Transformations
acknowledging, assessing, surviving to achieving change
personal and professional
I DIED
ACKNOWLEDGE
The Tombstone Test

Assess
20 SECONDS OF INSANE COURAGE

ACHIEVE
Find Your Personal Currency

Achieve
300 Sunrises/Sunsets

Survive
WILDLY DIFFERENT LIFE

WROTE A TOP-SELLING BOOK, CONNECTED HUNDREDS WITH THEIR MISSION, TEDx SPEAKER, STRUCK OUT ON MY OWN, JUMPED OUT OF PLANE, RODE WORLDS LARGEST SWING, MADE MY LIVING AS AN ARTIST FOR A YEAR, DRANK ALL TOP 5 BEERS IN THE WORLD AT THE BREWERY, NEARLY 50 KEYNOTE SPEECHES, CLIMBED TALLEST MOUNTAIN IN ROCKIES, CLOSER WITH MY FAMILY, RAN IN A SPARTAN RACE, MENTORED NEARLY 100 YOUNG GOV LEADERS, BECAME A KICK-ASS FATHER TRAVELED TO NEW ZEALAND, WORK OUT OF THE BOTANIC GARDENS, BUILT A DISC GOLF COURSE, PERFECTED MY BBQ, PLUNGED IN FROZEN RIVER, AND ON
GOVERNMENT

Is “Innovation Way” closed?
Real Innovation

Innovation vs Tech vs Efficiency
Process vs Philosophy
WHY IS INNOVATION HARD?

“RIVER OF OUR EXPERIENCE”

BRAIN GETS LOCKED INTO PATTERNS
Shake On It...

with the opposite hand
Sustainovation

Ingredients in your kitchen
Innovation is Creativity Implemented
CREATIVITY
WHY?
PERSPECTIVE
GROWING IDEAS
PILOT. PILOT. PILOT.

Sustainovation

IMPLEMENT
TEAM US
ACTIONISMS
BUILD YOUR ARMOR
SELL IT!
CREATIVITY
WHY?
PERSPECTIVE
GROWING IDEAS
PILOT. PILOT. PILOT.

Sustainovation

IMPLEMENT
TEAM US
ACTIONISMS
BUILD YOUR ARMOR
SELL IT!
Why is the key

Why finds the root cause

Lincoln Memorial
"WHY IS A FOUR-LETTER WORD."

Try How
LISTEN HARD
PROCESS MAPPING

USEFUL FOR FINDING THE PROBLEM

VISUALIZATIONS HELP COMMUNICATION

FOCUS ON THE CUSTOMER
Creativity
Why?
Perspective
Growing Ideas

Sustainovation

Implement
Team Us
Actionisms
Build Your Armor
Sell It!
FALSIFYING TRAUMA

SMALL “TRAUMAS” IMPROVE RESILIENCY

REFORESTATION OF BURN AREAS
PREDICT THE FUTURE

THEN MAKE IT HAPPEN.
“What does the local government workforce in Virginia look like in 2060?”

The workforce will be highly specialized due to increasingly specialized training patterns.

Local government employees will feel a deeper sense of connection with their communities and top talent will be easier to recruit because of a shared sense of purpose.

Employees will be replaced almost entirely by AI for all functions and a regional Hunger Games will decide the remaining employees fit to serve.

2050 goals
2040 goals
2030 goals
2025 goals
2020 goals

When you arrive at 3-5 years out, how can you make those a reality? Do they fit within your current paradigm? What has to change to make them possible? Set strategies, and create actions items to achieve them.
FORCE CONNECTIONS

REVOLUTION-EXTREMES
RANDOMNESS-CONNECT
Use all your senses

How many senses?
SNIGLETIZE YOUR WORLD

ANY WORD THAT SHOULD BE IN THE DICTIONARY...

BUT ISN’T
BOVILEXIA

THE UNCONTROLLABLE URGE TO LEAN OUT THE CAR WINDOW AND YELL MOO AT A COW AS YOU PASS.
ELLECELLERATION

THE MISTAKEN BELIEF THAT THE MORE YOU PRESS THE ELEVATOR BUTTON THE FASTER IT WILL ARRIVE
EXPRESHOLE

THE PERSON WITH MORE THAN 10 ITEMS IN THE 10 ITEM OR LESS LINE
GAPIANA

THE UNCLAIMED STRIP OF LAND BETWEEN THE “YOU ARE NOW LEAVING” AND “WELCOME TO” SIGN AS YOU PASS BETWEEN STATES
Solar Arrays
Oregon
Biofuel Medians
Tennessee
Pocket Park Bioswales
Washington
TEAM TRANSITIONS

“YOU ARE NOW LEAVING” AND “WELCOME TO”
SUSTAINOVATION

BUILDING SUSTAINABLE INNOVATION INTO GOVERNMENT, ONE WILDLY CREATIVE IDEA AT A TIME
Power of Words
Words shape thoughts
Piraha Tribe
CREATIVITY
WHY?
PERSPECTIVE
GROWING IDEAS
PILOT. PILOT. PILOT.

