

PAF 591 – Innovation in Government

June 20,21,22 2008 and July 18,19,20 2008  
University Center 211 (DTPHX)  
9:00 AM to 5:00 PM

**Instructor and Contact Information:**

<b>Instructor</b>	Jaime Casap
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<b>Office Hours</b>	By Appointment Only – Please call me or email me to schedule an appointment
<b>Books for Course</b>	<p><b>Required (ORDERED):</b></p> <ol style="list-style-type: none"><li>1. INNOVATION, Author: ABRAMSON ISBN: 9780742522664</li><li>2. KNOWLEDGE MANAGEMENT IN PUBLIC SECTOR, Author: MCNABB ISBN: 9780765617286</li><li>3. MYTHS OF INNOVATION, Author: BERKUN ISBN: 9780596527051</li></ol> <p><b>Optional (NOT ORDERED):</b></p> <ol style="list-style-type: none"><li>1. Good to Great and the Social Sector, by Jim Collins (ISBN 0-9773264-0-3)</li><li>2. Orbiting the Giant Hairball: A Corporate Fool's Guide to Surviving with Grace, by Gordon MacKenzie (ISBN 0-670-87983-5)</li></ol>

**Introduction to Class:**

Innovation is always a hot topic. Do a Google (or whatever search engine you prefer) search on “innovation in business” and you’ll get 164 Million hits. Do the same for “innovation in government” and you’ll end up with roughly the same (163M). Try to define innovation and you’ll see hundreds of definitions for the concept (see back of Syllabus). Amazon.com has 200,000 titles that come up when you type the word innovation into the search bar and there are millions of articles written on the subject. The vast amount of information on innovation is not surprising when you consider the importance of innovation in both the public and private sector. As we become the country of the “knowledge workforce,” innovating new products and services, new processes and methodologies, new productivity and organizational models, new technologies and applications, become our “bread and butter.” Walk into a factory today and it is not the same factory from just ten years ago. Buy a new car today, and it was built in a way that didn’t exist ten years ago. Running a city today is completely different than it was ten years ago. Not to mention how we do research, how we invite people to parties, how we communicate with each other. Innovation is not a “nice to have.” Innovation is key to our success as individual contributors, as teams, and as organizations.

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In this class we will focus on innovation and the role innovation plays in both the public and private sector. We will explore the principles of innovation. We will learn how innovation works and how we might be able to apply the practices and principles of innovation to our daily work, whether we work as individual contributors, as part of a work team, or manage the entire organization.

We will also see innovation in government in action by partnering with the Alliance for Innovation (<http://spa.asu.edu/afi/default.htm>). The Alliance for Innovation's vision is to be the world's premier force for innovation on local governance. Its purpose is to transform local governance through discovery and application of leading ideas and practices to better serve citizens and their communities. Jim Svava, Director of the Center for Urban Innovation at ASU will be joining us during the class (TBD).

We will also be participating in a beta test for the Alliance for Innovation. As part of its mission, the Alliance for Innovation has created a Wiki. This Wiki, focused initially on sustainability topics, will be part of the services offered to Alliance members. We will review the Wiki and provide feedback with an assignment (details to follow via email) where you will explore the site, provide feedback based on criteria and a series of considerations. I'll send out an email with details once they are finalized.

We will use our two intensive weekend workshops to take a deep dive into the mechanics of innovation, and together, create strategies to apply innovation to our organizations and our work. We will discover and assess tools and techniques that we will help us develop our skill set in this area.

### **Class Format:**

During our intensive weekends we will work as individuals, in teams, and as a large group. The majority of our time will be spent working on business simulations and exercises based on both principles and concepts from the books, outside articles, video productions, and examples and best practices from our own experiences. Not all the assignments will be team assignments.

The first weekend workshop is a deep dive into the subject matter. Using the required books, outside articles, videos, and our own experiences, we will develop common and consistent definitions and principles of innovation.

The second weekend class is the application of those definitions and principles to a case study that you will create. We will discuss the second weekend during our first meeting.

### **Assignments:**

- **Intensive Weekend Number 1 – June 20-22, 2008**
  - Please read *Innovation* and bring the book to class

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- Please read ***Knowledge Management in the Public Sector*** and bring the book to class
- Written Assignment (5-7 Page Paper):
  - Select the principles from the readings that resonate with you
  - Using the organization you work in (if you do not work, select an organization you are familiar with), and assess the organization's ability to foster innovation.
  - Here are some guiding questions: Has the organization innovated anything? Is the culture of the organization set up for innovation? Is the organization set up to innovate? Why or why not? Does the leadership talk the innovation talk? Is it supported with action? Does your team innovate? Do you innovate? How so? If the organization is not set up for innovation, what does it need to do to create a culture of innovation?
  - I am looking for an understanding of how innovation works. I am looking for an understanding of what organizational elements need to be in place for innovation to work. I am looking for examples from the organization.
  - For example, "No one thinks of innovation when it comes to X, in fact, organization Y stifles innovation and creativity and in fact, if applied the following principles, organization Y would benefit by Z."
  - The paper is due at the beginning of class on June 20<sup>th</sup>.
- **Intensive Weekend Number 2 – July 18-20, 2008**
  - Please read ***The Myths of Innovation*** and bring the book to class
  - Please read articles assigned during first weekend class
  - We will discuss the assignments for the second intensive weekend during our first weekend (there will be another short paper due)
- **After the Second Intensive Weekend**
  - There will be another assignment – which will be discussed during the first weekend

