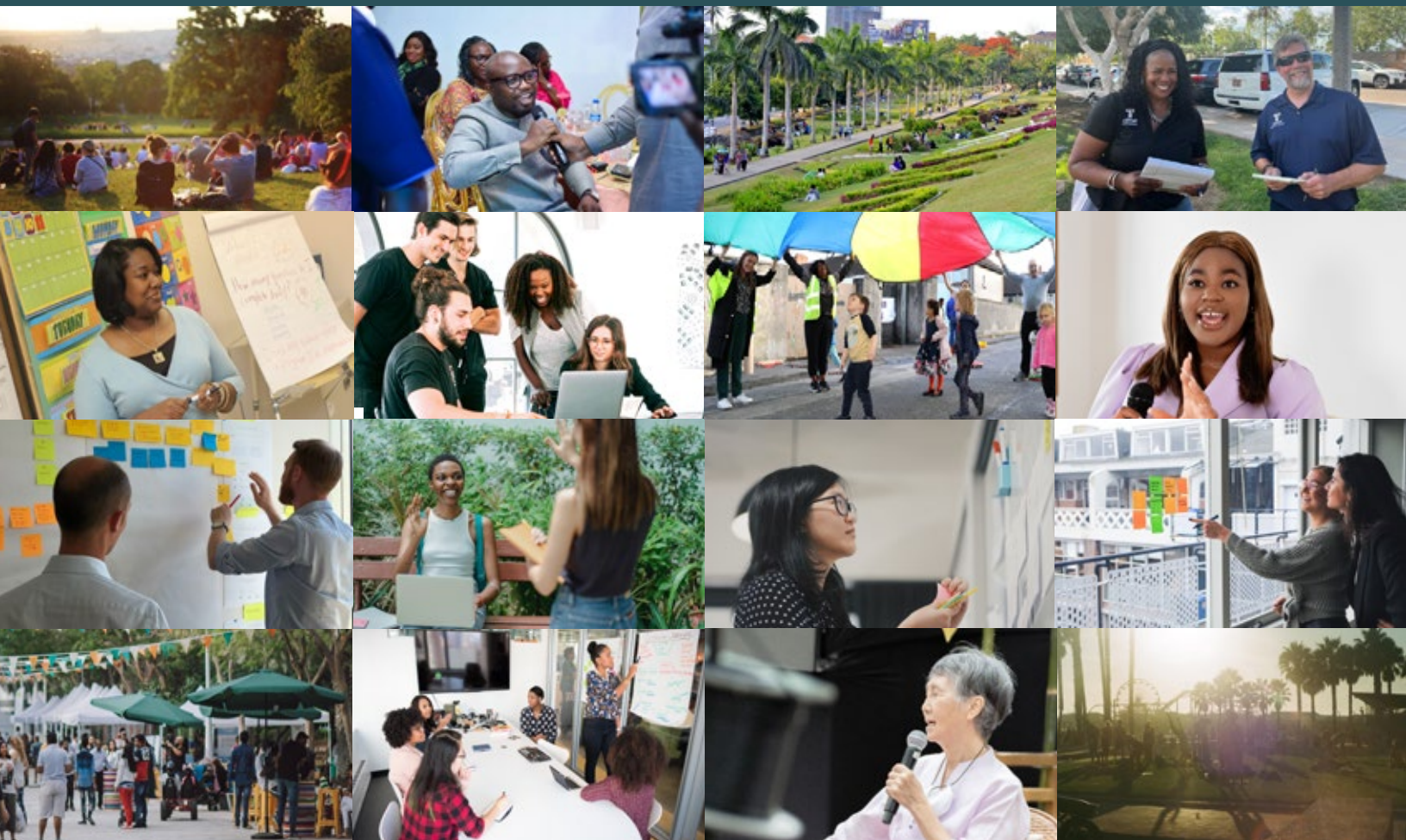Centre for
Public Impact
A BCG FOUNDATION

Reflect and reimagine:

**Learning from the work of our
North America team in 2022**

About the Centre for Public Impact

At the Centre for Public Impact, we believe in the potential of government to bring about better outcomes for people. Yet we have found that the systems, structures, and processes of government today are often not set up to respond to the complex challenges we face as a society. That's why we have an emerging vision to reimagine government so that it works for everyone.

