

Maverick Thinking: How to Inject Innovation into Local Government



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***“Every organization
is perfectly designed
to achieve the
results it gets.”***

***“Wash,
Rinse,
Repeat”***

Trends

- Declining revenue
- Infrastructure condition
- Expectations
- Workforce related
- Demographics
- E-government
- Tele-work/Virtual Office
- Legacy management beliefs
- Making Innovation everyone's job
- Advancement of Social Media

Maverick Definitions

- Exhibits great independence in thought and action
- Rebel
- Nonconformist
- Unorthodox
- Irregular
- Unconventional

Are these Maverick nowadays?

- Personal computer
- Diet Coke
- Microwave ovens
- Telecommuting
- Work-Life Balance
- Pay for Performance

"We've always done it this way"

- 1. Disrupting the status quo is difficult in government. A number of forces seek to sustain the status quo.**
- 2. Understand the distinction between problems you can solve and problems you can only work at.**
- 3. Where does Innovation come from?**
- 4. What is it about risk-taking that seems so troublesome to people in government?**

Think about it

What's the difference between a pain killer and a vitamin?

What's more difficult, going from 0 to 1, 1 to 0 or 1 to 1,000?

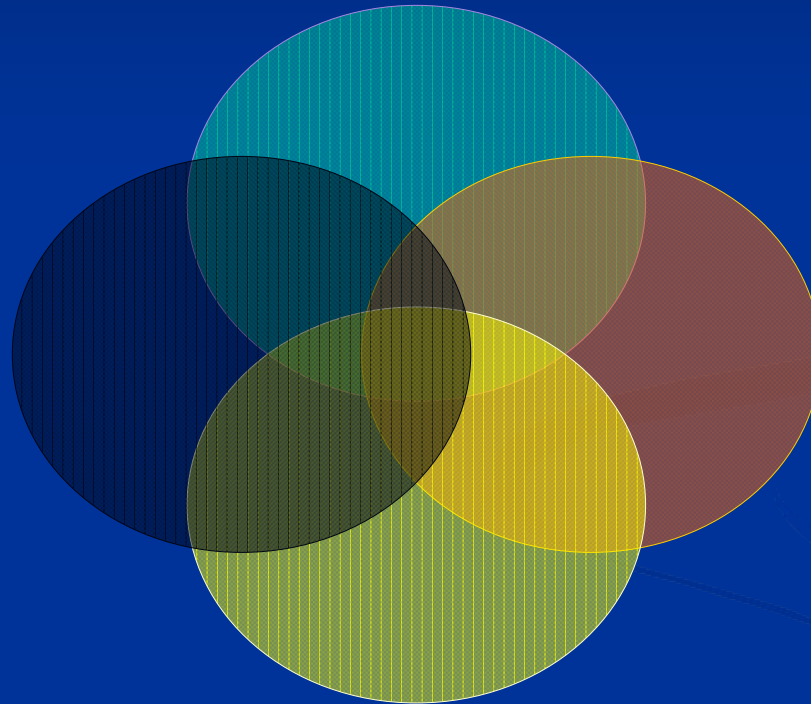
Four Parts

Rethink Competition

Redesign Work

Reinvent
Innovation

Reconnect with Customers



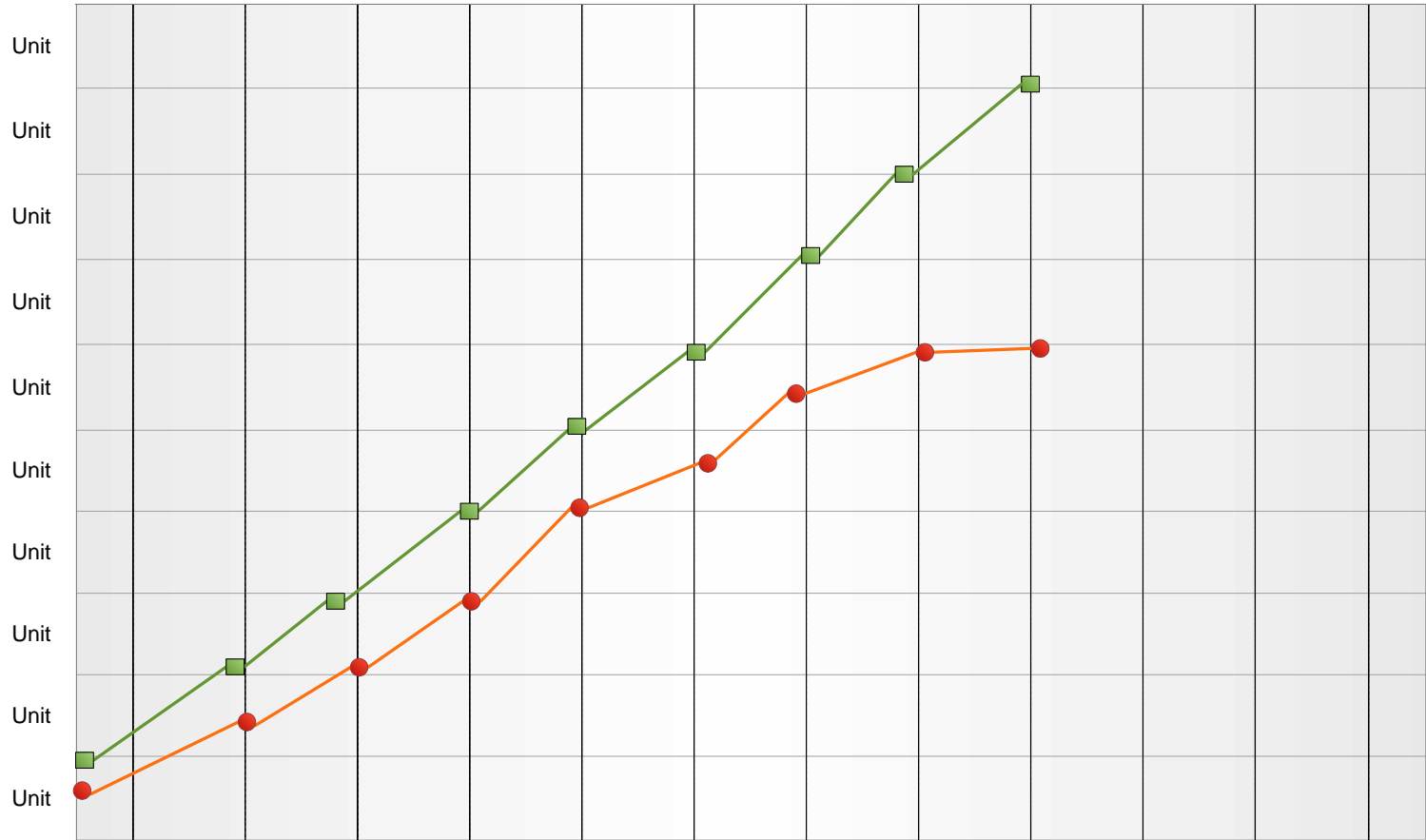
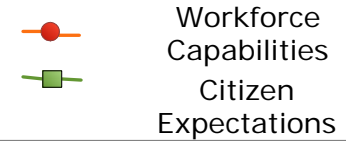
Fundamental to Maverick Thinking...

