



Executive Team Development End of Year 2025 Summary

Table of Contents

- Program Background** 2
- Program Structure** 2
- 2025 Agency Participation** 3
- Sessions Details** 3
 - Session 1: Individual & Group Mindset Assessment Results**..... 3
 - Session 2: Problem Solving & Culture**..... 3
 - Session 3: Problem Solving Assessment**..... 3
- General Recommendations & Action Steps for 2025 Agencies**..... 4
- Program Results**..... 4
 - Quality of Facilitation & Content**..... 4
- 2026 Implementation Plans**..... 5
- Appendix 1: Responsibilities** 6
 - HR-OD Responsibilities** 6
 - Agency Responsibilities** 6

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

Program Background

In 2023, the Human Resources – Organizational Development Unit (HR-OD) developed and launched the Executive Team Development (EXTD) Program, as many agencies were undergoing [organizational structure](#) and [operational changes](#). When these types of 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 & performance
- Reduce silos and support alignment with goals & priorities

This program was developed with the **following key goals:**

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

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

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

In the last three years nine agencies and 89 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:** Information Technology (IT), Parking, Library = 37

Program Structure

- Step 1.** The OD Manager meets with agency Director to discuss general needs, desired outcomes, and reviews program roles and responsibilities. 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 delivered
- 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. A survey is also sent to all participants to evaluate the quality and effectiveness of the program.
- 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 next steps and planning for staff taking 360 surveys is determined.
- Step 7.** Staff participate in 360 feedback surveys and complete one-on-one debrief of individual results with OD Leadership Development Specialist.
- Step 8.** Comparison of 360 Group Report and Session Recommendations. This is a newly added step which includes conducting a comparison of agency 360 feedback group report (only those staff who report directly to Agency Director and supervise staff are part of this report) with final recommendations from sessions. The OD Manager and OD Leadership Development Specialist meet with Agency Director to share identified themes and recommended actions to take.

Status of 2024 agencies: Debriefs have been completed with two of the 2024 participating agencies, HR and TE. DCR is currently completing their individual 360-feedback surveys and debriefs will occur in 2026.

2025 Agency Participation

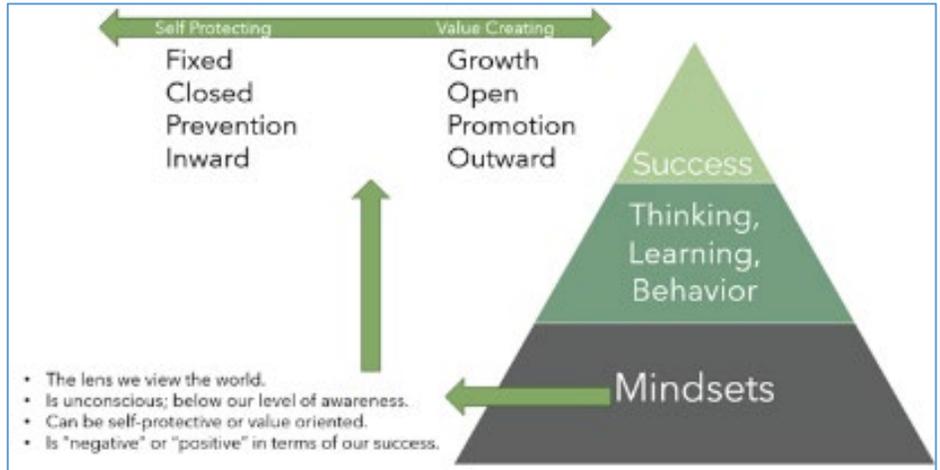
Agency	IT	Parking	Library
Number of Participants	• 12 Participants	• 11 Participants	• 14 Participants

Sessions Details

Each agency participated a total of eight hours, usually in three or four sessions. The content of the sessions included the following:

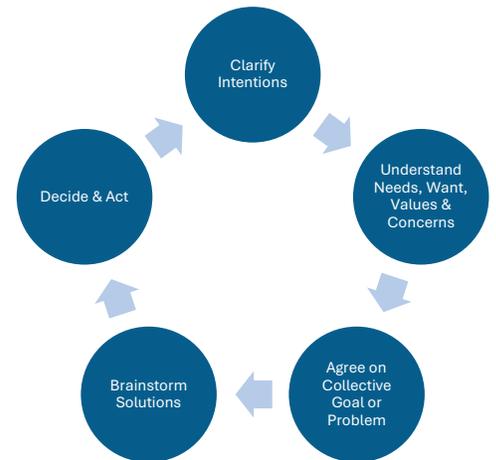
Session 1: Individual & Group Mindset Assessment Results

Focuses on **mindsets**, assessment results and how they affect day-to-day practices and the connection to collaboration and conflict. At end of this session, each team member highlights what they believed was the most valuable from the session.



