

Innovative Leaders Institute

Objectives:

- To become an effective champion of innovation, with an understanding of relationships and organizational issues and realities
- To examine an idea for organization-level implementation, using skills acquired in class, and report back to LC—develop “ownership of the whole” attitude

Pre-Institute:

1. Read “10 Faces of Innovation”—at a minimum the introductory chapter and then 2 other chapters—the faces that sounds most and least like you! Where are you now? We are all innovators in different ways. With your manager, share what you learned from the book and what you’d like to get out of the class.
2. Participants and managers do Survey Monkey pre-Institute assessment.

Institute Curriculum:

February 9th

- 0-:15
Discuss class objectives, curriculum, (*Lee, 5-7 mins*) and outside work expectations (touch on survey and transfer of learning post-Institute) (*Louise, 5-7 mins*) **Distribute Outside Work Assignments handout, also random matches**
- :15-:30
Icebreaker/learn from one another—have them share favorite part of the job and favorite weekend activity
Louise
Put this on flipchart ahead of time *silo-busting, networking=better service delivery*
- :20-:30
Introduce the concept of innovation and how it ties into SPQA/ICMA/County competencies *Tom*
- :30-1:00
Talk through “10 Faces of Innovation” assignment with partner, do Dinosaur Brains activity *Lee*
- 1:00-1:15
Mini-training on Alliance resources *Louise* **Need to have laptop set-up, bring overview notes**
- 1:15-1:30
Assign small groups to capstone projects (internal assessment, best practices, recommendations) and have them review assignment and organize for action—emphasize process, not just end result *Louise, Lee* **Distribute project descriptions**
- If time allows, distribute index cards and ask for feedback/thoughts on the class.

March 1st

- 0-:10
Introduce the concept of innovation and how it ties into SPQA/ICMA/County competencies *Tom*
- :05-:10

Current Events pop quiz *Lee*

:10-:20

In pairs, report on your outside work assignment progress *Louise*

:20-:40

Mini-session on benchmarking and performance measurement and how it ties to innovation *JBehrens* Bring laptop, flipcharts

:40-1:25

Budgeting overview (*Laura V*); Review proposed budget with your hat on. Jot down feedback, questions, and any proposed alternatives. "Town hall" discussion based on your assigned "hat"

Includes commentary from *Lori, Larry* re: What budget discussions are *really* like, esp external pressures (Schools, BOS member, special interest groups)—when have depts failed/succeeded in getting resources

1:25-1:30

Wrap-up (in large or small groups?) *Louise, Lee*

April 5th

0-:10

"Minute to Win It!" *Lee*

Progress of outside work assignments (capstone project=emphasize process, NOT outcome; HPO in the "new normal;" rehearse presentation beforehand), mention Afghan job shadowing, email me external shadow plans (50% so far) *Louise*

:10-:30

Training on good presentation skills (incorporate highlights of "Saving Good Ideas," beating the Devil's Advocate that is discussed in "The 10 Faces of Innovation") *Lee*

:40-1:00

Case Study Activity—We want to give you a chance to learn to both ask and respond to the "tough questions" because "good ideas" need to be able to stand up to scrutiny! (These may be reasonable or unreasonable!) Divide the class into four groups. The facilitator assigns two groups to Good Idea #1, and assigns the other two groups to Good Idea #2. In small groups, spend 10 minutes completing the group assignment. Then, as a large group, spend 5 minutes questioning each of the good ideas. For each idea, the facilitator will assign one of the groups the role of "champions," and the other will be the "questioners" for each idea. *Louise*

1:00-1:20

Two LC members talk about "good ideas" they had—share both success and failure stories (Dan and EMS cost recovery; Lt. Allen and red light cameras) How did you successfully sell the idea? What kind of tough questions/pushback did you get and how did you address it, either proactively or reactively?

1:20-1:30

Wrap-up: Do mid-Institute feedback form. *Louise*

May 3rd

0-:15 (15 mins)

"Minute to Win It!" *Lee*

Progress of outside work assignments

Feedback forms indicated some anxiety about capstone project, specifically in terms of amount of work in short time, and also wanting more structure: we're addressing this by

1) moving presentations back by one month to Aug/Sept,

- 2) providing 2 optional opportunities (late May, July/Aug) to do mock presentation to sub-group of LC and
- 3) providing some additional written guidelines; what additional questions/concerns do you have about this messy adventure?) *Louise*

:15-:35 (20 mins)

How do people react to change? (*"Dinosaur Brains," Who Moved My Cheese?*)

Introduce stats about how difficult change is. (*Fast Company* article)

Discuss BAH article "10 Principles of Change Management" (have them read ahead of time) as a group

- What did you think of the article?
- Which principle(s) did you find most compelling?
- In changes you've seen, what principle do you think is most overlooked? And why?
- Anything you felt was missing from the article?

(We're going to apply some of the tenets of this article in a moment, but I want to focus for a couple more minutes on this idea of "making the case"...)

