



Results Madison Town Hall (1/30/2024)

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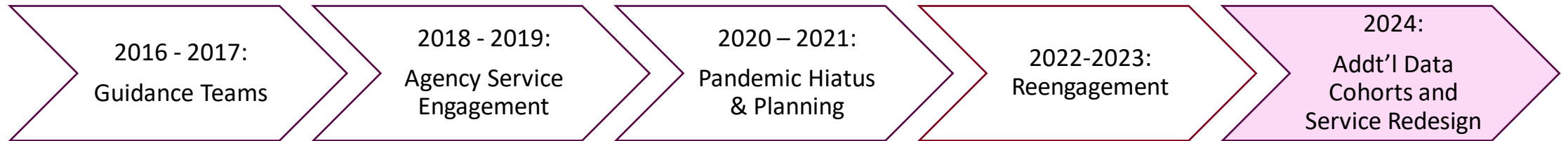
Results Madison Town Hall Agenda

- Welcome & Message from Mayor Satya (10 min)
- Results Madison Overview (10 min)
- Data Engagement Overview (15 min)
- Change Management Overview (15 min)
- Q&A (10 min)

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Results Madison: Where we've been, where we're going



- Early work based on the Government Alliance on Race & Equity's (GARE) [Results Based Accountability tool](#)
- City-wide teams developed Roadmap to Outcomes
- First dataset inventory
- Each agency completed a 3-step engagement to define Services
- Agencies started developing performance measures and a data action plan for each service
- [Imagine Madison](#) adopted in 2018, defining **Elements of Great City**
- Work put on pause due to pandemic and staff transitions
- In late 2021, formed steering team to being planning
- Relaunch
- Data engagement pilot
- Budget & Service reengagement
- Sponsorship & change management plans
- Scaling up data engagements
- Building communications & supports
- Building Munis Chart of Accounts changes for 2025 budget process

What is Results Madison?

Results Madison is a strategic framework intended to **align city services** with the **outcomes** that matter most to Madison residents.

How do we get to outcomes?

- **Define a vision for success**, using Imagine Madison's Elements of a Great City as a roadmap.
- **Use data to inform decision-making** by identifying agency-level service indicators that tell us what we're doing and how well we're doing it.
- **Support City staff adapt to changes** in how we work and serve residents.

Components of Results Madison



Strategic Budgeting

Strategically allocate funding to services that advance City priorities (e.g. equity, sustainability) and strategic plans (e.g. Imagine Madison, Vision Zero)

Tactics/ Approaches:

- Re-engage agencies on proposed Munis Service structure (developed in 2018) and finalize
- Rebuild Chart of Accounts with new Services to better budget for priorities
- Use agency indicators to inform budget decisions; develop budget based on goals/ priorities



Agency Data Engagement

Use data to understand current state of City services; support agencies in effectively using data.

Tactics/ Approaches:

- Update dataset & systems inventories
- Develop agency-level Service Indicators (including equity indicators)
- Pilot w/ 1 agency, onboard cohorts on a rolling basis
- Develop tools/ trainings/ other supports for data use



Change Management

Leading organization-wide efforts to adapt to new ways of working and supporting continuous improvement.

Tactics/ Approaches:

- Coordinate and create awareness of city-wide initiatives
- Build on TeamCity change leadership and ADKAR model (awareness, desire, knowledge, ability, and reinforcement)
- Support skill development, training, and work planning

What is the Budget Service Redesign?

Current State: Budgeted Services do not always reflect an agencies activities. Some services are too broad and need further definition, other services need to be readjusted to reflect current activities.

Purpose/ Goal: The Service Redesign is an opportunity to 1) review and update your agency's Service structure to better reflect your agency's activities, 2) improve internal and external reporting on budget and metrics, and 3) facilitate the strategic allocation of resources.

Actions:

1. No Change:

Keep Service structure same as current Munis structure

2. Add Services:

Create new services to add granularity to budget

3. Consolidate:

Combine services that should not be standalone

4. Shift Activities:

Realign accounts across services to reflect operations

Timeline: Finance Accounting staff are building out new services through February 2024 and meeting with agencies to verify structure. New services will be used for 2025 budget process.

Results Madison Roadmap



We are building on past work, not starting over.

- Existing dataset inventories, 2018 Service redesign, etc. will be the starting point
- Take what's useful from past efforts, but also take advantage of the opportunity to update and refine services

Acknowledge & celebrate progress to date.

- Racial equity considerations incorporated in budget development
- City-wide efforts to increase agency-level strategic planning
- Projects and services aligned with Imagine Madison elements



Keep an eye toward the future. If Results Madison is successful...

- Agencies will work toward the same City-wide goals and priorities
- The budget process will strategically allocate resources
- Agencies will use data to inform operations, policies, and services

RESULTS MADISON DATA ENGAGEMENT OVERVIEW

MAYOR'S TOWN HALL

JANUARY 30, 2024





We are a central City resource aiming to further data-informed decisions by helping partners take full advantage of a top strategic asset – data.



As *leaders*, we help guide City data governance and stakeholder convenings.



