**Interviewee**: Martin O’Malley

**Background**: Former Governor of Maryland, Past Mayor of Baltimore, and Past Presidential Candidate

**Interviewer**: Don Kettl Professor at The LBJ School of Public Affairs

**Video** **Length**: 12 minutes 56 seconds

**Date**: April 8, 2020

**Brief Overview**:

Having the experience as a past Mayor of Baltimore, a past presidential candidate, and the former Governor of Maryland, [Martin O’Malley](https://msa.maryland.gov/msa/mdmanual/08conoff/gov/former/html/msa13090.html) offers an exceptional perspective in this 13-minute interview that branches across all levels of government. Leadership in a crisis, utilizing technology and data to improve government by building trust, and the potential social progress and innovation that can occur through adversity are a few of the topics former Governor O’Malley discusses with LBJ School Professor Don Kettl.

**Discussion Points**:

* Leadership at all levels of government.
  + Having the ability to convene and focus the government enterprise on the latest emerging issues and using strategies for effective leadership with a relentless focus on outcomes to get in front of the problem.
  + While discussing the characteristics of an excellent leader, O’Malley complements Governor Cuomo and his compelling daily press conferences that have garnered national attention.
  + Taking military style tactics and setting up a “battle rhythm“ through establishing a unified command system across organizations, taking actions, analyzing results, and then conveying that information to the general public.
  + The importance of using not just a “whole of governance approach,” but a “whole of society approach” to confront large scale emergencies.
  + The dissolution of authority and title as the substance of legitimacy has cultivated new styles of leadership.
* Utilizing information technology and data to improve government and build trust.
  + Despite falling trust in the federal government, leaders and government officials at the local levels have seen an increase in trust through new innovative technology and a customer centric focus.
  + Using tools such as [StateStat](https://health.maryland.gov/statestat/Pages/Home.aspx) and [CityStat](https://www.americanprogress.org/wp-content/uploads/issues/2007/04/pdf/citistat_report.pdf) to make collaboration happen while integrating the actions of individuals. This technology can be leveraged by applying theoretical concepts and using data to create practical results driven solutions to complex problems.
  + How the Information Age and the “show me” movement has impacted government and reshaped how democracies operate.
  + There is an evolution in the way that leaders interact with information. In the past, leaders only shared information when they were forced to, now it is imperative that they share information preemptively with clear context in order to maintain trust.
  + Using science, facts, and evidence to justify government action to instill faith that major actions will produce positive outcomes.
  + The importance of transparent, clear, and productive messaging to citizenry during both emergency and nonemergency time periods.
* How progress and innovation can occur through adversity.
  + Recognizing the tragedy of this situation but also anticipating the way that society will learn and growth from this.
  + One example mentioned is that Title I schools in Maryland found ways to rapidly get laptops to students when just months before this would never have been possible.

**Find Interview Here**: <https://youtu.be/zoWwMGCZ4qA>