We act as a learning partner for governments, public servants, and the diverse network of changemakers who are leading the charge to reimagine government. We work alongside them to help collectively make sense of the complex challenges we face and drive meaningful change through learning and experimentation.

We help organizations hold themselves accountable for learning and act as a convener to support shared learning between people, organizations, and systems.

This work was led by Megan Humes, Knowledge and Impact Manager at CPI North America, supported by Grant Mathis, Elysa Neumann, Kate Stenclik, Alejandra Montoya, and Brian Nichols.

Thank you to Julie Wang, Jorge Fanjul, and Dan Vogel for contributing to the work.

Centre for
Public Impact
A BCG FOUNDATION

Contents

OUR IMPACT SINCE 2018

244
govt. teams supported

95%
of participants **learned new skills** from CPI's programs

1,913
public officials engaged

11,252
residents involved

94%
of participants **recommend working with CPI** to a peer or colleague

CPI acts as a learning partner for governments, supporting them to make sense of complex challenges and drive meaningful change through experimentation.

Our North America team specializes in:

📍 **Action research**
We dig deep, push the boundaries of current understanding, and explore topics critical to better government.

📍 **Capability building & transformation**
We help governments build the capacity to transform cultures and work differently.

📍 **Learning communities**
We convene public servants to share knowledge, accelerate learning, and improve government effectiveness.

How do we help governments work for everyone?

CPI works to help build a future of government where public servants can better reorient government cultures, empower residents and communities, collaborate to respond to complex challenges, and innovate to co-develop solutions that make a difference for communities.

In 2022, our team in North America worked with **52 government teams**, **563 public officials**, and **3,358 residents** on an incredible spread of issues, refining and clarifying what a "reimagined government that works for everyone" looks, acts, and feels like.

We dove deep into public impact with King County in Washington; fostered a culture of learning among public school teachers and officials as they responded to COVID-19 in D.C.; worked with multiple levels of government to embed principles of legitimacy and innovation into their cultures; and helped cities across the country identify data tools to prioritize equity in their work.
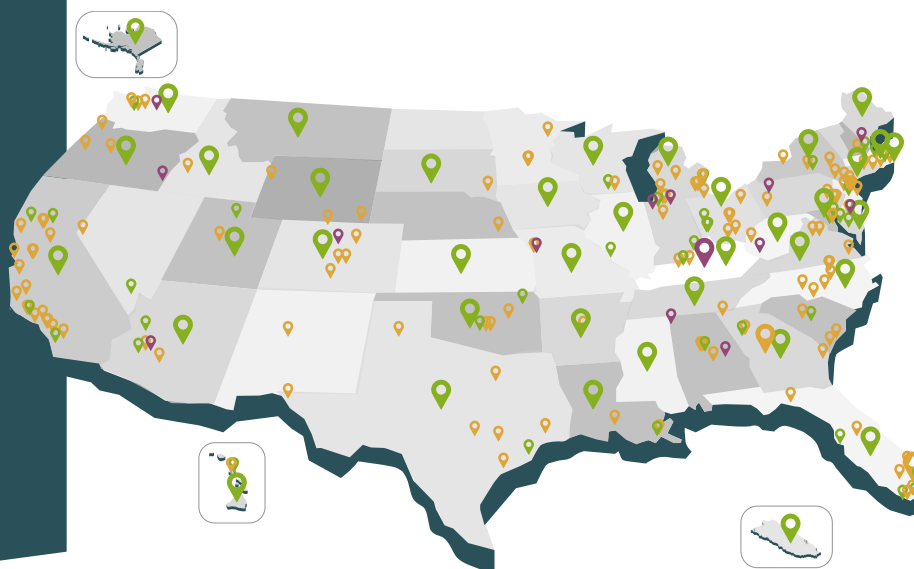
Our programs, partners, & funders

City Leadership Initiative

Fostering design-based government innovation.

CPI supported two cohorts of a capacity-building track of the Initiative, which expands cities' ability to think outside the box, center residents, & more effectively tackle challenging problems.

Data for Equity

Leveraging data for inclusive economic growth.

Launched by the CPI and the Mastercard Center for Inclusive Growth, Data for Equity is a collaborative network of city governments working together to close wealth and opportunity gaps.

D.C. COVID-19 Response Collaborative

Responding to COVID-19.

A "peer learning network" built a framework for D.C. schools to help each other navigate the rapidly evolving challenges of COVID-19 testing and tracing in schools.

