



## Missouri Leadership Academy - Capstone Project D: The State of Missouri's Leadership Model

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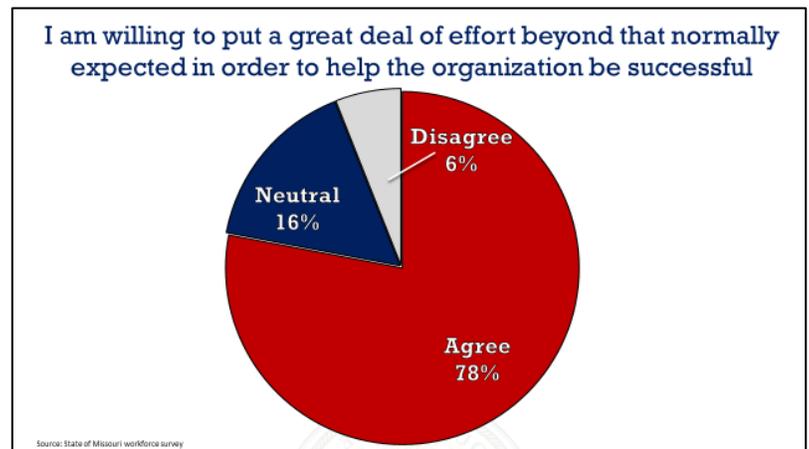
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### Where we are today:

Leadership development is essential to the success of all organizations. The State of Missouri has an inconsistent and fragmented approach to leadership. For too long, we have underinvested in our leaders.

- 60% of State employees do not see any form of leadership in their everyday jobs (*Workforce survey 2017*)
- Leadership development is not consistently discussed until a person steps into a formal management role.
- There are too many OA leadership competencies and they are not well known. Only 34% of employees have heard of these core competencies (*OA coordinated survey 2017*).

The impact of this issue is felt in every department at every level and ultimately affects the quality of service we are able to provide to the citizens of this state. In short, what we have been doing isn't working, and we must change. We have the rocket fuel for change. The workforce survey showed that over 78% of us come to work, each day, doing our part to make a difference (*State of Missouri workforce survey*). Now is the time to show our coworkers and the public that change is possible as we make Missouri a better place to live, work, and serve.



