# Quarterly Pulse Survey

Statewide Results

Survey Period: January 22 - February 02

January 2024

Recap: Why the Quarterly Pulse Survey matters

- We need to hear candid perspectives from all our teammates

- The Quarterly Pulse Survey (QPS) asks all participating departments the same questions at the same time, covering a variety of topics. Such as:

  - How we collaborate

  - Progress on major projects

  - Areas for improvement

- The QPS is unique – it enables us to:

  - Track trends on critical measures

  - Compare outcomes across and within organizations, and

 - Find successful areas for everyone to learn from
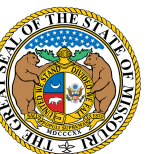
Recap: Confidentiality is built into the survey process

- All survey responses are anonymous (e.g., no names required; no IP addresses recorded)

- Select demographic questions are asked to help analyze potential variations in the feedback:

    - Among departments,

    - Across regions,

    - Working location, and

    - Between leadership and frontline teammates

- Data is not provided for departments with less than 10 responses, and only 2 data points can be connected at a time (e.g., Department + Division OR Department + Location). Results cannot be filtered beyond that.
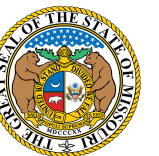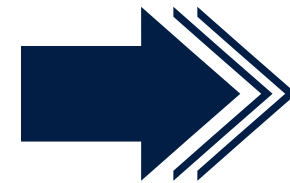
# Recap: Clarification on Frequently Asked Questions

Frequently Asked Questions

Is my "organization" my office, my division, my department, or the state government?

What if I have different experiences with my direct supervisor than I do with other managers and leaders in my organization?

Answers

- Answer the questions based what best represents your overall personal experience at work
- When a question asks about how often you see a behavior, consider your recent experience
- Most often, your perspective will be shaped by your experience in your team, your location or division, and also your department
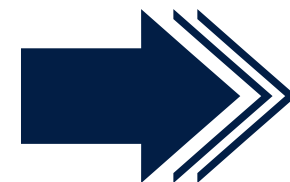
- Answer the questions based on what best represents your overall experience at work
- Your direct supervisor, other managers, and department leaders will influence your perspective
- The questions are designed so that you do not reply based only upon your experience with your direct supervisor to help us understand the overall climate
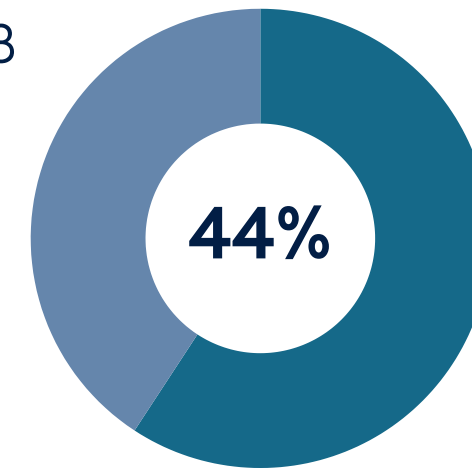- We also do <u>not</u> want to ask about specific individuals because that affects participation
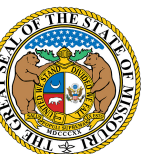
Q1 - 2024 Quarterly Pulse Survey Participation Rates

44,100

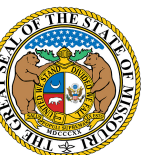Team members invited to participate in the survey*

Responded
19,323

44%

44% or 19,323

Team members participated in the survey

*Surveys were sent to all employees with active mo.gov email accounts
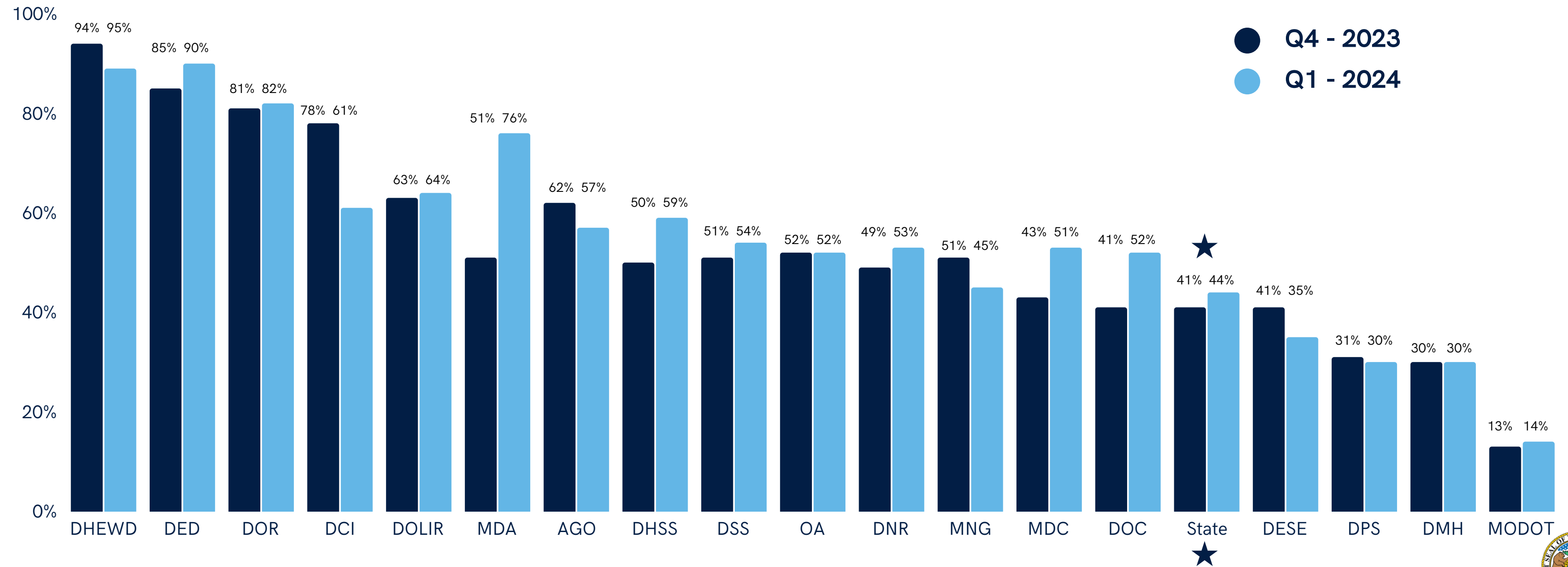
We had a Statewide response rate of 44%

