

Ambassador Session Outline

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Overarching Question: How can we amplify and evangelize innovation across the government?

General Plan

Get feedback and input on outcome statements. Then, go through an exercise to develop ideas to achieve the outcomes along with prioritization of what can be achieved by September 30th.

If there are enough people, two groups of 5-10 people will go through the following steps:

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1. Input / feedback on the possible outcomes of an ambassador program
2. Generate ideas for achieving those outcomes
3. Using affinity mapping to group ideas
4. Dot voting on affinity clusters / groups that will most contribute to the intended outcomes and on favorite original ideas.
5. Priorities Matrix ([impact vs effort](#)) to help develop a plan for what we can do by September 30th.

“Starter” Outcome Statements

These outcome statements will start the discussion and are expected to be modified by based on group feedback / input:

1. Ambassadors are passionate about learning and sharing Better Government principles.
2. Ambassadors evangelize innovation by:
 - a. Cascading ideas and success stories within their agencies and across government.
 - b. Promoting and sharing key innovation tools and practices within their agencies and across government
3. Ambassadors connect and network to support each other in amplifying and evangelizing innovation within government.

Group Exercise

Feedback on Outcome Statements (20 minutes)

- Assuming two groups of 5-10 people each, the session facilitator asks each group to:
 - Identify one group member to take notes and report out
 - Consider the outcome statements and test how well they fit to the overarching question (How can we amplify and evangelize innovation across the government?).
 - Develop feedback and input to improve the outcome statements

Group / Ideation (10 minutes)

- Each person will start generating ideas on how to achieve those outcomes.
- The session facilitator will ask each person to write at least 3 insights or ideas for achieving each outcome on the stickies. (10 minutes)

Affinity mapping (35-40 minutes)

- Everyone will put their stickies on wall / whiteboard into groups of ideas based on relationships between insights / ideas. (20 minutes)
 - Session facilitatory & co-facilitators will work with each group to:
 - Gather the group
 - Ask for a volunteer to explain one of their stickies and then put it on the wall / board
 - Ask others with similar ideas to add theirs to begin clustering.
 - Repeat process by asking for another volunteer.
 - Go until all stickies are on the board.
- Consolidate / arrange idea groupings (15 minutes)
 - Session facilitatory & co-facilitators will work with each group to:
 - Ask everyone to look at the groupings of ideas, rearranging them as needed and splitting groups that have more than 7-10 different ideas to create a new group.
 - After the regrouping has mostly finished, ask everyone to assign a labels that describes each group.

Voting (7-10 minutes)

- To prepare for voting, facilitators will consolidate groupings on one board.
- Session facilitator will describe:
 - Voting will be on two things:
 - Groups: Vote for the group(s) of ideas / tasks that would contribute the most to the outcomes.
 - Original Ideas: Vote for your favorite idea(s)
 - Each person will get 8 dots total - 5 for the group voting and 3 of the original idea voting.
 - Have everyone start their voting at one time.

Priority Matrix (20 minutes)

- To prepare for the priority matrix, facilitators will consolidate remove all group labels except for 5-6 that received the most votes.
- Session facilitator will describe:
 - First, start with impact. (5-10 minutes)
 - Then, introduce effort. (5-10 minutes)

Circle Back to Outcomes, Next Steps & Overall Feedback (Remaining time / 30 minutes)

- Ask the group to look back at outcomes and discuss them.
 - Do the outcome statements still work?
 - Can we refine or give them more color?
- Discuss that we need help moving forward.
 - Another meeting?
- Collect general feedback on the break-out session and overall thoughts/impressions.

Roles & Logistics

Roles

- Session facilitator - Julia
- Co-facilitators - Courtney & Lisa
- Notetaker
- Photographer (for collaboration action shots and to capture sticky notes for post meeting analysis)
 - 2-3 photographers

Preps

- **Materials needed:**
 - 3-4 whiteboards or [large sticky easel sheets](#) for the wall
 - Dry erase markers for each whiteboard
 - 3" sticky notes
 - Enough Sharpies / medium sized markers for all attendees (preferably all one color)
 - Sticky dots (like [these](#)) or sticky flags (like [these](#) or [these](#))
- **Prep the room:**
 - Write starter outcome statements on a board or a large sticky easel sheet
 - Have wall space with large sticky easel sheets or white board space
 - Arrange tables / chairs for groups of 5-10 people
 - Put stacks of stickies and sharpies on each table

Scratch pad

Random notes and ideas used for putting all this together.

