

# State of Tennessee Strategic Learning Solutions What We Do...

## Four Areas of Focus for Statewide Learning and Development

### I. Leadership Development

#### High Performing Contributors and Influencers

##### Statewide Leadership Development Programs



**LEAD Tennessee**  
In partnership with LIPSCOMB UNIVERSITY



**Tennessee Government Executive Institute (TGEI)**  
In partnership with THE UNIVERSITY OF TENNESSEE  
INSTITUTE for PUBLIC SERVICE



**Tennessee Government Management Institute (TGMI)**  
In partnership with THE UNIVERSITY OF TENNESSEE  
INSTITUTE for PUBLIC SERVICE

**Accelerated Leadership Institute (ALI)**  
In partnership with LIPSCOMB UNIVERSITY

**Mentor Tennessee**

##### Current Customized Leadership Programs

Department of Children's Services  
Commissioner's Cornerstone Leadership Academy

Department of Correction  
Commissioner's Leadership Academy

Department of Environment and Conservation  
Green Leadership Academy

Department of Financial Institutions  
Commissioner's Leadership Academy

Department of Human Resources  
Next Level Leadership Academy

Department of Human Resources  
Executive Leadership Institute

Department of Human Services  
Mission Possible Leadership Academy

#### HR Professionals

##### HR Master Series

In partnership with BELMONT UNIVERSITY

- ◆ Organizational Approaches
- ◆ Measurement
- ◆ Strategic Business
- ◆ Continuous Improvement
- ◆ Organizational Leadership

##### Three Pillars of Human Resources

- Pillar 1: The Role of Human Resources in the Public Sector
- Pillar 2: Legal Issues in Human Resources
- Pillar 3: Human Resources Administration

### II. Talent Management

#### Executive and Senior Level Leaders

##### Talent Management Executive Leadership Series

- The Business Case for Developing a Talent Management Strategy
- The Strategic View of Leading an Organization from a Systems Perspective
- The Workforce Planning and Succession Planning Process
- Creating an Agency Talent Management Process

##### Developing an Organizational Landscape

- Cultural Priorities
- Strategic Priorities
- Business Drivers
- Targets for Success
- Brutal Facts
- Mission, Vision and Values



# Four Areas of Focus for Statewide Learning and Development

## III. Performance Development

### Skills for Supervisors and Managers

#### Fundamental Management Skills Level One Certificate

Respectful Workplace for Managers - **Mandatory**  
Sexual Harassment Training - **Online / In Development**  
G.R.E.A.T. Customer Service Training - **Mandatory**  
Planning and Priority Setting  
Get S.M.A.R.T.er in Performance Management - **Mandatory**  
Navigating Practices and Policies for Supervisors - **Online / Mandatory**  
STAR Principles of G.R.E.A.T. Customer Service - **Online / Classroom / Mandatory / In Development**

Performance Management - **Online / Mandatory**  
Performance Coaching  
Quality Decision Making  
Proactive On-Boarding - **Online / Mandatory**  
S.M.A.R.T. Performance Planning - **Mandatory**

#### Advanced Management Skills Level Two Certificate

Building Effective Teams  
Change Management  
Competency and Behavioral Based Interviewing

Effective Communication - *In Development*  
Managing Virtual Teams - *In Development*  
Self-Management - *In Development*

#### Additional Learning Opportunities

ADAAA For Managers and Supervisors  
How to Facilitate Certification  
Harassment Intake/Referral Process - **Online**  
Investigations: Discrimination and Harassment Claims  
Respectful Workplace: "Reaffirming my Commitment" - **Online**

Five Dysfunctions of A Team  
Conflict Management  
Facilitation Fundamentals  
Leading Effective Meetings  
Leading a Multi-Generational Workforce

#### Development Assessments

DiSC Profile  
Hartman Value Profile  
Lominger - Leadership Competencies

Myers-Briggs  
SDI - Strength Deployment Inventory

## IV. Professional Development

### All Employees

#### Essentials

G.R.E.A.T. Customer Service Training - **Mandatory**  
STAR Principles of Customer Service - **Online / Classroom / Mandatory / In Development**  
Respectful Workplace for Staff - **Mandatory**

The Department of Human Resources is the exclusive provider of all non-technical learning and development programs for state employees. Pursuant to the Rules of the Department of Human Resources 1120-08, the Department is the exclusive provider of learning and development for all state employees that: (1) promotes employee productivity, effectiveness, and efficiency to enhance employee performance; (2) provides professional development skills for employees; (3) offers talent management; and (4) provides leadership development for managers and supervisors. To further clarify, all statewide and agency training and development programs, instructional events, lunch and learns, conferences, etc., in any of the above four areas must contact the Department for curriculum development, program planning, and facilitation.

