



ENGAGE 2.0

State of Missouri Growth Model: Identifying Development Opportunities for Managers

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

- Communicate where our team fits in the big picture.
- Make good decisions with team resources.
- Make sure our team accomplishes the most important tasks.

- Understand where all the teams we interact with fit in the big picture.
- Make good decisions that make sense for all the teams around me.
- Get work done through teams outside our own.

- Design strategy for our entire area.
- Make decisions that benefit the entire agency.
- Help the agency deliver on high-level goals.

LEARN AND GROW

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

- Identify strengths and development opportunities on our team.
- Continuously improve team processes.
- Build the talent of my direct reports.

- Help others understand their strengths and development areas.
- Assist with improvement efforts including other teams.
- Build talent in professionals who are very different from me.

- Maximize strengths and work on key development opportunities.
- Scale improvements to positively impact the agency.
- Build a pipeline of talent that is ready to step into higher-level roles.

COMMIT TO THE TEAM

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

- Appreciate different viewpoints to encourage teamwork.
- Build a network of contacts that can help the team.
- Influence team members based on what's important to them.

- Shape team processes to use a range of skills, perspective, and styles.
- Make sure your network includes influential decision-makers from across the State.
- Adapt your communication style to fit the audience.

- Design cross-disciplinary high-performing teams.
- Build relationships with senior leaders who can support key initiatives long term.
- Work with competing needs of other areas to gain support at higher levels.

LIVE THE MISSION

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

- Connect my values with the agency's purpose and mission, role model it to the team.
- Show my team I value their efforts and promote a positive team environment.
- Own team commitments to customers and deliver needed services reliably.

- Role model my values in a way that diverse groups would respect and appreciate.
- Encourage people in a way that motivates them.
- Focus on results by including team members who meet a range of customer needs.

- Be a role model for the agency's mission.
- Inspire team members to meet the agency's most challenging goals.
- Ensure the agency is recognized for consistently delivering needed services to all customers.

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.
