

Missouri Leadership Development 2.0

How can the State of Missouri increase the number of front-line supervisors who are aware of and using the State's core leadership and talent development tools within their teams by June 1, 2021?

State of Missouri – Leadership Academy Fall 2020, Capstone Team A



Colleen Foster
DESE



Stephanie Newton
DOLIR



Chris Parr
DPS/MSHP



Vince Rost
DOC



Lisa Stuecken
DNR



Jennifer Wyble
DMH

Front-Line Supervisors Have a Disproportionate Impact

60%

National percentage of supervisors in organizations that are front-line supervisors

Source: Harvard Business Review

83%

Percentage of Missouri workforce managed by front-line supervisors

Source: Missouri Office of Administration,
Division of Personnel

The Front-Line Advantage

“They’re at the very first level of management across a company’s business operations and functions.”

Front-Line Supervisor Competencies

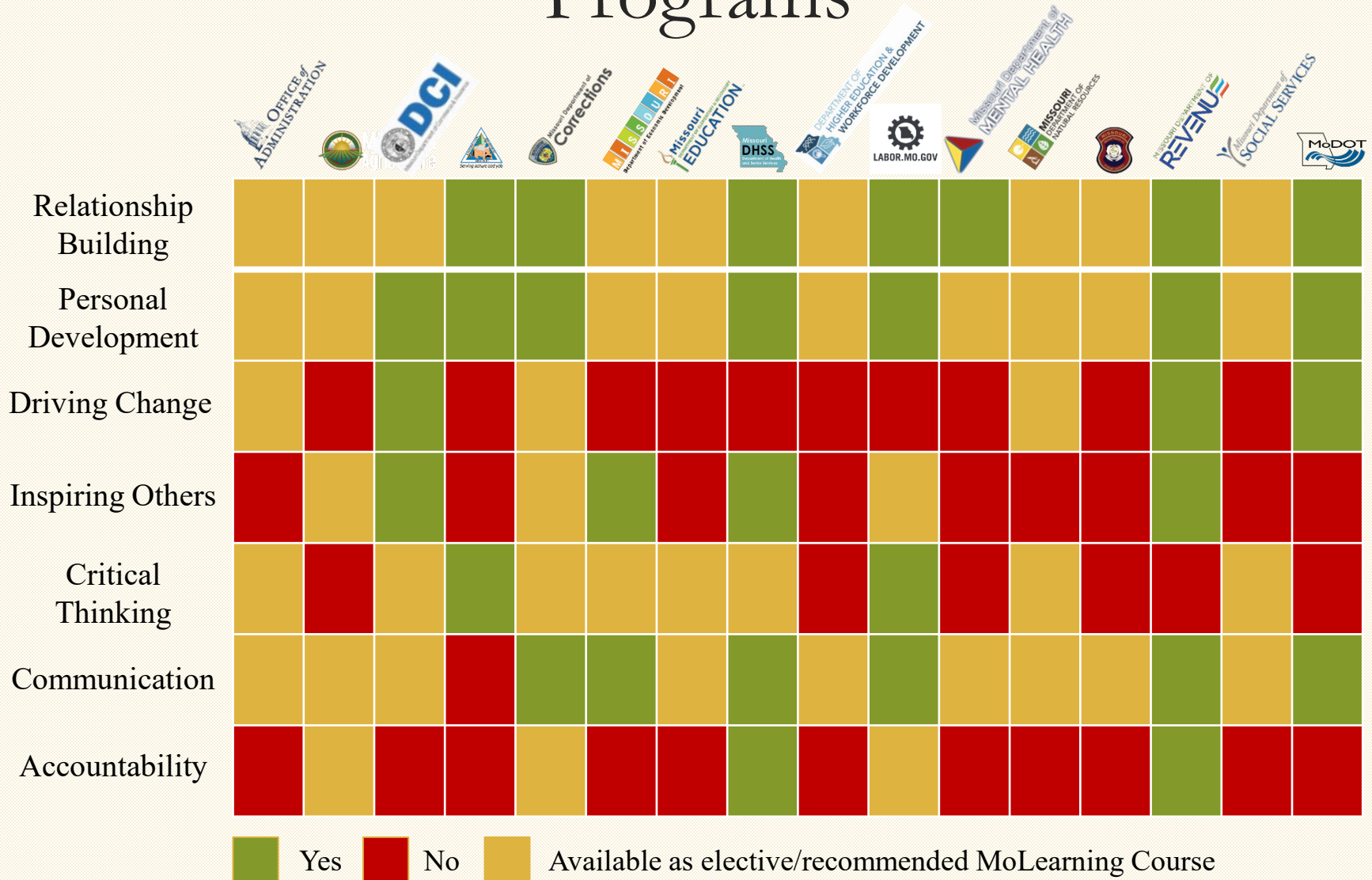
- Build Relationships
- Develop People
- Drive Change
- Inspire Others
- Think Critically
- Communicate Clearly
- Create Accountability



