



# **JUST ASK WHY!**

**Innovation Playbook for Government Change Agents -  
2019**

# WHAT IS YOUR WHY?

- Knowing our why guides our ...
  - Choices
  - Actions
  - Decisions
  - Words
  - Friendships
  - Relationships
  - Career paths
  - Life paths

why?  
why?  
why?  
why?



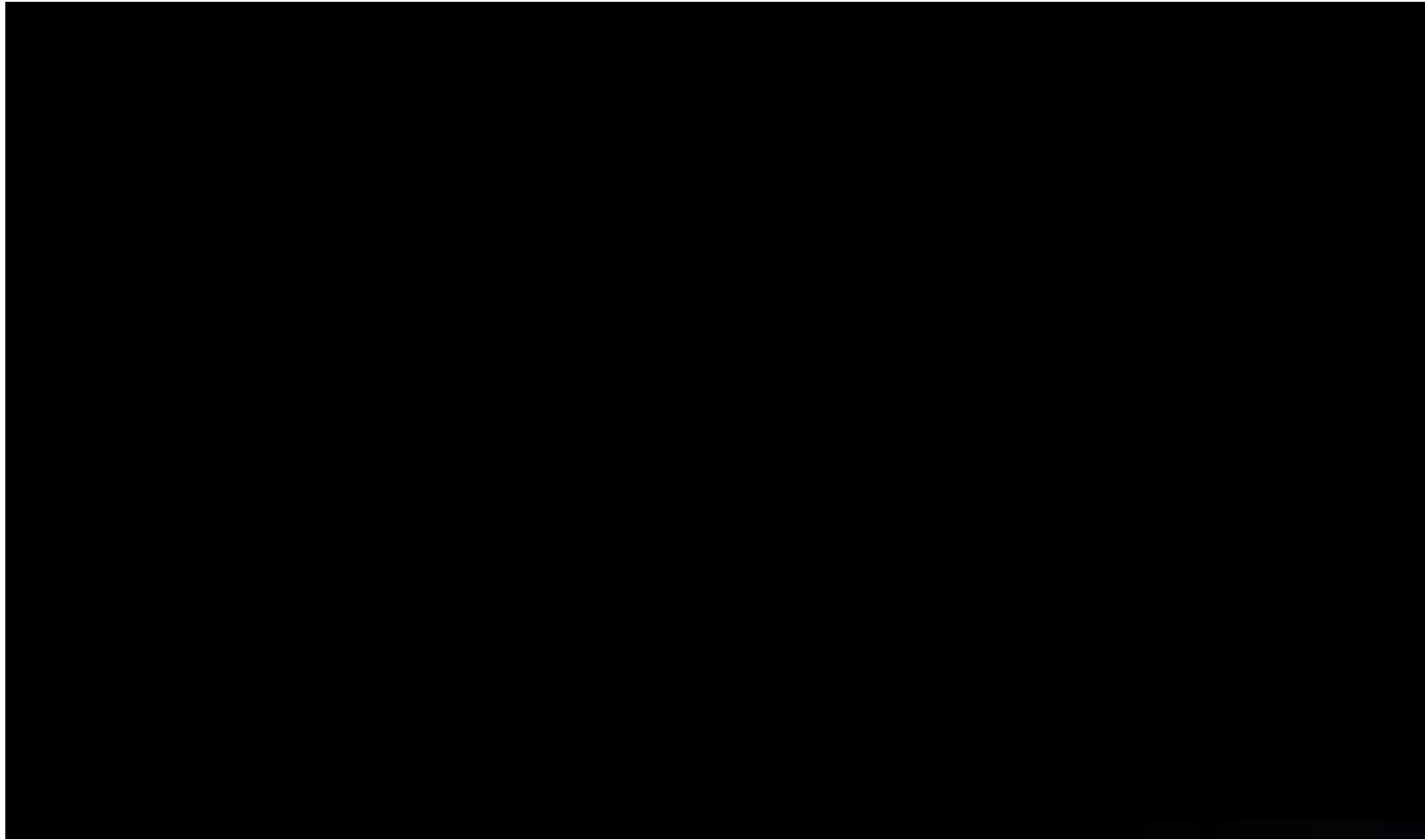
WHEN YOU KNOW YOUR WHY .....



