

The background features a large, faint, circular seal of the State of Missouri. The seal contains the text "THE GREAT SEAL OF THE STATE OF MISSOURI" around the perimeter, with "1820" at the bottom. In the center, there is a figure holding a scale and a sword, with the motto "SALUS POPULI SUPREMA LEX ESTO" and the date "MDCCCXX" below it.

# Leadership Staircase: The State of Missouri's Leadership Model

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# OUR ROADMAP

Today

Leadership Model

Staircase Model

Implementation

Where we are today



# Inconsistent & Fragmented Approach

- 60% of all State employees said they didn't see any form of leadership in their everyday jobs
- Organizations that invest in developing leaders during significant transformations are **2.4 times more likely** to hit their performance targets.

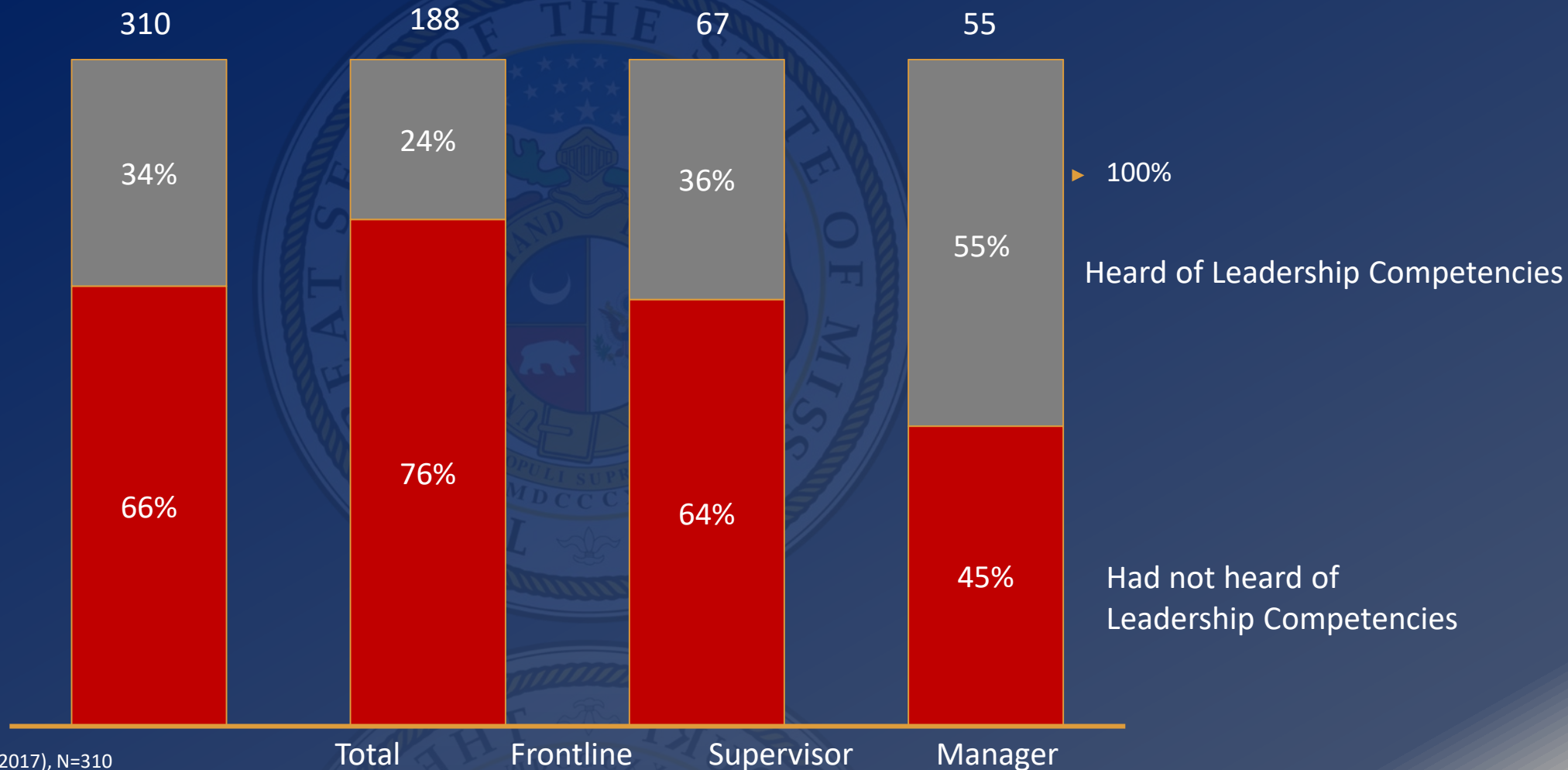
## What Are The 24 Competencies?