Missouri's Leadership Development is Nationally Recognized

- Training.oa.mo.gov -offers direct links to 84 separate video or document-based development resources as well as links to:
 - MOLearning
 - Missouri Way
 - Missouri Leadership Academy
 - Leadership Library
 - Continuous Improvement Summit, Show-Me Excellence
 - Department Leadership Development planning and teams
 - Employee Recognition plans
- Recognized by the National Association of State Chief Administrators (NASCA)

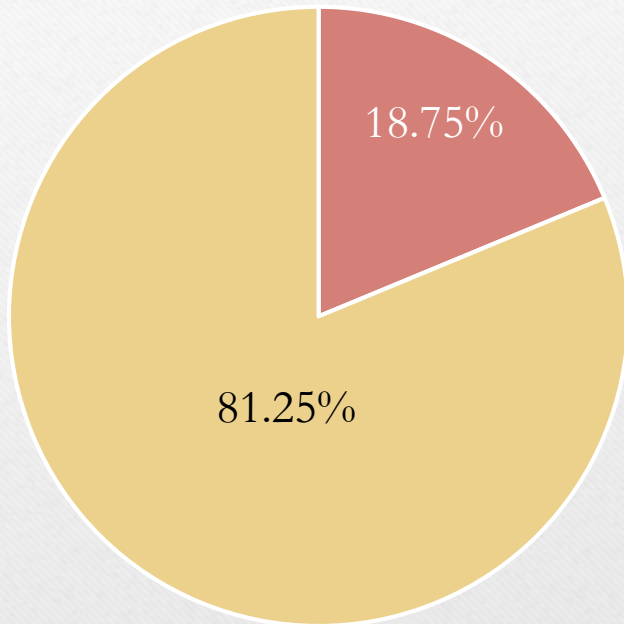
Competencies Addressed in Departmental Programs



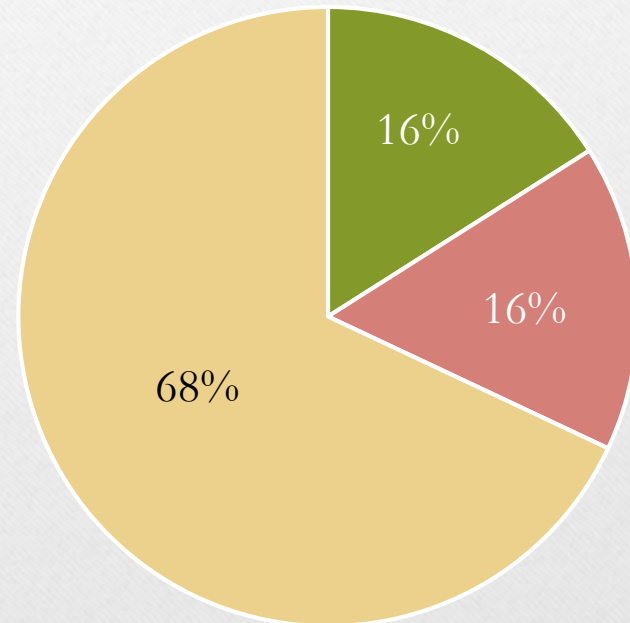
Source: Department leadership strategies (as of July/Aug 2020) via OA/Div. of Personnel, Department recommended MoLearning courses, molearning.mo.gov

Does your department succeed in preparing front-line supervisors for success?

