

Supportive Leadership

Missouri Leadership Academy
Class 12 Capstone Project

Our Team



Savannah Austin
Missouri Attorney
General's Office



Jon Pruiett
Missouri State
Highway Patrol



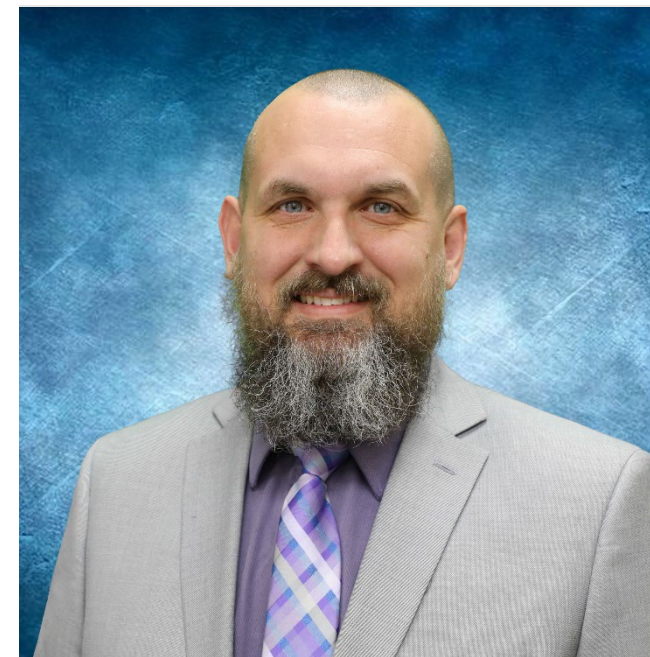
Matt Rodriguez
Missouri Department of
Social Services



Christina Rusk
Missouri State
Highway Patrol



Taylor Tuttle
Missouri Department
of Agriculture



Aaron Underwood
Missouri Department
of Transportation



Levi Woods
Missouri Department
of Transportation



What is the problem?

The state of Missouri does not have a unanimous definition of **supportive leadership** that is consistently communicated through all state departments.





Our Quarterly Pulse Survey (QPS) Statements are:

“

- ★ Leaders in the organization (including my supervisor) demonstrate concern for the welfare of employees.
- ★ Leaders in the organization (including my supervisor) create a sense of teamwork and mutual support throughout the organization.

”

What are leadership characteristics?

CONSULTATIVE LEADERSHIP

The leader is the servant of the people they are leading.



- Seeks input and feedback from team members prior to decision-making



- Emphasizes open communication



- Promotes alignment towards a shared vision

What are leadership characteristics?

CHALLENGING LEADERSHIP:

The leader focuses on goal setting, communication, and motivation.



- Focuses on clear communication and goal-setting



- Focuses on employee motivation



- Pushes team's ability and knowledge to complete organizational objectives

What are leadership characteristics?

AUTHORITATIVE LEADERSHIP:

The leader's primary focus is on results and efficiency.



- Does what it takes to get tasks completed and objectives met



- When used well, helps supervisors to make quick, effective decisions

What are leadership characteristics?

SUPPORTIVE LEADERSHIP:

The leader empowers employees by fostering an open and collaborative environment.
(But what is it, really?)

