

IP #5: SACNetwork MIDDLE MANAGEMENT CONSORTIUM FOR INNOVATION AND CHANGE

PROBLEM STATEMENT: Without investing in middle management, innovation will not and cannot move through the organization. Increasingly, middle managers in state government hold accelerating responsibilities and are pulled in multiple directions, moving innovation lower on their growing list of priorities.

COVID-19 has shifted the dominant hierarchical governance of employees to a governance model that must embrace an agile teamed environment possessing skill to address the cause and effect of decisions that must produce outcomes in real time.

BACKGROUND: Middle management serves as the liaison between the employee base and the senior leadership. Many middle managers promote from roles as technicians and subject matter experts, and may not be equipped to transition from managing processes to managing state workers.

For innovation to take hold, and if California is to manage the day-to-day of re-opening our economy, people must be able to connect to others who hold a piece of the puzzle they are trying to solve.

INNOVATION PRIORITY GOAL: Through the guidance and support of the Cal-IPGCA Association and with SACNetwork as the nucleus, establish a Middle Management Consortium for Innovation and Change that enables middle management to co-creatively develop their skill sets, tool-sets and mindsets around government innovation post COVID-19.

Create top-down and bottom-up incentives for collaborating across organizational and hierarchical divides to build teams that strive for bold courses of action that un-stick innovation. Promote a culture that appreciates and rewards the unique and creativity-inducing role middle managers can play when they empower the employees they mentor as well as the strategic vision they serve. As the State of California re-opens and re-builds the State's Covid-19 impacted economy, the Middle Management Consortium for Innovation and Change is positioned to step forward in the leadership of this paradigm shift ahead.

