2025 End of Year Summary – Leadership Development Service Area

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Management Competencies

Background and Purpose

Competency Workgroups

In 2024, a cross-functional Management Competency Work Group partnered to identify and define the eight (8) core competencies required for effective leadership across the City. This collaborative effort included the HR Agency and all its functions, RESJI and DCR representatives, Affinity Group Leads and a Training Sergeant from MPD. The group's work was informed by diverse perspectives across the organization and resulted in the following competencies: which were reviewed and approved by the Mayor at the end of 2024:

- Emotional Intelligence
- Influence and Trust Building
- Communication
- Strategy Development
- Developing Individuals & Building Teams
- Solution Finding
- Change Management & Agility
- Accountability

Knowledge, Skills, and Abilities

The HR team worked diligently throughout the 2025 calendar year to gather resources, trainings, tools, and policies that align with our eight (8) management competencies. These competencies were selected and developed to advance the Talent Management Strategy; which aims to support the Human Resource's mission to hire, retain, engage, and develop a diverse workforce to be high performing and inclusive. This yearlong effort resulted in the development of a new Supervision and Management EmployeeNet Site.

Management Development Program - Pilot

Program Development

Throughout the course of 2026 the management development program (MDP) pilot will be developed, built out, and will launch in phases starting March 2026 until September 2026. The MDP will formerly replace the Supervisor Development Academy. The pilot program will consist of four (4) 5-week modules. Each module will focus on one of the following four (4) competencies:

- Accountability April 6th to May 8th)
- Emotional Intelligence (May 18th to June 19th)
- Change Management & Agility (July 6th to August 7th)
- Developing Individuals and Building Teams (August 17th to September 18th)

Each module includes recordings, live sessions, discussions, applied practice activities, reflections, and group coaching sessions.

Program Goals

1. Increase Leadership Effectiveness: focusing on individual growth and development such as building confidence, deepening awareness, and strengthening alignment with values-based leadership behaviors

2. Demonstrate Foundational Coaching Skills: through experiential learning that enables participants to develop and use a coaching mindset to support themselves, their teams, and organizational culture.

3. Enhanced Service Delivery: engage in a peer network that strengthens team and agency effectiveness by increasing efficiency, connection, and understanding across the organization

Program Requirements

The program includes (pre-program) and (post-program) assessments aligned with program goals and competencies, which are to be completed by both the participant and their manager. Program participants will also complete formative reflections and coaching feedback throughout the six-month period, in addition to a final overall program evaluation.

Participant Expectations

Participants are expected to fully engage in the program with curiosity and openness, attend the onboarding session and all scheduled sessions (unless excused), and complete all learning activities, homework, and assessments. Participants should meet with their direct manager before, during, and after the program, proactively communicate any support needs, uphold City values and the Service Promise, and complete a 2026 annual employee check-in.

Manager Expectations

Participant managers are expected to complete all required pre- and post-program assessments, conduct a 2026 annual employee check-in, meet regularly with the participant throughout the program, actively encourage engagement, remove barriers to participation, and attend the onboarding session.

Conclusion

Once the pilot program has been completed a formal evaluation will be conducted, which will be used to inform ongoing management program development for 2027 and beyond.

December 10, 2025 – Leadership Gathering Results

2025 Theme

Leading with Humanity: Building a Culture of Care

Purpose

The leadership gathering aims to foster a collaborative environment where leaders from across TeamCity can:

- **Share insights** and **learn** from each other.
- **Build relationships** in a way that **breaks departmental silos** and **strengthens the City's collective efforts**.
- Identify actionable strategies for **enhancing leadership practices** while **ensuring care and accountability.**

Attendees

- 115 total attendees.
  - This is a **47% increase in attendance** from the 2023 Leadership Gathering
  - This is an **8% increase in attendance** from the 2024 Leadership Gathering
- 29 out of 32 agencies were represented. This is **90% of all city agencies.**

Content Overview

The gathering's content centered on two essential and interconnected capacities

1. reaching in to build personal resilience
2. reaching out to cultivate stronger, more accountable relationships.

