

Tennessee Government Leadership

LINK

Newsletter from the Tennessee Government Leadership Council



August, 2015

Volume 3, Issue 3

TN

Tennessee State Government

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Council Committees

- ◆ Vision
- ◆ Communication
- ◆ Engagement
- ◆ Systems-Thinking
- ◆ Forward Focus

CONGRATULATIONS TO THE STATE'S CHIEF HR OFFICER COMMISSIONER REBECCA HUNTER

Congratulations to the State's Chief Human Resource Officer, Commissioner Rebecca Hunter! She joined her peers across the country at the NASPE (National Association of State Personnel Executives) Annual Meeting in Seattle, WA. This year's sessions focused on empowering employees, performance management, strategic HR, and succession planning. The conference reiterated that Tennessee's focus for the future is in line with the national trends.

At the conference, Commissioner Hunter received the national Eugene H. Rooney, Jr. Leadership award in recognition of outstanding achievement and leadership by a state human resource management executive. In addition, she accepted the Advancing the HR Profession Award for the HR Master Series. This award is in recognition of best practices in state human resource management to advance the HR profession and promote a sense of community and value in HR work.

Commissioner Hunter hosted two best practice sharing round table sessions to explain the HR Master Series, the goal of which is to enhance HR leadership across state government by moving HR from the transactional model to the current best practice, which is to have HR help drive strategy within an agency.

We want to congratulate our Council Executive Sponsor, Commissioner Rebecca Hunter, for being recognized as the leading lady of HR across the nation!



"Commissioner Hunter models the way as a lifelong learner for us all."

Trish Holliday

Don't forget to register!
Tennessee Government Leadership Annual Conference!

TN Tennessee
State Government
Annual Leadership
Conference
 Tennessee Government Leadership and YOU! - PRICELESS

Click Here
 to Register

October 21, 2015

7:30 a.m. – 4:30 p.m.

Participant Cost: \$100



**Belmont University
 Curb Event Center
 2002 Belmont Blvd
 Nashville, TN 37212**



Morning Keynote: Avish Parashar

Avish Parashar is an experienced, innovative, energetic, and humorous speaker who uses his 15+ years of experience performing, directing and teaching improv comedy to deliver unique and refreshing presentations.

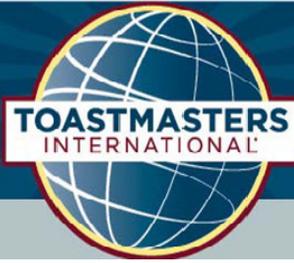
Weaving together humorous stories, jokes, audience interaction, and improv comedy games, Avish keeps the audience engaged while imparting a key lesson: Planning is Important, but Improvising is Essential! No matter how well you plan, things will go wrong, surprises will arise, and the Universe will throw you a curveball. Your success and sanity are directly related to how you respond these challenges.

Afternoon Keynote: Nichole Price



Nicole D. Price is Vice President of Training at Cy Wakeman, Inc. She is an international thought leader having worked all over the U.S., Canada and China. When Nicole Price began her first leadership assignment based on conventional leadership wisdom, she initially found less than successful results. In fact, she saw a drop in the level of accountability her team was projecting. Pretty quickly she learned that there was a better way to achieve results through incorporating a philosophy similar to that of Cy Wakeman's Reality-Based Leadership™. She made a fundamental shift in her mindset to call her team to greatness through ditching the drama and finding success in spite of the circumstances and facts that held them back. She's been living the philosophy and helping other leaders gain similar insights ever since.

In 2011, Nicole joined forces with Cy Wakeman to help spread the Reality-Based message. She's also worked to develop training programs and certification courses teaching others to facilitate Cy Wakeman's Reality-Based Philosophy.



TGL Toastmasters Club

Public Relations Campaign/Open House

TGL Toastmasters Invites any TGEI, TGMI, LEAD Tennessee Alumni or Governor's Fellows to its open house to meet members and listen to our special guest speakers.

In addition to guest speakers, Toastmaster Marcus Dodson, TGMI Class of 2014 Alum, TGL Council Member and Black Belt Committee Chairperson will share with us about the Black Belt Program.

