

A View from the Comptroller of Maryland

"Great leaders inspire greatness in others."



The Problem



- □ Attrition
- □ RecruitmentDifficulties
- **□** Skill Deficiencies
- BudgetaryConstraints

A Three-Pronged Solution

Developing the Leadership

Educating Technicians

Training Project Managers

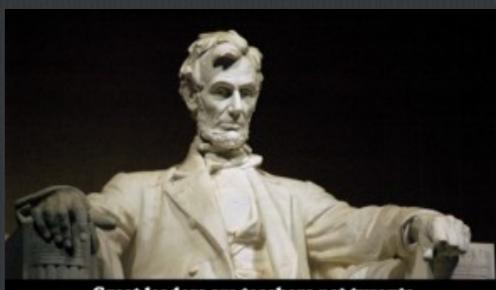






Leadership Development

- ☐ 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

Michael Josephson 2012

www.whatwillmatter.com



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." 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.



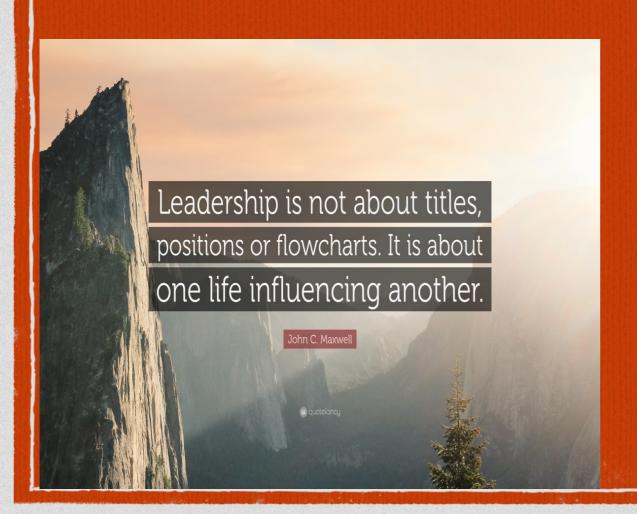
Course Modules

- 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

Manager Recommendation Letter of Interest Interview with SEB

Senior Fellows

Assistant Manager
Attorney
CPA
MA

Junior Fellows

High School Diploma
4 Years Experience
Substitute Experience w/ BA or BS





RESULTS

BMCP Core-skills Development

COMPTROLLER
Of MARYLAND

Serving the People

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





COURSES

COMPTROLLER
Of MARYLAND

Serving the People

Student Success

Business and its Environment

Principles of Management

Business Communications

Financial Accounting

Managerial Accounting

Tax Accounting

Advanced Tax Accounting

Advanced Accounting

LEADERS. IS ABOUT MAKING OTHERS RESULT OF YOUR PRESENCE AND MAKING THAT IMPACT LASTS IN YOUR

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







Project Management Training



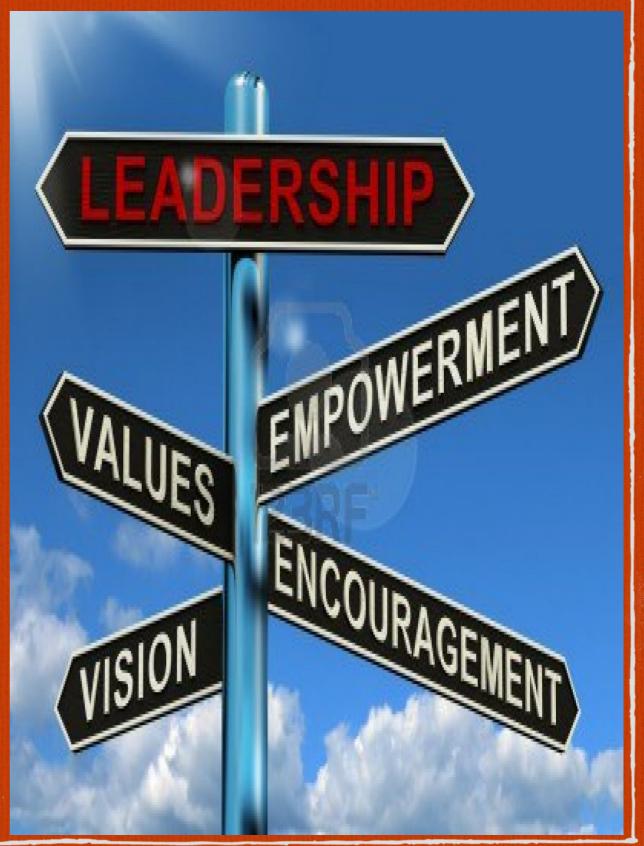
- ITS Implementation
- Candidate Selection
- Executive Training



Next Steps

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.

