

2022 Washington State Lean Transformation Conference

October 20, 2022, 11:00 a.m.



Intention for today

Three Secrets of Effective Innovators

Presented by Shanelle Pierce, MBA, LSSGB



Today's Agenda Flow

- Introduction - 5 minutes
- Review slide content - 2/3 of our time
- Q&A - 10 minutes

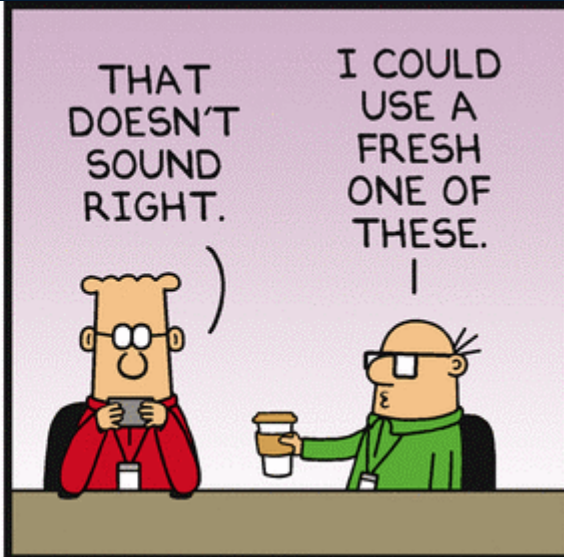




@ScottAdamsSays
Dilbert.com



3-24-17 © 2017 Scott Adams, Inc./Dist. by Andrews McMeel



Do you know of a leader like this?





HARVARD Kennedy School

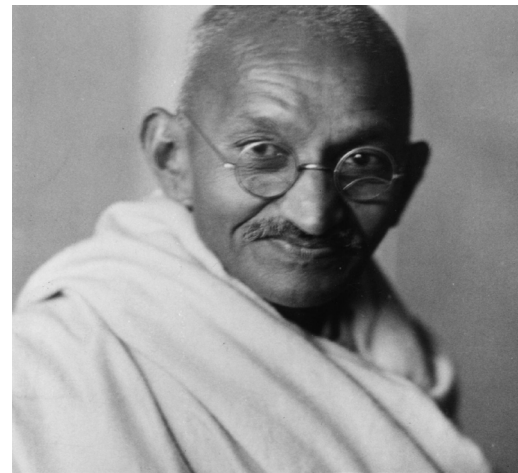
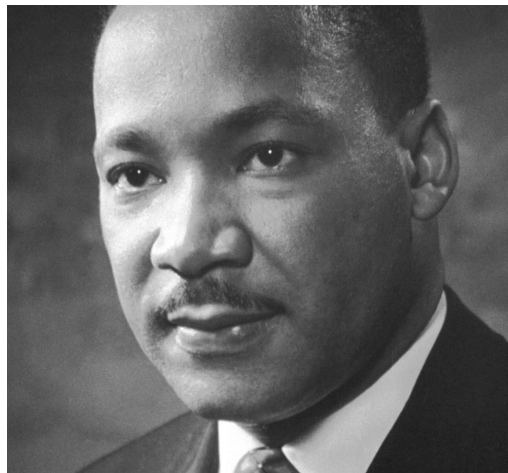
JOHN F. KENNEDY SCHOOL OF GOVERNMENT



HARVARD Kennedy School
Executive Education

Creating Collaborative Solutions:
Innovations in Governance







Secret #1 Your sources of power aren't limited to a job title. You do not need authority to have power.



What sources of power do you have at your disposal?



What sources of power do you have at your disposal?

- Personal sources of power are based on individual attributes and skills.



What sources of power do you have at your disposal?

- Personal sources of power are based on individual attributes and skills.
- Positional sources of power are based on formal roles held in organizations and society.



What sources of power do you have at your disposal?

- Personal sources of power are based on individual attributes and skills.
- Positional sources of power are based on formal roles held in organizations and society.
- Relational sources of power are based on relationships with others.



Findings from a Harvard Business Review

- The case study found that persons who are central in the informal network of an organization have a clear advantage, regardless of their position in the formal hierarchy.