Talk about Kotter and "sense of urgency"—"Our Iceberg Is Melting" (bring books) *Louise*

:35-1:00 (25 mins)

In your capstone groups, think about the organizational change that your capstone project will require. How would you propose that LC help manage that change? 10 mins in group, 15 mins debrief *Lee*

1:00-1:25 (25 mins)

Two LC members talk about how they have led a significant change. (Tom Hanson, Mark Graham)

1:25-1:30

Wrap-up

June 8th 3-4:30 pm

0-:15

"Minute to Win It!" *Lee*

Progress of outside work assignments *Louise*

Presentation assignments (45 mins)

- August 12th —Megan's group (Volunteers/Interns)
- September 9th —Jennifer's group (SharePoint) and Scott's group (Customer Service Feedback)
- October 14th—John's group (contractual services)

:15-:30 Tom to present One Organization/developing leadership capacity—confirmed for 3-3:30

:30-:55 Give each participant one minute to talk about his/her department functions. Review org chart of other significant organizational players (depts., BOS, PC, ARB, BZA, School Board), who they are, and what they do. *Lee and Louise*

:55-1:05 Place a check mark next to the department with which you interact. In small groups, briefly share how you interact with each of the departments you identified. Bring copies of org chart

1:05 -1:25 Moderated panel: Two LC members (Kathy, Amelia) talk about how they spend their time for 7 minutes each—"Day in the Life of..." (interacting with CEO, CAO, other dept heads, LC, BOS, PC, citizens)

1:25-1:30 Wrap-up

July 20th 10:30 am-noon

10:30-10:40 (10 mins)

“Minute to Win It!” *Lee*

Progress of outside work assignments (Submit exec summaries, etc by 10 days (Wed) before LC presentation!

Louise

1. August 12th —Megan’s group (Volunteers/Interns)
2. September 9th —Jennifer’s group (SharePoint) and Scott’s group (Customer Service Feedback)
3. October 14th—John’s group (contractual services)

10:40-11:10 (30 mins)

Bryan/Bill (confirmed for 10:30-11:30am!) talk about relationships with regional partnerships **(Lee to confirm time/topic with them)**

11:10-11:50 (40 mins)

(5 mins) Briefly review Tom’s presentation.

(15 mins) Small group discussion: *What does “ONE organization” mean? What does “committed to excellence mean?”* Put phrases/examples/branding on flipcharts.

(10 mins) Small groups report out

(5 mins) *How do we clarify, simplify, and communicate this to staff?*

(Louise to send Tom’s PP and discussion questions ahead of time)

11:50-12:00 (10 mins)

Talk about citizen survey (*Lee*)

12:00-12:30 (30 mins during lunch)

Do wrap-up and what you learned--Biggest takeaway from ILI? What would you change about your experience? What might the alumni portion of this class look like? Talk about next steps... (*Louise*) **(collect feedback forms—sent ahead of time)**

Capstone Project Details: Get four LC volunteers (Kathy, Wayne, Dan, Lori) who are willing to invest 6 hours, serving as LC mentors. Four groups (w/~4 participants each) will explore a different idea around internal operations/efficiencies. Participants should meet monthly with assigned Leadership Council mentor to work on project and ultimately present findings to the LC.

Post-Institute:

1. Alumni group meets biannually—participants share what’s going on in your department; get update from LC (should be Jan 2012)
2. Louise to send monthly reminders to participants and managers, along with actionable items

Capstone Project: Use of Volunteers/Interns

LC mentor is Kathy Ralston of DSS.

- Are we using our volunteers/interns effectively? What County departments use them? How are they being used? (need to assess each County department)
- How do other localities/organizations use volunteers/interns? What opportunities exist for us to improve? Are we under-utilizing volunteers/interns?
- What resources does the Alliance for Innovation offer on this topic?
- Should there be umbrella policies/systems to track the use of volunteers/interns in the County?
- Is this a strategic initiative to pursue at this time?
- What are the recommended next steps for the LC? What organizational expectations re: using volunteers/interns should the County set? What are potential logistical and political issues? How should the County address those issues?
- How does this initiative support SPQA?

Possible resources: Brodie Downs, Dan Mahon, Chip Harding, Steve Sellers

Capstone Guidelines:

- Set up six monthly 1-hour meetings with assigned LC mentor
- Do needed research
- Put together and deliver presentation to Leadership Council (July/August)

Capstone Project: Use of SharePoint

LC mentor is Dan Eggleston of ACFR.

- What County departments use SharePoint currently? How/to what degree is it being used? (need to assess each County department)
- How do other localities/organizations use SharePoint? What opportunities exist for improvement? What functionalities exist that are not being used? Why aren't they being used by departments?
- What resources does the Alliance for Innovation offer on this topic?
- Is this a strategic initiative to pursue at this time?
- What are the recommended next steps for the LC? What organizational expectations re: use of Sharepoint should be set? What are potential logistical and political issues? How might those issues be addressed?
- How does this initiative support SPQA?

