



MAKING STRATEGY STICK

Measures That Matter Executive Summary

PROBLEM: The State of Missouri lacks the data-informed culture necessary to make strategic, real time decisions within its departments.

The ability to make a high quality decision without the correct data is difficult. State employees have the tools available to collect, track, and visualize data, but there is still fear and lack of communication surrounding the idea of collecting and sharing data through dashboards. An anonymous survey of 178 Missouri state employees, with a 53% response rate, was conducted in January. When asked what barriers may stop others from using dashboards in their work, the top responses were “concern for the data being misinterpreted,” “fear of change,” “fear of micromanaging,” and “fear of negative consequences.” These results demonstrate a need for cultural change in state government.

SOLUTION: Build the Culture

- Tracking data through dashboards is a great tool for accountability and planning, but data should not be used to **punish or shame** employees for poor performance.
 - Employees’ fear and hesitation can be overcome through support and open communication from leadership.
 - Clear expectations from leadership will ensure continuous improvement and employee success.
- Communication is key: Directors and Deputy Directors should make it clear **how they use data** in their own job and explain the significance of making data-informed decisions.
 - This will increase employee adoption and support of data collection. Employees will be more supportive of collecting and reporting data if they see why it is important and understand how the data is used for driving improvement.
- Leaders should review data with their teams regularly **to problem solve** any potential issues, proactively address challenges, and highlight successes.
 - Prioritize time to celebrate successes with teams to show investment and commitment to the process of data-informed decision making.
- Increase transparency and share data with **employees of all levels**.
 - Transparency and clear expectations will not only increase accountability but demonstrate the value of data sharing and garner trust across agency employees.
- Employees should be included in the process to feel **empowered to make decisions**, thereby improving operations and outcomes.
 - As employees review their data on a regular basis, they will have more opportunities to realize efficiencies.
 - The *Making Strategy Stick: Measures that Matter Team Exercise* worksheet is a tool to assist teams with identifying priority measures.
- Dashboard Champions should be identified in every division and should be a member of the leadership team. They should be individuals who can **lead the charge** and provide guidance on how and what to track.
- Leadership should meet with their program leaders to plan how to **move forward** with data collection and communicate what is needed from a management perspective.
 - Ensure the collected data is valuable and meaningful to employees.

Leaders should not **punish or shame** team members for **how they use data** in order to **problem solve**. They must utilize **employees of all levels** and ensure they feel **empowered to make decisions** and **lead the charge**, helping the state **move forward**.