



STATE OF CALIFORNIA
Franchise Tax Board

Sustaining Great Leadership

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Sustaining Great Leadership

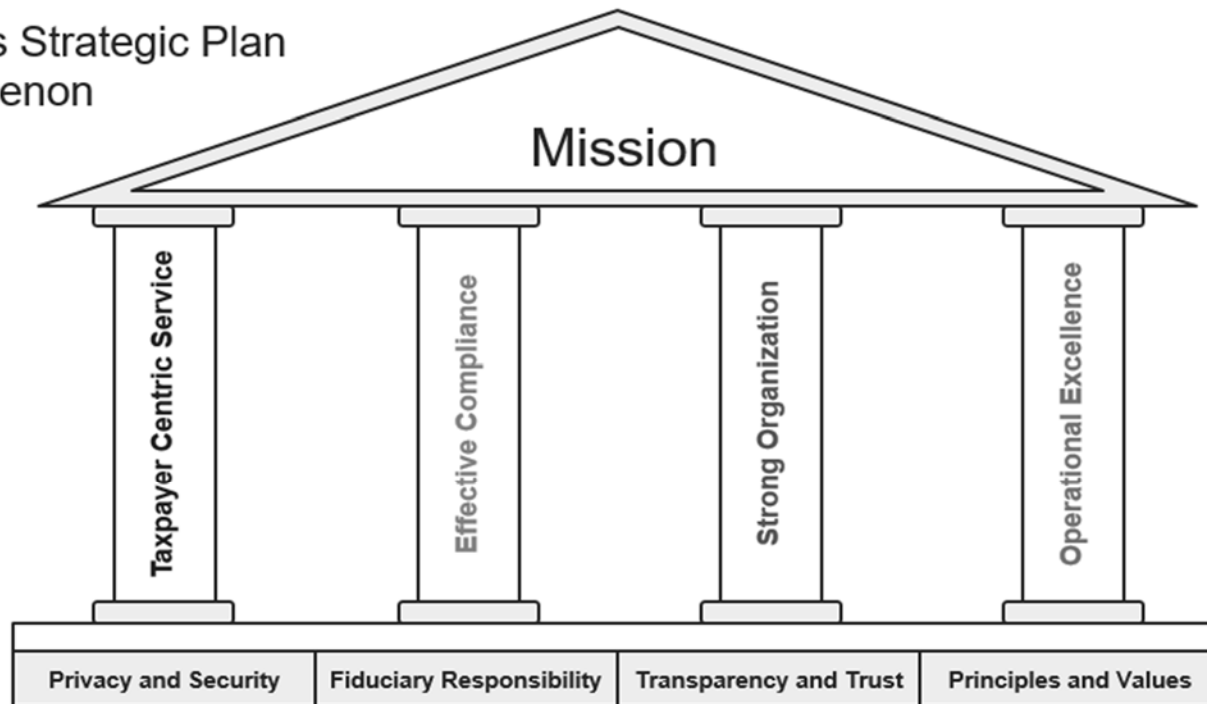
Video



Sustaining Great Leadership

Connection to FTB Strategic Plan

FTB's Strategic Plan
Parthenon



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Connection to FTB Values

**Lead with Integrity
and Inspiration**

We pursue the right path, ideas, and communicate clear expectations to maximize potential.

Bring Our Best

We exemplify honesty, credibility, and accountability.

**Deliver Excellent
Products and Services**

We collaborate to meet the needs of our customers.

