



# COHORT 2021

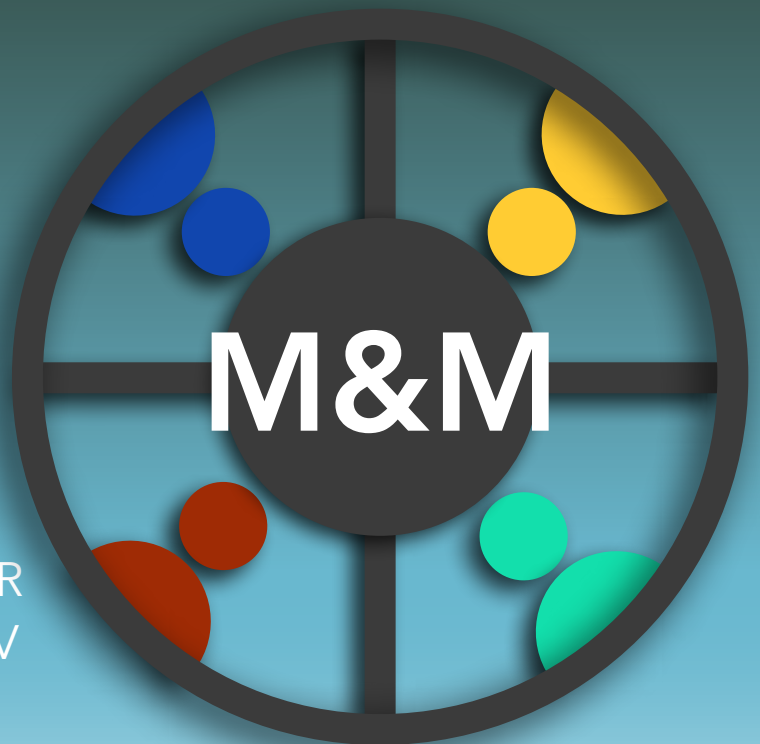
## TEAM 2: M&M *"Investing in the Middle"*

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## TEAM 2: M&M

### *"Investing in the Middle"*

**URGENCY STATEMENT:** Without support of middle management, innovative ideas and processes will stagnate and employee retention and morale will continue to be at risk. We must seize this opportunity and invest in middle management to create an agile workforce rooted in innovation and collaboration and to attract and develop talent committed to improving public service.

**PROBLEM STATEMENT:** Without investing in middle management, innovation will not and cannot move through the organization. Increasingly, middle managers in state government hold accelerating responsibilities and are pulled in multiple directions, moving innovation lower on their growing list of priorities. Middle managers are not afforded an agile environment to build teams and develop skills to foster innovation. The result is a reduction in employee engagement, retention, and morale, vastly compromising public service.



**MOONSHOT:** We aim to elevate and promote the middle managers' role as the linchpin of innovation in California government by creating an environment that supports the sharing of ideas, improves and develops new skills, and fosters collaboration statewide. Through the guidance and support of the Cal-IPGCA Association and with SACNetwork as the nucleus, we will develop a charter for the Consortium designed to guide and empower middle managers to build a resilient California as we reorient to a new normal and face the future challenges of a post COVID world.