



**Tennessee  
State Government**

Leadership



**2017**

## ***Appointing Authority Information Packet Alliance 8***

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- *2017 Participant Application*

*“What you do speaks so loudly that I cannot hear what you say.”*

*Ralph Waldo Emerson*



Department of  
**Human Resources**





Learn → Apply → LEAD

## Overview

**LEAD Tennessee** is a statewide, 12-month development initiative for current and emerging leaders from all branches of government. It consists of six one-day summits of intense, high impact learning focused on eight leadership core competencies. The goal of LEAD Tennessee is to increase the state's leadership bench strength by providing agencies a continuous pipeline of motivated and prepared leaders who share a common language and mindset about great leadership.

Participants learn a combination of behaviors, knowledge and skills through experiential learning that drives effective job performance. This shared leadership language enables leaders across agency lines to increase networking efficiency, which has a direct impact on the workforce and contributes to greater opportunities for resource sharing and problem solving. State government directly benefits by higher productivity, efficiency, and improved organizational performance. Better-trained leaders provide clearer direction and guidance to employees who in turn provide agencies with desired accomplishments and results. The overall workforce is better equipped to serve the citizens of the state of Tennessee.

Throughout the initiative, participants have an increased exposure and access to experienced leaders (e.g., the Governor of the state of Tennessee, Major General of the United States Army/National Guard, Presidents of Universities/Colleges, subject matter experts, and state appointing authorities). With this type of interaction, participants gain a deeper understanding of how powerful leaders use core skills to lead and how the eight leadership core competencies apply to real work situations.

**BY JANUARY 2018**

**TENNESSEE WILL HAVE A POOL OF UP TO 920 LEADERS ACROSS MULTIPLE AGENCIES WHO:**

- ◆ Share language and mindset about great leadership
- ◆ Demonstrate 8 leadership core competencies
- ◆ Provide agency bench strength
- ◆ Are motivated and prepared to lead



**CORE  
COMPETENCIES**

**Lead  
Self**  
Self-Leadership  
Integrity & Trust  
High Performing

**Lead  
People**  
Courageous  
Talent Focused

**Lead an  
Organization**  
Customer Focused  
Innovative  
Mission-Driven





2017

# LEAD Tennessee Core Competencies

## Lead Self: Expands depth and breadth of capability

| Competency and Definition   | Behaviors   |
|---|---|
| <b>Self-Leadership</b><br><i>Developing a sense of who one is, what is one's ability, what is one's vision coupled with the ability to effectively communicate, manage emotions and model the way in reaching one's potential</i> | <ol style="list-style-type: none"> <li>1. Has a clear understanding of personal opportunities for improvement; capitalizes on personal strengths</li> <li>2. Establishes networks to stay active in the business of the organization and to stay abreast of trends</li> <li>3. Continuously seeks opportunities to improve both professionally and personally</li> <li>4. Seeks out experiences that challenge perspective or provide an opportunity to learn new things</li> <li>5. Demonstrates the ability to adapt and navigate change within the organization</li> </ol>   |
| <b>Integrity &amp; Trust</b><br><i>Takes responsibility for personal actions, follows through on commitments, and instills confidence that all words and actions are the truth</i>  | <ol style="list-style-type: none"> <li>1. Can be relied on to tell the truth regardless of the circumstances</li> <li>2. Does not blame others</li> <li>3. Ensures alignment between words and actions</li> <li>4. Acts in the best interest of others and for the greater good of the organization</li> </ol>  |
| <b>High Performing</b><br><i>Sets a high standard that represents the organization in the best light to both internal and external customers and produces results that exceed expectations</i>                                    | <ol style="list-style-type: none"> <li>1. Uses strong, well-rounded written, and oral communication skills in a variety of situations</li> <li>2. Collaborates with managers, co-workers, peers, and external stakeholders to gain cooperation, information and buy-in, making work more effective and efficient</li> <li>3. Utilizes the mission of the organization to evaluate options and identify those that are most likely to move the business forward</li> <li>4. Identifies top talent to grow a culture of high performance</li> <li>5. Establishes clear expectations for self and others to achieve goals</li> </ol> |

## Lead People: Enables others to achieve high performance and full potential

| Competency and Definition   | Behaviors  |
|---|--|
| <b>Courageous</b><br><i>Demonstrates understanding of concerns; takes responsibility and addresses them with fortitude and composure</i>                | <ol style="list-style-type: none"> <li>1. Clearly identifies tough feedback situations and demonstrates ability to give feedback in a timely and effective manner</li> <li>2. Addresses issues and challenges with the appropriate persons and takes responsible risks</li> <li>3. Ensures controversy, misperceptions, and misunderstandings are quickly addressed and reconciled</li> <li>4. Leads with a strong sense of courage through the uncertainty, making bold transformational changes</li> <li>5. Demonstrates the ability to effectively manage conflict</li> </ol>   |
| <b>Talent Focused</b><br><i>Demonstrates the ability to create an environment that encourages outstanding individual performance from each employee</i> | <ol style="list-style-type: none"> <li>1. Demonstrates a commitment to the development and success of employees who are tasked with implementing and executing results by providing challenging work and opportunities for growth</li> <li>2. Motivates others to perform at their best</li> <li>3. Utilizes effective strategies to facilitate change initiatives and to overcome resistance to change</li> <li>4. Creates an environment that attracts highly talented, engaged, and productive employees</li> <li>5. Provides ongoing coaching and mentoring opportunities in an effort to promote continual learning and growth for employees</li> </ol> |

