

# Cohort 2021 LEADERSHIP

## Perspectives of NOW

*"California is a Nation State. We are many parts, but we are one body—there is a mutuality and a recognition of our interdependence."*

**Governor Newsom—March 22, 2020**

### Perspectives on CHANGE

"When people from all races, and all backgrounds, from all over the world, drive toward the same goal, it is inevitable change will occur."

"We can't fall in love with our solutions, because they too are eventually going to change."

"We need to flip a switch—to get nimble—to harness change at the level of the individual without needing a restructuring. Demand is real time. At the end of the day, my actions change the culture of the organization."

"We have to consider the whole person and the whole organization—this is how we lead through change."

"To cope and capitalize on change, we must continuously adapt to unforeseen events."

"The power of leadership comes through in our vulnerability—the telling of our stories. When we do, we open new levels of engagement."

"We all have an opportunity to set up an incredible, all-inclusive interactive conversation—all shades of people. This is real time situational awareness!"

"Because we are one system, one state, one world, what happens to one of us, happens to all of us and cause and effect are immediate."

"We exist to serve others. Life is not about what you have done or who you have been, but how we made others feel."

"We are one team—one fight and the only constant of life is change!"

### Perspectives on INCLUSION & COLLABORATION

"Everyone brings their own set of information. It's about creating conversation. Multi-disciplinary teams are increasingly important!"

"We don't come from the same experiences. We can't do our jobs without understanding other people's experiences."

"We need to look at things with fresh eyes where we step outside our traditional constraints to build relationship and trust. That's going to get the work done!"

"Don't wait for an emergency to happen, to elevate connections—a relationship is something that builds and evolves over time."

"We have talent to unleash that we have yet to discover—this can build a great foundation of change."

"We are now much more open to flexibility and how and why things are done, and that opens the door to innovation!"

"We need to up our game and take ownership of our professional growth through our collaboration. I have skills beyond my classification. I have the ability to raise my visibility to the thousands of opportunities state government offers!"

"Rather than reinvent the wheel, let's share our best ideas."

### Perspectives on TALENT ACQUISITION & DEPLOYMENT

"We're building a human-centered innovation test bed, so why should I hire an expert when we can simply leverage each other's skills?"

"We must modernize our infrastructure and make employee experiences and skill sets widely available."

"We are talking about understanding and creating a culture where the best minds come together, right?"

### Perspectives on TRANSFORMING & HIERARCHY

"It does not matter where others stand in terms of the organization. We need to bring forward those that can make vision reality."

"Sometimes hierarchy prevents ideas from taking form. One size does not fit all and we must mine ideas."

"We are now much more open to flexibility and how and why things are done, and that opens the door to innovation!"

"Hierarchy exists, but its definition is transforming. Our competitive edge transforms when everyone has voice, has value, and is heard."

"The doors have been cracked open to rethink things, to model an inclusive workplace respecting different perspectives."

"Our super power is our ability to create a culture based on inclusion, innovation, and accountability!"

"If we don't see our challenges as gifts, they remain challenges rather than an opportunity to grow."

"We can't sell ourselves short. When we have an interest, we must seek ways to advance it."

"To create and inspire an environment of continuous improvement—that is the embodiment of purpose."

### Perspectives on ATTITUDE

"Our focus is on human capital—to understand each other beyond output—to see and value who we are as individuals."

"We must harness the best of what's good about us, knowing the end game is not going to be where we started."

"When we stick to our truth, our vision, true leadership shines through in moments of crisis."

"Hey, it's about putting our hands up and saying yes, YES, we can make this happen!"

"To go home at the end of the day, look in the mirror and say 'I am proud of what I did.'"