Executive Team Development End of Year 2024 Summary

Table of Contents

Prepared by Anne Nowak, Human Resources – Organizational Development Unit Manager
Designed by Emily Jamieson, Human Resources-Organizational Development Coordinator

Program Background

In 2023 Human Resources (HR) developed and launched the Executive Team Development (EXTD) Program as many agencies were undergoing organizational structure and operational changes. When these changes occur, executive teams often do not take the time to invest in their own team development. The ability of an agency's leadership team to work together to drive change and execute strategy is crucial. It's a critical element in staff, agency, and our organization's success. Investing in executive team development can:

- Increase collaboration
- Improve culture and performance
- Reduce silos and support alignment with goals and priorities

HR-OD developed this program with the **following key goals:**

1. Increase the leadership's team to work together effectively to drive change and execute strategy.
2. Increase level of self-awareness in leaders
3. Provide new tools and practices to improve leadership ability and effectiveness.

HR identifies agencies to participate by taking the following information into consideration:

- Executive leader and staff level of readiness
- Recent organizational and staffing changes
- Status of agency participating in Results Madison and Agency Work Planning Training

In the last two years six agencies and 52 staff members have participated:

- 2023: Housing Authority (CDA), Metro, Parks = 24 staff
- 2024: Traffic Engineering (TE), Department of Civil Rights (DCR), HR = 29 staff
- 2025 planned: Information Technology (IT), Parking, Library

Program Structure

Step 1. The HR-OD Manager meets with agency Director to discuss general needs, desired outcomes, and reviews program roles and responsibilities. Part of participating in this program, includes a commitment to take part in 360 surveys. Agency representatives and HR-OD Manager sign an agreement outlining responsibilities (see appendix A).

Step 2. An external consultant then meets with agency representatives to determine details and specific content. This consultant also develops and delivers all sessions.

Step 3. Each agency team completes an assessment, which the consultant uses the results from to create tailored content around each team's specific needs. This also ensures alignment around the agency's strategy, desired outcomes, and goals.

Step 4. Sessions are held and feedback survey sent to all participants

Step 5. *Agency director receives final report and recommendations from facilitator. OD Manager, facilitator and agency director meet to debrief recommendations and identify action items.

Step 6. *Agency director participates in 3 month and 6-month follow-up conversation with OD manager on status of recommendations/action items. Follow up on timing of staff taking 360 surveys is identified, which is recommended at the three-month mark.

Newly added steps for 2024

Agency Session Topics Overview

| Agency	TE	DCR	HR
Number of Participants	• 15 Participants	• 8 Participants	• 6 Participants
Topics	• Mindsets and how they affect day-to-day practices. • Principles of collaboration. • Problem solving process. • Decision making styles. • Identifying leadership challenges and next steps.	• Mindsets and how they affect day-to-day practices. • Assess culture. • Strengthen culture. • Advance the team. • One additional training session Strengthening Collaboration Under Conflict. (2, 90 min sessions) was added in December available for all staff of DCR.	• Mindsets and how they affect day-to-day practices. • Accountability and Leadership mindset. • Renegotiating assignments and below-the-line check-ins. • Limiting beliefs and reframing challenges.

Agency Sessions Details

Each agency participated a total of eight hours, usually in three or four sessions. Due to facilitator illness, all sessions were not completed until the end of May of 2025. The detailed content of the three sessions included the following:

Session 1: Individual and Group Mindset Assessment Results

- **DCR**: Focused on mindsets and how they affect day-to-day practices, problem solving and decision making. At end of this session, each team member highlighted what they believed were the top two challenges for the leadership team.
- **TE**: Focused on mindsets and how they affect day-to-day practices, problem solving and decision making. Conflict assessment was integrated into this session to assist in a strong orientation towards a collaborative approach. At end of this session, team members highlighted opportunities to enhance collaboration.
- **HR**: Focused on accountability and mindsets and how they affect day-to-day practices. At the end of this session, team members created a takeaway/action worksheet with specific applications to them.
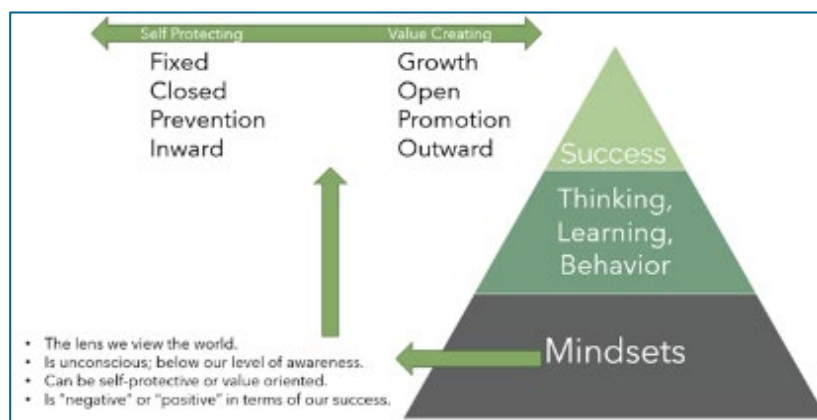
Session 2: Problem Solving and Culture

- **DCR**: Focused on team assessing problems that were impacting culture and team members learning critical thinking and problem-solving process.