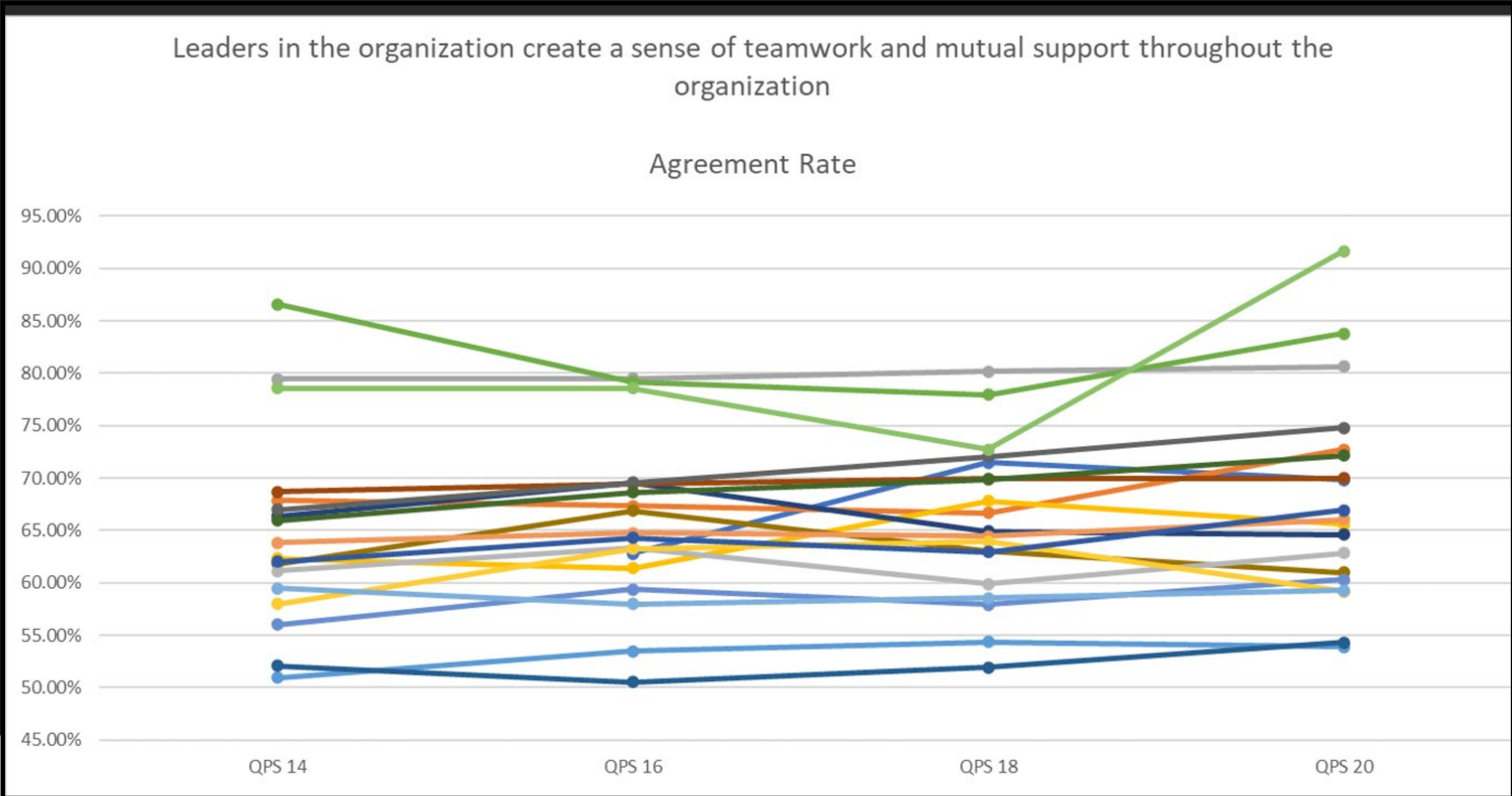


- Relationship oriented; focused on a culture of teamwork



- Supports team with tools & resources to build skills for autonomous work

What did the QPS data tell us?



We **talked** it out.



“How to have hard conversations the right way.”



“Telling team members where we need to get, but not telling them how we need to get there.”



“... the absence of a definition implies that we expect team members to understand supportive leadership.”



We Asked Questions.



