



Project MORE

2024 CAPSTONE PROJECT

For Mentors



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Congratulations again on participating in Project MORE and for serving as a mentor! The capstone is a vital component of this program, offering a unique opportunity to address pressing organizational needs and enhance service delivery. This experience will not only foster your leadership skills by leveraging your strengths, but will also provide tangible rewards for you, your team, and those you serve.

Capstone Project Detailed Instructions:

1. Access Your 360 Assessment Results:

- Locate your 360 assessment report.
- Turn to page 4 and find the section labeled 'Hidden Treasure' in the blue box.

2. Identify Your Top 5 Hidden Treasures Listed in Your Report.

3. Select ONE Hidden Treasure to Focus on:

- Of the top 5 Hidden Treasures listed on your report, choose one Hidden Treasure that you want to develop further.
- Select the one that interests you the most, surprises you, or is your favorite. The specific choice is up to you.

4. Plan a Work Initiative or Project:

- Using your selected Hidden Treasure, think about a work initiative or project to develop over the next year.
- This project should:
 - Advance your role - Ensure the work initiative or project aligns with your position and doesn't divert you from your core job responsibilities.
 - Challenge you to grow - Choose a project that requires you to improve or develop new skills, pushing you to stretch in some way.
 - Make a significant impact on your department, division, or the agency - Select a project whose results would be significant and beneficial for your department, division, or the agency as a whole.

5. Use the GROWS framework to help you develop the work initiative or project you will complete for your capstone. Input your information on the GROWS template on pages 3-8 below.

6. Once you input your information on the GROWS template on pages 3-8 below, save this editable PDF file. Then, **email a copy of this completed file to our Project Manager, Rickita Johnson at partnerships@presidentialconsultants.com NO LATER THAN Friday, June 7, 2024** for review and support from the coaching team.

GROWS Template

Your Name _____

Which “Hidden Treasure” did you choose to GROW?

Why did you choose this “Hidden Treasure”?

How do you imagine that growing this “Hidden Treasure” would impact you as a leader?

Thinking about your 'Hidden Treasure' and how you could use it, begin on page 4 to utilize the GROWS model in crafting a meaningful work initiative or project for your Capstone over the next year.

Refer to pages 10–14 of this document for the full GROWS model description to assist in completing your responses.

For additional support, refer to 'Alex's Example' on page 7 of this document.

G = Goal (Aspirational Vision - What WOULD it look like)

In the space below, enter an overarching goal or vision for the initiative. It should be aspirational and inspiring.

R = Reality (Where We Are Today - What DOES it look like)

In the space below, provide an accurate and balanced assessment of the current situation, highlighting both strengths and weaknesses.

O = Options (Opportunities and Obstacles)

In the space below, brainstorm various options, considering innovative solutions, alternative approaches, opportunities, and potential hurdles and barriers.

W = Way Forward / Work Plan

In the space below, outline the way forward or work plan. Translate options selected into a structured action plan, detailing steps, milestones, and timelines.

S = Support/Advocacy

In the space below, detail the support and advocacy you require. Think about who you need and how you can leverage resources to achieve the goal.

If you take on this work initiative or project, would it:

- ☐ allow you to utilize your "Hidden Treasure"?
- ☐ advance your current role without distracting you from your main job duties?
- ☐ require you to stretch and develop new skills?
- ☐ make a positive impact on your team, department, or the entire agency?

(Check all that apply)

What are you most excited about for this work initiative or project?

Alex's GROWS Example

GOAL:

My aim is to transform our agency into a place where everyone feels appreciated and motivated to excel. I want to create an atmosphere where people feel valued, supported, and inspired to grow both personally and professionally. By fostering such a positive workplace, we can improve the quality of our services, leading to better outcomes for the citizens of Massachusetts. This transformation will directly enhance the lives of children and families we serve, ensuring they receive the highest level of care and support.

REALITY:

Right now, most people in the agency, including me, don't feel appreciated or motivated to go above and beyond as a way to excel in the agency. We have a culture where, for the most part, people don't feel recognized, and the lack of motivation is palpable in the hallways. The most recent employee satisfaction survey shows a 40% decrease in satisfaction over the past three years. New hires typically stay for an average of only 14 months before leaving. Employee engagement is low, with only about a third of the workforce truly invested in their roles. However, I see this as a chance to make things better and transform our environment.

