

Tennessee Government Leadership

LINK

Newsletter from the Tennessee Government Leadership Council



December, 2015

Volume 3, Issue 4

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Council Committees

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



Tennessee State Government

SPOTLIGHT ON LEADERSHIP: EXECUTIVE DIRECTOR WANDA WILLIS



What is one characteristic that you believe every leader should possess and why?

Vision. If you are leading you need a clear sense of direction for your organization.

What is one mistake you witness leaders making more frequently than others?

More time spent maintaining the business versus thinking about business development strategies based on trends, new information and market needs and preferences.

What advice can you give to help leaders avoid that mistake?

- Stay on top of new information and developments in your field.
- Be fearless! It takes courage to move in a new direction.

What do you think is the biggest challenge facing leaders today and why?

The biggest challenge is effective communication with your team, your external partners and your customers. Good communication takes time – we are all short on time!

What strategies are needed to meet that challenge?

A strategy that prioritizes communication; a good communication plan that takes into account the need for multiple tools, processes and communication platforms, and that facilitates clear and frequent communication among varied groups and disciplines. It helps to have a top-notch communications director.

I have one of those. 😊

Tennessee State Government Leaders...
We are "Better Together"

~ Trish Holliday

What are the advantages of having the right people in leadership roles within an organization?

The right people in leadership roles means that the organization is in a good position to effectively carry out its mission and accomplish its goals. The right people in leadership roles usually leads to satisfied customers. A visionary leader and a strong leadership team will be 'in-step' and always moving forward, with an eye on short and long term goals, and an ability to make course corrections with ease.

If you are interviewing for a key leadership role within your organization, what top three competencies do you look for and why?

1. *Passion for the work. If you care about your work you do a good job for the organization and you are a good team member.*
2. *Ability to manage their work. Everyone has to manage multiple priorities – we're all busy. Skilled leaders get the job done and are seen by internal and external partners as responsive.*
3. *Skilled team member. Every organization depends on each person to carry out his/her job responsibilities, but also to understand their role as a team member. Being an effective team member means more than getting along with people. As a team member, do you recognize the talents and skills of others, do you think strategically and creatively about combining those assets to get a job done? When it comes to a team effort, every member has the opportunity and responsibility to exercise leadership skills, regardless of your position within the organization.*

What are you doing to ensure you continue to grow and develop as a leader?

Carve out time to read, attend leadership seminars, actively participate in professional associations in my field and participate in the excellent learning opportunities provided by the Department of Human Resources' Strategic Learning Solutions team!

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

Read, attend leadership seminars, actively participate in professional associations in your field and take advantage of SLS activities. Also, find a trusted mentor or person that you can talk to regularly about leadership issues and strategies.

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

Be clear about what your "ethical values" are – for example, the State of Tennessee's ethical policies, the principles that are written in the Developmental Disabilities Act. Then lead by example and expect all personnel and activities associated with the organization to be aligned with those values.

As a leader, generating trust is essential, especially during times of change. What are some leadership factors that tend to generate organizational trust?

Frequent and open communication sessions, good listening skills, and an honest assessment of what's working and not working. Don't take anything personal – even if it is!

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

An organization that is in good condition, well-regarded by customers and well positioned for the future.

**As we look ahead into the next century,
leaders will be those who empower others"**

~Bill Gates

Congratulations “Doc” Holliday

Written By April Romero



Continual learning. These words are part of the mantra of great leaders. Every effective leader should have a strategy to continue learning and growing in his or her profession. Such a goal enables one to expand not only a knowledge base, but to keep current to better serve the state and its citizens. Tennessee State Chief Learning Officer Trish Holliday uses these words constantly when speaking to various audiences, and she exemplifies the concept in her own life. Trish has spent the last two years pursuing a doctorate in education from Lipscomb University. On October 29, 2015, those two years came to fruition as she successfully defended her dissertation “A Post-Secondary Matriculation Case Study of Two Rural Tennessee Counties.” Now, she can place those designating initials behind her name, Trish Holliday, Ed.D. She may now officially be addressed as “Doc Holliday.”

