

Summary of the 2014 Navigating Leadership – Leadership Symposium – November 13, 2014



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Assisted by – Input from Event Attendees and Volunteers

As the culminating event of the 2014 Navigating Leadership Program (NLP), this event showcased California’s prominent integrative and innovative government programs from leading voices of our state’s economy. These projects and programs holistically tapped the most expansive reaches of each agency or department’s public benefit purpose as well as their collaborative workforce contributions, competency identification and development, and societal inclusion and outcomes. Pushing beyond the silos and hierarchy that define much of our world, when viewed panoramically, Integration and Innovation in Government creates a concrete vision of today. At the same time, it demonstrates clarity around the future California is moving towards by highlighting and featuring the “collective force of the best possible versions” of ourselves. Collectively, we’re transitioning potential and possibility, across all endeavors, from ordinary to extraordinary. Where available, this summary provides links to each speaker's Agency Back Story video. The event-day videos will be made accessible when post-production activities are complete.

Sponsored and championed by the Asian Pacific State Employees Association (APSEA) and the University of Southern California, Sol Price School of Public Policy – Sacramento Campus (*the APSEA-USC Partnership*), the goal of the 2014 Navigating Leadership, Integration and Innovation in Government, Leadership Symposium was to clearly illustrate and articulate a comprehensive understanding of the public California economy by bringing a cadre of State Agency Secretaries, Department Directors, and thought leaders together to discuss how technological advancements are fueling their most innovative programs by highlighting the leadership skills that are necessary to thrive in the modern world. The result was a very thought provoking and fulfilling experience that increased the overall awareness and consciousness of the challenges faced by government leaders and more importantly the leadership skills and tactics they are implementing to address current and future needs. The lessons learned, moral and spiritual enrichment, motivation to challenge the status quo and building a better more connected world will be long-lasting for the speakers and participants alike. An event of this stature can only result from the advisory, oversight and support of many dedicated people with a shared-mission. The APSEA- USC partnership wishes to thank the year-long support of our State Leaders participating on the [NLP Secretaries and Directors Advisory Board](#), our passionate and hard-working [Event Host Committee](#), our staunch and steadfast [Corporate Sponsors](#), our many loyal and committed [Agency Training Sponsors](#) and a broad range of onsite volunteers that committed their time and energy. **Note:** *This summary is inclusive of the independent feedback, thoughts and perceptions from event volunteers and members of the attendee base from Navigating Leadership 2014. As such, it does not include summary reflections from our speakers.*

The overwhelming sense of community, collaboration, and interdependence that was emanated during the symposium was nourished by the unbridled commitment and enthusiasm of the APESA-USC partnership and all the presenters sharing the passion and commitment that is their work. All presenters were extremely accomplished executives that hold very challenging, demanding, and time consuming jobs. They were not present to fill an obligatory requirement or to check a box. They were part of the discourse because they are fervent public and private stewards that see greatness and tremendous opportunity in today's world and share an unwavering commitment to make tomorrow's world even better. A synopsis of each presentation is provided below in order of appearance. Conference Chair, Rebekah Christensen states: *"The NLP has been developed as a national blueprint for systemic change management in government that is designed to meet the real-time needs of our digital society far into the 21st Century. Rather than silos and hierarchy, the integrative-innovative premise of this Symposium allows speakers and attendees alike to experience the collaborative panoramic impact of California's 2 trillion dollar economy as a single collective economic force that represents the 8th largest economy in the world. This global collaborative approach is being scaled to serve society-at-large. Technology is being harnessed in whole new ways to fuel self-accountability and responsibility in state employment that will demonstrate real-time performance which reflects ever increasing levels of self-excellence – as individuals and teams – as departments and organizations – and as service providers and constituent consumers. This systemic approach integrates a seamless human-centric methodology where the constituent community can access divergent government services predicated on their specific needs. Segments of California's economy will initiate piloting this approach in 2015."*

The symposium started with a video that was essentially a tribute to California and showcased the tremendous beauty that is so prevalent throughout the state. Titled **"Think Big California,"** this video encouraged the audience to "Dream Big" and reminded us that California is one of the most visited places and inspires the world because of our rich farmlands, exquisite coast lands and mountain ranges, sacred national parks, and most importantly our diverse population representing *"a kaleidoscope of cultures."* *"California is a land of pioneers – a magnet for big ideas where anything is possible."* The video captivated and reminded us that we must embrace our role as leaders to set the example for the nation and ensure a more prosperous tomorrow.