Front-Line



Middle/Senior

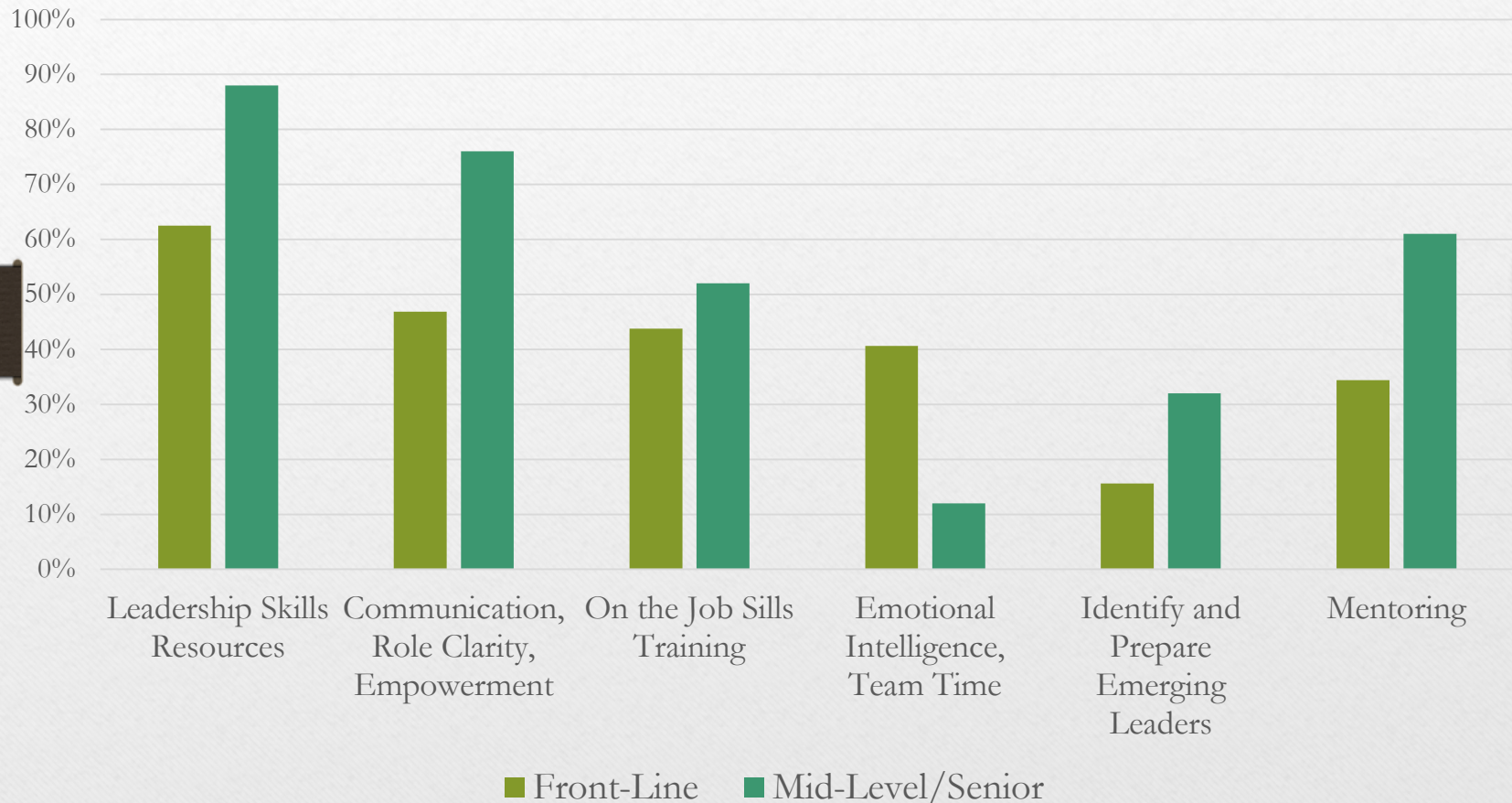


■ Yes ■ No ■ Needs Improvement

■ Yes ■ No ■ Needs Improvement

Source: Targeted survey of 57 front-line and upper-level supervisors from multiple departments

How could your department improve their preparation of front-line supervisors?