## Lead an Organization: Guides overall strategic and operational direction

| Competency and Definition  | Behaviors   |
|--|---|
| <b>Customer Focused</b><br><i>Places the customer at the center of strategic and operational planning</i>                            | <ol style="list-style-type: none"> <li>1. Clearly identifies the full range of customers to be served</li> <li>2. Follows through on commitments</li> <li>3. Identifies and monitors customer metrics to improve performance</li> <li>4. Anticipates and responds to changing and evolving customer needs</li> </ol>  |
| <b>Innovative</b><br><i>Demonstrates flexible thinking while producing creative thought processes; open to suggestions of others</i> | <ol style="list-style-type: none"> <li>1. Offers new and unique ideas</li> <li>2. Demonstrates value to teams and organizations by providing original thought and connections to ideas outside own area of focus</li> <li>3. Demonstrates enthusiasm and support of innovative initiatives by others</li> <li>4. Balances perspective and forward thinking</li> </ol>   |
| <b>Mission-Driven</b><br><i>Demonstrates through actions, absolute clarity as to the purpose of the organization</i>                 | <ol style="list-style-type: none"> <li>1. Ensures the organization has a relevant mission that instills a sense of purpose</li> <li>2. Demonstrates focus on mission, goals, and priorities of the organization when making strategic decisions</li> <li>3. Clearly communicates the organization's mission to others</li> <li>4. Balances daily operational responsibilities while implementing long term mission-critical strategies</li> </ol> |



## *Alliance 8*

# *LEAD Tennessee-at-a-Glance*

**“What you do speaks so loudly that I cannot hear what you say.”**

~ Ralph Waldo Emerson

**Orientation and Graduation will be held at the Department of Military, Houston Barracks  
All Summits 7:30 am to 5:00 pm**

**November 7, 2016**

**Orientation: 12:00 pm – 4:30 pm**  
Department of Military, Houston Barracks  
3041 Sidco Drive, Nashville, TN 37204

**January 17, 18, 19, 2017**

**Coaching Labs – *One hour session by appointment***  
James K. Polk Building, 1<sup>st</sup> Floor  
505 Deaderick Street, Nashville, TN 37243

**February 27, 2017**

**Summit 1: Competency Focus: *Self-Leadership***  
One University Park Drive  
Ezell Center, Room 301, Nashville, TN 37204

**April 24, 2017**

**Summit 2: Competency Focus: *Mission-Driven and Customer Focused***  
One University Park Drive  
Ezell Center, Room 301, Nashville, TN 37204

**June 26, 2017**

**Summit 3: Competency Focus: *Innovative and High Performing***  
SPARK Lipscomb's Idea Center  
3252 Aspen Grove Drive, Suite #9, Nashville, TN 37067

**August 8, 9, 10, 2017**

**Coaching Labs – *One hour session by appointment***  
James K. Polk Building, 1<sup>st</sup> Floor  
505 Deaderick Street, Nashville, TN 37243

**August 28, 2017**

**Summit 4: Competency Focus: *Courageous and Talent Focused***  
One University Park Drive  
Ezell Center, Room 301, Nashville, TN 37204

**October 23, 2017**

**Summit 5: Competency Focus: *Integrity & Trust***  
One University Park Drive  
Ezell Center, Room 301, Nashville, TN 37204

**November 13, 2017**

**Summit 6: *Essence of Leadership: Seize the Moment***  
One University Park Drive  
Ezell Center, Room 301, Nashville, TN 37204

**December 11, 2017**

**Graduation: “LEAD On” Celebration**  
Department of Military, Houston Barracks  
3041 Sidco Drive, Nashville, TN 37204



**2017**  
**Executive Leadership Council**



**Council Sponsor**  
**Greg Adams**  
*Chief Operating Officer*



**Commissioner**  
**Randy Boyd**  
Economic & Community  
Development



**Commissioner**  
**John Dreyzehner**  
Health



**Commissioner**  
**Greg Gonzales**  
Financial Institutions



**Commissioner**  
**Many-Bears Grinder**  
Veterans Services



**Director**  
**Mark Gwyn**  
Tennessee Bureau  
of Investigation



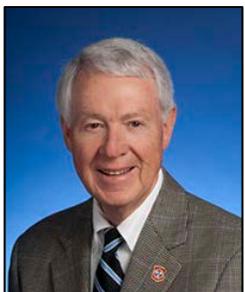
**Major General**  
**"Max" Haston**  
**The Adjutant General**  
Military



