



2017 Institute on Management & Leadership

Velocity of Change



2017 Institute on Management & Leadership Agenda

Subject to Change

Tuesday, October 9 - Wednesday, October 11

ROUNDTABLE ON PROCUREMENT LEADERSHIP PRECONFERENCE

State Chief Administrators and Chief Procurement Officer attendees by invitation only. Please see event agenda for details.

The Roundtable on Procurement Leadership Preconference concludes on Wednesday at 11:30 a.m. All preconference attendees are invited to attend the Institute luncheon, even if not registered.

INSTITUTE ON MANAGEMENT & LEADERSHIP

Wednesday, October 11

10:00 a.m. - 12:30 p.m.

Registration

11:30 a.m. - 12:30 p.m.

Opening Lunch and Corporate Partner Welcome

12:45 p.m. - 1:15 p.m.

NASCA Connections - Block 1

1:30 p.m. - 2:00 p.m.

Institute Kick Off

- *Chris Liu, State of Washington, NASCA President*
- *Welcome from Premier Sponsors (CGI and WWT)*

2:00 p.m. - 2:30 p.m.

Institute Overview & Introductions

- *Antonio Oftelie, Technology and Entrepreneurship Center at Harvard University and Leadership for a Networked World*
- *Lauren Hirshon, Leadership for a Networked World*

Participants will get to know each other and engage in an ice-breaker activity.

2:30 p.m. - 3:00 p.m.

Governor's Welcome

- *Governor Nathan Deal, State of Georgia*
- *Christopher Nunn, State of Georgia, Institute Host*

3:00 p.m. - 4:45 p.m.

The Velocity of Change

- *Antonio Oftelie, Technology and Entrepreneurship Center at Harvard University and Leadership for a Networked World*
- *Representatives from NASPE, NASBO, NASCIO and NASPO*

As the power and pace of social, technological, political, and economic shifts increase, citizens and stakeholders expect everything to happen faster—including the speed of government. To effectively lead through this velocity of change, today's state chief administrators must grapple with big questions: Should government really keep pace? If so—where and how? And at what costs and benefits? What is my role in designing speed into government? At the 2017 Institute on Management and Leadership, participants will learn about and share best practices on pacing the velocity of change effectively. In particular, the Institute will address this critical issue from multiple lenses: strategy, technology, human capital and leadership.

4:45 p.m. - 5:15 p.m.

NASCA Connections - Block 2

5:30 p.m. - 7:00 p.m.

Velocity Reception

7:00 p.m. - 8:00 p.m.

Corporate Council Meeting

Corporate Partners dine on their own this evening. Reference the Institute event app for restaurant suggestions.

7:30 p.m. - 9:00 p.m.

NASCA STATE MEMBER DINNER

Offsite - for NASCA members only. Includes state roll-call.

Thursday, October 12

8:15 a.m. - 8:45 a.m.

NASCA Connections - Block 3

9:00 a.m. - 10:30 a.m.

The Promise and Perils of Big Data

- *Rory McDonald, Harvard Business School*

We're in the midst of a master wave of digitization. Having real-time, user-friendly, objective, and informative data is critical for breakthrough innovations. Leaders across all sectors, agree data and analytics provide unique opportunities for governments, businesses, and the nonprofit sector to understand and respond to citizen and customer needs, gain efficiencies, make smarter decisions, and anticipate new challenges and opportunities. However, big data also comes with a new set of risks. During this session, participants will explore some of the promise and peril of big data - a key driver of the velocity of change - and consider implications for their work moving forward.

10:30 a.m. - 12:00 p.m.

Workforce of the Future: Agility for a Digital Age

State of Tennessee Alternative Workforce Solutions Case Study

In a fast-paced world, what does it take for a state workforce to deliver a higher level of customer-centric services while also reducing cost? This challenge was met head-on by the State of Tennessee as it adopted a new workforce strategy. Tennessee's program - Alternative Workplace Solutions (AWS) - has introduced Work from Home, Mobile Work, and Free Address programs to over half of the state's agencies. It began with pilot programs in three agencies: the Department of Children's Services, the Department of Financial Institutions, and the Department of Economic and Community Development. The pilots were designed to (among other things) reduce turnover and introduce a more collaborative, citizen-centric culture and approach). Just a few years after its creation, AWS not only has 17 of 23 state departments implementing a smarter, less expensive workspace, but also has spawned new programs focused on digitization and offering more citizen-centric services (i.e., one point of entry for services, rather than visits to five different agencies). In addition, AWS is helping the state manage the risk of having a workforce in which 50 percent of employees are eligible to retire over the next five years and reducing the current 2.6 million Rentable Square Feet (RSF) in downtown Nashville by at least 700,000 RSF (27%), avoiding approximately \$14 million annually in just the next few years, all while building new capabilities and agility for employees, aiding recruitment and retention, and enhancing customer service.