Trish started her college career at Tennessee Tech University where she earned an Associate of Science in Criminal Justice and a Bachelor of Science degree in Sociology. She went on to Vanderbilt University, Scarritt Graduate School to earn a Masters of Arts in Christian Education. Then most recently she earned her Doctorate in Education in Learning Organizations and Strategic Change from Lipscomb University. Trish not only has pursued a formal education with these college degrees, she holds many certifications as well. She is certified as a Strengths Deployment Inventory facilitator, Myers Briggs Type Inventory Practitioner, Hartman Value Profile Practitioner, Leadership Architect 101 Practitioner, and is a certified reviewer for Tennessee Center for Performance Excellence (TNCPE). She also holds a Senior Professional in Human Resources (SPHR) certification and Society for Human Resource Management (SHRM-SCP) certification. Trish is a graduate of TGMI, TGEI and LEAD TN. She is also the creator of the LEAD TN program. Eight days before she received her doctorate, she was also one of the first three State employees to earn the Black Belt in Statewide Leadership.

Trish has an amazing level of energy and when she walks into a room, she commands the room. She is the epitome of master networker. If you need something done or a connection made, Trish is who you need to connect with to get that done! She not only finds the time in her day to direct the office of Strategic Learning Solutions as the first ever State Chief Learning Officer, but she also finds the time to sponsor the TGL Book Club, Chair the TGL Council and serve as President of the TGL Toastmasters Club. Most importantly, I am honored to call her friend. Please join me in congratulating Trish on this milestone achievement.

Here are just a few snippets of quotes from State leaders that Trish has made an impact on:

Trish is amazing. Her passion, energy and enthusiasm for improving leadership is contagious; I am a better person and stronger leader because of the influence of Trish. State government needs more people like Trish. Marcus Dodson

Trish and DOHR have assisted our Department in establishing and training on important competencies to help us meet our mission of balanced regulation. In order to meet our mission, we ask our staff to make important and sometimes tough judgments. Trish and her team are giving us the platform to meet these challenges. We are grateful to Trish for this amazing effort and congratulate Doc Holliday on her achievement. Commissioner Greg Gonzales

Trish is the embodiment of leadership and provides a tangible personal example of accomplishment. She truly “walks the walk and talks the talk”. As she herself would say: “Now that’s what I’m talking about!” Barry Brawley

One of the greatest lessons I ever learned from Trish was that acceptance and inclusion are not the same thing. Trish does more than just talk about this concept. Trish lives it. Every time I see her, she is drawing people in, making sure people are included, building networks, and building teams. Observing her has made me understand, as a leader, you can’t just sit back and accept people; you have to work, always, to include people. Shana Teasdale

Trish to me in coaching for Lead: Unless you reach deep down inside and challenge yourself with courage to ask for that new job, it won't happen. Tom O'Brien

Trish is an amazing person, mentor and teacher. Her vision, inspiration and involvement with leadership and lifelong learning is so powerful. It creates a ripple effect that can be felt throughout state government and beyond. We are all so blessed to know her and be inspired by her and learn from her, and even call her "friend". Congratulations, Doc Holliday! Well-deserved... Kristi Astafan

Trish inspires me to be a better leader every day. Her commitment to life-long learning and growth remind me that we are never done with reaching new heights. Her passion and drive for excellence in State government keeps us all going forward in our leadership journeys. Lynette Porter

Licensed engineers are technically required by law to get continuous education, but Trish inspires us all to WANT to continue learning, which ultimately makes us much more effective people. Mark E. Woods

Trish's genuine enthusiasm and forward-thinking approach to everything is very inspiring and has made me a better leader. When you're inspired in that way by someone else, you want to be the person who inspires others – play it, pay it forward! Sandra "Sandy" Braber-Grove

What Trish has created is more than just leadership development. She's created a community of leaders and given us the opportunity to build meaningful relationships with each other as we work together to transform state government. Tammy Golden

Trish is the epitome of passion when it comes to State Leadership; she has the uncanny ability to bring out the best work ethic in everyone that she meets. She is a leader that everyone wants to follow that encounters her, but that is not her goal. I feel her true goal is to build each person up that she encounters into a leader so that she may have an opportunity to follow them. Jeremy McBride

When I think about Trish's impact on my leadership abilities, I am reminded of one of my favorite quotes. An anonymous six-year old once said, "My teacher thought I was smarter than I was – so I was." Trish serves in many roles for me. She is equal parts cheerleader, coach, mentor and someone who challenges me to think differently and become a better leader. Trish thinks I am better than I am – so I am. Richard Kennedy

I would quote the Ancient Greek philosopher's thought: To think and live well, exemplifies her pursuit of continually growing and learning. Ernie Ricketts

“Employees are a company's greatest asset - they're your competitive advantage. You want to attract and retain the best; provide them with encouragement, stimulus, and make them feel that they are an integral part of the company's mission.”