## Statewide Leadership Programs

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



### Accelerated Leadership Institute

The **Accelerated Leadership Institute (ALI)** 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.

Participants will enhance their understanding and demonstration of the following key **competencies**: Conflict Management and Managerial Courage, Interpersonal Dynamics and Emotional Intelligence, Innovation and Transformational Leadership, Political Savvy and Organizational Agility, Dealing with Ambiguity

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### MENTOR Tennessee

**MENTOR Tennessee** is a dynamic mentoring program 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
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### 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 Directors 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

# Management and Leadership Learning Pyramid

## Skills for Supervisors and Managers

### Four Level Certificate Program

**\*Learning Modules Offered at No Cost:**

- Becoming a Leader of Influence
- Developing the Art of Collaboration
- Developing Organizational Agility
- Developing the Mindset of a Lifelong Learner
- Creating a Culture of Continuous Improvement

**\*Learning Modules Offered at No Cost:**

- Leadership Theory and Practice
- 5 Practices of Exemplary Leadership
- Effective Presentation Skills
- Conflict Management
- Managing Up

**Leadership Series**  
 Module 1 – The 4 Imperatives of Great Leaders  
 Module 2 – Inspiring Trust  
 Module 3 – Clarifying Your Team’s Purpose and Strategy  
 Module 4 – Unleashing Talent

*Optional – Cost to agency*

**\*Learning Modules Offered at No Cost:**

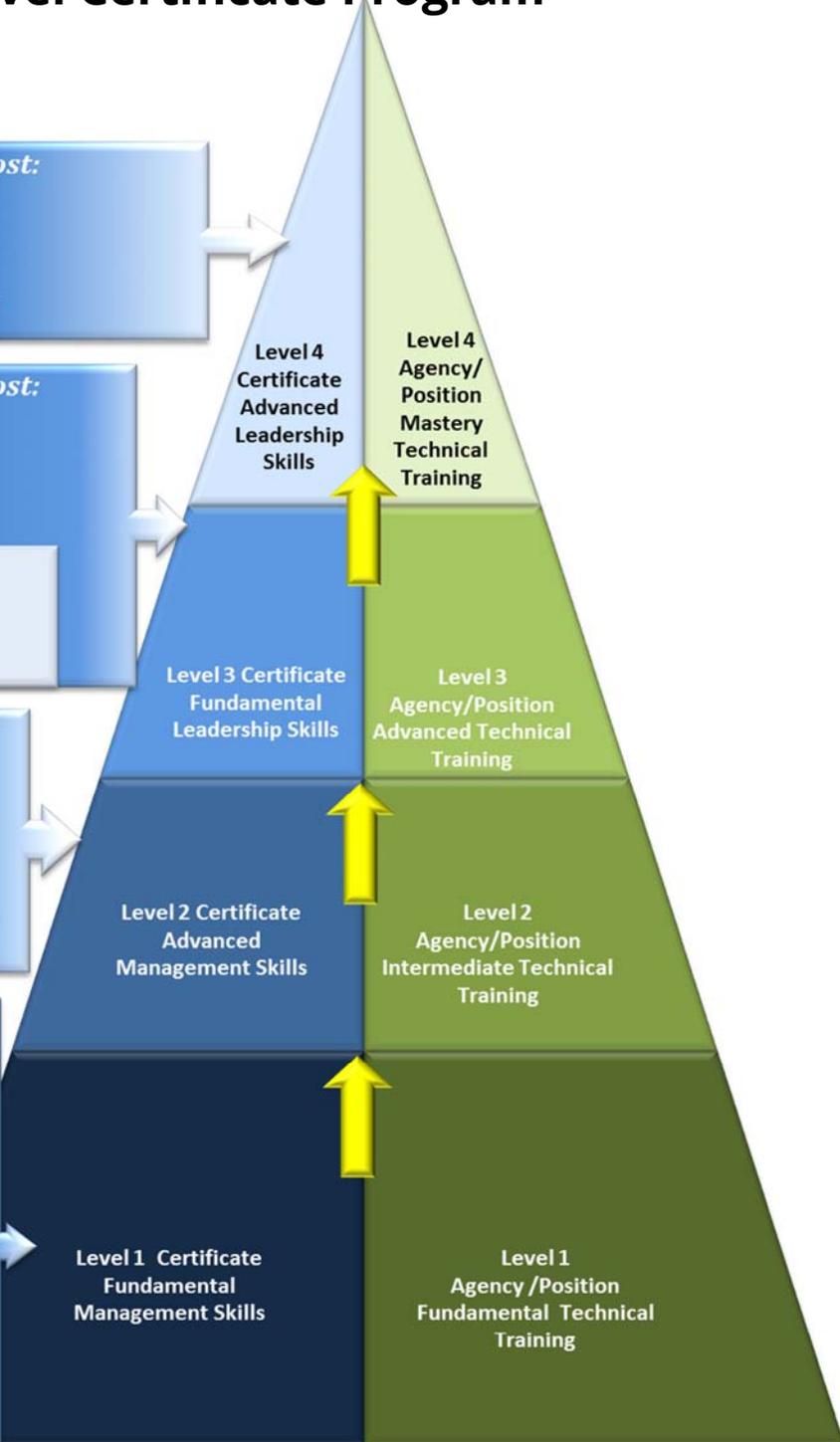
- Building Effective Teams
- Change Management
- Competency and Behavioral Based Interviewing
- Effective Communication
- Managing Virtual Teams
- Self-Management

