Innovation Agenda](#)

[Innovation Priority](#)

[Moonshot Video](#)

[Moonshot Power Point](#)

[Supplementary California Data Action Plan](#)

2017 Cal-IPGCA Cohort





www.kollabornation.net

www.orasystems.net

CMAS Contractor: 4-15-03-0629A

Small Business Certification Number: 1792372

Recognition
is a Journey...
not a
Destination



Walk of Stars – Day Innovation Awards Ceremony

[VIDEO](#) 

Day of Innovation - Photo Montage

[VIDEO](#) 

“In the arena of human life the honors and rewards fall to those who show their good qualities in action.” –Aristotle

- In Cal-IPGCA’s construct, there are no titles and everyone has a voice, everyone has value and everyone is heard. Thus, there is not a hierarchy that defines your participation.
- Before the program starts candidates are asked on the application “why” they want to be considered for the program. In many cases, where executive management chooses participants, this self-promoting paragraph communicating interest becomes a deciding factor on being selected for the program.
- Recognition is about showing up, first for yourself and equally for your team. The program is designed for people at all levels of government that consistently choose to lead from where they stand.
- The formation of innovation teams places trainees within culturally diverse environments with colleagues and peers from across the State of California, consisting of entry-level to executive management. There isn’t a “comfort zone.” It takes courage to contribute your voice and ideas to your team - you are continuously required to stretch your mind and your behavior.
- Each training date ends with a video-taped session demonstrating work-in-progress - for team members and the team. For many this is their first experience with public speaking.



playbook for government change agents

RECOGNITION

“Don’t work for recognition, but do work worthy of recognition.”

—H. Jackson Brown, Jr.

- Developing the Moonshot projects takes an entire training class into co-creative experiential environments where outcomes that can demonstrate exponential improvement are expected to be achieved.
- Between training classes, teams continue their community on the team’s community-based platform, KollaborNation, where trainees are all given the opportunity to lead discussions and contribute.
- Teams are all given the opportunity to participate with the program’s Executive Leadership in externalized meetings, or to pro-actively identify other state leadership that can enhance the team’s outcome. In voicing these requests, Executive Leadership schedules these meetings.
- Cal-IPGCA part-time, work-based partners are given both challenges and opportunities. They are not involved in the full-day classroom training, but if proactive they can participate with their teamed moonshots as actively as they choose with some choosing to become highly valued team members because of their contributions.
- Across the breadth of the program, trainees are given open-ended opportunity to hone and enhance their skill sets with many choosing to contribute skills that are not utilized in their day-to-day work environment.

RECOGNITION

“Don’t worry when you are not recognized, but strive to be worthy of recognition.”

–Abraham Lincoln

- Although self-motivated, Cal-IPGCA’s LMS experiential training environment gives everyone the opportunity to embody the Gov-Ops CalHR 9 leadership values that govern all state employment. Within a framework of 41 online classes, trainees “train” with state leaders and immediately apply what they have learned - personally, professionally and in the context of their innovation project. For those choosing this opportunity, this environment creates exponential growth.
- Using the Program’s 8-Step Path to achieving outcomes, Cal-IPGCA teams determine the types of recognition that align with and enhance the performance of their teamed moonshot.
- Full-time trainees are afforded the opportunity to experience the USC 360° Performance Evaluation and Executive Coaching Sessions. This offers the opportunity for self-evaluation and reflection with subordinates, peers and supervisors in conjunction with the executive coaching that for some produced life-changing outcomes that serves far-beyond the environment of this program.

"We will receive not what we idly wish for but what we justly earn.
Our rewards will always be in exact proportion to our service."

—Earl Nightingale

- Trainees are given the opportunity to present as "Innovationists." This is not an assignment, but an opportunity to communicate your personal vision of Innovation at the program's Day of Innovation.
- Full-time trainees also have the opportunity to apply as protégés that train with Cal-IPGCA Facilitators in a future cohort to become a member of an elite team of innovators charting new territory for state government.
- Cal-IPGCA trainees are taught that graduation isn't the end of their training environment, but a new threshold of opportunity to expand upon their moonshot project through its implementation within varied environments in government.
- Continued participation through mentorship opportunities are integrated within Cal-IPGCA. As you mentor others, you remain engaged, enhancing your visibility, your skills and your networks of influence.
- There are no boundaries, limitations and barriers for "Recognition" within Cal-IPGCA - the playing field is level and the opportunities to be seen and heard and to contribute exponentially are open-ended!

