



## Board Proceedings Division State of California Board of Equalization

### Objective

The leadership of the Board Proceedings Division of the California State Board of Equalization was eager to involve all Division personnel in a process that would enhance teamwork, internal and external customer service, communication, collaboration and thinking outside of the box.

### Process

Using the change-process methodology of Appreciative Inquiry, Ron Young co-developed and co-facilitated a four-stage process in which management and line staff engaged in a collaborative dialogue about shaping the future of the Division.

- **Stage One:** Interviewed all Division personnel regarding how to create outstanding work environments--based upon past experiences. Focus areas that surfaced included: communication, trust-loyalty-appreciation-morale-respect, customer service, teamwork, quality of work product and thinking outside of the box.
- **Stage Two:** Provided all personnel the opportunity to articulate how each of the focus areas would look if fully developed within the Division.
- **Stage Three:** Developed action plans to guide employee-to-employee interaction, management-to-employee participation, decision-making, and contribute to an environment conducive to achieving success in each focus area.
- **Stage Four** of the process focused on sustaining the direction set in this process and maintenance of the new behaviors, attitudes and productivity that grew out of the process.

### Results

- Improved teamwork and collaboration
- Better communication and feedback from management
- Aligned perspectives around teamwork and knowledge sharing.
- Created and reinforced hope for improvement
- Creation of and implementation of plans for improvement
- Greater enthusiasm

## Response

*"I see great improvement in teamwork, not only in our section, but section-to-section."*

*"There is better communication and feedback from management. It is easier to get answers to questions from co-workers and management."*

*"It helped management and co-workers understand the importance of working as a team and sharing valuable knowledge with one another."*

*"It forced problems to the surface and they were dealt with."*

*"The process created hope for improvement and reinforced hope for improvement."*

*"Helped us to map out our plan and begin to put it into practice."*

*"I walked away saying – I want to work for that Division!"*

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## **From the Board of Equalization's intranet newsletter, "Headquarter Headlines," describing the impact of the AI process:**

*"It was amazing to observe a positive thought process develop within the group. Optimistic, constructive and affirmative thinking set free a phenomenal creativity that surprised the participants. This creativity opened new avenues of perception on how improvements can be realized and an enhanced work environment achieved."*