**Commissioner**  
**Raquel Hatter**  
Human Services



**Commissioner**  
**Rebecca Hunter**  
Human Resources



**Commissioner**  
**Larry Martin**  
Finance and  
Administration



**Commissioner**  
**Bob Martineau**  
Environment and  
Conservation



**Commissioner**  
**John Schroer**  
Transportation



**Commissioner**  
**Kevin Triplett**  
Tourist Development



## *Appointing Authorities' Selection Tips*

- **ENGAGE** your executive team by discussing the leadership needs of your agency and identifying those employees who are serving in critical roles throughout your agency.
- **DETERMINE** the executive and senior leaders who would like to attend to ensure the agency has top leadership involvement in the initiative.
- **DETERMINE** the number of high potential, emerging leaders that would benefit the agency's succession planning process.
- **INVITE** input from your people managers as to who are the high potentials, top talent, emerging leaders, etc.
- **COLLABORATE** with your executive and senior level teams about which leaders need to represent your agency and who could help transfer their learning to the agency so there is opportunity for continual improvement.
- **FOCUS** on new and current leaders, i.e., Deputy Commissioners, Assistant Commissioners, Directors and high potential leaders
- **SELECT** participants who are:
  - Well respected
  - Trusted
  - Able to model top leadership behaviors
  - Willing to keep learning and growing
  - Executive and/or senior level leadership and high potential leaders
- **CONTACT** Dr. Trish Holliday, Assistant Commissioner and Chief Learning Officer, for consultation on developing a selection process customized for your needs.

**Deadline for Participant Forms: September 30, 2016**

**Orientation: November 7, 2016**

**To determine the number of seats available for your agency  
see Agency Seat Availability chart.**



## 2017 Agency Seat Availability

| Number of Full-time Employees<br>3000+               | Seats<br>Reserved |
|--|-------------------|
| Children's Services                                  | 6                 |
| Correction   | 6                 |
| Human Services                                       | 6                 |
| Transportation                                       | 6                 |
| Number of Full-time Employees<br>2999-800            | Seats<br>Reserved |
| District Attorneys General Conference                | 4                 |
| Environment & Conservation                           | 4                 |
| Finance & Administration                             | 4                 |
| Health   | 4                 |
| Health Care Finance & Administration (TennCare)      | 4                 |
| Intellectual & Developmental Disabilities            | 4                 |
| Labor & Workforce Development                        | 4                 |
| Mental Health and Substance Abuse Services           | 4                 |
| Revenue  | 4                 |
| Safety and Homeland Security                         | 4                 |
| Number of Full-time Employees<br>799-300             | Seats<br>Reserved |
| Agriculture  | 3                 |
| Commerce & Insurance                                 | 3                 |
| Comptroller of the Treasury                          | 3                 |
| Court System   | 3                 |
| Department of State                                  | 3                 |
| District Public Defenders Conference                 | 3                 |
| Education  | 3                 |
| General Services                                     | 3                 |
| Legislative  | 3                 |
| Military   | 3                 |
| TN Bureau of Investigation                           | 3                 |
| TN Wildlife Resources Agency                         | 3                 |
| Number of Full-time Employees<br>299-100             | Seats<br>Reserved |
| Economic & Community Development                     | 2                 |
| Financial Institutions                               | 2                 |
| Human Resources                                      | 2                 |
| Office of the Attorney General & Court Reporter      | 2                 |
| TN Housing Development Agency                        | 2                 |
| Tourist Development                                  | 2                 |
| Treasury   | 2                 |
| TRICOR   | 2                 |
| Number of Full-time Employees<br>99-Below            | Seats<br>Reserved |
| Health Services Development Agency                   | 1                 |
| Office of the Governor                               | 1                 |
| Post Conviction Defender                             | 1                 |
| TN Advisory Committee on Intergovernmental Relations | 1                 |
| TN Alcoholic Beverage Commission                     | 1                 |
| TN Arts Commission                                   | 1                 |
| TN Board of Parole                                   | 1                 |
| TN Commission on Aging & Disabilities                | 1                 |
| TN Commission on Children & Youth                    | 1                 |
| TN Higher Education Commission                       | 1                 |
| TN Human Rights Commission                           | 1                 |
| TN Regulatory Authority                              | 1                 |
| TN State Museum                                      | 1                 |
| TN Student Assistance Corporation                    | 1                 |
| Veterans Services                                    | 1                 |



# Agency Participant List

AGENCY: \_\_\_\_\_

APPOINTING AUTHORITY: \_\_\_\_\_

AGENCY CONTACT NAME AND PHONE NUMBER: \_\_\_\_\_

**SUBMIT CANDIDATES IN SELECTION PRIORITY BY SEPTEMBER 30, 2016.**

| PARTICIPANT NAME   | TITLE | DIVISION | MANAGER'S NAME |
|--|-------|----------|----------------|
|  |       |          |                |
|  |       |          |                |
|  |       |          |                |
|  |       |          |                |
|  |       |          |                |
|  |       |          |                |
|  |       |          |                |
| REQUEST FOR ADDITIONAL SEATS   |       |          |                |
| <i>If there are vacant seats for LEAD Tennessee, I request seats for the following individuals</i> |       |          |                |
|  |       |          |                |
|  |       |          |                |
|  |       |          |                |