TGL Toastmasters Open House

Date: Friday, September 11, 2015

Time: 11:00 am – 12:30 pm

**Location: Parkway Towers, 13th Floor
Charles Traugher Board Room
404 James Robertson Parkway
Nashville, TN 37243**

For more information, email April Romero at April.Romero@tn.gov.

TGL Toastmasters meets each Friday at 11:30 am at the TN Tower, 3rd Floor, Conference Room 253 N Downtown Nashville. For more information about this event and the club, please visit <http://4310000.toastmastersclub.org/>

Save the Date
September 11, 2015
11:00 am – 12:30 pm
Charles Traugher Board Room



**TOASTMASTERS
INTERNATIONAL**

Speaker line up contains:

**Trish Holliday, Assistant Commissioner and Chief Learning Officer, TGL
Toastmaster Club President
Speaking on Visionary Leader**

**George Bass, Former Assistant Commissioner of the Department of Personnel
and Founder of TGEI
Speaking on the History of Tennessee Government Executive Institute (TGEI)**

**Wesley Inso, Distinguished Guest Toastmaster
Speaking on Toastmasters and Service**



Congratulations to the New Tennessee Government Executive Institute Class of 2015

Andy Anderson

Commerce and Insurance

Sammie Arnold

Economic and Community Development

Susan Barkley

Customer Focused Government

Lorrie Brouse

Commerce and Insurance

John Carr

Tourist Development

Nicole Chamblee

Financial Institutions

Sophia Crawford

Children's Services

Rebekah English

Health

Lisa Francis

Human Services

Johnny Gonzales

Health Care Finance and Administration

Corinne Gould

Agriculture

Ron Grove

Finance and Administration

Mark Hackney

TN Bureau of Investigation

Mary-Glenn Hartup

Human Services

Seth Hendren

Transportation

Brian Holmes

Bureau of Worker's Compensation

Emily House

TN Higher Education Commission

Melisa Hucks

Military

Lisa Hughey

Environment and Conservation

Kim Y. Jefferson

Labor and Workforce Development

Jerry L. Jones

Children's Services

Richard Kennedy

Commission on Children and Youth

Suzanne Keefe

Education

Tricia Kitchens

Comptroller of the Treasury

Joyce Kovacs

Mental Health and Substance Abuse Services

Michael Leftwich

Attorney General and Reporter

Matthew Long

Transportation

Rosie McClurkan

Revenue

Ann McGauran

General Services

CJ McMorran

Intellectual and Developmental Disabilities

Gathelyn Oliver

TN Housing Development Agency

John W. Parker

Correction

Mark Proctor

Safety and Homeland security

Justyna G. Scalpone

Post-Conviction Defender's Conference

Neysa Taylor

Correction

Jordan Young

Legislature-Senate

TENNESSEE GOVERNMENT LEADERSHIP BLACK BELT PROGRAM



	White Belt	Yellow Belt	Orange Belt	Blue Belt	Green Belt	Black Belt	
Completed Intent to Participate & One TGL Program (LEAD TN TGEI or TGMI)							
			Strategic Development Points 55	Strategic Development Points 50	Strategic Development Points 45	Strategic Development Points 40	Strategic Development Points 40
		Strategic Development Points 60	Service Points 30	Service Points 40	Service Points 50	Service Points 60	Service Points 60
		Service Points 20					
TOTAL Points Per Belt:	80 Points	85 Points	90 Points	95 Points	100 Points	100 Points	450 Points
Individualized Development Activities							= 50 Points
Total points accumulated for Black Belt Level							= 500 Points

The Tennessee Government Black Belt Program (BBP) is a self-directed, structured development opportunity for the Tennessee Government Leadership (TGL) alumni community. Leaders begin their journey upon graduation from one or more of the statewide leadership programs: LEAD Tennessee, Tennessee Government Executive Institute (TGEI) or Tennessee Government Management Institute (TGMI) or a DOHR led or sanctioned agency leadership academy. Alumni may continue their journey of leadership development through participation in the Black Belt Program.

There are six levels of the Black Belt Program: White Belt, Yellow Belt, Orange Belt, Blue Belt, Green Belt, and Black Belt. To advance from one belt level to the next, participants must earn the specified number of points in Strategic Development and in Service. At the initial belt levels, Strategic Development is the more emphasized component because personal learning is fundamental to professional development. As participants advance through the belt levels, Service (both internal to state government and external to the community) becomes the more emphasized component, recognizing the importance of paying it forward and investing and focusing on others.

