

Tennessee Government Leadership

LINK

Newsletter from the Tennessee Government Leadership Council



September 2016

Volume 4, Issue 3

Inside this issue:

Spotlight on Leadership	Page 1
TGL Conference	Page 3
BBP Interviews	Page 4
TGL Executive Leadership First Cohort	Page 7
Bright Spots	Page 8
Committees	
Forward Focus	Page 14
Communications	Page 14
Systems Thinking	Page 14
Get to Know Your TGL Council Members	Page 15
Leaders Kudos Corner	Page 20
Book Review "Switch"	Page 21
TGL Book Exchange	Page 22
TGL Lunch & Learn Series	Page 23
TGEI Annual Leadership Luncheon	Page 24
TGL Toastmasters Club	Page 26
Book Review "Take the Stairs"	Page 27
TGL Alumni Certified Facilitators	Page 28
TGEI Class of 2016	Page 29
From the Desk of the CLO	Page 30
Vision Committee	Page 31
Belt Presentations	Page 32
In Memoriam G. Bass	Page 33
Mark Your Calendars	Page 35



Council Committees

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



Tennessee State Government



SPOTLIGHT ON LEADERSHIP: TREASURER DAVID H. LILLARD JR.

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

I believe every leader should maintain a constant drive to improve the people they work with, and give them opportunities to grow and develop in their careers.

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

I think one of the worst mistakes you can make is not listening to the people that you lead. They can give you feedback on things that can help you understand more clearly the hurdles involved in accomplishing goals, and how to overcome those.

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

Leaders have to constantly engage in communication in various ways - not just in group meetings, but also by sitting down for one-on-one discussions with the people that you lead. You should constantly observe operations to see if you can learn from what is being accomplished, and also to better understand what obstacles are keeping you from reaching your goals.

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

The biggest challenge facing leaders today is to get everyone in the workforce to achieve to 21st century workforce skill levels. In the Treasury Department, work processes have changed tremendously just in the eight years since I became Treasurer. The skill level required to accomplish the work is much broader and more technically oriented. This

is true for nearly every job position. From that standpoint, it's a challenge.

What strategies are needed to meet that challenge?

You have to help your employees. You have to offer them meaningful training to help them advance and to help them achieve new skills and to help them achieve their goals. You have to be concerned and interested in their development.

In Treasury we have just initiated a new program we have named Treasury INVEST. The goal of this program is to cultivate employees' skills and knowledge in order to develop a culture of continuous learning, ensure the safety and respect of all employees, and establish a more productive work environment.

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

Well obviously if you have the right people in the right roles, you and the people that work under them will achieve excellence, both personally and professionally. That's what we all seek.

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

Number one is integrity. Number two is intellectual curiosity; the desire to understand what makes things work well and what makes things not work. Third is a concern for the employees that you will work with. To be able to lead people, you have to be able to

show that you are interested in their personal development. Beyond that, I look for a competency in the particular skills needed for the field that you will work in. If you are an accountant, you need have a strong skill set in your field. Likewise, if you're a customer service agent, you need to have the skills to excel in that job. When you find the person who has strong skills in their particular field, and who operates with integrity, intellectual curiosity and a sincere concern for the people working with them, you truly have a valuable leader.

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

I emphasize interaction with the programs that I lead. I think this is very important. I need to understand the challenges of each one of those programs and the opportunities that each presents to serve Tennesseans. Interaction is the key to understanding those opportunities.

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

Be bold. Institute new programs that are designed to help employees gain 21st century skills. Even those who have been in the workforce for many years need opportunities to evolve. The world is changing. The technological challenges and the learning challenges are steep. A leader has to attack those head-on in order to maintain the ability for the agency to do its work and do it well. And also to develop the individuals that you lead.

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

First of all, having employees understand that you have an interest in their development and their welfare is important. You have to have an appropriate system for employee evaluations that considers all relevant circumstances. And to reward those dedicated employees who are doing really good work. At the end of the day, I think people want to know that their employer is being fair with them.

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

I want my legacy to be that the Treasury Department boldly moved forward in employee skills, modernization of systems and implementation of programs that materially contributed to raising the per capita income of Tennesseans. We don't simply serve other state government agencies, but we have programs that help all Tennesseans achieve a better standard of life. Programs like the TNStars College Savings 529 Program and ABLE TN, our new program to help those with disabilities save more for future expenses. Our retirement systems (TCRS and our 401k and 457 programs) are service programs, but they contribute materially to the ability of Tennesseans to increase their per capita income and have a better quality of life for them and their family. That is our goal in Treasury.