The Keynote was provided by [Anne Stausboll](#), Chief Executive Officer, California Public Employees Retirement System (CalPERS). Ms. Stausboll exuded much pride and passion for her role and responsibility to ensure that health and retirement benefits are administered to the more than 1.6 million CalPERS recipients. Ms. Stausboll acknowledged that the combined wisdom and experience for all CalPERS employees is over 100,000 years of wisdom and experience, skills and perspectives that weave a rich fabric. From this premise she stated "CalPERS is innovating for you - our employees are cross-pollinating - across units, divisions and organizations – each brings their unique skills and perspectives to the organization and the constituents we serve. Ms. Stausboll's innovation and key insight was to recognize that in order to optimize the provision of services, she needed to support a cohesive and well-informed workforce that was aligned and focused on the organization's mission. To facilitate this goal, Ms. Stausboll introduced personal and professional development programs to promote creativity, innovation, and knowledge transfer throughout the organization and to create a greater sense of commitment and loyalty

from team members. She also implemented mentoring programs as way to give back and invest in staff and sponsored the formation of a “CalPERS Facebook,” a social media platform named SPARK, which significantly reduces email usage, allows for real-time activity and virtual meetings, and enhances project management functionality. *“SPARK makes us quick and nimble!”*

[Linda Ng](#), President, APSEA, welcomed the group with remarkable grace and humility. She acknowledged that 2014 marks the third year that the University of Southern California (USC) Sol Price has collaborated with APSEA to administer the Navigating Leadership Program. Ms. Ng thanked the 30 members on the Navigating Leadership Advisory Board; and gave special thanks to Rebekah Christensen, Chair, Navigating Leadership; the APSEA Board of Directors; the Host Committee; and all Agency Secretaries / Presenters. Ms. Ng reminded the audience that leaders share a personal commitment to be the best, to share knowledge, to let their voices and those of others be heard, and to be willing to change. She ended with a call to action, for all to challenge, build, transform, and thrive!

[Paul Danczyk](#), Director, Executive Education, USC Sol Price gave a very insightful and thought provoking speech. He argued that curiosity is one of the foundations of leadership. Great leaders are always curious and that is manifested by continually asking “why,” looking for new ways of conducting business, challenging the status quo, and/or always trying to make improvements. Great leaders must also create an environment where staff are working when they are most creative and can focus on quality. Taking time to think about “things” is not unproductive time. In fact it is the reciprocal; it is time extremely well spent. Leaders must remove boundaries so that staff have the flexibility and freedom to be curious and creative so that they can move the organization forward.

[Martin Hoshino](#), Administrative Director of the Judicial Council of California, is an enlightened soul and radiated a calm and reflective aura throughout his presentation. He reminded us that the whole is greater than the sum of its parts and solutions are quicker when people work together and leverage resources. Seeking a deeper understanding of public service forced Mr. Hoshino to ask some basic questions including: Why does government exist? Why is there a public to serve? What is a public? Why did humans organize? What is the social contract and why was it forged? Public servants gave up some measure of individuality to serve a greater purpose – to help people! This point is critical to remember because the work of a public servant is more challenging than ever. The demands for public services currently exceed capacity. Nevertheless, the demand can be met if we redouble our efforts with unwavering optimism and a positive attitude. Mr. Hoshino concluded by reminding public servants that they are public servants because they want to make a difference and together we can accomplish more.

[John Laird](#), Secretary, Natural Resources Agency, conveyed with genuine pride that his organization is responsible for protecting California’s natural resources, which includes the oceans, preservation of habitats, stable water supplies, and response to global climate change. Mr. Laird did not talk about leadership directly, instead he expressed how he dealt with a number of complex issues and therefore indirectly shared the leadership skills that he utilized to accomplish his goals. For example, proposed legislation would have expanded marine protected areas off the coast of Northern California to prevent over-fishing and pollution. The proposed legislation was widely supported by various organizations and advocacy groups. However, there were a number of indigenous tribal communities that fished those

waters as part of their religious ceremonies. If the legislation passed without modification, they would be prohibited from participating in their customs. When Mr. Laird learned of the tribal concerns, he immediately met with them to attain a thorough understanding of the issue. Eventually he was able to negotiate a compromise that would allow the tribes to fish those waters for religious purposes. The legislation was passed and both sides were able to get what they wanted. Mr. Laird argued that government is fundamentally collaborative and all government officials must recognize the interdependence of society. Communication, collaboration, and inclusion are prerequisites to implement change in a government setting.