**Attach and send the application and resume for each selected participant to the Department of Human Resources, attention: Sharon Buwalda by September 30, 2016.**



## **LEAD Tennessee Alumni by Agency**

### **Administrative Office of the Courts**

*Kristi Astafan  
Ana Escobar  
J. Leigh Ferguson  
Theresa Grisham*

*Tammy R. Hawkins  
Krisann Hodges  
Claudia Lewis  
Lisa Marsh*

*Anne-Louise Wirthlin  
Michele Wojciechowski*

### **Agriculture**

*Robert Angle  
Justin Bryant  
Art Colebank  
Nakisha Easley*

*Jan Keyser  
Tiffany Kincaid  
Wendy Lofton  
John McClurkan*

*Timothy Phelps  
Louann Self*

### **Alcoholic Beverage Commission**

*Joshua Stepp*

*Ginna Winfree*

### **Children's Services**

*Carla Aaron  
Britany Binkowski  
Marjorie Bristol  
Elizabeth Driver  
Lisa Earls  
Christina Fly  
Yvonne Hayden  
Noel Henglebrok  
Karen Jointer*

*Monica Jones  
Susan Mitchell  
Kristie Monds  
Jaqueline Moore  
Tony Nease  
Misty Neeley  
Ami Parker  
Heather Ray  
Dezanne Russell*

*Lucretia B. Sanders  
Molly Suddereth  
Doug Swisher  
Jennifer Williams  
Courtney Wood, LMSW  
Kimberly Wright  
Nevada Young*

### **Commerce and Insurance**

*Beth Ashe  
Nikole Avers  
Christopher Bainbridge  
Maliaka Bass  
Ernest Burchell  
Michael D. Driver  
Bill Giannini  
Eric H. Howser*

*Chlora Lindley-Myers  
E. Joy Little  
Lora Manson  
Brian T. McCormack  
Samuel Payne  
Rachel Powers  
Mike Shinnick  
Wendy Spears*

*Curtis Sutton  
Vickie Y. Trice  
Rachel Waterhouse  
Kimberly Whaley  
Brentton Wendel  
Gary West  
Bill White  
Robert Lee Wright*

## **Comptroller of the Treasury**

*Emily Bennett  
Tara Bergfeld  
Melissa Boaz  
Rachelle Cabading  
David Cook  
Amy Czerwinski  
Susan Denton  
Elaine Driver  
James Falbe*

*Elisha Hodge  
Troy Hoffman  
Kevin Huffman  
Keith Isbell  
Brian Kinsey  
Betsy Knotts  
Barry Monson  
Russell Moore  
Jan Page*

*Steve Reeder  
Jean Suh  
Mark Treece  
Jeremy Weber  
Lee Ann West  
Jennifer Whitsel  
Jacky Winters  
Joseph Woodson*

## **Correction**

*William Bryant  
Jeff Butler  
Marina Cadreche  
Dorinda Carter  
Georgia Crowell  
Dena Davis  
Julian P. Davis  
Amanda L. Ellis  
Ashraf Gabous  
Steve Gatlin  
Emily Gibson  
Kenneth Graves  
Bill Gupton  
Betty J. Hampton  
Susan Hatley  
Stanton Heidle, II*

*Dennis C. Holt  
Sheila Hubbard  
Debra Inglis  
Alisha Shoates James  
Jennie Jobe  
Connie Johnson  
Debra K. Johnson  
Sonya Johnson  
Dr. Mary Karpos  
Stephanie Larry  
Brandon Maloney  
Trinity D. Minter  
Tausha Mitchell  
Vanessa Moore  
Richard Muckle  
Jesse Neely*

*John Parker  
Lisa Parks  
Monique Parris-Taylor  
Shawn Phillips  
Eric Qualls  
Craig Raymer  
Patrick Ryan  
David Sexton  
Roger Shaw  
Shanna Sisk  
Holly Smith  
Tina Stafford  
Vicki Ward  
Bruce Westbrook  
Jacqueline Williams  
Jason Woodall*

## **Council on Developmental Disabilities**

*Alicia Cone*

*Ned Andrew Soloman*

## **District Public Defenders Conference**

*Paige Edwards*

*Kirk Yoquelet*

## **Economic and Community Development**

*Crystal Brooks  
Stephanie Burnette  
Bryan Collins  
Leslie Joi Davis  
Julia Eschbach*

*Lindsay Gainous  
Sally Haar  
Victoria Hirschberg  
Jessica L. Johnson  
Joann Massey*

*Amy New  
Wisty Pender  
Jeremy Stiles  
Jamie Stitt  
Jon Ward*

## **Education**

*Eve Carney  
Cindy Cooper  
Timothy Gaddis  
Jacqueline Garrison  
Kelli Gauthier*