Thank you Treasurer Lillard!!





**Tennessee
State Government**

Leadership

Registration Now Open!

\$125 per person
November 2, 2016

**Tennessee Government Leadership
Annual Conference**

Leadership - It's What We Do



**Keynote: John O'Leary
National Speaker and
Best Selling Author**



**[Click here to see what participants
from last year's conference have to say!](#)**



Time: 7:30 AM to 5:00 PM

Location: Trevecca Nazarene University

**333 Murfreesboro Pike
Nashville, TN 37210**

**Boone Business Building &
Convocation Center**



Black Belt Program Participant Interviews

by Benny Romero
TGEI 2014



Shannon Jones

TN SHIP Director
TN Commission on Aging & Disability
Yellow Belt



What's your story? How did you arrive at your current position?

I have been working in healthcare, focusing on the issues of aging, for 24 years. For the past nine years, I have been the Director of the State Health Insurance Assistance Program (TN SHIP) housed in the Commission on Aging and Disability. I was introduced to aging issues through a church missions program called "Girls in Action" where each month the girls visited with residents of a local nursing home. Through this experience, I felt led to work with seniors and have been able to do so in various capacities. Prior to coming to the Commission, I was the Health Educator at Matthew Walker Comprehensive Health Care Center in Nashville and left that position to be the Administrator of a long-term care facility in Clarksville, Tennessee.

What do you do for fun when you're not at work?

My husband and I like to travel and on occasion we even bring along our two daughters. Otherwise, I participate in a weekly Triathlon of eating, reading and napping. (Trending Life quote)

What has been the most significant community service activity in which you participated? Why?

For many years I have helped in my church's children's choir. I love to hear those sweet voices singing on and off key about God and teaching them a few things about music. My first kindergarten group just graduated from high school. I am so grateful to have been a part of their lives through church music and am excited to see them become young adults.

What professional and personal goals did you achieve during this belt level?

During this yellow belt level, I discovered I can push myself to venture outside of my box by becoming a TN Achieves mentor. My goal was to see all five participants in my group enroll in college. What I learned was that if you are the first in your family to go to college, taking the ACT, completing an enrollment application and fulfilling a community service requirement may be overwhelming. It was a

good experience for me to see the struggle this group had to follow through with the decision. Although my goal of five out five was not achieved, I am excited for the one participant who was able to complete the application and requirements of the program and is headed to Nashville State Community College this fall. I plan to be a mentor again in 2017 with a new strategy of encouragement and am still aiming to achieve my goal. Five of five!!



Melissa Boaz

Investigative Audit Manager
Comptroller of the Treasury
Orange Belt



What's your story? How did you arrive at your current position?

I came to work for the Comptroller's office right out of college almost 20 years ago and spent a few years working in the audit area. I moved over to investigations and have been there in various roles for nearly 15 years. I have enjoyed watching the field of fraud investigation evolve over time from a niche area to an integral part of most organizations.

What do you do for fun when you're not at work?

I love to read and hang out with my husband and the cat. I also enjoy participating in 5k's.

What has been the most significant community service activity in which you participated? Why?

I have been a library volunteer since I started in the black belt program. I just enjoy the atmosphere of the library and all the neat rows of books. I have been surprised at how many people use the library and the range of services it offers.

What professional and personal goals did you achieve during this belt level?

Working on my belt levels has made me want to get involved in other leadership development opportunities. I am a member of the TGL book club, and I was honored to be selected for the TGL Council earlier this year. I also completed the final professional certification pertaining to my job. This gives me four certifications. I am running out of room on my business card!

Black Belt Program Participant Interviews continued



Shana Teasdale
DHS Program Director II
Department of Human Services
Blue Belt



What's your story? How did you arrive at your current position?

I got here in a very roundabout way. Many years ago, I was a paralegal focused on immigration law. One day, my husband who was reading classifieds looking for a job for himself pointed out an ad to me and said, "This just looks like something that's right for you." I became intrigued and ended up applying for a job with the local child support office in Knox County. I got the job and fell in love with the work. I've always been pretty analytical, so I spent a lot of time while I was a manager in the local office, first in Knox and later in Davidson County, looking at numbers and trying to find ways to drive performance. When I was given an opportunity to speak at a national child support conference because of a pilot program we ran in Davidson County, I caught the attention of a gentleman who would later become the Assistant Commissioner of Child Support for DHS. When he became Assistant Commissioner, he created a new Business Analysis Unit and I had the opportunity to apply. I got that position and as things progressed over the next couple of years I became the Business Analyst whose primary focus was on all the data related functions. A conversation with my boss led me to move from Business Analysis to Data Analysis and when the Director position for that unit became available at the end of last year, I applied and was promoted to the position I am in now.

