

# Tennessee Government Management Institute Alumni Newsletter



## DR. MACEL RECEIVES PROMOTION AT UT

The University of Tennessee recently announced that Dr. Macel Ely has been promoted to the position of Training Program Manager for the UT Municipal Technical Advisory Service (MTAS), a division of the Institute for Public Service. In his new capacity, Dr. Macel will lead all training for municipal governments and city employees attending training sponsored by MTAS.

As of recent, Dr. Macel served as the interim program manager of the Naifeh Center for Effective Leadership where he managed both the TGMI and TGEI programs for the State. Prior to that position, Dr. Macel worked alongside the TGI programs in various capacities for over seven years.



Dr. Macel states, "It was a great honor to work every year with TGMI participants and its wonderful alumni. I absolutely loved getting to know each and every participant. This program is a powerful tool for our state employees and really does showcase the very best our state has to offer. I loved working with Commissioner Hunter, Trish and the TGMI Alumni ... The participants made my job fun and meaningful, and it will always be a great season that I will fondly remember."

Dr. Macel also is quick to point out that he still plans to be active when he can with the alumni association: He smiles and emphatically states, "The TGMI experience bonded me with folks from around the state whom I will always cherish. I plan to maintain those friendships and colleagues forever. I also plan on not being a stranger. Look for me to be at those alumni events ... I consider myself forever to be part of the TGMI family!"

## DR. GARY PEEVELY HIRED AT UT

I am pleased to announce the hiring of **Dr. Gary Peevely** as the new program manager for the Naifeh Center for Effective Leadership. He will start his new position on July 1, and will be based in the Institute for Public Service Knoxville office.

Dr. Peevely currently is an associate professor in the Carter & Moyers School of Education and the Executive Leadership and Education Leadership doctoral programs at Lincoln Memorial University. From 1997 to 2009, he worked at Tennessee State University in several different capacities including director of the Center of Excellence: Learning Sciences. He was the superintendent of Rogersville City Schools from 1981-1992, and he has served as director of finance for federal programs and superintendent assessment and training for the Kentucky Department of Education. While there he implemented the Support Educational Excellence in Kentucky funding program within the Kentucky Education Reform Act.

He graduated with a bachelor's degree in elementary education from Lincoln Memorial University, received his master's in the same discipline from Union College, and received his doctorate in education administration from the University of Tennessee, Knoxville.

Dr. Peevely was one of an excellent pool of candidates we had for this position. I'm excited with his extensive background in education and leadership programs, and know he will be a great addition to the Institute for Public Service.

Mary Jinks

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### SPECIAL POINTS OF INTEREST

- Check out the competition for a \$25 gift card
- Read about updates from your class and others
- Check out all the great photos
- We need some help!! If you are interested in and have the time to devote to it, we are seeking someone to be the backup administrator of our TGMI Alumni database. Please contact April Romero if you are interested.



Chairperson  
Debbie Rivers

## THOUGHTS FROM THE CHAIR

I never imagined that I would be the Chairperson for the TGMI Alumni, and as I reflect on the years that brought me to this place and remember where I was when I went through TGMI, I find myself encouraged at what is possible in life.

Regardless of your beliefs, religious or political affiliations, I want to speak to you today about hope and encouragement, and about how these seemingly small things can drive each of you to greater places in your lives than you ever thought possible.

I remember what it was like as a young adult to have a heart full of fear – fear of failure, fear due to a lack of knowledge and education, fear of loss. But through the years there were people who gave me small words of encouragement or positive

cookout that is held every year for the new TGMI class as they go through their first week of the program. This event is always one I like to go to because the enthusiasm of the new class and the chance to get back in touch with other TGMI Alumni is always so rewarding. As I was talking with the new class and hearing their discussions on the various things they had been learning, it struck me how far I had come since my TGMI experience. The tools I was given during that program have helped me to achieve goals that I didn't dare to dream for myself back then, much of it because I was willing to take some risks and try some new things and to see beyond today.

I don't think I would have been willing to

## *TGMI Mission Statement: Inspiring Tennessee's managers toward dynamic leadership.*

### SAVE THE DATE

Steering Committee Meetings the remainder of the year are on:

July 16, August 6, September 10, October 8, November 12 and December 17

TGMI Lunch and Learn event about LEAN—week of August 19

TGMI Class of 2013 Graduation—August 30

Second Harvest Family event October 10, 2013

TGMI Holiday Breakfast—December 6

praise for a task well done, and those words started to build a sense of confidence in me that was based on experience and success. Even in the midst of failures in my life, it was the people who helped me to see that there were good things to be pulled out of those experiences who had the greatest impact and who helped me to find a sense of hope in the future and build the belief that I could do better! Those small words of encouragement helped me to find the willingness to not let failure defeat me, but for me to try again at the goals I had for myself.

When was the last time you encouraged a person you worked with, or who worked for you? Even a small comment can go a long way toward helping a person improve or want to grow. Have you provided that support to anyone lately?

Maybe you are in a place in life where you need some encouragement, or you are feeling hopeless. Have you picked up the phone or reached out to one of your fellow TGMI'ers lately? I know of a number of my fellow classmates who would be more than happy to listen and help me work through worries or concerns, and I'm confident that you know many people like that in TGMI as well. When did you last admit that you needed a helping hand?

I just got back from the Alumni sponsored

take those risks without the encouragement of good people, the training provided to me, and the small hope in my heart that I could be more than I was today.

So, I pass on this encouragement to each of you – look for ways to be more than you are today, and take the opportunities to both give and receive encouragement. Find hope, even amidst the hard times, and remember that as graduates of TGMI you have been chosen as a leader and as someone who has the potential to take Tennessee Government into a successful future. Take heart from that past success and those signs of encouragement, and build on them as you look to your future goals.