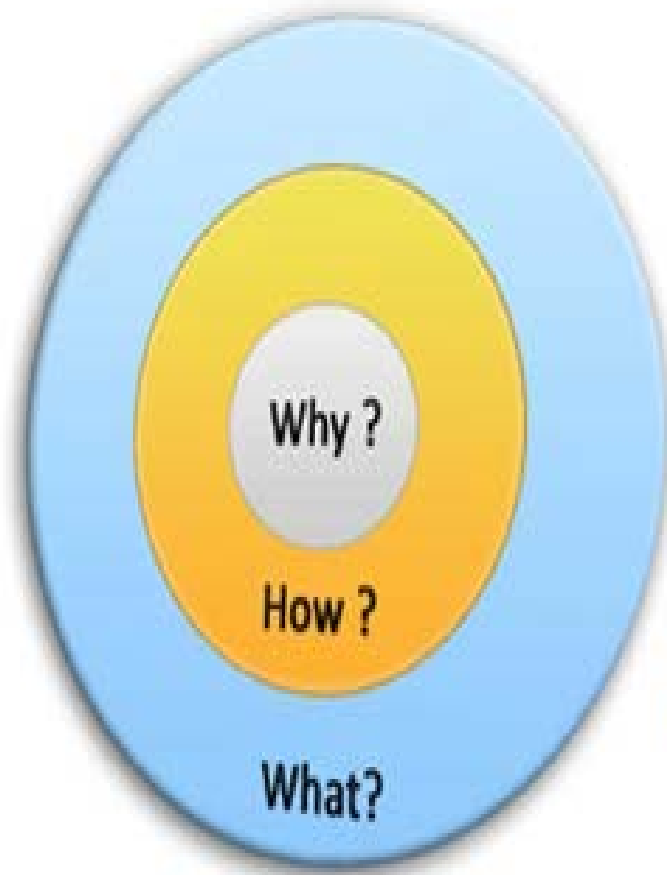
... you will find your how!



# START WITH **WHY?**



# START WITH WHY – THE GOLDEN CIRCLE



**Why** = The Purpose

*What is your cause? What do you believe?*

**How** = The Process

*Specific actions taken to realize the Why.*

**What** = The Result

*What do you do? The result of Why. Proof.*



# THE WHY OF OUR WORK



## Our Mission

The value of having a mission statement is in its importance to serve as the guidepost in achieving something and creating a culture unified by a shared purpose. It is ...

- The Why behind what we do
  - The Purpose of our work
- The Measure of our success

***...as stewards of the public good!***



# GOVOPS AGENCY - EUREKA INSTITUTE

In our commitment to modernize and improve performance, the Institute serves as a statewide center that:

- guides, supports and integrates innovation and
- drives continuous improvement throughout state government.

*Embodies the spirit of discovery that leads to improvement and innovation to better service Californians.*



# IPGCA - 2019 INNOVATIONS

Designed to bridge and cultivate leadership development through innovative problem solving, the innovation challenges address:

- “Innovation Force” – Integrates across all IPs
- Digital Transformation & Upskilling the Workforce
- Back to the Center: Embracing Innovation without Fear
- Managing Priorities Amidst Disasters
- Transforming Silo Mentality



# THE WHY BEHIND INNOVATION

“Why” questions matter.

- Builds knowledge and understanding
- Encourages, engages and motivates
- Leads to effective problem solving
- Cultivates team commitment to desired results

