

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”: What face 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:

Feb 27th 10 am-Noon

0-:10 (10 mins)

ONE Organization, committed to excellent; introduce the concept of innovation and how it ties into SPQA/ICMA/County competencies *Tom*

:10-:25 (15 mins)

Discuss class objectives, curriculum, (*Lee, 5-7 mins*) and outside work expectations (ask what they’ve heard about it so far, touch on survey and transfer of learning post-Institute) (*Louise, 5-7 mins*) **Distribute Outside Work Assignments handout, folders**

:25-:45 (20 mins)

Icebreaker/learn from one another—have them share favorite part of the job and favorite weekend activity *Louise silo-busting, networking=better service delivery* **Distribute participant list w/ shadowing assignments**

:45-1:20 (35 mins)

Talk through “10 Faces of Innovation” assignment with partner, do Dinosaur Brains activity *Lee*

1:20-1:30 (10 mins)

Mini-training on Alliance resources *Louise* **Distribute Alliance flyer**

1:30-1:50 (20 mins)

Overview of strategic planning process and implementation *Louise* **Distribute list of goals/objectives, cut-up definition**

Meet your shadow before you leave!

Homework: Review ES for 3/7 Board meeting, also SP site, and prepare for quiz.

If time allows, distribute index cards and ask for feedback/thoughts on the class.

March 29th 10 am-noon

0-:05

Current Events/SP pop quiz—handout 2012 Report to the Community *Lee*

:05-:20

Networking; outside work assignment progress—Alliance, shadowing? Mention 4/27 event w/CLDA *Louise*

:20-:40

Mini-session on KPIs and performance measurement. *Amy Smith and Scott Lambert*

- Brief overview of the different kinds of KPIs (input, output, results, etc.)
- Explain that each department has KPIs that are reported quarterly/biannually/yearly by a designated contact—CEO mgmt team, LC, and BOS all review (talk about your roles too!)
- Drive around the site a bit to show a variety of KPIs from several departments
- Talk about how this data is used to make budget decisions (e.g., the Board decided to add additional police officers in order to improve response times)

:40-1:10

Revisit 10 Faces of Innovation to look at Learning personas— have folks come up with how they could use this face in their current jobs, and then share in small/large groups (remind them to bring book to class) *Lee*

1:10-1:20 BREAK

1:20-1:45

- Laura presents 10-minute overview of the budget process
- Lori spends 10 minutes talking about politics (for lack of a better word) of process—impact of ATTA, AEA/parents/Schools, BOS constituents, employees, community agencies like JMRL
- 5 minutes for Q&A from ILI folks

1:45-2:00

Capstone project assignments and next steps

April, May: Attend Goal Team mtgs

June: Produce 2-3 min iPhone quality video on your goal (is this okay??)—we will put these together and give you suggested guidelines

July: Come to LC meeting, presentation of 7 goals

August: Present to respective departments

April 25th 10 am-noon

0-:05

“Minute to Win It!” *Lee*

:05-:25

Networking; find someone you don’t work with, and tell them what’s going on in your dept/job (swap twice); outside work assignment progress (including shadowing, SP meetings, review capstone project); ILI/CLDA event on Friday! *Louise*

:25-:50

Revisit 10 Faces of Innovation to look at Organizing personas— *Louise*

Small group discussion (15 mins)

- What did you find most interesting in this chapter?
- How can you apply (or have you applied) this face at work?

Big group debrief (10 mins)

:50-1:20 Talk about “Saving Good Ideas” and Devil’s Advocate *Lee*

1:20-1:25 BREAK

1:25-1:50

Two LC members talk about “good ideas” they had (EMS cost recovery) 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? Tie in 10 faces, innovation, and devil’s advocate

1:50-2:00

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

Wed May 30th 10 am-noon

0-:05

“Minute to Win It!” *Lee*

:05-:30

Revisit 10 Faces of Innovation to look at Building personas (small/large group discussions) *Lee*

:30-1:00 Change Management *Louise*

How do people react to change? (“Dinosaur Brains,” *Who Moved My Cheese?*) Have them pick up and move to a different spot.

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?
- What changes are going on in your department?

1-1:15 Outside work assignment progress *Louise*

1:15-1:20 Break

1:20-1:50

Betty Burrell to talk about significant change she has led.

1:50-2:00

Wrap-up

Optional lunch session—share what’s happening in your department!

June 27th

0-:30

“Minute to Win It!” *Lee*

Progress of outside work assignments *Louise*

Share the photo narrative and talk about rollout (time for team planning)

:30-1:30

Claudine to do 6 Hats –confirmed for 45-60 minutes

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 26th

10:30-10:40 (10 mins)

ALUMS??

"Minute to Win It!" *Lee*

Progress of outside work assignments

: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*

Who do you work with? Who should you work with?

10:40-11:10 (30 mins)

Bryan/Bill talk about relationships with regional partnerships

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*)

Post-Institute:

1. Alumni group meets bianually—participants share what's going on in your department; get update from LC
2. Louise to send monthly reminders to participants and managers, along with actionable items

2012 ILI Capstone Project Guidelines

- Each group will submit 15 digital photos (using provided template) that tell the story of their assigned goal and associated objectives—in other words, photos should capture the essence of the goal and associated objectives. Each photo should include the face of at least one County employee and should be an action shot (even if it's just a photo showing people meeting about a particular topic—we don't want a photo of someone just sitting behind a desk or standing in front of a wall, though).
- To get started, come up with a proposed "shot list" of photos you plan to take. Meet with both your goal group champion and assigned mentor (not necessarily at the same time) to discuss your proposal by **Friday, May 18th**.
- Groups will then briefly caption (about 5-9 words) each photo and also suggest a "theme song" for their goal. Once this is done, meet again with your goal champion and mentor to get feedback on your work products by **Friday, June 18th**. At this meeting you should also discuss how you plan to share the SP slideshow at your departmental meetings in July.

- Final photos and theme music are due to Louise/Lee by **Friday, June 22nd**. We will then take all 100+ captioned photos and put together a photo slideshow with theme songs (as appropriate) for the ILI teams to present to LC and at each department staff meeting in July.
- Taking these photos will get ILI participants out into the field and actually meeting the people and visiting the places where the SP is coming to life. And employees will relate to a slideshow where they are looking at photos of what colleagues are actually doing to move the SP forward.

Participant Name: _____

2012 Innovative Leaders Institute		
Outside Work Assignments	Due Date	Date(s) Completed
<input type="checkbox"/> Read "10 Faces of Innovation" and share with manager	February Meeting	
<input type="checkbox"/> Create Alliance for Innovation profile and post/answer a question	March Meeting	
<input type="checkbox"/> Read "Saving Good Ideas" and be prepared to discuss	April Meeting	
<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	
<input type="checkbox"/> Shadow assigned peer from Institute (minimum 4 hours)	June Meeting	
<input type="checkbox"/> Shadow someone external to County (minimum 4 hours—suggestions include Schools, Charlottesville City, private sector, etc.)	July Meeting	
<input type="checkbox"/> Strategic plan project presented to Leadership Council and departments	Summer	
<input type="checkbox"/> Attend quarterly alumni events	Ongoing	
<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 2013	