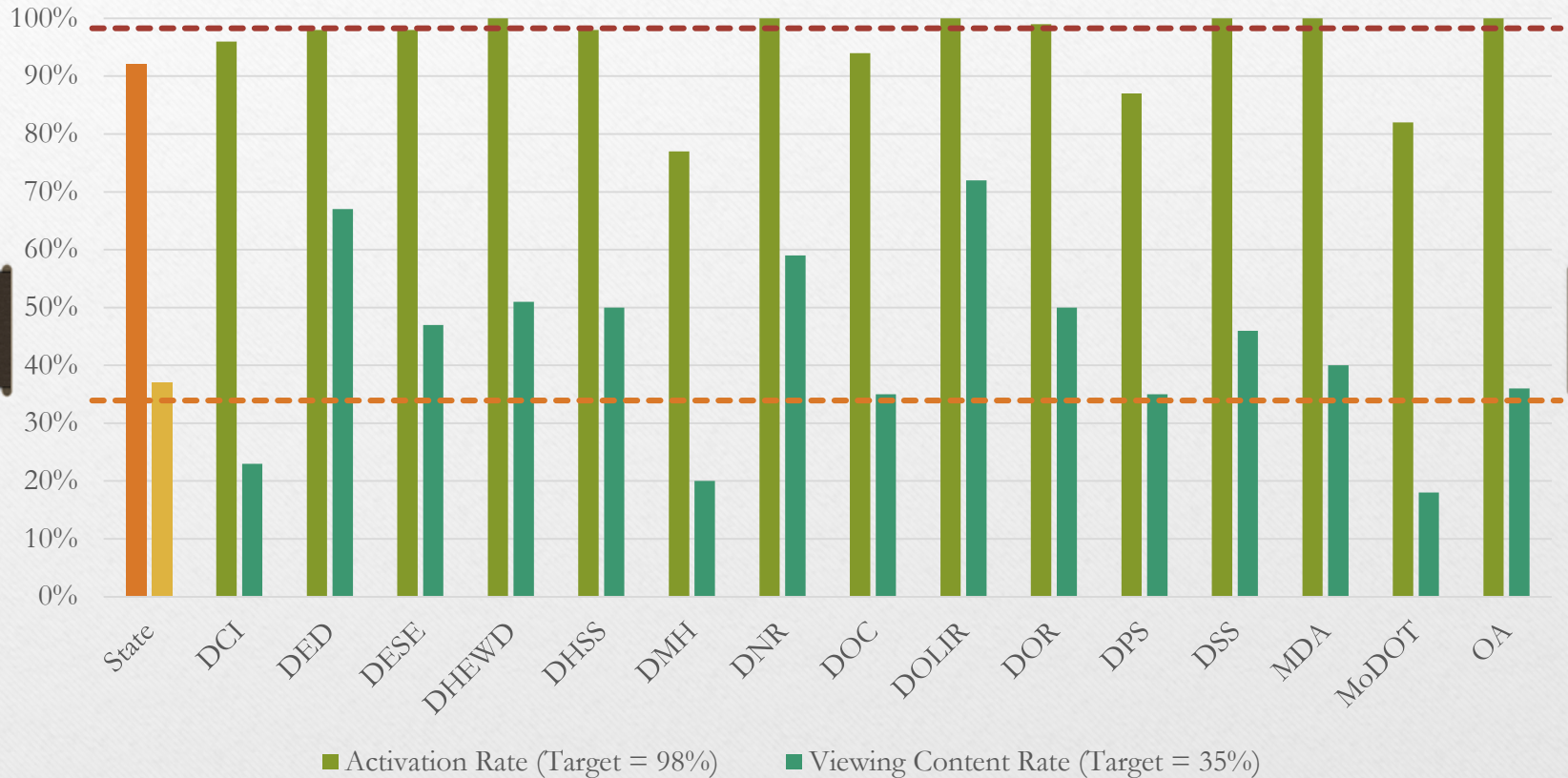


Source: Targeted survey of 57 front-line and upper-level supervisors from multiple departments