**Contribute to a
Caring Community**

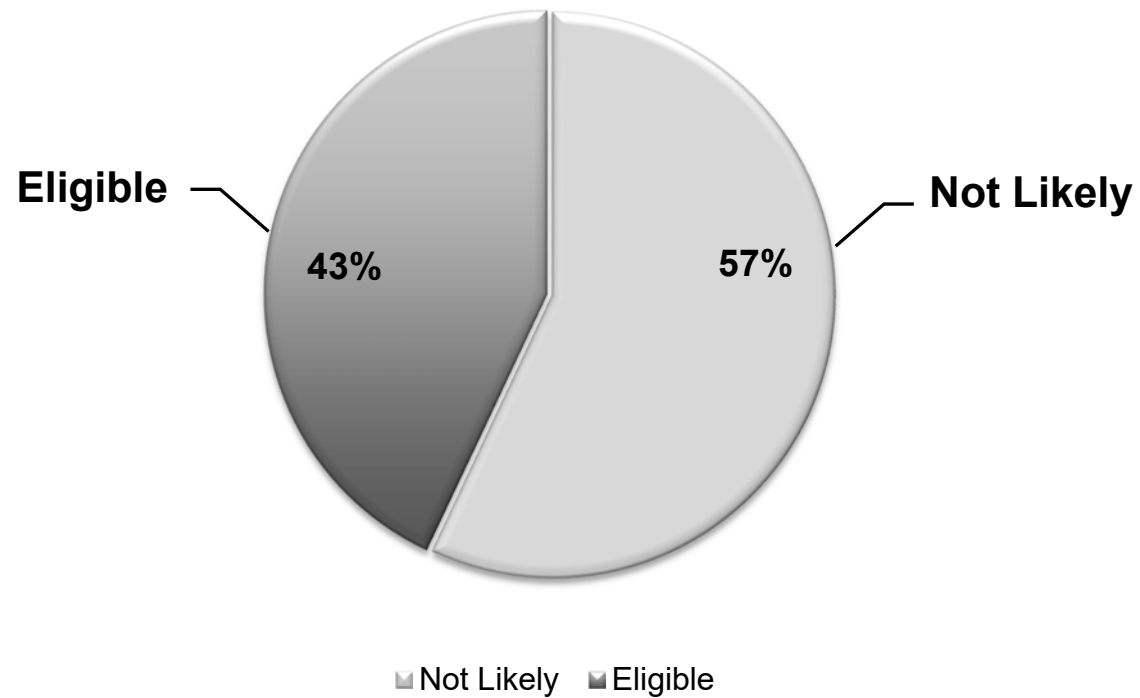
We create a supportive work environment that allows us to flourish in our community.

**Become Experts
at What We Do**

We are motivated to continually improve and grow.

