



Executive Team Development End of Year 2023 Summary

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Program Background

In 2022 and 2023, several City of Madison agencies experienced large organizational structure and operational changes. These types of changes can bring about challenges including:

- New team members
- New strategy
- New reporting structures
- New workflows
- And have an impact on team and agency culture.



When changes like these 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

In 2023 HR supported the participation of three agencies in the program. These agencies recently restructured or had a high level of change. They were identified by the Human Resources (HR) Director and Organizational Development (OD) Manager. Input from HR Team Members and results of OD Stakeholder sessions held in November 2022 were considered. These agencies were Metro Transit, Parks, and the Department of Planning, Community, & Economic Development – Community Development Authority Division (DPCED-CDA).

As a result, the Executive Team Development Program was developed 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.



Program Structure

The OD Manager met with each agency and one leadership team member. This initial meeting was a discussion around general needs, desired outcomes, and reviewing the roles of HR vs. the Agency for this program. Part of this agreement included a commitment to take part in 360 surveys in summer of 2024. Agency representatives and OD Manager signed an agreement outlining responsibilities (see appendix A).

An external consultant then met with agency representatives to determine details and specific content. This consultant also developed and delivered all sessions.

Each agency team completed an assessment. The consultant used the results from these assessments to create tailored content around each team's specific needs. This also ensured alignment around the agency's strategy, desired outcomes, and goals.

Agency Sessions

Originally sessions were to be presented in two, four-hour time blocks but it was determined after the first session that it would be more beneficial to split the remaining sessions into two hours. Each agency participated in three sessions, totaling eight hours. Due to scheduling priorities all sessions were not completed until the end of February 2024. The content of the three sessions included the following:



Session 1: Individual Assessment Results (DiSC or Mindset)

- Metro: understanding the DiSC management styles and their implication to leader and the collective team
- CDA: focused on mindsets and how they affect day-to-day practices, problem solving and decision making.
- Parks: Each leader identified an action they could take to strengthen their mindset.



Session 2: Internal Cultural Assessment

Discussion topics during this session included prioritizing of strengths and challenges and discussing the assessment results. Each agency discussed results by team and agency in the following areas:

- Goals & expectations
- Empowerment
- Continuous feedback
- Learning & growth
- Teamwork & collaboration
- Accountability



Session 3: Strengthening Culture or Problem Solving as a Practice

This last session was very specific to each team's needs from the previous two sessions. Topics included:

- Agile problem-solving process
- Prioritizing largest areas for growth and ideas to close the identified gaps
- Solving leadership challenges
- Goal setting
- Identifying areas to strengthen in problem solving and making decisions

Agency Session Topics

Department	CDA	Metro	Parks
Number of Participants	<ul style="list-style-type: none"> Nine Participants 	<ul style="list-style-type: none"> Five Participants 	<ul style="list-style-type: none"> Ten Participants
Topics	<ul style="list-style-type: none"> Mindsets and how they affect day-to-day practices. Problem solving and decision making. Agile problem-solving process. 	<ul style="list-style-type: none"> Understanding the DiSC management styles and their implication to leaders and the collective team. Each staff identified an ask of staff and one action item 	<ul style="list-style-type: none"> Mindsets and how they affect day-to-day practices. Problem solving and decision making. Explored problem solving as a practice and process Assessed the quality and consistency of problem solving in the leadership team. Focused on Leadership Dynamics/Processes and what can be improved

Recommendation for All Teams

Increase the ability to isolate specific problems, identify constructive actions and be more agile in coming to solutions.

Evaluation Findings

These findings were a result of 14 participants survey responses, reflecting a **58% response rate**.



93% of participants agreed that **the experience increased the leadership team’s ability to work together effectively to drive change and execute strategy.**



93% of participants said they have **new tools and practices to improve their leadership abilities/effectiveness.**



93% of participants said they somewhat felt this experience **improved their growth and development.**



86% of participants said they have a **higher level of self-awareness as a leader.**



71% of participants said they would be very likely or extremely likely to **recommend these sessions to a colleague.**



71% of participants reported having an **above average or very high level of commitment on taking ownership of defined next steps/action steps.**



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

Year 2 Implementation Plans

Due to the overwhelmingly positive feedback and outcomes, HR will continue this program in 2024 for at least three agencies. The program structure will be four, two-hour sessions with topics tailored to DiSC or Mindset assessment results. Topics may or may not include:

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

Each agency will agree to responsibilities established in 2023 including future involvement in 360 surveys by all participants.

Appendix 1 or 2 found on next page.

Appendix 1: Responsibilities

HR-OD Responsibilities	Agency Responsibilities
<ul style="list-style-type: none"> • 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 within 10-15 days of close of project. 	<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> ○ Complete customer evaluation feedback to HR-OD. Customer can choose method (1:1 or group listening session and/or Survey) ○ 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.

Appendix 2: Participants Open Ended Comments

One key take-away or item participants learned which they would like to share.

- An awareness of how mindsets impact the work of our team, and especially being cognizant of my own.
- Understanding where others on the team are coming from and natural tendencies.
- I liked the clarification of a problem vs situation.
- Mindset assessments for the management team was very helpful.
- Honesty and openness of the facilitator