Specific question for Ambassador program

- “How will the ambassadors and / or the ambassador program amplify and evangelize innovation across government?”
- From the slide deck:
 - Amplify and evangelize innovation within government.
 - Awareness → Understanding → Adoption
 - Persona: Established change agents
- What would the the ambassadors do?
 - Breaking down the question to help frame outcomes:
 - [Amplify outcome]
 - [Evangelize outcome]
 - [cascade ideas and success stories across government]
 - [Connect / network to support each other in role]

Notes

- 21 Participants
- Photos:
<https://drive.google.com/drive/folders/0ByO48-Qb9LZELWh1MHhSNUUp1X3M?usp=sharing>

Feedback on Outcome Statements

Group 1

- Two Outcome Statements:
 - Ambassadors tell the innovation story. Evidence based.
 - Ambassadors use their influences to create an environment that tolerate risk, helps access funding for subject matter experts to support innovation

Group 2

- How can you evangelize and amplify and cross silos if you do not know who people are?
- How can we index those people?
- There has to be some activity, there is a reason nobody talks.
- 2 Sided Problem – people need to have a reason to interact.
- Ambassadors should be change agents within an agency or culture that does not value innovation.

Group 3

- 1. Not outcomes, more like mission
- 2. If it rolls into CP, we might get more outcomes
- 3. More awareness will be raised by ambassadors support (
- 4. Outlining a path for other agencies
- 5. Ambassador network to solve questions
 - Tool level
 - Higher level what keeps us from innovating
 - Improve Supply Management
- 6. Make the most of what other agencies can do
- 7. Tackle challenges (sociocultural, technological, organizational, political/policy challenges that need innovation)
- 8. Not lack of ideas, problem/challenge is

Group 4

- Wildcard: Provide credible validation to decision makers in agencies – Purpose reduce perceived risk
 - Support Built-In (Lesson Learned)
 - Ambassador + Teacher + Mentor

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- Define Narrow Role
- Define Common Challenge – to share resources
- Ambassador Position? (Inside own environment or brought in?)
- Is it Federal Wide?
- Position of ambassador – inside your own environment or agency
- Consultant – like – role, department of justice to be that ambassador
- Define a more narrow role – is an ambassador also a teacher and a mentor – how is that role defined.
- What is the end outcome? Getting to critical mass, what is the end state of what is being advocated for or taught? Whatever the functions would be? If you would imagine what the competencies are for an evangelist? Supporter? Mentor? Selection criteria are different. Different sources of information.
- The good qualities that would make a good evangelist, would not be the same as a teacher.
- Within your agency, the internal advocates are empowered – being named an ambassador does not confer that status. If GSA says that John is an innovation ambassador, I'm going to be interested

Julia's White Board Notes:

- What is the end? Critical Mass?, New statements, Starters are mission!, Problems in space, Who are change agents?, Reasons why not talking now, Peer Support, Mentoring, Coaching, Be change agent, Change culture, Template for path, Credible validation to leaders, Awareness, Measureable, Tools for conceptual, Where do ambassadors sit?, Define their audience?

Revise the Outcome Statements:

- What the ambassadors' could achieve? Or what impact they could have? Internal, external, super ambassador? Higher skill set in a specific area?
- Use your stickies to draw out ideas or insights of how those things could be achieved, what those ambassadors could do to achieve some of those things discussed.

Affinity Mapping

Group 1

- Principle #1: Everyone can and should innovate
 - (1) COPs could/should promote inclusivity, avoid "cool kid's club" welcome and celebrate all participants
- #2: Build and share evidence-based story
 - Create equivalent of a speakers bureau, e.g. book an ambassador to come speak
 - Contribute to innovate.gov stories of success
 - COP are aware who ambassadors are and provided an opportunity to tell their story