### Grades:

- One third of your grade will be based on the quality of the two short papers
- One third of your grade will be based on the quality of your participation in class and your demonstrated growth in the topic areas
- One third of your grade will be based on the final paper (looking for elaborating an analytic perspective, and be well constructed in terms of organization, grammar, punctuation, and spelling)

**Students are responsible for reviewing and complying with all ASU policies.**

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**Instructor Biography:**

Jaime Casap is a Business Development Manager at Google, inc., a provider of search technology. He is part of the Google Apps for Education team, responsible for evangelizing Google Apps to universities in North, Central, and South America.

As part of the Google office in Tempe, AZ, Jaime is also responsible for the Google ASU relationship and serves as the Public Relations Liaison for the operation in Arizona.

Previously, Jaime was responsible for Charles Schwab's employee development program for the Technology organization. Jaime was also part of Schwab's Talent Management and Develop Team. Prior to Charles Schwab, Jaime was a manager at Accenture (formerly Andersen Consulting) for six years, where he consulted on organizational strategy and human performance in the Electronics and High Tech Industry. Jaime holds a B.S. from the State University of New York at Brockport and a Master's from Arizona State University.

In addition to his role at Google, Jaime is a Faculty Associate at Arizona State University, where he teaches classes in Organizational Behavior, Leadership, and Innovation.

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### **Definitions of innovation on the Web:**

- \* invention: a creation (a new device or process) resulting from study and experimentation
- \* invention: the creation of something in the mind
- \* initiation: the act of starting something for the first time; introducing something new; "she looked forward to her initiation as an adult"; "the foundation of a new scientific society"; "he regards the fork as a modern introduction"  
[wordnet.princeton.edu/perl/webwn](http://wordnet.princeton.edu/perl/webwn)
  
- \* Innovation is the introduction of new ideas, goods, services, and practices which are intended to be useful (though a number of unsuccessful innovations can be found throughout history). The main driver for innovation is often the courage and energy to better the world. An essential element for innovation is its application in a commercially successful way. Innovation has punctuated and changed human history (consider the development of electricity, steam engines, motor vehicles, et al). ...  
[en.wikipedia.org/wiki/Innovation](http://en.wikipedia.org/wiki/Innovation)
  
- \* Introduction of a new idea into the marketplace in the form of a new product or service or an improvement in organization or process.  
[www.business.gov/phases/launching/are\\_you\\_ready/glossary.html](http://www.business.gov/phases/launching/are_you_ready/glossary.html)
  
- \* A new idea, method or device. The act of creating a new product or process. The act includes invention as well as the work required to bring an idea or concept into final form. See: Attractive, Cost-Effective, Sundberg-Ferar Mission Statement, Competitive Advantage.  
[www.shapetomorrow.com/resources/i.html](http://www.shapetomorrow.com/resources/i.html)
  
- \* Creating value out of new ideas, new products, new services or new ways of doing things.  
[www.scottish-enterprise.com/sedotcom\\_home/help/help-glossary.htm](http://www.scottish-enterprise.com/sedotcom_home/help/help-glossary.htm)
  
- \* Something new or improved, including research for (1) development of new technologies, (2) refinement of existing technologies, or (3) development of new applications for existing technologies. For the purposes of PHS programs, an example of "innovation" would be new medical or biological products for improved value, efficiency, or costs.  
[grants.nih.gov/grants/funding/phs398/instructions2/p3\\_definitions.htm](http://grants.nih.gov/grants/funding/phs398/instructions2/p3_definitions.htm)
  
- \* Task Force on the Future of American Innovation, The Knowledge Economy: Is the United States Losing its Competitive Edge? 2005  
<http://www.futureofinnovation.org/PDF/Benchmarks.pdf>  
[www.genomicglossaries.com/content/research\\_genomics.asp](http://www.genomicglossaries.com/content/research_genomics.asp)
  
- \* A novel, beneficial change in art or practice.  
[guide.stanford.edu/TTran/Air/glossary.html](http://guide.stanford.edu/TTran/Air/glossary.html)

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\* The creation or introduction of something new, especially a new product or a new way of producing something.

[www-personal.umich.edu/~alandear/glossary/i.html](http://www-personal.umich.edu/~alandear/glossary/i.html)

\* To introduce something new.

[www.abheritage.ca/abinvents/glossary.htm](http://www.abheritage.ca/abinvents/glossary.htm)

\* is the process of converting knowledge and ideas into better ways of doing business or into new or improved products and services that are valued by the community. The innovation process incorporates research and development, commercialisation and technology diffusion.

