

# Missouri Leadership Academy

## Workforce Engagement:

### *Unfreezing* The Middle Layer

...

*No longer a place where strategy goes to die*



Audrey Beres



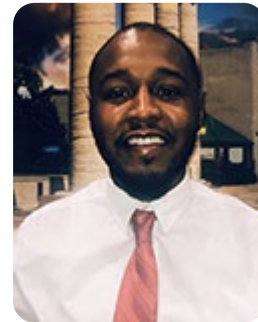
Lisa Franz



Marcus Slaughter



Peggy Smith



Joshua Vaughn



Colette Weckenborg



Travis West

# The 'Frozen Middle' refers to those in middle management who allegedly block organizational progress

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## **Middle managers are perceived as...**

- Not capable
- Not motivated
- Afraid to take risks
- Impediments to communication
- “a place where strategy goes to die”

## **Middle managers in reality are...**

- Serving in complex roles
- Underdeveloped
- Not empowered
- Not mentored
- “crucial for recruiting and retaining talented employees, and creating a positive workplace culture”



# Middle managers characterize their role as challenging, rewarding, and stressful

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Managers do not feel they are trained and they do not recommend a management position to others

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**41%**

My agency did not successfully prepare me for the role of a manager

**28%**

I would not recommend a management position to others



# The State of Missouri must unfreeze the middle layer

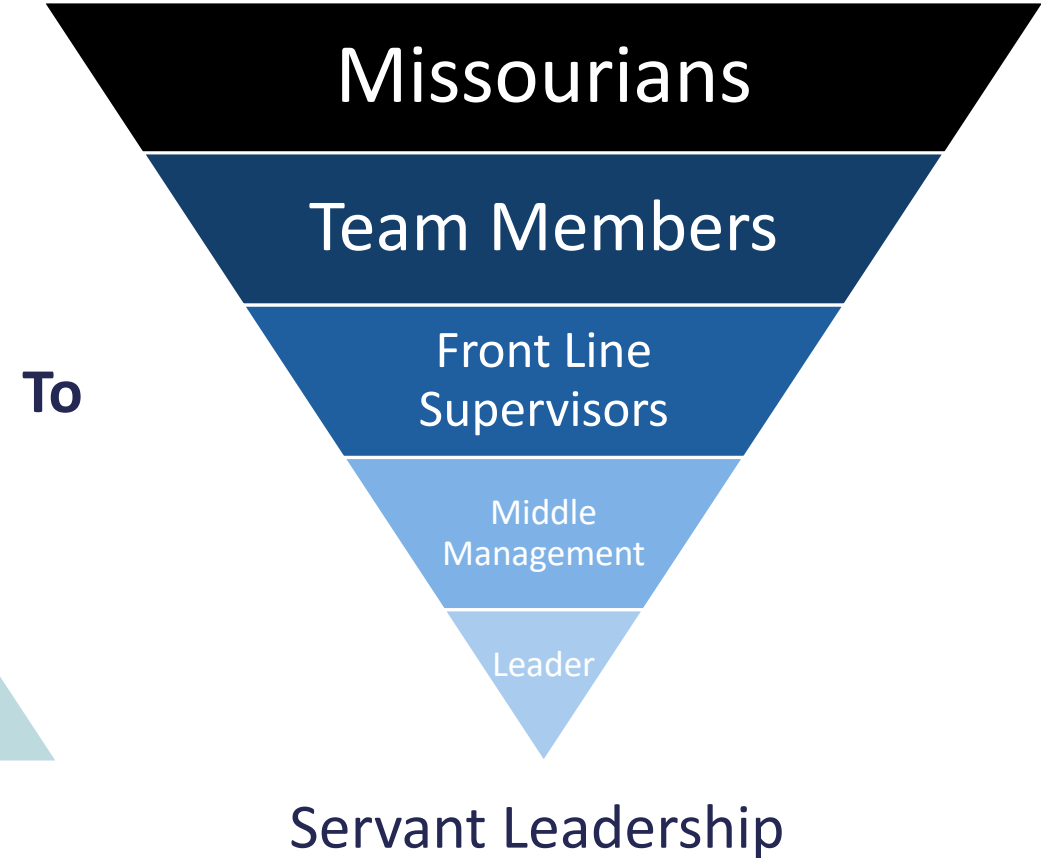
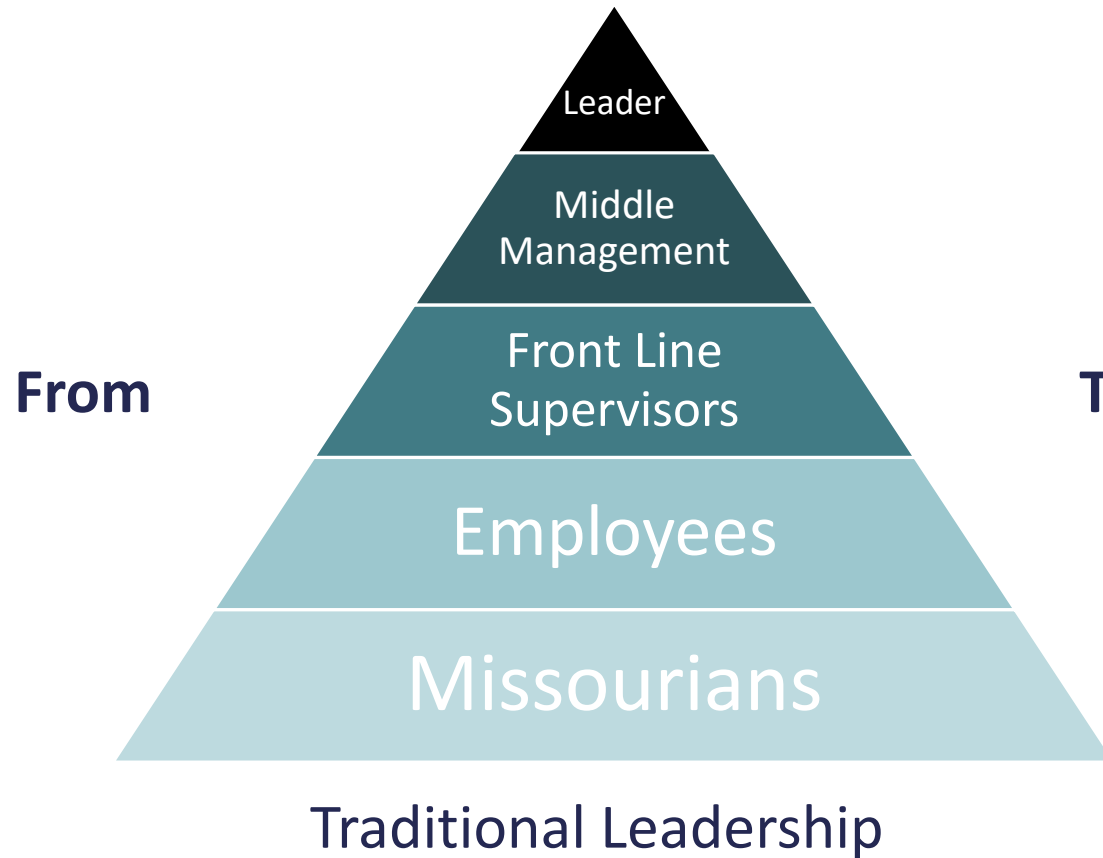
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## Recommendations

- Servant Leader Curriculum
- Supervisor Key Traits
- Statewide Mentoring Program



# All State of Missouri leaders must adopt a Servant Leader mindset

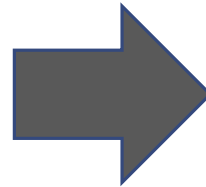


# To make this transition, we need to understand how the two leadership styles are different

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## Traditional Leadership

Exercise of Command  
Pursuit of Control  
Goal of Productivity  
Individual Performance  
Order  
Hierarchy  
Guidelines



