

Supportive Leadership: Executive Summary

Missouri Leadership Academy

Class 12 Capstone Project

Problem Statement

The State of Missouri does not have a uniform definition of supportive leadership leading to inconsistencies in application and stagnant supportive leadership Quarterly Pulse Survey (QPS) scores.

Brief History

The Supportive Leadership Group (“SLG”) was tasked with looking at the two QPS questions related to Supportive Leadership. The SLG was informed that the Supportive Leadership questions function as a lever and are a good indicator of the general health of the organization. Meaning that the State of Missouri saw *double digit* increases in agreement related to QPS experience questions when the Supportive Leadership questions were affirmatively answered. *See QPS Statewide Results PowerPoint, P. 8-9.* Moreover, as we began speaking with departments, the SLG found that there were inconsistencies in department responses when asked about how they define and enact supportive leadership. Moreover, some departments face challenges such as: size of the department, a large proportion of frontline workers, and emotionally and physically taxing job duties.

Proposed Recommendations

- First, the State of Missouri should adopt a unanimous definition. The interpretation of that definition can be done within each department, but having a clear definition that is consistent across departments may help supervisors with role expectations.
 - The cabinet or Governor could assemble a working group. Our recommendation is that this working group include people from all levels of management.
 - The Cabinet could then vote to adopt the definition statewide.
- Second, the definition should be communicated to all levels of all departments. This is a task we recommend as a potential future Missouri Leadership Academy capstone project.