- COP could be, in part, a hub where best practices of innovative practices are documented and published. And revise those best practices based on agencies feedback from agencies that have experienced with those innovative approaches.
- Work with ambassadors to identify and write-up use cases/business cases to demonstrate innovation
- #3: We share the goods
 - COPS can promote agency -to-agency collab, sharing best practices
 - (1) Interagency templates of tech (e.g. website templates) and successful practices
 - Develop internal collaboration tools/methods within each agency
 - Communication share best practices
 - Look for opportunities for additional training and skills development
 - Actively participate in COP
- #4: Influence Across
 - Ambassadors can play a bridging role to connect existing COPs
 - Develop a gov-wide council to share ideas and connect different innovation groups with partnerships/peers
 - Ambassadors can provide peer ambassador support for resiliency and in change management
- #5: Influence Out
 - Ambassadors have a good balance of inquiry/understanding the innovation landscape and advocacy.
 - Define/Delineate skillset of various roles ambassador, mentor, etc.
 - Ambassadors can tell success stories not just to peers but to leadership
 - Ambassadors deliver talks/stories of innovation to other agencies
 - Put together a compilation of stories
 - Ambassadors share base practices in innovation
 - Develop/Increase internal capacity at each agency to create ambassadors at all levels (staff/management/cxo)
 - Articulate apolitical pitch of value
- #6: Influence UPs
 - Within org/agency, provide cover for/permission to innovate/take risks
 - Ambassadors provide top cover set aside resources to inspire/enable innovation within their organization/agency. Walk the talk.
 - Work with COP to develop use cases and business to highlight/communicate
 - Articulate ROI of innovation methods/labs/offices

Group 2

- Inspiring in others/leading
 - Have senior leadership support
 - Define innovation for your agency
 - (2) Identify potential constraints and provides ideas how to overcast or navigate them

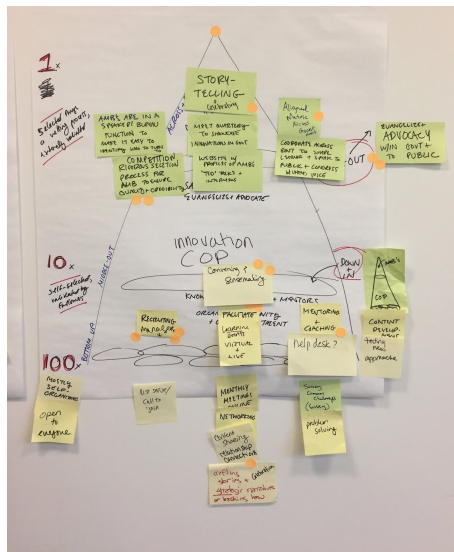
- Improve agency say/do ratio
- Connecting People
 - (1) Find other internal advocates to create cross-functional workgroups
 - (2) Proactively/produce offers of help across everyone that could be part of COP
 - Seek partnerships with other innovators
 - Diminish isolation
 - A living organism of people and resources that is open, evolving and available
 - “farm”/gather/index all change agents and their activities
 - Find other innovators to create a network
- Sharing/Comms
 - Share all examples of innovation widely
 - (2) Ambassadors increase the quality/quantity and frequency of interruptions across the COP
 - Facilitate conversation around innovation
 - (2) “Switchboard innovators”
 - Share across gov silos when it makes sense
- Helping/Giving resources
 - (1) Build tools and services that address common needs
 - Offer and receive specific help as peers

Group 3

- Community of Practice
 - Build sustainable, self-replicating processes and people power
 - Creativity innovation principles for ambassadors
 - (2) Develop/Hire the right people
 - Identify points of failure for disruption
 - Do it ex cloud computing
 - Own the toolkit within an agency or department
 - Within COP put this stuff out at their agency. Be inclusive. Have lunches? Promote it, find allies.
 - Sharing best practices
 - Create collaborative environments
 - Share info on tools (evaluation/cost/TOS)
 - Support Group/COp Community for ambassadors and provide connect then other ambassadors, resources, etc.
 - Tech Savvy, working on a visible project, giving feedback, buy-in
 - Cross-Agency Projects
 - (1) Develop/contribute to cross-agency initiatives
 - 1. Create initiative or working groups on a key issue/need/etc that supports the whole government not just one agency/dept
 - Create Metrics of success to more easily communicate the importance and value of innovation
 - Develop long term metrics for impact

- Develop long and short term metrics
- (3) Innovation Maturity Model
- Ambassadors
 - Self-selected
 - Evangelize
 - Credible/Trusted
 - Good rapport with affinity group
 - Brand ambassador
 - Speak to Promote
 - Publish to gain credibility and illuminate processes, policies, toolkits, etc.
 - Write
 - Social
 - Co-facilitate creative workshops/ideation sessions w/in projects
 - Host innovation events within and external to own organization
 - Recommend tools/resources
 - Connect the agency ambassadors to the tools/resources/people that enable innovation on a specific topic/program
 - Validate/consult on a project/approach
 - (1) Official Officer? Innovation Person?
 - Brief senior policy - makers and managers to rally support

Group 4



1x - Selected from a vetting process, externally validated

- Ambassadors are in a speakers bureau function to make it easy to identify who to turn to
- (2) Competition rigorous selection process for ambassador to ensure quality and credibility

