

ENGAGE



E N G A G E... where impossible is possible and ideas become reality — that's innovation!

The Cal-IPGCA **E N G A G E** Experiential Learning Center exemplifies an evolution of applied learning that creates an immersive deep-dive into affecting change in real time as **Engagement** Nourishes, Galvanizes and Accelerates our Growth as Equals. It achieves this by connecting the strategic vision of our state leaders to our collective synergistic insights—from the compartmentalized parts of our personal lives, the siloed environments of our organizations, and from flattening the curve of competition within our teamed innovation projects.

E N G A G E features two distinct but interconnected training tracks. Both tracks are connected to core curriculum taught by Cal-IPGCA Leadership.

1. **CALHR LEADERSHIP VALUES:** 18 Modules – Connects to 4 Change Challenge Forums
2. **JUST ASK WHY – 8 STEP PATH:** 4 Modules – Connects to a corresponding Master's Class

1. The **GOVOPS-CALHR 9 LEADERSHIP VALUES TRAINING TRACK** features 18 5-minute modules that articulate a lesson that trainees are instructed to “incubate” as applied outcomes—as demonstrated in their personal and professional lives and in their teamed innovation projects. The 18 modules cover two lessons for each of the 9 CalHR Values.

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.

GOAL: To create a commonly held value-based language of leadership and innovation that transcends agencies, departments, hierarchies, cultures, projects and programs into the real time environments of our personal lives, organizations and innovation projects.



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2. Just Ask Why – 8 Step Path Training Track: The ENGAGE “Just Ask Why” – 8 Step Path training track is equal parts personal discovery, organizational discovery, and the reimagining of outcomes for enterprise-wide challenges. Our Moonshot projects combine with a “rubber meets the road” approach to achieve outcomes that can generate tangible return and demonstrate the capacity to shift our government’s trajectory to meet critical need.

On-site training combines with virtual learning in the “Just Ask Why” curriculum taught by Cal-IPGCA executive sponsor, Kathleen Webb, Chief Deputy Director of DMV. This curriculum focuses on guiding the deployment of our Moonshot projects. Instead of incremental improvement, Moonshots aim for 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.”

- As mission-bound organizations, laws and regulations have guided the policy and processes that have managed government status quo for decades. But overnight, COVID-19 figuratively uprooted the silos that walled-off innovation; the success of our response depends on aligning as One System. One State. One World. The importance of a mission statement is the why behind what we do.
- We now must relearn what it means to be resilient and to innovate new solutions while still flying the plane—to build new ways of doing business where interrelationship with each other is central. We are collectively building new foundations of government and business that have never before existed. The cause and effect of our decisions have an immediate positive or negative impact on those around us.
- In constructing our Moonshot projects, Cal-IPGCA uses a hybrid iterative 8-Step process that fully integrates “Just Ask Why” queries by initiating at the personal level of the innovators (the decision-makers) such that its flow systemically includes both organizations and projects.

8 Step Path

Step 1. Urgency – Make the case for change

Step 2. Opportunity – Show them what the future can hold

Step 3. Incentives – What can they get out of this?

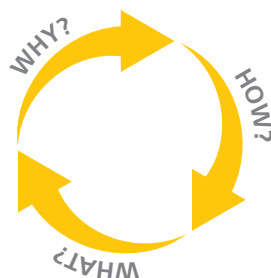
Step 4. Resources – Give them the tools to succeed

Step 5. Planning – Show them how

Step 6. Accountability – Who does what by when?

Step 7. Metrics – What gets measured gets done

Step 8. Recognition – Honor achievement



At each step of the **8-Step Path**, there is an iterative process where we ask... The Golden Circle

Why – Why do you do what you do?

How – How do you do what you do?

What – What is it that you do?

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The combined path constructs an iterative triad that is fluid across the spectrum of the Moonshot project. The goal is to build “organic relational agility” (ORA Triad) between all components of the project and the project personnel. This systemic approach is constructed as a dynamic (as opposed to static) process that allows the project to remain fluid, agile, and able to respond to real time changes as they occur in society.