Consider...

- You can overcome the limits of your formal rank/authority with your informal connections.



Consider...

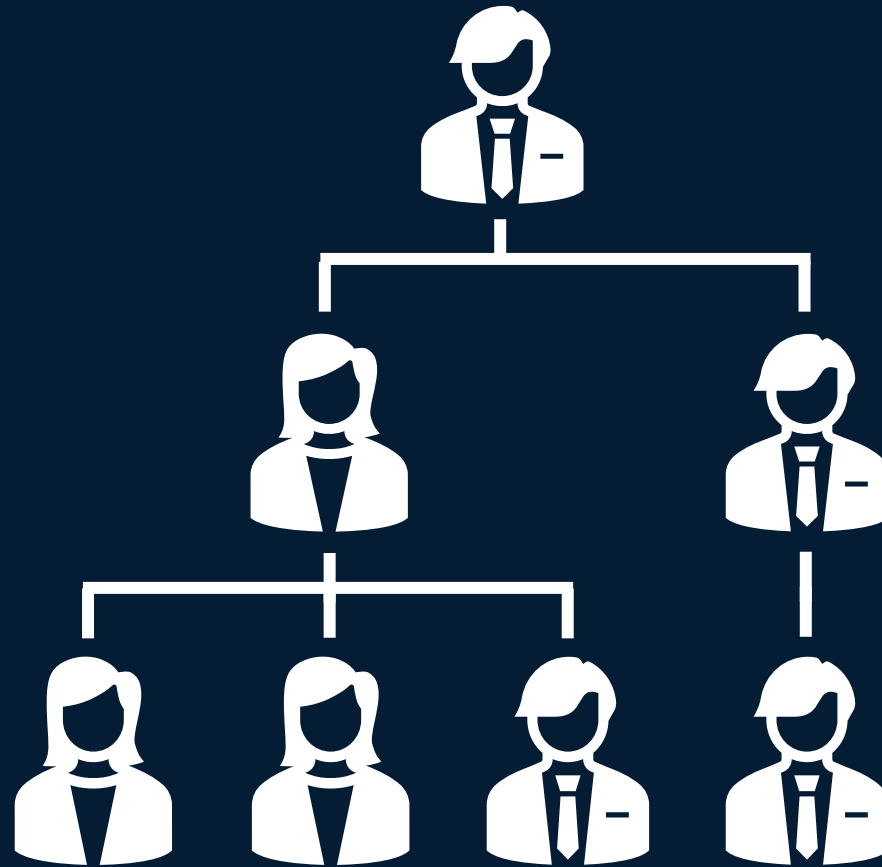
- You can overcome the limits of your formal rank/authority with your informal connections.
- If you are high in the hierarchy, do not rest on your laurels! Your informal connections still matter.



Secret #2 Your informal network matters regardless of your position in the formal hierarchy. Be aware of how central you are!