OPTIONS (Obstacles & Opportunities):

To make a change, I know I need to be creative and focus on my own team first. I can implement various low-cost, high-impact initiatives like peer recognition programs, team-building activities, and regular feedback sessions to foster a sense of pride, community and appreciation.

I recognize the budget freeze as a significant obstacle. Given that I will have no additional budget dollars, we need to find creative, affordable ways to boost morale and engagement. Despite this, we have a great opportunity with our new director, who is deeply committed to the organization's success and dedicated to supporting our initiatives. This gives us a chance to access support and resources that can drive our efforts forward.

WAY FORWARD/WORK PLAN:

1. Weekly Feedback & Celebration:

Add a 15-minute feedback and "Super Solution Spotlight" segment to the weekly team meeting agenda to promote open communication and recognize individual and team contributions. In the beginning, I may have to select recipients but I will continue to solicit recommendations from team members each week.

Expected Outcome:

Improved morale, increased engagement, and better team cohesion.

Development Timeline: 30 Days

2. Personalized Thank-You Messages:

When a staff recognizes an internal partner or team member, I will send personalized thank-you notes or emails to both the person being recognized and the person who recognized them. Where possible, this will happen within 24 hours of the recognition.

Expected Outcome:

Foster a culture of appreciation and recognition for improved job satisfaction.

Development Timeline: 30 Days

3. Quarterly Awards Ceremony:

As part of the team meeting that I schedule in conjunction with the Director's quarterly address, I will organize a lively and fun awards ceremony for the team.

Categories for these awards will include:

"Super Achiever" – For Outstanding Overall Performance

"Champion of Service" – For Exceptional Client Support

"Dynamic Duo" – For Collaborative Excellence

The winner of the "Super Achiever" will receive a certificate signed by the director as well as the "Superman Cape" or "Wonder Woman Tiara" to keep at their desk for the entire quarter. The "Champion of Service" recipient will receive the "Service Superstar Premium Parking Spot" for the entire quarter. The recipients of the "Dynamic Duo" award will be featured in the agency's newsletter.

Expected Outcome:

Increased motivation, camaraderie, and a positive work environment.

Development Timeline: 60 Days

Support/Advocacy:

I am proactively seeking support from our agency director. I believe his enthusiasm will be critical for the success of the initiative. In addition to this plan which I can implement with my existing budget, I will also draft a formal proposal to request directing some training dollars to this initiative by offering professional development opportunities as incentives for those with outstanding performance who actively engage in the initiative.

Moreover, I am committed to involving two enthusiastic team members who demonstrate a genuine passion for our department's mission. This collaborative approach not only keeps these team members engaged but also distributes the workload, preventing it from becoming too daunting for me to manage alone. Additionally, their involvement brings fresh perspectives and ideas to the table, enriching the initiative and enhancing its likelihood of success. I will ensure that their involvement is recognized and celebrated, both internally within our team and externally by the agency director.

Development Timeline: 30 Days



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GROWS Model

The **GROWS Model** serves as a structured roadmap for individuals or teams embarking on the journey of goal-setting and achievement. This framework comprises five essential components, each playing a pivotal role in navigating the path towards attaining desired outcomes.



G = Goal (Aspirational Vision - What **WOULD** it look like)

In the Goal stage of the **GROWS Model**, you envision an idealized state, transcending the confines of a typical SMART goal. It represents the pinnacle of achievement, painting a picture of what the world would look like if everything aligned perfectly with our highest values and aspirations. This aspirational vision serves as a North Star, guiding you towards a future characterized by fulfillment, impact, and excellence. It encapsulates not only tangible outcomes but also intangible qualities such as harmony, justice, and well-being. By daring to dream beyond the boundaries of the achievable, the Goal stage inspires bold action and fosters a sense of purpose that goes beyond mere objectives.

Questions to consider:

- What is the ultimate outcome you desire to achieve in this endeavor?
- What inspires you about this goal, and how does it resonate with your sense of purpose?
- How will reaching this goal positively impact those around you or your broader community?
- What emotions arise when you envision yourself successfully achieving this goal?
- How does achieving this goal contribute to your personal or professional growth?