[www.smartstate.qld.gov.au/strategy/strategy05\\_15/glossary.shtm](http://www.smartstate.qld.gov.au/strategy/strategy05_15/glossary.shtm)

\* The application of ideas that are new, regardless of whether the new ideas are embodied in products, processes or services, or in work organisation, management or marketing systems.

[www.innovation.sa.gov.au/sti/a8\\_publish/modules/publish/content.asp](http://www.innovation.sa.gov.au/sti/a8_publish/modules/publish/content.asp)

\* An intentional change to a chain letter. May be a modification, addition or deletion. Often one judged to have a significant positive effect on propagation.

[www.silcom.com/~barnowl/chain-letter/glossary.htm](http://www.silcom.com/~barnowl/chain-letter/glossary.htm)

\* The act of introducing something new and significantly different.

[www.economicadventure.org/teachers/glossary\\_dec.cfm](http://www.economicadventure.org/teachers/glossary_dec.cfm)

\* a newly introduced practice or method intended to improve the current practice

[www.mywhatever.com/cifwriter/content/66/4620.html](http://www.mywhatever.com/cifwriter/content/66/4620.html)

\* The creation, development and implementation of a new product, process or service, with the aim of improving efficiency, effectiveness or competitive advantage. Innovation may apply to products, services, manufacturing processes, managerial processes or the design of an organisation. It is most often viewed at a product or process level, where product innovation satisfies a customer's needs and process innovation improves efficiency and effectiveness. ...

[www.digitalstrategy.govt.nz/templates/Page\\_\\_\\_\\_60.aspx](http://www.digitalstrategy.govt.nz/templates/Page____60.aspx)

\* the process of adopting a new thing, idea, or behavior pattern into a culture.

[farahsouth.cgu.edu/dictionary/](http://farahsouth.cgu.edu/dictionary/)

\* covers incremental and/or step (breakthrough) changes in products and/or processes which change function, form, performance or resource use in an advantageous way.

[wps.prenhall.com/wps/media/objects/213/218150/glossary.html](http://wps.prenhall.com/wps/media/objects/213/218150/glossary.html)

\* introducing an object as if it were new.

[oregonstate.edu/instruct/anth370/gloss.html](http://oregonstate.edu/instruct/anth370/gloss.html)

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\* Innovative features are constantly added to their models. The most imaginative of these was in field of television; multilingual screen display (the menu appears on the screen in five Indian languages)

[www.indiainfoline.com/fmcg/bran/ch05.html](http://www.indiainfoline.com/fmcg/bran/ch05.html)

\* A new idea, method or device. One of the most overused nouns in the business vocabulary today. (With all of this innovation going on, why aren't more people satisfied with their logistics operations?) We are counting the days until we hear the buzzword "re-innovation."

[www.logisticsfocus.com/Glossary/glossary-i.asp](http://www.logisticsfocus.com/Glossary/glossary-i.asp)

\* The term innovation means different things to different organisations. The SIGMA Project views innovation from a number of different perspectives and has identified several key drivers of its successful implementation:

[www.balfourassociates.co.uk/new/jargon\\_defns.htm](http://www.balfourassociates.co.uk/new/jargon_defns.htm)

\* the outcome of innovation activities; innovativeness amounts to the ability to create something new and useful or generate sound renewals and changes, and action that utilizes this ability.

[www.finnevo.fi/eng/contents/iso9000\\_terms.htm](http://www.finnevo.fi/eng/contents/iso9000_terms.htm)

\* is an evolutionary process of increasing the capability to apply a technology, applying in new contexts, expanding the capability of a technology or improving the capability of a product.

[www.ee.wits.ac.za/~ecsa/gen/g-04.htm](http://www.ee.wits.ac.za/~ecsa/gen/g-04.htm)

\* "An idea, practice, or object that is perceived as new by an individual or other unit of adoption" (Rogers, 1995, p. 11). An innovation is a more focused concept than research and usually implies that the research has been translated in some way into a concrete form. An innovation is not necessarily research-based.

[www.nursing.ualberta.ca/kusp/RUStudy2/Glossary.htm](http://www.nursing.ualberta.ca/kusp/RUStudy2/Glossary.htm)

\* Development of new products, processes, organizations, management practices, and strategies.

[enbv.narod.ru/text/Econom/ib/str/261.html](http://enbv.narod.ru/text/Econom/ib/str/261.html)

\* Innovation is creating something that others want. Intrapreneurship "Intra" means within, thus intrapreneurship means planting the spirit of entrepreneurship within an organization. Invention Inventions are things made for the first time. Market The market is the place where buyers (demanders) meet sellers (suppliers) to determine how much of something will be sold at what price. Opportunity Opportunities occur when:

[www.sasked.gov.sk.ca/curr\\_content/entre30/helppages/glossary/glossary.html](http://www.sasked.gov.sk.ca/curr_content/entre30/helppages/glossary/glossary.html)