Earned Legitimacy Learning Cohort

Rebuilding trust in government.

A program during which governments work to address harms experienced by marginalized communities, dismantle inequitable power dynamics, and rebuild trust.

Failing Forward in Local Government

Building innovative government culture.

A program with the National Association of County Administrators that applied a top-down and bottom-up approach to spark and sustain cultures of innovation.

Innovation Training

Supporting collaborative government innovation.

A program that supports interdisciplinary teams to build core innovation capacities as they design, test, and prototype solutions to a pressing city problem.

Reimagining Climate Action in Cities

Helping cities towards a net zero resilient future.

A global initiative to help city govts mobilize cross-sector collective action & drive needed transformation to accelerate climate action, supported in part by our team in North America.

Reimagining Public Value

Understanding and creating public value.

A program with King County, Washington to evolve from traditional government values of risk-aversion, control, and efficiency to their stated values of trust, sustainability, and equity.

The Opportunity Project for Cities

Using data and co-creating community solutions.

A project that brings together governments, community leaders, and tech volunteers to address local challenges through the power of open data and community engagement.

What we do as a learning partner

We are humbled that so many governments invite CPI to work alongside them as they face increasingly complex challenges. Our team serves these governments as a <u>learning partner</u>, which means we commit to learning with and from them in real-time - adjusting our programming to meet their needs and center their expertise.

As a learning partner, CPI does not present ***the*** solution or approach. Rather, we coach governments to experiment with new mindsets and methodologies. Though we introduce specific concepts in our programs (e.g., how data can be used to increase equity), we embrace new ideas and evolve throughout our learning journey together. We provide governments with a wide range of tools and resources to help build a culture of learning. We act as guides and coaches that support governments in understanding which tools best suit their ways of doing and the challenges they face. Every community has different needs - so our support is tailored, collaborative, and adaptive to each government.

We believe everyone needs a learning partner to ask the tough questions, expose you to new ways of thinking, and help you step away from the work to reflect on why you're doing what you're doing.

What we learned in 2022

In 2022, we began to think about our program goals, content, and impact through the lens of three "learning areas":

- **Mindsets**: Shifting the way governments approach problems and develop solutions
- **Relationships**: Prioritizing, developing, and fostering meaningful internal and external relationships
- **Culture change**: Incorporating new ways of being and working into an organization

Reflecting on CPI's programmatic content and structure through these three lenses helps us continuously improve how we support governments to serve their communities better. For example, we ask ourselves: are we giving our partners space to uncover and develop the mindsets (e.g., failing forward, systems thinking, equity) that make government more human and effective? How can we adjust our curriculum and workshops to better foster mindset shifts?

The following reflection report details key lessons from 2022 for each learning area. The report includes feedback from our partners, changes we made to better support their learning journeys, and what we are most excited to continue learning.

Mindsets: Shifting the way governments approach problems and develop solutions

1. Innovation is a mindset, not a clear process - a combination of methodologies, tools, and organizational culture enables governments to solve sticky challenges.

In recent years, complex challenges such as the global pandemic, climate crisis, persistent racial and economic inequity, and misinformation have brought into sharp focus the need for government to work differently. We firmly believe that to address society's pressing challenges, governments must shift how they approach problem-solving to be more adaptive and resident-centered.

Over the past few years, CPI used human-centered design (HCD) to help our government partners work better for and with residents. Time and time again, governments new to innovation reported that expert coaching through a process with clear milestones and outcomes was hugely beneficial. But after our direct programming ended, we observed that not all participating governments could sustain these new ways of working. When we spoke with governments about our observation, the most common challenges we learned of were difficulty replicating the resource-intensive HCD process and that HCD principles (in their most strict and traditional form) were not always sufficient to solve complex problems.

To ensure governments continued to innovate and embrace a learning mindset after the conclusion of CPI programming, we sought to introduce additional tools and frameworks to complement the foundation of HCD. Ideally, the combination of these approaches could support governments to lower the resources needed for innovation, solve increasingly complex challenges, or both.

We introduced additional community participatory methods, a more intentional focus on equity, and broader systems thinking principles to bolster the effectiveness of the skills practiced during the

What is human-centered design?

Human-centered design is a problem-solving approach that puts people first — creating a new program, policy, or service tailored to and designed with the communities that will use or be impacted by it. The process of design helps governments understand a challenge, generate and test new ideas, and deliver solutions.