*Vickie Hall  
Phyllis Hodges  
Heather Justice  
Karen P. Munn  
Amy Owen*

*Jill Rigsby  
Brenda B. Staggs  
Andrea Wilkerson  
Rebecca E. Wright*

## **Environment and Conservation**

*Brooke Barrett  
Meredith Benton  
Robert Binford  
David Blackwood  
Elaine Boyd  
Barry Brawley  
Tisha Calabrese-Benton  
Jan Compton  
Lloyd Craig  
Robert Dickinson*

*Jennifer Dodd  
Jordan English  
Ryan Forbess  
John Conner Franklin  
Damon Graham  
Vincent Haymon  
Lawanda Johnson  
Casey Mahoney  
Kevin Mahoney  
Ryan Owens*

*Tina Pennington  
Clancy Roberts  
Mike Robertson  
Beth Shelton  
Beth Smith  
Karen Stevenson  
Jennifer Watson  
Adrienne White  
Steven Wilson  
Robin Wooten*

## **Finance and Administration**

*Tameka Allen  
Reen Baskin  
Peggy Birthrong  
Renee Boles  
Jennifer Brinkman  
Anne Buckle  
Susan Burdette  
John Carr  
William David Case  
Brandon Cole  
Samuel Conway  
Marie Crosson  
Carrie Dawson  
Thad DelConte*

*Anthony Del Priore  
Lynne Diver  
Michelle Earhart  
James Elkins  
Sandi Hamilton  
James Joralemon  
Lynn Jennings  
Travis Johnson  
Susan Kimbro  
Milind Kumble  
Kelly Lancaster  
Trena D. Maynard  
Lanette Mumford  
Julie Noonan*

*Alan Robertson  
Dana Simmons  
Lee Ann Smith  
Brian D. Spain  
Natasha Nichole Stinnett  
Kelly Thompson  
Mitch Thompson  
David Thorpe  
Mary van Valkenburg  
Vincent Walker  
Alexander Warns  
James Webb*

## **Financial Institutions**

*Christy Beadle Adams  
Bob Eddy  
Mandy Jones Heady  
Ryan Hughes*

*Melody Johnson  
Wade McCullough, Jr.  
Dana Owen  
Philip M. Ruffin*

*Tod Trulove  
Anthony Valentino  
Leslie R. Yanez*

## **General Services**

*Wendy D. Bentley  
Thomas Chester  
Helen Crowley  
Tammy Golden  
Shannon B. Howell*

*John Hull  
Kyle Hunter  
Jeremy McBride  
Jennifer Murphy  
Mike Perry*

*Ron Plumb  
Kelly Smith  
Marilyn Turrentine  
Richard Van Norman  
Bob Williams*

## **Health**

*Angie Allen  
Mary Katherine Bratton  
Wendy Coleman  
Glenn Czarnecki  
Jeremy Davis  
Tene Franklin  
Kimberly R. Glenn  
Sara Guerra  
Annette Haley*

*Rachel Hardaway  
Luvenia Harrison  
Rachel Heitmann  
Jacqueline Johnson  
Angela Lawrence  
Loraine Lucinski  
Ryan Brock Neil  
Valerie Oliver  
Ann Reed*

*Benjamin Simpson  
Pam Sixt  
John Smith  
Allysceaieoun Spears  
Laurie Stanton  
Stacy Tarr  
Malaka Watson*

## **Health Care Finance & Administration**

*Crystal Allen  
Max Arnold  
Michael K. Bassham  
Aaron Butler  
Casey Dungan  
Eric Fowlie  
Keith Gaither  
Tammy Gennari*

*Kim Hagan  
Jarrett Hallcox  
Jeanne James  
Michelle Morse Jernigan  
Amanda Johnson  
Julie Johnson  
Terrence Leve  
Sarah L. Moore*

*Tracy C. Purcell  
Gabe Roberts  
Mary Shelton  
Jay Taylor  
Michael J. Wagner  
Margaret Walker  
David Weeks*

## **Health Services Development Agency**

*Alecia Craighead*

*Phillip Earhart*

## **Human Resources**

*David Adams  
Danielle Barnes  
Steve Brown  
Steve Chester  
Terence Donaldson  
Lesley Farmer  
Regina Kay Forsythe*

*Ashley Fuqua  
Joe Gentry  
Cindy Hobbs  
Dr. Trish Holliday  
Sheila Marchman  
Julie Nichols  
Lee Pedigo*

*Stephanie Penney  
Dr. Ernie Ricketts  
Brigitte Tubbs-Jones  
Mary E. Walker  
Deanie White  
Kim T. Yap  
Coretta Young*

## **Human Services**

*Manohar Arumbur*

*Sean D. Baker*

*Tracy Bell*

*Patti Bell-Norris*

*Scott A. Black*

*Barbara Broersma*

*LeeAnne Bruce Boone*

*Charles Bryson*

*Cherrell Campbell-Street*

*Karen Carothers*

*Christine P. Chambers*

*Ruble C. Conatser, Jr.*

*Freda Cook*

*Jimmy Cool*

*Andrea Cooper*

*Lisa Cowell*

*Charlie Davis*

*Shawn DeHaven*

*Basil Dosunmu*

*Bill Duffey*

*Jay Francel*

*Lisa Francis*

*Timica Hancock*

*Mary-Glen Hartup*

*Jeffrey Hayes*

*Kim Henry*

*Suzanne Hilgadiack*

*Paul Lefkowitz*

*Gena Lewis*

*Yovancha Lewis-Brown*

*Keisha Malone*

*'Ben Maxwell*

*Kelvin L. Meeks*

*Eva E. Mosby*

*Gathelyn Oliver*

*Karen Perrey*

*Jamie Pistel*

*Stephen Reksten*

*Tamra Smith*

*Darlene Stringfellow*

*Patricia Stubblefield*

*Jeff Troxell*

*Michelle Waldrep*

*Barbara Wall*

*Travis Williams*

*Patricia Wood*

*Kevin Wright*

## **Intellectual & Developmental Disabilities**

*Elverna Cain*

*Vickey Coleman*

*Diana Davis*

*Stacey Dixon*

*Pixie Duncan*

*Amy Gonzalez*

*David Greineder*

*Tangela Henderson*

*Timothy Hickman*

*Elizabeth Holden*

*Lance Iverson*

*Kellie McCain*

*Candi McMorran*

*Melissa Marshall*

*Janet Neighoff*

*Russell Nicoll*

*Tom O'Brien*

*Ron Oden*

*Monda Qualls*

*Patsy Rees*

*Jodi Simmons*

*Theresa Sloan*

*Richard Strecker*

*George Zukotynski*

## **Labor and Workforce Development**

*Ryan Allen*

*Jason Beard*

*Nicholas Bishop*

*Jeffrey Campbell*

*Amber Crawford*

*Linda Davis*

*Michael Edwards*

*Rusty Felts*

*Mark Finks*

*Tina Kline-Douglas*

*Evelyn Gaines Guzman*

*Fred Gaston*

*Ivan Greenfield*

*Dan Holton*

*James Layman*

*Laura McCarthy*

*Richard McHone*

*John Partlow*

*Kshitiz Rastogi*

*James Roberson*

*Cherilyn Stewart*

*Dustin Swayne*

*Deniece Thomas*

*Tabitha Thompson*

*Donna Turner*

*Sterling van der Spuy*

*Jane B. Warren*

*Tiffany Watkins*

*Kay Wilson*

## **Mental Health & Substance Abuse Services**

*Tammy Denise Ali-Carr  
Sandra Braber-Grove  
Josh Carter  
John J. Coons  
Lisa Daniel  
Charles Dickens  
Shaundra Easley  
Donna Finto-Burks*

*Zack Griffith  
Bruce Gilmore  
Heather Gunderson  
Kurt Hippel  
Sue Karber  
Elaine Kirk  
Linda McCorkle  
Bob Micinski*

*Mike Murley  
Lisa Roy  
Taryn Sloss  
Susan Steckel  
Cynthia Tyler  
Amanda Wilson  
Jacqueline Yokley  
Richard Zhu*

## **Military**

*Keith Albritten  
Gary L. Beazley  
Stephanie Busch  
Lt. Maria Cartmell  
Major Robin Celatka  
Jimmie L. Cole, Jr.  
James H. Dunn*

*Johanna Harrell  
Randy D. Harris  
Chris Johnson  
Sean Kice  
LTC Jim Reed  
Thomas Simmons  
Ben Smith*

*LTC Milton Thompson  
Josh Wickham  
Mark Williams  
Quinn Wilson  
Michael Woodard*

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Phyllis Childs  
Mark Fulks  
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Leslie Elizabeth Price  
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*Heather C. Ross  
Lacy Wilber*

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Don Johnson*

*Christin Sullivan*

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Ted Bogaerts  
Marion DeDe Buchanan  
Lori K. Cain  
David Edgar Cate  
Matt Christopher  
Ed Condon  
Sharon Daniel  
Elizabeth Doriot*

*Lauren Fields  
Randy Haley  
Steve Hollis  
Wayne Hough  
Kristin Husat  
Stephanie Jackson  
Peggy Kosut  
Nancy Lanham  
Caroline Lansdell*

*Cheryl Mahoney  
Duanna Murphy-Miller  
Abby Sparks  
Anna Stergas  
Rebecca Tull  
Genna Vaughn  
Bernadette Welch  
Jennifer Wilson  
Doye Worrell*

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*Brice Allen  
Donald Aviles  
Kerri Balthrop  
Jennifer M. Boyd  
Rachel Bryant  
Lori Bullard  
James Cotter  
Jennifer Donnals  
Victor Donoho  
Brandon Douglas  
Michael Edwards*

*Sonya Hadley  
Shannon Hall  
David Hawtin  
Stephanie Hitchcock  
Roger Hutto  
Lindsey Johnson  
Marlo Mason  
Michael McAlister  
Ronnie McDaniel  
Melissa McLeod  
Sgt. Mike Melhorn*

*Nancy Myers  
Cheryl Patterson  
Gregory T. Roberts  
Misty Rose  
Cheryl Sanders  
Dereck Stewart  
Fausto Bega  
Lamont Westbrooks  
Stacy Williams  
Andrea Wilson*

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*Keith Boring  
Nathan A. Burton  
Andrew Dodd*

*Lauren Plunk  
Jonathan Rummel  
Jennifer Smothers*

*Cody York*

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*Melissa Brown  
Catherine Corley*

*David Lewis  
Clifford Lippard*

*Michael Mount*

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*George Amin  
Adam Augustine  
Jeffrey Barnett  
April Buckner  
Donna Burke  
Helen Ford*

*Randy Gibson  
Paul Gore  
Lana Hardin  
Lisa Helton  
Daniel Huffman  
Mike Keeton*

*Melissa McDonald  
Angela R. Oden  
Michele Peterson  
Margaret Turner  
Cynthia Taylor*

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*Dale Armour  
Jimmy W. Barnes, Jr.  
Pamela Ann Beck  
Joe Buhagiar  
Andrea Clinard  
Michael E. Cox  
Dennis Daniels  
Daniel Robert Espinosa  
Glenn Everett  
Kendra Fleenor  
Troy Hagar  
Jennifer Hall  
Kim Harmon*

*Ronan Harmon  
Lauren Hewgley  
Loren James  
T. J. Jordan  
Charles Kimbril, Jr.  
Dale King  
Suzann Lafferty  
Mark Lewis  
Jason Locke  
Doug Long  
Patrick Looney  
Melissa Lovan  
Mike Lyttle*

*Robert Marshal  
James C. Musice  
Donna Nelson  
Jack Van Hooser  
Rob Rowlett  
Keith Smith  
Shelly Smitherman  
Illana Tate  
Candace Williams  
Jim Williams  
Kevin Williams  
Russ Winkler  
Kelvin Woodby*

### **Tennessee Commission on Aging and Disabilities**

*Ryan Ellis  
Mike Hann  
Shannon Jones*

*Donna Odom  
Sheryl Smith  
Lucy Utt*

*Kathy Zamata*

### **Tennessee Commission on Children and Youth**

*Sumita Banerjee  
Susan Cope  
Craig Hargrow*

*Dustin Keller  
Richard Kennedy  
Rose Naccarato*

*Steve Petty  
Vicki Taylor  
Nancy Townsend*

### **Tennessee Higher Education Commission**

*Kathleen Brock  
Matt Freeman*

*Troy Grant  
Tim Phelps*

*Wendy Tabor*

### **Tennessee Housing and Development Agency**

*Bruce Balcom  
Gwen Coffey  
Donna Duarte  
Jacquelyn D. Fe-Acher  
Velma Kemp  
Jada L. Lattimore  
Terry Malone  
Gretchen Mason  
Tracye Mayolo*

*Katie Moore  
Mick Nelson  
Sherri Osborne  
Cynthia Peraza  
Annette Rader  
Rhonda Ronnow  
Jeboria Scott  
Steve Seifried  
Toni Shaw*

*Patricia Smith  
Kristen Spratt  
Craig Stevens  
Larisa Stout  
Bettie Teasley Sulmers  
Calvin Winston  
Blake Worthington*

### **Tennessee Human Rights Commission**

*Tiffany Baker Cox  
James E. Davis*

*Bobbie R. Porter  
Shalini Rose*

*Matthew Stephenson  
Marcus James Thomas*

### **Tennessee Regulatory Authority**

*Stacy Balthrop  
Monique Brazelton*

*Kelly Cashman-Grams  
Jaclyn Hammons*

### **Tennessee Student Assistance Corporation**

*Darolyn Porter*

*Jason Seay*

### **Tennessee Wildlife Resources Agency**

*Gray Anderson  
Mitch Bailey  
Tim Cleveland  
Kim Elkin  
Shurki Ghusein  
Dale Grandstaff  
Mark Gudlin  
John Hammonds*

*Bonnie Heithcock  
Thomas Jaynes  
Marc Lipner  
Michael May  
John A. Mike  
Wilma Newsom  
Rick S. Pharris  
Darryl Ratajczak*

*Darren Rider  
Mark Ridings  
William Mark Thurman  
Rob Todd  
Joey Wray  
Chuck Yoest*

### **Tourist Development**

*Patrick D. Casey  
Cindy Dupree*

*Bennjin Lao  
Pete Rosenboro*

*Barry W. Young*

### **Transportation**

*Matt Barnes  
Scott C. Black  
Dironna Belton  
Lyndsay Botts  
Anne Carlisle  
Brian Carroll  
John Cavaness  
Marian Teri Davis  
Tremecca D. Doss  
BJ Doughy  
Ann Epperson  
Michelle Frazier  
Kelly Garrett  
Danielle Hagewood  
Heather Hall*

*Tanisha Hall  
Ali Hangul, P.E.  
Shane Hester  
Jeff Hoge  
Todd Holden  
Liza Joffrion  
Susannah Kniazewycz  
Gretchen Lancaster  
Kristen Luttrell  
Kim McDonough  
Larry McGoogin  
Pam Monjar  
David Nelson  
Jay Norris  
Toks Omishakin*

*Jim Ozment  
Michelle Powell  
Jeremy Price  
Kenitha Reed  
Jermaine Scales  
Heather Stanford  
Whitney Sullivan  
Justin Underwood  
Mia Vickers  
Brian White  
Gwen Whittaker  
Mark Woods  
Keith Wright*

### **Treasury**

*Marcus Dodson  
Amy R. Dunlap*

*Rodney Escobar  
MaryBeth Franklyn*

*Erica Nale  
Lori Singleton*

### **TRICOR**

*Jimmy Bivens  
Adrienne Brandon  
Greg Clark  
Roger Clark  
Susan Cunningham  
Victor Edmonson*

*Sendy Gregory  
David Hart  
Sandra Kiger  
Eric Kohler  
Patricia Merritt  
Emily O'Malley-Laursen*

*Julie Perrey  
Troy Shanks  
Jeff Swayze  
Nikki Turner  
Annette Wright  
Richard Young*

### **Veterans Services**

*Mark Breece  
John Drnek  
Roger G. Harrell  
William Griffith*

*Gary J. Johnson, Jr.  
David Jungquist  
Joseph W. Lindsey  
Yvette Martinez*

*Travis Murphy  
Norman W. Nash  
G. Phil Sinclair  
Donald J. Smith*

### **Workers Compensation**

*Marshall L. Davidson, III  
Robert Durham*



## ***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 in using 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 \$1,500 each fiscal year for a total investment of \$3,000 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, 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 120 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 for each agency. 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 Dr. Trish Holliday, Assistant Commissioner and 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 Dr. Trish Holliday, SPHR, SHRM-SCP, Assistant Commissioner and Chief Learning Officer at [Trish.Holliday@tn.gov](mailto:Trish.Holliday@tn.gov).



## ***LEAD Tennessee Agency and Participant Commitment***

I commit to 100% participation in all dates and aspects of the LEAD Tennessee initiative.

- Orientation – November 7, 2016
- 1<sup>st</sup> Coaching Labs – January 17, 18, 19, 2017
- Summit #1 – February 27, 2017
- Summit #2 – April 24, 2017
- Summit #3 – June 26, 2017
- 2<sup>nd</sup> Coaching Labs – August 8, 9, 10, 2017
- Summit #4 – August 28, 2017
- Summit #5 – October 23, 2017
- Summit #6 – November 13, 2017
- “LEAD On” Celebration – December 11, 2017

If selected, I understand attendance at all events listed above is required. Full participant fee is charged regardless of the number of sessions attended.

My agency leadership commits to my participation in all events and views participation as a priority.

I understand participation in LEAD Tennessee does not guarantee promotion.

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Name of Agency

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Print Participant's Name

---

Participant's Signature

---

Date

---

Manager's Signature

---

Date

---

Appointing Authority's Signature

---

Date

**Please attach current resume to application**

**All applications should be submitted to the appointing authority who will then submit his/her recommendations to [Sharon.buwalda@tn.gov](mailto:Sharon.buwalda@tn.gov) by September 30, 2016.**



## ***2017 Participant Application Alliance 8***

Name: \_\_\_\_\_

Preferred Name for Name Tag: \_\_\_\_\_

Position: \_\_\_\_\_

Title: \_\_\_\_\_

Agency: \_\_\_\_\_

Division: \_\_\_\_\_

Business Mailing Address: \_\_\_\_\_

City, State, Zip Code: \_\_\_\_\_

Business Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Email Address: \_\_\_\_\_

Edison Employee ID: \_\_\_\_\_ Speed Chart Number: \_\_\_\_\_

Number of Direct Reports: \_\_\_\_\_

Manager's Name: \_\_\_\_\_

Manager's Title: \_\_\_\_\_

Manager's Email Address: \_\_\_\_\_

Emergency Contact Name and Number: \_\_\_\_\_

Dietary / Mobility restrictions: \_\_\_\_\_

Shirt Size (men's sizing):  Small  Medium  Large  X-Large  2XL  3XL  4XL

**Please attach current Resume**

**All applications should be submitted to the appointing authority who will then submit his/her recommendations to [Sharon.buwalda@tn.gov](mailto:Sharon.buwalda@tn.gov) by September 30, 2016.**

**Career path to date:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Attending LEAD Tennessee is important to me because:**

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**With the limited number of seats available in LEAD Tennessee per agency, explain why you should be selected to participate:**

---

**Please attach current resume**

**All applications should be submitted to the appointing authority who will then submit his/her recommendations to [Sharon.buwalda@tn.gov](mailto:Sharon.buwalda@tn.gov) by September 30, 2016.**

**How do you think your participation will contribute both to the agency and to your personal development?**

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**If selected, I will contribute the following three leadership strengths during the LEAD Tennessee initiative:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Please attach current Resume**

**All applications should be submitted to the appointing authority who will then submit his/her recommendations to [Sharon.buwalda@tn.gov](mailto:Sharon.buwalda@tn.gov) by September 30, 2016.**