All TGL alumni are eligible to participate in the Tennessee Government Black Belt Program. To join your colleagues in changing the face of Tennessee leadership, sign up today at <http://www.tn.gov/hr/article/bbp>.

Black Belt Leadership Program news

As the belt award review continues for the first half of 2015, 47 belts have already been awarded, and another 23 are pending final review and approval. Of the 47 approved to date, 23 are yellow, 9 are orange, 9 are blue, and 6 are green. Belts will be awarded to some BBP members at the July and August TGLC meetings, and the remainder at the annual Tennessee Government Leadership conference on October 21st.

To continue with our introductions of the new BBP committee members, we'd like you to "meet" Deniece Thomas, Assistant Administrator of Programs for TDLWFD. Her primary responsibility involves statewide operational oversight of the Tennessee Career Centers. Deniece is a former military spouse who earned her undergraduate degree from the University of Alabama. Trish Holliday asked Deniece to join the BBP committee upon her appointment to the TGLC, as it appeared to be a great fit. Deniece says she is "truly excited about the opportunity to contribute to the goals of the committee and help to chart courses for current and future leaders in state government."

The BBP committee is equally excited to welcome Deniece to its membership, and we feel sure she'll be a great contributor to the program and its goals in the months to come!

Belts Awarded at the July TGL Council Meeting

Sendy Parker Gregory (Green Belt), Marcus Dodson (Orange and Yellow Belts), Richard Kennedy (Orange and Yellow), Terry Malone (Orange and Yellow), Kellie McCain (Orange and Yellow), Andrea Wilson (Yellow), Julie Perrey (Yellow), Melissa Wiseman, (Yellow), Michelle Smith (Yellow), Barry Brawley (Orange), and Jeanine Miller (Orange).

Current Members: 204

Strategic Development Activity Points Earned by Category

Strategic Development Points: 13,954

Other Points: 2,112

Total Strategic Development Activity Points Earned: 16,066

Service Hours Earned by Category

Internal Service Hours: 2,844

External Service Hours: 3,979

Total Service Hours Earned: 22,889



TENNESSEE GOVERNMENT LEADERSHIP COMMITTEE PROJECTS

VISION ♦ COMMUNICATION ♦ ENGAGEMENT ♦ SYSTEMS THINKING ♦ FORWARD FOCUSED

Customer Service Award Nominations

Do you know someone who has displayed an incredible amount of leadership for exemplary customer service? Have you witnessed a fellow state employee overcoming great adversity on the job by exercising excellent customer service? Nominate a TGL alumnus for the statewide TGL Customer Service Award. Nominations should be submitted to a representative of the TGL Customer Service Task Force. To obtain a nomination form, email one of the members listed below:

Mark Woods Mark.Woods@tn.gov	Thomas O'Brien Thomas.O'Brien@tn.gov	Andrea Wilson Andrea.L.Wilson@tn.gov	Monica Jones Monica.C.Jones@tn.gov
Joseph Waldrum Joseph.Waldrum@tn.gov	Vicky Hutchings Vicky.Hutchings@tn.gov	Peggy X. Birthrong Peggy.X.Birthrong@tn.gov	Rodney Escobar Rodney.Escobar@tn.gov

Bright Spots Story Solicitation

High Performers

The TGLC Engagement Committee is soliciting Bright Spots stories from leadership alumni. We are asking each of you to look around your areas in search of High Quality Performance! Once you find it, and we're sure you will, we ask that you submit those stories to the Engagement Committee for publication. We encourage you to submit all your successes, no matter how small, because as we all realize, it starts with that first step. Please email your stories to Leadership.Council@tn.gov.



Leadership Book Club

If you are interested in joining, please RSVP to April Romero April.Romero@tn.gov. We will work through the waiting list to add people to the book club throughout the year.

TGL Toastmasters Club



Feel free to just show up to a meeting as a guest. Meetings are each Friday from 11:30am to 12:30pm in Nashville at the William R Snodgrass/TN Tower, 3rd Floor Conference Center, Room 253N. Fees are to be paid by members.