HCD process. We sought to incorporate those principles, tools, and processes into our program curriculums - for example, we implemented system and stakeholder maps, identifying which critical voices were missing from the conversation. We also began to frame innovation as a mindset that can be *flexibly* applied to problems, not just a process. Finally, we extended our programs to offer additional coaching as governments scaled innovation practices - this created space for oft-excluded voices to provide input on the issues they experience.

These changes improved relationships within governments and with their communities and made our government partners more likely to turn the outputs from our program into action. In addition, these adjustments led to initiatives that more people (inside and outside of government) are genuinely excited about implementing.

In the next iterations of our programming, we will:

- Develop a deeper understanding of what support governments need to advance the ideas they developed and tested into a pilot phase or formalized program
- Create a more formalized 'toolbox' of the techniques and tools we use for our partners reference
- Unpack how focusing on leadership engagement and culture change can enable governments to better address challenges and serve their communities

Read about the programs that most contributed to this learning:
- City Leadership Initiative
- Failing Forward in Local Government
- Innovation Training
- The Opportunity Project for Cities

Spotlight: The evolution of innovation programming

Two of our flagship programs that focus on shifting mindsets are the Bloomberg Harvard City Leadership Initiative and Innovation Training. This work is done in partnership with Bloomberg Philanthropies, Harvard University, and the Bloomberg Center for Public Innovation at Johns Hopkins University. Over the past four years, CPI helped deliver innovation training to 70 cities across the US and internationally, reaching 742 city employees.

The centerpiece of our innovation programming is a commitment to adapt human-centered design (HCD) to a local, public sector context. In the first phase of the civic innovation movement, we often innovated for efficiency - today, cities are looking at how they can innovate for learning, relationships, and trust. To collectively move towards this transition, we must reset expectations of innovation from 'move fast and break things' to a mindset and approach that operates within complexity, champions equity and collaboration, and scales in various forms and pathways.

The three areas we now emphasize are systems thinking, incorporating an equity lens, and embedding innovation mindsets and practices. Our commitment to adapting HCD to stems from a simple fact - though the work we do with cities focuses on developing programs designed to target one issue, they often end up touching a constellation of related problems. So we adapted, encouraging cities to think outside of the box by making it clear that their problems will likely be fluid and intertwined with other issues.

Similarly, we have found that the key to any meaningful civic engagement is trust - yet trust is hard to achieve without a focus on equity. Viewing innovation through a equity lens allows cities to approach problems from new and more just perspectives. When done well, design is a trust-building process - it honors community knowledge, co-designs new ideas, and builds relationships with the community.

CPI also worked to ensure that cities take the skills and mindsets they fostered during the Bloomberg Harvard City Leadership Initiative and Innovation Training and apply them to new challenges and contexts. We launched a post-program pilot with seven previously participating cities to focus on "activating innovation champions." These champions are responsible for adapting their experience and skills learned in training to new challenges, building internal training programs, and developing strategies and structures that enable continued collaboration.

Prototyping and testing lessons for your toolbox:

-1-
Invest in cross-sectoral collaboration

-2-
Maintain a growth mindset

-3-
Partner with residents for input earlier rather than later

READ MORE

Over 4 years, CPI helped deliver innovation training to:

70 & **742**
cities   city staff

Learn techniques to co-design with communities, including:

-1-
Using place-based design to meet residents where they're at

-2-
Adapting to the needs of residents and adjusting in real time to navigate accessibility and equity concerns

-3-
Tapping into play for co-design session, unleashing our inner creatives

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After participating in the City Leadership Initiative, Amarillo, Texas, created an Office of Engagement and Innovation, headed by an Innovation Lead to ensure their **learnings disseminate across the entire organization**.

2. To bring innovative mindsets to life, governments must prioritize experimentation over mastery of theory.

One of the main objectives of our programs is to support governments in unlocking new ways of approaching and thinking about the work. While our programs are largely successful at that aim, we received feedback that our curriculum can be too focused on theory rather than practical application through experimentation.

We certainly recognize the value of exploring theories of change and conversations with experts, but we also acknowledge that theory can only take us so far. In 2022, we observed that innovation sticks best when governments put innovation mindsets into action.