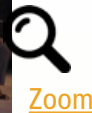
The Cal-IPGCA Cohort 2017 was honored by State of California Leadership at a “Walk-of-Stars” Awards Ceremony held at the conclusion the Cal-IPGCA November 8, Day of Innovation.

RECOGNITION

Team 2: Guts & Glory: Risk Aversion

Moonshot: Create a Culture of Innovation

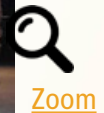
Mantra: “Just Risk It”



Team 1: Transformers: Risk Management

Moonshot: Strengthening California’s Risk Management Processes

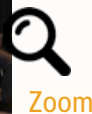
Mantra: “We Got This”



Team 3: The Monarchs: Change Management

Moonshot: Establish the Change Academy to empower and equip employees to drive positive change

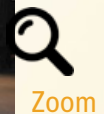
Mantra: “Leading with Grace, Flying with Purpose”



Team 4: Ice Breakers: Executive Retention – Knowledge Transfer

Moonshot: “Taking California to new heights by making it the employer of choice.”

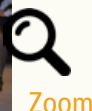
Mantra: “Integrity...Collaboration...Efficiency”



Team 5: Free Radicals: Implied and Unconscious Bias

Moonshot: Radically change both the general public’s and state worker’s negative bias of state service.

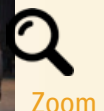
Mantra: “Catalysts for Change!”



Team 6: Flow: Data-Driven Management and Storytelling

Moonshot: Develop 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.

Mantra: “Be Like Water”





www.kollabornation.net

www.orasystems.net

CMAS Contractor: 4-15-03-0629A

Small Business Certification Number: 1792372

Analytics Cal-IPGCA Metrics Of Performance



The Cal-IPGCA introduces to the State of California a pioneering experiential learning construct that cross pollinates agencies, departments, hierarchy, gender and ethnic divides, creating a seamless unified training environment. Bringing together both full-time and part-time (work-based partners) trainees, Cal-IPGCA simultaneously connects classroom training with the trainees' work-based environment, employing an innovative education paradigm that immediately applies the knowledge and skills being learned into the trainees' personal, professional and collaboratively developed moonshot projects.

Cal-IPGCA is LMS based, so metrics of performance substantiate the qualitative and quantitative outcomes achieved. Equally important, the metrics of performance have been scaled to guide trainees in the 2018 cohort.