As you know, this is my last opportunity to speak to all of you since I am moving to Florida. I guess you could say that I'm reaching for some new dreams and taking some new risks in my life. I am saddened that they have taken me away from my TGMI family, but be rest assured that I will carry you with me through the years and I will always be grateful for what TGMI has given to me. I would not be who I am today without this experience! Thank you for letting me be your leader, even if only for a brief time.

-Debbie Rivers

# Welcome to the Alumni

# WELCOME TO THE ALUMNI!



Cristina Alford  
Department of Health



Jaclyn Austin  
Comptroller of the Treasury



Bruce Balcom  
Tennessee Housing  
Development Agency



Alex Barger  
Department of Safety  
and Homeland Security



Jay Barnes  
Tennessee Bureau of Investigation



John Barrett  
Department of Transportation



Tracy Bell  
Department of Human Services



Brad Bishop  
Department of Military



Nicholas Brindle  
Department of Human Services



Melissa Brown  
Tennessee Advisory Commission  
on Intergovernmental Relations



Aaron Butler  
Bureau of TennCare



Nicole Chamblee  
Department of Financial Institutions



David Cook  
Comptroller of the Treasury



Susan Cunningham  
Tennessee Rehabilitative Initiative  
in Correction (TRICOR)



Penny DiPiazza  
Department of General Services



Alayna Duffel  
Department of Correction



Caira Garcia  
Department of Intellectual  
and Developmental Disabilities



Craig Hanrahan  
Tennessee Emergency  
Management Agency



Robin Hausken  
Tennessee Housing  
Development Agency



Mitzie Hinson  
Department of Safety  
and Homeland Security



Julie Johnson  
Department of Human Resources



David Lane  
Department of Correction



Andrew Main  
Department of Finance  
and Administration



Tony Mays  
Department of Correction



Louella McElroy  
Department of Financial Institutions



Wayne Pierson  
Department of Health



Judith Poynter  
Department of Commerce  
and Insurance



Michelle Smith  
Department of Intellectual  
and Developmental Disabilities



Todd St. John  
Tennessee Wildlife Resources Agency



Jonathan Thompson  
Board of Parole



Joseph Underwood  
Department of Commerce  
and Insurance



Gale Wagner  
Department of Transportation



Jack Williams  
Department of General Services



Kevin Williams  
Tennessee Bureau  
of Investigation



Melissa Wiseman  
Department of Finance  
and Administration



Class of  
2013

## CLASS OF 200-II NEWS

Lois Barrett Luke has started a company called Blue Sky Claims Support Inc. which provides claims support services and assistants for people in the insurance industry.

Randy Carroll has recently moved to Chattanooga for his job with TVA. He represented our class by speaking to the TGMI Class of 2013 in Knoxville in June.

Steve Gatlin has nearly completed the requirements for his BS in Criminal Justice from the University of Tennessee – Chattanooga.

For the last year Gary McEntire has served as President of the Land Between the Lakes Regional Coalition. It is a group of chamber, business and government officials that surround LBL. The group's mission is to increase tourism to the area. The group attended the last four Travel South Shows to bring interest to the area.

## COMMUNICATION COMMITTEE UP-

The Communication Committee is comprised of all the TGMI Class Reporters from each class. At the first of the year the committee met to discuss what we would like to accomplish as our committee goals. We decided on three goals, they were:

*Continue to increase membership on Linked In in 2013, as of 1/16/2013 membership was at 117 members. As of June 25, 2013 membership was at 133 and then the full class of 2013 was invited to join the group.*

*The Chair to communicate some type of Alumni information to the entire Alumni at least once each month of 2013. This goal was accomplished either by way of*

communication directly from me, or by a delegate of mine each month.

*Each class reporter to communicate some type of information to their class at least once each month in 2013. I am hopeful this goal was met each month. Each month on the last day of the month all class reporters get an email from me reminding them of the goal and providing suggestions of items to share with their class.*

I am so encouraged by the participation from each class reporter!

- April Romero, Chair

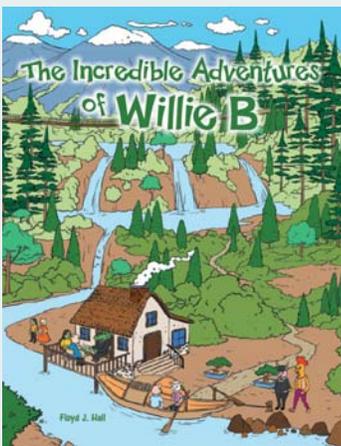


April Romero

## TGMI Vision Statement: To become a resource for improving government.

## CLASS OF 2000 NEWS

Floyd J. Hall has written *The Incredible Adventures of Willie B*, which is available in paperback. Other published materials from Floyd include *Brown 5, I Am*, *Concerning a Rose Bud*, *I Be Runnin'* and *The Autobiography of Rudolphia Rodgers Hall*. His latest publication can be found at Amazon.com. Congratulations Floyd!



## BUSINESS EVENTS COMMITTEE UPDATE

The 2013 Business Events Committee, along with members of the Steering Committee and other TGMI Alumni, have taken part in two recent events with the TGMI Class of 2013. First, several of us attended Orientation for the Class of 2013 on April 19th, greeting class members as they entered TBI Headquarters. As usual, members of the new class had plenty of questions for the alums, from "What's the food like?" to "What can I expect to get out of TGMI that will benefit my agency?" In some cases, it's difficult to put into words what one might expect to get out of the experience. However, I think we can all say the friendships and connections with other state employees have all played a big role in our careers after our two weeks were over. We did our best to give the new class a taste of what the TGMI Family is about and what it can mean to them in the future.

By the time we traveled to Natchez Trace State Park on May 9<sup>th</sup> to treat the new class to a picnic by the pool that included some incredible fajitas (thank you Lauren Hill and Tennessee State Parks!), Class of 2013 members were beginning to understand. Several alumni were able to make the trip, including Steering Committee Chair Debbie Rivers, Vice Chair April Romero, Class of 2009 President Mehran Mostajir, Archie Doby from the Class of 2008-I, and myself. We were lucky enough to have a little time before the picnic to visit with the new class in the "Hospitality Room" where it became clear that this class is much like those that came before – connections and new friendships had been made, relationships were growing stronger, and everyone was learning a great deal in class, about themselves, about others, and about making Tennessee State Government the best it can be.