Sustainovation

IMPLEMENT
TEAM US
ACTIONISMS
BUILD YOUR ARMOR
SELL IT!
GROWING THE BEST IDEAS

FLOWER VS WEED

PLUCK IDEAS CAREFULLY

NETHERLANDS EXAMPLE
RAIN vs SUN

The Facilitator

Inviting Demands Respect Any Work Group
“Brules”

Live at the edges
All ideas make the board
Take an electronics diet
Facilitator is empowered

Respect is a right
No ranks in the room
Vote with your feet
Have fun or have food
SLOW DOWN TO GO FAST

ONE WEEK
ALLOW INPUT
ADD NEW IDEAS
BUILD AND BREAK

BUILD IDEA
BREAK IDEA
BUILD IDEA AGAIN
Creativity
Why?
Perspective
Growing Ideas

Implement
Team Us
Actionisms
Build Your Armor
Sell It!
PILOTS LET YOU FLY

PILOT EVERYTHING

PILOTS DON’T FAIL

ADJUST DURATION SIZE OR SCOPE
SUCCEED FASTER

FAIL SMART
FAIL OFTEN
FAIL FAST
FAIL FORWARD
MEASURE.
MAKE IT MATTER.
AND BE HONEST ABOUT RESULTS.
FACTS AND HONESTY ARE CURRENCY.
BLAME FREE AUTOPSY

EVERY PILOT-WIN OR LOSE
WHAT WORKED, WHAT DIDN’T?
BE FORENSIC WITHOUT BLAME
CREATIVITY
WHY?
PERSPECTIVE
GROWING IDEAS
PILOT. PILOT. PILOT.

Implement
Team Us
Actionisms
Build Your Armor
Sell It!

Sustainovation
Team Us

Lead By Influence

That which Unites us is Greater than that which Divides us

A Rising Tide Lifts All Boats
CONNECT PEOPLE WITH PASSION

“What’s Your Passion?”
CELEBRATE WINS

HOW DO YOU CELEBRATE VICTORIES?
Find a way to get to yes

If “Plan A” doesn’t work, there are still 25 more letters in the alphabet
15 Minute Break
CHAPMAN UNIVERSITY

Survey on American Fears

- **Judgement of Others**: Appearance, weight, age, race, gender identity
- **Environment**: Global warming, overpopulation, pollution
- **Daily Life**: Romantic rejection, ridicule, talking to strangers
- **Technology**: Artificial intelligence, robots, cyber-terrorism
- **Personal Anxieties**: Tight spaces, public speaking, clowns, vaccines
- **Crime**: Murder, rape, theft, burglary, fraud, identity theft
- **Domains of Fear**
- **Government**: Government corruption, drones, gun control, immigration issues
- **Natural Disasters**: Earthquakes, droughts, floods, hurricanes
- **Personal Future**: Dying, illness, running out of money, unemployment
- **Man-Made Disasters**: Bio-warfare, terrorism, nuclear attacks
#1 Corruption of government officials
#1 Fear in America

...by 50% more...

Above are the 10 fears for which the highest percentage of Americans reported being “Afraid,” or “Very Afraid.”
WE FEAR WHAT WE DON’T UNDERSTAND.
TRUE ENEMY

APATHY
ACTIONISMS
REDEFINE RISK
Future Looks Different Than The Past

Less than 150 years ago
Future Looks Different Than The Past

Less Than 140 Years Ago
Future Looks Different Than The Past
Less Than 100 Years Ago
Future Looks Different Than The Past

Less Than 30 Years Ago
Doing nothing has consequences

Redefine Risk
MAKE A DECISION

EVERY JOURNEY, GREAT OR SMALL, begins with one step
EATING THE ELEPHANT

The First Bite
Large Systems
CONSENSUS VS. CONSENT

Which do you want? Why?

Consensus = “Agreement” or “Accord”
Consent = “No Significant Objection”
Flip It

Turn Disadvantages into Advantages
CREATIVITY
WHY?
PERSPECTIVE
GROWING IDEAS
PILOT. PILOT. PILOT.