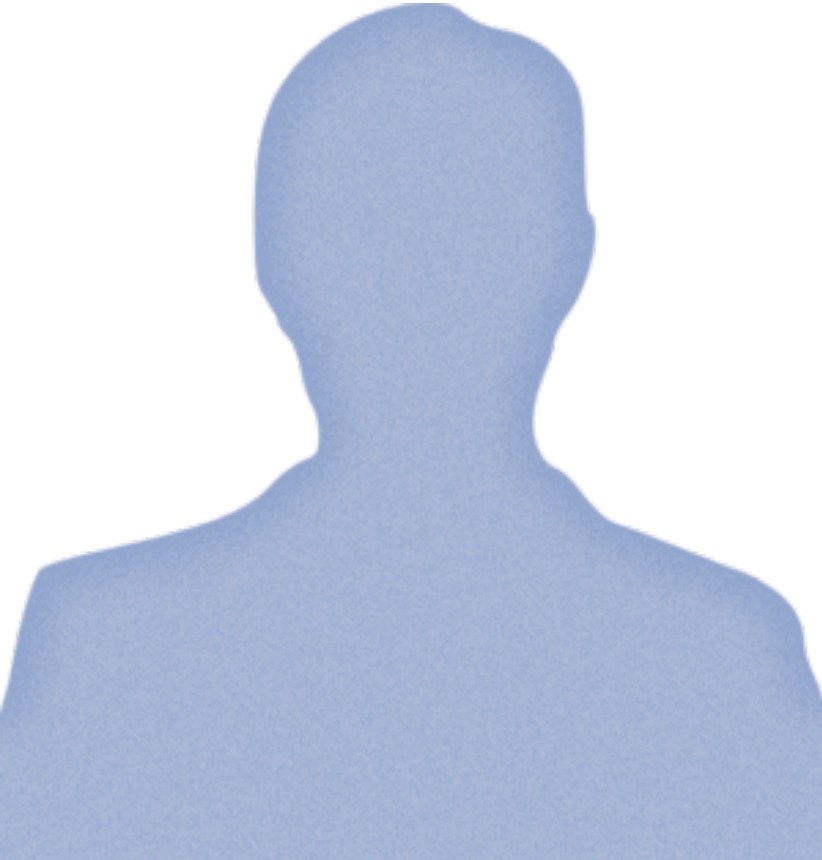
## Servant Leadership

Exercise of Compassion  
Nurturing of Commitment  
Goal of Developing People  
Team Performance  
Freedom  
Participation  
Relationships





# Some Leaders are already practicing Servant Leadership





# The State of Missouri should enhance training requirements to emphasize the Servant Leadership mindset


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## How can it work?

- Emphasize MO Learning Course “Ken Blanchard on Servant Leadership” as part of the “New Supervisor Essentials” learning path
- Add Servant Leader as a Competency Model per the State of Missouri Leadership Guide
- Support supervisors in meeting expectations under the Leadership Development Rule