We're all very excited to see how the class changes by June 17<sup>th</sup>, when several of us will travel to Knoxville to meet with them during their 2<sup>nd</sup> week. At that time, we'll spend more time getting to know them, but mainly we'll describe to them how they can contribute to TGMI after their two weeks is over, through their class officers and through participation with the Steering Committee. My goal is to secure some sort of participation from each of them in the coming years, as TGMI's strength comes through the strength and participation of its alumni. And we all contribute to future success of the state by staying involved and maintaining those connections into our future careers. If you happen to have a member of TGMI Class of 2013 in your agency, reach out and welcome them to the family. If you can, try to attend their graduation on November 22<sup>nd</sup>.

We also look forward to seeing as many of you as we can at the TGMI Holiday Breakfast on December 6<sup>th</sup> – mark your calendars!

-Greg Spradley, Chair



Greg Spradley



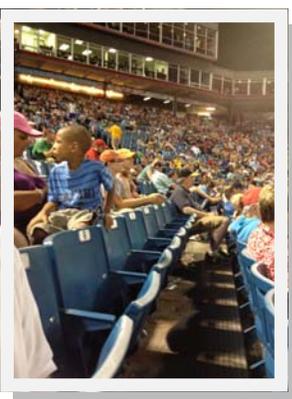
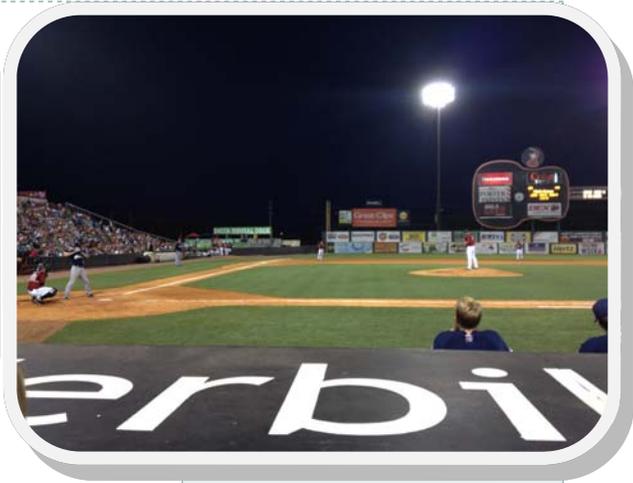
## SOCIAL EVENTS COMMITTEE UPDATE

So far this year we have had some great social events for alumni to attend. Our first event of the season was to attend a show at TPAC. By way of a survey, the alumni selected the show *Cabaret*. Eleven tickets were sold to that event, unfortunately we have no photos to share. We also attended another TPAC event, the viewing of the original emancipation proclamation. A good number of tickets were sold for this event; however, it wasn't coordinated in a way for us to attend as a group at the same time. Our next event was a Nashville Sounds baseball game, which unfortunately was rained out and had to be rescheduled. After we



*TGMI Values Statement: As alumni of the Tennessee Government Management Institute, we value: Service: to the citizens of Tennessee, to the government of the State of Tennessee, and to our communities, Education and training, Mentoring, Networking, Team*

Rescheduled the event for June 15th, we had sold nearly thirty tickets. It was a great night and we had amazing seats!! We were located right above the opposing teams dugout and event had children of our alumni invited to sing "Take Me Out to the Ballgame" on top of the dugout during inning seven.





## March 2013 Habitat for Humanity TGMI Community Service Project

For the ninth year running and the 10<sup>th</sup> build day, the TGMI Habitat for Humanity community service project was held March 16, 2013 at the Park Preserve subdivision north of Nashville. Even though the TGMI volunteer turnout was low at three alumni, the project was a success again with the team helping to keep the work on the house on schedule and all that attended had a good work day with wonderful sunny, warm weather and a stiff breeze. Work for the day was wrapped up around 2 PM.

I again contacted Matt Hawkins with Habitat for Humanity in February to schedule a date in March or early April. He was very helpful coordinating a date and a work day with tasks that different folks with varying skill levels could participate in. We set a target for 8 volunteers from our group for the project. Unfortunately we couldn't meet that goal again this year.

We participated in day seven of the eight days of construction on a house for a new owner that we met on site. Her name is Denise Clardy. She and her family are very excited to get into their new house. Habitat has contractors on site supervising the build and providing tools and they work rain or shine. Our three TGMI volunteers partnered with students from Belmont University and employees from Southeast Financial Credit Union to help get the day's tasks completed. The house we were assigned to for the day was sponsored by Ingram Entertainment. The combined groups did lots of finishing touches like installing doorknobs, towel racks, appliances, finishing trim work, caulking and filling nail holes, and hanging blinds inside while some finishing trim and landscaping were done outside.

The three volunteers that participated on the build day included personnel from two departments of state government and consisted of three TGMI alumni from two classes.

We started later than usual this year at 7:30 AM which for a late riser like me is a nice change. The university students appreciated that as well. Everyone got on task after some detailed training by the onsite supervisors and all the tasks were completed by the end of the day. The day ended around 2 PM and was a pleasant day to be outdoors. It was a very fulfilling day on site as usual for a Habitat project with most of us getting to apply skills and knowledge learned on past projects.

Thanks to all those that participate in our Habitat for Humanity projects each year and all those that are there in spirit as well. Matt and the supervisors on site were great to work with and provide a great service for the community and we are glad to lend a hand to such a great cause and put charitable donations to work to help the community.

If you would like to set up a time for a small group to volunteer on a build day or at the Habitat stores or tutoring prospective home owners, contact Jon Zirkle at TDOT or Mr. Matt Hawkins at 254-4663 ext 238.