What do you do for fun when you're not at work?

I have a real love/hate relationship with running. I'm not good at it but I really enjoy the mental part of running. People will tell you the mind gives up before the body does and that is so true. I am completely fascinated with the mind. Besides running, I'm a reader. I've usually got both a fiction and a non-fiction book going at the same time and I could really lean towards a very sedentary lifestyle if I didn't have the running and a great husband who gets me out for pretty regular hikes in this beautiful state.

What has been the most significant community service activity in which you participated? Why?

I really enjoy volunteering with Alzheimer's Association at their annual Walk to End Alzheimer's. You get an early morning high with some caffeine and a couple of hours of really intense, physical, set-up work. Then you follow that with a few hours of talking with people impacted by Alzheimer's disease. No matter what part of the event I'm working, there are so many people who want to share their stories. This event has personal significance to me because of the years I spent watching my grandmother struggle with this disease

and seeing the toll it took on our entire family. Each year it's such an upbeat event. I leave with a lot of faith that we're getting closer and closer to a cure!

What professional and personal goals did you achieve during this belt level?

Two HUGE personal goals I achieved during this belt level were completing a ½ marathon and getting to the Competent Communicator level in Toastmasters. Professionally, I had the opportunity to create a team, almost from scratch, over the last eight months. Taking a group of very diverse and dedicated individuals through the process of defining who we are as a team, teaching our department what we have to offer, and setting all the milestones and goals to become fully functional as a unit has been both the most difficult and the most rewarding thing I have ever done in my career.



Susan Dill
Human Capital Management Manager
Department of Finance
and Administration
Orange Belt



What's your story? How did you arrive at your current position?

I have been with the State of TN for 20 fast years! I can't believe that 10 of those years have been with Edison. We have a great, hardworking, knowledgeable, fun team! I am so proud of the work we do. I was a charter member of the TN Government Leadership Council and stay active in this community! I love the Black Belt Program and how it inspires, reminds, and offers suggestions on ways you can keep developing yourself while serving others!

What do you do for fun when you're not at work?

I enjoy spending time with my family, friends, and at church. I enjoy writing and organizing my thoughts. I especially love having a project (no matter how big or small) and seeing it through to completion!

What has been the most significant community service activity in which you participated? Why?

I love when I have an opportunity to work with Second Harvest Food Bank. It is FUN to go to the distribution center as a group, and know that your work will directly impact families in needs. I also enjoy helping to motivate our division in the annual food drive we participate in around the holidays! As a division, we always exceed our goal and it is exciting to work for such a generous organization that really cares about making a difference. My other passion is the work that my church does with the Room In The Inn program, providing shelter and a few warm meals to 10 homeless men during our coldest months of the year.

What professional and personal goals did you achieve during this belt level?

Black Belt Program Participant Interviews continued

I have really been focusing on service both internally and externally. I believe we sometimes experience the most growth and certainly the most blessings when serving others. I recently read a Zig Ziglar quote that said "You never know when a moment and a few sincere words can have an impact on a life forever." I believe this with all my heart and desire to make a positive impact whether I am in a staff meeting, elevator, or drive through!



Jimmy Bivens
Chief Operations Officer
TRICOR
Blue Belt



What's your story? How did you arrive at your current position?

I have developed my leadership style over the last 22 years while at TRICOR. My personal values align with TRICOR's core values; this is why I have been successful in advancing my career at TRICOR from a floor supervisor in August 1994 to becoming the Chief Operations Officer in July 2016.

What do you do for fun when you're not at work?

My hobbies are coaching baseball in my spare time along with playing golf occasionally. But my new pride and joy is my granddaughter Autumn. She is a joy to be around and when she calls me "pops" it makes my day.

What has been the most significant community service activity in which you participated? Why?

My best community service activities have been what I enjoy the most as helping the baseball teams in my school district. First, helping the high school team was a joy to help young men understand how they are part of something that is bigger than each individual. The team won three state championships. My next activity was assisting my son that coached the middle school team last season. This was his first year as a coach and to help him and the players on this team was an exciting experience to teach young players about the game of baseball, but I was probably as proud to see my son teach what he learned during his baseball career.

What professional and personal goals did you achieve during this belt level?

My professional goals I had set for myself during this period were to assist my organization to achieve level 3 in the TN Center for Performing Excellence processes and prepare the organization for applying for a level 4 in 2016. My personal goal was to have myself prepared to apply for the position of Chief Operations Officer at TRICOR. This goal was achieved and successful as of July 10, 2016 when I was promoted to this position for TRICOR.