# Incorporating key traits as part of Engage 2.0 Growth Model will help existing managers become Servant Leaders

 **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
<b>KNOW YOUR ROLE</b> <ul style="list-style-type: none"> <li>Understand the big picture</li> <li>Make good decisions</li> <li>Get the right things done</li> </ul>	<ul style="list-style-type: none"> <li>Connect what I do in the big picture.</li> <li>Use time and resources in a way that makes sense.</li> <li>Hold myself accountable for the team needs.</li> </ul>	<ul style="list-style-type: none"> <li>Show others how our work connects to the big picture.</li> <li>Identify opportunities to use resources better.</li> <li>Get things done with limited need for supervisor direction</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to big picture goals beyond my job description.</li> <li>Establish best practices for using resources.</li> <li>Know what "good" looks like, and how my work compares.</li> </ul>
<b>LEARN AND GROW</b> <ul style="list-style-type: none"> <li>Identify strengths and development opportunities</li> <li>Continually improve the State of Missouri</li> <li>Build individual talent (my own and others)</li> </ul>	<ul style="list-style-type: none"> <li>Be honest about my strengths and development areas.</li> <li>Find ways I can improve when I do my work.</li> <li>Improve strengths; make sure development areas don't get in the way.</li> </ul>	<ul style="list-style-type: none"> <li>Think about how my strengths and development opportunities impact the team.</li> <li>Identify new ways our team can work together better.</li> <li>Turn my strengths into "best practices" and make sure I am at least competent in development areas.</li> </ul>	<ul style="list-style-type: none"> <li>Role model how to get better through personal development.</li> <li>Be an example for innovation and improvement for my department and the State.</li> <li>Mentor junior team members who can one day grow into my role.</li> </ul>
<b>COMMIT TO THE TEAM</b> <ul style="list-style-type: none"> <li>Work together across the team</li> <li>Build a network to move things forward</li> <li>Influence others regardless of my role</li> </ul>	<ul style="list-style-type: none"> <li>Share ideas with teammates to promote working together.</li> <li>Connect with the team.</li> <li>Know how to communicate with team members based on their style</li> </ul>	<ul style="list-style-type: none"> <li>Focus on getting teamwork right, even when working with people who have different styles.</li> <li>Look beyond our team for people who can support our efforts.</li> <li>Think what is needed to help my team get buy-in for our initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Think about ways to promote a culture of teamwork across the department / agency.</li> <li>Look for people at all levels who can sponsor and support us in achieving goals.</li> <li>Help my teammates avoid missteps when navigating sensitive issues.</li> </ul>
<b>LIVE THE MISSION</b> <ul style="list-style-type: none"> <li>Role model the organization's values</li> <li>Create a positive atmosphere around me</li> <li>Provide excellent service to customers</li> </ul>	<ul style="list-style-type: none"> <li>Reflect on how my values connect to the team's mission.</li> <li>Make a positive impact through my work.</li> <li>Think actively about customer needs and strive for customer service excellence.</li> </ul>	<ul style="list-style-type: none"> <li>Actively live the mission to inspire others.</li> <li>Positively impact the team.</li> <li>Contribute to the team in a way that maximizes customer services.</li> </ul>	<ul style="list-style-type: none"> <li>Be an advocate for the agency, especially in difficult times.</li> <li>Look for ways to be positive and resilient in all areas impacted by my work.</li> <li>Look for new ways to meet customer needs.</li> </ul>



# Engage 2.0 Key Traits Assessment will identify gaps

- Displays a Strong Work Ethic
- Stays Calm and Cool in the Face of Pressure
- Communicates Honestly
- Works with Confidence
- Portrays a Positive Attitude
- Recognizes When Staff do Good Work
- Is Passionate About Their Job
- Portrays a High Level of Emotional Intelligence
- Listens Well
- Makes Good Decisions
- Lets Employees Make Decisions
- Is Flexible and Adaptable – Initiates and Encourages Change

[SPECIFIC INDIVIDUAL]

**ENGAGE 2.0**  
Key Traits Assessment: *Managers*

	Beginning	Developed	Accomplished	Exemplary
Displays a Strong Work Ethic				
Communicates Honestly				
Works with Confidence				
Portrays a Positive Attitude				
Makes Good Decisions				
Recognizes When Staff Do Good Work				
Is Passionate About Their Job				
Portrays a High Level of Emotional Intelligence				
Stays Calm and Cool in the Face of Pressure				
Listens Well				
Lets Employees Make Decisions				
Is Flexible and Adaptable – Initiates and Encourages Change				



# Identified gaps will map to a Key Traits Development Curriculum Plan

## Portrays a Positive Attitude

- Being Positive at Work (34m)
- Maintain a Positive Attitude (2m 16s)
- Behavioral Science Insights on How to Have a Great Day, Every Day (22m)
- LEARNING PATH: Staying Positive and Productive During Uncertainty (15h 41m)



# Seeking key traits will lead to better results when hiring new managers

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“Departments need help identifying the skills and competence required of good leaders so that they can make better hiring decisions instead of relying on tenure and task oriented promotions.”



# The State of Missouri should assess managers for key traits necessary for success

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## How can it work?