Click on each competency to read it's definition.

- Accountability
- Computer Literacy
- Creative Thinking
- Customer Service
- Decisiveness
- Financial Management
- Flexibility
- Influencing
- Integrity
- Mediating
- Mentoring
- Negotiating
- Perceptiveness
- Planning
- Political Awareness
- Problem-Solving
- Self-Direction
- Strategic Thinking
- Team Work
- Technical Knowledge
- Verbal Communication
- Vision
- Written Communication
- Workforce Management

[www.training.oa.mo.gov/comprule.htm](http://www.training.oa.mo.gov/comprule.htm)

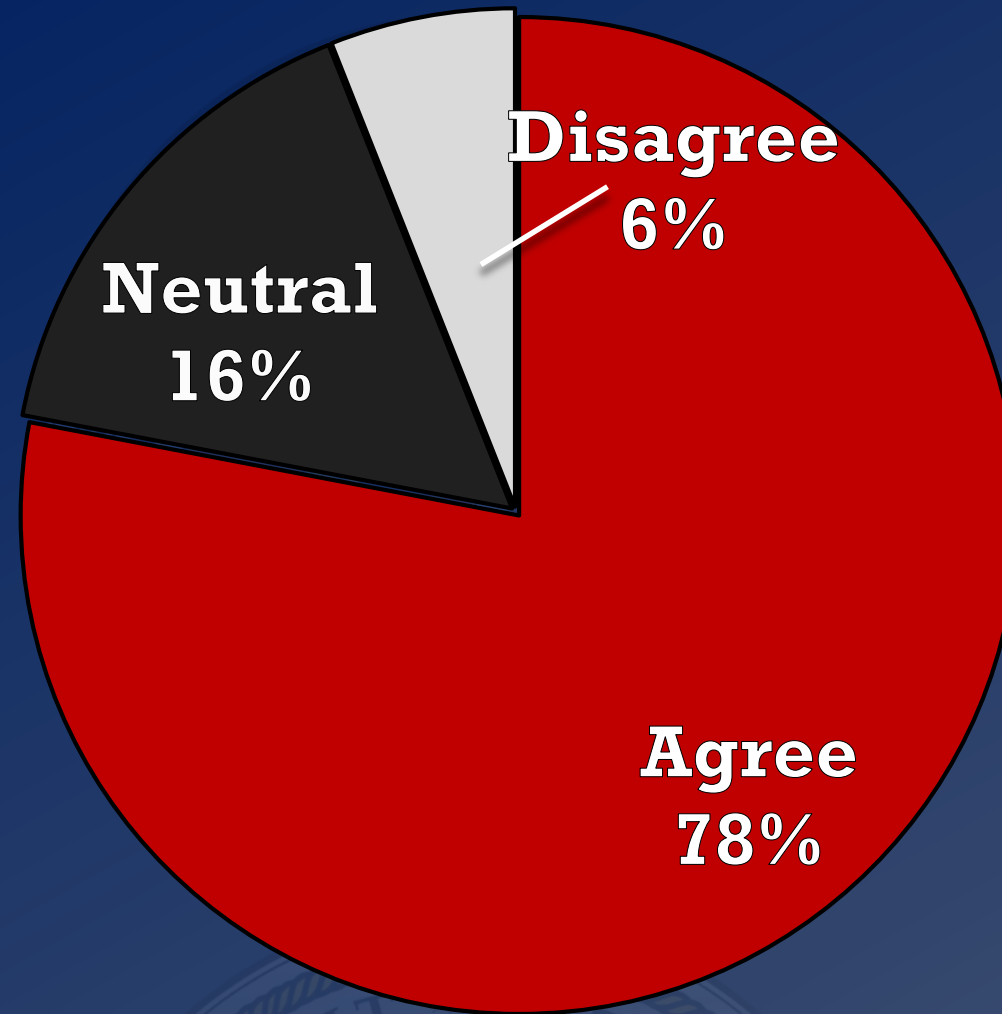
# COLLEAGUES ARE NOT AWARE OF BASIC ELEMENTS OF THE STATE'S CURRENT APPROACH TO PROFESSIONAL DEVELOPMENT