To support reaching in, our 2026 Keynote Facilitator, Paul Wesselmann, also known as the "Ripples Guy", grounded participants in the practice of presence and introduced the Seeking Comfort–Seeking Growth Continuum, followed by the Growth Zones. These frameworks illustrated a core leadership truth: meaningful growth requires discomfort. Leaders were invited to reflect on where they may default to comfort and how intentionally stepping into challenge is necessary to grow into the best versions of themselves.

To support reaching out, Paul introduced the Relationship Accountability Framework, equipping leaders with a practical approach for engaging in courageous, values-aligned conversations. This framework emphasized responsibility, clarity, alignment, and care in relationships, which reinforced the role leaders play in fostering trust, addressing conflict, and strengthening connection within their teams.

Leadership Gathering Evaluation

Overall Gathering:

76% response rate, (n=87)

95% of respondents rated the gathering **overall as excellent or good**

	95% of respondents rated **the food and drink as good or excellent.**		98% of respondents rated **the venue as good or excellent.**

Goals of the Gathering:

	99% of respondents rated the gathering **successful in promoting cross-departmental collaboration among participants.**		99% of respondents rated the gathering **successful in strengthening collective efforts.**
	100% of respondents rated the gathering **successful in promoting a sense of unity among leaders across different departments.**		100% of respondents rated the gathering **successful in promoting breaking down silos**
	97% of respondents rated the gathering **provided them with ideas to address their department's needs**		

Keynote – Leading with Humanity: Building a Culture of Care by Paul Wesselman, The Ripples Guy

76% response rate, (n=87)

- **98%** of respondents rated the keynote as valuable
- **98%** of respondents report that they can apply what they learned from the keynote

Biggest Takeaways from the Keynote – per Attendees:
After completing a thematic analysis of the open-ended feedback from 79% of respondents (n=69/87) please find the results below.

Thematic analysis:

Top 3 Patterns Idenfified in Thematic Analysis:

1. **Mindset Shift: Discomfort Is Reframed from Threat → Signals**
   Participants consistently reposition discomfort as *informational* rather than *dangerous*.
2. **Growth Is Relational, Not Solitary**
   Even highly personal insights are framed through connection with others.
3. **Leaders Are Seeking Calibration, Not Acceleration**
   Themes of balance, pacing, scaffolding, and not pushing into panic suggest a desire for **sustainable leadership**, not heroic overextension.

High-Level Synthesis:

Overall, the feedback reflects a **strongly internalized learning experience** centered on *growth through discomfort, relational leadership,* and *shared learning space*. Participants repeatedly reference the **comfort-challenge framework** and the **comfort-growth continuum** as both a personal reflective tool and a practical leadership framework. The data suggests the experience functioned less as content-heavy training and more as a **catalyst for mindset shifts, normalization of discomfort, strengthened self-awareness,** and reinforced the importance of **relational connection across the organization for growth**.

Leaders are seeking opportunities to **translate these insights into practical applications** – particularly in supervisory transitions, team development, and performance conversations—while maintaining balance and psychological safety for themselves and their teams. There is also a clear signal that leaders value **protected time and space to reflect, connect, and recalibrate,** particularly during transitions or periods of stagnation.

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Theme 1: Personal Growth & Self-Awareness

Definition: Individual reflection related to presence, mindset, emotional regulation, and self-care as foundational to leadership effectiveness.

Key Subthemes:

Theme	Details
Presence & Mindfulness ("Here / Now")	• Repeated verbatim references ("Here now" appears over 15 times)
Emotional Awareness & Self-Regulation	• Recognizing boredom as normal • Acknowledging panic vs. fear vs. growth
Self-Compassion & Acceptance	• Normalizing discomfort, stagnation, and/or regression • "It's okay to be in panic—just don't stay there"

Theme 2: Comfort Zone Management (Discomfort as a Growth Mechanism)

Definition: Understanding and intentionally navigating the continuum from comfort → fear → panic → learning → growth.