~Anne M. Mulcahy

2015 Tennessee Government Leadership Conference

Over 500 state leaders attended this year's Tennessee Government Leadership Conference on October 21st at Belmont University Curb Event Center. The theme for the day was "Tennessee Government Leadership and You! Priceless." Commissioner Rebecca Hunter and Belmont University President Dr. Robert Fisher set the tone for the day first thing in the morning. Dr. Fisher talked about how we are here to serve somebody and referenced Bob Dylan's song "Gotta Serve Somebody." He also mentioned that he wants his students to understand that the greatest privilege in life is to serve others.

After Dr. Fisher's opening remarks, DOHR's Assistant Commissioner and Chief Learning Officer Trish Holliday talked about how the day was a day to celebrate our leadership. She livened up the crowd with a game with playing cards. The goal was to find a partner based on the stated criteria and ask each other questions that would open up a dialogue and help everyone to get to know each other. We talked about why we wanted to attend the conference, what we would intentionally do that day that was out of our comfort zone, what we had been doing to improve ourselves as leaders, and also shared a leader whom has impacted our life.

After the playing card activity Brigitte Tubbs-Jones introduced Greg Adams, the Chief Operating Officer for the state. He told a story about an earthquake that happened while he was at the 1989 World Series and how important it is to get perspective. He talked about rolling out training for employees on the S.T.A.R. (Strength Transformational Accountability Responsibility) methodology and how it is his goal that all 44,000 state employees attend this training over the next year and a half.

Following Greg Adams' speech, Marcus Dodson, TGL Vision Committee Chairperson presented belt awards to 13 state leaders. To date, there have been 54 yellow belts, 26 orange belts, and 12 blue belts awarded in addition to the 3 blue belts, 7 green belts, and 3 black belts awarded at the conference. Our first three black belt recipients were April Romero, Trish Holliday, and Tammy Golden. In order to receive your black belt, you have to complete all belt levels plus a "Pay it Forward" project. April's project was the creation of the TGL Book Club. Trish and Tammy's project was the founding of a non-profit - Impact Nashville - that gives grants to non-profit agencies.

The morning keynote speaker was Avish Parashar. Avish talked about how "Ding Happens!" His motto was to have fun, be willing to fail, and focus on what you do best. He talked about how a fear of failure does nothing but paralyze you. Focus on what you can control and let go of the rest. He also said we should "think better not back," "Act. Analyze. Adjust," and say "Yes, and..." instead of "Yes, but..."

The lunchtime speaker was Graham Thomas, Director of Community Partnerships for tnAchieves. He talked about how 58,000 high school students applied last year and 15,895 of those started college. The program had 7,400 volunteers. Community college enrollment went up 14%. Sixty-five percent of the students were the first in their family to go to college, and 70% are from low income families. State government was the largest employer group last year with 500 mentors.

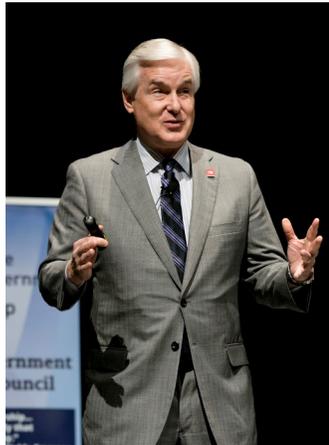
Melinda Kelsey kicked off the afternoon with the introduction of the Leading in Tennessee State Government panel. Lauren Hill was the moderator for the discussion which included Commissioner Rebecca Hunter from DOHR, Commissioner Candice McQueen from the Department of Education, and Commissioner Kevin Triplett from the Department of Tourist Development. The three Commissioners provided a lot of good insight into their departments and their daily work lives.