Mr. Laird also shared a few issues that his organization is currently managing. The California middle class population is currently about 1.5 million families, but will be 4.5 million in 30 years. According to Mr. Laird, as the amount of discretionary income in families increase the demand for higher quality food items also increases. Consequently, the agricultural industry must produce higher yields of organic and high quality food items to meet the increased demand from the additional three million middle class families. Historically, the response to increase demand has been to procure additional farmland. Unfortunately, there is no more land, so the department is currently developing technology that will allow for higher yields to meet future demand. Another interesting fact that Mr. Laird shared was that for the first time legislation was passed that will allow for more comprehensive ground water management. The goal is to bring threatened water basins into balance by 2040. Mr. Laird also shared that about one quarter of California's energy supply is dedicated to the collection and sanitization of the state's water resources. Consequently, water conservation equals energy conservation.

[Karen Ross](#), Secretary, California Department of Food and Agriculture, explained in great detail the department's mission is to protect California's food supply, which includes a number of vital responsibilities including regulation of the \$45 billion dollar agricultural economy, dairy products, pesticides, and weighing devices. Ms. Ross has implemented a number of innovative solutions to increase access to high quality food items. For example, her department has developed regulations that now allow small and rural farmers to sell their produce directly to the consumer. They oversee the shipment of California's produce to over 175 countries, link farmers with local nutritionists, and have developed the nation's first certified organic and farmer's market systems. Ms. Ross strongly advocates for an integrated approach to business problems, which includes multi-disciplinary collaboration. She looks for the most talented, energetic, and dedicated individuals to join her team. She expects them to interact well with others and to listen and respond to the needs of their customers.

[Anna Caballero](#), Secretary, Business, Consumer Services and Housing Agency, informed the audience that her agency is responsible for a plethora of oversight functions including: civil rights enforcement, affordable housing, review and monitoring of financial investors to ensure that consumers get what they pay for. Ms. Caballero noted that the most pressing issue her organization is currently facing is the drought. She is part of a multi-agency drought task force that meets weekly in response to the Governor's Executive Order to reduce water consumption by 20%. One of the first issues the task force identified was data is needed to identify needs. In partnership with the University of California, Davis (UCD) a model was developed to calculate changes due to the drought. The findings show that two-thirds of the state relies

on delta water and about 17,000 jobs were lost. To mitigate the loss of jobs and to support families during their time of need, financial assistance was provided to 3000 families for up to 90 days so they could pay their bills while they looked for work. The feedback from the program was overwhelmingly positive. Families were very appreciative of the assistance because they were able to stay together. Ms. Caballero closed with a challenge to reduce water consumption by 20%, to think more strategically about water usage, which should include a reduction in water usage for landscaping, car washing, and shower times.

[Joe Xavier](#), Director, California Department of Rehabilitation (DOR), conducted his presentation with the sharpness and focus of the most accomplished national public speaker. He started by sharing his personal back story. He informed the audience that he was forced to wear very thick glasses for most of his youth and had no vision by the time he was 30 years old. Despite the hardships he experienced being teased by his classmates about his disability, the expectation from Mr. Xavier's family was that he would be a contributing member of society. This helped propel him to where he is today. Mr. Xavier informed the audience that people with disabilities simply want a place to call home, so they can take care of themselves and their families. DOR provides that opportunity for thousands of California residents who are living with a disability. Mr. Xavier's goal for the department is 20 @ 20 by 20, which means that by the year 2020; at least 20,000 people with disabilities living in California will have full-time employment and be making at least \$20 per hour. This goal covers time, quantity, and quality.