SUCCESSION PLANNING

POSITIVE REINFORCEMENT
PROVIDE TOOLS

MENTOR *communicate*

BUILD TRUST

BE ENGAGED *find balance*

GOAL SETTING

clear expectations

RECognition *remove barriers*

ENCOURAGE

TEAMWORK

FEEDBACK

DAILY INTERACTION

ETHICS

GROWTH

ATMOSPHERE

PROVIDE OPPORTUNITY

FOCUS ON INDIVIDUAL

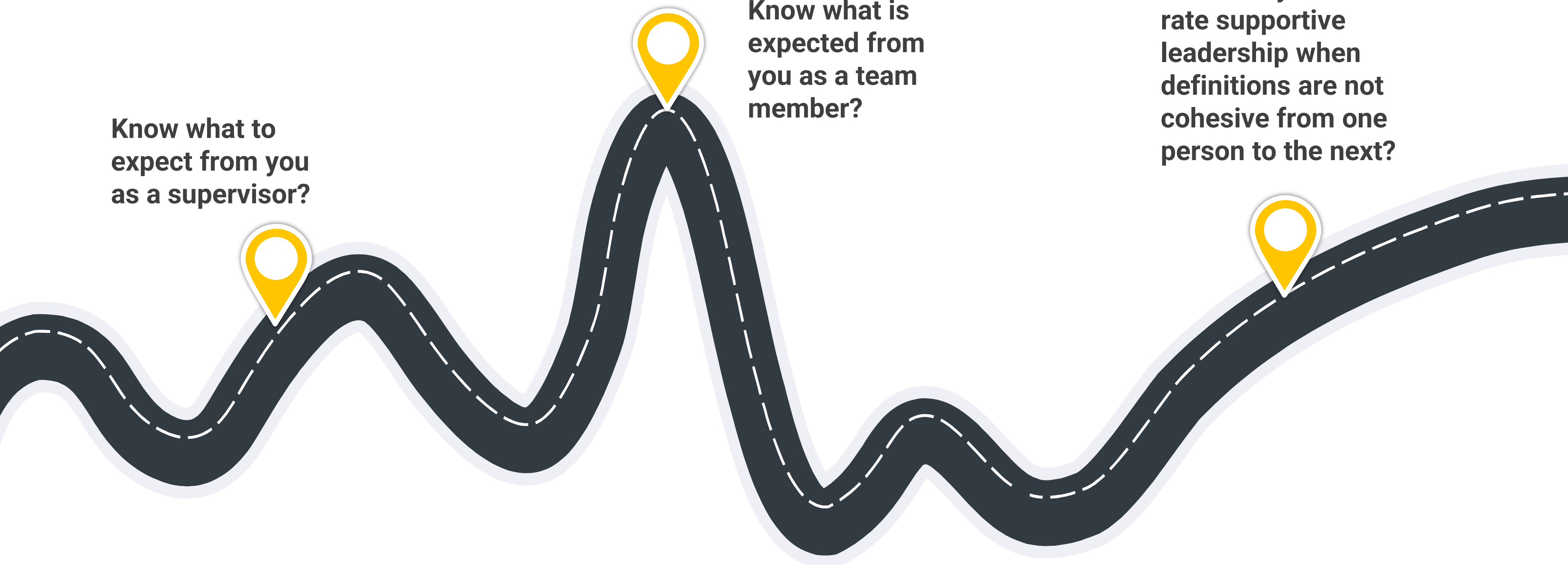
Where did this **lead us?**

If supervisors/team members do not share the same definition of supportive leadership, how do you:

Know what to expect from you as a supervisor?

Know what is expected from you as a team member?

Effectively evaluate or rate supportive leadership when definitions are not cohesive from one person to the next?