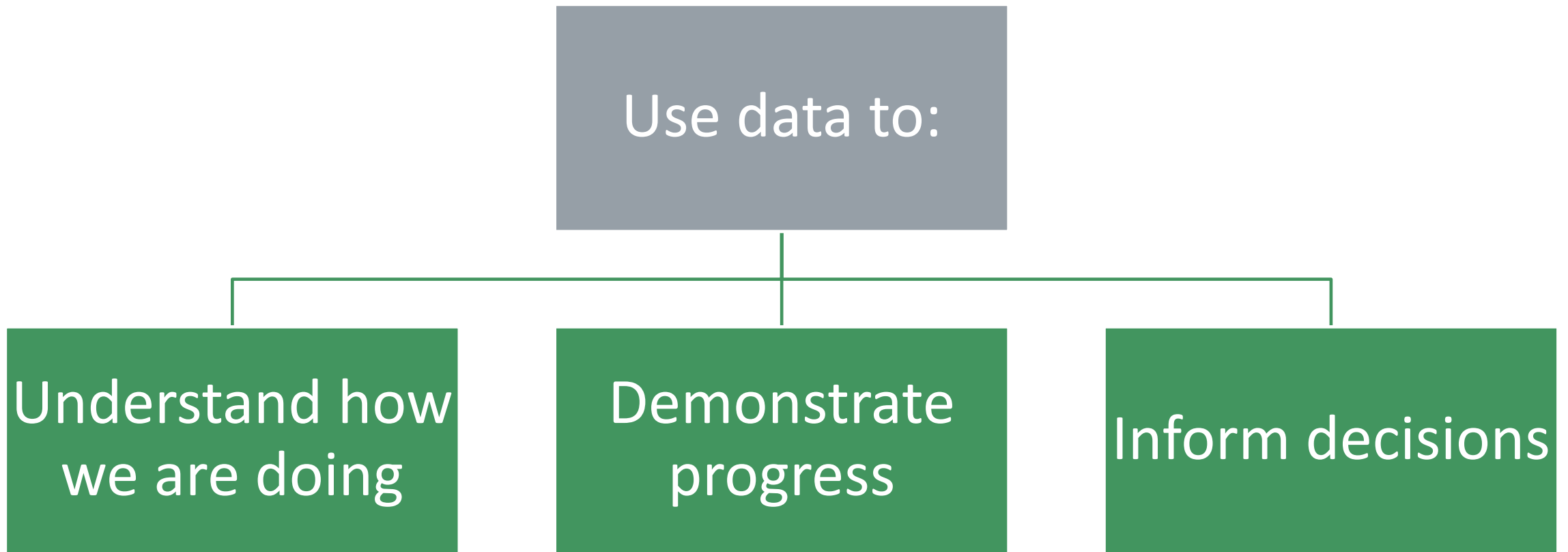
As *nurturers*, we are data cheerleaders, helping create a cultural and technological environment for data work and use of all kinds to flourish.



As *doers*, we act as in-house consultants, taking on some of the City's most complex issues through analysis, design, and innovation.

WHAT IS THE DATA TEAM?

HOW DOES DATA FIT INTO RESULTS MADISON? WHY DATA?



FRAMING QUESTION

Q: What do people need to know to understand your agency and the work it does?

A: Service indicators!

SERVICE INDICATORS - CRITERIA

Framing Question: What do people need to know to understand your agency and the work it does?

What is an indicator?

- Defined and measurable
- Answer a mix of questions: How much? How well? Is anyone better off?
- Varying degrees of City or agency control
- Varying benchmark-ability
- Change at least annually

Out of scope for indicators:

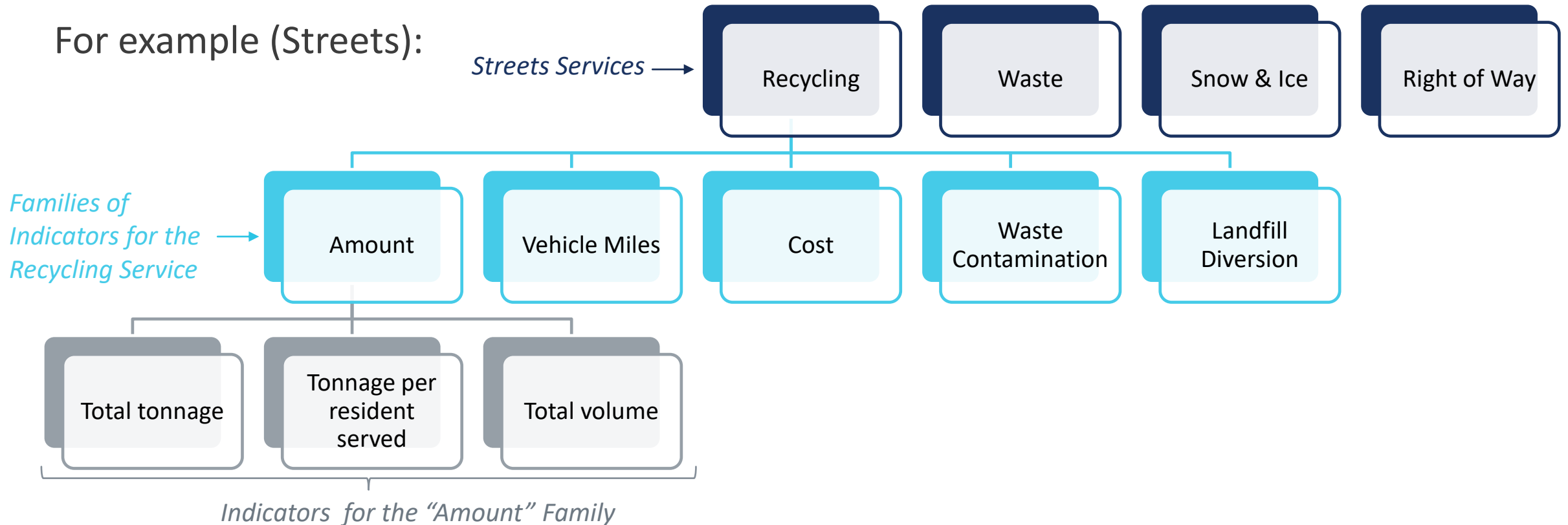
- No administrative efficacy that applies to all agencies
For example, adherence to budget, or staff up-to-date on APM 3-5 training
- No broad estimates of community-wide social or economic impact