Mr. Xavier encouraged all leaders to pursue opportunities and explore the possible to promote change by asking three questions. What are we not doing today? In other words, what opportunities exist that we can take advantage of? What are we doing today that we should do more of and what are we doing today that is no longer making a difference? Mr. Xavier argued that with finite resources we cannot expect to add new services or tasks, if we do not reallocate resources as needed. Mr. Xavier also shared three keys to his success. The first was the gift of expectation. His family and friends expected him to succeed. The expectations went a long way to building his self-esteem and push him past where he thought he could go. The second is the usage of technology. He more effectively manages his time by responding to emails in the car or while on the plane. A Bluetooth keyboard allows him to stay on track during his presentations, and an application on his mobile phone will tell him the type of bill he is holding before he pays for something or accepts change. Mr. Xavier encouraged all leaders to embrace and use technology to help them and their business thrive. The final key to success is to be ready for your opportunity. He encouraged everyone to stay ready and motivated, and to be constantly thinking about the next challenge, to continue learning and expanding your professional skill set so that when the opportunity comes, you will be fully prepared to seize it. Mr. Xavier closed by asking all managers to hire someone with a disability. If they already did, then they should ask two of their peers to hire someone with a disability!

John Chiang, State Controller, sat with a poise and confidence that can only be realized after years of public service on the front lines that led to recently winning a statewide election as California's incoming State Treasurer. As a true statesman that leads by example, Mr. Chiang asked the audience, "*What do you want?*" He noted that each moment should be better than the last. That you should surround yourself with great people, that happiness is heavily influenced by the people you spend time with and that your life should be better each year. Mr. Chiang shared that when he became the State Controller, California

was in economic disaster. On his second day he self-assuredly told all his staff that the State Controller's Office (SCO) will be the best public fiscal office in the nation; that he and his executive team will support all staff and allow them to fulfill their professional dreams; and that each team member has tremendous value to the organization and someday SCO will win awards that will be presented to and received by staff.

At the peak of the economic crisis when California started operating at a cash deficit, Mr. Chiang encouraged teamwork and collaboration as a means to solve problems. He believes that greatness can only be achieved when leaders are able to develop and articulate a vision that captures the hearts and souls of the people. Mr. Chiang also noted that people should be trusted and be put first. Leaders should feel compelled to get information to them and the most important asset is their collective knowledge and talent. (No Backstory Video Available)

Jean Shiomoto, Director, California Department of Motor Vehicles (DMV), was very excited to share that the work her department is conducting will significantly impact the state for the next few decades. DMV administers more than 25 million driver's licenses and 32 million registered vehicles. However, the advancement in technology and development of the autonomous vehicle are rapidly changing department operations. Senate Bill 1298 requires DMV to develop regulations for the autonomous vehicles. DMV conferred with the car manufacturers and other states to develop the regulations that were completed in September 2014. California was the first state in the nation to implement regulations for autonomous vehicles. However, there are still a plethora of legal, regulatory, and ethical issues that need to be discussed and better understood before the autonomous vehicle can be common place. For example, issues pertaining to insurance and liability need more understanding and safety, security, privacy concerns need to be addressed. Additionally, many autonomous vehicles will have a black box that will record movements. Some advocacy groups are concerned that the recorded information from these boxes would be used to steer people to advertiser's businesses instead of places where they would be more prone to shop. (No Backstory Video Available)

[Diana Dooley](#), Secretary, California Health and Human Services Agency, was extremely proud of the work that her agency has completed to improve the health and well-being of all California residents. Some of her notable achievements are implementation of the Affordable Care Act and the creation of Covered California, the implementation of the Open Data Portal that allows the public ready access to large amounts of statewide health data that can be easily manipulated and analyzed, and the development and implementation of Let's Get Healthy California, which is California's commitment to being the healthiest state in the nation by 2020. Ms. Dooley is a proud public servant who conveyed with great conviction that government is the solution and not the problem. She greatly values her employees and sponsored a Supervisor's Academy, Leadership Academy, and various other training opportunities to promote professional staff development.

Ms. Dooley concluded her presentation with a few thought provoking statements. She encouraged all to do the best you can with the resources you have and informed the audience that she uses victories to measure her level of influence. More victories equals greater influence. Ms. Dooley also encouraged

everyone to appreciate their work and mentioned, *“I don’t know that I will ever out grow the impatience of youth.”* In other words, become the change you wish to see in the world!