Leslie Yanez
HR & Training Director
Department of Financial Institutions
Green Belt



What's your story? How did you arrive at your current position?

I have been working as a Human Resources (HR) Director for approximately 18 years and in 2008 I received a call from Financial Institutions (TDFI) indicating that someone had given management my resume to evaluate for their vacant HR Director position. I loved my job managing the HR section for the Children's Services Mid-Cumberland region but I went to the interview and was fortunate enough to be extended an offer for the position. I have been very happy to have the opportunity to work with TDFI staff and management for more than eight years as the HR/Training Director.

What do you do for fun when you're not at work?

My family means everything to me and I spend most of my time enjoying life with my husband of 35 years and three adult children. I have one granddaughter, Anneliese Renee who brings a lot of joy and laughter to my life and because my daughter is very generous I get to spend several days/evenings a week with her. I am also blessed to have the opportunity to spend a great deal of time with my elderly mother who lives nearby. To relax, I love to read and once in a while my husband and I play golf with my children or go to the movies. I also love to cook and have family and friends over but my gatherings are very casual with lots of food, games, love and laughter.

What has been the most significant community service activity in which you participated? Why?

This is a tough question...when my children were growing up, I was a Girl Scout Leader, room mother, worked with the PTA, participated in chaperoning school trips, coached T-ball, taught Sunday School, volunteered for church fundraisers...I felt I was able to give back to my community by supporting my children and other children who were learning, playing and growing in our community. However, I think that my work with TN Center for Performing Excellence as an examiner has afforded me the opportunity to support the growth and development of businesses in the state of Tennessee.

What professional and personal goals did you achieve during this belt level?

Acquiring my certification as a trained facilitator for the State of TN and TDFI. This afforded me the opportunity to have to sometimes step outside my comfort zone and facilitate training in areas outside my area of experience and knowledge base (performance management, performance coaching, etc.). This provided me with a challenge but also afforded me the opportunity to support TDFI staff development by being able to facilitate training curriculum in a manner that helps them relate it to their roles as regulators and leaders.



TGL First Cohort for the Executive Leadership Certificate

by Ernie Ricketts, Ph.D.
LEAD TN 2011, TGEI 2014

THE COLLEGE OF PUBLIC SERVICE AT TENNESSEE STATE UNIVERSITY

The Tennessee Government Leadership Council exists to promote continued opportunities to develop alumni of DOHR-sponsored leadership programs. This year another great opportunity came to fruition - the TGL Executive Leadership Certificate. This 18-hour, six-course program is in collaboration with Tennessee State University's College of Public Service. This certificate program offers the skills necessary to meet the demands facing leaders in state government who are tasked to operate more efficiently and effectively with fewer resources. The courses are delivered completely online and can be completed within two years. The first, foundational course, PADM 6270 Seminar in Administrative Leadership, may be waived and credit obtained for those who have graduated from LEAD Tennessee, Tennessee Government Executive Institute or

Tennessee Government Management Institute. A second cohort will be opened soon.

The program receives excellent support from Dr. Stanley E. Rodney, Department Chair at TSU. Dr. Stanley serves as the point of contact for the program and has been instrumental in promoting this opportunity within state government.

Be sure to congratulate these individuals and encourage them as they progress through the certificate program. And stay tuned for an upcoming announcement pertaining to the opportunity to join the second cohort!

For further information contact:

Ernie Ricketts, Ph.D. (ernie.ricketts@tn.gov) or
Rodney Stanley, Ph.D. (rstanley1@tnstate.edu).

The following individuals are in the current cohort:



Marcus Dodson



Donna Duarte



Michelle Hamblin



Peter Heimbach



Vicky Hutchings



Terry Malone



Melissa McDonald



Julie Perrey



Holly Smith



Lee Ann Smith



Spanika Turner



Andrea Wilson



Anne-Louise Wirthlin

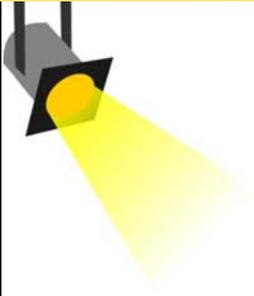
“Learning never exhausts the mind.”

Leonardo Da Vinci



Leadership Bright Spots

Recognize someone today!



Engagement Committee (EC) Exemplary Performance and Committed Leadership

The Tennessee Government Leadership Council (TGLC) is recognizing employees and teams of employees considered Bright Spots at all levels in every state Department, Council, Board and Commission. Bright Spots are high performing employees or teams creating cultures of engagement in their workplace and through their achievements.

