

Our starting point: Both quantitative and qualitative analysis indicate deeply embedded management challenges throughout our organizations



State of Missouri challenges (Summer 2017)

Overall, with a few exceptions, employees were unclear of their organization's direction and their role in advancing it

Employees reported a lack of focus on citizen and community relations

Leaders were not inspiring employees to drive action or motivating them with compelling shared values

Employees indicated that the State's people and performance systems did not recognize superior performance or reinforce accountability

Associated Practices

- Strategic Clarity
 - Role Clarity
 - Personal Ownership
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- Citizen Focus
 - Insights from Other Organizations
 - Capturing External Ideas
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- Leadership – 4 types
 - Meaningful Values
 - Inspirational Leaders
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- Rewards & Recognition
 - Consequence Management
 - Performance Transparency

List of practices is not exhaustive

SOURCE: State of Missouri workforce survey (n=35347)