- **TE**: Focused on learning the collaborative problem-solving framework and using framework as a foundation for solving problems as a team. Conducted problem-solving assessment and prioritized the top three team challenges
- **HR**: Focused on creating a culture of accountability by learning above and below the line behaviors. Assessed environment of accountability and practiced renegotiating an assignment and below the line check-in conversations. Identified top areas to support a culture of accountability.

Session 3: Next Steps

- **DCR**: Prioritized the most significant growth areas and focused on top priority.
- **TE**: Used 1-3-1 problem solving process to determine objectives for the top challenge.
- **HR**: Aligning mindsets and accountability

General Recommendations and Action Steps

- Increase adaptability & innovation.
- Foster a culture of continuous learning & development.
- Improve structure and discipline of problem-solving.
- Focus on improving mindsets and weaving language into team interactions.
- Increase trust level among team members.
- Strengthening leadership and environment of accountability.

Evaluation Findings

These findings were a result of 10 participants' survey responses, reflecting a 34% **response rate.**

Participants agreed that **the experience increased the following team abilities**:
- **90%** the leadership team's **ability to work together effectively** to drive change and execute strategy.
- **90%** ability to **collaborate.**
- **80%** ability to **hold one another accountable.**
- **78%** ability to **have difficult conversations.**
- **90% commitment to one another** and **agency goals.**

100% of participants said they felt this experience **improved their growth and development.**

100% of participants said they have **new tools and practices to improve their leadership abilities/effectiveness.**

80% of participants said they would be very likely or extremely likely to **recommend these sessions to a colleague.**

70% of participants said they have a **higher or much higher level of self-awareness as a leader.**

100% of participants would **recommend the facilitator as an instructor.**

90% of participants reported having an **above average or very high level of commitment on taking ownership of defined next steps/action steps.**

Year 3 Implementation Plans

Due to the positive feedback and outcomes, HR is continuing this program in 2025 for three agencies. The program structure will continue to be a total of eight hours with topics tailored to Mindset assessment results. Each agency will agree to responsibilities, including future participation in 360 surveys by all participants.

Topics may or may not include:
- Individual assessment Mindset results
- Cultural Assessment of team and agency. Prioritizing of strengths and challenges.
- Strengthening Culture or Problem Solving as a Practice

Appendix 1 found on next page.

Appendix 1: Responsibilities

HR-OD Responsibilities	Agency Responsibilities
- Provide funding of $2,500 - Contract with consultant - Follow and uphold City of Madison Service Promise and Values. - Hold confidentiality of sources as a sacred trust. - Show up on time for scheduled events and be fully present. - Provide expertise in Organizational Development theory and practices to the customer. - Help agency evaluate its progress and reset expectations when necessary. - Provide prompt response to Agency communication. - Provide complete information, guidelines, materials and needed assistance. - Regularly reflect, document and share learning from the effort with Agency. - Provide evaluation feedback at close of project - Provide final report and recommendations from consultant along with a meeting to review and discuss. - HR-OD manager will lead 3 month and 6-month follow-up conversation with Agency Head on status of recommendations/action items - Ensure communication with Leadership Development specialist to coordinate 360 survey participation	- Provide funding of $2,500 - Follow and uphold City of Madison Service Promise and Values. - Directly and indirectly give full support and endorsement to the OD effort by clear actions and statements which demonstrate the importance of the project to those who need to know within the Agency/Organization. - Consistently communicate with the HR-OD staff member and keep them in the feedback loops that affect the effort. - Provide prompt response to HR-OD staff and consultant communication. - Provide adequate organizational information for HR-OD staff and consultant to understand the organization. - Promptly finish actions as necessary between meetings, including preparation for upcoming meetings and actions identified from the meetings. - Regularly reflect, document and share learning from the project with HR-OD staff and members of Agency - Complete customer evaluation feedback to HR-OD. - Plan for evaluation of project with consultant and share impact with HR-OD after project evaluation phase is complete by filling out 3 month follow up survey - Participating in recommendations debriefing meeting - Participating in 3- and 6-month check-ins - Complete 360 reviews by all team members