Bright Spots generate transformational work deserving recognition from state leadership. They are committed to efficient and effective state government. They are positive leaders exemplifying servant leadership to customers and stakeholders.

The Leadership Council shares the accomplishments of these employees and teams who have become workplace Bright Spots as stories of inspiration for all. These state leaders are creating change in positive ways. To share your Bright Spot, contact any member of the TGLC Engagement Committee below:

Anthony Hogan Julie Perrey
Anthony.Hogan@tn.gov Julie.Perrey@tn.gov

Theresa Sloan
Theresa.C.Sloan@tn.gov

CJ McMorran Holly Smith
CJ.McMorran@tn.gov Holly.B.Smith@tn.gov

In this issue, you will find stories of inspiration provided by the following department leaders: TRICOR, Department of Correction and Department of Safety and Homeland Security. In addition, the TN brand won a national award, and recognition is given to a group of state leaders that received the Governor's Excellence in Service Award.



Leadership Bright Spots

David Hart
TRICOR

CHIEF Executive Officer of TRICOR Appointment

by Julie Perrey
TGMI 2003, TGEI 2007, LEAD TN 2010



TRICOR Board Chairman, Greg York, announced the appointment of David Hart as Chief Executive Officer effective June 1, 2016. David has been with TRICOR since 2008 as the Chief Operations Officer. David is an alumnus of Lead TN Alliance One and TGEI Class of 2011. When asked about his TGEI experience, David responded, "the relationships formed during the two weeks are invaluable both professionally and personally." He believes

that networking with other professionals and peers in state government is extremely valuable and helps prepare you for the next step in your career - most of the TGEI class members of 2011 remain in contact and are always willing to help or support each other when the need arises.

CEO Hart's favorite leadership book is *7 Habits of Highly Effective People* by Dr. Stephen Covey. David was introduced to Dr. Covey and this book in the early 1990s, and it has helped form his core values and principles that he lives his life by and how he leads people. David focuses each day in both his professional and personal life with three Covey habits, "Begin with the end in mind, Seek first to understand then be understood, and Sharpen the saw." David will tell you this book was a game changer for him and has helped him establish priorities throughout his life.

When asked for some words of wisdom he can share with up and coming leaders within state government, his response was, "stay true to your core values and beliefs and remember the people along the way that helped you in your journey. As a leader build networks, have passion for what you do and realize the impact and influence you have on the people's lives you come in contact with each day."

The **7** HABITS Of Highly Effective People

- 1 Be Proactive
- 2 Begin With The End In Mind
- 3 Put First Things First
- 4 Think Win-Win
- 5 Seek First To Understand, Then To Be Understood
- 6 Synergize
- 7 Sharpen The Saw



Leadership Bright Spots

Tony Parker
Tennessee Department of Correction

Commissioner Appointment

by Julie Perrey & Holly Smith
TGMI 2003, TGEI 2007, LEAD TN 2010



Governor Haslam appointed long-term state employee Tony Parker as Tennessee Department of Correction Commissioner in July 2016. Commissioner Parker considers it a privilege to have served State government for 33 years. In response to being asked what stood out that assisted him in getting to his current level of leadership, Commissioner

Parker stated that "my journey has been filled with the great experience of working with very productive supervisors, managers and visionaries; and in every case, I tried to take lessons away with each experience. The importance of a clear mission and vision, understanding the importance of effective communication, investing in your people and building systems of accountability are just a few of these lessons that I rely on daily."

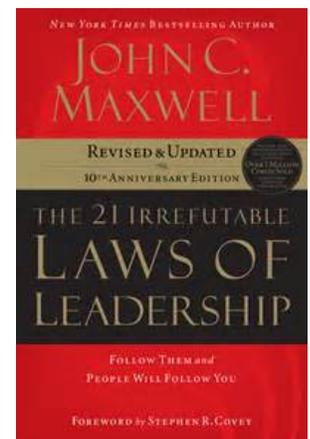
One of Commissioner Parker's go-to leadership books is Maxwell's *21 Irrefutable Laws of Leadership*. In it Maxwell states, "Leadership is often misunderstood... True leadership cannot be awarded, appointed, or assigned. It comes only from influence, and that cannot be mandated. It must be earned. The only thing a title can buy is a little time – either to increase your level of influence with others or to undermine it."

This book speaks to something he truly believes: A title is not worth much unless you have influence. He has served in many positions but believes no one position was any more important than any other when you consider the mission of their department - Public Safety. The Corrections Officer working a unit

is just as important as the Commissioner who helps lead the department. If either one fails in completing their responsibility, public safety can suffer.