- (1) Storytelling and celebrating
- Meet quarterly to showcase innovation in government
- Website with profiles of ambassador's "TED" Talks and interviews
- (1) Aligned metric across government
- Coordinate across government to share learn and speak to public + congress with united voice
- (2) Evangelize + Advocacy within government and to public

10x - Innovation COP - Self-selected validated by followers

- (2) Convening and sensemaking
- (2) Facilitate, learning events, virtual + live
- (1) Mentoring + Coaching
- Help Desk
- Content Development
- Testing New Approaches
- (3) Recruiting Managers

100x - Mostly self-organizing, open to everyone

- List serv/call to join
- Monthly meetings online
- Networking
- Content sharing, relationship connections
- (1) Crafting stories + celebration, strategic narratives or teaching how
- Survey common challenges (survey)
- Problem Solving

Post-It 2

- Ambassador Criteria
 - Effective Organizer
 - Leader
 - Strong Communicator
 - Commons Sense/Reason
 - Strong Portfolio
- Competition to be an ambassador!
 - "Ted Talk/Conference" - Innovation Pitch Contest
 - Like "American Idol " for Fed Innovation Winners get to become Ambassadors

Table Post-It

	Organizing Mode	Recruiting the Right People	Convening + Sharing	Ideation + Solutioning + Problem Solving	Future Action + Envisioning Possibilities (2)
Ambassadors	-1 -Vetted + Validated	Rigorous, Competitive Selection Process, Validated + Credible	-Featured on website -Portal Speaker Bureau -High Value Storytelling -Public Outreach -Meet Quarterly -Coordinate across Government	N/A	-Advocacy within and across government -Advocacy to the hill=unified message -"Sell" innovation story to public
COP Managers + Mentors	10 Self-Selected	-Recruit people to COP -Cultivate COP Leaders	-Facilitate -Teach -Manage Live + Virtual Events -Organize Networking	-Sponsor Workshops across problem solving	-Bring in outside perspectives -Content Development
COP	100	-Mostly self-organizing -Participate in events -Open to everyone	-Join + Participate in listserv -Meet monthly	-Tell Storeis -Peer Mentors -Shape Info	-Participate in Workshops + Activities

"COP"
↳ Dos Lead
↳ Example of Good Ambassador

	ORGANIZING MODE	RECRUITING THE RIGHT PEOPLE	CONVENING + SHARING	IDEATION + SOLUTIONING + PROBLEM SOLVING	FUTURE ACTION + ENVISIONING POSSIBILITIES
AMBASSADORS	1 Vetted + Validated	- Rigorous, Competitive Selection Process - Vetted + Validated + Credible	- Featured on website - Portal Speaker Bureau - High Value Storytelling - Public Outreach - Meet Quarterly - Coordinate across Govt	N/A	- ADVOCACY within + across GOVT - ADVOCACY to the HILL=unified MESSAGE - "SELL" INNOVATION story to PUBLIC
COP MANAGERS + MENTORS	10 Self-selected	- RECRUIT PEOPLE TO COP - CULTIVATE COP LEADERS	- FACILITATE - TEACH - MANAGE LIVE + VIRTUAL EVENTS - ORGANIZE NETWORKING	- SPONSOR WORKSHOPS across problem solving	- BRING IN OUTSIDE PERSPECTIVES - Content Development
COP	100	- MOSTLY self-organizing - PARTICIPATE IN EVENTS - OPEN TO EVERYONE	- JOIN + PARTICIPATE IN LISTSERV - MEET MONTHLY	- TELL STORY - PEER MENTORS - SHAPE INFO	- PARTICIPATE IN WORKSHOPS + ACTIVITIES