[Robert Barton](#), Inspector General, Office of the Inspector General (OIG), was one of the most forward thinking presenters during the symposium. The mission of the OIG is to provide oversight of the California Department of Corrections and Rehabilitation, including health care, internal affairs, rehabilitation programming, and review of complaints. Mr. Barton is genuinely concerned about the need for effective rehabilitation opportunities for inmates. He strongly believes that redemption is possible through the process of recovery of something mortgaged, salvation from an undesirable state, and payment of an obligation. Mr. Barton noted that the recidivism rate is currently about 65 percent, which means that inmates being released from prison are returning at an alarming rate. In order to increase public safety, it is essential that individuals be rehabilitated and transitioned back into their communities. To address this issue, Mr. Barton argued that systems need to be developed and implemented that will give hope to inmates and will yield confidence in the fulfillment of expectations, anticipation of promises unseen, and belief in the realization of their potential.

[Mark Ghilarducci](#), Director, California Governor’s Office of Emergency Services, shared that he is a first generation American and that all his extended family lived within one mile of each other. Consequently, they all worked together and supported one another. Mr. Ghilarducci learned many lessons growing up that helped him in his state career, including perseverance, to have passion, and that relationships allow things to move forward even when family members were sick or needed help. When Mr. Ghilarducci spoke about leadership, he strongly encouraged teamwork, to trust others, and to be prepared. He recommended that leaders should always have a goal and be working to achieve it. He also stated that it is imperative that leaders have the ability to make decisions and encouraged all leaders to find a mentor to learn from to continuously enhance leadership skills.

Mr. Ghilarducci shared how he responded to being put in charge immediately after the bombing of the federal building in Oklahoma City. With almost no notice, Mr. Ghilarducci was responsible for managing more than 12,000 responders. He had to make decisions that knowingly sent responders into harm’s way. Mr. Ghilarducci sought to learn as much information as possible, build relationships and establish trust, and clearly articulated the goals and objectives. He made decisions and moved on, learned more each day, and exuded a passion for his work that helped him to improvise and overcome many obstacles. Mr. Ghilarducci brought clarity to the understanding that it takes courage to *“give voice”* to what we feel, think and believe when he referenced being called to brief the president on his actions in Oklahoma City. The audience was able to see, by this example, that no one is immune from mustering our courage to speak our truth, and that doing so is a responsibility we share in common – no matter where we stand.

[Marybel Batjer](#), Secretary, Government Operations Agency, is proud to be serving at the behest of the governor to make government processes more efficient and to foster innovation. Some of her primary goals are to modernize the state’s tax system to make voluntary compliance as easy as possible and to reduce state water usage and energy consumption. Ms. Batjer also noted that she is particularly concerned that 40% of the state workforce and 60% of state managers are eligible to retire in five years which means she needs to be thinking about who is going to replace them. Currently 25% of the state

workforce consists of millennials, but the number is expected to be about 75% in 11 years. This presents as a tremendous opportunity because data has demonstrated that millennials want to do meaningful work and that is exactly the opportunity that government provides. Consequently, government needs to more effectively market to millennials. However, the current process for applying for a state job is very confusing, complex, and convoluted. In fact, sometimes potential applicants are required to take a manual test. Ms. Batjer recognizes that the state hiring system needs to be completely overhauled to allow prospective state employees to easily search and apply for jobs in an effort to make California an employer of choice.

[Carlos Ramos](#), Director and State Chief Information Officer, Department of Technology, emphatically reminded the group that technology is a tool to provide services in the most effective and efficient way possible. Technology also has changed the way the state communicates with consumers. The development of the state's mobile application store allows consumers to download applications that allow for enhanced government services and improve the ability to send and receive information to and from the state. For example, someone can take and upload a picture of a potentially harmful insect via a mobile application and send it directly to the Department of Food and Agriculture. Mr. Ramos encouraged all leaders to examine how technology can improve government operations and to invest as needed.