Visit our website for more details: <http://4310000.toastmastersclubs.org/>

Come check it out! Black Belt Program points available, five (5) points are awarded for each meeting attended.



From the Desk of the Chief Learning Officer

The Value of H.O.P.E

By Trish Holliday

Kouzes and Posner in their book, *The Leadership Challenge*, observed that values inform our decisions as to what to do and what not to do, and they help us to further understand the “why” of situations. Integrity is the value that integrates” all other values into useful form. Roberts in his book, *Emotions in the Moral Life*, discussed the idea that values are connected to “the depth of an individual’s heart.” I love the analogy of how one’s core values are an integral part of who they are as a person. My values are my reference point when making decisions. My values guide how I operate business. My values are what I live by. Blanchard in his book, *The Heart of a Leader*, explained:

The minute you proclaim a goal, it’s real and it’s set. Values don’t work that way. Values become real only when you demonstrate them in the way you act and the way you insist others behave. Goals are for the future; values are for now. Goals are set; values are lived. Goals change; values are rocks you can count on. (p. 145)

I would like to share my core values that guide me as a leader and I hope they may inspire you to consider defining your core values. My core values spell **H.O.P.E.** and consist of the following ingredients:

H **Honesty** – My integrity is more important than anything else. I want to be thought of as an open and honest leader, wife, mother, sister, and daughter. I think anyone can fake it for a while but sooner or later one’s real character and values emerge. I believe in creating trusting relationships. The only way to achieve trusting relationships is through a history of honest interactions and being who you say you are. I think it is important to treat everyone as important and show they matter to you as an individual.

O **Operate from a continuous improvement mindset** – Continuous improvement speaks to how important it is to me to be a life-long learner. With enthusiasm and a positive mindset, I believe I will get the most life has to offer and can help others grow and develop.

Hoerr, author of *The Art of School Leadership*, explained, “We should make mistakes when we try new things; if we don’t do so, then we aren’t being ambitious enough. The key is to learn from our new mistakes so that we grow as a result of them” (p. 99). As government tends to be a more risk-averse culture, this understanding is crucial to our ability to have sustainable change. The MNM (Make New Mistakes) philosophy is a game changing philosophy for state government leaders and I am looking forward to introducing it in multiple ways on multiple platforms.

P **Purpose-filled** – I want every day of my life to matter. I want my faith to show in all that I do. I want everyone in my life to know how much they mean to me and how I treasure them. I put myself in environments where caring and support are prominent and where I feel not only encouraged myself to continue to enrich my life, I have the opportunity to also enrich others. I strive to demonstrate passion and energy for life and for making a difference. I strive to live as if I am writing my “eulogy” every minute. The way I treat others, respect others, and give to others is imperative to how I show how much I care about them.

E **Excellence** – I believe that excellence is always trying to put forth my personal and professional best, committing myself to do the right thing, consistently delivering high quality service and products in my professional role, and maintaining a thankful and grateful heart in all that I do.

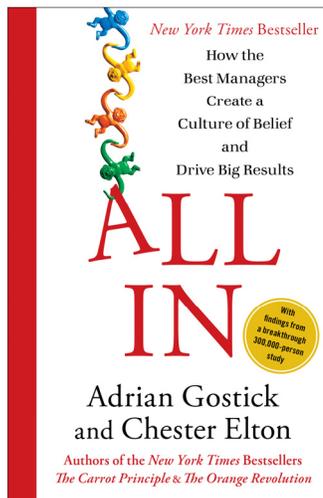
In state government we are going through many historical changes in how we achieve the mission of the agency for which we work. S.M.A.R.T. Performance Planning, Performance Coaching, Get S.M.A.R.T.er: Coaching for Higher Performance, and other initiatives are all designed to assist in achieving the mission. In essence, performance must tie-in to the mission, and must do so on a daily basis. We also face many challenges that stand in the way of accomplishing our goals – budget concerns and an ever-changing cultural landscape.