Our team explored how to create a balance between theory and practice through intentional program design with King County, Washington. On the side of theory, we synthesized research and expert interviews into hypotheses around why it's so challenging for public servants to take risks, even when they know the status quo isn't serving communities well. On the side of practice, we then conducted real-world experiments with our partners to test these hypotheses. These experiments uncovered areas where the theoretical knowledge held up and highlighted areas where our hypotheses didn't match the day-to-day realities of public service work.

This approach enabled us to transition our role from a more traditional research-to-advice organization into that of a coach. Rather than simply presenting our research findings, we broke them down and flexibly offered guidance on implementing the findings through experimentation. We saw in our King County program, and others, that though CPI staff needs to understand the theory behind various techniques and methodologies, its most helpful to our government partners when we support them put theories into action.

As we continue developing curriculum and programs to help our partners explore and implement new skills and mindsets, we will:

- Experiment with the balance of desk research, subject matter expert interviews, and on-the-ground experience
- Refine the line between 'telling' why tools are helpful and letting participants discover for themselves
- Create brave spaces to try new skills and coach participants through real-world application
    - Refine our approach to action research programs, acknowledging that each community learns differently, has unique needs, and that 'action' looks different across places and governments

Read about the programs that most contributed to this learning:

- City Leadership Initiative | - Data for Equity
- Failing Forward in Local Government
- Innovation Training | - Reimagining Public Value

Spotlight: Clarifying the abstract through action

Local government cultures often discourage employees from taking risks because those risks may fail. CPI's Failing Forward in Local Government program emphasizes that failure is inevitable and a key ingredient to innovation. The program focuses on digging into local governments' aversion to failure and supporting them to embrace failures as an opportunity to adapt and learn. Diana Martin, a Program Manager for Economic Services in Cabarrus County, North Carolina, offered her take on the program.

"The beginning portion of the Failing Forward project seemed to be very heavy on theory and abstract concepts that included a lot of terms and processes that were unfamiliar and uncharted territory. Looking back on the experience now, it was much like working a 10,000 piece jigsaw puzzle. We were building the edges and setting up a grid to fill in the fine details later. While it was uncomfortable to start, the more practice we had in the workshops, the more confident our team was in trying to apply what we learned. CPI did a great job of communicating their availability and desire to answer questions or provide feedback along the way with open virtual office hours.

In the future, I suggest building in scheduled time for the teams to meet to check in. Often we don't know what to ask or when to ask questions as we are learning something new. With set time dedicated to the team, members may be more open to seeking assistance and clarification. As we continued through each workshop and webinar, those abstract ideas and unfamiliar words blended together with practice, and we started to see a clear picture. The framework we built by the end of the process has become something I continue to put into practice today. I was more risk-averse prior to participation in Failing Forward; however, I now am constantly looking for low-stakes opportunities to enact changes that will have lasting impactful changes for the culture of our agency and our service delivery model. By not fearing change, we are growing our potential to make a difference in both our workforce and the lives of our residents."

All programs and organizations have room to grow, and learning from previous missteps can only help local governments better serve their constituents.

"Many participants gained a new perspective on uncertainty and failure through this process. They came to see perpetuating the status quo as riskier than trying something different, even if it fails."

CPI team member reflecting on Reimagining Public Value

READ MORE

After completing Failing Forward in Local Government…

95%

of participants **feel their organization now has a culture of learning**

"During this program, we provided our participants access to the foremost data experts and tools that focus on creating an equitable economic system for people across the United States. However, I believe Data for Equity could have had an even larger impact if we worked more closely with our cities as learning partners to help them decipher the data tools and apply it to their daily work."

CPI team member reflecting on Data for Equity

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Relationships: Prioritizing, developing, and fostering meaningful internal and external relationships

1. Governments must build trust with residents and communities before they can truly co-create solutions.

Governments must share power with and support their residents to be effective and legitimate. However, when striving to share power with marginalized communities, many governments experience hesitancy or outright distrust - a result of past (and present) government actions that have damaged or actively discouraged relationships. Before collaboration can occur in these cases, governments must strengthen or restore their relationship with the community.

CPI North America has long explored how residents from historically marginalized groups and community-based organizations can be more deeply involved in our programming with governments, moving past one-off activities and bringing them alongside as equal partners. Historically, we invited residents and community organizations to participate in interviews, co-design sessions, or prototype testing sessions with our government participants. However, we learned that involving the community in these sessions alone is not enough to build trust, falls well short of sharing power, and can often feel tokenizing or exploitative to residents who are repeatedly asked to participate without seeing any follow-up.