Commissioner Parker offers the following words of wisdom to up and coming leaders within state government: "Don't get so busy that you don't take the time to listen to your team. A common mistake that leaders make is thinking that we have all the answers. We have to listen to our team. It's easy to get so busy that you forget to listen to the variety of perspectives of your team. As the Commissioner, part of my job is to ensure I have the best people managing and overseeing different divisions of the department. I realize that I do not have all the answers and many times, the best solutions are found with the people who perform the work daily. A great leader will listen to his/her staff in an effort to be well informed prior to making decisions. Ronald Reagan said, 'Surround yourself with the best people you can find, delegate authority and don't interfere as long as the policy you have decided upon is being carried out.'"

Congratulations Commissioner Parker on your appointment and thank you for your commitment to the safety of the citizens of Tennessee.





Leadership Bright Spots

David Purkey
Tennessee Department of Safety and Homeland Security

Commissioner Appointment

by CJ McMorran
LEAD TN 2012, TGEI 2015



By all accounts, a "Bright Spot" in Tennessee State Government is Commissioner David Purkey. David Purkey was appointed as Commissioner of the Department of Safety and Homeland Security beginning September 1, 2016, following his transformational and proactive leadership role with the department as Assistant Commissioner. The TGL Engagement Committee

thought it would be beneficial to shine a "Bright Spot" on Commissioner Purkey for a moment to gain some insight into how effective leaders lead and he was happy to answer a few of our questions.

How long have you been in state government?

Five years as a State Trooper and TBI Special Agent in the late 80's and 90's; almost six years now as the Governor's Homeland Security Advisor and Assistant Commissioner of the Department.

Which Tennessee Government Leadership programs have you completed and, what was the year?

TGEI in 2011

Which one of the TN Government Leadership programs had the most impact on you, professionally and personally?

TGEI because of my classmates and the camaraderie we developed. I speak with them just about every week in one way or another and seek their help and counsel on tasks that are before me. What a great bunch!

What one thing stands out that assisted you in getting to your current level of leadership from the aforementioned TGL program?

Contacts, contacts, contacts, who I can trust and who can trust me.

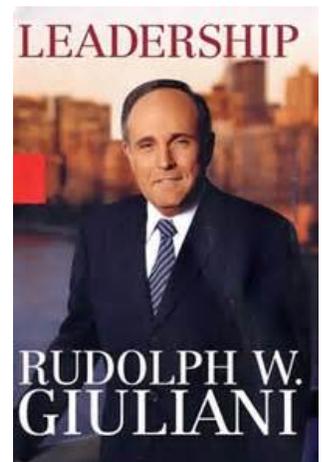
What is your favorite leadership book and why?

Rudy Giuliani's 2002 book titled *Leadership* because we're both former mayors and I can easily relate and follow his recommendations on cultivating staff members while managing the public's dollars effectively. He's an excellent crisis manager as well; something that I find myself doing a lot!

What are some words of wisdom you can think of to share with an up and coming leader within state government?

Take advantage of the state's offerings to make you a better employee, manager, and leader. Find a leader who you admire, trust, and can easily relate to as you move along your career. Seeking advice and counsel is not a weakness -it's the ultimate in strength and success!

What great advice! Thank you Commissioner Purkey for sharing some of your experience and knowledge with the TGL membership!





Leadership Bright Spots

Casey Mahoney

TN Brand Wins National Award



DCS



Casey Mahoney of the Department of Environment and Conservation represented Tennessee in accepting an award for the TN branding recently in Washington, DC. The branding won second place in the National Association of Government Communicators "2016 Blue Pencil & Gold Screen Awards." More than 265 entries in 41 categories were received and judged, meriting a total of 40 First Place, 37 Second Place and 50 Awards of Excellence. The competition salutes superior communications efforts of government agencies and recognizes the people who create the products, including contractors. The awards are judged by federal, state and local government communications professionals. Casey helped lead the effort in 2015 to bring together all of state government with one graphic identity.

More about the award:

<https://www.nagconline.org/documents/NAGC-2016-Blue-Pencil-Gold-Screen-Awards-Program.pdf>

To view the branding guidelines and toolkit, go to:

<https://teamtn.gov/graphicidentity/section/gi-print-media>





Leadership Bright Spots

Governor's Excellence in Service Award Honoring TGL Members

by Anthony Hogan
TGMI 2014

One of the primary emphases of Tennessee Government Leadership is to promote and reward excellence in State Government. Governor Haslam also recognizes the need for honoring and awarding those who are showing excellence and service in State Government. The Governor's Excellence in Service Awards program was created to promote excellence and to make sure that we all stay focused on the customer, the citizens of Tennessee. The Governor's Excellence in Service award recognizes outstanding state employees who are at the forefront of improving the way Tennessee State Government delivers services. Employees selected by their department's leadership to receive the award are helping provide Tennessee taxpayers with the highest quality service at the lowest possible cost.