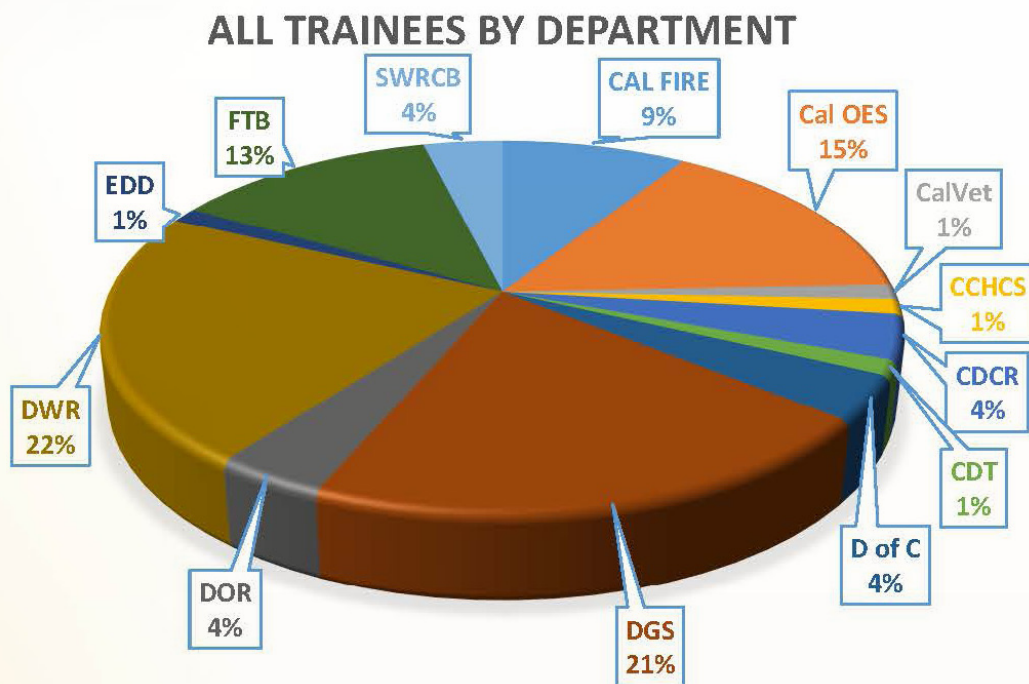
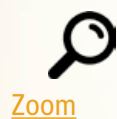
The data analytics demonstrate the transformational nature of the Cal-IPGCA that is qualitatively visible, but more importantly quantitatively proven.

This section explores Cohort 2017 analytics, globalized analytics for 41 GovOps-Cal-HR Leadership and Innovation Learning Modules, module specific analytics to include trainee feedback, and other trainee feedback and performance outcomes, etc.

[View comprehensive Cal-IPGCA 2017 Analytical Reports.](#)



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 attended on a part-time basis.