Key Subthemes:

Theme	Details
Normalization of Fear	• Fear as necessary and productive ("embrace it rather than avoid it")
Boundary Management (Fear vs. Panic)	• Strong distinction between *productive discomfort* and *overwhelm/panic*
Intentional Stretching	• Choosing discomfort rather than drifting into panic
Individual Variability	• One person's comfort = another's panic

Theme 3: Leadership Development & Application

Definition: Translation of concepts into leadership behaviors, systems, and relational practices.

Key Subthemes:

Theme	Details
Leading Through Transitions	• New supervisors moving from peer → leader • Loss of relational readiness and role clarity
Coaching & Developmental Leadership	• Scaffolding growth • Supporting staff without overprotecting
Systems Integration	Applying frameworks to:

	• Performance evaluations • Personnel conversations • Change management

Theme 4: Relational Leadership & Human Connection *(Emergent, Strong)*

Definition: Leadership as a relational, social, and community-based process rather than an individual endeavor.

Key Subthemes:

Theme	Details
Relationship-Building Across the Organization	• Meeting new people • Learning from those outside one's immediate circle
Shared Experience & Psychological Safety	• "Encouraged by the people here" • "It takes a village"
Dedicated Space for Connection	• Leaders value protected time together

Theme 5: Learning Process & Pedagogy *(Meta-Learning)*

Definition: Reflections on *how* learning occurred, not just *what* was learned.

Key Subthemes:

Theme	Details
Visual & Metaphorical Learning	• Zones diagram • Frogs • Ripples
Embodied & Experiential Learning	• Movement between tables • Real-time reflection

360 Feedback Program Summary

Program Background (2023 – 2024)

In 2023, Human Resources- Organizational Development Unit piloted a transformative initiative to introduce a multi-rater feedback tool, commonly known as 360- feedback. This marked a significant change from the organization's previous absence of 360. During the pilot in 2023, six executive members of the mayor's management team (MMT) completed 360 Surveys. All 6 pilot participants and 46 unique raters* provided feedback on their experience, resulting in the [360Program Evaluation Results](#) (evaluation findings begin on page 5).

2023 also marked the launch of the Executive Team Development Program (EXTD); which is designed to increase an agency's executive team's effectiveness in the areas of change, execution of strategy, and overall leadership. Participation in EXTD also includes commitment to take part in the 360Feedback Program. This two-pronged approach was established to scaffold 360s throughout the organization beyond MMT and to supervisors and managers.

2024 was dedicated to implementing recommendations (recommendations begin on page 7) which resulted in the development of an updated process. This was introduced in the [2024 end of year 360Feedback Program Summary](#).

2025

Since implementing the new process, from January 2025 to December 2025 the following seven (7) agencies have participated in the 360 Feedback Program.

1. Attorney's Office (n=1)
2. Department of Planning, Community & Economic Development (=1)
3. Human Resources (n=6), 2024 EXTD Program Participant
4. Public Health (n=1)
5. Parks (n=9), 2023 EXTD Program Participant
6. Streets (n=1)
7. Traffic Engineering (n=13), 2024 EXTD Program Participant

Across all seven (7) agencies listed above, a total of 32 leaders participated in the 360 Feedback Program falling within the following leadership categories:

1. Executive (n=6)
2. Supervisor/Manager (n=24)
3. Individual Contributor (n=2)

Across the 32 leaders who participated in the 360 Feedback Program, a total of 92 people provided feedback on their experience as raters[1]. The results are as follows:

- **97%** of respondents were **satisfied with their experience as a rater** in the 360-feedback process.
- **96%** of respondents reported they **felt confidentiality was maintained well** during the 360-feedback process.
- **95%** of respondents reported they **would participate as a rater again in the future**.
- **92%** of respondents reported they **felt comfortable providing feedback** to their peer or leader

2026

Throughout the course of 2026, the following agencies will complete 360s:

- Building Inspection
- Civil Rights
- Community Development
- Finance
- Library
- Metro
- Parking

360 Feedback Program Summary

Overview:

61% of program participants completed the end of year evaluation (11/18 = .6111).