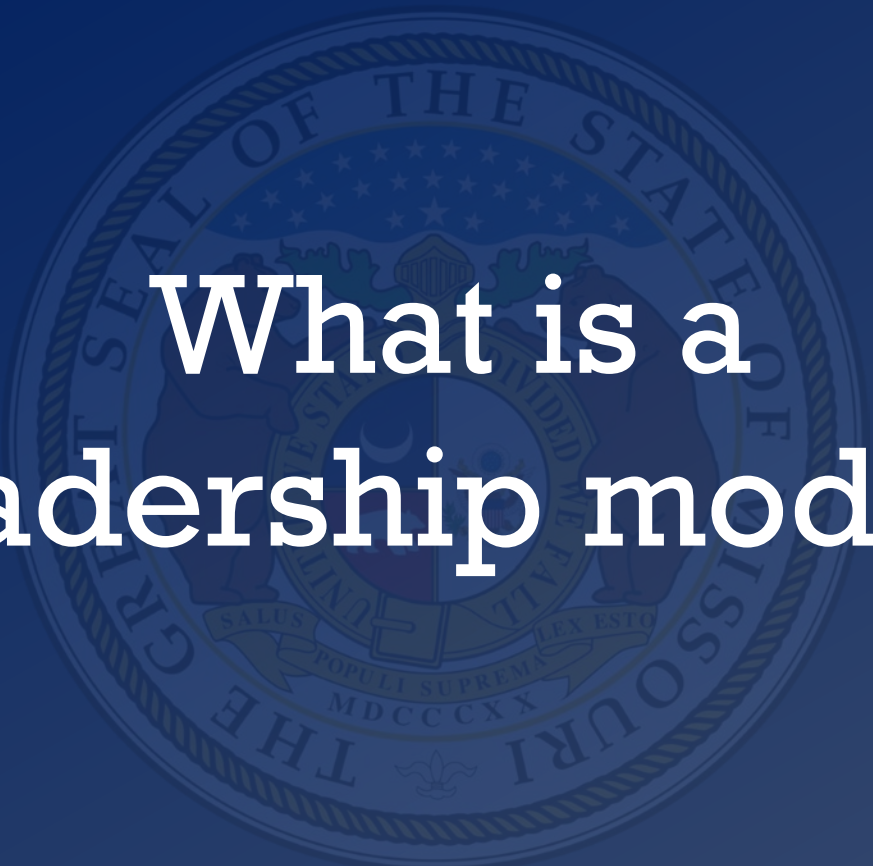


Source: OA coordinated survey (December 2017), N=310



**“I AM WILLING TO PUT A GREAT DEAL OF EFFORT BEYOND THAT NORMALLY EXPECTED IN ORDER TO HELP THE ORGANIZATION BE SUCCESSFUL”**



The Great Seal of the State of Missouri is faintly visible in the background. It features a central shield with a plow, a sheaf of wheat, and a cotton plant. Above the shield is a crest with a figure holding a staff. The seal is surrounded by a circular border with the text "THE GREAT SEAL OF THE STATE OF MISSOURI" and "MDCCCXX".