By Jon Zirkle, Class of 2003

## COMMUNITY SERVICE COMMITTEE UPDATE

On January 12, 2013, TGMI volunteers met at Second Harvest Food Bank to help sort food. The majority of us ended up in cold storage sorting various meat products for the afternoon. So far this year, this has been our most successful community service project. We had a total of 8 participants!

Several people indicated that they would like to bring their children to help at Second Harvest. We did have one youth participant (over the age of 12) with us in January. Thursday night is family night at Second Harvest and children as young as 6 years old may participate. With that in mind, our next scheduled Second Harvest event occurs on Thursday October 10, 2013 from 5:30–8pm. This family night occurs during Fall break for Davidson, Rutherford, Sumner and Wilson County schools.

On Saturday, March 16, 2013, TGMI volunteers took part in a Habitat for Humanity build day at the Park Preserve subdivision north of Nashville. This was TGMI's ninth year in a row working with Habitat for Humanity!

TGMI volunteers have also continued our quarterly Adopt A Highway clean-up events. The next clean-up date is June 22, 2013. Please contact Chris Harris at [Chris.Harris@tn.gov](mailto:Chris.Harris@tn.gov) to sign up for this event!

We would like for more people to be involved with the Community Service Committee. If you have ideas for community service projects, or if you are interested in leading any projects, please contact me at [Jason.Conner@cot.tn.gov](mailto:Jason.Conner@cot.tn.gov). -Jason Conner, Chair



Jason Conner

# CLASS OF 2002 NEWS

HAPPY BIRTHDAY TO MOM!!! Happy 95<sup>th</sup> birthday to be exact!!!



Mrs. Mildred Geraldine Malone Allmon, the mom of our own Ms. Carolyn Stonecipher, celebrated her 95<sup>th</sup> birthday earlier this year. Ms. Allmon was born on April 18, 1918!!! About 100 people helped Ms. Mildred celebrate, they partied like it was 1999; sorry, wrong party. But the entire Class of 2002 hopes that all of TGMI will help us recognize this wonderful milestone. May we all be blessed to look this good and have such a beautiful smile, when we reach 95 years young.

And yes, that is Carolyn in the picture with mom. They both looked lovely, on this 20<sup>th</sup> day of April 2013. A good time was had by all in attendance, and can be enjoyed now by all who see this beautiful picture. Thanks for sharing Carolyn.

## Education

Lauren Brown, daughter of Rick C. Brown has finished her freshman year at the University of Tennessee of Martin, where she is a Pre-Vet major. We wish you all the best Lauren, as you further your education and go on to be an awesome Veterinarian. GO SKYHAWKS!!!

Phoebe Moore, the daughter of "Dutiful" Darrell Moore and his wife Pamela, was inducted into the Hume-Fogg Chapter of the National Honor Society on April 24, 2013. Her mom and dad are extremely proud of her accomplishment, as are all of the members of the Class of 2002!

## RETIREMENT

Our respected colleague and friend, Ernie Taubert, retired following over 40 years of tremendous service to the citizens of Tennessee! His last day on the job was May 30, 2013

Ernie began his career working at the Fentress County Health Department as an Environmentalist I on May 1st 1972. Ernie transferred to the Putnam County Health Department in 1979, served as Director of Environmental Health Services for Putnam County. He was soon promoted to district supervisor of the Upper Cumberland Region. Ernie took educational leave for one year (1986) and earned his Master of Science degree through the Water Center of Excellence at Tenn. Tech.

He conducted his graduate research and thesis on "The Impact of Confined Animal Feedlots on Stream Ecology." Upon returning to work, Ernie managed the statewide Experimental On-site Systems Program for the Division of Ground Water Protection's (GWP) Central Office. Ernie later accepted the position of Environmental Field Office Manager for GWP in the Upper Cumberland Region. In July of 1998 Ernie was promoted to Manager of the Regional Office in Cookeville (Environmental Assistance Center Manager). He remained in this position until May of 2002, when he was promoted to Deputy Director for the Division of Ground Water Protection. Most recently, Ernie has served as Soils Program Manager and special projects manager for the past few years.

Please join us in congratulating Ernie on his stellar career and many contributions to the Department of Environment and Conservation and we wish you a happy and healthy retirement.

Congratulations, Ernie, and huge thanks for your outstanding service!

(Taken from announcement received from Class Member Debra Shults)

## CLASS BIRTHDAYS

January –Dorothy McCrady – 22nd

February – Mike Travis – 27th

March –Darrell Moore – 17th; Harriette Jenkins (Wise) – 17th; Robin Inglis – 19th; Sheryl Holtam – 30th

April –Tim Weaver – 8th; Deborah Reeves – 18th; Ashley Holland (Glover) – 21st; Carolyn Stonecipher – 23rd

May – Lewis DeBoard – 23rd; Scotty Lewis – 27th

June – Jackie Baker – 18th; Cynthia Hancock – 30th

July –Belinda Bolton – 2nd; David Chaffin – 17th

## LIFE AND LOVE—In Memoriam

On Thursday, March 21, 2013, the beloved aunt and uncle of Sheryl Holtham (her mother's brother) were in a car accident. Despite Vanderbilt's best efforts, her aunt did not make it. She was only 54 years old, and had survived a myriad of other health issues. Sheryl's Aunt had just gotten on the liver transplant list. Ten or so years earlier, she had mononucleosis and hepatitis in the same year, and her health never fully recovered. She endured pain and discomfort through the last year of her life.

Sheryl's uncle, who is 60, has a 20 year history of heart problems. He sustained injuries to his kidney, head, arm and leg, and had massive bruising in the accident. Sheryl is so grateful that he survived. She said, "I just knew he would go into cardiac arrest, when he was told that my aunt didn't make it." Because it was a one-car accident and her uncle was driving, he blamed himself. He was in the trauma unit until Tuesday, March 26th, five days. The visitation for her aunt was on Thursday night and her funeral was on the following day, Good Friday. In a touching act of kindness, Sheryl's Uncle had scheduled the funeral for Good Friday, so as to avoid having it on Saturday, which was Sheryl's Birthday. Sheryl stayed with her Uncle from the day he went home from the hospital, until the following Sunday night, when another family member came and to stay with him.