- Adopt set of Manager Key Traits
- Coach existing managers through Engage 2.0 to address gaps in key traits by implementing a personal development curriculum
- Optimize behavioral interview questions based on manager key traits



# Practical ways to serve your middle managers so they can be successful

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- Give them timely and understandable information
- Create a culture where it is safe to challenge
- Remove barriers to getting work done (continuous improvement)
- Empower them to manage their areas effectively by delegating authority and building trust
- Set clear objectives and line of sight
- Make roles and responsibilities explicit across the organization





# Middle managers lack clarity about roles and authority

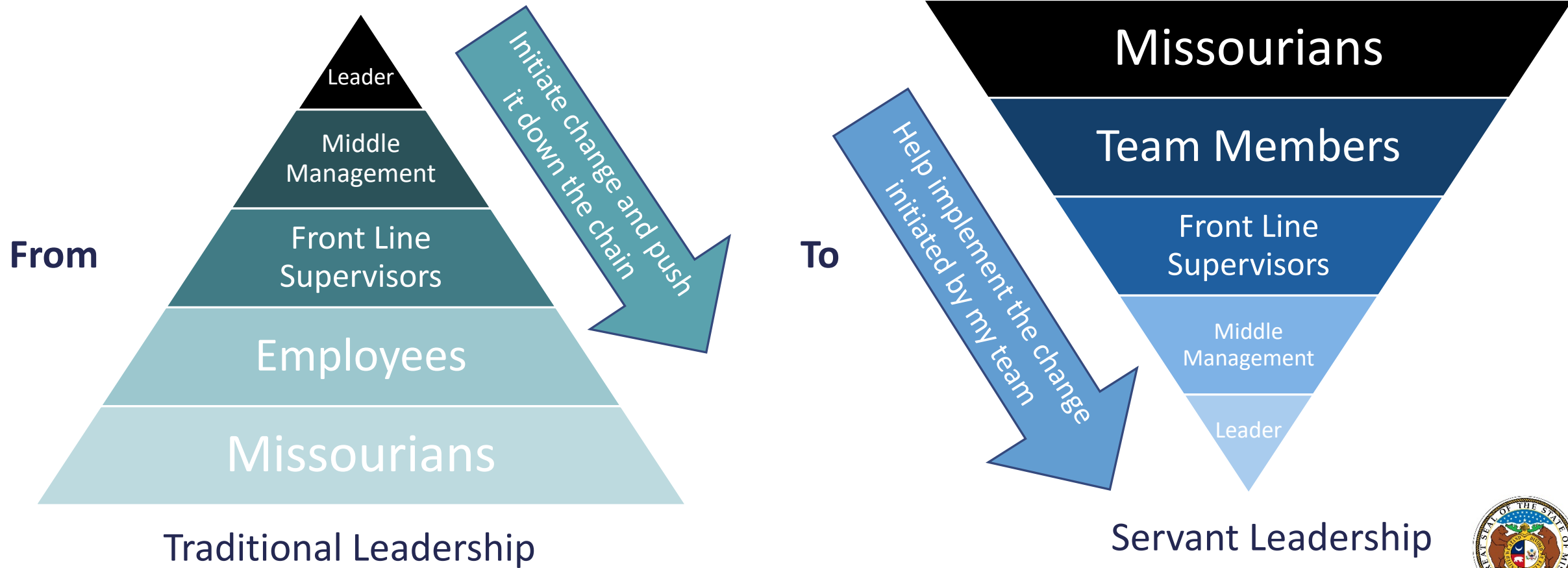
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1 in 4 middle managers lack a clear understanding of what decisions they are allowed to make



# Servant leaders implement the changes initiated by their teams



# The most effective change is initiated by middle managers and executed by senior leaders

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## Senior Leaders

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Establish a clear vision

Prioritize initiatives

Keep a strategic view

Remove obstacles

Communicate the “why”

## Middle Managers

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Create grounded initiatives

Test, refine and adapt

Keep in tune with front-line

This approach to change garners the highest levels of front-line support





# State of Missouri middle managers say mentoring relationships are vital

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“I feel that mentoring relationships are vital because it helps new leaders learn more about what is expected of them, what their new role will consist of, also to glean knowledge from a seasoned leader who has already been there, done that...”