*And we will always make room for the **context** and **nuance** needed to tell the story*

SERVICE INDICATORS - FORMAT

3-5 families of indicators per service, incl. at least 1 equity indicator

For example (Streets):



ENGAGEMENT COMPONENTS

Phase 1: Select

- Choose indicators
- Build on past work & existing engagements

Phase 2: Refine

- Define indicators and data sources

Phase 3: Measure

- For each indicator:
 - If data already exists: Measure indicator
 - Otherwise: Make data action plan to collect data, then measure in future year

Final Products

- Tangible: Report with measurements for selected indicators
- Intangible: New information for new decisions and ways of working

ENGAGEMENT STRUCTURE & RESOURCES



People:

Agency head or deputy
Agency project manager & change manager
Agency team(s) knowledgeable about each service



Time:

Phase 1: One brainstorm per service
Phase 2: One session per service
Phase 3: Led by agency with Data Team support
Throughout: Recommend weekly or biweekly pace



Timeline:







Include in budget book and budget proposal
of following year



Data Team facilitation & support throughout

Library Results Madison Indicators

Results Madison is a program to help align city services with the outcomes that matter most to Madison residents. Imagine Madison, the city's comprehensive plan, lays out a twenty year vision for the city's growth. It has seven areas of focus, called the Elements of a Great City. City agencies, through the services they deliver, help achieve the strategies and goals of each Element. In Results Madison, city agencies use service indicators to measure, understand, and share the work they do. This budget book contains a selection of indicators for the first participating agencies, the Streets Division and the Library. These show how much work they did, how well they did it, and the outcomes for residents.

Citywide Element(s)	Indicator	Background			Year			Trend	Data Source
		Measurement Notes	Why are we measuring it?	Context	2019	2020	2021		
Culture & Character, Effective Government	Total number of programs	Library offers virtual and in-person programs. In-person programs happen in the library or outside the library through outreach events. The total number of programs indicator counts all program modes.	The total number of programs shows how many library-related offerings are available to residents in a given year. It is also a measure of what programming librarians are doing and opportunities created for community members.	The total number of programs indicator trended down during the pandemic due to shutdown. However, we expect it will trend upward going forward.	5,416 programs	1,309 programs	1,243 programs		MPLnet Library intranet
	Total number of visits	Before July 2022, gate counters were used to count Library visits; Since July 2022, visits have been counted through SenSource technologies. This indicator does not include visits to the Dream Bus.	The total number of visits indicates the total traffic at Madison's libraries and shows how many residents use libraries for a variety of services.	The total number of visits indicator trended down during pandemic due to shutdown. However, we expect it will trend upward going forward.	1,836,354 visits	279,673 visits	539,254 visits		Library Dashboard (public.tableau.com/app/profile/madison_public.library)
	Total number of physical items	The number of physical items reflects books in print, audio materials, video materials, magazine subscriptions (not individual issues), and other physical items currently managed by the Library.	The total number of physical items helps the library ensure it is meeting resident demand and offering collection materials that reflect the spaces and needs of the community. It is a subset of all materials available to Madison residents through resource-sharing with other area public libraries.	The total number of physical items has increased slightly, but it remains mostly flat.	735,108 items	777,078 items	776,248 items		South Central Library System Reports, MPLnet Library intranet
	Total number of electronic items	The number of electronic items reflects ebooks, downloadable audiobooks, online magazines, and other electronic items currently managed by the Library. It does not include database use.	This number shows the library's investment in online books, audiobooks, and magazines. It shows the amount of resources available to Madison residents and is a subset of all materials available to Madison residents through resource-sharing with other area public libraries.	The total number of electronic items has increased slightly due to extra purchasing of online resources during the pandemic. We expect this number to decrease or remain flat in future years.	213,547 items	212,458 items	240,591 items		South Central Library System Reports, Wisconsin Public Library Consortium digital collection website
	Total number of cardholders	Cardholders reflect anyone with an active card that has been used at least once in the last four years.	The total number of cardholders shows the number of residents who have library cards and serves as a measure of resident engagement with library services.	The total number of cardholders dipped during the pandemic when libraries were closed or offered reduced services; we expect this number to increase slowly in future years in keeping with population increases.	157,557 cardholders	144,831 cardholders	149,795 cardholders		South Central Library System Reports, MPLnet (Library's intranet)
	Total number of physical checkouts	The total number of checkouts includes physical checkouts of books, DVDs, etc.	Checkouts show how often library materials are used. This data is used for internal planning, including collection development and annual reporting, and shows the value residents receive from library resources.	Access to physical materials dropped during the pandemic, and checkout numbers dropped accordingly (though online checkout increased, both in numbers and in overall percentage). We expect checkouts to return to their former numbers in future years.	3,023,384 checkouts	1,316,519 checkouts	1,993,771 checkouts		South Central Library System Reports

EXAMPLE: LIBRARY



Why are we measuring it?