Sheryl's Uncle is now talking about the future and he is talking about his wife more freely, both of which she takes as good signs. Let's all hold close to our loved ones, and let them know how important they are to us. This may appear at first glance to be a story of tragedy, but this is a love story; between a man and woman, and between a young lady and her special Aunt and Uncle.

(Sheryl, thank you for sharing this story with us.)



## CLASS REPORTERS

The newsletter editor is always looking for updates, stories, good news, etc., on our fellow alumni. In order to accomplish this, we utilize "Class Reporters" representing every one of the TGMI Classes. The reporters will be contacting you via e-mail, telephone or in person to pick your brain on any information you might have regarding fellow classmates as well as your own update. Please contribute information because your input is what makes this network so very viable. Listed below are the class reporters for each class.

**Class of 2000—Chuck Holland**

**Class of 2001—Donna Duarte**

**Class of 2002—Melvin Jones**

**Class of 2003—Don King**

**Class of 2004—Patsy Grooms**

**Class of 2005—Beth Pugh**

**Class of 2006—Lisa Walker**

**Class of 2007—Summer—Cynthia Greene**

**Class of 2007—Fall—Edwin Mimms**

**Class of 2008—Session I—April Romero**

**Class of 2008—Session II—Donna Morin**

**Class of 2009—Melinda Crutchfield**

**Class of 2010—Candy Williams**

**Class of 2011—Sherita Woods**

**Class of 2012—JeniLind Brinkman**

**Class of 2013—Robin Hausken**

FROM THE PREAMBLE  
OF THE TENNESSEE  
CONSTITUTION:

"Whereas, The people of the territory of the United States south of the river Ohio, having the right of admission into the general government as a member state thereof, consistent with the Constitution of the United States, and the act of cession of the state of North Carolina, recognizing the ordinance for the government of the territory of the United States north west of the Ohio River, by their delegates and representatives in convention assembled, did on the sixth day of February, in the year of our Lord one thousand seven hundred and ninety-six, ordain and establish a Constitution, or form of government, and mutually agreed with each other to form themselves into a free and independent state by the name of the state of Tennessee..."



TENNESSEE STATE CAPITOL  
(In These Halls)

In these halls are truth and justice  
In these halls where freedom lives  
In these halls find sweet solace  
In the blessing this house represents

People pass by, may take for granted

This beautiful symbol on the hill  
They may not feel the pride we feel inside

But take notice one day they will  
We are blessed to be born in this nation

To have symbols like this one here  
We are blessed to work for Tennessee

Where "Volunteers" have no fear  
No fear of life lived in service  
No fear of standing for what is right  
No fear of honor and service

Our commitment is our guiding light

In Tennessee we have tradition  
In these halls the ideal is made real  
We stand tall in our recognition  
In These Halls where our destiny is fulfilled

Picture and Lyrics By  
Melvin Jones, Jr. ©; edited-May  
30, 2013

## LEADER AS COACH

What comes to mind when you think of winning teams? Great strategies? Talented players? Cool mascots? Whatever the sport, successful teams share a common element – they have great coaches. And what is true in sports is also true in the workplace – great leaders know how to coach their teams.

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 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.

Leaders who coach ask questions to ascertain what goals their employees have and why those goals are important. Once goals are clarified, alternatives to achieving those goals are developed and then the best course of action is chosen for the employee to follow. Accountability measures are established so that the employee will know how successful he or she was in achieving the goal. This process becomes part of the workplace culture and results in several benefits such as employee and talent retention; no productivity lost from staff attrition; builds internal leadership pool; increases self-sufficiency; reduces "gopher" syndrome; and allows the manager to manage, not micro-manage.

The state of Tennessee's coaching model uses the acronym C.O.A.C.H. – Clarify goals, Observe motivation, Brainstorm Alternatives, Choose an action and Hold accountable. Learning this question-based model prepares state managers and supervisors to engage their employees on a regular basis in order to create an environment of continual improvement.

Great teams have great coaches. Leaders develop their individual employees so that they can have high performing teams that achieve agency goals. There may not be trophies for being a leader who is a great coach, but there is tremendous satisfaction in knowing that you are helping employees continuously improve, and in turn creating high performing teams.

Trish Holliday, M.A., SPHR  
Chief Learning Officer  
State of Tennessee  
Department of Human Resources

Ernie Ricketts, Ph.D., SPHR  
Director of Organizational Development  
State of Tennessee  
Department of Human Resources



Ernie Ricketts & Trish  
Holliday

# IMPORTANCE OF EMOTIONAL INTELLIGENCE

## DR. THOMAS KOHNTOPP

Today we'll consider *Emotional Intelligence* (EI), a personal trait or attribute that helps to enable individual success in life, whether at work, home, or out on the town with fellow TGI colleagues. EI is thought to be as important to individual success as general mental intelligence, which has to do with information assimilation and organization, and how appropriately and efficiently a person responds to the information, among other things. In some ways, EI may be more important. EI is often promoted as consisting of four attributes.

- **Self-awareness** – You recognize your own emotions and how they affect your thoughts and behavior, know your strengths and weaknesses, and have self-confidence.
- **Self-management** – You're able to control impulsive feelings and behaviors, manage your emotions in healthy ways, take initiative, follow through on commitments, and adapt to changing circumstances.
- **Social awareness** – You can understand the emotions, needs, and concerns of other people, pick up on emotional cues, feel comfortable socially, and recognize the power dynamics in a group or organization.