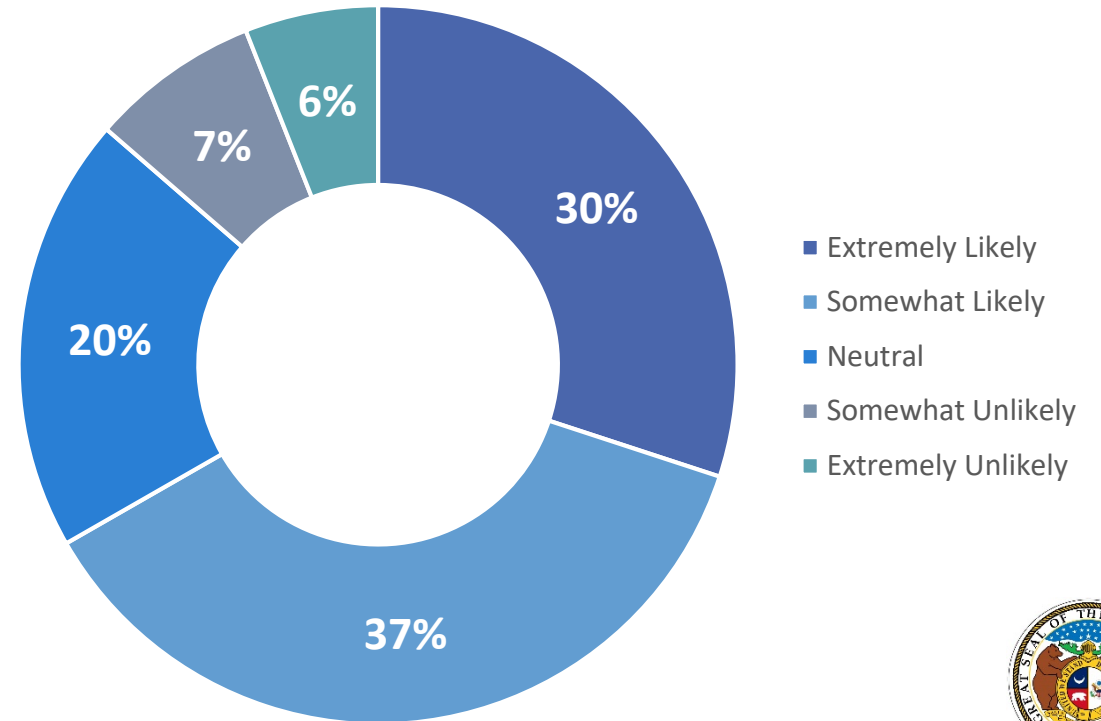


# State of Missouri middle managers would like to participate in a mentoring program

## Survey says...

- ❑ 40% of managers indicate they do not have, nor have they had, a mentor to help them succeed as a manager.
- ❑ 67% of managers indicate they would likely participate in a mentoring program if offered the opportunity.

