

CITY OF MADISON

December 6, 2023 Leadership Gathering Results

Purpose

The purpose of the leadership gathering was to...

1. Discuss what City of Madison leaders saw/see as organizational challenges and opportunities.
2. Collaborate on how to meet leaders' needs in the face of an ever-changing workforce.
3. Build relationships in a way that breaks silos and strengthen our collective efforts.
4. Share out and create buy-in related to needed development.



Attendees

- 76 total attendees
 - Agencies **not** represented: Assessor, Building Inspection, Clerk's Office, Fire, Monona Terrace, Parking, and Police (23% of 31 total agencies)
- 44 total feedback survey responses (58%)
 - 19 agencies represented in evaluation responses (61%)

Top Areas of Need Across Departments



1. Workload Management and Balance/Burnout
2. Navigating Change/Change Management
3. Feedback Conversations

Skills Our Leaders Want to Develop Further

1. Use of feedback for self-improvement
2. Holding space for complexity among competing interests
3. Acknowledging limitations and asking for help, when needed
4. Acknowledging and celebrating team members



Values-Based Leadership Principles & Behaviors Discussed

 <p>Self-Reflection</p>	<p>Leaders develop a deep understanding of their own values and others</p> <p>Leaders show empathy to themselves and others</p> <p>Leaders actively seek and use feedback for self improvement</p> <p>Leaders continuously learn and integrate new information</p>	<p>Leaders intentionally create spaces that welcome, include, and support diverse perspectives</p> <p>Leaders engage people in decision-making that will impact them</p> <p>Leaders question and challenge the status quo for the sake of equity and innovation</p> <p>Leaders hold space for multiple realities to exist among complex and competing interests</p>	 <p>Balance & Perspective</p>
 <p>Self-Confidence</p>	<p>Leaders recognize and celebrate the strengths of themselves and others</p> <p>Leaders acknowledge their own limitations and ask for help when they need it</p> <p>Leaders reframe their challenges and failures as learning opportunities</p> <p>Leaders believe that with desire, intention, time and hard work they can grow and develop</p>	<p>Leaders check their assumptions by asking open ended questions</p> <p>Leaders acknowledge and celebrate the efforts of their team</p> <p>Leaders admit when they're wrong and take steps to self correct</p> <p>Leaders willingly receive feedback from others with an open mind</p>	 <p>Genuine Humility</p>

Learning the Values-Based Leadership (VBL) Principles & Behaviors Dot Exercise Feedback



100% of respondents rated the exercise as having **successfully facilitated self-assessment of the VBL Principles and Behaviors.**



100% of respondents rated the exercise as having **successfully facilitated buy-in of the VBL Principles and Behaviors.**



95% of respondents rated the exercise as having **successfully contributed to creating acceptance of the VBL Principles and Behaviors.**



98% of respondents rated themselves as **ready to actively use the VBL Principles and Behaviors.**

Applying VBL Principles & Behaviors to Address Organizational Challenges Small Group Discussion Feedback



98% of respondents found the discussions **to be effective.**



98% of respondents felt that the discussions **provided them with ideas to address their department's needs.**

Attendees Feedback (58% response rate)



100% of respondents rated the gathering **successful in promoting a sense of unity across departments.**



97% of respondents rated the gathering **successful in strengthening collective efforts.**



98% of respondents rated the gathering **successful in breaking down silos.**



95% of respondents rated the gathering **successful in promoting cross-department collaboration.**

Next Steps

The purpose of the 2023 Leadership Gathering was to discuss organizational challenges and opportunities, build relationships in a way that breaks down silos and strengthens collective efforts, and collaborate on ways to meet the needs of our workforce. The Leadership Gathering was a great success with a desire to partake in more cross-departmental gatherings.

The Supervisory Collective a.k.a *The Collective* is a great space for these types of conversations to continue as it's a social learning community for supervisors, managers, lead workers, department/division heads, and those who lead cross-functionally. This space is dedicated for members to connect, share their experiences, support one another, and deepen their knowledge through inquiry, collaboration, and facilitated discussions; like that of the 2023 Leadership Gathering.

The use of the Supervisory Collective to continue conversations from the 2023 Leadership Gathering is aligned with the original purpose of the Supervisory Collective.

Of the six gatherings scheduled for the 2024, three of these gatherings will be used to continue discussions around our organization's most pressing issues (feedback, workload management/balance and burnout, and change management/navigating change). The remaining three sessions will be available, by request, for members to engage with city wide initiatives (examples: data engagement and results Madison, APM 2-52 and creating an inclusive workplace). Steps are being taken to engage the appropriate people to identify what this could look like and build a process in place to support it, with a projected start date of Q2.

Leadership Gathering Recurrence

97% of respondents believe it would be **beneficial to have quarterly leadership gatherings.**



Looking for more details on the Leadership Gathering?

Reach out to Jay Winston at JWinston@cityofmadison.com anytime!