**Relationship management** – You know how to develop and maintain good relationships, communicate clearly, inspire and influence others, work well in a team, and manage conflict. (Emotional Intelligence, 2013)

To possess or acquire EI, a person would need to become proficient in the four attributes *sequentially* in the order they are listed. Think about it, without awareness, attempts at management would likely be futile. So, aware first, manage second. Once you acquire EI, your mental and physical health will be enhanced and improved interpersonal relationships can be established. I'm not sure if your breath will be sweeter or your wrinkles disappear, but . . .

Personal mastery and appropriate emotional behavior likely strike a balance between complete absence of affect (mood) and unbridled emoting or emotion, though I don't really think emotion is a word. What the heck, who has the authority to create words, anyway?!! Regardless, some may remember the original Star Trek TV show. If you don't, Google it or ask an older person if they can elaborate. However, if they're too old, they likely won't remember.

In my mind, two characters in the series particularly seem to represent the extremes of the emotional spectrum. One was Mr. Spock. He was void of emotion and feeling. Extremely intelligent, his life was guided by logic and not cluttered with useless feelings. The second character, Bones (aka Dr. McCoy), lived life from the heart and gut, though technically we know that most emotional response originates in the brain (even if our heart aches or our stomach turns). However, in the world of quality EI neither extreme fits. In essence, there must be a good balance where the successful person "appropriately" manages emotions and is attuned to the emotional states of others. Here, apply Kohntopp's Corollary when it comes to *appropriate* levels. For example, the "correct" emotional level in a budget meeting will be different than that displayed at a Peds match. Very different and both would be effective.

As stated earlier, emotions affect all aspects of life. For now, we'll draw our attention to the world of work. EI can influence many aspects of your job. Two common areas that come to mind are decision making and communications.

Let's address the second one first. Effective communications is the central theme to much of work. Beyond the accuracy aspect, the two-way issue, and the active listening matter, EI is very important. In fact, a key problem we all hear about is the impersonal modes of communication prevalent around us. Without hearing and seeing the other party, important aspects of the message are likely lost. Text, email, and other written electronic messaging don't quite live up to the level of a face to face exchange. My recommendation, achieve EI proficiency and visit people to discuss matters, or at least use the telephone or another electronic format that allows for a visual or verbal discussion.

Let's consider decisions. In many circles people are taught that rational decision making is the most appropriate approach to reaching a conclusion. Define the situation, identify the problem, collect data, analyze, weigh, conclude, etc. It seems to be a tested approach that has held up over time, making sense and widely embraced. Plus, think about all the poor decisions you've made on the spur of the moment because it just felt good. I am exaggerating, with some degree of truth. So, where does EI come into play? Well, if you subscribe to rational decision making, keeping *irrelevant* emotions in check may be important. With accomplished EI you will be mindful of the emotional state of others, as many decisions made today involve groups, colleagues, and cohorts. Also, expressing positive emotions throughout the decision making process can be a catalyst to synergistic processes.

Work in which I'm involved is revealing the true value of EI in daily life. In this review, we only presented two areas where EI can effectively improve outcomes and it seems reasonable to expect that EI mastery can do the same in other areas. I encourage everyone to explore. Go for it . . . get a buddy and get to work. I welcome success stories. Let me know what you try.

**Reference**—Emotional Intelligence. (2013). [http://www.helpguide.org/mental/eq5\\_raising\\_emotional\\_intelligence.htm](http://www.helpguide.org/mental/eq5_raising_emotional_intelligence.htm).

### CLASS OF 2010 NEWS

Scott Black was promoted to Director of Operations, Dept. of Human Services, Division of Appeals and Hearings on 12/02/2012.

### CLASS OF 2011 NEWS

Mike Blade was promoted to Director and Assistant Legal Counsel for Multifamily Development in THDA.

Mike Brown was promoted to TDOT Region 3 Director of Operations.

Effective May 12, 2013, Jason Conner became a Legislative Investigative Auditor 4.

Deanie White was named Assistant Director of the Classification/Compensation Division in DOHR on March 24, 2013.

Sakytha Jacobs has accepted a job in private industry. We wish her much success in her new endeavor.

### CLASS OF 2006 NEWS

Lauren Hill has accepted the position of Director of Revenue Management for Tennessee State Parks. She is responsible for revenue generating operations that include inns and conference centers, restaurants, cabins, gift shops, golf courses, and marinas.

Brayden Trout was born on December 17, 2012. Grandpa Billy is very proud of this young man! Mom and dad and baby are all doing great.



# 2013 STEERING COMMITTEE

Please remember you can always view our Steering Committee Minutes when they are posted to the website:

<http://tn.gov/dohr/TGMI/minutes.html>



Past Chairperson  
Marilou Cook



Chairperson  
Debbie Rivers



Vice Chairperson  
April Romero



Tina Fox  
2012 Class Member



Kim Harmon  
2012 Class President



Mike Blade  
2011 Class President



Jason Conner  
2011 Class Member



Trish Holliday  
Ex-Officio Member



Mark Patterson  
At Large Member Yr 2



Melinda Crutchfield  
At Large Member Yr 2



Greg Spradley  
At Large Member Yr 1



Terry Malone  
At Large Member Yr 1



Mike Travis  
TGMI Historian

## Two Weeks To Change Forever

*Two weeks can change your life forever  
Help you to renew and grow  
Bring out the best that is in you  
For there is always more to know  
Two weeks to become even greater  
To forge a bond that will never break,  
To find in yourself renewed assurance  
That positive difference TGMI can make  
So smile today in your knowing  
You have been given an awesome gift  
For the race is to those enduring  
Not to the expedient or the swift  
Strive each day to be better and better  
Train and share, be out front, be seen  
Stand up and show your brilliance  
You are learning what two weeks can mean  
Dedication and commitment  
Becoming an even brighter source of light  
These two weeks will have changed you forever  
For you will be Alumni of TGMI*

*Melvin Jones, Jr., ©*

*12/3/09; revised April 3, 2013*



## CLASS OF 2008-I NEWS

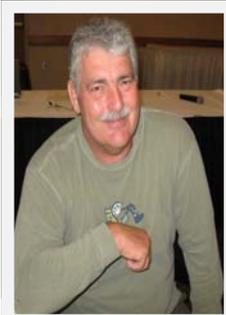


Cindy Patton has announced her retirement from State Government effective June 28th.