12:00 p.m. - 1:00 p.m. **Lunch**

1:00 p.m. - 2:30 p.m. **Disruption and Innovative Business Models: AmazonFresh Case Study**

- *Rory McDonald, Harvard Business School*

More than a decade after the high-profile failures of several early online grocers, grocery remains the largest single U.S. retail category and one of the few that has not yet migrated online. Amazon began testing its grocery-delivery service, AmazonFresh, in Seattle, in 2007; five years later, the company has made significant progress.

Participants will examine a case tracing the evolution of AmazonFresh's business model and describes the operating capabilities necessary to compete with brick-and-mortar supermarkets like Wal-Mart and Safeway and with new digital grocery startups. They will also consider the next steps for AmazonFresh. Should the company continue refining its business model in Seattle or expand to another city? What factors should it take into account when planning its next move? This session will study this challenge and offer an in-depth examination of how organizations can successfully evolve innovative business models, capitalize on new opportunities, and build agility.

2:30 p.m. - 3:00 p.m. **NASCA Connections - Block 4**

3:00 p.m. - 4:30 p.m.

One Government: Launching a Unified Service Delivery Center - Commonwealth of Pennsylvania Shared Services Case Study

Shared services and customer-centric service delivery is a core strategy for every responsive government. But how quickly can these capabilities be developed and activated? In the Commonwealth of Pennsylvania, leaders are currently on a rapid journey to transition 3,000 information technology (IT) and human resources (HR) full time employees into the Office of Administration to create a new delivery center model. This restructuring will improve services for citizens and agencies, while also reducing costs and streamlining collective functions. This unified model is intended to shift HR and IT from a functional perspective to a strategic business service, and to allow the Commonwealth to operate as one government, providing consistently effective and efficient services to all agencies. The Commonwealth has already transitioned several transactional HR functions such as payroll, open-enrollment, and off-boarding, and centralized several IT functions like emails, telecom and data centers. As the Office of Administration works on pacing the implementation, they are simultaneously stabilizing structures and systems, and processes (especially as they relate to governance and metrics) to sustain the transformation in the midst of an upcoming election.

4:30 p.m. - 5:00 p.m.

Synthesis Session

6:30 p.m. - 8:00 p.m.

All-Attendee Reception and NASCA Award Presentations

Friday, October 13

7:30 a.m. - 8:30 a.m.

NASCA Annual Business Meeting (*open to all attendees*)

8:45 a.m. - 9:15 a.m.

NASCA Connections - Block 5

9:30 a.m. - 11:00 a.m.

Machine Learning Ideation Session

- *David Bray, Harvard Visiting Executive In-Residence and World Economic Forum Young Global Leader*

The digital capabilities and technologies of public service organizations need to remain up-to-date, lest the organization fall behind, fail to meet the expectations of citizens, and not be able to continue to deliver mission results in our changing world. Keeping the digital capabilities of public service organizations current nowadays is particularly hard because of the accelerating velocity of changes. Cloud computing, data from sources including the internet of everything, artificial intelligence, and machine learning are all poised to accelerate the velocity of change and dramatically impact the services, operations, and interactions of state government if the “modernization chasm” from legacy to newer digital capabilities can be crossed. Currently, there’s some experimentation occurring in government to achieve better productivity, efficiency, and effectiveness; however early adopters are facing challenges with the speed of adoption, and

laying out a vision for the future. During this session, participants will reflect on initial success stories, consider what the future holds, plot a path forward outlining what it will take to adopt advancements in this field, and identify action steps leaders can take immediately to position their states to move forward in the right direction.

11:00 p.m. - 12:30 p.m.

Lessons Learned and Institute Wrap-Up: Responding to the Velocity of Change

- *Antonio Oftelie, Technology and Entrepreneurship Center at Harvard University and Leadership for a Networked World*
- *NASCA Panelists*

In this closing session, key findings from the Institute will be re-capped and a panel and the plenary will be engaged in discussing lessons learned: What strategies can we adopt to respond to the new velocity of change? When should a government organization adopt new digital technologies and tools, and how should the adoption be paced and managed? What leadership strategies and methods can be used to prepare and change organizational culture to respond to rapid transformations? In addition, participants will develop concrete Action Plans to apply lessons from the Institute to their own organizations.

12:00 p.m.

Institute Adjourns