Trends:

For each area of the work plan, accomplishments (complete) and ongoing efforts (started, not yet complete) include:

Steady sense of belonging and inclusion:

- 100% of participants felt a sense of belonging, that their identities were valued, and that their voices were respected, indicating that the program has successfully taken steps to foster an inclusive environment
- These results represent sustained and improved inclusion as indicated by the 2024 recommendation to "sustain fairness and inclusivity".

Marked improvement in equitable treatment perceptions:

- Increases were seen in perceptions of fair treatment across race, gender, and ability/disability.
- All participants disagreed that they were treated differently because of race which is a notable improvement from 2024.

Positive cross-identity relationships and non-tolerance for discrimination:

- Relationships across race and gender improved, with 91–100% of participants affirming positivity and fairness.
- 91% agreed that discrimination was not tolerated, which is an encouraging sign of healthy group dynamics considering the 2024 recommendation to "increase focus on gender dynamics"

Improvement in sense of Empowerment related to Decision Making

- Increases were seen in a sense of empowerment in perceptions related to influencing decision making, which is notable considering the 2024 recommendation to "enhance empowerment and influence".

High confidence in program effectiveness:

- 100% rated the program effective in fostering mutual trust, respect, and fairness across race and gender.
- These metrics improved from 2024, signaling strong program design, facilitation, and improvement by implementing the 2024 recommendations.

Results:

While participating in the mentorship program...

- **100%** of mentorship participants agreed that they **felt like they belong.**
- **91%** of mentorship participants agreed that they **felt like they had the ability to influence decision making.**
- **100%** of mentorship participants disagreed that they **felt like they were treated differently by their colleagues because of their race.**
- **91%** of mentorship participants disagreed that they **felt like they were treated differently by their colleagues because of their gender.**

- **91%** of mentorship participants disagreed that they **felt like they were treated differently by their colleagues because of their ability/disability.**
- **82%** of mentorship participants disagreed that they **felt like they have hidden or downplayed certain aspects of their identity to avoid unfair treatment or bias.**
- **91%** of mentorship participants disagreed that they **felt like they have modified their personal appearance to avoid unfair treatment or harassment.**

In their current mentoring groups…
- **91%** of participants agreed that participants **held each other to the same expectations and standards.**
- **82%** of participants agreed that participants **have equal access to learning and development opportunities.**
- **91%** of participants agreed that **relationships between participants of different racial groups were positive.**
- **100%** of participants agreed that **relationships between participants of different genders were positive.**
- **91%** of participants agreed that they felt **discrimination was not tolerated.**

Overall, program participants rated the mentorship overall effective in the following areas:
- **100%** of participants agreed the program was **effective in fostering mutual trust and respect.**

Conclusions:

The mentorship program continues to cultivate a deep sense of belonging, respect, and inclusion among participants.

Improvements in perceived fairness related to race, gender, and ability indicate that the program's equity efforts are working.

Recommendations:

Address identity-based self-censorship:
- Incorporate discussions or reflection activities on authenticity, identity, and belonging within mentoring sessions.
- Offer optional identity-affirming peer support spaces or affinity-based mentoring pairings.

Maintain and build on inclusion momentum:
- Continue the program elements that led to strong belonging and respect outcomes.
- Share success stories to reinforce the mentorship culture and model inclusive behavior for broader organizational learning.

Celebrate progress and communicate impact:
- Publicly acknowledge the program's success
- Share outcomes with leadership and participants to sustain engagement and institutional support.

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