ANALYTICS QUIZ RESULTS



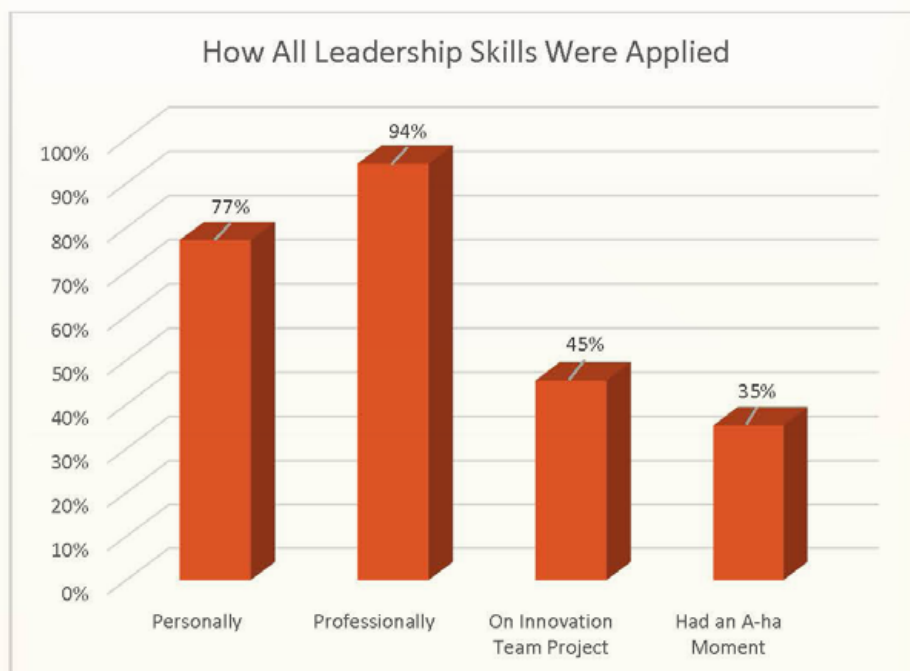
Zoom

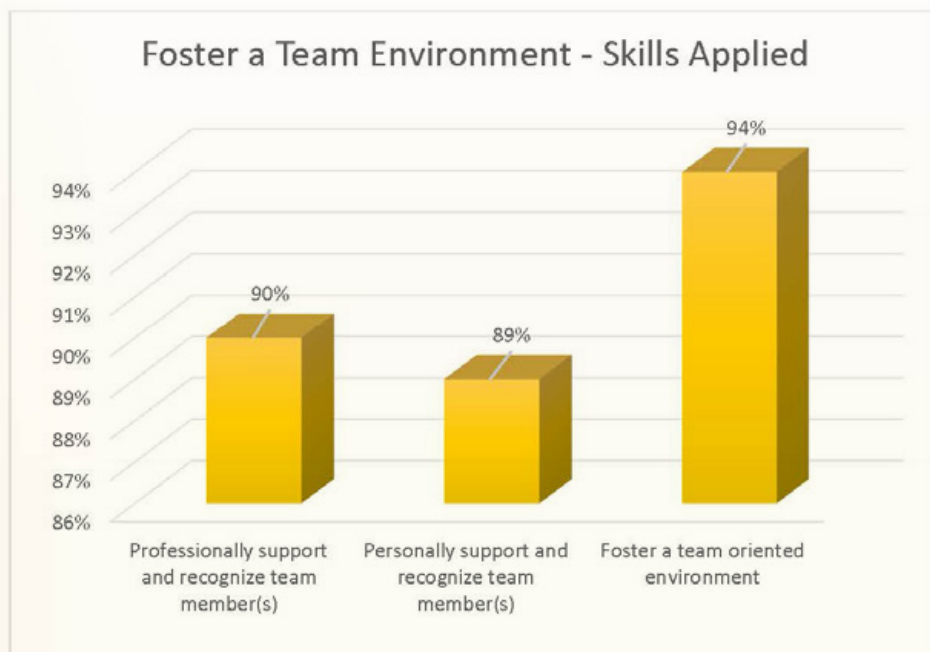
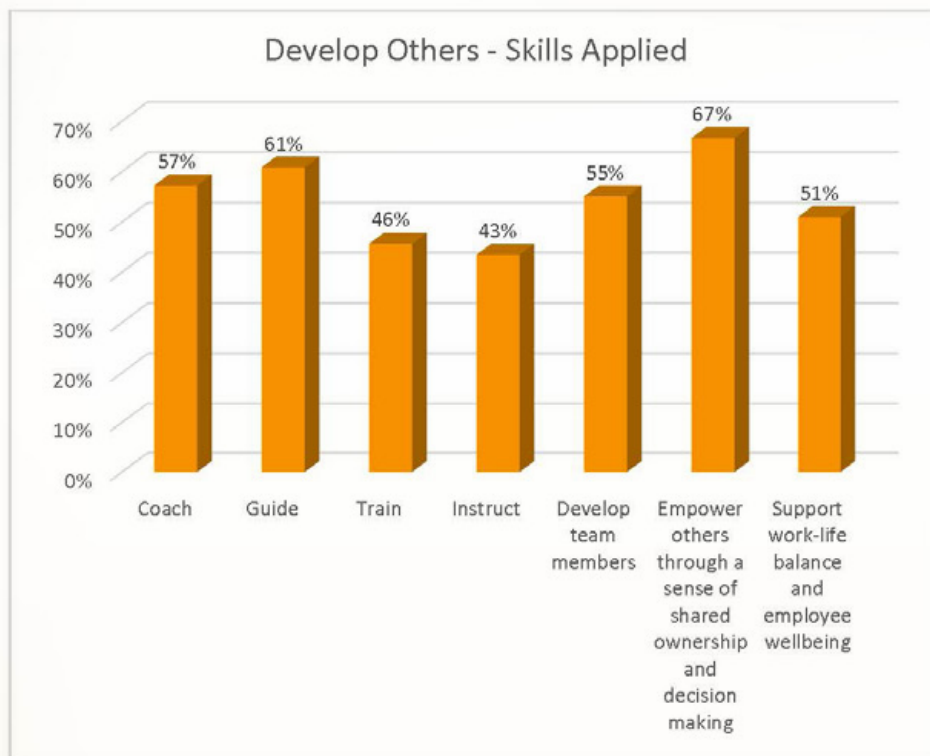
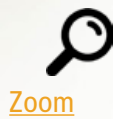
Quiz Results

The Innovation Playbook for Government Change Agents 2017 Cohort was comprised of 50 full-time and 28 part-time trainees. These trainees took 41 quizzes based on 9 State of California Leadership Values. A total of 1122 quizzes were taken by trainees during the 5-month 2017 Cal-IPGCA program.