Current Leadership Development Tools are Inconsistently Used

- Analytics from training.oa.mo.gov in 2020 show:
 - 71.61% Bounce Rate
 - 32,732 Unique Pageviews (less than existing number of active employees)
 - Average time on page: 1 minute, 3 seconds

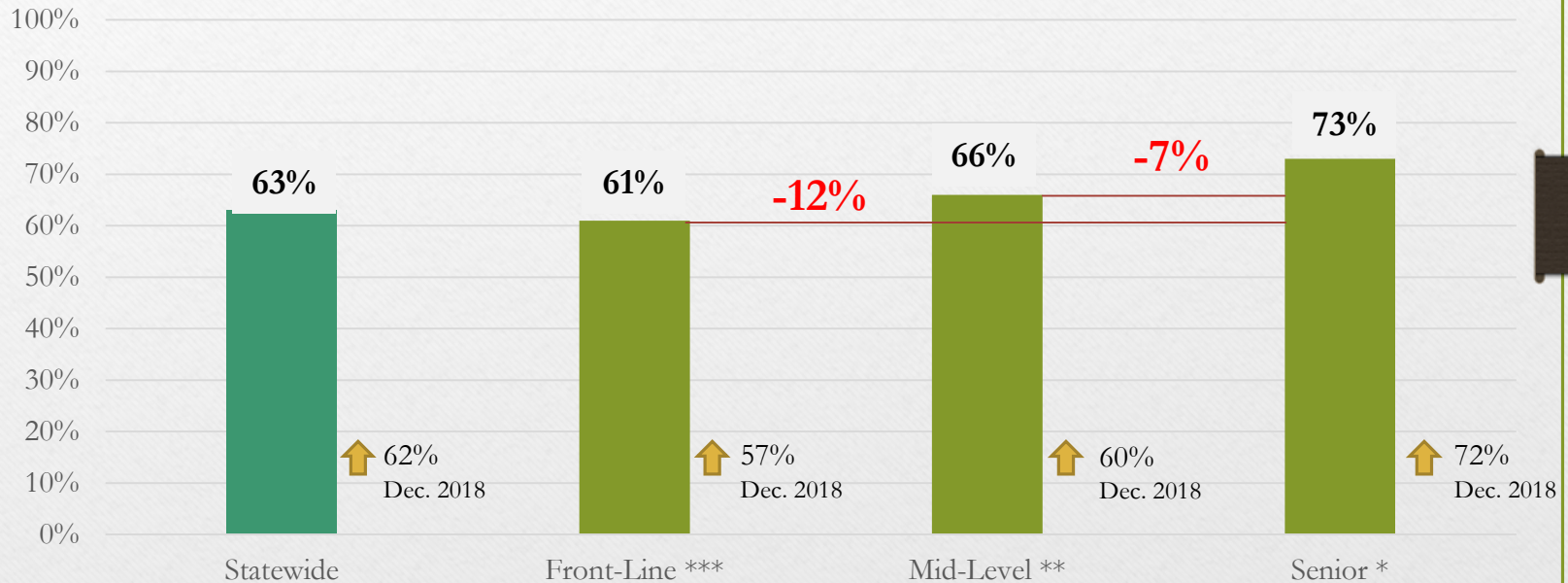
MO Learning – December 2020 – Supervisor Engagement



Note: Excludes MDC

We Continue to Have Gaps in Professional Development

Agree: "I have had a helpful professional development conversation with my supervisor in the last six months"