Capstone Guidelines:

- Set up six monthly 1-hour meetings with assigned LC mentor
- Do needed research
- Put together and deliver presentation to Leadership Council (July/August)

Capstone Project: Contractual Services

LC mentor is Wayne Cilimberg of CDD.

- How do you do an analysis of contractual services? In other words, how do you figure out when to contract something out versus doing it in-house? (consider creating a tool that departments can use)
- What County departments have already been analyzed for cost-benefit analysis for contractual services? (need to assess each Co department) What were those findings?
- How do other localities/organizations do a cost-benefit analysis for contractual services?
- What resources does the Alliance for Innovation offer on this topic?
- What functions, contracted out in other localities/organizations but done in-house here, should we examine here? (Also consider the opposite scenario)
- Is this a strategic initiative to pursue at this time?
- What are the recommended next steps for the LC? What organizational expectations re: analyzing use of contractual services should be set? What are potential logistical and political issues? How might those issues be addressed?
- How does this initiative support SPQA?

Capstone Guidelines:

- Set up six monthly 1-hour meetings with assigned LC mentor
- Do needed research
- Put together and deliver presentation to Leadership Council (July/August)

Capstone Project: Customer Service Feedback

LC mentor is Lori Allshouse of OMB.

- How do County departments currently collect and use customer service (both external and internal) feedback now? (need to assess each County department)
- What do other localities/organizations do in terms of collecting and using customer service feedback (both external and internal)?
- What resources does the Alliance for Innovation offer on this topic?
- Is this a strategic initiative to pursue at this time?
- What are the recommended next steps for the LC? What organizational expectations re: collecting and using customer service feedback should be set for all departments? What are potential political issues? How might those issues be addressed?
- How does this initiative support SPQA?

Capstone Guidelines:

- Set up six monthly 1-hour meetings with assigned LC mentor
- Do needed research
- Put together and deliver presentation to Leadership Council (July/August)

CAPSTONE GUIDELINES

As your group prepares for your capstone presentation, keep the following in mind:

- Your group will be presenting to approximately 20 Leadership Council (LC) members, most of whom are department heads/directors.
- Each group will have 30 minutes on the agenda—plan to present for 20 minutes and then prepare for 10 minutes of Q&A with LC members.
- A PowerPoint presentation is recommended, but not required. At a minimum, groups should provide some sort of visual/written documentation to LC members. (e.g., slides, fact sheet, executive summary, etc.)
- Presentations should include an overview of your assigned topic, the methodology used to study it, project findings, and specific recommendations, including strategies for implementation. Refer to your assigned topic overview handout distributed at the first session for additional guiding questions.

Participant Name: _____

Spring 2011 Innovative Leaders Institute		
Outside Work Assignments	Due Date	Date(s) Completed
<input type="checkbox"/> Read select chapters from “10 Faces of Innovation” and share with manager	February Meeting (2/9)	
<input type="checkbox"/> Create Alliance for Innovation profile and post/answer a question	March Meeting (3/1)	
<input type="checkbox"/> Read “Saving Good Ideas” and be prepared to discuss	April Meeting (4/5)	
<input type="checkbox"/> Attend one Board of Supervisors meeting (Day meeting is usually 1 st Wed of the month, night meeting is usually the 2 nd Wed of the month)	May Meeting (5/3)	
<input type="checkbox"/> Shadow assigned peer from Institute (minimum 4 hours)	June Meeting (6/8)	
<input type="checkbox"/> Shadow someone external to County (minimum 4 hours—suggestions include Schools, Charlottesville City, private sector, etc.)	July Meeting (7/20)	
<input type="checkbox"/> Meet with team/LC mentor one hour monthly (Feb-July) to work on capstone project	Feb-July 2011	
<input type="checkbox"/> Capstone project presented to Leadership Council	July/Aug 2011	
<input type="checkbox"/> Attend biannual alumni events	Fall 2011 and beyond	
<input type="checkbox"/> Take two of suggested classes within a year: <ul style="list-style-type: none"> <input type="checkbox"/> Board Reports: The Good, the Bad, and the Ugly <input type="checkbox"/> County Departments 101 <input type="checkbox"/> Land Use in Albemarle County <input type="checkbox"/> Cultural Diversity <input type="checkbox"/> Fundamentals of Data Collection and Analysis <input type="checkbox"/> Intermediate Data Collection and Analysis <input type="checkbox"/> Fundamentals of Performance Measurement <input type="checkbox"/> Presentation Skills <input type="checkbox"/> Putting the Media to Work for You (Parts I and II) <input type="checkbox"/> Organizational Change <input type="checkbox"/> Strategic Thinking <input type="checkbox"/> Understanding the County’s Budgeting Process <input type="checkbox"/> Capital Improvement Program (CIP) Overview 	Summer 2012	