



# Developing Leadership Within

## A View from the Comptroller of Maryland

**“Great leaders inspire greatness in others.”**

# The Problem



- Attrition
- Recruitment Difficulties
- Skill Deficiencies
- Budgetary Constraints

# A Three-Pronged Solution

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Developing the Leadership

Educating Technicians

Training Project Managers



# Leadership Development

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- History of the Program
- Program Goals
- Course Overview
- Process
- Results



**Great leaders are teachers not tyrants.  
They help their followers see and understand more.  
They inspire them to become more  
and motivate them to do more.**

Michael Josephson

## Program Goal:

The Tax Administration Leadership Development Program (TLDP) is designed to challenge TLDP Fellows through experiences in contemporary leadership practices, by modeling behaviors, using available technology, communicating organizational expectations, and enabling participants to engage and lead their teams toward Tax Administration excellence over an 18-month period.



**"A GOOD LEADER**  
is a person who takes a little more  
Than His Share Of The Blame  
*and a little less than his share of the credit.*"  
-John Maxwell

Fellows combine PC technology with some seminars to gain meaningful management tools, to develop management skills, to work on team building and to devote time for personal work on their leadership behaviors.

The course reflects an emphasis on 21 Leadership Competencies, which will serve as the underlying basis for the curriculum.

# Course Modules

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- **Orientation**
- **Leadership Competencies**
- **Who Are We?**
- **Stepping into Leadership**
- **Tuning In**
- **Getting Below the Surface**
- **Doing the Right Thing**
- **Coaching for Success**
- **Making the Most Out of Meetings**
- **Leading Business Process Improvement**
- **Changing Times**
- **Balancing Your Life**
- **The Low Down with Higher Ups**
- **168 Hours**
- **Building Engaged Workgroups Teams**

# Process

## Application

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Manager Recommendation

Letter of Interest

Interview with SEB

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## Senior Fellows

Assistant Manager

Attorney

CPA

MA

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## Junior Fellows

High School Diploma

4 Years Experience

Substitute Experience w/ BA or BS





# RESULTS



# BMCP

## Core-skills Development



- **Community Partner Selection**
- **Identified strong technicians**
- **Selection Criteria**
- **Created Certificate Program**
- **Costs and time commitment**
- **Solicited Gubernatorial Support**



# COURSES



## Student Success

Business and its Environment

Principles of Management

Business Communications

Financial Accounting

Managerial Accounting

Tax Accounting

Advanced Tax Accounting

Advanced Accounting

LEADERSHIP  
IS ABOUT MAKING OTHERS  
**BETTER** AS A  
RESULT OF YOUR PRESENCE  
AND MAKING **SURE**  
THAT IMPACT LASTS IN YOUR  
**ABSENCE.**

# RESULTS:

**Increased KSA Level**  
**Increased Morale**  
**Reduced Turn-over**  
**Increased Productivity**  
**Increased Efficiencies**  
**Increased Revenue**

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# Project Management Training



- **ITS Implementation**
- **Candidate Selection**
- **Executive Training**



## Next Steps

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Evaluating Job Specifications  
Tuition Reimbursement  
Executive Team Building  
Change Management  
Other Training Opportunities  
(LEAD and LEAN)





# Lessons Learned

- ❑ **Invest in an assessment tool**
- ❑ **Engage OHR**
- ❑ **Track Your Progress**
- ❑ **Communicate Your Success**
- ❑ **Pace Yourself**
- ❑ **Create Career Paths for Participants**

**Leadership is the capacity  
to translate vision into reality.**