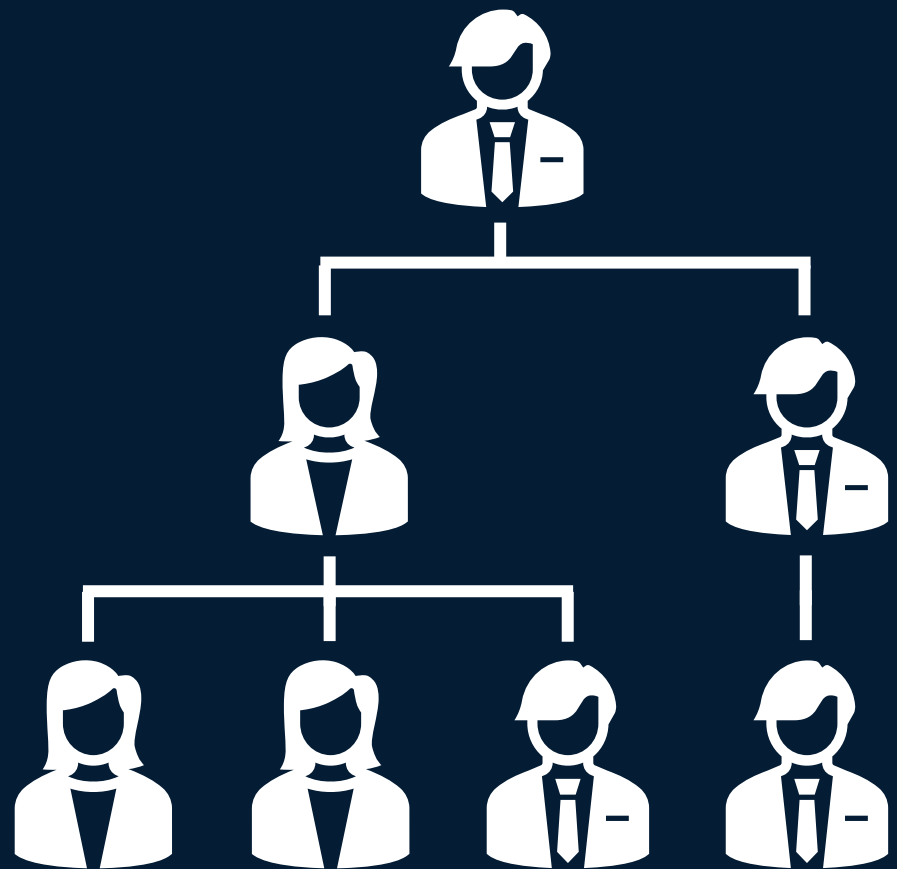


What is more effective: Your formal authority





or your informal network of relationships?





Who are you connected to?



- Who do you discuss significant work-related matters with?



Who are you connected to?



- Who do you discuss significant work-related matters with?
- Who has been the most supportive to you in getting your job done?



Who are you connected to?



- Who do you discuss significant work-related matters with?
- Who has been the most supportive to you in getting your job done?
- Who have you supported in their efforts to get their job done?



Who are you connected to?



- List those people who have contributed meaningfully to your professional development.



Who are you connected to?



- List those people who have contributed meaningfully to your professional development.
- List those people you have contributed meaningfully to their professional development.



Who are you connected to?



- List those people who have contributed meaningfully to your professional development.
- List those people you have contributed meaningfully to their professional development.
- List those people you have noticed come to you for advice.



The names you wrote down are your informal network!



Who do you want to be connected to?



Who do you want to be connected to?

- Who do you admire for how they have advanced their career?



Who do you want to be connected to?

- Who do you admire for how they have advanced their career?
- List those people you notice that others go to for advice.