Likelihood of Participating in a Mentoring Program Among Middle Managers

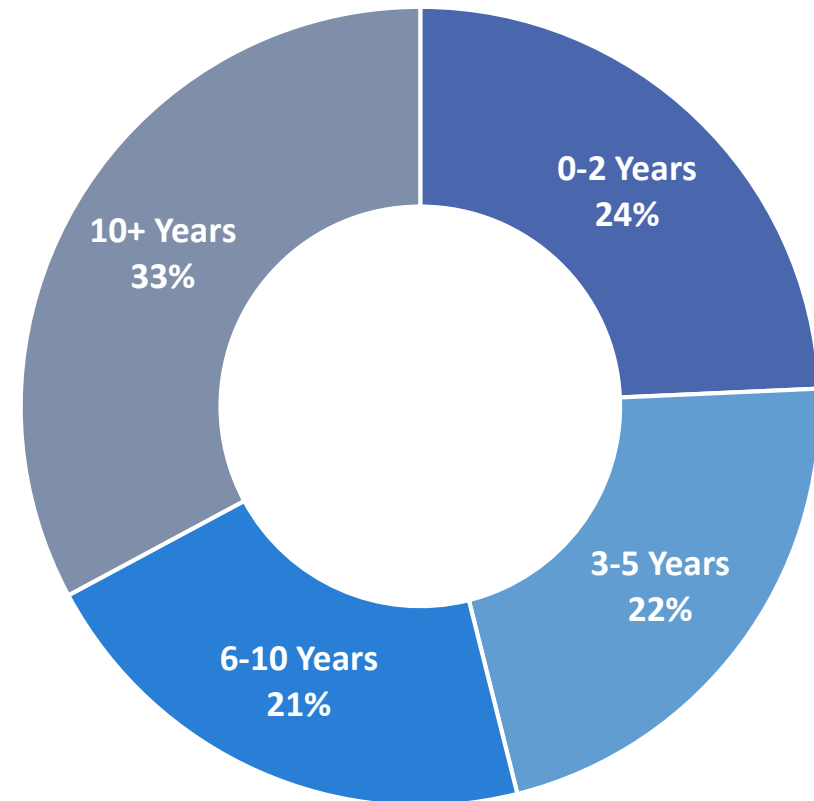


# The State of Missouri has ample mentors available in the workforce

## Survey says...

- ❑ The State of Missouri has a large pool of experienced leaders with important knowledge to share
- ❑ **54%** of managers have at least 6 years of experience as managers.

Experience of Middle Managers



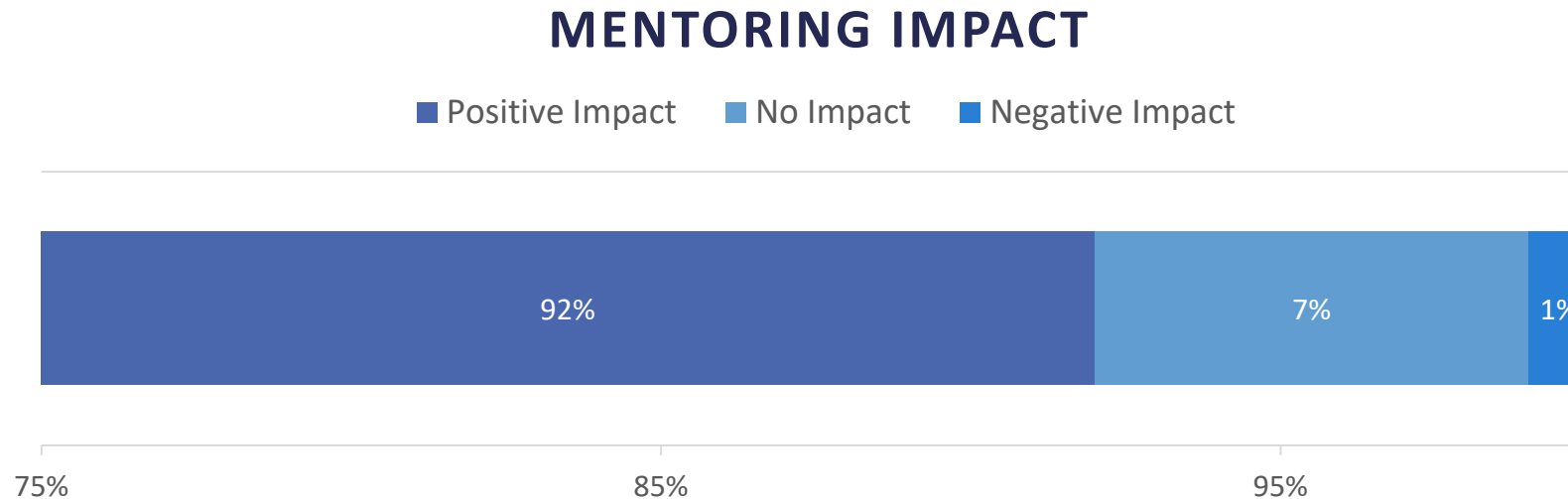


# Mentoring has a positive impact on middle managers

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## Survey says...

- ☐ **92%** of current managers who have or have had mentors indicate their mentoring experience had a positive impact and helped them succeed as managers.



# Mentoring offers knowledge sharing, improved engagement, and increased retention

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## Knowledge Sharing

- Share skillsets and information between managers

## Improved Engagement

- Mentoring is interactive and supports continuous improvement

## Increased Retention

- Mentoring is a promotional strategy that helps provide new managers and established managers more opportunities to grow



# The State of Missouri should establish a mentoring program that spans all executive departments

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## How can it work?