**What is a  
leadership model?**

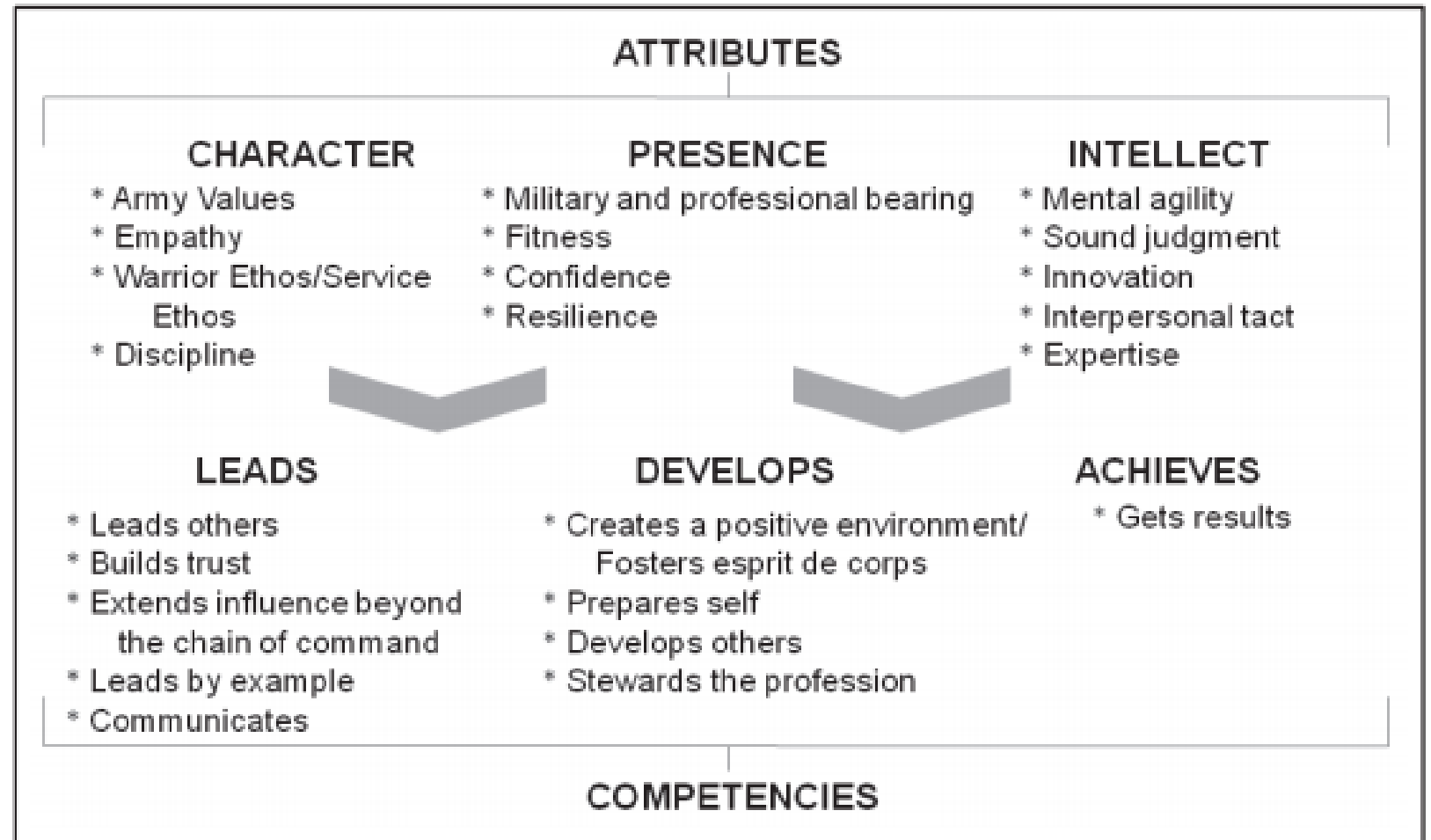


Figure 1-1. The Army leadership requirements model





## Our Values & Expectations

### All Employees

Live the Southwest Way

#### Warrior Spirit

Strive to be the best  
Display a sense of urgency  
Never give up

#### Servant's Heart

Follow The Golden Rule  
Treat others with respect  
Embrace our Southwest Family

