Quarterly Pulse Survey

Statewide Results

Survey Period: July 15 - July 26

August 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).
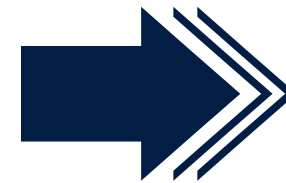
  Results cannot be filtered beyond that.

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
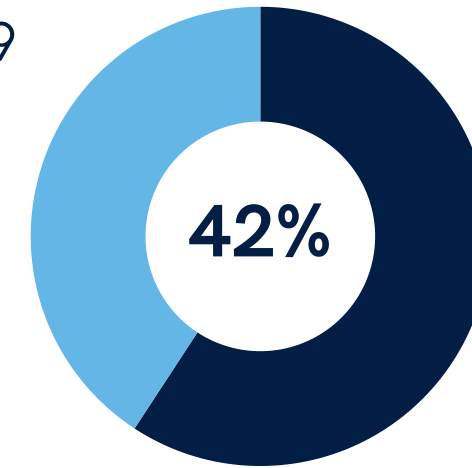- We also do <u>not</u> want to ask about specific individuals because that affects participation

Q3 - 2024 Quarterly Pulse Survey Participation Rates

44,164

Team members invited to participate in the survey*

Responded
18,539

42%

42% or 18,539

Team members participated in the survey

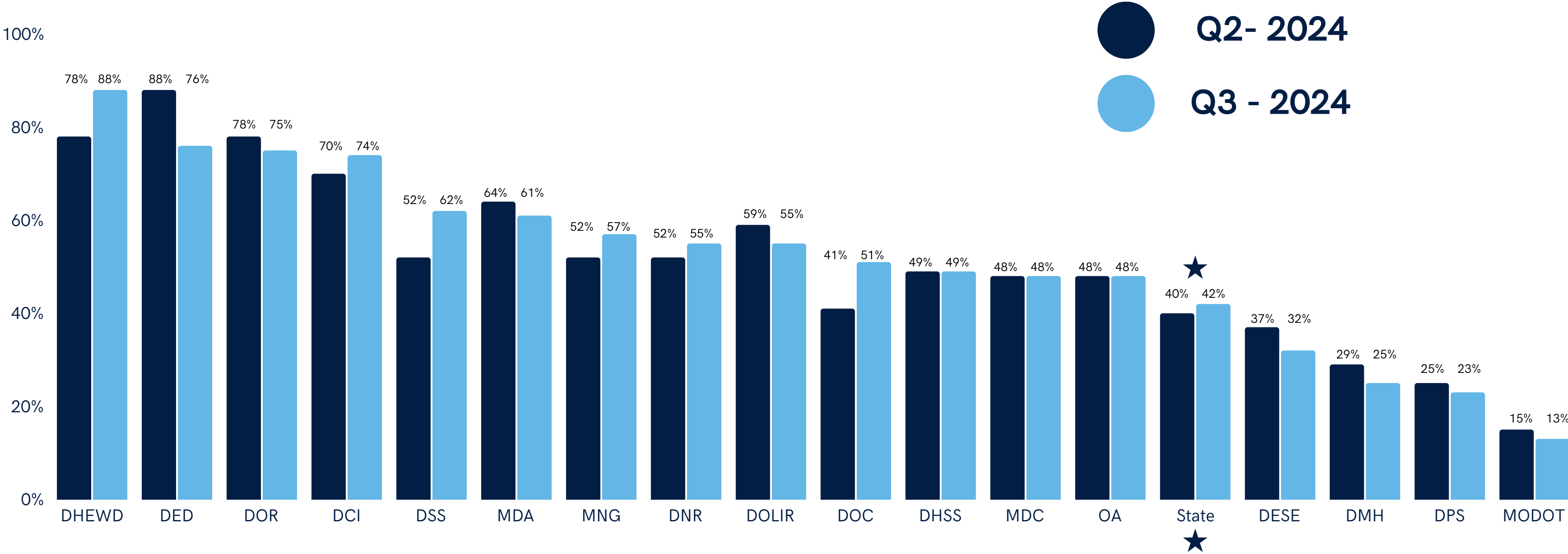*Surveys were sent to all employees with active mo.gov email accounts