The total number of cardholders shows the number of residents who have library cards and serves as a measure of resident engagement with library services.



Measurement Notes

Cardholders reflect anyone with an active card that has been used at least once in the last four years.



Context

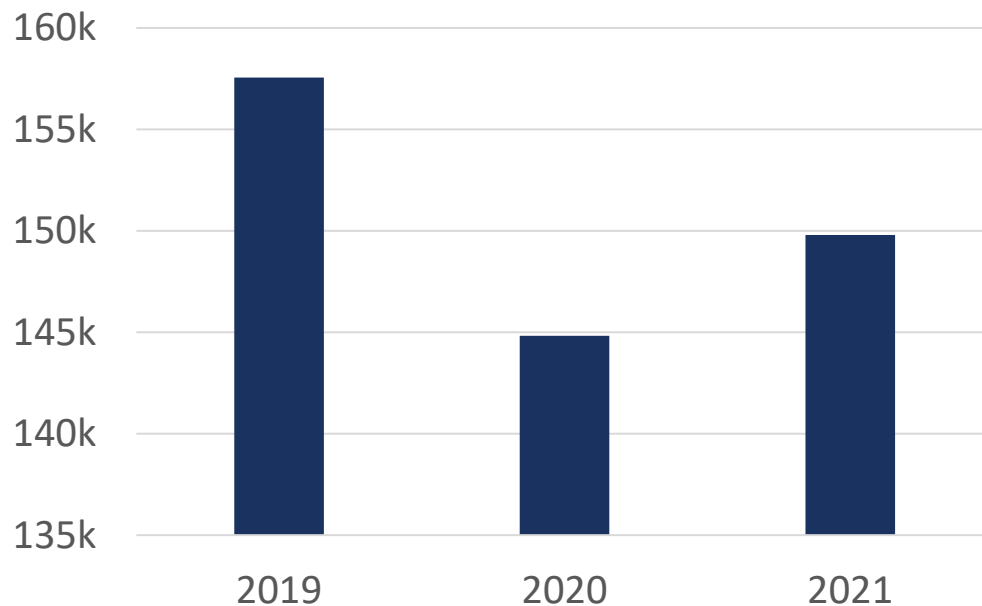
The total number of cardholders dipped during the pandemic when libraries were closed or offered reduced services; we expect this number to increase slowly in future years in keeping with population increases.



Data Source

South Central Library System Reports, MPLnet (Library's intranet)

Total Number of Cardholders



CURRENT STATUS



4 agencies have completed

Streets
Library
Building Inspection
Community Development Authority



6 agencies are in Phases 1-3

Economic Development Division
Information Technology
Mayor's Office
PCED Office of the Director
Planning
Traffic Engineering



8 agencies in 2024 cohort

Assessor
Common Council Office
Community Development Division
Employee Assistance Program
Engineering - Stormwater
Finance
Fire
Human Resources

All agencies will
complete data
engagement by
2026

June 2024: First
Citywide data
convening (more
details TBA)

NEXT STEPS



Results Madison Change Management

January 30, 2024

Hi my name is Karalyn Kratowicz, I go by Kara, and use she/her pronouns. I am the Performance Excellence Specialist in HR Organizational Development and the lead change manager on the Results Madison steering team.

I'm here to give you a couple micro lessons on change management in order to help set up your agency for success in the Results Madison data engagements and beyond.

ADKAR Overview

A Foundational Framework for Understanding Individuals' Journey through Change

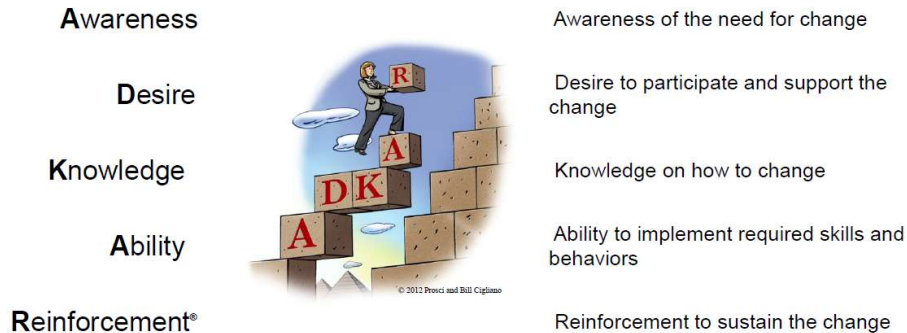
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I'll first begin with sharing an overview of ADKAR, which is a foundational framework for understanding individuals' journey through change.

This research comes from Prosci – the global leader in change management solutions who conducts regular research on their methods and outcomes in organizations' ability to realize change using this approach.

Five Building Blocks of Change

Prosci® ADKAR® Model



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The cycle we all go through on our journey through change, whether personal or professional, is best described in Prosci best practice research through their acronym ADKAR.