As leaders, I believe we must model the way in pushing forward and determining how to overcome the challenges. In addition we must never forget that our mission has the customer as the focal point. We serve the public; we offer services to our citizens which they cannot receive anywhere else. The citizens are an integral part of the mission of government. Our values frame who we are and determine how we lead, serve, and create sustainable relationships. As **Elvis Presley once said, “Values are like fingerprints. Nobody’s are the same, but you leave them all over everything you do.”**

Leadership Book Review

All In: How the Best Managers Create a Culture of Belief and Drive Big Results

By Melissa Wiseman



The TGL Book Club met on April 22nd to discuss the book *All in* by Adrian Gostick and Chester Elton, authors of *The Carrot Principle* and *The Orange Revolution*. The book focuses on workplace culture and how managers and leaders of any size team can inspire their team members to improve morale and productivity. The authors start off the book with an explanation of the need for managers to inspire, "While most managers by now understand that their most reliable competitive advantage comes from their people, few of them actually know how to get people 'all in' – convincing employees to truly buy into their ideas and the strategy they've put forward, to give that extra push that leads to outstanding results." The authors continue on to say, "Employee engagement scores haven't improved much at most organizations after many years of effort, and companies aren't seeing markedly greater amounts of innovation or employee initiative. As hard as managers have been working, something's missing: It's culture."

The authors describe seven basic steps for improving workplace culture: Define Your Burning Platform, Create a Customer Focus, Develop Agility, Share Everything, Partner with Your Talent, Root for Each Other, and Establish Clear Accountability. Each step has numerous real-world examples on why it is important for improving culture.

The book speaks to the three E's: Engagement, Enablement, and Energy. The authors explain how each of these three E's have generally been considered separately. When you combine the three, they build on each other and "they combine as in a chemical reaction, becoming combustible." A quote from the book explains it succinctly, "Good leaders drive culture. Good cultures attract good people who understand where they fit and that they can grow. Leaders unlock that potential."

One chapter in the book talks about the Pepsi Company. In 1999, they divested the Pepsi Bottling Group (PBG). PBG immediately became the largest distributor of Pepsi beverages. The IPO did not go well. A group of leaders came together to create a mission and a set of values in order to gain buy-in. The mission came from a delivery driver, who told the Chairman and CEO that they were making things complicated. He said, "You guys make things so complicated. It's really not that hard. We sell soda." We sell soda. It was simple but critical. This new mission helped move the company from a culture of "I" to a culture of "we" and helped them to remember to focus on what they did best – sell soda. In addition to the mission, they established four operating principles which they called the "Rules of the Road:"

- Drive Local Market Success.
- Act Now. Do it Today. Get Results.
- Set Targets. Keep Score. Win.
- Respect Each Other.

The Senior Vice President of HR explained, "The rules were our core values, and they helped us establish goals and expectations down to the individual route level."

The book concludes with a chapter on 52 ways to get your people all in. It gives some great steps you can take to improve your workplace culture. The book does a great job of making you think of innovative ways you can improve your culture. Even if you think your organization has an excellent culture you will learn a lot from this book!

"No matter how busy you may think you are, you must find time for reading, or surrender yourself to self-chosen ignorance."