**7 Habits of Highly Effective People**  
*Optional – Cost to Agency*

**\*Learning Modules Offered at No Cost:**

- Respectful Workplace for Managers
- Sexual Harassment Training – Online
- G.R.E.A.T. Customer Service
- STAR Principles of G.R.E.A.T. Customer Service – Online
- Navigating Practices and Policies for Supervisors – Online
- S.M.A.R.T. Performance Planning
- Get S.M.A.R.T.er in Performance Management
- Performance Management – Online
- Performance Coaching
- Quality Decision Making
- Planning and Priority Setting
- Proactive On-Boarding – Online

**\*Learning Module Offered at No Cost:**  
 Pre-Supervisory Training: Is this for me?



Supervisors and Managers Development  
 Baldrige Category 5: Workforce Focus  
 SLS Statewide Responsibility

Agency Technical Training  
 Baldrige Category 6: Operational Focus  
 Agency Responsibility

# What is Talent Management in the State of Tennessee?

Talent Management is a systematic approach to performance excellence by creating a culture of continuous improvement, high engagement, workforce capability and capacity through integrated talent strategies, and learning and development programs that are aligned with the agency mission, vision, and core values.

**Talent Management drives agency results when leaders use the right data to align business and people strategies.**

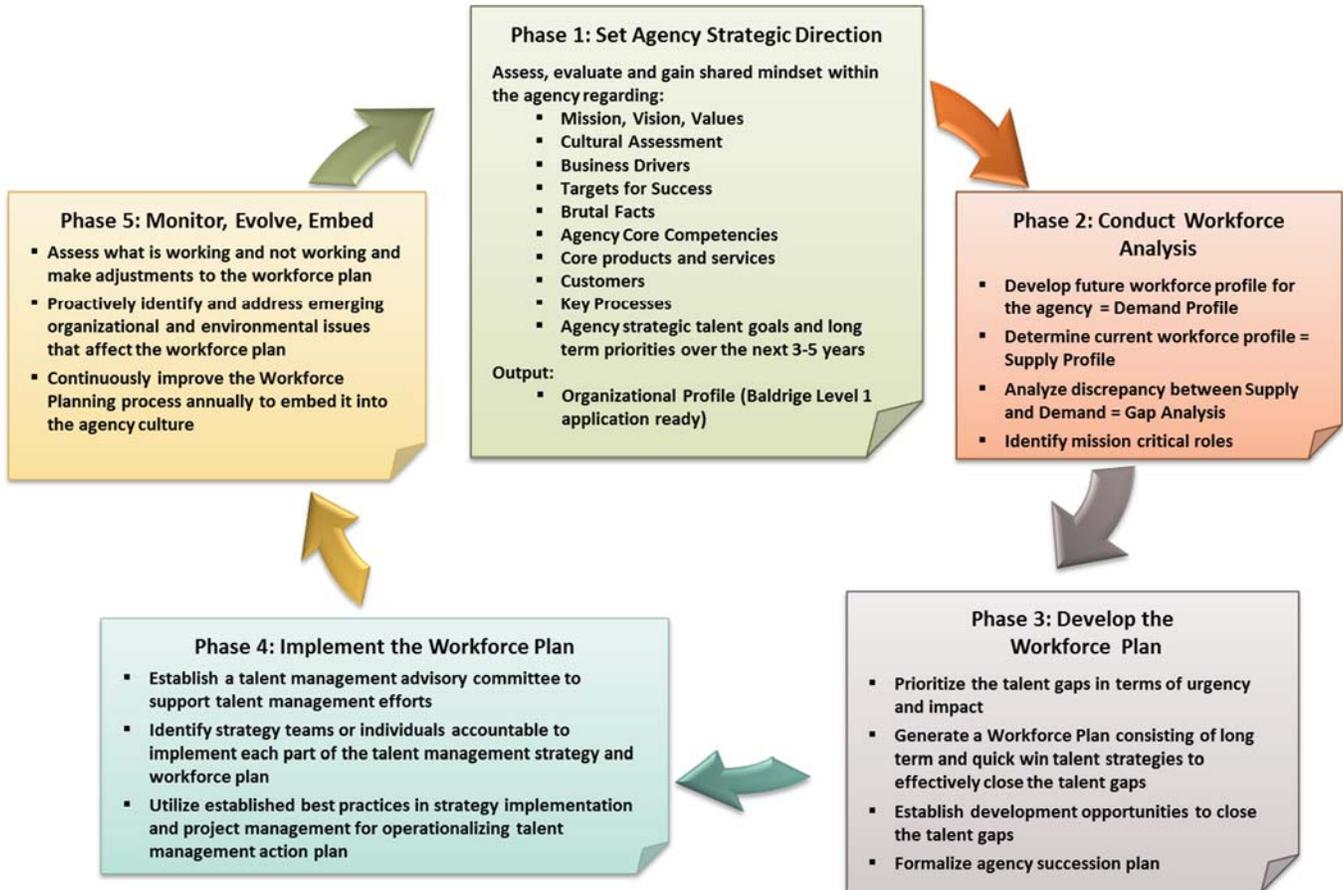
## Why Talent Management?

Talent management is a systemic approach to building workforce capacity and capability. Achieving optimal performance is influenced more by preparing workforce members to handle present and future challenges and less by the past practice of simply adding more employees. The adoption and implementation of a talent management program provides the opportunity for organizational leaders to improve organizational performance despite not adding to their workforce. An integrated and systemic talent management program is comprised of ten practices, and each must be designed well, executed proficiently, woven seamlessly with the other practices and regularly monitored for optimal success.