* Senior leader defined as annual income \$80,000+

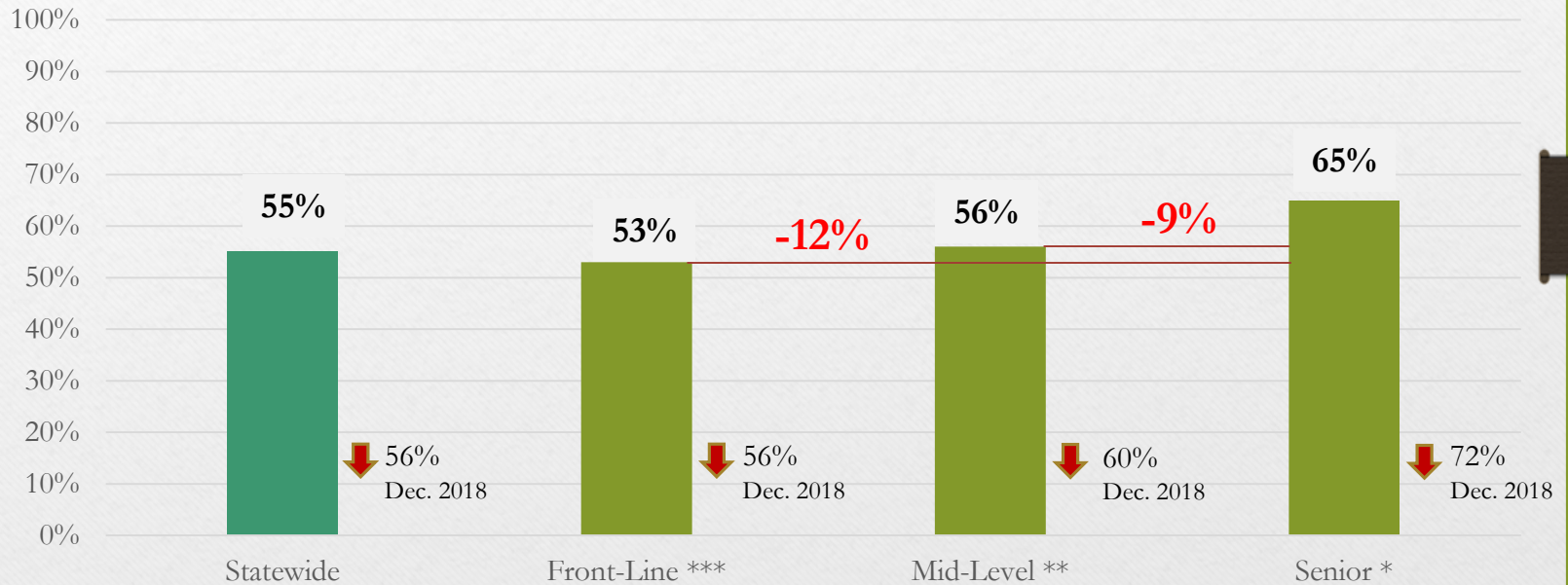
** Mid-level leader defined as annual income \$40,000 – \$79,999

*** Front-Line leader defined as annual income <\$40,000

Source: QPS July-August 2020 (N=23,540) and QPS December 2018 (N=22,760)

We Continue to Have Gaps in Professional Development

Agree: "The quality of my professional development has improved over the last year"