On August 4, 2016, the Governor hosted a luncheon at the Governor's mansion for 22 leaders in Tennessee State Government that embodied the call for customer service. Five TGL Leadership program alumni were represented in those whom the Governor was recognizing:



The other Government leaders to receive the award were:

- Ward Tarkington** - Agriculture
- James Olguin** - Commerce and Insurance
- Joyce Carmichael** - Correction
- Rebecca Hargrove Smith** - Economic & Community Development
- Kathi Rowe** - Education
- Ramesh Prajapati** - Financial Institutions
- Henry Deaderick** - General Services
- Joey Smith** - Health
- Ben Thomas** - Health Care Finance and Administration
- Maelena Holmes** - Human Services
- Matthew Parriott** - Intellectual & Developmental Disabilities
- Camille Frech** - Labor and Workforce Development
- Dr. Kevin Turner** - Mental Health and Substance Abuse Services
- Rob Pennington** - Military
- Jaime Espinosa-Bowen** - Revenue
- Michael Hogan** - Safety and Homeland Security
- Larry McGoogin** - Transportation

At the luncheon, the Governor created the opportunity for recipients to ask questions and to gain insight on the day-to-day thought process in running the state functions. It was also an opportunity for the Governor to hear ways to make government better from those who can and do make it happen on a daily basis and to hear how they upgrade processes incorporating continuous improvement. These leaders know that continuous improvement is the hallmark of great leaders and great customer focused government programs. They are the ones on the front line making a difference.

Each of us in leadership positions are given the opportunity to make changes that can affect us all and make government better through excellence in service. Well done to our TGL alumni and all leaders in our State Government. Now it is your turn.

More about the award: <https://teamtn.gov/main/topic/Governor-Awards-Recipients>



David Adams
Human Resources
LEAD TN



Renee Boles
F&A
LEAD TN



Misty Neeley
Children's Services
LEAD TN



Tisha Calabrese-Benton
TDEC
LEAD TN



Michael Ross
Tourist Development
TGMI

Forward Focus Committee (FFC)



Focusing on Connections

The Tennessee Government Leadership Council's Forward Focus Committee recently created a LinkedIn group for alumni. The group will serve as a place for alumni to stay connected by sharing tips, stories, job opportunities and much more. Our hope is the group will also keep alumni updated on the many successes and work our colleagues are doing throughout state government.

LinkedIn is a social networking tool that connects professionals to make them more productive and successful. You must be a member of LinkedIn to join the group. When you join LinkedIn, you get access to people, jobs, news, updates and insights that help you be great at what you do. To find the group, search *Tennessee Government Leadership Alumni* on the website and ask to

join. A committee member will then accept your invitation and you will receive notification through LinkedIn.

The Committee is also working on offering a leadership event that will bring alumni together and provide a leadership lesson. The event is still in the infant stages of planning, but we hope it will become an annual event to give leadership alumni another chance to connect.

The Forward Focus Committee is excited to share these two new connection opportunities. We are all stronger if we grow and work together.

Please feel free to contact any committee member if you have any questions.

David Adams
David.C.Adams@tn.gov

Melissa Boaz
Melissa.Boaz@cot.tn.gov

Barry Brawley
Barry.Brawley@tn.gov

Lauren Hill
Lauren.Hill@tn.gov

Casey Mahoney
Casey.Mahoney@tn.gov

Terry Malone
TMalone@thda.org

Sterling van der Spuy
Sterling.vanderSpuy@tn.gov

Communications Committee (CC)

The Communications Committee focuses on creating and distributing the Tennessee Government Leadership Link, which is the official quarterly publication of the Tennessee Government Leadership Council. The publication highlights

current leadership activities across the enterprise. The committee seeks to promote and celebrate the great work of leaders who represent excellence in leadership and serving.

Susan Burdette
Susan.Burdette@tn.gov

April Romero
April.Romero@tn.gov

Benny Romero
Benny.Romero@tn.gov

Melissa Wiseman
Melissa.Wiseman@tn.gov

Systems Thinking Committee (STC)

The STC focuses on celebrating collaborative accomplishments between state, public, private, and faith-based organizations.