In 2022, with this in mind, we experimented with embedding established and trusted community organizations (like churches, activist groups, and non-profits) into our programs' core teams. Rather than bringing in community members and organizations only to participate at designated touchpoints, we included them as full members of a core team and asked that our government partners actively create space and ensure they were *equal* partners. This structure ensured residents' voices and interests were represented in government problem-solving, supported power sharing between

government and community, and improved government transparency. Ultimately, this reduced the information and perspective imbalance between government and community, which allowed for deep trust building.

This approach modeled how our government partners can enact new ways of working with communities to build trust and deepen relationships on the issues that matter most to them. Looking to the future, having these relationships in place will make design sessions or workshops easier and more fruitful for both residents and the government.

As we continue to learn how governments and communities can collaborate, we will:

- Further explore the limitations of involving community-based organizations as equal partners in our programming, such as funding, quality of relationships, and scale
- Actively coach governments and their community counterparts through aligning their goals across to different visions and political pressures; determine clear accountability for initiatives sprouting from these programs after CPI is no longer facilitating
- Experiment with how governments can shift power in ways that enable communities and residents to determine how government can best meet their needs
- Continue designing workshops where government and community representatives state their goals, roles, and expectations for their partnership and have processes in place to address disagreements before they happen
- Focus on understanding how the relationships between public officials and their departments/bureaus/ etc affect collaboration with community

Read about the programs that most contributed to this learning:

- Earned Legitimacy Learning Cohort
- Innovation Training
- The Opportunity Project for Cities

Spotlight: Building trust with residents in Detroit

Detroit provides an example of a city working to develop and build the trust necessary to co-create with residents. During 2022, offices in Detroit participated in The Opportunity Project for Cities and the Earned Legitimacy Learning Cohort. Through these programs, they built relationships with a historically underserved community and worked with a community organization to understand and meet residents' immediate needs.

After completing the Earned Legitimacy Learning Cohort, the Detroit Office of Disability Affairs was energized to advance their lessons learned on trust-building. The Office of Disability Affairs, which Director Chris Samp emphasizes works "**with** the people with disabilities, **not for**," joined the Earned Legitimacy Learning Cohort to explore strategies to center residents with disabilities in their processes. During the cohort, the Office learned new engagement techniques like active listening and community ideation. Now, senior leadership in Detroit city government is moving forward with top priorities raised by the disability community, including mandating disability awareness training for city employees and setting up an action plan.

Detroit's Office of Digital Inclusion participated in the The Opportunity Project for Cities, where they learned to meet residents where they are and work with them as partners on a day-to-day basis. Hope Village, a predominately Black and Brown community, experienced a 45-day internet outage during the pandemic that the city wasn't even aware of until alerted by Hope Village Revitalization (HVR), "a community-led, community-driven" organization whose mission is to move the Hope Village neighborhood forward in a way that mitigates disparities in wealth, privilege, and educational resources. While Detroit has a 2032 goal of laying fiber optic cables, more is needed to help residents in the short term. Working with CPI and HVR, Detroit focused its efforts on the fact that it had to be alerted to the outage by a community group. With this in mind, they developed a resident-sourced database of internet outages, a crucial building block to future remediation efforts. This was possible only because Detroit treated residents and existing community organizations as equal partners in developing a solution.

LISTEN

A more equitable government
Jan 18 · Reimagining Government

46:00

"We (government employees) must show up and be present with clear intentions, honesty, acknowledgment of past hurts, and listening ears as the first step to humanize and demystify."

Kaletta Lynch
Former Chief Equity Officer for Salt Lake City
Earned Legitimacy Learning Cohort participant

READ MORE

100% of The Opportunity Project for Cities (TOPC) participants agree they learned **skills to collaborate with community organizations** to solve a problem.

100%

100% of TOPC participants agree they learned to **co-design solutions with their local community** to solve a challenging problem.

As a part of Innovation Training, Orlando, Florida, is working to break the cycle of youth experiencing homelessness – particularly among Black, LGBTQ+, and youth aging out of foster care. The team recognized that they lacked the lived experience of being homeless youths, so they brought on two formerly homeless youths to serve on the Homeless Youth Advisory Council as long-term project advisors and collaborators. The team has 200 hours of compensated time with these advisors, funded through local non-profits, who provide **deep expertise as stakeholders who the problem has most historically impacted**.