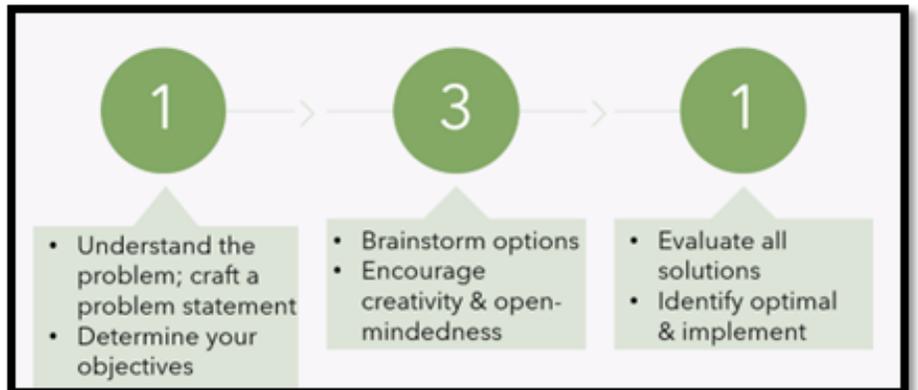
Session 2: Problem Solving & Culture

Focuses on learning the collaborative problem-solving framework and how to solve problems as a team. Team members identify strengths and opportunities around the process. This session ends with a review of the differences between complaints and problems.



Session 3: Problem Solving Assessment

Each team member takes the problem-solving assessment to understand how a team performs relative to each element of the problem solving and decision-making process. Discussions then center on using the **1-3-1 Problem Solving Process** to address these issues as a team and focus on step 3 to determine how the team makes decisions. This session ends with a focus back on the mindset results and how to strengthen those results as a team by identifying goals around specific areas.



General Recommendations & Action Steps for 2025 Agencies

- Establish a **shared discipline** for goals and expectations
- Establish a **clear, consistent Decision-Making Framework** across the leadership team
- Deliberately **shift** Leaders from “Supervisor” to “People Leader” practices
- **Normalize feedback**
- Build **accountability** systems
- **Strengthen** team **mindsets** to:
 - Support collaboration and psychological safety
 - Intentionally shift decision-making toward promotion & outward impact
- Use the **1-3-1 problem-solving process** as a cultural anchor
- Introduce a **standardized conflict-resolution approach** to strengthen direct communication and reduce avoidance
- **Reinforce** learning, reflection, and ownership through leadership modeling

Program Results

Responses from program participants continue to show the program is meeting our key goals and making impact.

Program Key Goals	2023 (58% response rate)	2024 (34% response rate)	2025 (54% response rate)
Increase the leadership’s team to work together effectively to drive change and execute strategy.	93%	90%	75%
Increase level of self-awareness in leaders	86%	70%	75%
Provide new tools and practices to improve leadership ability and effectiveness.	93%	100%	100%

Program Anticipated Outcomes	2023 (58% response rate)	2024 (34% response rate)	2025 (54% response rate)
Increase the ability to collaborate.	93%	90%	80%
Improve culture and performance: <ul style="list-style-type: none"> • Ability to hold one another accountable • Ability to have difficult conversations 	86% 100%	80% 78%	55% 65%
Reduce Silos (commitment to one another and agency goals)	93%	90%	75%
Purpose of Sessions being achieved (somewhat or very satisfied)	100%	100%	80%

Quality of Facilitation & Content



85% of respondents said they felt this experience **improved their growth and development.**



85% of respondents said they would be somewhat, very or extremely likely to **recommend these sessions to a colleague**



90% of respondents would **recommend the facilitator as an instructor**

2026 Implementation Plans

HR is continuing this program in 2026 for three agencies. We will utilize #TeamCity Survey results as one data point along with current and future-known agency changes and challenges, to assist in identifying agencies who could most benefit from participating. 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 and individual debriefs by all participants.

Topics may or may not include:

- Individual assessment Mindset results
- Cultural Assessment of team and agency. Prioritizing strengths and challenges.
- Strengthening Culture or Problem Solving as a Practice

Appendix 1: Responsibilities

HR-OD 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 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
- Leadership Development specialist will provide individual debriefs of 360 feedback survey results
- Leadership Development specialist and OD Manager will complete comparison of 360 Group Report and Session Recommendations and debrief with Agency Director

Agency Responsibilities

- 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 meetings
 - Participating in 3 and 6 month check-ins
- Complete 360 reviews by all team members