* Senior leader defined as annual income \$80,000+

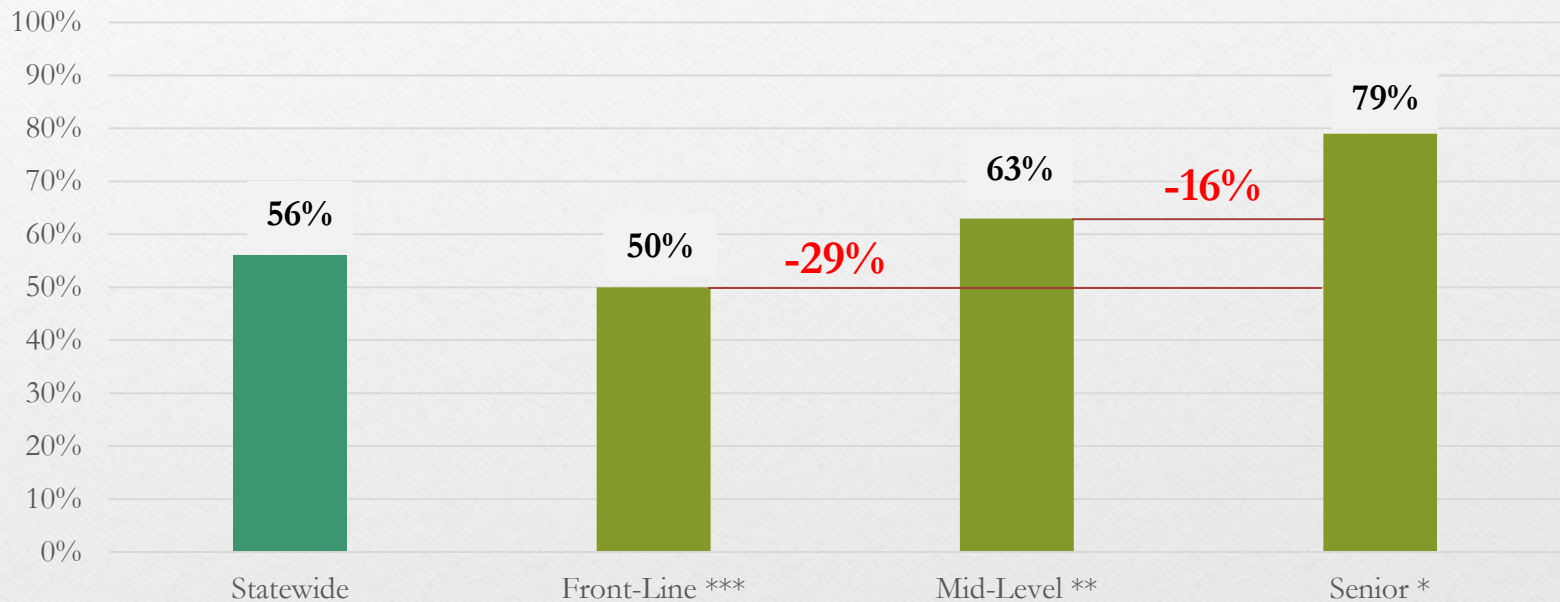
** Mid-level leader defined as annual income \$40,000 – \$79,999

*** Front-Line leader defined as annual income <\$40,000

Source: QPS July-August 2020 (N=23,540) and QPS December 2018 (N=22,760)

We Continue to Have Gaps in Professional Development

Agree: "Employees receive the training and development they need to be effective in their jobs"



