

Where Does Innovation Come From? Bringing New Ideas to Revenue Agencies

Will Rice
FTA Technology Conference
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The birds are different



The skies are different



The trees are different



Some things are the same...



And during the rainy season, it's all too familiar...



Washington State and Trinidad both have revenue agencies



Innovation Mythology

Myth #1:

**“All you need is a
good idea”**

**Who Says a Car Has to
Have Four Wheels?**



Useful Inventions?



Solar Powered Cigarette Lighter



Square Egg Maker



Food Cooler

“A new idea is only a good idea if it propels you towards your vision and mission”

“Be cult-like about your vision”

*Built to Last: Successful Habits
of Visionary Companies*

-James C. Collins & Jerry I. Porras

Innovation Mythology

Myth #2:

“Innovation comes from people who are innately creative, innovative, and risk takers”

Risk Takers?

- Accountants
- Sky Divers
- Administrative Law Judges
- Software Designers
- Auditors
- Tight Rope Walkers
- Mid Level Government Worker
- Venture Capitalists
- Tax Attorneys
- Emergency Room Technicians
- Economists
- Fire Fighters
- Revenue Agents
- Astronauts
- Clerks

What's a Revenue Agency Made Of?

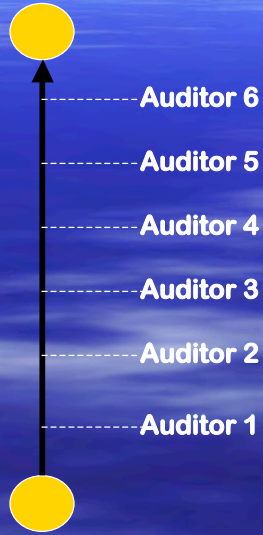
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**“It’s hard to come up with
new ways of doing things if
you are only familiar with
one way of doing things”**

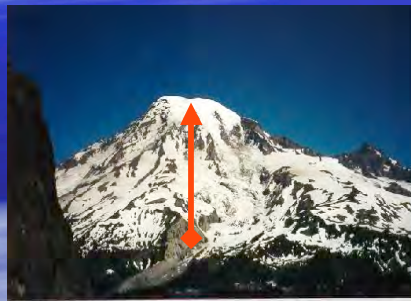
**“If the only tool you have
is a hammer, you tend to
see every problem as a
nail”**

Abraham Maslow

“The shortest distance between two points is a straight line”



“In terms of innovation, a straight line is not the best answer”



Innovation Mythology

Myth #3

“Innovation comes from designated inventors”

Two Innovators...



Milton Reeves



Bill Bowerman

The Story of Bill Bowerman



Blue Ribbons Sports Company

Founded 1967



Innovation Mythology

Myth #4:

**“Innovation is all about
big break throughs, the
opening of new epochs”**

**Lewis and Clark
versus
Bert and Tubby**

“Innovation is easy. You just stare at a blank piece of paper until droplets of blood form on your forehead”

FTA Compendium of Best Practices

**State Taxes: Exemplary
Application of Leading
Innovations & Technologies**

or

“STEAL – IT”

Innovation Mythology

Myth #5:

**“Performance measures
are for bean counters;
they inhibit creativity”**

**The Experience of Bill
Bradley**

Moving Beyond Butter

“A vibrant organization is one in which every member of the organization thinks and acts as though they were in charge of the entire organization’s performance”

Getting from Point “A” to Point “B” on an Airplane

- Check-in line
- Check your baggage line (sometimes)
- Security line
- Starbucks line!
- Loading the plane
- Clearance to take off
- In flight time
- Available runway to land? (Circling the airport)
- Available gate?
- De-planing
- Baggage claim

Fastest way to load an airplane?

Saving money by sitting faster

Airlines are experimenting with a variety of methods to load economy-class passengers in the most efficient way. Here are the leading methods.



REVERSE-PYRAMID BOARDING

Used by America West and now being tested by US Airways. Window seats in the back and middle are filled first.

BACK-TO-FRONT BOARDING

Used by American and many others. Seating filled by groups starting in back and finishing in front.

ROTATING-ZONE BOARDING

Used by AirTran, Delta, others. Back is filled first, followed by the area second nearest the front.

WINDOW-MIDDLE AISLE BOARDING

Used by United. Window seats, back to front, filled first.

Source: www.public.asu.edu

Ed Yozwick/Post-Gazette



Definition of Insanity:

**“Doing the same thing over
and over again, and
expecting different results”**

-Albert Einstein

**“Try a lot of stuff...keep
what works”**

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of Visionary Companies*

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**“Pick big problems.
Solve them.”**

Malcolm Sparrow
*-John F. Kennedy School of
Government, Harvard University*