Frequently Asked Questions
LEAD Tennessee Mission, Vision and Design

1. ***What is LEAD Tennessee?***
   LEAD Tennessee is a pipeline of current and emerging leaders moving through 12-months of intense, high impact development in eight leadership core competencies, thus building bench strength within agencies and creating a pool of leadership talent for the state.

2. ***Why is the state investing in leadership development now?***
   Data clearly show Tennessee is facing significant loss of leadership with the potential retirement of baby boomers. LEAD Tennessee seeks to address the urgency to create a talent pool of leaders and build leadership bench strength within each agency.

3. ***What is the difference between current and emerging leaders?***
   Current leaders are those individuals who hold accountability to lead today while emerging leaders are individuals who have high potential to make greater strategic contributions to the agency. LEAD Tennessee will serve both current and emerging leaders seeking to develop their professional contribution to the state.

4. ***What is the benefit to the state to use a "pipeline" and "pool" approach?***
   A pipeline denotes the state's capability to develop leaders continuously over time. A talent pool will be created as up to 120 current and emerging leaders per 12-month period develop in the eight core competencies. As opportunities arise within the agencies and across the state, there will be a pool of individuals who are motivated to lead, thus providing individuals who have essential transferable skills and abilities.

5. ***What are the benefits of participating in LEAD Tennessee?***
   LEAD Tennessee participants are:
   - Developed in the competencies identified as essential to leading any organization within state government
   - Acknowledged as prepared for future leadership opportunities with clear understanding that participation does not guarantee promotion
   - Included in a cross-agency network of peers who share a common language and perspective about great leadership
   - Equipped to mentor others in leadership

6. ***What is the agency dollar investment?***
   The investment per participant is $1,400 each fiscal year for a total investment of $2,800 over the 12-month development period.

7. ***What are core competencies?***
   Core competencies are a combination of behaviors, knowledge and skills that drive effective job performance. Strong demonstration of behavioral core competencies differentiates average leaders from superior performing leaders.

8. *How were the competencies selected?*

In 2009, a task team of appointing authorities convened to select the leadership competencies most critical to the future success of Tennessee. This task team was invited to be the Executive Leadership Council and provide on-going guidance and feedback.

9. *What are the developmental activities that occur within the pipeline?*

At the beginning of the 12-month developmental journey, participants receive 360° feedback on the eight leadership core competencies and create an individual development plan. They then move through six one-day Summits. Each Summit targets development in the eight core competencies. At the close of the journey, the 360° feedback repeats to determine growth and areas for additional development. Along the journey, participants receive one-on-one coaching, 24X7 access to an advanced on-line leadership library, learning opportunities and cross-agency peer networking.

10. *What is 360° feedback?*

360° feedback assesses the ability of an individual to demonstrate the behaviors required of a core competency. Feedback is gathered from: (1) superiors (2) direct reports and (3) peers. The data is compared to a self-assessment that then reveals the perception gaps between self and others as it relates to performance. The data is compiled into a confidential report provided to the participant from which an individual development plan is generated.

11. *How many current and emerging leaders can the pipeline develop over 12-months?*

Up to 110 leaders from across all agencies have the opportunity to participate in LEAD Tennessee.

12. *Who is eligible to participate?*

All preferred service and executive service state employees are eligible to submit their names into their respective agency's selection process. Participation in the program does not guarantee promotion.

13. *Who selects participants?*

Seats are reserved for agencies based on the number of employees within the agency. DOHR has provided a chart with recommended seats on page 3. The agency's executive leadership team creates a selection process. They may choose to engage people managers for recommendations or may choose to have employees submit directly to the executive leadership. Participants are selected by the agency appointing authority and executive team.

14. *Who is managing LEAD Tennessee?*

The Department of Human Resources, Strategic Learning Solutions (SLS) Division, under the direction of Trish Holliday, Assistant Commissioner/Chief Learning Officer, leads the leadership initiative and participant pipeline.

15. *How can I find out more detail?*

Visit http://www.tn.gov/hr/article/lead-tennessee.

16. *After I review the information on the site, if I have more questions, whom can I contact?*

Please contact Trish Holliday, SPHR, SHRM-SCP, Assistant Commissioner &Chief Learning Officer at Trish.Holliday@tn.gov.