



PARTNERSHIP FOR PUBLIC SERVICE

Leading in Tough Times

Federal Executive Institute
Alumni Association
Executive Forum

May 5, 2011

CENTER FOR GOVERNMENT LEADERSHIP

Objectives

- ★ Leadership & Innovation in Government
- ★ Attributes of Innovation Leaders
- ★ Resources



Partnership for Public Service

The Partnership for Public Service works to revitalize our federal government by *inspiring* a new generation to serve and by *transforming* the way government works

- ★ Inspire and Hire Critical Talent
- ★ Engage Employees to Deliver Results
- ★ Prepare and Equip Leaders to Maximize Performance
- ★ Transform Operations With Modern Management Systems



Tough Times

The Washington Post

New Post poll finds negativity toward federal workers

By [Lisa Rein](#) and [Ed O'Keefe](#)

Washington Post Staff Writers

Monday, October 18, 2010; 12:57 AM

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America's Debt Crisis

Congress freezes federal pay

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The Washington Post

What's the probability of a government shutdown?

By [Ariana Eunjung Cha](#)

Congress and President Obama are bracing for a showdown as [a possible government shutdown looms larger](#) with each passing day that the budget battle remains unresolved. Federal agencies are already [reviewing shutdown plans](#) in anticipation of a closure that could begin as early as next week.



How do you succeed
in this environment?

Leadership & Innovation in Government



Innovation Ecosystem

PROCESS



PRINCIPLES

BUILD THE A TEAM

Prioritize the people factor. Organize a team that's diverse in discipline, level and perspective. Gather stakeholders from within and beyond your agency to ensure shared ownership and robust solutions.

FOCUS ON CITIZENS

Concentrate on the people you serve. Find out what they need and develop complete and thorough solutions that enrich their lives.

START WITH YES

Optimism is the foundation of innovation. Build confidence and comfort in exploring what could be.

PROTOTYPE TO LEARN

Create an environment where teams can experiment early in the development phase to learn faster and with less risk.

INVITE ITERATION

Test prototypes with real people to get feedback, incorporate new ideas and iterate, not just to check the box but to continuously evolve the innovation and build support.

ASSESS YOUR IMPACT

Determine whether an innovation is positively affecting your agency's goals and worthy of additional investments. Look for early adopters, their relative satisfaction and those building on your work.

NECESSARY INFRASTRUCTURE

PROVIDE FUNDING

Create a venture capital fund for efforts that defy categorization within your current budget. Offer employees the resources to explore game-changing ideas.

CREATE A LAB FOR TESTING IDEAS

Establish a space where teams can access hands-on advice and training around implementation. As the team develops its ideas, the lab provides a low-risk environment for testing and collecting feedback from stakeholders.

IDENTIFY BARRIERS

Create a task force to clear the path for innovation. When employees encounter barriers while introducing new ideas, the task force can help reframe, reduce or remove these obstacles.

TRAIN YOUR EMPLOYEES ON INNOVATION

Provide training on approaches to identifying, prototyping and implementing ideas. Focus on both the technical skills and the leadership skills required for innovation. When employees explore a new idea, connect them with a mentor who can provide leadership and guidance through the innovation process.

USE AN INNOVATION TOOLKIT

Define the process for identifying, prototyping and implementing ideas, with both technical instructions (e.g., how to test ideas on a small scale) as well as tips for navigating change (e.g., how to communicate ideas and build support).

COLLABORATE ONLINE

Use technology to create a space, and supporting management structure internally, for employees to: provide advice to one another, volunteer to join initiatives they are passionate about and share stories.

ROTATE EMPLOYEES TO SPREAD IDEAS

Build interdisciplinary teams and arrange for job swaps with key offices, organizations and people to increase the flow of ideas and information sharing. Set clear objectives for each exchange to help destigmatize being "on detail."



Nine Attributes of Innovation Leaders



Service to America Medals

Celebrating excellence in our federal civil service



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PARTNERSHIP FOR PUBLIC SERVICE

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Visionary

Recognizes the opportunity to make things better and formulates a new or different path forward; at every step, gathers information, input and insights from others.

Nine Attributes of Innovation Leaders



Patriotic Steward

Possesses a moral compass informed by commitment to country that motivates and shapes one's work; sees oneself as steward of taxpayers' money.

Nine Attributes of Innovation Leaders



Self-aware Learner

Possesses self-awareness that drives confidence in one's ability to get things done and is constantly learning and growing; seeks feedback and learning opportunities.

Nine Attributes of Innovation Leaders



Team Leader

Fosters innovation by creating conditions that enable the team to openly contribute to and achieve objectives.

Nine Attributes of Innovation Leaders



Teacher/Mentor

Creates and invests in growth opportunities for others, encourages them to stretch beyond their current experience and provides long-term developmental support.

Nine Attributes of Innovation Leaders



Team Builder

Intentionally composes teams with the optimal skills, abilities and experiences to achieve desired outcomes.

Nine Attributes of Innovation Leaders



Navigator

Understands, navigates and uses knowledge of the system to overcome roadblocks and accomplish objectives.

Nine Attributes of Innovation Leaders



Relationship Builder

Persuades others to support and/or contribute to an idea or initiative; may involve overcoming objections by using personal credibility and prior positive relationships.

Nine Attributes of Innovation Leaders



Collaborator

Values and develops connections with stakeholders across or outside of the organization to better achieve an objective, leveraging the specialties of each for the greater good.



Some Resources for You and Your Team

Resources – Articles/Blogs

- ★ Harvard Business Review (<http://m.hbr.org>)
- ★ NY Times Corner Office
(<http://projects.nytimes.com/corner-office>)
- ★ Washington Post Federal Coach
(<http://views.washingtonpost.com/leadership/fedcoach/>)



Resources – TED Talks

★ Watch TED Talks (<http://www.ted.com>)

- Tim Brown – Creativity & Play
- Seth Godin – Leading Tribes
- Steven Johnson –
Where Do Good Ideas Come From?
- Alexis Ohanian –
How to Make a Splash in Social Media
- Derek Sivers – Starting a Movement



Resources – Books

★ *Good to Great and the Social Sectors*

Jim Collins

★ *Leading Outside the Lines*

Jon Katzenbach & Zia Khan

★ *Made to Stick and Switch*

Chip & Dan Heath

★ *The Art of Innovation*

Tom Kelley



Resources – Partnership

- ★ *Innovation in Government*
- ★ *Leading Innovation in Government*
- ★ *Service to America Medals*
(<http://servicetoamericamedals.org>)
- ★ *Annenberg Leadership Seminars –
Driving Innovation (June 15-16/October 26-27)*





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