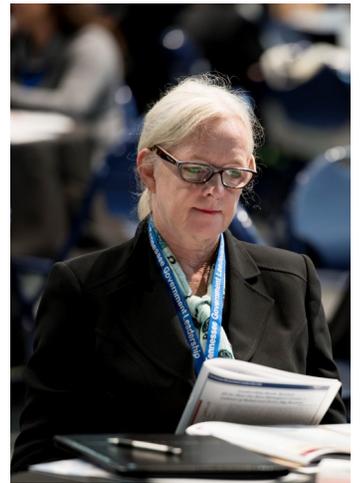
Mary Lou Moewe introduced the afternoon keynote speaker, Nicole Price, who presented on Reality Based Leadership. Nicole talked about how efficiency is measured in outcomes and how we should outlaw the option of judging other team members by implementing individual coaching and development. She said a

lot of times what we have isn't a competence problem, it's a confidence problem. She shared an interesting story about learned helplessness – where fleas stopped trying to jump out of a glass because other fleas pulled them down for so long. Another thing she talked about was “emotional expensiveness” – someone who does their job well but makes everyone dislike them in the process. She described five competencies to help people become less emotionally expensive: personal accountability, reality-based thinking, refusing to argue with reality, capitalizing on change, and working with the willing.

The day was wrapped up by Trish with statewide awards for Bright Spots winners and door prizes. The day was both informative and fun!







Avish Parashar – Ding

Avish was so unique; he used improvisation and motivation in his keynote. He had the entire audience laughing during his Ding game. His quotes were so spot on for how Tennessee leaders must react. We must remember “life isn’t scripted” and “life is the ultimate improvisation” and “sometimes ding happens.” He taught us that just like in the game of Ding, we can apply the same technique to the office by remembering to take advantage of opportunities and innovate. He challenged us to Have Fun, Be Willing to Fail and Focus! His message was key for keeping us creative by reminding us that fear of failing cuts us off from creativity. Positive energy brings opportunity and change when you have fun. Stressed out people focus on things that are out of their control; as leaders we need to focus on what we can control. Quality and speed happen when you focus on what you can control, just like in the Ding game. Avish encouraged us by saying that our best plans mean nothing without the right mindset. He then went on to share with us the best way to adapt. He said that the first step is to think better and don’t be afraid of change. Although it is natural to want to change back to the old way when we experience change, it can be a positive move to go forward. His second step to be adaptable is to always remember to look forward because we can’t change what is behind us. His third step was to remind us that change is normal. He said we must change and find opportunity in that change. A keep point to remember is that we must think to ourselves, how can we make things better now?

Nicole Price – Reality Based Leadership

Nicole Price brought a huge personality to the stage and challenged the Tennessee Government leaders to “Ditch the Drama” and practice “Reality-based leadership,” turning “excuses into results.” She delivered this challenge with humor and candor. Her presentation was based on the concepts in the book *Reality-based Leadership* written by her business partner, Cy Wakeman, which by the way was given to each participant. This challenge captured the audience from the beginning as she explained what gets in the way of having a high performing team and getting the results desired. It’s the leader! Leaders must change mindsets because they can’t change reality. Mindsets provide fuel for the BMW. Before anyone thought that was an expensive car driven by high paid executives, Nicole explained it stands for, “Bitching, Moaning, and Whining.” Some of the more non-productive mindsets include: I’m a victim, You’re the villain, Learned helplessness. We can hear these mindsets in the stories people tell and drama in the workplace. When leaders succumb to addressing, arguing with, or otherwise catering to these mindsets, resources are sucked up and results are sacrificed. Nicole stressed that the leader’s focus must be: efficiency (measured in outcomes), good repeatable processes designed by cross functional teams, and holding teams accountable to their processes. In addition, Nicole stated leaders must stop negotiating the non-negotiables and realize group coaching doesn’t work. Problem behavior should be addressed with the individual. She entertained the audience with her own experience of not addressing an employee improperly dressed and all the drama that ensued. While the story of an employee in a bunny suit was entertaining, everyone understood there was very little actual work accomplished that day. We don’t need that kind of drama. Employees want and need responsiveness and empathy not sympathy. Things happen to interfere with an employee’s performance but don’t wait until an annual performance review. Frequent, short conversations to determine, what’s working, what’s not working, and what do we do next provides the most success in course correction and continued accountability. Heads were nodding in agreement as this is exactly what the state performance management process promotes and the “Coaching for Performance” curriculum reinforces. Nicole ensured the audience that when you have a good working team resources are abundant. A high performing company is global, has untapped potential, and is emotionally inexpensive (as opposed to emotionally expensive – lots of drama). Leaders were encouraged to develop competencies to ensure personal accountability and reality-based thinking.