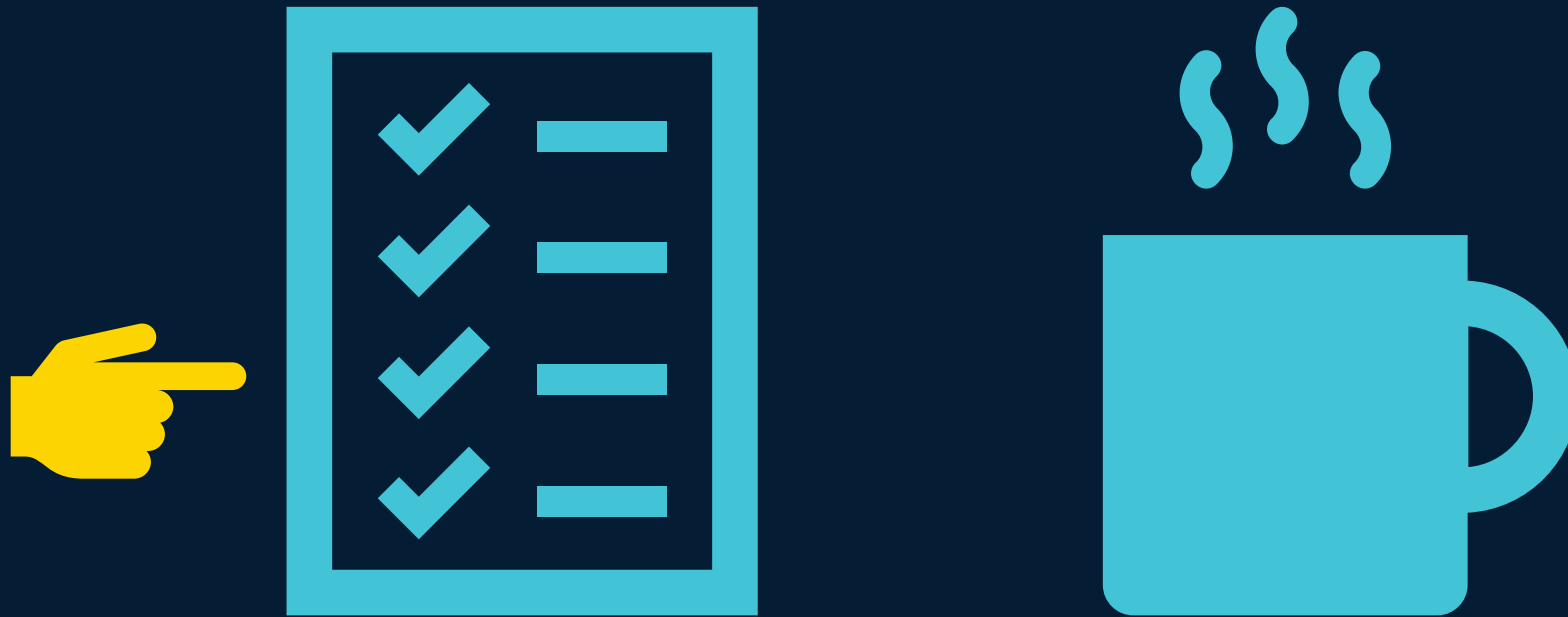
Who do you want to be connected to?

- Who do you admire for how they have advanced their career?
- List those people you notice that others go to for advice.
- List anyone you do not yet professionally know but would like to know.





How to grow your informal network



How to grow your informal network



- In advance of your networking connection, prepare a shortlist of questions about the innovation or change you want to make.



How to grow your informal network



- In advance of your networking connection, prepare a shortlist of questions about the innovation or change you want to make.



- Pick a theme and approach your conversation with the intention to explore ideas.



How to grow your informal network



- Be sure to ask each new connection:



How to grow your informal network



- Be sure to ask each new connection:

Whom do you know who you think I should also meet with?



How to grow your informal network



- Be sure to ask each new connection:

Whom do you know who you think I should also meet with?



- The answer will inform who to connect with next.







Certificate of Appreciation

Awarded to

Shanelle Pierce

in recognition of your 10 years of faithful service
to the State of Washington.













Whom do you know who you think I should also meet with?





Whom do you know who you think I should also meet with?



Secret #3 Think about teaming up! If your sources of power are not right for the innovation or change you want to make, then consider teaming up with others.

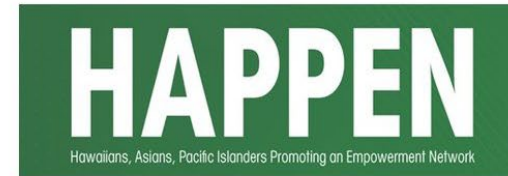
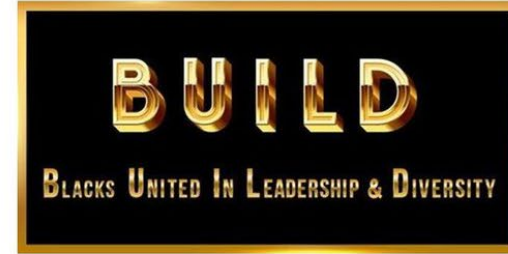


Interagency Committee of State Employed Women



Governor Jay Inslee (center) poses with ICSEW representatives at the 2018 Transition Celebration in Olympia.