* Senior leader defined as annual income \$80,000+

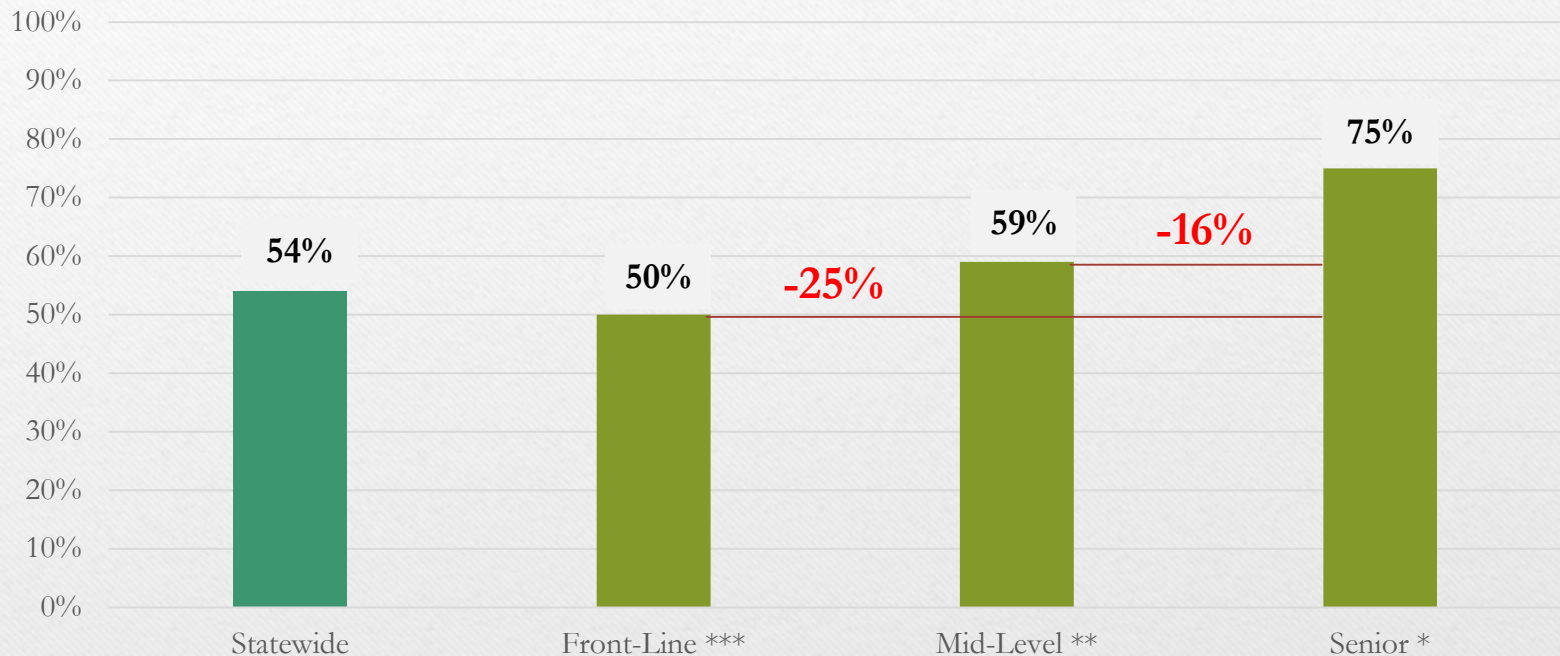
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*** Front-Line leader defined as annual income <\$40,000

Source: QPS July-August 2020 (N=23,540)

We Continue to Have Gaps in Professional Development

Agree: "Managers in the organization provide helpful coaching"



* Senior leader defined as annual income \$80,000+

** Mid-level leader defined as annual income \$40,000 – \$79,999

*** Front-Line leader defined as annual income <\$40,000

Source: QPS July-August 2020 (N=23,540)

Hypothesis – Why?

- Front-line supervisors are not aware of or consistently using Missouri's leadership development tools because:
 - They are not given details about the tools as they emerge into their new role as a supervisor.
 - There is not a culture of discussing, using, and mentoring with the tools passed down from middle/senior management.

Recommendations

To be implemented by June 1, 2021 unless
otherwise noted

Missouri's Leadership Strategy

Develop Quantity, Qualities, Skills/Behaviors, Capabilities, and Culture
by utilizing:

Onboarding Processes

Individual & Organizational Assessments

Individual Development Plans

Required Core Learning Experiences

Onboarding Processes

- Have front-line supervisors complete DISC assessments within one month of their hire date (\$50.00 per person)
 - Complete for existing supervisors as well
- Departments provide Quick Reference page for your new supervisors with instructions on:
 - Accessing existing Leadership Development tools and Personnel Resources
 - Required core competency training (Departmental or MO Learning)
 - Available mentorship contacts

Individual & Organizational Assessments

- Update Engage Tracker to include a drop-down of recommended leadership development topics for tracking and comparing to QPS data
 - Suggested topics:
 - Role Clarity
 - Technical Skills
 - Emotional Intelligence
 - Leadership Skills
 - Engage 2.0 Growth Model

Required Core Learning Experiences

- Complete Missouri Way on MOLearning:
 - Front-line Supervisors by September 30, 2021
 - All supervisors by December 31, 2021
- New supervisors should be required to complete Missouri Way within one year of accepting position

Conclusion

To make the largest impact on Missouri's workforce, please consider the recommendations provided today for continued Front-Line Supervisor Development.

Missouri Leadership Academy
Class 5
Team A

Colleen Foster (DESE)

Stephanie Newton (DOLIR)

Chris Parr (DPS)

Vince Rost (DOC)

Lisa Stuecken (DNR)

Jennifer Wyble (DMH)