© IDEATION COP REBOOT

Virtual

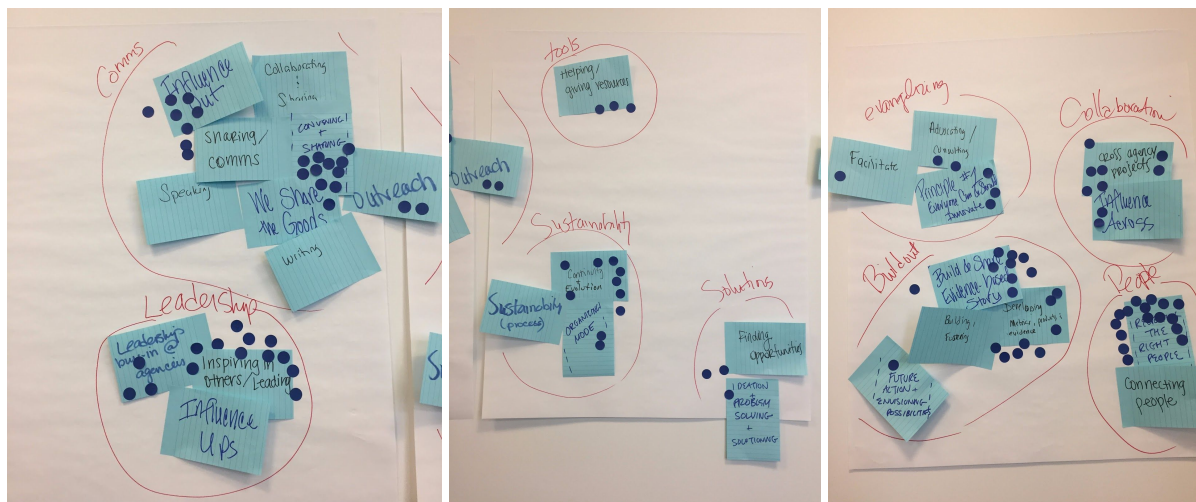
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- Outreach
 - Network with other ambassadors across agencies
 - Recommend champions/innovators at other agencies be invited to speak at their innovation activities or start a blog.
 - Use simple language or terms so that is not innovative jargon but words that everybody understands
 - Find different ways to highlight new innovations or provide periodic updates on how past innovations have been implemented
 - Make it fun!
 - Ambassadors should show genuine interest and passion for what they're promoting to others
- Leadership buy-in @ agencies
 - 1. Create staff level groundswell. 2. Empower leadership. 3. Facilitate access to innovation pathways
 - Have someone with official designation to push boundaries. So not seen as troublemaker.
 - Ambassador should champion innovation as imperative for all, not the privilege of a few. Should not be siloed in certain segments of org chart.
 - Cultivate champions at agency leadership level as well
- Sustainability (process)
 - Make the case how innovation applies to different agency. So innovation when applied at DOD might look different than HHS.
 - Have a plan to engage and re-engage

Voting

- Communications (21)
 - Influence Out
 - Sharing/Comms
 - Speaking
 - Collaborating & Sharing
 - Convening and Sharing
 - Outreach
 - We Share the Goods
 - Writing
- Leadership (14)
 - Leadership's buy-in at agencies
 - Inspiring in others/leading
 - Influence Ups
- Sustainability (10)
 - Continuity + Evolution
 - Sustainability (process)
 - Organizing/Mode

- Tools (3)
 - Helping/giving resources
- Solutions (3)
 - Finding opportunities
 - Ideation + Problem Solving + Solutioning
- Evangelizing (6)
 - Facilitate
 - Advocating/Consulting
 - Principle #1: Everyone Can and Should Innovate
- Build Out (18)
 - Build & Share Evidence-based story
 - Building/Fostering
 - Developing Metrics, products and evidence
 - Future Action + Envisioning Possibilities
- Collaboration (9)
 - Cross Agency Projects
 - Influence Across
- People (16)
 - Recruiting the right people
 - Connecting People



General Report Out

- These aren't necessarily different ideas, the ideas connect together, we should be thinking about how building on the next will work, the next link in the strategy.
- There are a lot of things already happening, we have lost some of that organizing principle. We are struggling to consider or how much we need to re-make, or empower ideas from a broader community of practice.

- The ambassador program felt like something new, something different, validated and credible group that serves in a specific role.
- Strengthening the communities of practice within the network.
- Community of practice fatigue
- Ambassadors are people that the government would be proud to have them walk across the stage at SXSW. That's the person who I want to have in the room advocating for me.
- Creating a challenge - we try to do an innovation challenge - having a film festival or SXSW to garner excitement and enthusiasm about this idea. Get people open-minded, meet people. SOME KIND OF LAUNCH. Especially with innovation.gov.
- We can't just keep operating in the same way.
- When we are talking about innovation, we need to talk about uncommon things. Maybe it is 1 in 10,000 people, because we care about uncommon innovation.
- Best practices make you average.
- What are people better than you doing. We move toward this general language. Specific uncommon things we could do to get these uncommon results we want.
- We are not deploying the right practices.
- You need to ensure that those who inspire to innovate remain inspired themselves. Stay inspired themselves.

Innovation Ambassadors Contact Information

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