## Talent Management Executive Series At-A-Glance

Four Leadership Discussions	Key Concepts Learned	Resources/Tools
The Business Case for Developing a Talent Management Strategy	<ul style="list-style-type: none"> <li>• Urgency for Talent Management</li> <li>• Talent Management Definition</li> <li>• “Good to Great” Business Concepts</li> <li>• 10 Talent Management Practices</li> </ul>	<ul style="list-style-type: none"> <li>• Talent Management Umbrella</li> <li>• Hedgehog Concept</li> <li>• Brutal Facts</li> <li>• Level 5 Leadership</li> <li>• “Leaders Must” Results</li> </ul>
The Strategic View of Leading an Organization from a Systems Perspective	<ul style="list-style-type: none"> <li>• System-Thinking Model for Performance Excellence</li> <li>• Baldrige Criteria for Performance Excellence Framework</li> <li>• Organizational Culture</li> <li>• Organizational Structure</li> </ul>	<ul style="list-style-type: none"> <li>• Systems Model for Performance Excellence</li> <li>• Traits of a Healthy Organizational Culture Assessment</li> <li>• Strategic Thinking Model</li> <li>• Systems SWOT Analysis on Talent</li> </ul>
The Workforce Planning and Succession Planning Process	<ul style="list-style-type: none"> <li>• Workforce Development Planning</li> <li>• Succession Planning</li> <li>• Talent Reviews</li> <li>• Individual Development Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Agency Guide to Workforce Planning – Template</li> <li>• Talent Review Resource Packet</li> </ul>
Creating an Agency Talent Management Process	<ul style="list-style-type: none"> <li>• Development of an Agency Talent Management Strategy</li> <li>• Identification of Talent Management Practices and Priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Talent Management Action Steps</li> <li>• Data for Baldrige Level One Application</li> <li>• Talent Management Practices and Competency Wheel</li> </ul>