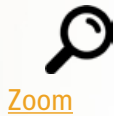


Trainees were asked if and how they applied leadership skills taught in the online lessons.





ANALYTICS CAL-IPGCA METRICS OF PERFORMANCE



Note: *Analytical* and *Text* titles link to the referenced performance reports. [Link here](#) for an overview of Cal-IPGCA's work-based Experiential Learning Program.

GOAL OF THE CAL-IPGCA TRAINING CENTER:

The primary goal of the Cal-IPGCA Training Center is to simultaneously deploy leadership and innovation training that is occurring in the Cal-IPGCA classroom into the framework of government in the State of California. It is the premise of Cal-IPGCA that, to be successful, innovation training must be simultaneously conducted in a classroom and the workplace environment.

HOW ARE WE ACHIEVING THIS GOAL?

The Cal-IPGCA is achieving this goal through the deployment of forty-five 3.5-7.5 minute experiential learning videos. These videos are released on Tuesday, Wednesday and Thursday mornings of each week during the 5-Month training series.

- **July 19, 2017:** Communicate Effectively: Secretary Marybel Batjer, Gov Ops – "We Can Do New Things New Ways;" *Analytics – Text Responses*
- **July 20, 2017:** Inspire and Engage: Director Daniel Kim, DGS – "Think Expansively About Your Moonshots" *;Analytics – Text Responses*
- **July 25, 2017:** Develop Others: Assistant Secretary Kathleen Webb, GovOps – "It's My Work But Not My Job"; *Analytics – Text Responses*
- **July 26, 2017:** Foster a Team Environment: Treasurer John Chiang – "You are the Most Important Person in Our Economy"; *Analytics – Text Responses*
- **July 27, 2017:** Exhibit Personal Credibility: Secretary John Laird, CNRA – "Synergizing Who I am With What I Do"; *Analytics – Text Responses*
- **August 1, 2017:** Build Collaborative Relationships: Secretary Karen Ross, CDFA, "Let the Status Quo Go"; *Analytics – Text Responses*
- **August 2, 2017:** Improve Our Organization: Director Mark Ghilarducci, CalOES, "The Constant of Life is Change"; *Analytics – Text Responses*
- **August 3, 2017:** Achieve Results: Executive Officer Selvi Stanislaus, Mapping Together Innovation and Leadership"; *Analytics – Text Responses*
- **August 8, 2017:** Model Good Governance: Inspector General Robert Barton, OIG, "Why Do We Do What We Do"; *Analytics – Text Responses*
- **August 9 2017:** Communicate Effectively: Assistant Secretary Kathleen Webb, GovOps – "One Government, One Language, One World"; *Analytics – Text Responses*
- **August 10, 2017:** Inspire and Engage: Scott Gregory, Deputy Director, CTD, "An Innovation Pipeline"; *Analytics – Text Responses*
- **August 15, 2017:** Develop Others: Jei Africa, Director Office of Diversity and Equity, San Mateo County, "Diversity: Environments That Value People, Value Differences" *Analytics – Text Responses*



playbook for government change agents

ANALYTICS CAL-IPGCA METRICS OF PERFORMANCE



[Zoom](#)