- Create a statewide portal for experienced managers to register as mentors and those seeking mentors to register as mentees
  - Mentoring framework to support both formal and informal mentoring relationships across departments
- Use established best practices to keep mentors and mentees on track
  - Create mentoring agreements
  - Set clear, measurable goals
  - Evaluate the mentoring relationship at multiple stages



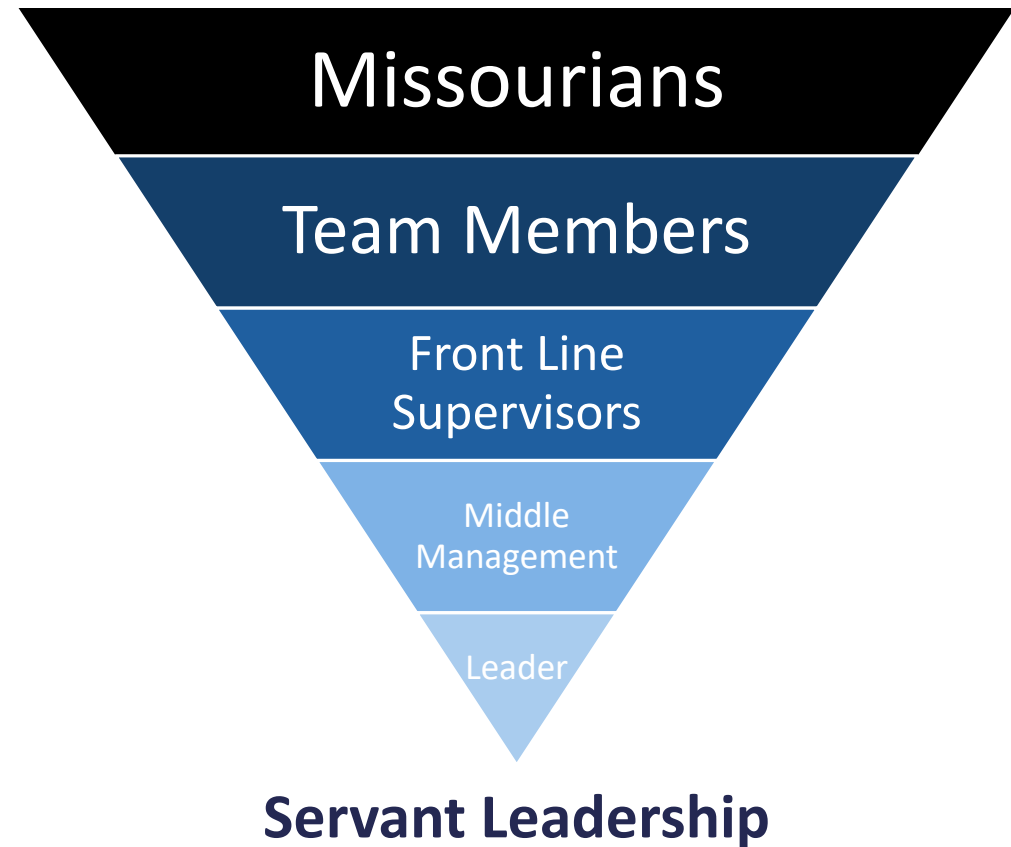
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REGIONAL YOUTH CENTER**

1639 HOGAN ST. • DIVISION OF YOUTH SERVICES

# The State of Missouri must unfreeze the middle layer

## Recommendations

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  - Emphasize Course “Ken Blanchard on Servant Leadership”
  - Add Servant Leader as a Competency Model
- Supervisor Key Traits
  - Engage 2.0 Assessment
  - Interview Questions
- Statewide Mentoring Program



# Thank you for your time

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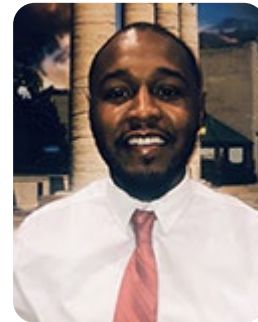
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