We had a Statewide response rate of 42%

QPS Response Rates: Q2 - 2024 vs. Q3 - 2024
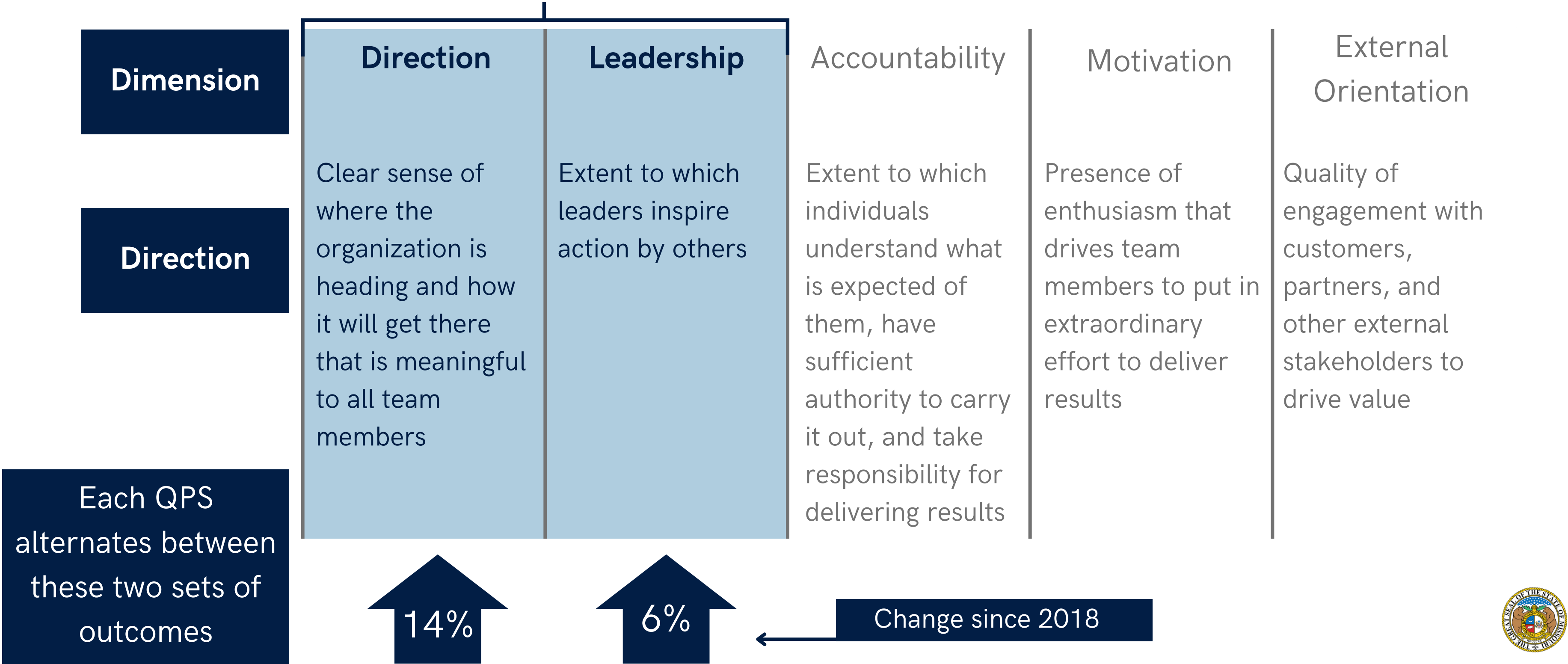
April 2024   July 2024

● Q2- 2024
● Q3 - 2024

	DHEWD	DED	DOR	DCI	DSS	MDA	MNG	DNR	DOLIR	DOC	DHSS	MDC	OA	State	DESE	DMH	DPS	MODOT
Q2-2024	78%	88%	78%	70%	52%	64%	52%	52%	59%	41%	49%	48%	48%	40%	37%	29%	25%	15%
Q3-2024	88%	76%	75%	74%	62%	61%	57%	55%	55%	51%	49%	48%	48%	42%	32%	25%	23%	13%

Q2-2024 QPS focused on measuring three of our five priority outcomes

July 2024 QPS

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

Each QPS alternates between these two sets of outcomes

↑ **14%**

↑ **6%**

Change since 2018

Practices vs. Outcomes

The Quarterly Pulse Survey (QPS) is made up of two types of questions: Practices & Outcomes.