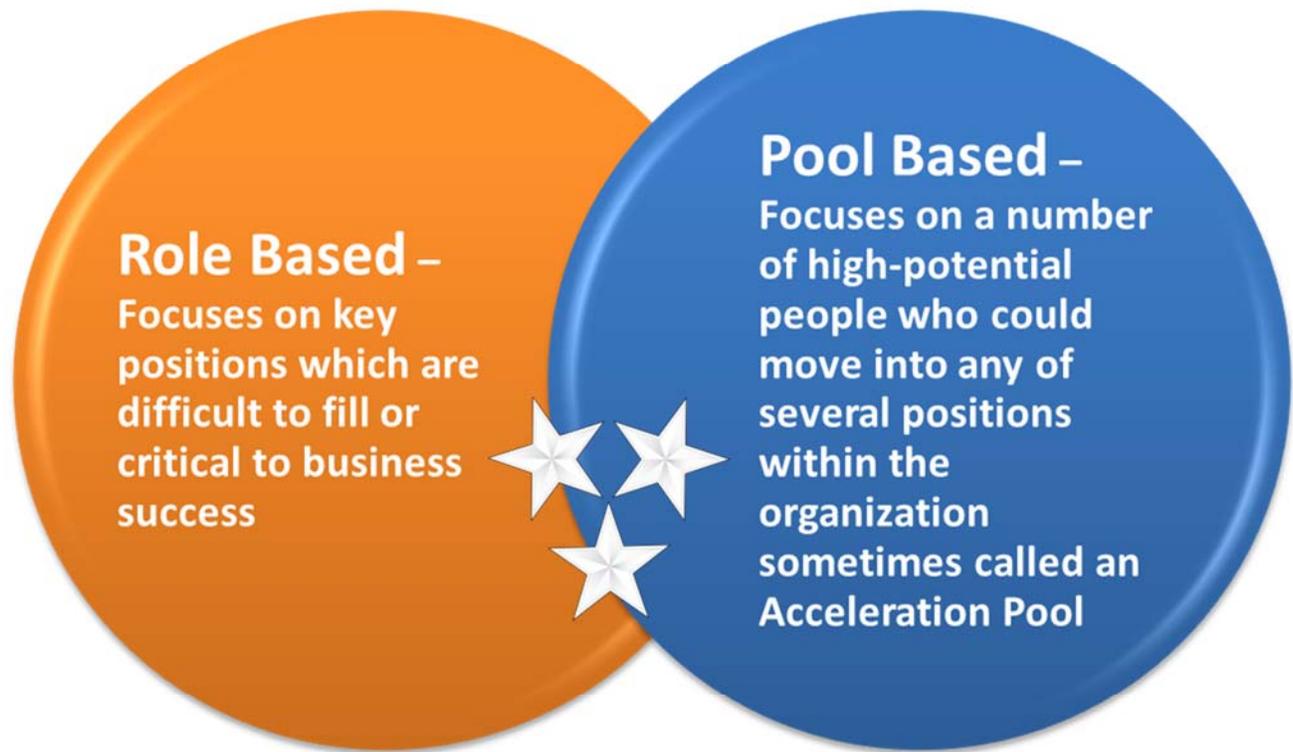
# State of Tennessee's Workforce Planning Model



## Establishing Talent Management Metrics

1. Talent management metrics focus on the talent management strategy development and process:
  - Develop a talent management strategy aligned with the strategic and operational goals of the agency
  - Create a set of goals for each of the 10 practices of the talent management model  
Develop target metrics for each of the goals by practice
  - Record the actual metrics achieved for each set of goals by practice
2. Talent management metrics focus on workforce development and accountability:
  - The percentage of managers and supervisors who complete their management learning and development as required
  - The percentage of individual contributors (subject matter experts) who complete their technical learning and development as required
3. Talent management metrics focus on succession planning:
  - The percentage of agency mission critical roles for which there is more than one qualified internal candidate and leadership bench strength
  - The results on the annual employee engagement survey for questions related to growth and development