TGL Conference Executive Panel

The panel discussing: Leading in Tennessee State Government consisted of Kevin Triplett, Commissioner, Department of Tourist Development; Candice McQueen, Commissioner, Department of Education; and Rebecca Hunter, Commissioner, Department of Human Resources. Lauren Hill, Director of Guest Services and Revenue Management aptly presented the questions. The following is a compilation of the most important take-a-ways of several attendees.

When asked what keeps you up at night, Commissioner Hunter discussed making sure every employee is treated fairly and equitably. Commissioner McQueen talked about getting students the skills they need to graduate and go on to further their education. Commissioner Triplett was most concerned for maintaining Tennessee's reputation as a popular tourist destination on a tight budget.

In order to maintain their own and their team's daily motivation and inspiration despite obstacles, pushbacks or setbacks the commissioners expressed an overwhelming sense of Servant leadership. In addition, Commissioner Triplett stressed communication being so important and used the example of having a quick five minute meeting to tell his staff why they weren't going to be in a scheduled meeting, but that they would be needed in a future meeting, just so they weren't left in the dark. Another practice of Commissioner Triplett's is "10 at 10" where he keeps his team communicating with each other and himself informed through very brief 10 minute meetings where no one sits down but much is shared in 10 minutes. Commissioner McQueen expressed the need to surround herself with excellent leaders and mentor and be mentored by them. Ask a lot of questions and probe into the reasons why things are the way they are. Model the way and keep your sense of humor.

All three expressed the value of safe environments that allow people to try things without fear of failure in order to foster creativity and innovation. Change is a constant. The fast pace of the world around us will not allow us to get too comfortable. Commissioner Triplett expressed the need to model the way by embracing change.

When asked about advice to first time leaders, Commissioner McQueen answered - first of all you have to remember it's not about you. Once you get into a leadership position it is no longer about you but what you can do for others. All three commissioners talked about having a willingness to serve others being a quality they believe good leaders possess. Commissioner Hunter encouraged new leaders to look for opportunities to learn and grow, especially those offered by DOHR.

Other nuggets of wisdom included: You have to extend trust to receive trust, especially when you work in the sphere of "influence without authority." And continuous improvement is essential.

"In terms of doing work and in terms of learning and evolving as a person, you just grow more when you get more people's perspectives... I really try and live the mission of the company and... keep everything else in my life extremely simple."

~ Mark Zuckerberg

TENNESSEE GOVERNMENT LEADERSHIP BLACK BELT PROGRAM



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

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

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

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

Black Belt Leadership Program News

The Black Belt Program has been a huge success and grown exponentially in the last year. In 2013, the program began with 47 participants and as of December 1, 2015, there are 297 registered Black belt participants from 38 agencies.

The 297 members have submitted 5,735 External Service hours; 4,149 Internal Service hours; and 18,886 Strategic Development hours.

Participants have earned 112 belts and the Committee has 41 belts in the review process. During 2016, yellow and orange belts will continue to be awarded during the TGL Council meetings and blue, green and black belts will be awarded at the conference.

Blue belt recipients: Jimmy Bivens (not shown), Susan Cunningham, Marcus Dodson, Kelly McCain, and Jeanie Smith



Green belt recipients: Meredith Benton, Barry Brawley, Luvenia Harrison, Sheila Marchman, Lynette Porter, Lee Ann Smith, Brigitte Tubbs-Jones and Leslie Yanez