Practices: Focus on actions or behaviors that are taking place.

Outcomes: Measure the results or effects of the practices.

By asking both types of questions, we can gain a better understanding of the organization's actions as well as how they are perceived and felt by team members across the state.
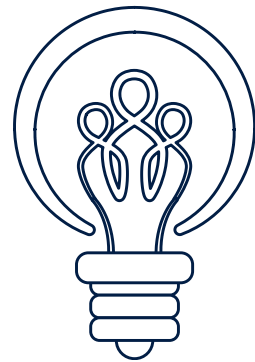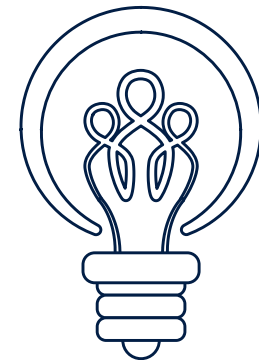
Why do we look at leadership outcomes?

- 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?

Consultative	Supportive	Challenging	Authoritative
• Seeks input and feedback from team members prior to decision-making • Emphasizes open communication • Promotes alignment towards a shared vision	• Relationship oriented; focused on a culture of teamwork • Supports team with tools & resources to build skills for autonomous work.	• Focuses on clear communication, goal-setting and employee motivation • Pushes team's ability and knowledge to complete organizational objectives.	• 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.

Consultative Leadership

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

- Emphasizes open communication

- Promotes alignment towards a shared vision

'Practice' questions focusing on Consultative Leadership

Question	% of responses that agree	
Leaders in the organization (including my supervisor) ask the opinions of others before making important decisions	46%	+ 9%
Leaders in the organization (including my supervisor) gives employees the autonomy to make their own decision	60%	+9%
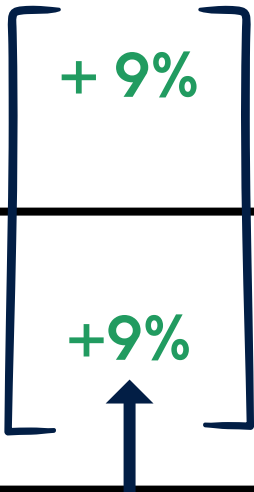
Indicates change since 2018

Supportive Leadership

- Relationship oriented; focused on a culture of teamwork

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

'Practice' questions focusing on Supportive Leadership

Question	% of responses that agree	
Leaders in the organization (including my supervisor) create a sense of teamwork and mutual support throughout the organization	61%	+ 12%
Leaders in the organization (including my supervisor) demonstrate concern for the welfare of employees	65%	+10%

Indicates change since 2018

Challenging Leadership

- Focuses on clear communication, goal-setting and employee motivation

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

'Practice' questions focusing on Challenging Leadership

Question	% of responses that agree	
Leaders in the organization (including my supervisor) challenge employees to do more than they thought was possible	60%	+ 10%

Indicates change since 2018

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.

'Practice' questions focusing on Authoritative Leadership

Question	% of responses that agree	
Leaders in the organization (including my supervisor) provide continual pressure and influence	57%	+ 11%
Leaders in the organization (including my supervisor) use authority to get things done	48%	+6%

Indicates change since 2018

What does this tell us?

These results tell us that leaders across the state have been working to improve their leadership presence in all four styles. While we have seen an increase in all four styles since QPS launched, there is always room to continue to grow and learn.

Why is this important?

Being able to recognize the strengths, but also the areas that need improvement will help the State's leaders continue to develop. Having a strong leadership presence helps build stronger relationships between team members and their supervisors.

Next Steps

Resource: Leadership Styles

Team Members

- Are you familiar with all the leadership styles and the questions asked on the QPS? What type of leadership style is ideal to help you thrive?

Managers

- Have you taken a moment to evaluate your own leadership style? Check out the resource above to learn about the leadership styles and their value.
- Are you recognizing and acknowledging the needs of your team members?

Senior Leaders

- Use the above resource to evaluate your own leadership style.
- How are you holding other leaders accountable to practice good leadership skills?

QPS Action Guide

New to QPS Website

- Located on the 'What is QPS' tab
- Better understand the importance of different QPS questions
- How to take improvement action
- Initiate QPS related discussions

The next Quarterly Pulse Survey will occur from

October 21, 2024 - November 01, 2024

Questions will cover Accountability, Motivation, and External Orientation