#### Fun-LUVing Attitude

Be a passionate Team Player  
Don't take yourself too seriously  
Celebrate successes

Work the Southwest Way

#### Work Safely

Follow standard operating procedures  
Identify and report hazards  
Respect and comply with regulations

#### Wow Our Customers

Deliver world-class Hospitality  
Create memorable connections  
Be famous for friendly service

#### Keep Costs Low

Show up and work hard  
Protect our ProfitSharing  
Find a better way

### All Leaders

#### Develop People

Know and serve your People  
Encourage strengths; address weaknesses  
Build a deep and diverse bench

#### Build Great Teams

Build and maintain trust among Teammembers  
Encourage vigorous debate and dialogue  
Cultivate an inclusive environment

#### Think Strategically

See beyond today's activities  
Embrace problem solving  
Translate broad objectives into specific action plans

### All Senior Leaders

#### Communicate Effectively

Cast a compelling vision  
Be an active listener  
Communicate openly and often

#### Demonstrate Capacity

Delegate authority  
Focus on prioritization  
Be intentional about learning

#### Be Knowledgeable

Know yourself  
Know our business  
Know our industry



**Successful**



Creative Leadership



**organizations**



**have one**



# WHY AND WHY NOW?

## Why?

- The Model will show current and prospective employees that they and their personal, professional development are valued.

## Why one Model?

- Leaders are leaders and people are people—no matter the organization and the individual roles.

## Why now?

- The model will tie together all of the professional development opportunities ongoing across the state, including The Missouri Way, Missouri Leadership Academy, Leadership Library and different cabinet department leadership development programs



# WHY THE STATE OF MISSOURI NEEDS ONE

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.



# Beyond just the Workforce Survey

Over 100 people  
surveyed with  
representation from all  
16 Executive  
Departments