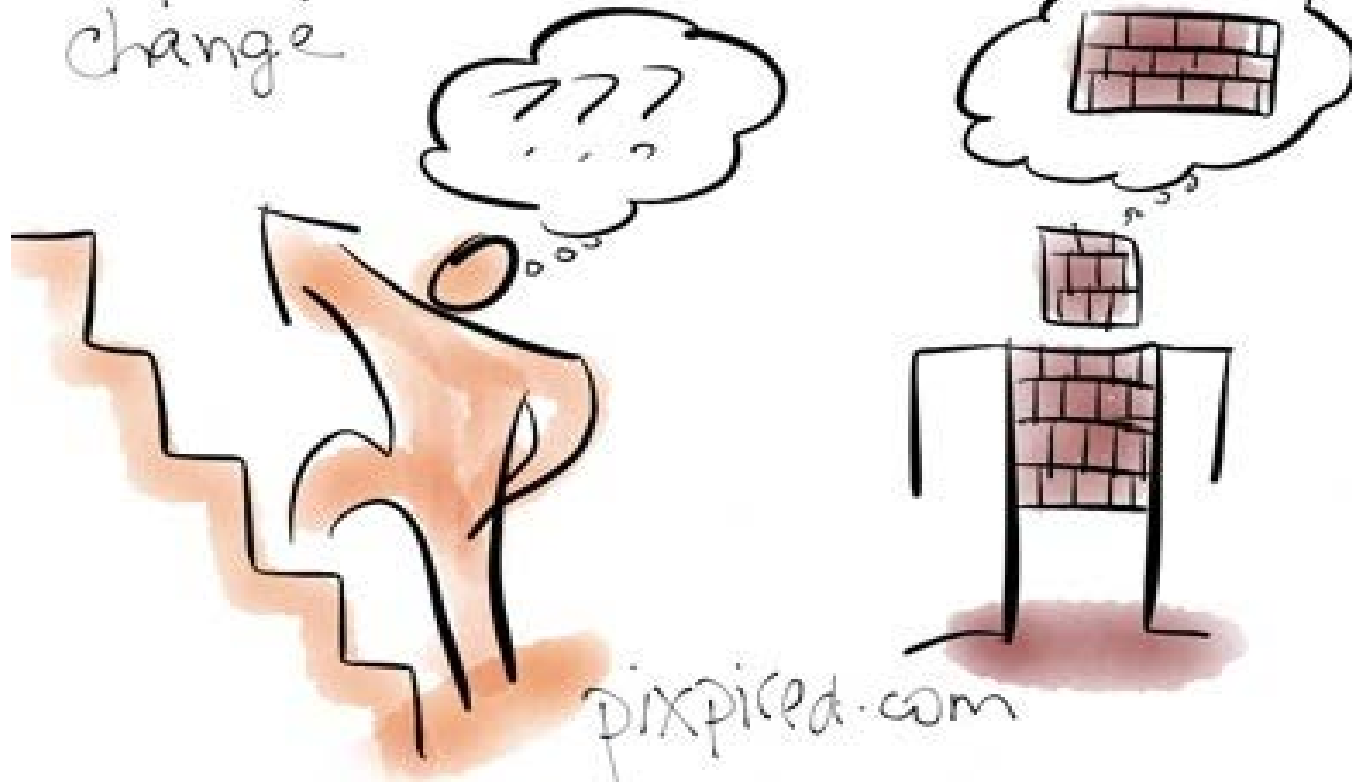
“Do it because I said so.”

- Effect and Impact



# APPRECIATIVE INQUIRY (AI)

Inquiry creates  
change



# THE WHY OF APPRECIATIVE INQUIRY

- Represents a paradigm shift, a radical departure from traditional deficit-based change to a positive strength-based change approach.
- Focuses on leveraging an organizations core strengths, rather than seeking to overcome or minimize its weaknesses.
- Not a “top-down” or “bottom-up” approach to change but rather a “whole system” approach.
- Organizations move in the direction of what they study.