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R = Reality

(Where We Are Today - What DOES it look like)

In the **Reality phase**, you confront the present situation with clarity and objectivity. This entails a sober assessment of your current state, acknowledging both strengths and limitations. By confronting reality head-on, you gain insight into the gap between the aspirational vision and the actual circumstances. This self-awareness forms the basis for strategic decision-making and action planning, ensuring that your efforts are grounded in a realistic understanding of the challenges and opportunities at hand.

Questions to consider:

- What is the current situation or state of affairs related to your goal?
- What strengths and resources do you currently possess that can support progress towards your goal?
- What feedback or insights have you received from others regarding the current situation?
- Are there any blind spots or areas of uncertainty that need to be addressed in understanding the current reality?
- How does the current reality align with your initial expectations or assumptions about pursuing this goal?



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O = Options

(Opportunities and Obstacles)

The Options stage of the **GROWS Model** encompasses not only opportunities but also obstacles. In addition to generating innovative solutions and alternative approaches, you must also anticipate potential hurdles and barriers. This involves identifying obstacles, whether they be internal or external factors, individuals, or circumstances that could impede progress towards the aspirational goal. By proactively addressing these challenges and integrating mitigation strategies into your options, you fortify your resilience and enhance your chances of success. Embracing a holistic perspective that acknowledges both opportunities and obstacles enables you and your team to navigate complexity with agility and foresight.

Questions to consider:

- What are different approaches or strategies you could take to move closer to your goal?
- How can you leverage your strengths and resources to maximize opportunities for achieving the goal?
- Are there alternative perspectives or viewpoints that could offer new insights or possibilities?
- Are there any assumptions or biases that may be limiting your exploration of alternative options?
- What potential obstacles or barriers do you foresee, and how might you overcome them?
- What potential risks or drawbacks should be considered when evaluating each option?
- How can creativity and innovation be harnessed to explore unconventional options for reaching the goal?
- How can you prioritize your options based on their feasibility, impact, and alignment with your values?



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W = Way Forward / Work Plan

With a comprehensive understanding of both opportunities and obstacles, the Way Forward stage focuses on translating options into a structured plan of action. This entails delineating specific steps, milestones, and timelines necessary to bridge the gap between the current reality and the aspirational goal. By breaking down the journey into manageable tasks and allocating resources effectively, you and your team establish a clear roadmap for progress. This work plan fosters accountability and momentum, guiding you towards the realization of your vision with purpose and determination.

Questions to consider:

- What specific steps can you take to progress towards your goal?
- How will you prioritize tasks and allocate resources to ensure effective execution of your plan?
- What milestones or checkpoints will help you track progress and stay on course?
- What contingency plans can you put in place to address unforeseen obstacles or setbacks?
- What strategies can you employ to maintain motivation and momentum during the implementation phase?
- How will you communicate your work plan and expectations to stakeholders or team members?
- How will you celebrate achievements and milestones along the way to keep morale high?



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S = Support/ Advocacy

Questions to consider:

Finally, the Support/Advocacy stage emphasizes the importance of fostering a supportive environment to sustain progress and overcome obstacles. This involves mobilizing allies, cultivating partnerships, and leveraging resources to bolster resilience and fortify resolve. By nurturing a network of support and advocating for your needs, you enhance your capacity to navigate challenges and seize opportunities. Additionally, self-advocacy plays a crucial role, empowering you to assert your priorities and well-being throughout the journey. By embracing support and advocacy as integral components of the process, you foster a culture of collaboration and empowerment that fuels your collective journey towards realizing your aspirational vision.

- Who are the key stakeholders or allies that can provide support and guidance throughout your journey?
- How can you cultivate a network of support to help you navigate obstacles and setbacks?
- In what ways can you advocate for your needs and priorities to ensure they are met?
- What resources or tools are available to assist you in achieving your goal, and how can you access them?
- How can you create a sense of community or belonging among those involved in pursuing the goal?
- What role can mentorship or coaching play in providing guidance and encouragement throughout the process?
- What boundaries or self-care practices will help you maintain balance while seeking support?
- How will you communicate your appreciation and gratitude for the support you receive along the journey?