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Looking to the Future



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Project Deliverable

Create a Cultural Norm around Great Leadership

- Consistent Definitions
- Tools and resources

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Background

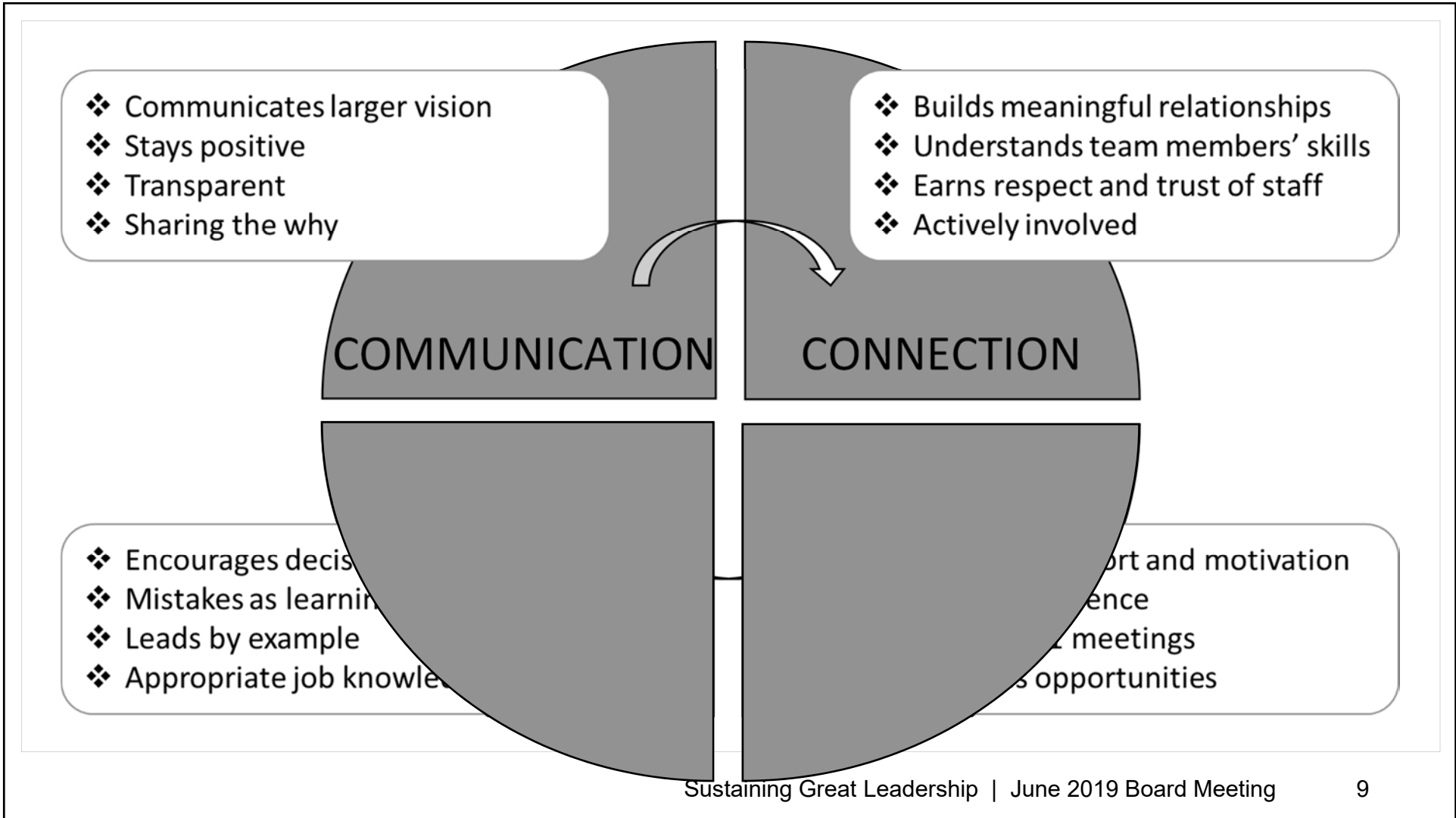
2016 Employee Survey Findings:

- Inconsistent definitions of empowerment and engagement
- Existing tools and resources were underutilized

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Research

- Wall of Words
- External Research
- Focus Groups
 - 250+ Volunteers
 - 9 focus groups
 - All Levels Represented
 - All Divisions Represented
- Survey



- ❖ Communicates larger vision
- ❖ Stays positive
- ❖ Transparent
- ❖ Sharing the why

COMMUNICATION

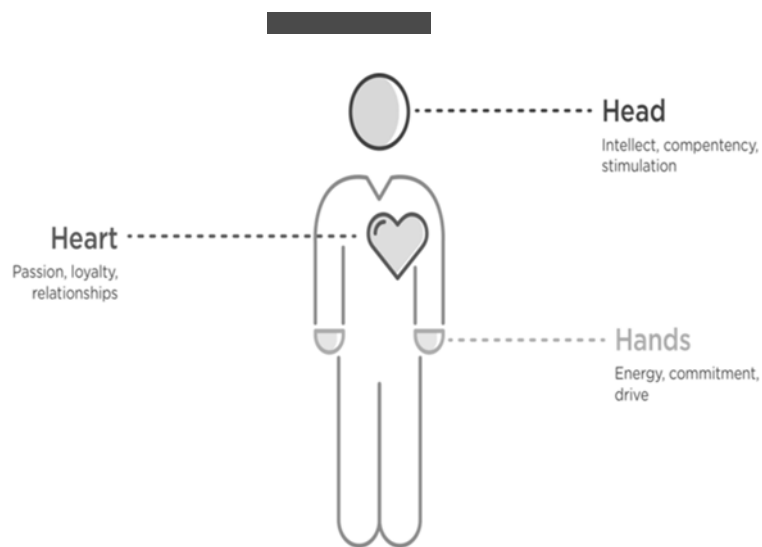
- ❖ Builds meaningful relationships
- ❖ Understands team members' skills
- ❖ Earns respect and trust of staff
- ❖ Actively involved

CONNECTION

- ❖ Encourages decision-making
- ❖ Mistakes as learning opportunities
- ❖ Leads by example
- ❖ Appropriate job knowledge

- ❖ Provides support and motivation
- ❖ Encourages independence
- ❖ Holds regular meetings
- ❖ Provides growth opportunities

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“An employee’s intellectual (head) and emotional (heart) connection with an employer, demonstrated by motivation and commitment (hands) to positively impact the company vision and goals.”