## Two Types of Succession Planning in the Public Sector



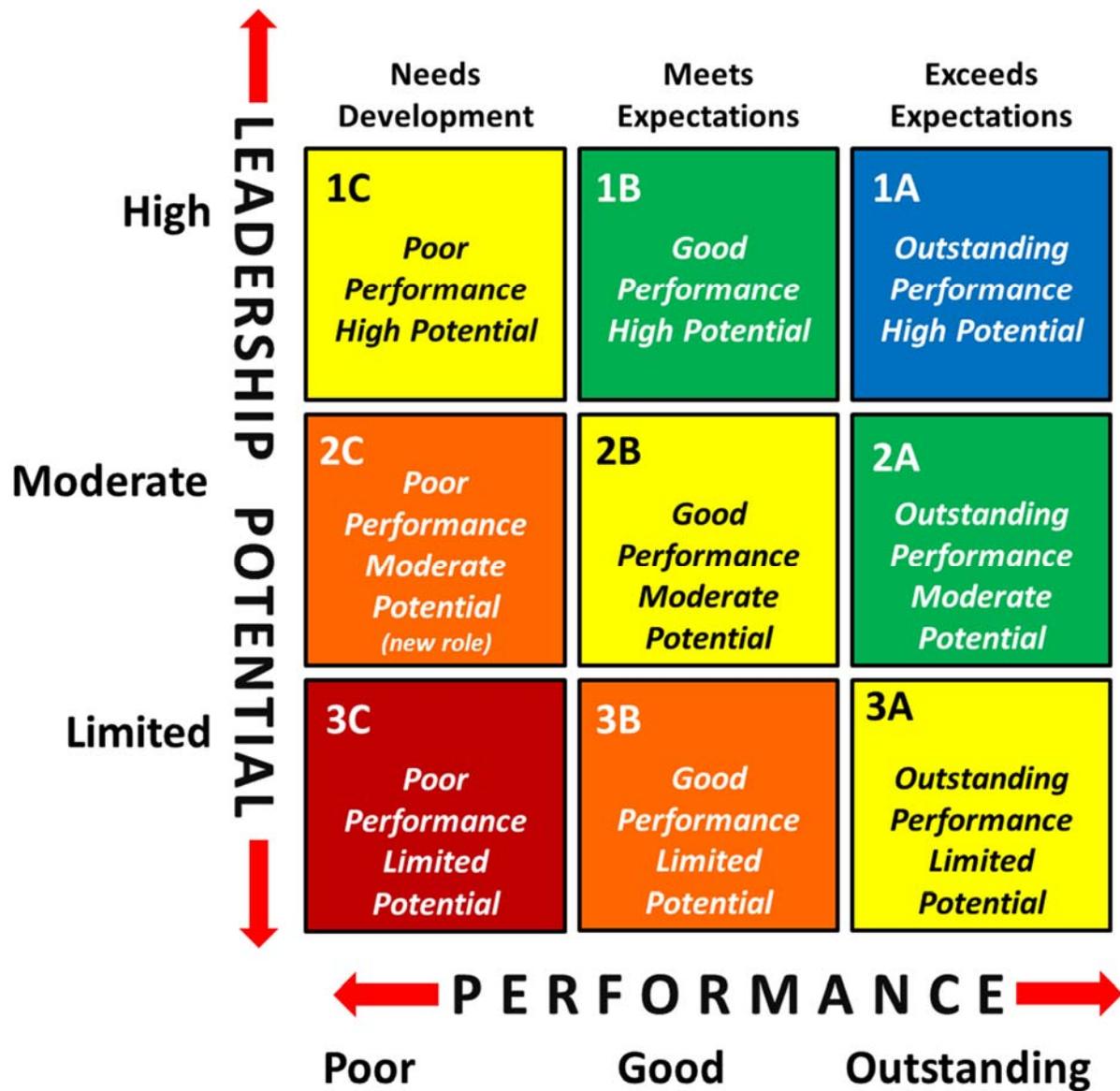
### Tennessee State Government

#### Leadership Succession Planning Programs:

- LEAD Tennessee
- Tennessee Government Executive Institute
- Tennessee Government Management Institute
- HR Master Series
- Agency Commissioner's Academies
- Accelerated Leadership Institute
- Mentor Tennessee