*“Management innovation
must become an
inescapable topic – a part
of every serious discussion
about your organization’s
future”*

Rethink Competition

If you do things the way everybody else does them, why do you think you're going to do any better?

Performance Trajectory



Rethink Competition

1. Performance trajectory for your organization.
2. Identify competitors to city services.
3. What are the ways we can improve services and programs?
4. What are the ways other providers can improve services and programs?

Inventors
Vs.
Preventers

Reinvent Innovation

1. Aim ahead of the curve
2. Identify sources for new ideas.
3. Administer a Booster shot - create space for innovation in people's lives – give them bandwidth.
4. Build your innovation engines - provide time to imagine and experiment and develop their own ideas.
5. Develop innovation muscles – establish tools of innovation.

Reconnect with Customers

1. Revisit the idea that conceived your organization and determine how it's evolving.
2. Survey less, listen more.
3. Find it, Fix it, and Follow Up!
4. Identify what makes your organization distinctive to your customers.
5. How can your organization strengthen its brand and stay "hip"?
6. Social Media – what is your city using?

Think about it

Organizations need talented people more than talented people need organizations.

Redesign Work

1. What is the “Cause” statement for your organization?
2. How does your organization’s standing in the talent market enhance its position in the service market?
3. Recruitment, promotion and performance management are essential.
4. What conditions are needed so great people can do great work?



THE THRILL OF
VICTORY



THE AGONY OF
DEFEAT

CHENEY

Yesterday's Ad

Job Qualifications: The primary function of this employee is to plan, develop, and implement neighborhood preservation, code enforcement, and citizen participation programs to improve the quality of neighborhoods in the City. This position performs all duties in accordance with the City Charter, City ordinances, the City's personnel rules, and Federal and State regulations. The work is performed under the general direction of an Assistant City Manager, but considerable leeway is granted for the exercise of independent judgment and initiative. Supervision is exercised over the work of Neighborhood Programs and Code Enforcement.

Some examples of position responsibilities will be to perform duties including, but not limited to, direct, implement, manage and supervise the programs, operations, activities, budget and employees of the Neighborhood Resources Division charged with developing a vision and approach to facilitate improvements; oversee administration of Code Enforcement, and Neighborhood Programs Office; plan and implement improvement to enhance Division's operational effectiveness; develop partnerships with other departments, governments or agencies to work on joint projects and address neighborhood initiatives, code enforcement and remediation by establishing interdepartmental or intergovernmental agreements; implement and evaluate the City's policies and objectives for community outreach and volunteerism developing new and revised program policies, processes, and procedures; act as a liaison with other City departments, City Council, neighborhood groups, public and private agencies, and other communities and conducts meetings and presentations with such groups as needed; and manage resources related to compliance efforts associated with City codes such as nuisances, habitability and maintenance standards, and related codes and abatement procedures, determines priorities for compliance and enforcement in these areas, and monitors the status of such efforts.

Six (6) or more years of progressive management experience in directing neighborhood improvement programs;

A bachelor's degree in public relations, business administration, management, communications or related field;

Adventurers Wanted!

“One person with passion is better than forty people merely interested.”

- E.M. Forster

The Mejorando Group

- *Who are we?* A Consulting Practice
- *What do we do?* Partner with organizations and implement solutions to improve organizational performance.
- *How do we do that?* We provide expertise in:
 - Maverick Thinking – *Rapid Innovation*
 - Organizational Effectiveness Strategies
 - Employer Brand Building
 - Succession/Workforce Planning
 - Team Building
 - Leadership and Management Skills Training
- *How do you contact us?* Patrick Ibarra, 925-518-0187 or patrick@gettingbetterallthetime.com
- *Web address:* www.gettingbetterallthetime.com

Our mission is to help organizations and their members “get better all the time”