# DEFICIT-BASED VS STRENGTH-BASED APPROACH

## Deficit-Based

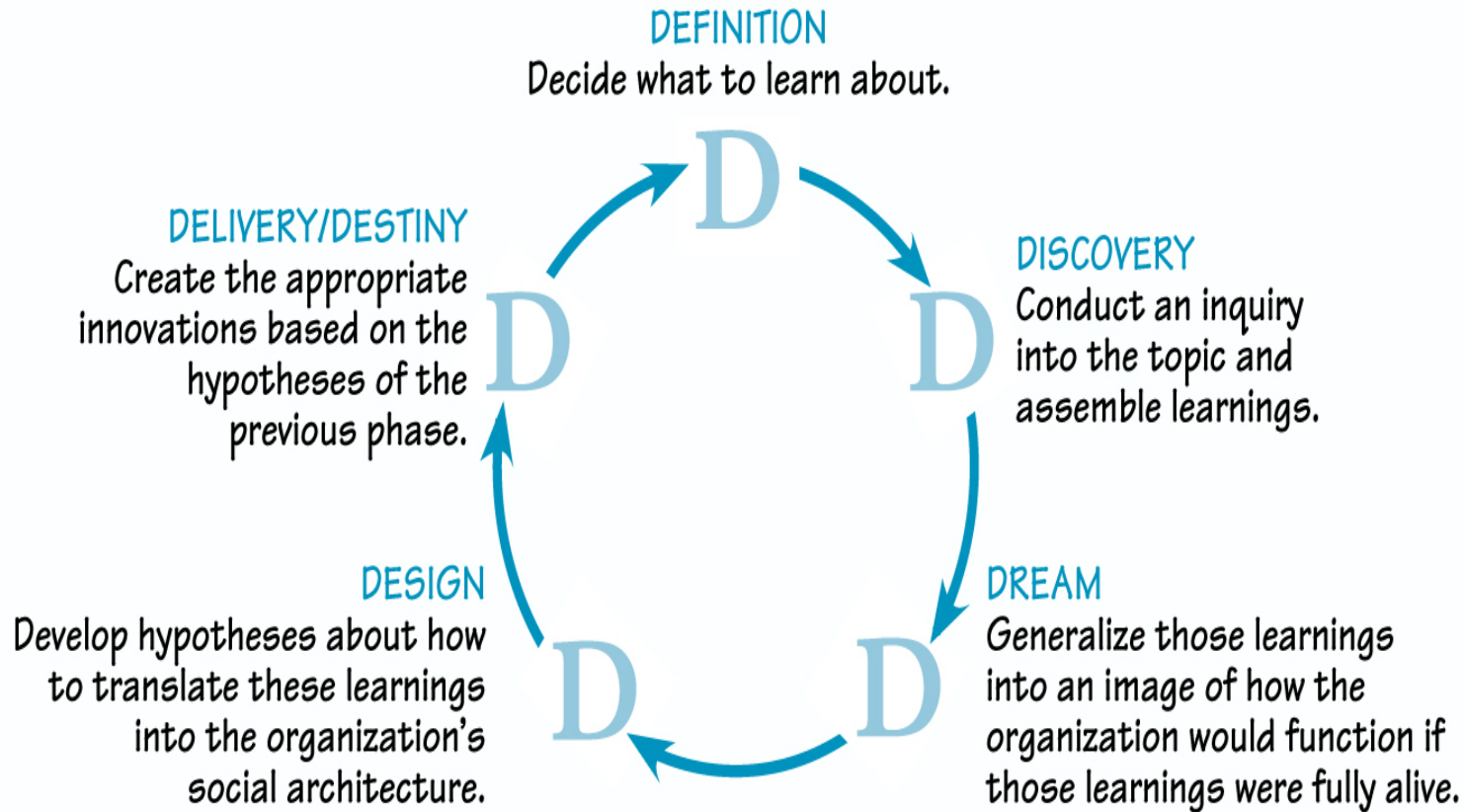
- Problem Paradigm: fix flaws
- Internal insights are discounted as “outside experts” fix the problems
- Input is contained to only top management. Majority support for change peters out.
- Patch-work solutions based on the past lose sight of the larger system, missing potential future problems.

## Strength-Based

- Strength Paradigm: amplify strengths
- Tap into the accumulated wisdom of employees who are closest to the issues.
- All stakeholders co-create outcomes resulting in an engaged, purposeful work force.
- A systemic approach allows organizations to converge on optimal operating models.



# APPRECIATIVE INQUIRY: 5-D CYCLE





# JUST ASK WHY

**And why it matters!**

# KNOW YOUR WHY - VIDEO



# WHEN YOU KNOW YOUR WHY ....

