

Cal-IPGCA COHORT 2019 EXECUTIVE SUMMARY

Cal-IPGCA BACKGROUND

Welcome! As an innovation and change leadership program that has iterated in California state government since 2012, the California Innovation Playbook for Government Change Agents (Cal-IPGCA) builds an experiential learning ecosystem through a 5-month intensive Bootcamp Cohort. Cal-IPGCA cohorts transcend agency and departmental boundaries and hierarchies to form innovation teams. Working side-by-side, without titles, Cal-IPGCA Cohorts develop Moonshot projects to reimagine solutions for enterprise-wide innovation priorities assigned by state leadership. Cal-IPGCA Cohorts learn to embody the skills of real-time leaders, innovators and change agents able to adapt to address the governance challenges of a real-time world. The [Cal-IPGCA Executive Sponsors](#) create a safe harbor for Cal-IPGCA Cohorts to innovate from this mindset of achieving exponential improvement.

Change the World
“Come work for the State of California and change the world! It’s through this kind of learning that you will not just make an investment in yourself, you will make an investment in your colleagues and your department and in your agency. What you will learn and how you can translate it and bring to your colleagues is as great as it gets to the heart of what we need to do in state government.”

—Marybel Batjer, President,
California Public Utilities Commission (CPUC)

Cal-IPGCA Innovation Lab - 360° Structure

As an “innovation lab,” Cal-IPGCA Cohort 2019 creates a 360° environment that fosters a safe place to innovate for our trainees where supervisors are invited and encouraged to participate. The Cal-IPGCA program admits trainees from AGPA to Senior Level Executives. Our cohort teams cross-pollinate to create departmental, professional and ethnic diversity. There are no titles and in that sense, Cal-IPGCA is reshaping the functionality of traditional hierarchy to include all voices. The work-in-progress of the Cal-IPGCA accelerates organizational improvement and innovation while nurturing the growth of new leadership.

We demonstrate our outcomes through the issuance of **personal individual playbooks** to each trainee documenting their growth in the program and the **cohort-wide playbook** reflected by this document. Woven through the Cal-IPGCA curriculum is the consistent drum beat where executive sponsor, Kathleen Webb, Chief Deputy Director of DMV, fosters the development of a “Just Ask Why” mindset that frames the innovation journey our trainees follow, and DGS Director [Dan Kim’s 8-Step Path](#) builds a foundation for process driven outcomes for our team’s innovation cycle.

Cal-IPGCA Leadership

The Cal-IPGCA innovation playbook opens with an introduction of our Leaders Training Leaders environment, where you will meet the program’s Executive Sponsors, Board of Advisors and the Cohort 2019 Teams.

Cal-IPGCA Curriculum

- **Innovation Priorities:** As “Moonshot Projects” Cal-IPGCA Cohort Innovators seek innovative solutions that represent “exponential” rather than incremental improvements for the outcomes reached.
- **Experiential Learning:** In 36-modules state leaders train CalHR’s 9 Leadership Values in an experiential learning environment that requires the Cohort apply the learning in their personal and professional lives and within their teamed innovation projects.
- **Change Challenge Forums:** The [Cal-IPGCA Board of Advisors](#) are Change Challengers. In Q&A forums, a cross-agency leadership panel shares their individual and collective experience on reimagining government—what can be as opposed to what has been.
- **Governor Newsom’s Exec Orders:** Create a real-time curriculum change for Cohort 2019 resulting in the formation of two Rapid Innovation Champion Summits and one Rapid Innovation Hackathon. These include: an Innovation Sprint to realign procurement ([EO N-04-19](#)); the Future of Work Commission ([EO N-17-19](#)); and Water Resilience. ([EO N-10-19](#))

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- **Cal-IPGCA Rapid Innovation Cycle:** As a process driven approach, Rapid Innovation challenges participants to quickly write every idea they have for a given prompt and provides the opportunity to find both consensus of thought and standout ideas.
- **Cal-IPGCA Hackathon:** The Cal-IPGCA Hackathon occurs during the 4th month of a Cohort. Hacking at its best is creative problem solving. Its purpose is not to design the solution but instead to enhance the outcome of the IP moonshot projects.
- **Cal-IPGCA USC 360° and Executive Coaching:** As an add-on and well-utilized feature of Cal-IPGCA, this curriculum aids in professional development and applied professional growth
- **Cal-IPGCA Continuous Innovation Cycle** provides a look-a-glance one page overview of all 10 curriculum components as it melds with the Cal-IPGCA communication network that combines **People** (the Cal-IPGCA Innovation Force), **Process** (the Cal-IPGA Rapid Innovation Cycle) and **Technology** (Cal-IPGCA's KollaborNation Slack Channel.)

Outcomes

As the **1st IP Team, The Innovation Force** combines 2 members from each Innovation Priority (IP) Moonshot Team. The goal of the IF is to prove a cross-cutting integration among all IPs and IP Teams to identify interdependencies. Its purpose is to reduce redundancy and enhance efficiency. The data analytics that are the foundation of our metric's of performance are framed by the Innovation Force Summit Data that opens Cohort 2019 Outcomes.

Team 2 - Digi Up Transformers leads Digital Upskilling. California state government must upskill and right-skill the workforce in order to optimize innovative and collaborative technologies that will improve how services are delivered to all Californians. **Team 3 - CalTogether** addresses the IP of innovating without fear through human centric-design. Their problem statement identified that cultures that stifle employee engagement create negative impacts on the people of California, thus their moonshot creates a culture to engage state employees for the people of California. **Team 4 - Code 3** addresses the IP Managing Priorities Amidst Disaster as is maturing the operational readiness of California state agencies and departments by identifying and cross training organizational staff in both continuity and disaster response skill sets, which feeds into the Statewide Emergency Response Group (SERG) database. **Team 5 - Wall Busters** addresses the IP of Transforming Silo Mentality through the alignment of broad goals and guiding principles at all levels of state government.

Next Steps and Recommendations

This component of our playbook reveals a proposed pilot project: A **State Agency Collaboration Network** that integrates the outcomes of all 4 IP Moonshot Projects. We highlight the use of collaboration networks that provide the right balance of structure, flexibility, identity, and distributed leadership. "Our recommendations reveal that we need to align people, processes, and technology and tools to SPAN (not break down) our institutional, professional, political, technical, place-based, business and economic, and spiritual SILOS."

Lessons Learned

Cal-IPGCA lessons learned are where the "rubber meets the road" experiences that become the foundation for iterating future Cohorts.

Cal-IPGCA Performance Metrics

The Cal-IPGCA performance metrics demonstrate "What gets measured, gets done" by providing the **data analytics** achieved through our two **Rapid Innovation Champion Summits** that guided the development of all moonshot projects. Equally we are providing the links to the **analytic and text outcomes** for the program's **Experiential Learning Center** where the training of **CalHR's Nine Leadership Values** creates a common language of leadership and innovation transcending the State of California.

Cohort 2019 Appendix

The closing section of the Cal-IPGCA Playbook provides an **alpha-based biographical tribute** of Cal-IPGCA Executive Sponsors, Board of Advisors, and Experiential Learning Executive Trainers.