Confucius

The CLO's Top Recommended Reading List

...for now



- A Leader's Legacy by Kouzes & Posner
- All In: How the Best Managers Create a Culture of Belief and Drive Big Results by Adrian Gostick and Chester Elton
- Better Ethics Now: How to Avoid the Ethics Disaster You Never Saw Coming by Christopher Bauer, Ph.D.
- Blink: The Power of Thinking without Thinking by Malcolm Gladwell
- Change the Culture Change the Game by Roger Conners and Tom Smith
- Courage Goes to Work: how to Build Backbones, Boost Performance, and Get Results by Bill Treasurer
- Crucial Accountability Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior by Joseph Grenny - Kenny Patterson - David Maxfield - Ron McMillan - Al Switzler
- Disrupt: Think the Unthinkable to Spark Transformation in your Business by Luke Williams
- Everyone Communicates Few Connect by John C. Maxwell
- Give and Take: A Revolutionary Approach to Success by Adam Grant
- Good to Great by Jim Collins
- Helping People Win at Work by Ken Blanchard and Garry Ridge
- How Did You Do It, Turett? by S. Truett Cathy
- How to Run the World: Charting a Course to the Next Renaissance by Parag Khanna
- Impact: Great Leadership Changes Everything by Tim Irwin, Ph.D.
- Influencer: The New Science of Leading Change by Joseph Grenny, Kenny Patterson, David Maxfield, Ron McMillan, and Al Switzler
- It's Not About the Coffee by Howard Behar
- Leading Change by John P. Kotter
- Managing Transitions 3rd Edition by William Bridges, Ph.D.
- Mojo: How to Get It, How to Keep It, How to Get It Back If You Lose It by Marshall Goldsmith
- Never Eat Alone: And Other Secrets to Success, One Relationship at a Time by Keith Ferrazzi and Tahl Raz
- On Becoming a Leader by W. Bennis
- QBQ!: The Question Behind the Question: What to Really Ask Yourself to Eliminate Blame, Victim Thinking, Complaining and Procrastination by John G. Miller
- Reinventing You: Define Your Brand Imagine Your Future by Dorie Clark
- Relationships 101: What Every Leader Needs to Know by John C. Maxwell
- Smart Trust by Stephen M. R. Covey, Greg Link, and Rebecca R. Merrill
- Strength Based Leadership by Rath and Conchie
- Switch: How to Change Things when Change is Hard by Chip Heath and Dan Heath
- The Art of Possibility: Transforming Professional and Personal Life by Rosamund Stone Zander and Benjamin Zander
- The Energy Bus: 10 Rules to Fuel Your Life, Work and Team with Positive Energy by Jon Gordon
- The Five Dysfunctions of a Team: A Leadership Fable by Patrick Lencioni
- The Fred Factor by Mark Sanbord
- The Oz Principle: Getting Results through Individual and Organizational Accountability by Roger Conners, Tom Smith, and Craig Hickman
- The Power of Thanks: How Social Recognition Empowers Employees and Creates a Best Place to Work by Erick Mosley and Derek Irvine
- The Speed of Trust: One Thing that Changes Everything by Stephen M. R. Covey
- The Tipping Point: How Little Things Can Make a Big Difference by Malcolm Gladwell
- The Truth About Leadership: The No-fads, Heart-of-the-Matter Facts You Need to Know by James M. Kouzes and Barry Z. Posner
- Think Big: Act Small: How America's Best Performing Companies Keep the Start-up Spirit Alive by Jason Jennings
- Toybox Leadership: Leadership Lessons from the Toys you Loved as a Child by Ron Junter, Jr. and Michael E. Waddell
- Triggers: Creating Behavior that Lasts - Becoming the Person You Want to Be by Marshall Goldsmith
- What Got You Here Won't Get You There by Marshall Goldsmith
- Who Kidnapped Excellence? What Stops Us from Giving and Being Our Best by Harry Paul, John Britt, and Ed Jent
- Winning by Jack Welch and Suzy Welch
- Work Rules! Insights From Inside Google That will Transform How you Live and Lead by Laszlo Bock



*The mission of **tnAchieves** is to increase higher education opportunities for Tennessee high school students by providing last-dollar scholarships with mentor guidance.*

If you are interested in being a mentor for a college student as they pursue higher education and navigate the waters of financial aid, housing applications, class schedules, and all the other details to achieve success at school and life, please consider being a mentor for tnAchieves. For more information go to www.tnachieves.org.

SAVE THE DATE: Friday, August 14th, 11:00

For a TGL Lunch and Learn with Graham Thomas on tnAchieves mentoring. An email with more information will be sent closer to the date.

From the website:

Mentor

Empower students | Be a resource | Transform your community

As a partnering organization to Governor Haslam's Tennessee Promise, tnAchieves guides students across the state through the transition from high school to college. Our mentors play a critical role in the success of students across the state of Tennessee as they serve as a resource, share their own experiences and offer encouragement and support.

Our data confirms that working with a mentor increases the likelihood that a student will pursue a post-secondary experience. In fact, UT's Center for Business and Economic Research found that students participating with tnAchieves are nearly 21 percent more likely to enter college.

We need you!

What will you do as a tnAchieves mentor?