Trish Pulley became Trish Holliday in May, congratulations to the happy couple on their nuptials.



## CLASS OF 2009 NEWS



Guess what? Richard Presler is about to become a **GREAT** Grand-father. Who would have believed it? He barely looks 30! Richard's little bundle of delight is due this September!

On January 7, 2013, Gary Smith moved into his new position with the Department of Education! Gary is now the Provider Services Manager for Tennessee's Early Intervention System (TEIS). TEIS focuses on addressing the needs of young children with disabilities or developmental delays. Best wishes to you, Gary! We are proud of you!



Greg Spradley's daughter, Maddie, a member of the West Wilson Middle School Dance Team, won 1st Place in the Junior High Hip-Hop category at the JamFest Nationals, held at the Municipal Auditorium on Saturday, Feb. 2, 2013.

West Wilson Middle School's dance team with their 1st Place trophy and banner. Maddie Spradley, daughter of Greg Spradley, an alumni of the class of 2009, is 3rd from the right.



Miss Caroline Allen, daughter of our classmate, John Allen, is a finalist in Belmont University's Annual Poetry Contest. She won 1st place when she was in 1st grade and we would love for her to have that honor again.

## CLASS OF 2012 NEWS

Vickey Coleman, a 2012 graduate of TGMI, successfully defended her dissertation study the day after the TGMI Graduation Ceremony on 11/29/12. She has now earned a Doctor of Philosophy (Ph.D.) in Public Health with a concentration in Community Health Education and Promotion. For over 20 years, Dr. Coleman has served in myriad roles working with youth, but mainly, adults with mental health challenges and/or intellectual and developmental disabilities. She has been involved in the closure of two state-operated institutions, one as senior management (Nat T. Winston Developmental Center) and one as the senior associate of the court-appointed Federal monitor (Arlington Developmental Center). Dr. Coleman has also served as a Protection from Harm consultant for the United States Department of Justice in several states. Returning to state government in 2011, Dr. Coleman was appointed by Commissioner Jim Henry, Department of Intellectual and Developmental Disabilities (DIDD), to serve on his executive leadership team in a newly established position as Director of Advocacy Services. She currently has a dual role within DIDD. As the State Director of Customer Focus Services (Advocacy), Dr. Coleman is responsible for providing oversight of statewide advocacy services to individuals and their families, for the complaints resolution process, and for conflict resolution interventions. As the Transition NOW Coordinator, she is responsible for providing the oversight of compliance with Olmstead by overseeing the transition process of class members residing in nursing homes and private Intermediate Care Facilities in West Tennessee. Dr. Coleman resides in West TN with her husband Larry and their 12-year old son, Jabin.



## DO WE HAVE ANY COMPETITORS OUT THERE?

### OUR HISTORY

TGMI was created in 2000 for mid-level managers, with supervisory responsibilities, in state government. Each year, in two intensive weeks over a two-month period, TGMI provides thirty of state government's mid managers with the opportunity to broaden their perspectives of management, responsibility, and perspectives of leadership principles and practices. TGMI class members travel to the University of Tennessee in Knoxville and to a Tennessee State Park to develop additional skills and knowledge needed to efficiently manage resources and organizational systems and to analyze and discuss local changes that are rapidly occurring in the business, political and overall workplace environment. The TGMI experience is designed to help class members gain fresh perspectives and enhance their leadership skills.

State managers work "where the rubber meets the road". They must be able to interpret policy and law into workable processes for staff and they must champion change and assure that services to citizens are efficient, effective and customer focused. They must have skills and knowledge to improve workplace performance, interaction and productivity. TGMI provides a forum to develop the knowledge, skills and insight necessary to lead and sustain organizational effectiveness and efficiency in dealing with these challenges.

Do you like to draw? Do you find yourself doodling during meetings? Do you like to critique the logos and advertisements used in the marketplace today? If you do any of these things, or even if you just want to try something new, think about helping TGMI in their 'Design a new logo' contest!

We are in need of modernizing our logo to better reflect the new Mission Statement, Vision Statement and Values Statement which were update last year. Do you know what they are?

#### **Mission Statement**

Inspiring Tennessee's managers toward dynamic leadership

#### **Vision Statement**

To become a resource for improving government

#### **Values Statement**

As alumni of the Tennessee Government Management Institute, we value:

- Service: to the citizens of Tennessee, to the government of the State of Tennessee, and to our communities
- Education and training
- Mentoring
- Networking
- Team building
- Leadership

Does reading this inspire you to represent these values through a picture or drawing?

The TGMI Alumni Steering Committee is inviting all artists to use their skills for the TGMI logo contest. Entries will be accepted by email to April Romero and Mike Travis until October 7, 2013. Votes will be collected with the Member-at-Large elections sent out by Mike Travis.

The winning logo could be a symbol of TGMI for many years to come.

A \$25 Visa card prize awaits the winner. The awarding ceremony will be held during our annual Holiday Breakfast on December 6, 2013.

The contest is open to any TGMI alumni. Participants may submit as many entries as they can.



## CLASS OF 2013 WEEK TWO TRIP TO KNOXVILLE

The Class of 2013 held their class election during week two and elected the following persons:

- President – Bruce Balcom\*
- Vice-President – Alayna Duffel
- Steering Committee Member – Michelle Smith\*
- Class Reporter – Robin Hausken
- Social Director – Jaclyn Austin

The class chose to send their President and Steering Committee Member to the monthly alumni committee meetings to be their representation.