Culture change: Incorporating new ways of being and working into an organization

1. The 'secret sauce' for governments to successfully implement and sustain culture change is a combination of top-down and bottom-up empowerment.

In an increasingly complex world, governments must create organizational cultures that encourage staff to embrace experimentation and innovation, manage risks and expectations, and support continuous learning.

As CPI worked to help evolve organizational cultures, we repeatedly hit barriers when organizations tried to spread fail forward and innovation mindsets across staff levels. We realized that culture change could only spread if all levels of staff bought in; frontline staff and mid-level leaders had to see themselves in new plans and senior leaders had to agreed with the direction.

In 2022, we explored how we could better support governments to catalyze and sustain culture changes. We took a top-down, bottom-up approach, meaning we intentionally designed programs that empower staff at all levels to drive change and support senior leaders to live their stated values.

We asked senior leaders to create spaces and processes for all staff to reflect, learn, and exchange ideas freely. With these spaces available, staff on the margins of decision-making and internal strategy (including mid-level leaders and frontline workers) were invited to be at the center of designing solutions that would impact their day-to-day. Staff members were energetic about having the power to address internal issues and influence strategy, and they created numerous novel solutions. Senior leaders then committed to actively experimenting with these solutions.

This top-down, bottom-up approach surfaced more potential solutions, <u>allowing for agile and continuous improvement on strategy</u>, and built trust across professional levels. Ultimately, this approach broke down the status quo, shifted working cultures, and created favorable conditions for innovation and sustained culture change.

We see promising signs of sustained culture change through our engagements with governments. To progress this further, we will:

- Experiment with ways to provide longer-term support and resources to our partners
- Expand our work with existing partner governments to different departments, cultivating deeper culture change
- Draft and enact a measurement strategy to evaluate how and if a sustained change is occurring
- Refine the leadership and staff curriculum tracks to reinforce each other more clearly

Read about the programs that most contributed to this learning:
- Earned Legitimacy Learning Cohort
- D.C. COVID-19 Response Collaborative
- Failing Forward in Local Government
- Reimagining Public Value

Spotlight: Peer learning networks to address complex challenges

After the outbreak of COVID-19, CPI, the Rockefeller Foundation, the D.C. Office of the State Superintendent of Education (OSSE), and Diana Bruce & Associates LLC launched a "peer learning network" called the D.C. COVID-19 Response Collaborative (DCRC) to help schools navigate COVID-19 testing and tracing. OSSE senior leadership supported the creation of the DCRC to provide a space for staff at all levels to reflect on and respond to the rapidly evolving context of the pandemic. The DCRC was so well received by staff at all levels that OSSE plans to replicate the learning network model in other areas of their work. We spoke with Dana Carr, Senior Advisor at DC Office of the State Superintendent of Education's Division of Health and Wellness, about OSSE's experience in the DCRC and plans to foster additional learning networks.

Talk me through OSSE's journey to implement learning networks into various parts of its work. What about your experience with the DCRC made you excited to launch additional learning networks at OSSE?

OSSE worked with our partners to create a replicable model for bringing school leaders and staff together during COVID-19 to identify, discuss, and strategize about challenges. We knew that many challenges our colleagues were facing were not unique to them, and we would all value the opportunity to learn from one another and from experts. In the chaos of COVID, it was important to create a space for connections and thoughtful conversation, focused on solutions and creative approaches to complex challenges. We found that creating and facilitating this group was incredibly helpful – 93% of participants agreed it was a good forum for convening with colleagues.

Building on this experience, we are actively planning new opportunities for school leaders to convene around tricky issues, specifically, meaningfully integrating health into schools.

Why is OSSE leadership excited about learning networks?

OSSE always values opportunities to connect and collaborate with our stakeholders and school leaders. Learning networks are a unique structure that encourages reciprocal and collaborative learning, which helps break down silos and hierarchy between OSSE, LEAs, and school staff. We are excited to build relationships in a setting for which the expectation is learning together. We know that our new Peer Learning Network will be tackling thorny issues, so it's critical to have a safe space to name challenges without the pressure of performing – and being supported if things don't work as planned, working towards sustainable and scalable approaches.

Based on your experience, do you have any thoughts or advice for other public servants on creating space for learning or developing a culture of learning at all staff levels?