ADKAR stands for Awareness, Desire, Knowledge, Ability, and Reinforcement, which is the sequential process individuals go through in adopting a change.

First, one must be Aware of a need for change – like Mayor Satya said, be aware policy makers want TeamCity to use data to monitor services and community outcomes.

Then, one must have Desire to make the changes to meet the goals of the effort. You're all here because you'll be supporting this project and we hope you find your desire to participate fully in the data engagement.

Once you move through Desire, you must have the Knowledge on how to change – like Ellie/Jessica shared, the Data Team will be there to help your teams through a facilitated data engagement, the journey described earlier.

Knowing how to change is followed by having the Ability to implement required skills and behaviors – knowing what to do with the data once we've brainstormed measures and put

data to use.

Finally, the change journey wraps with steady reinforcement to sustain the change. As TeamCity, we will continue to reinforce the behaviors we say we are about through the expectations identified by Mayor (reporting out to the Mayor's Management Team with data, publishing data in the budget book, and communicating with staff - whether that be in meetings, the employee check in process and/or through nominations for TeamCity awards for a job well done.

With and Without ADKAR

	With ADKAR	Without ADKAR
A	I understand why	Same questions Hoarding of information
D	I have decided to	Lower productivity Delays
K	I know how to	Lower use or incorrect usage Continued reduction in productivity
A	I am able to	Worry if can be successful Impact on customers and partners
R	I will continue to	Reverting back to old way Less utilization

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As leaders participating in the Results Madison data engagement, you can help each other assess where individual members of TeamCity are at on the scale of adopting this change or any other change by learning what change sounds like with and without the reinforcement of ADKAR.

When Awareness exists in the ADKAR cycle applied to a change like the Results Madison data engagement, you'll hear people saying they understand why change is happening. Without Awareness for change, you're likely to hear the same questions repeated in meetings which limits progress and leads to possible hoarding of information by those who are aware from those who are not.

When it comes to Desire in the ADKAR cycle applied to the data engagement, you'll hear people progress to sharing in the change through active participation in meetings. Without Desire, there is lowered productivity and delays, because people may still be stuck in the lower stage of Awareness and not bought into participating yet.

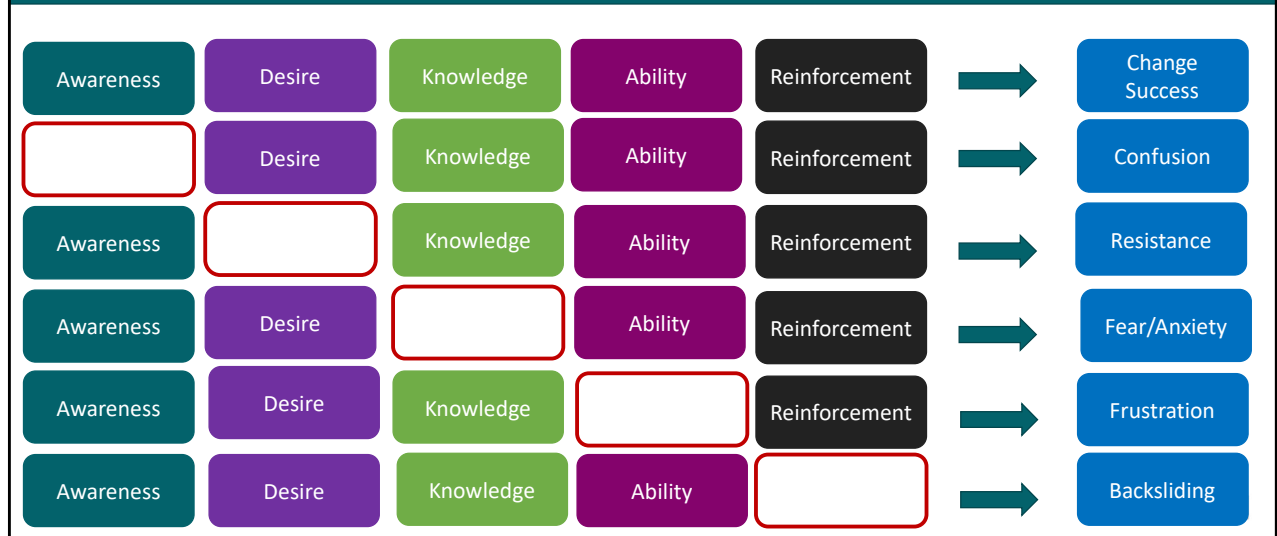
When it comes to Knowledge of the ADKAR cycle, you'll hear people say – I know how to do what we're supposed to be doing. Again, this is where the role of the Results Madison steering team comes in to help your teams with a facilitated process. Without Knowledge or a facilitated process, we would see continued reduction in productivity and less uptake

on the Mayor's request to find ways to measure our services and tell the story of the outcomes we're making in community.

As for Ability, you'll hear people say – I'm able to do this work of brainstorming data indicators and am able to put data behind those brainstormed measure in due time. Since you'll have expert facilitation from the data team and are learning about ADKAR from HR-OD, trust you'll be successful. We are here to help you on this journey.

Finally, you'll begin to see people use data when their ability to do so is reinforced by others in the agency and organization. Without knowledge of ADKAR, particularly reinforcement, people will go through the data engagement and may revert back to operating without numbers to guide decision making, leading to less utilization, which is counter to the Mayor's goals she set in her introduction.