Pilot Program

The Enterprise Innovators Circle



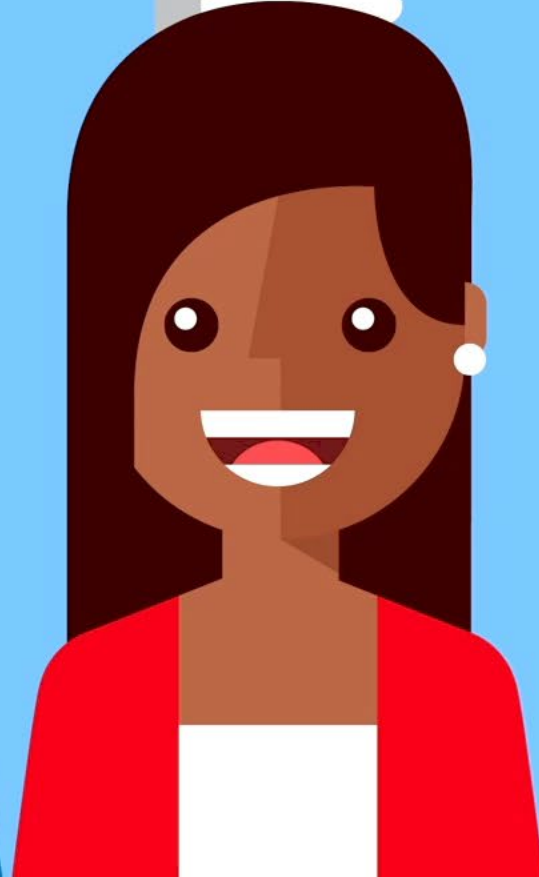








The Enterprise Innovators Circle



In the words of an Innovator:



In the words of an Innovator:

He experienced a space to come “fill my cup back up” and openly share his challenges as a leader.



In the words of an Innovator:

He experienced a space to come “fill my cup back up” and openly share his challenges as a leader. He reported experiencing a “positive impact every month in a small amount of time,” which led to implementing ideas in his department.



In the words of an Innovator:

He experienced a space to come “fill my cup back up” and openly share his challenges as a leader. He reported experiencing a “positive impact every month in a small amount of time,” which led to implementing ideas in his department. He was inspired to create a “Speak Your Truth” space.





**Phillip White,
Assistant Commissioner of
Administrative Services,
Employment Security
Department**



In the words of another Innovator:



In the words of another Innovator:

The head nod signaled to her fellow Innovator that it was okay to “speak truth to power,” and so she did.