It's critically important to approach this work in a culture of growth and learning. It's great to have a safe space to have authentic interactions, being able to admit what we don't know so we can problem-solve together. Another important thing to remember is to celebrate wins and successes, especially when the work is so challenging.

The success of the DCRC inspired OSSE to kick off peer learning networks to address other complex issues. Stay tuned via OSSE's website.

"Before [participating in Reimagining Public Value program], it felt taboo for workers to go into management's office and talk to them - now it's happening more. You get them talking, and you realize it's not that scary- and you get to know that personal side of people."

Reimagining Public Value participant

After completing Failing Forward in Local Government...

85%
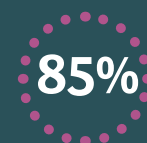
of participants feel their organization now has a culture of learning

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"People now understand that everybody has the ability to initiate a change, whether small or big."

Department Director
Failing Forward in Local Government participant

After completing DCRC...

74%

of participants said that learning network sessions increased their confidence to implement the practices discussed

What's next for CPI North America?

Thank you for your shared interest in reimagining government so it works for everyone.

The team at CPI is energized by the growing momentum around a vision for government that is more humble, more human, more agile, and more inclusive. More than five years into our journey in North America, we have more clarity and confidence about how we can act as a learning partner to advance that vision.

I'm incredibly proud of all that our team has done so far and am excited for us to seize the opportunity to push further - fostering bold models and equipping public servants with new approaches to meet the complex challenges of our time, serve people and communities more effectively, and rebuild trust.

In the year ahead, we are focused on two meaningful changes to our model. First, we are testing new approaches to enable greater sustainability and diffusion of learning among our government partners and program participants. We believe that continuous and sustained learning around government team's mindsets, behaviors, and organizational cultures will allow them to better provide the outcomes that matter for the residents they serve.

Second, we are seeking to share more stories and insights. Our work enables us to consistently deepen our understanding of our vision for government, surfacing more and more proof points about what it looks like in practice. We want to disseminate these ideas broadly, in a way that inspires and equips the growing network of public servants who share our hopeful aspirations for reimagined government.

To that end, we would love to hear from you. What's working in your context? What enabled the kind of change you seek? We are eager to hear how public servants are working to best serve their residents, and spotlight this work with our community.

At CPI, we are committed to approaching our work grounded in the same values and spirit that we call government to – with a humble, learning mindset, focused on people and relationships, intentionally centering equity, fostering optimism about the positive potential of government.

It's an incredible privilege to be on this journey with you, and we could not be more excited for what lies ahead.

Gratefully,

Dan Vogel
Director, North America
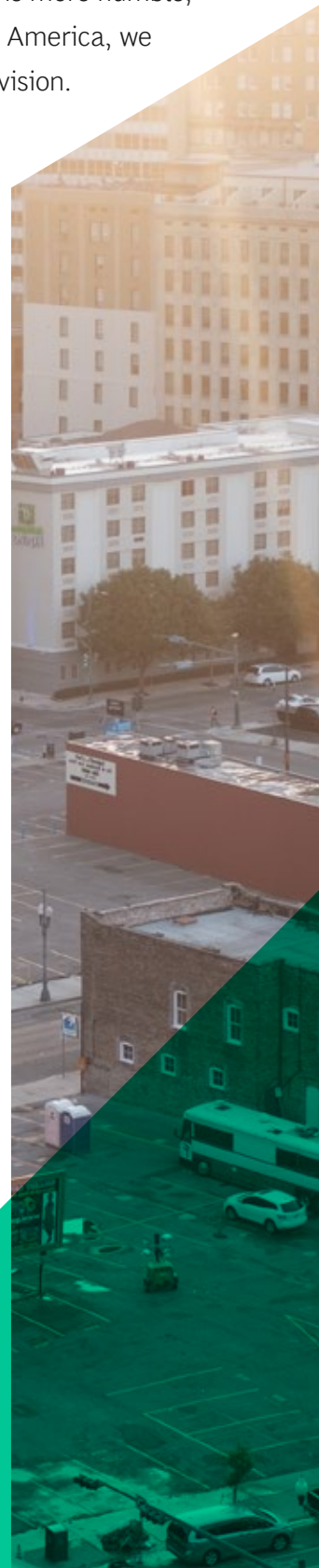
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Join the conversation

February 2023