

CITY OF PHILADELPHIA 2023

Revolutionizing Citywide Leadership Training

Executive Summary

Grandinetta Group, a small woman-owned business based in the Lehigh Valley was selected in a competitive process by the City of Philadelphia to design and pilot its first-ever city-wide training program for new and emerging leaders. That company was Grandinetta Group, LLC, and this is the story of how a small entity created something transformational for City leaders, their employees, and the 1.6 million residents they serve. When asked why we were selected among a field of competitors that included much larger companies and at least one top-tier business school, our City client responded simply, “You got us. You really, really got what we are trying to do.”

By the Numbers

Contract Information

Role: Prime contractor

Duration: 12 months

Deliverables: Citywide needs assessment, world-class leader development training, world-class facilitator training, three full pilots




Value: \$275K after government discount

Type: Fixed fee






Project Execution





Needs Assessment

-  **270** existing learning assets evaluated
-  **23** senior stakeholder interviews
-  **3** stakeholder groups surveyed

Train-the-Trainer Program

-  **50** hours of in-person training designed/delivered
-  **25** hours of virtual training and coaching designed/delivered
-  **20** facilitators graduated, representing 17+ City departments

Leadership Development Program

-  **32** hours of content developed and delivered in 4-day in-person events
-  **100** hours of individual coaching
-  **64** hours of in-person training designed/delivered (in two pilots)
-  **50** City leaders across 30+ departments graduated

Client Goals

- 1 To create a centralized program to prepare leaders to take us into the 21st century
- 2 To develop internal capacity to implement a series of interventions that would include training, facilitated discussions and coaching for leadership at various levels of the organization to create a shared sense of leadership principles to promote a culture of excellence, respect, and inclusion.



Our Innovative Solutions

Informed by our assessment of the City's needs and existing assets, the Grandinetta Team knew it would take an innovative approach to create a sustainable impact. Our solution focused on a critical few design principles:

- Content and design created by a cross-functional team of instructional designers, professional educators, expert coaches, and facilitators. We brought that team.
- Behavioral Science as the theoretical foundation, to include habit formation, self-management/emotional intelligence, and anatomy of trust and psychological safety
- The latest and greatest tools and techniques for bringing concepts into practice
- Facilitating discovery and group coaching as the methods of delivery
- Accountability for implementing tools and practices to be integrated throughout the design

The Learning Experience

What we created for participants brought them to tears.

This is by far the best training that I've ever done and it's really setting me up for success.

I was able to reflect on my strengths, my weaknesses, my gaps, opportunities, and threats to determine ways I could improve and make better choices for the City of Philadelphia.

At first I was unfocused. By the time I left, I felt eager, encouraged, and empowered.

I am blown away by the insight of participants and knowing I'm not alone.

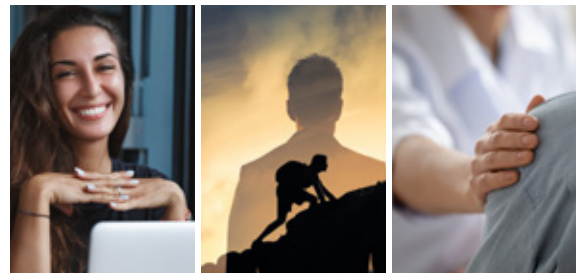
Before the program, I was petrified of leading others because of unknowns: how to motivate and engage, how to handle the responsibilities. Now I am no longer scared, nervous, or overthinking.

It has helped my comfort with delegating and I am more comfortable speaking up.

I now have a renewed sense of Self and I feel more capable.

The ELE Excellence Leadership Program provided me with applicable tools I can use immediately.

It was unlike any training I've seen - highly engaging, applied, and interactive.



Actual Impact

Testimonials bring the story to life like nothing else can. That said, the Grandinetta team comes from the school of quantitative data and evidence-based proof of impact. We used a 21-item before-and-after assessment originated by Richard Chang, and our go-to for measuring the actual impact of our training and interventions. The conclusions prove our innovative approach made the difference:

- 1. The delta between before-and-after ratings was statistically significant across all 21 items
- 2. All deltas are greater than one full point on 5-point Likert scale
- 3. Measurable improvement in areas of most importance: EQ, DEI, Resp. for Positive Culture, Results

Below is a sample from the actual results:

Again, the testimonials bring to life the actual impact of the learning experience on the job:

I am using the tools to help the team prioritize work. Shaping team culture and developing their skills is making a change – it’s working!

I am no longer letting others’ energy affect my outcomes.

I thought I knew my team before this program – now I actually know my team and I’m setting boundaries.

I am working on not interrupting, allowing others to finish speaking.

I designed a new workflow that emphasizes building trust, ownership, and accountability.

Before the program, I communicated with my team via email only. Now we meet in person.

Item (Sorted by highest to lowest delta) <i>Participants were asked to rate their ability to do the following</i>	Average of Raw Scores not averages of		
	Before	After	Positive Change
Identify my feelings in the moment	2.9	4.5	1.6
Apply the City’s DEI principles in everyday work	3	4.5	1.5
Apply Leadership Mindset (Servant Leadership, Growth Mindset)	3.3	4.8	1.5
Observe myself in the moment and respond vs. react	3.1	4.6	1.5

Conclusion

Grandinetta Group, LLC’s innovative approach to citywide leadership training for the City of Philadelphia has not only met but exceeded expectations. By focusing on practical tools, fostering a culture of self-leadership, and creating a trust-based learning environment, our programs are bringing about significant positive change in leadership dynamics across the City’s departments. The successful pilot and transition of programs mark a pivotal step towards building the City’s internal capacity for sustainable leadership development. We are proud to bring commercial best practices to the City in this way.

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CASE STUDY