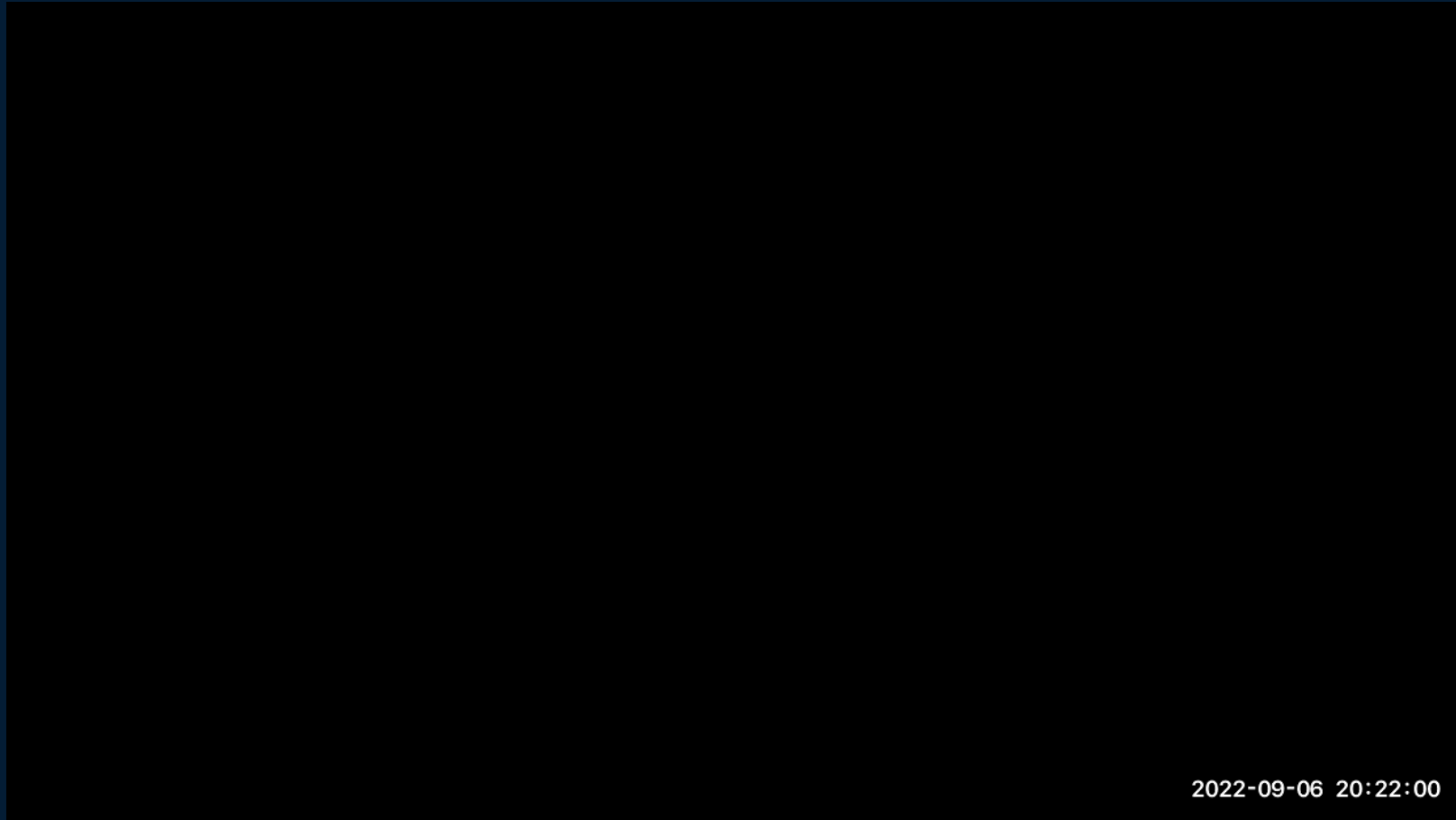
In the words of another Innovator:

The head nod signaled to her fellow Innovator that it was okay to “speak truth to power,” and so she did.

She later shared this story with the group, and said she felt as though, “I had wind under my wings because I had people at the table who had my back!”



Dr. Karen Johnson, Director Washington State Office of Equity



In the words of Innovator, Ayanna:



In the words of Innovator, Ayanna:

“The greatest value I have received was to participate in a group where we discussed challenges in hiring and promoting people of color,



In the words of Innovator, Ayanna:

“The greatest value I have received was to participate in a group where we discussed challenges in hiring and promoting people of color, authentically discussed barriers to diversity, equity, and inclusion,



In the words of Innovator, Ayanna:

"The greatest value I have received was to participate in a group where we discussed challenges in hiring and promoting people of color, authentically discussed barriers to diversity, equity, and inclusion, and shared our learning and experience in leadership, which is different from management."





**Ayanna Colman, Director of Equity, Diversity & Inclusion
Employment Security Department**

Ayanna also said:



Ayanna also said:

"I felt that everyone belonged, and I could feel bold, fearless, and qualified



Ayanna also said:

"I felt that everyone belonged, and I could feel bold, fearless, and qualified and that for a change, I didn't stand out because of my race."



Ayanna also said:

"I felt that everyone belonged, and I could feel bold, fearless, and qualified and that for a change, I didn't stand out because of my race.

"I believe that there has to be a broader impact for more people to feel that way."