**Lead  
Self**

**Lead  
Others**

**Lead  
Change**

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# The Staircase Model

# 4 THEMES EMERGED

**KNOW YOURSELF &  
OTHERS**



**KNOW YOUR JOB**



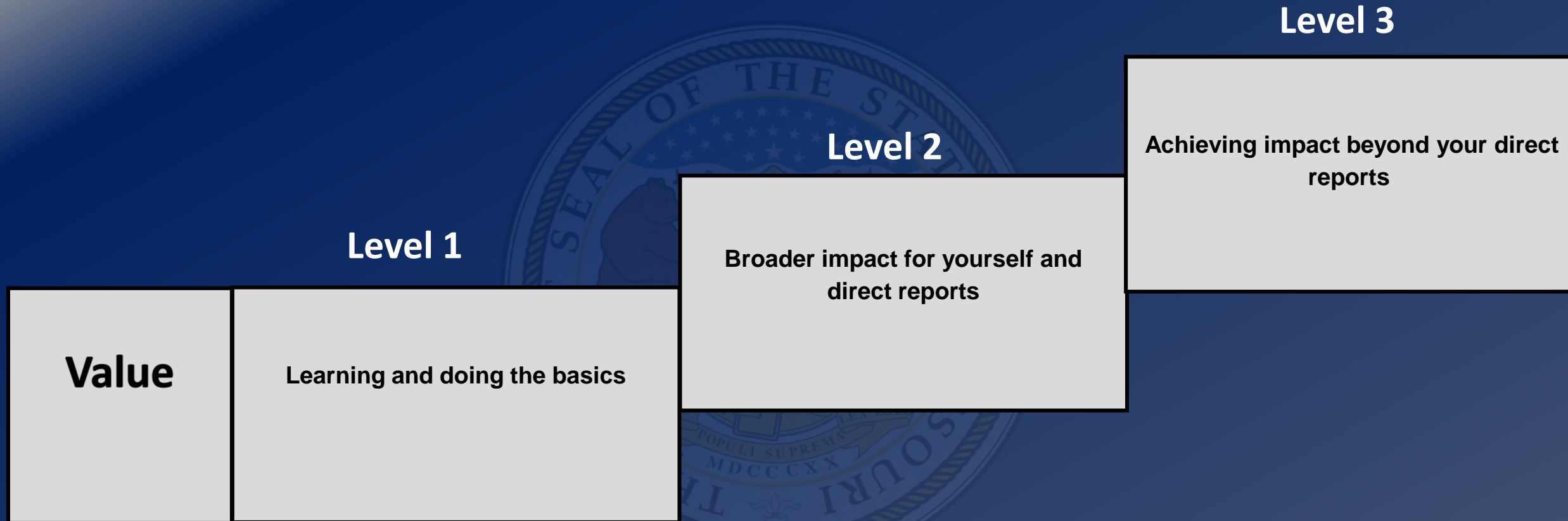
**BE A GREAT TEAMMATE**



**KEEP SERVING**



# STAIRCASE APPROACH



# KNOW YOURSELF & OTHERS

## Level 1

**Know  
Yourself &  
Others**

**Understand your working style**  
**Build on your strengths**  
**Address weaknesses**

## Level 2

**Be open to change and maintain flexibility**  
**Understand working style of teammates**  
**Be aware of your impact on others**

## Level 3

**Know your stakeholders**  
**Lead change initiatives**  
**Coach others including senior leaders**

**“They knew the strength of their team and distributed work accordingly”**



# KNOW YOUR JOB

## Level 3

**Message strategically**

**Build successful partnerships**

**Empower tomorrow's leaders**

## Level 2

**Train and coach others**

**Improve processes**

**Plan beyond today's activities**

## Level 1

**Learn your job**

**Do your job**

**Hold yourself accountable**

**Know  
Your Job**

**"Walked the walk that they talked"**

# BE A GREAT TEAMMATE

Level 3

**Create a culture of Do- Learn- Do at scale**  
**Challenge and motivate the team**  
**Collaborate across government**

Level 2

**Build an empowered team**  
**Hold everyone accountable**  
**Get everyone on the same page**

Level 1

**Be a Great Teammate**

**Be open and willing to participate**  
**Ask for help**  
**Contribute to solutions**

“They instill a sense of ownership within the people and the organization of the thing that needs to be changed.”

# KEEP SERVING

## Level 1

Keep  
Serving

**Be happy to help**

**Treat all with dignity and respect**

**Interpret and respond to customer needs**

## Level 2

**Recognize customer service excellence**

**Assist in complex service situations**

**Anticipate problems**

## Level 3

**Translate feedback into strategic improvement**

**Communicate vision to stakeholders**

**Unwavering dedication to public service**

“The ability to address each situation uniquely. Take the time to listen to a request/question to be able to provide the best answer (not make a snap decision).”