Black belt recipients: Tammy Golden, Trish Holliday and April Romero



TENNESSEE GOVERNMENT LEADERSHIP COMMITTEE PROJECTS

VISION ♦ COMMUNICATION ♦ ENGAGEMENT ♦ SYSTEMS THINKING ♦ FORWARD FOCUSED

Customer Service Award Nominations

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

Mark Woods

Mark.Woods@tn.gov

Thomas O'Brien

Thomas.O'Brien@tn.gov

Andrea Wilson

Andrea.L.Wilson@tn.gov

Monica Jones

Monica.C.Jones@tn.gov

Joseph Waldrum

Joseph.Waldrum@tn.gov

Vicky Hutchings

Vicky.Hutchings@tn.gov

Peggy X. Birthrong

Peggy.X.Birthrong@tn.gov

Rodney Escobar

Rodney.Escobar@tn.gov

Bright Spots Story Solicitation

High Performers

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

Leadership Book Club



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

TGL Toastmasters Club



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

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

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



From the Desk of the Chief Learning Officer

By Trish Holliday

In 1922, Howard Carter discovered a tomb from Ancient Egypt. After spending arduous efforts in searching and digging, he and his team finally breached a buried area. As he peered inside the dark cavernous space, he was asked what he saw. His reply was, "...wonderful things." And wonderful things were indeed revealed as he had discovered what came to be known as King Tut's tomb. Countless treasures came into the world's view that day and still spectators marvel at the priceless pieces. In developing leaders for an organization, often many wonderful things have to be implemented.

In Tennessee state government, statewide leadership programs prepare to strengthen the bench strength of agencies' future leadership. Commissioner academies focus on developing leaders to guide the organization to accomplish the mission, vision and values of an agency to meet the needs of the state's citizens. Yet, there has been a forgotten population, a hidden treasure if you will, within state government. That population is the over 8,000 managers/supervisors (I will use the term supervisor to include both) that strive to carry out the mission and vision of executive leadership, and are held responsible for leading employees in fulfilling the various tasks that will make that vision a reality.

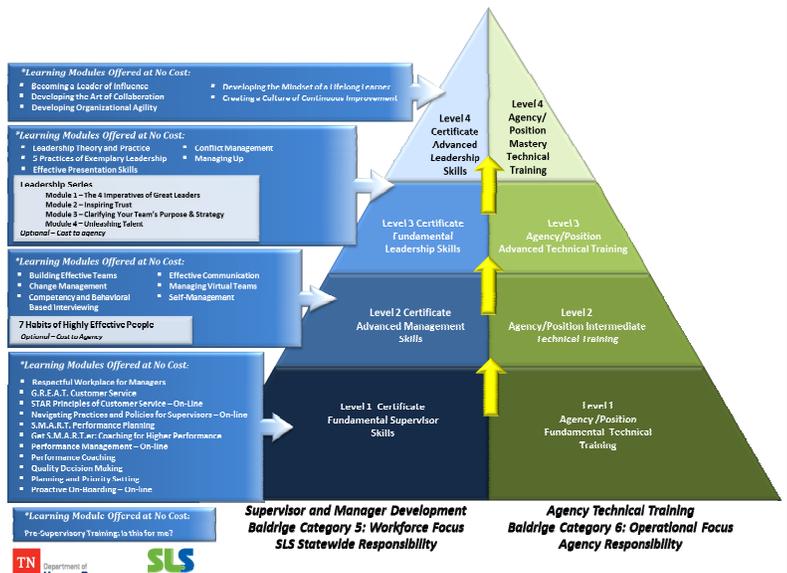
Unfortunately, this critical part of our agencies' population has not consistently received the development attention needed in the past, buried if you will, within the organization. Often individuals who were very skilled at technical aspects of a job were promoted to supervisory levels in order to retain them and provide them with higher pay, but were not given the necessary development in how to be a leader of people. We cannot expect supervisors to be effective leaders of their employees without proper guidance and development opportunities.

To meet this need, the Department of Human Resources has developed and initiated the **Management and Leadership Learning Pyramid Four Level Certificate Program**. This program is designed to offer supervisors with incremental levels of workshops that will provide them with the knowledge, skills and abilities to become efficient and effective supervisors of employees. The first two of four levels focus on fundamental and advanced supervisory skills, and the upper two levels move into fundamental and higher level leadership arenas. Upon completing the various levels, supervisors will focus on competencies that will enhance their ability to carry out the mission and vision of their respective agencies.

The forgotten population of state government is a great treasure to all employees and agency leadership. Indeed, many wonderful things await the future of Tennessee state government as we commit to the development of our treasures - the leaders of people.

TO LIFELONG LEARNING,

"Doc" Holliday



State Chief Learning Officer's Leadership Spotlight



In January 2015, THDA launched their inaugural Leadership Academy with 12 emerging leaders who embarked on a leadership journey to develop their knowledge in professional competencies, agency culture, self-awareness, and business skills. The THDA Leadership Academy modeled its format on other successful state and business leadership programs. It also aligned with the THDA Strategic Plan and Governor Haslam's State priorities.