What happens when one is missing?



This visual is also a helpful tool for diagnosing individuals and teams who may be stuck somewhere on the change journey.

When one aspect of ADKAR is missing, we get the following impacts:

Without Awareness, we have confusion.

Without Desire, we have resistance.

Without Knowledge, we have fear and anxiety.

Without Ability, we have frustration.

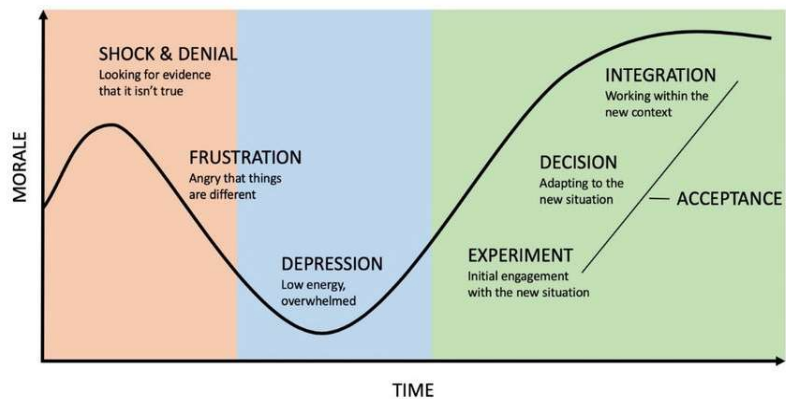
And, without Reinforcement we have backsliding.

If we want to optimize change success, we need to understand ADKAR and make sure each team member knows how to move through this cycle for each change. And, I will be clear again, this model applies to any change, not just the Results Madison data engagement.

How are people feeling?



Elisabeth Kübler-Ross



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The final note I'll leave you with in the background research on change management, is to remember to check in with individuals regularly on how they are feeling about the change because change truly is a grief process of letting go of an old way of doing things, which is not always comfortable for all.

Swiss psychiatrist Elisabeth Kubler Ross defined the 5 stages of grief as: denial, anger, bargaining, depression, and acceptance.

Denial is not believing the change is happening

Anger is frustration that the change needs to happen

Bargaining is attempting to negotiate a different outcome

Depression is the sadness felt when we realize the change is truly coming and we must let go of old ways of being

Acceptance is when we're settled on being okay with the change being the new way

This amount of emotional turmoil naturally comes with change and is not linear.

Stages of grief in this image appears like a linear process. In reality, someone may feel all five stages at one time and or bounce between a few for a period of time.

When we think about individual and team morale over time when it comes to change, we

can begin to segment our expectations about when we will get the critical mass to a place of acceptance.

Most people ebb through shock/denial, frustration, and depression for a period of time before they begin to embrace the acceptance phase where they begin to initially experiment and move through toward the decision to adopt the new situation and integrate the new ways of working into their daily lives.

Knowing all this can be powerfully helpful to achieving success.

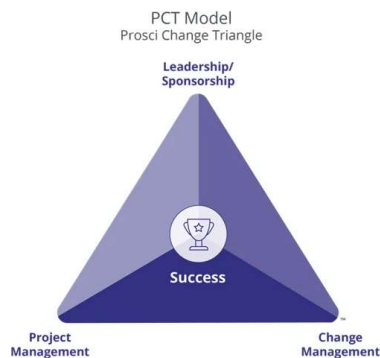
Project Change Triangle

What are the Sponsor, the Project Manager, and the Change Manager?

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With the background in mind, I want to cover the research based project change triangle designed to set up leadership to guide teams toward successful outcomes.

Project Change Triangle (PCT)



- **Sponsor:** the primary leader who authorizes the change within an organization and is ultimately responsible for ensuring that the changes realizes intended benefits
- **Project Manager:** focuses on the tasks required to successfully design, develop, and deliver the project
- **Change Manager:** the application of a structured process and set of tools for leading the people side of change to achieve the desired outcome

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Prosci research tells us there are 3 key roles to any successful project:

The sponsor
The project manager
The change manager

Ideally for any project your agency sets out to accomplish, a different individual should be identified to fulfill each of these roles.

Sponsor is the positional leader who authorizes the change within an organization and is ultimately responsible for ensuring that the changes realizes its intended benefits

Project Manager focuses on the tasks required to successfully design, develop, and deliver the project

Change Manager facilitates the application of a structured process and set of tools for leading the people side of change to achieve the desired outcome

Prosci Research tells us that active, visible Sponsorship is the #1 overall contributor to the likelihood of project success.

Due to the complexity, scale, and scope of the total Package of Results Madison changes –

you may notice that our Results Madison steering team is set up as a project change triangle.

Our goal is for each agency is to also establish an agency level project change triangle to optimize the likelihood of successfully realizing the future state Mayor spoke to earlier with the Results Madison Data engagement.

Key Skills by Role

What skills do Sponsors, Project Managers, and Change Managers need?

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Knowing we suggest setting up a project change triangle in each agency, we're going to take some time to dive into what Sponsorship looks like sounds like and feels like. Then we'll discuss a bit on the attributes of a strong project and change manager so that you can set up your agency based teams for success.

