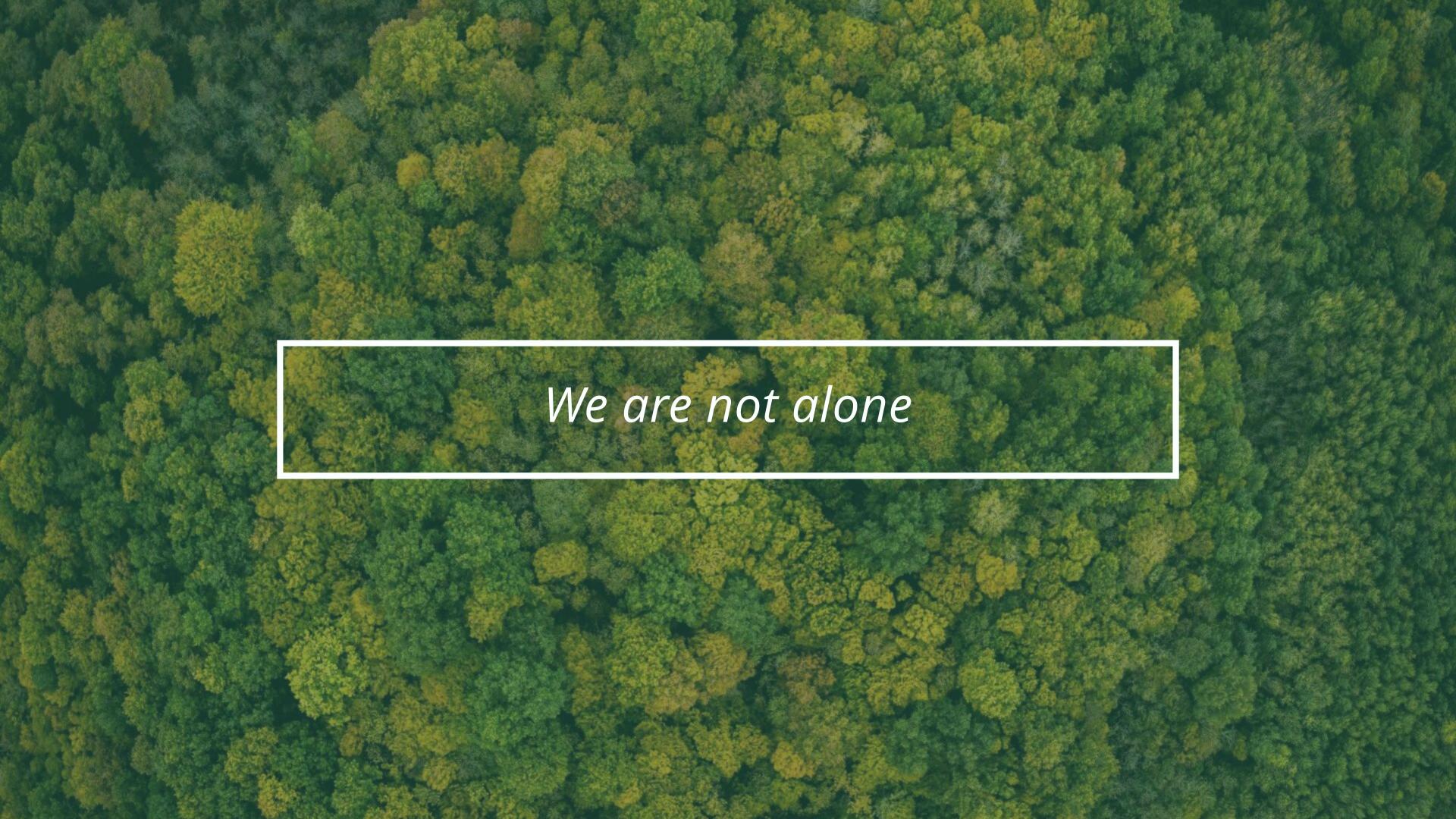
#### WASHINGTON STATE DEPARTMENT OF REVENUE

# Growing tomorrow's leaders today

Presented by Steve McLain, Assistant Director HR







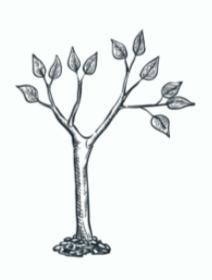
## Our approach



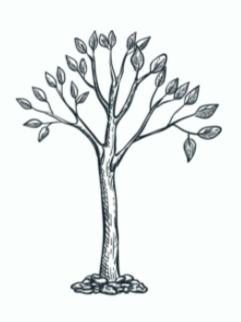
**PLANNING** 



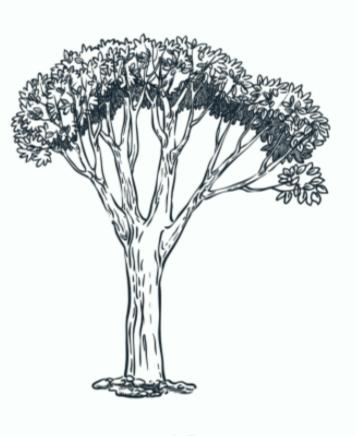




LEADERSHIP CAPSTONE



LEADERSHIP SUMMIT



MENTOR PROGRAM

## Succession Planning

Developed formal succession process for critical positions

Focused on retaining knowledge that could be lost with departure of long-time employees

Identified strategies to address training needs



## Crucial Conversations

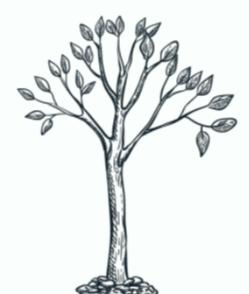
TRAINING SERIES



#### Crucial Conversations



Influencer



Crucial Accountability

100%

OF LEADERSHIP TEAM
AND PROGRAM
MANAGERS HAVE
COMPLETED THE SERIES

95%

OF AGENCY MANAGERS
HAVE COMPLETED
CRUCIAL
CONVERSATIONS

400

EMPLOYEES HAVE
COMPLETED CRUCIAL
CONVERSATIONS COURSE

## LEADERSHIP CAPSTONE PROGRAM

Six-month intense,
hands-on Leadership
Competency based
training



"This was a very worthwhile program, and I learned so much as a participant."

-Capstone graduate



## Leadership Summit

TWO-DAY TRAINING AND NETWORKING EVENT

All managers and supervisors were asked to attend

#### LEADING FOR TOMORROW

The conference theme was woven into all of the keynote and breakout sessions

## TABLETOP EXERCISE

During one lunch period, leadership led feedback discussions with each table

## Mentor Program







#### PILOTED IN 2017

As a tool to improve employee development

#### TWO TRACKS

Leadership Development - 12 month focus on leadership skills

Development - up to 6 month focus on specific skills

## GROWING PARTICIPATION

Since it's launch, 24 learner-mentor pairs have participated in the program



