



ENGAGE 2.0

State of Missouri Growth Model: Identifying Development Opportunities for Individual Contributors

LEVEL 1 STEP INTO THE ROLE

LEVEL 2 BROADEN MY IMPACT

LEVEL 3 CONTRIBUTE AT THE TOP OF MY GAME

KNOW YOUR ROLE

- Understand the big picture
- Make good decisions
- Get the right things done

- Connect what I do in the big picture.
- Use time and resources in a way that makes sense.
- Hold myself accountable for the team needs.

- Show others how our work connects to the big picture.
- Identify opportunities to use resources better.
- Get things done with limited need for supervisor direction

- Contribute to big picture goals beyond my job description.
- Establish best practices for using resources.
- Know what “good” looks like, and how my work compares.

LEARN AND GROW

- Identify strengths and development opportunities
- Continually improve the State of Missouri
- Build individual talent (my own and others)

- Be honest about my strengths and development areas.
- Find ways I can improve when I do my work.
- Improve strengths; make sure development areas don't get in the way.

- Think about how my strengths and development opportunities impact the team.
- Identify new ways our team can work together better.
- Turn my strengths into “best practices” and make sure I am at least competent in development areas.

- Role model how to get better through personal development.
- Be an example for innovation and improvement for my department and the State.
- Mentor junior team members who can one day grow into my role.

COMMIT TO THE TEAM

- Work together across the team
- Build a network to move things forward
- Influence others regardless of my role

- Share ideas with teammates to promote working together.
- Connect with the team.
- Know how to communicate with team members based on their style

- Focus on getting teamwork right, even when working with people who have different styles.
- Look beyond our team for people who can support our efforts.
- Think what is needed to help my team get buy-in for our initiatives

- Think about ways to promote a culture of teamwork across the department / agency.
- Look for people at all levels who can sponsor and support us in achieving goals.
- Help my teammates avoid missteps when navigating sensitive issues.

LIVE THE MISSION

- Role model the organization's values
- Create a positive atmosphere around me
- Provide excellent service to customers

- Reflect on how my values connect to the team's mission.
- Make a positive impact through my work.
- Think actively about customer needs and strive for customer service excellence.

- Actively live the mission to inspire others.
- Positively impact the team.
- Contribute to the team in a way that maximizes customer services.

- Be an advocate for the agency, especially in difficult times.
- Look for ways to be positive and resilient in all areas impacted by my work.
- Look for new ways to meet customer needs.

After you have thought about your team members' capability levels, answer the questions below to think through your approach to their upcoming ENGAGE conversations.

1. Before you even think about their development, what are three things that are important to this person?

2. How are these things tied to their developmental opportunities? For instance, will they enjoy working on anything specific? Will they want to avoid working on anything?

3. How self-aware is this person? Are there any blind spots (e.g., development areas they are not aware of)? What are they?

4. Think of one capability area where they could move a level up if they mastered a strength they already have:

5. Think of one capability area where if they moved a level up, it would really enhance their performance:

6. What is the area where you think you are most likely to succeed in coaching them to the next level?

7. Take a look at some of the pitfalls related to your answers in questions 4-6. Which ones are most likely to be difficult for this person? Which would be easiest?

8. Re-read your answers to the first 7 questions. Based on all of that, where would you start your first ENGAGE conversation? Why? Remember to start with their interests and needs, but add your own ideas from this exercise when it's appropriate.