# Conducting Talent Reviews

## Nine Box Performance-Potential Matrix



**Performance:** Technical skills, abilities, and subject matter knowledge in job related field; ability to develop and maintain working relationships which incorporate agency values

**Potential:** The ability or capacity for growth and development into a leadership role

**Leader:** One who guides, directs, influences and shows the way to others

During the talent management discussions, leaders learn the talent review process and tools.



# Definitions of the State's Ten Talent Management Practices

## Consultation Talent Management Practices

### 1. Career Planning

*The process of establishing career objectives and determining appropriate educational and developmental programs to further develop the skills of an employee to achieve short- or long-term career objectives*

### 2. Competency Management

*The process of identifying mission-critical competencies for individual roles and organizational-wide strategic goals*

### 3. High Potential Employee Development

*The process of identifying and preparing individuals who are capable of advancing to future key leadership positions*

### 4. Learning and Development

*The process of implementing an all-employee learning program based on organizational-wide mission critical competencies to create alignment and increase employee engagement*

### 5. Performance Management

*People managers achieve agency results by hiring, assessing, developing and retaining quality talent one employee at a time*

## Organizational Leadership and Navigation Talent Management Practices

### 6. Leadership Development

*The strategic investment in employees through formal and informal training of leadership skills necessary to resolve a variety of situations and issues and lead others through daily work processes*

### 7. Succession Planning

*The process an organization uses to ensure that employees are developed to fill key roles*

## Business Acumen Talent Management Practices

### 8. Professional Development

*The advancement of skills or expertise necessary to succeed in a particular profession, especially through continued education*

### 9. Recruitment

*The process of sourcing qualified applicants to meet the employment needs of the organization and identifying the best applicant to fill an existing vacancy*

## Relationship Management Talent Management Practice

### 10. Retention

*The ability of leadership to create a climate that will attract more high potentials, linked to high morale and organizational productivity, by understanding why high potentials leave or stay*

# Executive Summary

## PERFORMANCE COACHING

Helping identify the skills and capabilities within people



### THE SUMMARY IN BRIEF

The Coaching Model was designed specifically for the state of Tennessee. It is the state's comprehensive model for teaching the strategic leadership coaching competency to managers and supervisors. The Coaching Model is a performance management tool designed to enhance employee engagement and foster a high performing work environment. It prepares managers and supervisors to engage in coaching conversations with employees in an effort to meet job performance goals.

### LEADER AS A COACH

One of the key responsibilities in leading people and managing employee performance is to *coach*. Coaching is not only a tremendous responsibility of leadership, it is a leadership style. Effective people leaders clearly understand that coaching is not simply a feedback session or a conversation that occurs over a single event. Coaching is a process that involves succinct, specific steps.

### WHY COACH?

Coaching is a leadership style by which the manager engages the employee in multi-way communication and development by asking appropriate questions, guiding the employee, listening, and providing feedback.

Having S.M.A.R.T. Performance Plans is just the beginning of creating an environment of high performance. Supervisors and managers must also develop the skills necessary to work with their individual employees to determine how to move employees from good to great performers. Coaching is a proven process that engages both supervisors and managers and their employees in achieving the agency's goals, creating a workplace of continual improvement.

### EFFECTIVE FEEDBACK

A dialogical communicative method in response to an employee's behavior that provides effective input into job performance.

### MANAGERS GREAT AT GIVING FEEDBACK...

- Give the employee time to accept responsibility for the steps needed for change and time to achieve the assigned results by a reasonable deadline.
- Generate feedback opportunities by observing work of the employee and giving the feedback as soon as possible.
- Set expectations and provide opportunities to request feedback from you, then reward the employee when they request feedback.
- Create a work environment that fosters feedback.

### THE BENEFITS OF COACHING

- Employee and talent retention
- No productivity lost from staff attrition
- Builds internal leadership pool
- Increases self-sufficiency, reduces "gopher" syndrome
- Allows manager to manage, not micro-manage



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