- **August 16, 2017:** Foster a Team Environment: James Waterman, Senior Director of Global Engagement, One Concern: The Clean Canvas of a Service Society; [Analytics – Text Responses](#)
- **August 22, 2017:** Exhibit Personal Credibility - The Unlimited Nature of Human Potential - Keith Christensen, Co-Founder, ORA Systems [Analytics – Text Responses](#)
- **August 23, 2017:** Build Collaborative Relationships, Nothing About Us Without Us - Joe Xavier, Director, Department of Rehabilitation [Analytics – Text Responses](#)
- **August 24, 2017:** Improve Our Organization: A New Generation Workforce - Kathleen Webb, Director, Eureka Institute, GovOps [Analytics – Text Responses](#)
- **August 29, 2017:** Achieve Results: A Space for Innovation - Marybel Batjer, Secretary, GovOps [Analytics – Text Responses](#)
- **August 30, 2017:** Model Good Governance - Advancing the Diversity of Human Capital - John Chiang, Treasurer, State of California [Analytics – Text Responses](#)
- **September 5, 2017:** Communicate Effectively - When the Right Answer Isn't Politically Correct - Diana Dooley, Secretary, California Health and Human Services [Analytics – Text Responses](#)
- **September 6, 2017:** Inspire and Engage: A Revolution to Serve - Scott Gregory, Deputy Director, Office of Digital Innovation, CA Department of Technology [Analytics – Text Responses](#)
- **September 7, 2017:** Develop Others - Diversity and Inclusion - Dean Lan - ORA Systems Board of Directors, Senior Advisor, APSEA, Deputy Director, California Department of Health Care Services - Civil Rights Officer (Retired) [Analytics – Text Responses](#)
- **September 12, 2017:** Foster a Team Environment - Teams are Like-minded People that Inspire Potential - Michele Steeb, CEO Saint John's Program for Real Change [Analytics – Text Responses](#)
- **September 13, 2017:** Exhibit Personal Credibility - The ABC's of Leadership - Joseph Farrow, California Highway Patrol [Analytics – Text Responses](#)
- **September 19, 2017:-** Build Collaborative Relationships - Blurring the Lines - Being Strategic is Being Collaborative, Mark S. Ghilarducci, Director, California Governor's Office of Emergency Services [Analytics – Text Responses](#)
- **September 20, 2017:-** Improve our Organization - How Can I Do Better - Maeley Tom, Member, California State Personnel Board [Analytics – Text Responses](#)
- **September 21, 2017:-** Achieve Results - How do you Build Accountability and Structure - Mark Ghilarducci, Director, CalOES [Analytics – Text Responses](#)
- **September 26, 2017:-** Model Good Governance - Blowing Up the Model: Creating a Responsive and Adaptive Government, Richard Gillihan, Director, CalHR [Analytics – Text Responses](#)
- **September 27, 2017:-** Communicate Effectively - One of the Risks We can Take is Giving People Voice - Rebekah Christensen, CEO, ORA Systems [Analytics – Text Responses](#)
- **September 28, 2017:-** Inspire and Engage - Are You Looking for Barriers or Opportunities - Director Joe Xavier, DOR [Analytics – Text Responses](#)
- **October 03, 2017:-** Develop Others: Hope and Redemption - Robert Barton, Inspector General, Office of the Inspector General [Analytics – Text Responses](#)
- **October 04, 2017:-** Foster a Team Environment - The Whole is Greater than the Sum of its Parts - Martin Hoshino, Adm Director, Judicial Council of California [Analytics – Text Responses](#)
- **October 05, 2017:-** Exhibit Personal Credibility - Creating a High-Performance Culture - Richard Gillihan, Director, CalHR [Analytics – Text Responses](#)
- **October 10, 2017:-** Build Collaborative Relationships - It Can't Change All at Once - Jamie Callahan, Director of External Affairs, Office of Governor Jerry Brown [Analytics – Text Responses](#)
- **October 11, 2017:-** Improve Our organization - How to create a culture of innovation - John Nilon, County Administrative Officer, Kern County, CA (Retired) [Analytics – Text Responses](#)
- **October 17, 2017:-** Achieve Results - "The More Diverse the Structure the Stronger it Becomes - Diana Dooley" [Analytics – Text Responses](#)
- **October 18, 2017:-** Model Good Governance- "Curiosity: Modeling Real Time Good Governance" - Paul

[View comprehensive Cal-IPGCA 2017 Analytical Reports.](#)





www.kollabornation.net

www.orasystems.net

CMAS Contractor: 4-15-03-0629A

Small Business Certification Number: 1792372