## BLAST FROM THE PAST PHOTOS



Class of 2007 with Dr. Tom



Past Alumni Chairs: Ross White, Jon Zirkle, Lauren Hill, Mike Travis, Greg Duncan & Melvin Jones



Debbie Rivers

## TGMI STEERING COMMITTEE UPDATE

It's hard to believe that we are already almost half way through the year! I guess time flies when you are having fun, and we try to enjoy ourselves on the Steering Committee. We started the year by assigning Chairpersons to each of the various committees. For those of you not familiar with the different committees, here is a basic description and the name of the current Chairperson:

- Charter Committee – Responsible for maintaining the TGMI Alumni Association By-laws, both in their current form as well as the history of any changes made over time. Also responsible for conducting the annual elections/nominations to Steering Committee positions. Current Chair – Mike Travis.
- Communications Committee – Responsible for coordinating and distributing the Alumni newsletter with all Class Reporters and for maintaining the Alumni website. Also assists with any mass communications that go out to Alumni. Current Chair – April Romero
- Community Service Committee – Responsible for proposing and coordinating any Alumni community service projects. Current Chair – Jason Conner
- Business Events Committee – Responsible for planning and coordinating new Class Orientation and Hospitality events such as the Alumni sponsored cook out. Also responsible for planning and coordinating any Lunch and Learn events and the annual Holiday Breakfast Event. Current Chair – Greg Spradley
- Education and Leadership Development Committee – Responsible for coordinating and assisting with the planning of the annual Leadership Conference event. Also responsible for coordinating and planning Speakers Bureau events (go and speak at High Schools about opportunities at the State of TN), as well as planning Mentoring events and initiatives for Alumni. Current Co-Chairs – Julie Perrey and Vicky Hutchings
- Social Events Committee – Responsible for proposing and coordinating all social events for the TGMI Alumni. Current Chair – Melinda Crutchfield

You do not have to be a member of the Steering Committee to serve as Chairperson or a member of a committee! We are also always looking for volunteers from amongst the Alumni to join these Committees and help with the planning and work effort. Please contact us if you have any interest in participating. We love volunteers!

The next thing the Steering Committee has been doing is putting together an Advisory Board, which is made up of all the prior Chairpersons of the Steering Committee. This Advisory Board will provide guidance and serve as a resource to the Steering Committee in years to come whenever issues or questions arise where prior experience or additional advice is desired. We are excited about this new Advisory Board, and look forward to the first meeting, currently scheduled in early August. We will be sure to get some pictures of the group!

Another goal the Steering Committee has been working on is the documentation of all the roles and responsibilities for the various positions. It is not uncommon for information to get lost as the Chairperson and various other positions transition off the steering committee on a regular basis. Documentation of the different roles and the details associated with those positions can be put together into a manual or guide book for the Steering Committee to pass on to new members and update as things change. We are actively working toward completing this document.

The final task that the Steering Committee has been working on is to start a project to update the TGMI Logo. Last year the Mission Statement was updated (do you know what the new Mission Statement is?), and we wanted to sponsor a competition amongst the Alumni to redesign the TGMI Logo. Look for more information on this in the near future!

We have also had a number of discussions with the TGEI Steering Committee Chair and Vice Chair about ways these two Alumni organizations can support and assist each other throughout the year. We have already started to include TGEI Alumni in the notification of our Social events, and we hope to be able to participate in some of TGEI's upcoming lunch-n-learn events. We would love to hear any of your ideas on how we can work together in the future.

As you can see, there is a lot going on and there are many opportunities for each of you to participate, either on a committee as a volunteer, or to attend various social or training events. We encourage you all to stay aware of the things your Alumni Association is planning and reach out to us to discuss any ideas you have for how we can make things better. We are here to support you! I've listed all the members of the Steering Committee below. Please feel free to contact any one of us with any questions or comments you may have.

Sincerely,  
 Debbie Rivers  
 TGMI Alumni Association Steering Committee Chairperson for 2013 (now isn't that a mouthful!)

Debbie Rivers	Chairperson	615-253-4306	<a href="mailto:debbie.rivers@tn.gov">debbie.rivers@tn.gov</a>
April Romero	Vice Chairperson	615-253-4466	<a href="mailto:april.romero@tn.gov">april.romero@tn.gov</a>
Marilou Cook	Past Chairperson	615-741-3574	<a href="mailto:marilou.cook@tn.gov">marilou.cook@tn.gov</a>
Kim Harmon	Present Class President	615-744-4414	<a href="mailto:kimberly.j.harmon@tn.gov">kimberly.j.harmon@tn.gov</a>
Tina Fox	Present Class Steering Committee	615-532-8116	<a href="mailto:Tina.Fox@tn.gov">Tina.Fox@tn.gov</a>
Michael Blade	Past Class President	615-815-2029	<a href="mailto:mblade@thda.org">mblade@thda.org</a>
Jason Conner	Past Class Steering Committee	615-747-5398	<a href="mailto:Jason.Conner@cot.tn.gov">Jason.Conner@cot.tn.gov</a>
Greg Spradley	Member at Large (1 <sup>st</sup> year)	615-253-8703	<a href="mailto:Greg.Spradley@tn.gov">Greg.Spradley@tn.gov</a>
Terry Malone	Member at Large (1 <sup>st</sup> year)	615-815-2213	<a href="mailto:Tmalone@thda.org">Tmalone@thda.org</a>
Mark D. Patterson	Member at Large (2 <sup>nd</sup> year)	615-532-3010	<a href="mailto:mark.d.patterson@tn.gov">mark.d.patterson@tn.gov</a>
Melinda Crutchfield	Member at Large (2 <sup>nd</sup> year)	615-747-5308	<a href="mailto:Melinda.Crutchfield@cot.tn.gov">Melinda.Crutchfield@cot.tn.gov</a>
Trish Holliday	Ex Officio	615-741-4126	<a href="mailto:trish.holliday@tn.gov">trish.holliday@tn.gov</a>
Dr. Macel Ely	UT Program Director	865-974-6624	<a href="mailto:macel.ely@tennessee.edu">macel.ely@tennessee.edu</a>