- Emplify 2018

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- Continual Growth
- Intellectually Stimulated
- Utilizing Strengths

- Sense of Purpose
- Work is Meaningful
- Valued by Leader/Organization

- Taking Initiative
- Positive Attitude
- Taking Ownership

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Standardize Definitions:

- **Engaged Employee:** an individual who thinks, feels, and acts in ways that positively impact the vision and goals of ONE FTB.
- **Employee Empowerment:** the process of enabling individuals to think, behave, make decisions, and take action in independent and self-directed ways.

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Development Opportunities

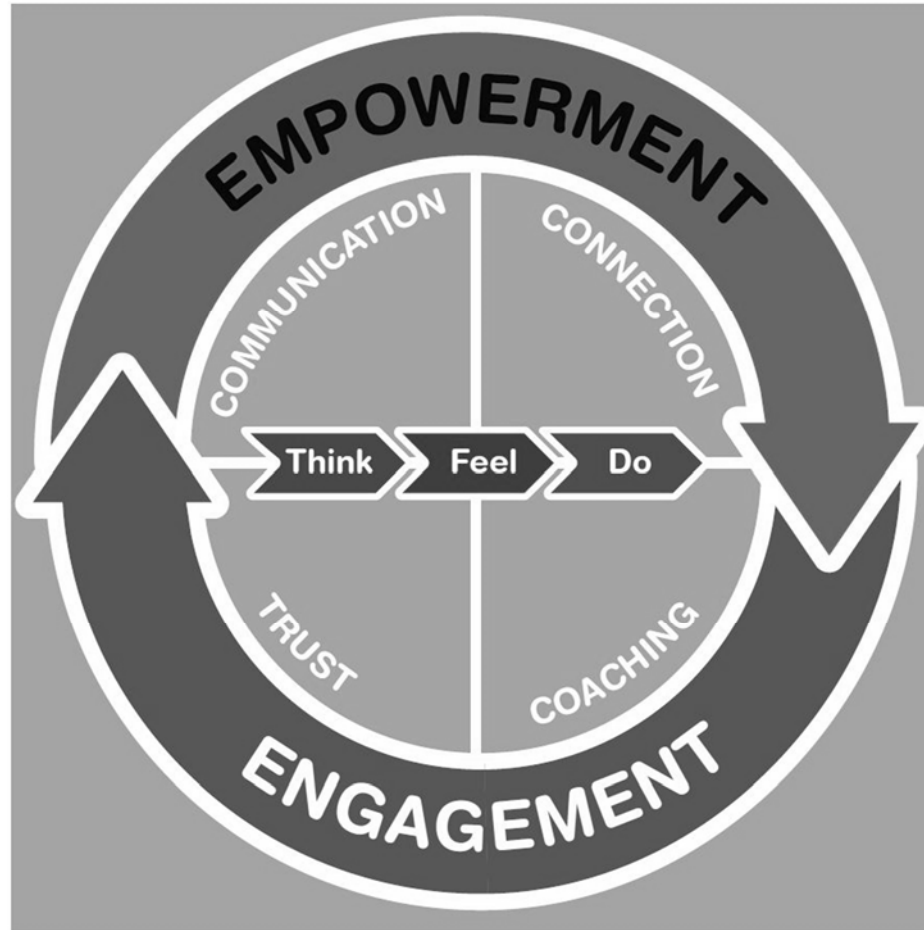
Training:

Theme	Course Title	Summary
Trust	• Speed of Trust	Build High-Trust Relationships
Connection	• Emotional Intelligence	Self-awareness, Controlling emotions, Interpersonal relationships
Coaching	• Leader vs. Manager	Traits that set a leader apart from a manager

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Recommended Tools:

- Develop a leadership expectation document based on FTB's Leadership Competency model
- Improve the process for hiring inspirational leaders



Questions?