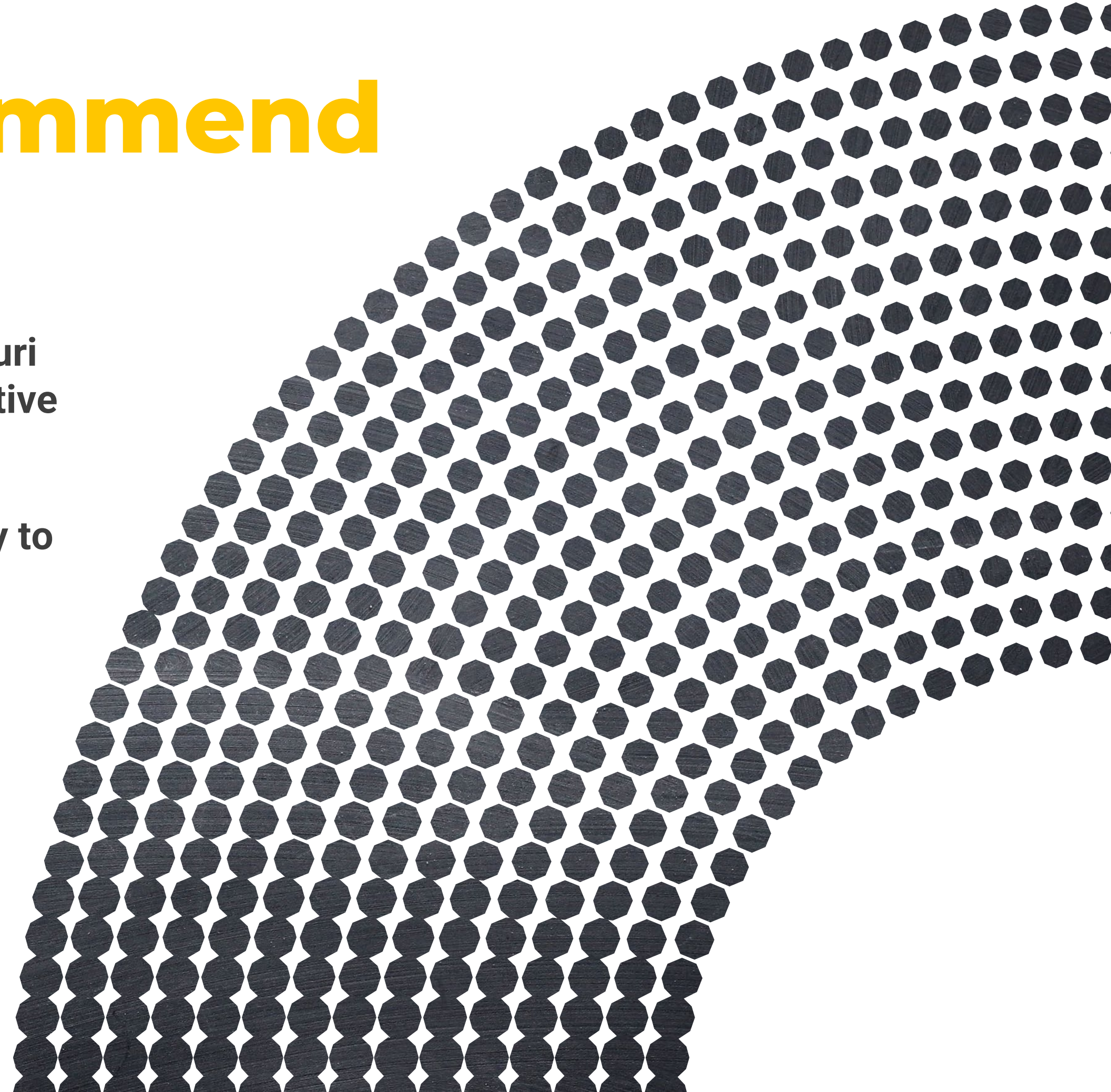
What We Recommend

● Cabinet members of the State of Missouri adopt a unanimous definition of supportive leadership.

- Each department retains the ability to tailor implementation to fit their specific needs.

● Allows for expectations to be understood and clear

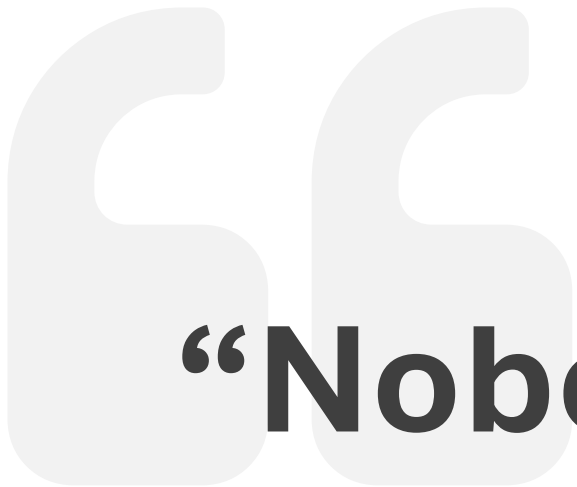
● Statewide communications



Let's DEFINE Supportive Leadership for Missouri!



Supportive leadership is a collaborative and empathetic approach to leadership that fosters a culture of trust and respect and prepares team members for their current role as well as future roles.



**“Nobody cares
how much you
know until they
know how much
you care.”**

- Theodore Roosevelt