1. Complete [an application](#)
2. Choose a preferred high school
3. Complete a one-hour training session
4. Attend two one-hour meetings with your students
5. Communicate with students every two weeks via email, phone or text as they transition from high school to college

You'll invest 10-15 hours annually assisting 5-10 high school seniors. In fact, tnAchieves mentors tell us they spend less than ONE hour per month serving as a resource to our scholars. The role is simple but significant, as our mentors help our students reach their potential. tnAchieves designed its mentoring program so even the busiest executive, parent, or young professional can make a meaningful impact. If you do not have experience working in education, do not worry! We will train you to work with our students.

Join tnAchieves as we seek to change lives and transform communities! **Fill out our application at:**
www.tnachieves.org/mentor-application.

To become a tnAchieves mentor, you must...

- Be 21 years or older
- [Apply online](#) by November 20, 2015
- Be subject to a background check
- Complete mandatory mentor training by February 15
- Attend mandatory High School Team Meeting in March or April
- Attend mandatory College Team Meeting in September

An effective mentor...

- Makes initial contact with students before High School Team Meeting
- Reaches out to parents/guardians if possible
- Reminds students of all meetings and deadlines
- Attends High School and College Team Meetings
- Encourages students to reach their potential
- Plays an active role in eliminating barriers associated with post-secondary access and success
- Assists students with community service opportunities
- Lessens the post-secondary intimidation factor by sharing personal experience

Mentors will receive more information at mentor training.

If you are interested in becoming a tnAchieves Mentor, please review the [requirements](#) and [apply here!](#) Mentor recruitment for the Class of 2016 has begun, and the mentor application will open in June! If you have any questions, please contact Graham Thomas at 615.604.1306 or graham@tnachieves.org.



Mentoring with
tnAchieves

“The college-going process can be intimidating, and many students have doubts whether or not they can make it to that first day of classes. Helping families understand the process and realize that it can be done is so fulfilling. “

Amy Bain, tnAchieves



Congratulations to the 2015 Tennessee Government Management Institute (TGMI) Class on becoming a TGL Alumnus

Bill Avant - Environment and Conservation
Stacy Balthrop - TN Regulatory Authority
Vinay Bezawada - Human Services
Carrie Blair - General Services
Brenda Bright - Correction
Steve Chester - Human Resources
Roger Clark - TRICOR
LaTonja Coates - Transportation
Meghan Curran - Education
Leah Eldridge - TN Advisory Commission on Intergovernmental Relations
Julia Fielding - Correction
Michael Flanery - Children's Services
Dawn Frazier - Health Care Finance and Administration
Kenneth Guthrie - Intellectual and Developmental Disabilities
Michelle Hamblin - Children's Services
Shannon Hardin - Human Resources
Jeffrey Hayes - Human Services
Brian Hughes - Mental Health and Substance Abuse Services
Stephanie Jackson - Revenue
Jason Locke - TN Bureau of Investigation
Crystal Lysinger - Military
Jay McClellan - TN Wildlife Resources Agency
Richard O'Bryan - Board of Parole
Damon Pence - Safety and Homeland Security
Maryann Rainey - TN Higher Education Commission
Michael Ross - Tourist Development
Jason Seay - TN Student Assistance Corporation
Toni Shaw - TN Housing Development Agency
Mike Sisk - Financial Institutions
Misty Surine - Labor and Workforce Development
Dean Tays - Finance and Administration
Judy Tribble - Economic and Community Development
Matthew Wakefield - Commerce and Insurance
Shelley Walker - Health
Michael Welch - Transportation
Linda Wesson - Comptroller of the Treasury



Graduation is only a concept. In real life every day you graduate. Graduation is a process that goes on until the last day of your life. If you can grasp that, you'll make a difference.

—Arie Pencovici



Enterprise-wide Leadership Programs by DOHR

Leadership Development

The Department of Human Resources provides oversight to maintain integrity of the distinct vision of each leadership initiative that individually and collectively serves the State's purposes. Below are the definitions of each statewide leadership development program. State leaders are encouraged to attend all programs pertinent to their roles.

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.

LEAD Tennessee is designed for the executive and senior-level leader and manager. Suggested state working titles include: Deputy Commissioner, Assistant Commissioner, Director, Senior Project Manager, etc. High potential emerging leaders within agencies are also invited to participate, thus providing the unique experience of multi-levels within government learning together.