# MISSOURI LEADERSHIP STAIRCASE

## Level 3

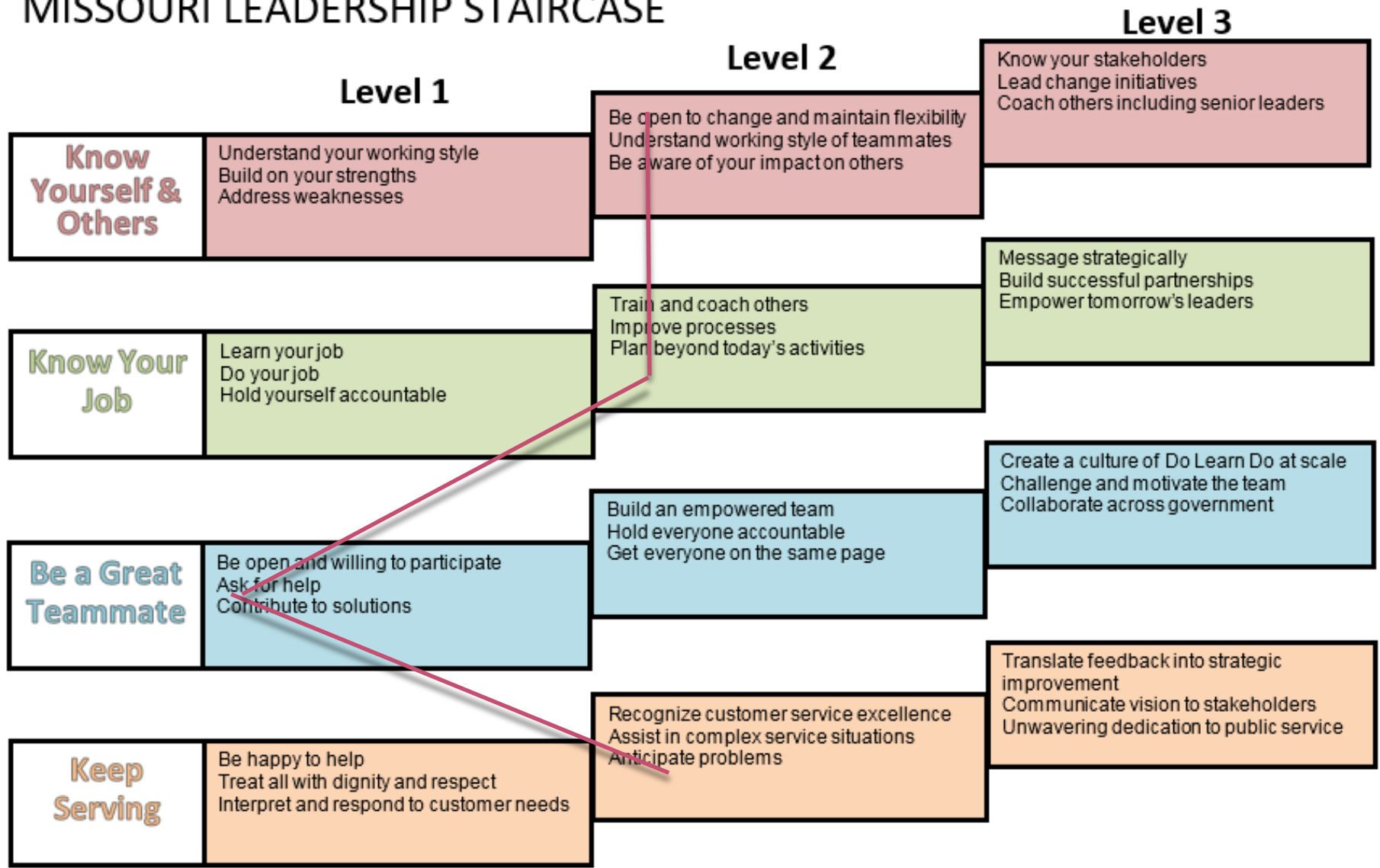
## Level 2

## Level 1

<p><b>Know Yourself &amp; Others</b></p>	<p>Understand your working style Build on your strengths Address weaknesses</p>	<p>Be open to change and maintain flexibility Understand working style of teammates Be aware of your impact on others</p>	<p>Know your stakeholders Lead change initiatives Coach others including senior leaders</p>
<p><b>Know Your Job</b></p>	<p>Learn your job Do your job Hold yourself accountable</p>	<p>Train and coach others Improve processes Plan beyond today's activities</p>	<p>Message strategically Build successful partnerships Empower tomorrow's leaders</p>
<p><b>Be a Great Teammate</b></p>	<p>Be open and willing to participate Ask for help Contribute to solutions</p>	<p>Build an empowered team Hold everyone accountable Get everyone on the same page</p>	<p>Create a culture of Do-Learn-Do at scale Challenge and motivate the team Collaborate across government</p>
<p><b>Keep Serving</b></p>	<p>Be happy to help Treat all with dignity and respect Interpret and respond to customer needs</p>	<p>Recognize customer service excellence Assist in complex service situations Anticipate problems</p>	<p>Translate feedback into strategic improvement Communicate vision to stakeholders Unwavering dedication to public service</p>