The academy was inspired and informed by THDA's current leadership, their guiding principles, and best business practices. THDA developed a partnership with the Department of Human Resources, Strategic Learning Solutions in 2008 that began the journey of creating the Leadership Academy. Facilitators of the THDA Leadership Academy were Tanya Davis-Barlar, Learning and Development Manager and Mike Costa, Learning and Development Coordinator. Mentors for the inaugural class were Bruce Balcom, Assistant Chief Legal Counsel, Mike Blade, Assistant Legal Counsel and Director of Multifamily Program and Lindsay Hall, Chief Administrative Officer, Single Family.

The program content focused on leadership competencies, business acumen, and customer service/focus, as well as THDA's business and industry specifics. The participants were assigned substantive projects that tied to THDA's Strategic Plan. The participants successfully presented the projects to THDA's leadership for further processing and possible implementation. The THDA Leadership Academy prepares individuals to participate in other Tennessee Government Leadership programs. It also helps them to finesse their leadership and business skills as they prepare for their next steps and develop a lifelong learning mindset.

The graduates of the inaugural 2015 class were: Jarmaine Betts, LaMar Brooks, Felita Hamilton, Velma Kemp, Yolanda Kimble, Aubrie Kobernus, Charmaine McNeilly, Katie Moore, Zelinka Randle, David Richardson and Sarah Sisler.

Congratulations to THDA for promoting a "grow your own" philosophy within their agency!

Lead On,
"Doc" Holliday

"We see our customers as invited guests to a party, and we are the hosts. It's our job every day to make every important aspect of the customer experience a little bit better."

~ Jeff Bezos

Leadership Book Review

It's Not Easy, but It Is Doable!

Pitch Perfect by Bill McGowan, HarperCollins Publishers, 2014

Everybody eats, right? Not everybody cooks, though. Do you know anybody who can roll into a kitchen and make a lovely meal without a recipe? They are out there, but most of us regular folks have directions from family or a cook book or the internet to guide us. We all have our own ways.

Everybody talks, but not everybody gives effective presentations. Communicating in staff meetings, one-on-one to an associate or supervisor, board meetings, for the General Assembly committees, all these exchanges require clear and persuasive messages.

For those of us who are not natural public speakers, I have found a recipe! Bill McGowan has written a book named *Pitch Perfect*. It's a step-by-step manual to success.

Who's watched Will Smith in any of his roles: *The Pursuit of Happyness*, *The Men in Black*, *Independence Day*? He makes it look easy. Read this quote McGowan found from Smith: "I've always considered myself to be just average talent and what I have is a ridiculous insane obsessiveness for practice and preparation."

McGowan's book lays it out for us. He describes how film director Martin Scorsese uses visuals to tell stories – a scene in *Goodfellas* where character Paul Sorvino thinly slices a garlic clove with a razor blade in prison, showing a gourmet lifestyle behind bars. The author presents the Pasta Principle – simmering your words down to the essence for a rich flavor and The Conviction Principle – Convey certainty with words, eye contact, posture, and tone of voice.



Public speaking is not required for all of us, only those who are not hermits. Want to get your point across clearly with your life partner? Want to have something interesting to say at the next card game? The Element of Curiosity reminds you to listen to those around you and feed off their interests. Someone says they got a kayak for their birthday. Ask where they will use it. Are they already skilled? Anybody in the family ready to share it? Your interest is a gift of attention, building a relationship.

Whether you are running for public office, or describing your latest read to the book club, some relevant instruction and a little practice may make the process easier.

"I've always considered myself to be just average talent and what I have is a ridiculous insane obsessiveness for practice and preparation."

Will Smith

The CLO's Top Recommended Reading List

...for now



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



Enterprise-wide Leadership Programs by DOHR

Leadership Development

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

LEAD Tennessee is a pipeline of current and emerging leaders moving through 12 months of intense, high impact development in eight leadership core competencies, thus building bench strength within agencies, and creating a pool of leadership talent for the State.

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

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

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

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

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

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

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

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



Enterprise-wide Leadership Programs by DOHR

Leadership Development

Accelerated Leadership Institute

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

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

MENTOR Tennessee

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

Specific Program Objectives Include:

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

HR Master Series

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

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

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

Public Administration Executive Leadership Certificate (Command College)

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

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

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