[James Waterman](#), Enterprise Region, Manager, Google Inc., talks with the freedom equivalent only to that of a child's imagination as he describes Google's concept of 10x thinking or the challenge to make products that are ten times better than the competition; to have the courage to try; and to know that once you become afraid to take risks, you stop inspiring people. Mr. Waterman shared with the group that he has been collaborating with the public sector for more than 30 years and has seen how technology has improved systems and processes, ranging from the introduction of the typewriter, internet, Wi-Fi, and the Cloud. Mr. Waterman explained that there is already enough bandwidth and horsepower within the Cloud to serve the community. The system is scalable, extremely secure and would eliminate the usage of siloed data. Mr. Waterman shared his vision to develop Cloud-based applications that would allow veterans to easily access all the services that are available to them with a simple push of a button on a smart phone and development of a comprehensive and integrated first responder system that would allow all response organizations to access the same information in real-time so they could communicate and respond to emergencies in a more coordinated manner.

[Michael Wells](#), Undersecretary for Operations, California Department of Veterans Affairs (CalVet), believes that every veteran who served our nation is owed a debt of gratitude and the highest appreciation not uttered in words, but with action. *"No call to action is more noble than serving those that have served."* CalVet processes more than 100,000 claims for benefits annually and serves about two million veterans throughout California. Support programs include, CalVet Home Loans, digital records that allow veterans to access their information safely and securely, and affordable housing. He communicated a transforming vision for Veterans Services where *"the future involves change - a course change where the individual veteran is at the center of a seamless real time integration of personal, professional, organizational, public and community information and data that revolves around the many state and federal benefits and services that veterans are entitled to."*

[Rebekah Christensen](#), Founder – CEO, ORA Systems and Chair of Navigating Leadership, was not only the mastermind for the symposium, but was the primary person responsible for organizing and facilitating the volunteer activities that culminated in this event. She exhibits an awareness and understanding of human nature that is far reaching. Her vision is revolutionary and her ability to diagnose and more importantly explain human behavior is unparalleled. Ms. Christensen acknowledges that technology can be used to provide more effective and efficient services, but what she recognized is that technology can be utilized to fuel a better, more effective version of you!

According to Ms. Christensen, our character is defined by the choices we make in the context of our life as they play out in our experiences and the content and quality of our interactions and relationships. The science of genius states that doing what we love most, transforms us into the best possible version of us and as self-knowledge becomes wisdom, our inner map rises and we move closer to our true self. The challenge is to bring the inner self to the outer self to expose your true identity; e.g., our authentic self, so people will know the real you. It is only our authenticity that affords each of us the agility – the real time capability to respond to the accelerating pace of our world.

Hierarchy defines who we are and tells us *the what, why and how* for transacting work and life. It creates artificial silos that inhibit the exchange of information and ideas. Conversely, the digital world is authentic, free and real. Information is disseminated freely without restraint. Through a digital system – a platform, called “KollaborNation,” technology is used to bridge the true self with the digital world to optimize personal, professional, organizational and societal growth and innovation. KollaborNation will be the quintessential 21st century tool to move society forward by helping individuals manifest their authentic nature - their genius.

Kish Rajan, Director, Governor’s Office of Business and Economic Development (GO-Biz), emphatically provided a comprehensive overview of each presenter, exhibiting a keen understanding of not only the purpose, roles and responsibilities of each agency and department on the Governor’s cabinet, but equally he communicated the unique skills and competencies, motivations and passion that fuel their achievements and their deep commitment to serve society. He emphasized that California is an amazing place where innovation is rampant and that we should work to inspire people to grow here, invest here, and embrace the challenge to create a quality of life that is second to none. (No Backstory Video Available)

We would like to extend a sincere thank you to all that attended this event as we consider each of you pivotal in contributing to the outcome of the whole. We look forward to the expanding role that the NLP will serve in supporting the transformational change management needs of the State Government into the future; specifically as the NLP reaches out to serve, support and inspire the broader spectrum of our state’s employment base to access and contribute “their best possible self” to the world. From this context, collectively - “we are the blueprint the country will follow!” We are pleased to share our “[report card](#)” for the results achieved, but more importantly we’re excited to open the doors to the unlimited possibilities ahead! Please email any inquiries you might have to our Conference Chair Rebekah Christensen at rchristensen@orasystems.net, or Co-Chair, Paul Danczyk at danczyk@price.usc.edu.

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