Sustainovation

IMPLEMENT
TEAM US
ACTIONISMS
BUILD YOUR ARMOR
SELL IT!
BUILD YOUR PERSONAL ARMOR

EXPECT RESISTANCE
Never be afraid to get fired

Lose the fear of failure

You're fired!
Consider the source

Survive
BUILD POCKETS OF POSITIVITY

POSITIVE VS NEGATIVE

BUILD YOUR OWN SUPPORT SYSTEM
Obliterate Energy Vampires

Attack!

Fight for the soul of our organization
GOWG SYNDROME

LACK OF VISION

NEED FOR CONTROL
HATERS GONNA HATE

TAYLOR SWIFT RULE
CREATIVITY
WHY?
PERSPECTIVE
GROWING IDEAS
PILOT. PILOT. PILOT.

IM实LEMENT
TEAM US
ACTIONISMS
BUILD YOUR ARMOR
SELL IT!

Sustainovation
BECOME A STORYTELLER

ENGAGE EMOTIONS
DEVELOP A NARRATIVE
SPEAK LIKE A HUMAN
THE RED TEAM

WHO IS ON YOUR TEAM?

BLOODY ME NOW, NOT LATER
Be Bright. Be Brief. Be Gone.
SUSTAINOVATION TOOLS

FUND ACADEMY VALUE EDUCATION STRUCTURE
BUILD AN INNOVATION FUND

AGGREGATE ORGANIZATIONAL INNOVATION RISK
ESTABLISH URGENCY AND COMPPELLING "WHY"

SELECT FUND SIZE
• WHAT'S THE RIGHT SIZE FOR YOUR ORG?

SELL THE CONCEPT
• PREP ELEVATOR PITCH AND EXEC SUMMARY
• "MOST CREATIVE, MOST EFFECTIVE EMPLOYEE"

PITCH TO LEADERSHIP—HAVE A SENIOR SPONSOR

REASONABLE CONTROLS

FUND OVERSIGHT, PROJECT SELECTION

APPLICATION PROCESS
• EASY FORM
• CLEAR SCORING CRITERIA

PILOT PROJECTS ONLY
5 Year Results:

38 Ideas Submitted
30 Ideas Accepted
24 Ideas “Successful”

- iPad rental program for boards and commissions eliminated 64,000 printed pages per year.
- Treadmill desk saw a spike in usage and then a decline due to perception issues.
- C.A.S.H. closet program provided key hygiene supplies and interview clothes to 38 underserved men and women applying for jobs. Program expanded following year.
- Backdrop/supplies for animal shelter photos & better process led to a doubling of social media presence in 3 months
Measure Innovation Value

Innovation Value (IV) = reasonable Net Present Value of Actual Cost Savings + Efficiency Value (EV)

What does your community value?
Measure Innovation Value

Innovation Value (IV) = reasonable Net Present Value of Actual Cost Savings + Efficiency Value (EV)

Efficiency Value comes from reinvested funds. These funds are not actually saved, but reinvested

“Reasonable” is relative to the project
**Measure Innovation Value**

**VIPER Program**

- 69 vehicles sold
- $150,000 per year in reduced O&M while under warranty
- $590,000 in EV

<table>
<thead>
<tr>
<th></th>
<th>Present Value</th>
<th>Year 0</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency Value</td>
<td>$590,000</td>
<td>$590,000</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Actual Cost Savings</td>
<td>$378,256</td>
<td>$ -</td>
<td>$150,000</td>
<td>$150,000</td>
<td>$150,000</td>
</tr>
<tr>
<td>Total Innovation Value</td>
<td>$968,256</td>
<td>$ -</td>
<td>$150,000</td>
<td>$150,000</td>
<td>$150,000</td>
</tr>
</tbody>
</table>

**Innovation Value = (3 yr NPV of $150,000 O&M Savings)**

$378,256 + $590,000 = $968,256
Impact
You, Us, We
THE EVOLVE U PROGRAM IS A UNIVERSITY-STYLE PROGRAM. YOUR GROWTH AT YOUR FINGERTIPS.

THE DEVELOP US PROGRAM IS ABOUT GROWING THE NEXT GENERATION OF LEADERS.

WE CARE IS THE COUNTY’S PARTNERSHIP WITH ITS COMMUNITY THROUGH VOLUNTEER EFFORTS.
RESULTS

2017 Outstanding Achievement in Local Government Award

Training Hours up 67% in One Year

Employee Trainers went from 7 to 22

Unique Class Offerings from 18 to 78

Internal Consulting Saved $47,000 Annually
“It’s no longer enough to accept the things we cannot change. It’s time to change the things we cannot accept.”