### What is a Leadership Model:

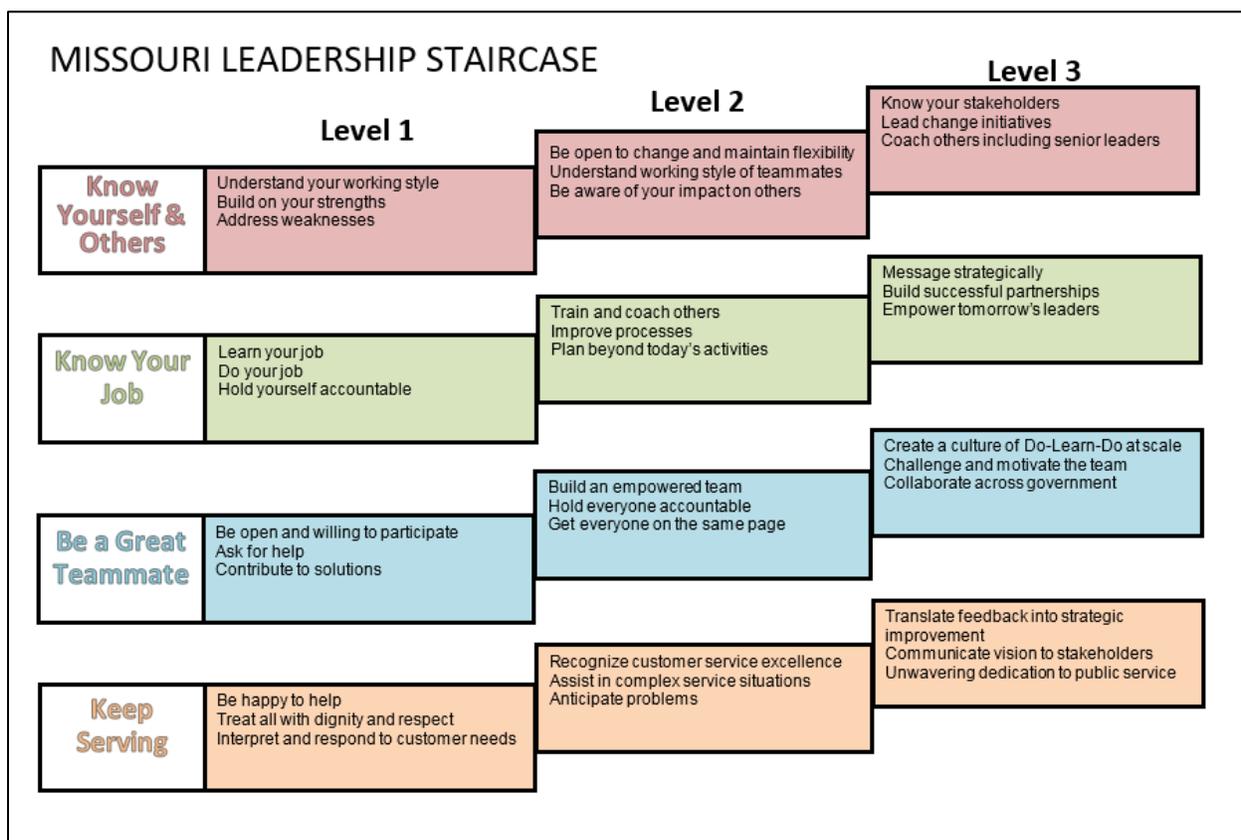
A leadership model is a set of values and expectations that apply to everyone in an organization. The State of Missouri needs a simple way to develop leadership skills in its people. The values can be seen in behaviors and can be coached at every level. Successful organizations have strong leadership models. In the military, their models are essential in every aspect of how they operate. Southwest Airlines, as an example, developed an impactful yet simple leadership model that is easy for people to understand.



A State of Missouri leadership model would create a consistent set of expectations for everyone, and it would improve how we:

- Recruit and onboard.
- Coach and give feedback.
- Celebrate and reward.
- Expect our leaders to behave.
- Set expectations and hold each other accountable.

Although the State of Missouri is large and has diverse responsibilities, leaders are leaders and people are people. We need a consistent, simple model for leadership tailored to the State of Missouri. It should set expectations by driving a back-to-basics management agenda. Values and expectations are needed – looking through the lens of lead self, lead others, and lead change. After conducting over 100 surveys, gathering data from the workforce survey, and researching best practices, we have created building blocks for success. We owe it to the citizens of Missouri to deliver the highest quality impacts, those that are attainable when leadership is valued at all levels.





## Missouri Leadership Staircase

- The Leadership Staircase is a leadership model which recognizes everyone, regardless of their current position, can and should be a leader.
- The Staircase focuses on expectations for success at each level.
- It sets clear objectives to build upon and move to the next level.
- It builds capability through intentional development via clear career pathways.
- It creates an environment where you are empowered to take responsibility for your own leadership development.
- It steers you towards experiences and developmental approaches that can best position you for your next career move.
- It details clear expectations for coaching to improve performance.
- It will help develop the next wave of leaders.

### **Implementation:**

For the Leadership Staircase Model to be successful, it must be integrated across the State in every department. We are not looking to design a pretty placement to hang on the wall—but to help turn the “aircraft carrier,” that is the State of Missouri workforce, towards a culture focused on personal and professional development. We recognize that the state and some departments have made great strides in improving leadership development. The staircase model builds upon those efforts. Examples of how this model should be implemented include:

- Prominently displaying the model with job postings (on State and third-party sites).
- Leveraging the model within Engage conversations.
- Developing formal mentorship programs within each Agency based on the model.
- Create formal training programs for each of the steps in the model.

We have developed more recommendations for implementation that include hiring, development, retention and promotion within each agency.