**Interviewee**: The Harvard Kennedy School Professor Steve Goldsmith

**Organization**: Past Mayor of Indianapolis & Past Deputy Mayor of NY

**Interviewer**: The University of Texas LBJ School Professor Don Kettl

**Video** **Length**: 11 minutes 10 seconds

**Date**: April 1, 2020

**Brief Overview**:

Steve Goldsmith serves as a current Harvard Kennedy School Professor, was previously a Deputy Mayor of New York City under Michael Bloomberg, and was also a two-term Republican Mayor of the City of Indianapolis from 1992-2000. In this eleven-minute interview, Professors Kettl and Goldsmith discuss issues, strategies, and concepts such as: effective strategies for leading cities, leveraging technology to improve government services and drive innovation, and operating across vertically integrated governments to efficiently utilize horizontal agencies to confront challenging tasks.

**Discussion Points**:

* Effective strategies for leading change in cities.
  + Having a champion for the change.
  + The importance of leadership, not through position in an organization, but rather, how an individual behaves within an organization.
  + Identifying what sources of information one can access to advocate for change.
  + Having the imagination to understand problems and define them in ways that can drive action.
  + Promoting innovation through imaginative solutions.
* Confronting horizontally structured problems when operating in vertically integrated agencies.
* Organizing spatial innovation around a particular place to create horizontal thinking between agencies.
  + Example: Confronting the issue of homelessness involves an assortment of agencies within one community to make improvements on the issues that exacerbate the problems.
* Having overarching performance measures for teams that incorporate data analytics that drive effective policy.
* Using technology and innovation to encourage collaboration and partnerships that result in a more responsive government and builds citizen trust. This occurs through four distinct building blocks.
  + Cultivating the system orientation to change from one that is centered around agencies to one that is organized around the user.
  + Evolving from a slow paper-driven sequential process to one that acts “in time,” as problems arise.
  + Moving from a technically narrow definition of professionalism to a collaborative one that promotes the problem-solving public servant.
  + Changing the ecosystem of government from an activities/rewards compliance measurement function, to one of an outcome/problem solving orientation.
* Developing a progressive government, in terms of how it is manufactured, that is not based on routines to enable government actors to have more discretion in how they address problems.
* Many of the elements touched on in this interview can be further explored through Professor Goldsmith’s new book, *A New City O/S: The Power of Open, Collaborative, and Distributed Governance*.

**Find Interview Here**: