Tennessee Government Leadership LINK

Newsletter of the Tennessee Government Leadership Council

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SPOTLIGHT ON LEADERSHIP WITH GOVERNOR HASLAM:

We are pleased to feature Governor Haslam in our inaugural issue. The Tennessee Government Leadership Council developed the following questions that would enable the Governor to share his thoughts on leadership.

What are you doing to ensure you continue to grow and develop as a leader and can you share a few resources you would recommend to support that growth?

I think good leaders are lifelong learners. So I'd say I'd focus on reading about other people who are in similar situations to me. I think a second focus would be to always be asking a lot of questions of people who are in similar jobs. The old saying, "If you're talking you're not learning," I think is doubly true as a leader. The tendency as a leader is, because people ask you questions all the time, is to always be talking. The challenge is to turn that around where you are asking questions and learning.

What is one characteristic you believe every leader should possess?

Humility. I just think the challenge in leadership is everybody is always coming to you for the answer or deferring to you, and that's a dangerous position to be in if you want to get to the right answer.

What advice would you give someone going into a leadership position for the very first time?

Surround yourself with great people in two ways: First, as a leader, you're going to be limited in what you can do. So you need to make certain the people who are on your team and implementing the plans and programs are people you trust and are capable of doing the job. The second group of people you should surround yourself with are people you can bounce ideas off of. You should have somebody who serves as your unofficial board of directors to help you think through difficult situations.

What is the biggest challenge facing a leader in state government today as they strive to make their agency more customer-focused?

I think there is always a tendency to give in to doing things the way that we've always done them. One of the challenges in state government is that you only get your head bopped when you pull it up to do something different. So the media

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SPOTLIGHT ON LEADERSHIP WITH GOVERNOR HASLAM:

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notices we've changed how we do it and the people who used to benefit from the old way of doing things notice that and all of a sudden there's a lot of talk and complaining about the change. So it's always easier just to keep on doing what you've been doing, but that doesn't mean it's the right thing to do.

What is one mistake you witness leaders frequently making when leading an organization through change?

The most common mistake is to go either too fast or too slow when you're leading change. So the challenge obviously is to know: Are you going too fast or too slow? That's why it's so critical to have a team of people around you who can help you assess the status at that point in time.

How do you ensure your organization and its activities are aligned with your "ethical values"?

At the end of the day, the only way you can really make certain you do that is to hire people who share your values. As a leader, a lot of people are going to be making decisions in your name. There is no way to oversee all of those decisions, so it's critical that the people you hire be people who not only are good at what they do but share your values.

As a leader, generating trust is essential, especially during times of change. Can you give our audience some leadership factors that tend to generate organizational trust?

I think the biggest thing that generates organizational trust is when people truly feel like your motivation is for the good of the organization and for your team. When people feel like your motivation is for your own good, trust dissipates quickly.

What would you like your legacy as a leader in public service to be once you leave government service?

I hope our legacy is that we brought a lot of great people into state government who saw being a part of state government is a wonderful way to serve.

Leadership isn't about you,
it's about the people you lead
~ Governor Bill Haslam

TGL Council Meeting

"If your actions
inspire others to
dream more,
learn more,
do more and
become more,
you are a leader.
~ John Quincy Adams

Message from Commissioner Rebecca Hunter

One of the most rewarding parts of my job as Commissioner of the Department of Human Resources is the ability to provide public leaders across the state with world-class learning and development opportunities, inspiring them to reach within themselves to be the best they can be for the citizens of our state. Equipping our leaders with such training not only increases their knowledge, but gives them the assurance that state government treasures their service and recognizes they are a valuable talent in which we are investing.

However, all too often leadership development is viewed as a training event; as something that one does, checks the box, and then it's over. The reality is that leadership development is not an event; it goes beyond attending a training session or even a series of sessions. Unfortunately, attending one of Tennessee state government's leadership development initiatives may be viewed as an end in and of itself rather than as an opportunity to continue to grow in the skills required to become an even more effective leader. I encourage my team to maintain a mindset of continuous improvement, or a mindset that understands we never "arrive" when it comes to developing as a leader.

Continuous improvement and tireless dedication to excellence is something that each of us can model in our own way as an example to others in the state workforce. As we work together to make state government more effective and efficient, let's remember to encourage, inspire, and model the fundamental importance of personal and professional development of our state's best and brightest public servants.

Meet the Tennessee Government Leadership Council

The Tennessee Government Leadership Council (TGLC) was created in response to feedback from attendees of the 2011 TGL Conference to provide strategic guidance in development opportunities for leaders in Tennessee state government. The TGLC is made up of alumni leaders from LEAD Tennessee, The Tennessee Government Executive Institute (TGEI), and the Tennessee Government Management Institute (TGMI). The TGLC, through monthly meetings and assigned projects, will provide collaborative effort and input to unify leadership development in Tennessee state government in the five strategic areas featured at the 2011 conference:

1) Vision 2) Communication 3) Engagement 4) Systems-Thinking 5) Forward Focus

Tasked with spreading the vision of leadership development, the TGLC works with DOHR to create an environment for change and promote continuous improvement opportunities by which to achieve leadership excellence in state government.

The TGLC members are considered to be, both individually and collectively, champions for leadership excellence by providing support for the various components of leadership development for Tennessee state government. This

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support includes the three premiere statewide leadership initiatives – LEAD Tennessee, TGEI and TGMI; the annual TGL Conference; and future leadership development paths. Activities of the TGLC include: producing a quarterly newsletter highlighting exceptional state leaders, sharing development opportunities and valuable leadership resources; creating a leadership development path initiative; promoting statewide initiatives such as Customer Focused Government; and providing input and planning for the TGL Conference. The TGLC is committed to fostering cultural change, as well as promoting leadership development at every level in state government.

Feel free to contact members of the TGLC to provide suggestions or comments concerning leadership development for Tennessee state government.

Tennessee Government Leadership Council Members

Council Chief Executive Sponsor
Rebecca Hunter, SPHR, Commissioner
Department of Human Resources

Council Executive Sponsor
Trish Holliday, M.A., SPHR, Chief Learning Officer
Department of Human Resources

Council Liaison
Ernie Ricketts, Ph.D., SPHR, Director of Organizational Development
Department of Human Resources
Strategic Learning Solutions Division

- **Dorinda Carter – TGEI, LEAD Tennessee**
  Department of Correction
- **Stephanie Dedmon – TGEI**
  Department of General Services
- **Tammy Gennari – TGEI Steering Committee President**
  Bureau of TennCare
- **Sendy Parker Gregory – LEAD Tennessee**
  TRICOR
- **Casey Mahoney – LEAD Tennessee**
  Department of Environment and Conservation
- **Julie M. Perrey – LEAD Tennessee, TGEI, TGMI**
  TRICOR
- **April Romero – TGMI Steering Committee President**
  Department of Finance and Administration
- **Brigitte Tubbs-Jones – LEAD Tennessee, TGEI**
  Department of Human Resources
- **Andrea L. Wilson – LEAD Tennessee**
  Department of Safety and Homeland Security
- **Patricia H. Chatman – TGEI**
  TN Housing Development Agency
- **Susan Dill – TGMI**
  Department of Finance and Administration
- **Tammy Golden – TGEI**
  Department of General Services
- **Richard Kennedy – LEAD Tennessee, TGMI**
  Commission on Children and Youth
- **Tom O'Brien – LEAD Tennessee**
  Department of Intellectual and Developmental Disabilities
- **Lynette Porter – TGEI**
  Council on Developmental Disabilities
- **Lee Ann Smith – LEAD Tennessee**
  Department of Finance and Administration
- **E. Ross White – TGMI**
  Department of Commerce and Insurance
- **Mark E. Woods – LEAD Tennessee**
  Department of Transportation

A Leadership Resource: A Whole New Mind
By Daniel Pink
Book Review by Trish Holliday

As leaders, we are charged with continuing to enhance our own understanding of leadership and leading others. Reading Daniel Pink's book, A Whole New Mind, was an invigorating experience for me. I found myself not only affirmed but inspired with his vision for the future of our emerging world for leaders. I became captivated at his assertion that thriving in the 21st century will require more than being a subject matter expert. According to Pink, there are six essential aptitudes on which professional success and personal satisfaction increasingly will depend. These "six senses", design, story, symphony, empathy, play, and meaning are called "high concept" and "high touch" aptitudes. As I consider how leadership is impacted by these six senses, I am encouraged that we can be positively influenced as leaders. Specifically, I invite us in the state leadership community to consider how the inclusion of each sense could potentially add value to our organizations and to those we lead.

As we move from the Information Age to the Conceptual Age, leaders must consider how they are leading others, inspiring others, and engaging employees at all levels. This leadership book challenges leaders to think differently about the skills, traits, and characteristics needed to become more effective communicators and innovators. This description of essential leadership competencies becomes a powerful image for the global workforce as it suggests the need for a more inclusive and diverse set of abilities.

As I carefully consider what the current successes are in our state, I realize we have begun incorporating many of the "six senses" in our leadership strategies across state government. How does state government become an employer of choice if we do not respond in a way that individuals can use their diverse abilities in how they serve the citizen? This becomes the important question for us as leaders in state government. Our ability to invite more collaborative conversations allows us to draw from each other's strengths. As leaders in government understand the impact innovation can have on the delivery of products and services to citizens, it gives more value and relevance to thinking on a broader scale. This gives leaders the opportunity to welcome innovation and continual improvement as key business drivers to achieve desired results.

The sense of meaning is one of optimism for today's workplace. Specifically, state government is an excellent place for individuals to find purposeful work. People want to be a part of serving the greater good and contributing to the success of the mission to serve others. Pink asserts "As more companies grasp this idea, we are likely to see a rise in spirit in business-a growing demand from individuals for work places that offer meaning as well as money". Ensuring that workforce development is central to improving efficiency and effectiveness, leaders help further the goal of the state becoming an employer of choice. Employees like to know they add value. Investing in the development of others is foundational to attracting top talent.

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The incorporation of the "six senses" into how we lead others, gives leaders in state government the opportunity to recognize the importance of diversity of skill needed for accomplishing our strategic and operational goals. Achieving desired results positions the state of Tennessee to ultimately become an employer of choice as individuals in the workforce thrive in their service to the citizens of Tennessee.

"The future belongs to a very different kind of person with a very different kind of mind—creators and empathizers, pattern recognizers, and meaning makers."

~ Daniel Pink

Recommended Leadership Reading:

- Change the Culture, Change the Game—Roger Connors and Tom Smith
- Influencer: The New Science of Leading Change—Joseph Grenny, Kerry Patterson, David Maxfield, Ron McMillan and Al Switzler
- What Got you Here Won't Get You There—Marshall Goldsmith
- Winning—Jack Welch

"Experience is a great teacher."

Leadership Resources

Leadership In Customer Service

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? Great customer service in Tennessee government is an essential component of our roles as public servants. As leaders, we must recognize our fellow trailblazers, especially those who execute a task as challenging as customer service can be. The Tennessee Government Leadership Council (TGLC) Systems Thinking committee is accepting nominations for the Leadership in Customer Service Award. Nominations will be accepted from the Tennessee Government Leadership alumni and be reviewed quarterly by the TGL Customer Service Task Force. Nominees do not have to be TGL alumni. Nominations will require a short narrative describing why the nominee should be considered.

Examples include:

- Creating a policy or strategy to improve customer service or customer satisfaction within your department, division, or work section.
- Going above and beyond the normal call of duty to deliver great customer service.

Nominations should be submitted to a representative of the TGL Customer Service Task Force. To obtain a nomination form, email one of the members:

Mark.Woods@tn.gov Thomas.O'Brien@tn.gov Andrea.L.Wilson@tn.gov

The Black Belt Leadership Program 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 TN, Tennessee Government Executive Institute (TGEI) or Tennessee Government Management Institute (TGMI). Alumni may continue their journey of leadership development through participation in the Black Belt Leadership Program.

There are six levels of the Black Belt Leadership 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 most 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.

"Mentor Tennessee" is a new dynamic mentoring program for TGEI, TGMI and LEAD alumni that 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 in partnership with a qualified mentor, to promote professional and career development that is targeted to each mentee's goals and individual needs.

Through the mentoring relationship, mentors have the ability to coach, guide and share experiences, knowledge and skills which will contribute to the mentee's growth and development.

Watch for details to be announced at the Tennessee Government Leadership Conference.

Developing Statewide Leaders

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/ manager. High potential emerging leaders within agencies are also invited to participate, thus providing the unique experience of multi levels within government learning together.

TGEI is designed for senior-level leaders. Suggested state working titles include Deputy Commissioners, Assistant Commissioners, Wardens, Directors, Senior-level leaders, etc.

TGEI is a two-week residential executive institute that provides senior-level managers in Tennessee state government the opportunity for academic study and learning in executive responsibility and cross agency networking designed to enhance the individual skills of senior leaders.

TGMI is designed for middle managers with supervisory and/or project management responsibilities. Suggested state working titles include Assistant Directors, Program Managers, Associate Wardens, Associate Superintendents, Administrative Service Managers, Human Resources Managers, etc.

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

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