- If a project is constructed in silos, it remains in silos.
- But if all levels of a project are constructed as interconnected and fluid dynamic systems (ORA Triads) of integration, at project fruition it sustains its fluidity as a whole system capable of retaining its construct and functionality in a real time world, complete with the agility to respond to constant change.

Combined Path – “ORA Triad”

1. Why Innovate Now?

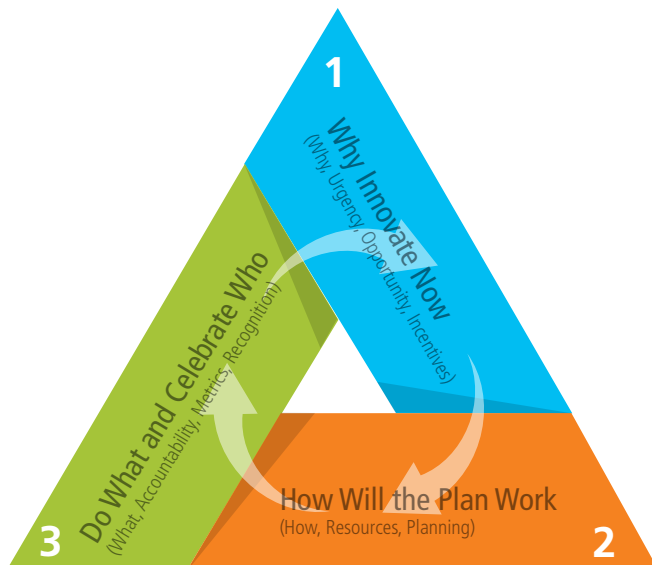
(Why, Urgency, Opportunity, Incentives)

2. How will the plan work?

(How, Resources, Planning)

3. Do what and celebrate who?

(What, Accountability, Metrics, Recognition)



Kathleen Webb reinforces, “When we are carrying the banner of why, and you are clear about your what and how, that is contagious. The key is to know why. Because when you know your why, you have options on what your what and how can be. Why...who knew that a word that contains just three letters would be so significant to effect massive change.”

Deployment: The two independent but interdependent **ENGAGE** curriculums are deployed virtually, from a real-time environment via a moderated discussion board where leaders and learners congregate in an open forum where discourse has no boundaries of space or time. Each module is open 24/7 for 7 days. The **ENGAGE** mentors guiding the discussions are Cohort graduates. We think it will rapidly become difficult to discern any differential between our mentors and mentees as we align and coexist in a thriving and dynamic learning environment.

This curriculum is taught first in the classroom. Deployment occurs by **ENGAGE** featuring different aspects of the classroom-based curriculum.

- The innovationist trainees are required to take what they have learned and, through careful incubation, then apply these in their personal and professional lives as well as their teamed innovation projects.
- Once released on a public-forum discussion board, the module remains open for 7 days.
- At some point during the 7-day training cycle, the open-forum discussion will be joined by the state leaders instructing the lessons. To heighten understanding and focus, they will offer their own unique real-time take and strategic perspectives in conversation with our teamed innovationist trainees.
- What’s more, each module is memorialized with a digest that historically captures the dynamic input from the participating innovationist training community.
- One week from the opening date of each module, trainees are tested on how they applied a specific lesson in their personal, professional/organizational lives and within their teamed innovation projects.
- The analytical outcomes are then posted online one week beyond the closing date of the module.

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Individual Innovation Playbooks document

results! These playbooks capture the innovationist trainee's journey over the 6-Month training series. Each trainee needs to consider these modules as their own personal innovation journey where the thoughts they reflect in their outcomes test are not shared with anyone. While the open-forum discussion chronicles public input, we think the confidentiality of allowing for the privacy of the test results generates an optimum environment to drive authentic growth and transformation of our innovationist trainees.

Authentic. Fluid. Agile. Scalable. Collectively, both **ENGAGE** tracks of applied learning are creating a foundation that can drive exceptional performance when we integrate what we learn into the “what we do, who we are and how we do it of our day to day lives.” Working in tandem, project clarity and function is enhanced, creating greater efficiency ratios that lead to sustainable outcomes. This type of hybrid connectivity is a source of fuel that fundamentally operationalizes innovation and change as an organic whole system capable of responding as – **One State, One System, One World.**