Eight Program Competencies: Courageous, Customer Focused, High Performing, Innovative, Integrity, Mission-Driven, Self-Management, Talent Focused

Tennessee Government Executive Institute (TGEI) is a two-week residential executive institute that provides senior-level leaders in the State the opportunity for academic study and learning in executive responsibility and cross agency networking, designed to enhance the individual skills of senior leaders.

TGEI is designed for senior-level leaders and includes suggested state working titles of: Deputy Commissioner, Assistant Commissioner, Warden, Director, etc.

Eight Program Competencies: Business Acumen, Decision Quality, Emotional Intelligence, Managing Vision and Purpose, Peer Relationships, Strategic Agility, Trust, Work/Life Balance

Tennessee Government Management Institute (TGMI) is a two-week residential management institute that provides mid-level managers in the State with the opportunity for academic study, learning in practical management skills, and cross agency networking to enhance the individual skills of middle managers.

TGMI is designed for middle managers with supervisory and/or project management responsibilities. Suggested state working titles include: Assistant Director, Program Manager, Associate Warden, Associate Superintendent, Administrative Service Manager, Human Resources Manager, etc.

Eight Program Competencies: Building Effective Teams, Functional Learning, Driving for Results, Managing Diversity, Motivating Others, Negotiating, Presentation Skills, Self-Knowledge



Enterprise-wide Leadership Programs by DOHR

Leadership Development

Accelerated Leadership Institute

Accelerated Leadership Institute (ALI) is a high-powered development program that prepares high-potential employees who have typically not supervised for the critical role of leadership within state government. Participants engage in a rigorous program of study that is based on recognized advanced leadership competencies. In addition, participants will serve on a cohort working on an enterprise-wide project, culminating in a final executive presentation.

Ten Program Competencies: Conflict Management and Managerial Courage, Interpersonal Dynamics and Emotional Intelligence, Innovation and Transformational Leadership, Political Savvy and Organizational Agility, Dealing with Ambiguity

MENTOR Tennessee

MENTOR Tennessee is a dynamic mentoring program, currently in the pilot stage. The program is designed to support the continued development of top talent throughout the state. Grounded in the state's core leadership competencies, mentees will engage in a variety of activities targeted to each mentee's goals and individual needs. Through the mentoring relationship, mentors have the ability to coach and guide and share experiences, knowledge and skills which will contribute to the mentee's growth and development.

Specific Program Objectives Include:

- Build on TGEI, TGMI, LEAD Tennessee, and Commissioner Academies
- Teach and encourage knowledge sharing and a culture of open communication
- Increase an individual's ability to be successful as a leader
- Improve organizational commitment, engagement and job satisfaction
- Facilitate personal and professional growth

HR Master Series

HR Master Series is a 12-month leadership development initiative for human resources professionals, which includes five one-day forums of interactive, best practice, experiential learning focused on raising the understanding of human resource (HR) leadership in the concepts presented and an expectation of knowledge transfer on the practical application of these concepts to human resources.

The goal of the HR Masters Series is to enhance HR leadership across state government by moving HR from the transactional model to the current best practice, which is to have HR help drive strategy within an agency. HR leaders need these competencies in order to understand the direct correlation between effective workforce planning and effective organizational strategy.

Eleven Program Competencies: Business Acumen, Change Agent, Communication, Consultation, Critical Evaluation, Cultural Effectiveness, Ethical Practice, Human Resources Technical Expertise and Practice, Organizational Leadership and Navigation, Relationship Management, Systems Model

Public Administration Executive Leadership Certificate (Command College)

Public Administration Executive Leadership Certificate is an 18-credit program of study designed for working professionals in governmental or nonprofit leadership positions. The certificate intends to train and educate participants in successful leadership skills necessary for carrying out the business of government based on proven methods of managing human and budgetary resources in complex organizations.

Individuals pursuing the Public Administration Executive Leadership certificate will take the following six courses. PADM 6270 Seminar in Administrative Leadership, PADM 6260 Budgeting as a Management Tool, PADM 6320 Organizational Analysis, PADM 6900 Special Topics, PADM 6930 Special Topics, PADM 6940 Special Topics, The last three courses: PADM 6900, PADM 6930, and PADM 6940 are designed in a manner to specialize course content in a desired skills area to meet the needs of the sponsoring agencies or individual interests.

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