QPS Response Rates: Q4 - 2023 vs. Q1 - 2024

October 2023   January 2024

Q1-2024 QPS focused on measuring two of our five priority outcomes

Our five priority outcome dimensions

| Dimension	Direction	Leadership	Accountability	Motivation	External Orientation
Direction	Clear sense of where the organization is heading and how it will get there that is meaningful to all team members	Extent to which leaders inspire action by others	Extent to which individuals understand what is expected of them, have sufficient authority to carry it out, and take responsibility for delivering results	Presence of enthusiasm that drives team members to put in extraordinary effort to deliver results	Quality of engagement with customers, partners, and other external stakeholders to drive value

January 2024 QPS

Each QPS alternates between these two sets of outcomes

Q1-2024 QPS Findings

When senior leaders/managers provide coaching and create a sense of teamwork, we see increases in agreement across all areas of the team member experience.

8% - 28%
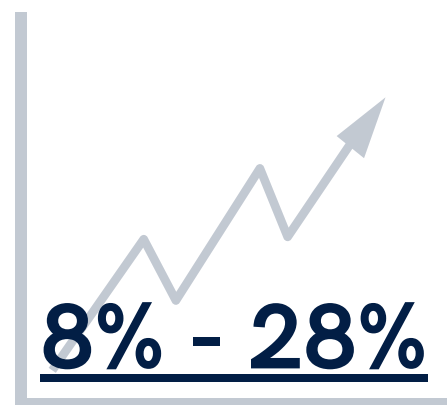
Increase in agreement for **all questions** when team members agree that *Leaders create a sense of teamwork and mutual support throughout the organization.*
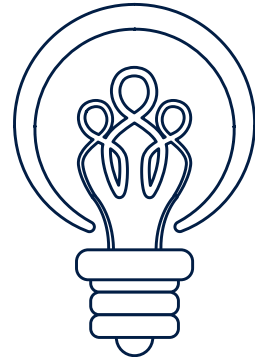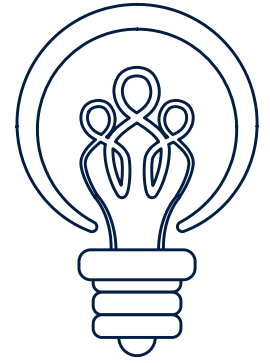
Why do we look at leadership outcomes?

- Leadership styles set the tone for an organization and can heavily influence employee morale and productivity.

- Effective leadership fosters trust, communication, and collaboration which leads to better outcomes and organizational success.

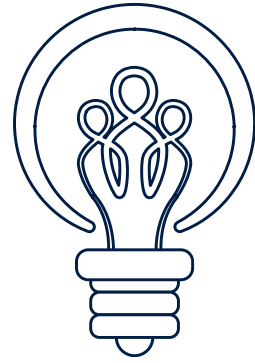# What are the leadership styles?

1 Consultative Leadership:

- Seeks input and feedback from team members prior to decision-making
- Emphasizes open communication
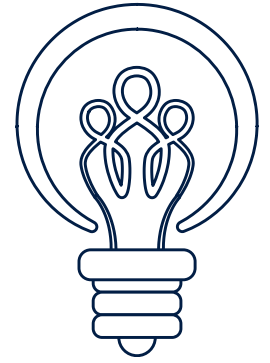- Promotes alignment towards a shared vision

2 Supportive Leadership

- Relationship oriented; focused on a culture of teamwork
- Supports team with tools & resources to build skills for autonomous work.

Leadership Styles Continued

3   Challenging Leadership

- Focuses on clear communication, goal-setting and employee motivation
- Pushes team's ability and knowledge to complete organizational objectives.

4   Authoritative Leadership

- Does what it takes to get tasks completed and objectives met.
- When used well, helps managers to make quick, effective decisions.

*Not to be confused with authoritarian leadership style. Click here for more info.

Next Steps

Team Members
- Think about what style your leader(s) exhibit. How does it impact you?
- Use this as a discussion point during ENGAGE meetings to ensure you're on the same page regarding expectations, approaches, and values.

Managers
- Think about what style you lean on most.
- Consider how you can adapt your natural leadership style to fit the needs of your team and organization.

Senior Leaders
- Your style sets the tone for the organization. Does this match the overall vision and goals of your organization?

The next Quarterly Pulse Survey will occur from

April 15, 2024 - April 26, 2024

Questions will cover Accountability, Motivation, and External Orientation