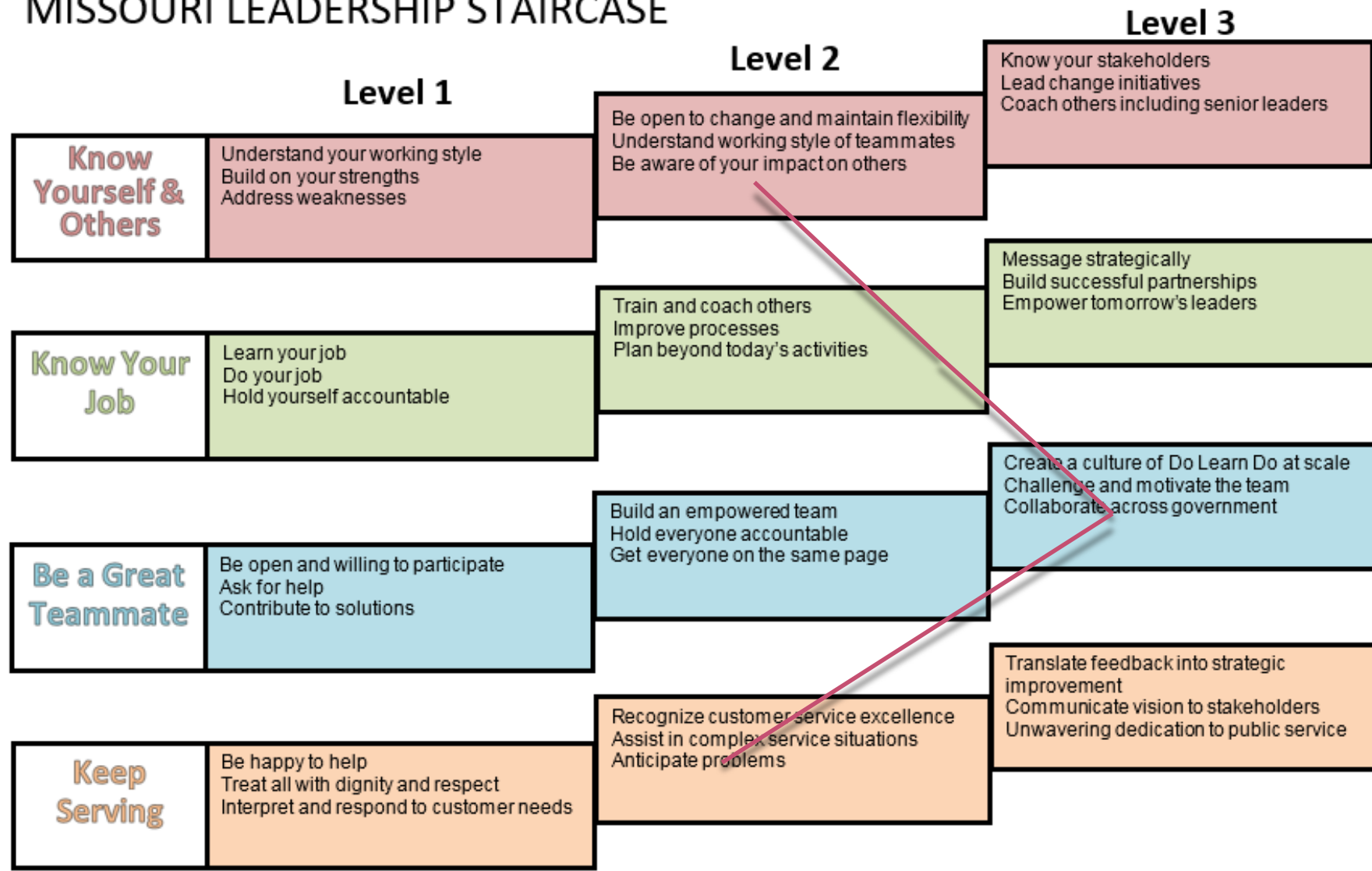
# MISSOURI LEADERSHIP STAIRCASE







# MISSOURI LEADERSHIP STAIRCASE



# Implementation



# **SUGGESTIONS FOR IMPLEMENTATION**

Integrate into all aspects of Talent Management:

- **What we look for in recruiting**
- **What we expect of our leaders**
- **How we coach and give feedback**
- **What we celebrate and reward**

**THANK YOU!**



**QUESTIONS?**