Key Skills for a Sponsor



- ✓ Recognized positional leader, ideally with sponsorship experience
- ✓ Creates engagement through passion and enthusiasm
- ✓ Engaged and involved
- ✓ Strong communication
- ✓ Approachable and available
- ✓ Visible and supportive

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As mentioned, the number one overall contributor to project success is active visible sponsorship. Strong sponsorship directly correlates to project success. We know from Prosci's best practice research that as the effectiveness of sponsorship increases, so does the likelihood of overall project success.

Knowing who the sponsor is and how to be a sponsor is what we'll cover now.

The results Madison agency sponsor must be a recognized positional leader, ideally with sponsorship experience. We recommend the agency head as the sponsor and understand calling yourself a sponsor may be new to some of you; however, we believe you already possess the skills necessary to fulfill this role.

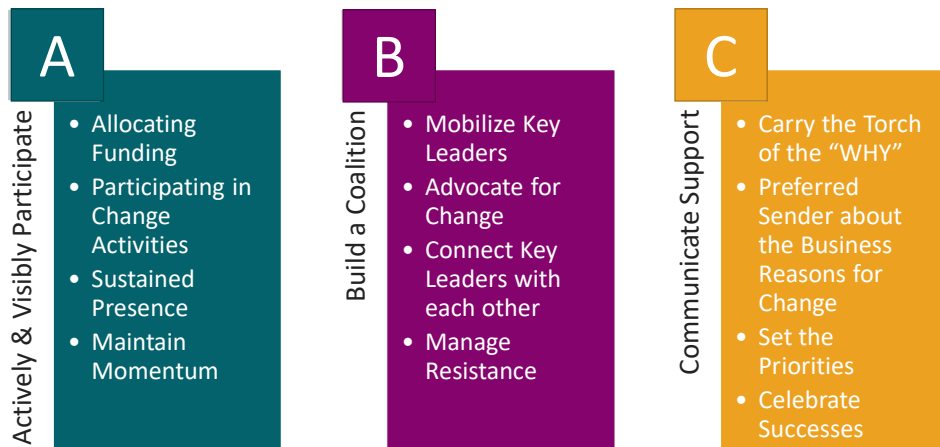
The skills to fulfill the sponsorship role include:

1. First, create engagement by having passion and enthusiasm for the work that's happening. The tone of the agency head sponsor will set the team's tone.
2. Next, be as engaged and involved in the process as possible. Join the data engagement meetings whenever possible; if you have conflicts and unable to attend at any point, be sure to get regular debriefs from the project manager and or change manager to

ensure the team stays on track.

3. To continue fostering engagement, ensure strong communication. Reinforce the work the team is doing in the data engagements by talking about it in agency wide communications – ideally verbally and in writing – so all staff in your department know what’s happening and why. You could consider reviewing and sharing this recording when available as well.
4. As the sponsor, you also want to be approachable and available, especially if and when project manager and or change manager approaches you for support in the event the team gets stuck. Your level of visibility and vocal support for this effort will reinforce to your agency that you are committed to succeeding in this effort to define data indicators and put them to use in measuring and monitoring service delivery tied to community outcomes.

ABCs of Sponsorship



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Prosci breaks the skills of the sponsor down further into the ABC's of sponsorship. Here I'll cover the ABCs with examples of what this looks like sounds like feels like in the context of Results Madison.

A stands for – Active and visible participation. Too often leaders tend to delegate the project to the project managers, only getting involved when problems arise, or they quietly monitor the change from their desks. Active and visible means going to team meetings, ensuring the project has the right team members, and attending training and special events like this kickoff. Leaders spend their time doing important things. If people see the leaders spending time in the change, then the change must be important. Remember "What interests my boss fascinates me."

B stands for – Building support with peers and managers. The Japanese have a term "Nemawashi" which roughly translates to "informally meeting with other leaders to discuss the change and build support." This is the politics of change and is performed by finding out what others think of the change, what their hesitations or concerns may be and how open they are to supporting the change. This builds the foundation for support and creates a personal connection to the change. Sponsors are encouraged to get out there and talk to staff outside the facilitated meetings about what they think and how Results Madison meetings are going.

And, C stands for – Communicating directly with employees. Employees want to hear the message directly and for it to be unfiltered. They especially want to know the drivers for making the change and what the risks to the organization are for not implementing the change. This is especially important when there is not an immediate crisis or the reasons for the change are not obvious to all.

There is a difference between a sponsor understanding “the why” of the Mayor and communicating that as the only why of this effort vs. the sponsor furthering the Mayor’s why with their own sense of why this work of Results Madison is important for their team of contributors who make your agency and its services real.

Sponsors are encouraged to add to Mayor’s why by defining their own version of why Results Madison is important and championing BOTH messages with staff. Be sure to celebrate your staff as they make progress on their work, especially if it’s your priority and the Mayor’s.

Finally, please know the Prosci research tells us that most organizations are still growing their sponsors skills in this regard and that again, project success hinges on the abilities of the sponsor.

As the change manager for the Results Madison steering team, know you can always reach out if you need additional assistance and/or coaching in this area to troubleshoot as needs arise.

Key Skills for a Project Manager



- ✓ Trusted team leader, preferably with project management experience
- ✓ Leads project team through necessary tasks to achieve success
- ✓ Collaborative
- ✓ Knows how to guide a team to get things done
- ✓ Understands when to escalate challenges to the Project Sponsor

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Next, I'll cover the key skills needed for the Project Manager.