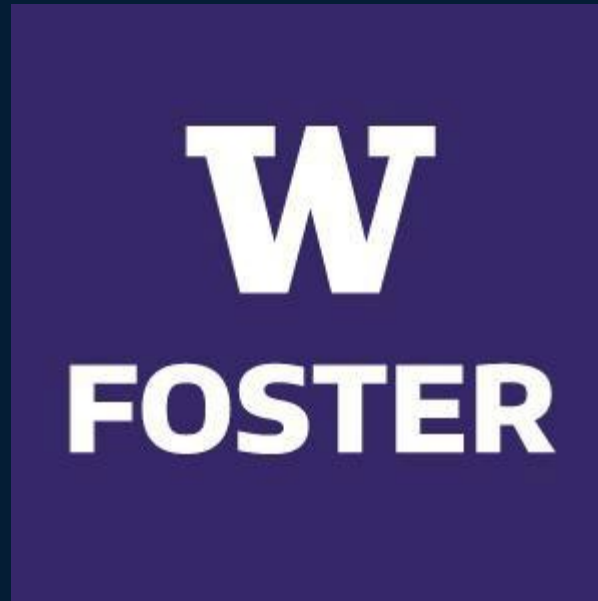




Advancing DEI in state government



DEI is a cultural issue.



DEI is a cultural issue.

FOSTER
SCHOOL OF
BUSINESS
UNIVERSITY OF WASHINGTON

It's a wall created by countless bricks.



organizational chart



organizational chart



**power
structures**



**hiring and firing
policies**



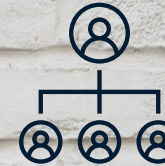
organizational chart



**power
structures**



**hiring and firing
policies
reward and punishment
systems
organizational chart**



**power
structures**



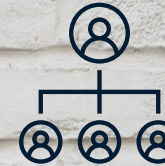
**hiring and firing
policies
reward and punishment
systems
organizational chart**



**power
structures
symbols around the office**



**hiring and firing
policies
reward and punishment
systems
organizational chart**



stories told around the water cooler



**power
structures
symbols around the office**





A white brick wall with a teal text box overlay. The text box contains the following text:

If you don't like your DEI wall, harness the power of your informal network to change it.



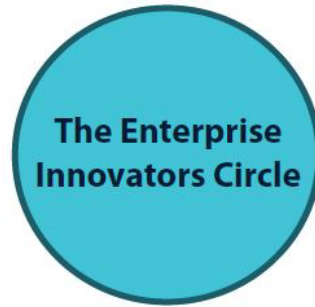
Thank You



Shanelle Pierce created these materials based on her experience engaging with various colleagues. If you have questions about using these materials, please email her: shanelle.pierce@gov.wa.gov



Modeling behaviors to shape the future of the Washington state government



This pilot study spanned Aug. 2019 to Feb. 2020

White Paper

Written by Shanelle Pierce

Jan. 2020

Shanelle Pierce is an employee of the State of Washington and the founder of The Enterprise Innovators Circle. Connect with her: [LinkedIn/Shanelle Pierce](#)

White Paper

If you are interested in learning more about the pilot program, Shanelle Pierce wrote a white paper. It is available with the session materials on the Results Washington website.



References

Julie Battilana and Tiziana Casciaro. The Network Secrets of Great Change Agents. Case Study. Boston. Harvard Business Review, July 1, 2013.

Moore, M. (1995). Creating Public Value: Strategic Management in Government. Cambridge: Harvard University Press.

Pierce, S. (2020). The Enterprise Innovators Circle: Modeling behaviors to shape the future of Washington state government [White paper].



Acknowledgment

Thanks to Professor Battilana for teaching me about the power of informal networks.



Acknowledgment

Thanks to Professor Battilana for teaching me about the power of informal networks.

Thanks to my informal network—Ayanna Colman, Mike Fay, Dr. Karen Johnson, & Phillip White—for your support on this presentation.



Acknowledgment

Thanks to Professor Battilana for teaching me about the power of informal networks.

Thanks to my informal network—Ayanna Colman, Mike Fay, Dr. Karen Johnson, & Phillip White—for your support on this presentation.

Thanks to Dan McConnon for saying “Yes, absolutely!” when I asked to submit a proposal to present at this year’s Lean Conference.



Connect with me

Shanelle Pierce, Deputy Director
Governor's Office for Regulatory Innovation and Assistance

Send me an email:
shanelle.pierce@gov.wa.gov

Connect with me:
[LinkedIn/Shanelle Pierce](#)



Questions?