The Project Manager for any change needs to be a trusted team leader, preferably with project management experience, someone who is not also the sponsor or change manager.

The project manager leads the project team through necessary tasks to achieve success as defined as a priority of the sponsor.

Project managers are collaborative, know how to guide others to get things done and know when to escalate challenges to the project sponsor. They do not hoard any aspect of the project.

The project manager sets the tone for the team in absence of the agency sponsor. So, sponsor, be diligent when choosing your project manager to ensure you have someone who has sufficient Awareness and Desire to lead the effort at minimum. Remember, the data team will support the growing knowledge of how to navigate the data engagement with their facilitation.

If the project manager lacks desire to achieve the goals established and communicated, then the team is likely to take longer to achieve success.

We know from Prosci research most individuals get stuck in the desire phase of ADKAR. You do not want a defined project manager who tends to get stuck on desire to get things done. Instead, find someone who is curious to contribute to this important endeavor the Mayor and sponsor are communicating as priority.

Key Skills for a Change Manager



- ✓ Supports sponsor and project manager to achieve project success
- ✓ Active listening
- ✓ Strong team contributor
- ✓ Ability to re-direct conversation to the tasks at hand
- ✓ Understands when to escalate challenges to the Project Sponsor

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Finally, we'll touch on the skills needed for a change manager.

The change manager for any team is someone who is good at providing support to others. They will need to understand the role of sponsor and project manager to help them navigate team challenges when they arise – so that the team can achieve the goals set forth for the data engagement.

Change managers are active listeners and strong team contributors – knowing when to step up to support the team to start productive conversation, modeling when to step back to allow everyone to have their fair share of time to speak, and supporting the data team facilitators to redirect your agency team should conversation start to spiral into repetitive questions.

Remember, repetitive questions that feel like people are stuck on why we're doing this work suggests individuals may be lacking in the Awareness stage of ADKAR.

The change manager should consider the ADKAR framework to help diagnose the team when things get tough, escalating concerns to the Project Sponsor for resolution if their efforts need positional leadership presence to encourage productive dialogue.

Tips to Achieve Success

- ❑ Sponsors **do NOT delegate the sponsorship role and responsibilities**
 - ✓ *All individuals in the Project Change Triangle understand each others' roles*
 - ✓ *Change Managers and Project Managers involve the Sponsor when team is stuck*
- ❑ Sponsors are **first adopter of change**, modeling behaviors
 - ✓ *Change Managers and Project Managers encourage sponsors to talk about and use data indicators in meetings and decisions to monitor and manage city services*
- ❑ Sponsors communicate the **expectations and key points in the project** to appropriate staff
 - ✓ *Change Managers and Project Managers share wins with the Sponsor so they can further communicate that across the agency and city*

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I'll close with final tips to achieve success, geared around the role of the sponsor as they are the #1 factor in setting the tone for the team's success:

Number 1: Sponsors do not delegate the sponsorship role and responsibilities. All individuals in the project change triangle understand each others' roles. Change Managers and Project managers involve the sponsor when the team is stuck. Ideally the sponsor is active and visible in meetings.

Number 2: Sponsors are the first adopter of change, meaning they model the behaviors required in the change for the rest of the agency. Change managers and project managers should encourage sponsor to talk about the definition and use of data indicators in meetings and decisions to monitor and manage city services.

And Number 3: Sponsors communicate the expectations and key points of the project to appropriate staff. Reminders could be shared regularly at management meetings, all staff meetings, 1:1s, and the like. Sponsors must be part of the facilitated conversations to come to answers when tough conversations arise that teams can't resolve. Change managers and project managers should reinforce team wins with the Sponsor so that the sponsor can further communicate that across the agency and organization.

Remember, the ADKAR journey ends with reinforcement of the behaviors we expect to see ongoing. Celebrating our successes allows us to shape the culture we say we are about.

Need Additional Support?

- Change Managers are welcome to join the quarterly TeamCity Change Management community of practice.

- Learn more lessons on change management
- Hear from other change management practitioners across the organization
- Collectively problem solve issues across the city

Meetings: March, June, September, December

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I'll end on one final offering. Since change management is a growing practice in this organization, I'd like to offer to all agencies participating in the data engagements this year... If you are able to set up your project change triangle with a dedicated change manager and that individual has desire to grow their skills in this area, they are welcome to join the quarterly TeamCity Change Management community of practice that I facilitate.

This is year two of our community. In these meetings, we learn more lessons on change management, share in our change journeys, and collectively problem solve issues as it relates to the changes we're managing across the organization.

Meetings will be held: March, June, September and December.

Reach out to me directly if you are filling the change management role for your agency's results Madison data engagement project change triangle and want to join our community of practitioners for ongoing learning and development.

A banner featuring a red flower in the foreground and a colorful mosaic of small squares in the background. The text "CITY OF MADISON" is in large white letters, and "PERFORMANCE EXCELLENCE" is in smaller white letters below it.The official seal of the City of Madison, Wisconsin, featuring a circular design with the text "CITY OF MADISON" and "WISCONSIN" around a central image of the Wisconsin State Capitol dome.

CITY OF MADISON
PERFORMANCE EXCELLENCE

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Here's my contact information.

Now we'll move into Q/A. This portion will not be recorded though the steering team is committed to sharing out a summary of questions and answers along with this recording to all participants after this meeting.