Accomplishments will be featured in an article or video to demonstrate achievements.

The STC will highlight the creative collaborations that positively impact services, products and processes provided by the State of Tennessee that makes this the greatest state to live, work and play.

To share accomplishments achieved through collaboration, please contact any member of the TGLC Systems Thinking Committee below.

Peggy Birthrong
Peggy.X.Birthrong@tn.gov

Julian Davis
Julian.Davis@tn.gov

Vicky Hutchings
Vicky.Hutchings@tn.gov

Richard Kennedy
Richard.Kennedy@tn.gov

Thomas O'Brien
Thomas.O'Brien@tn.gov

Joseph Waldrum
Joseph.Waldrum@tn.gov

Andrea L. Wilson
Andrea.L.Wilson@tn.gov

Get to Know Your Tennessee Government Leadership (TGL) Council Members



Richard Kennedy
Associate Director
Tennessee Commission on Children and Youth

by Susan Burdette
TGMI 2008, LEAD TN 2014

What's a typical day or week for you like?

I know it sounds cliché, but seriously no two days or weeks are the same. During the last several months, a great amount of my time has been devoted to a new collaborative, public-private effort to develop strategies to prevent, mitigate or help people recover from Adverse Childhood Experiences (ACEs.) So, one day I could be working to help raise awareness about ACEs and helping to develop Tennessee's strategies. The very next day I could be working with the United Ways of Tennessee to help improve After School programs throughout the state, talking with a community partner about the importance and benefit of quality pre-K programs, or talking with a Juvenile Court Judge or Legislator about the value of CASA (Court Appointed Special Advocate) programs.

I think there are two very consistent parts of my job. One is that I'm always thinking of ways that I can support our team and our Executive Director. And the second is that I'm always reading and learning as much as possible about new research, new efforts, or new strategies that improve outcomes for children and families, and thinking about how we can use that information to make life better for children and families across our state.

What's the best piece of advice you've received?

I've been fortunate to be the recipient of much great advice and words of wisdom that influence the way I think, behave and see the world. It is hard for me to narrow it down to just one, so I have three.

I'm an Eagle Scout and my first "real job" after graduating from Lambuth was serving as a District Executive with the Boy Scouts of America. The Scout Law is definitely my touchstone for how I should live and behave in the world. A Scout should be Trustworthy, Loyal, Helpful, Friendly, Courteous, Kind, Obedient, Cheerful, Thrifty, Brave, Clean and Reverent.

The second piece of advice which I hold dear is from my Grandfather. In discussing career and a

philosophy of work, he told me, "If you ever start trying to BE something instead of DO something, it is time for you to find a new job."

And lastly, I have the privilege of working for an incredible Executive Director. She often tells me and all of our team that "Nothing is impossible if you don't care who gets the credit."

How can you pay your TGL experience forward?

Each of my TGL experiences have been incredibly valuable and I learned very different things in LEAD, TGMI and TGEI. I think the one consistent and most valuable aspect of each of the three opportunities was the opportunity to develop new relationships. The development of these relationships has been so very important to me personally and professionally. It has provided me a pool of people who can serve as a resource when I'm navigating all aspects of state government and as mentors and advice givers when I'm faced with a new challenge. I think I can pay my TGL experience forward in a couple of ways. I can and will continue to use lessons learned to impact my work and that of my agency, as well as take advantage of any opportunity to incorporate leadership skills learned into my volunteer work and commitments. And I can and will continue to be a champion of TGL programs within our agency and encourage fellow staff members to take advantage of the opportunities offered.

Tell us something unique about you.

When I was in undergrad, I really thought I wanted to work for the National Park Service (NPS), so I spent two summers working in Yellowstone National Park. During my first summer there, I worked in Mammoth Hot Springs and my second summer I worked at Lake Yellowstone. After graduation from Lambuth, I was offered a NPS Park Ranger position in Yellowstone. However, after learning I would be stationed at Roosevelt Lodge, one of the more remote and rustic parts of the park and re-watching *The Shining*, I quickly decided that the National Park Service wasn't for me.

Get to Know Your Tennessee Government Leadership (TGL) Council Members continued



Kristi Astafan
Registration Manager
Board of Professional Responsibility
Administrative Office of the Courts

What's a typical day or week for you like?

A typical day...well there usually isn't a "typical" day, because each day is very different. As Registration Manager for the Board of Professional Responsibility, I manage the registration department that is responsible for Tennessee Law Licenses. We have over 20,000 active, licensed attorneys in the state. An example of one day may include various levels of customer service, as well as data processing, statistical reports and standard administrative duties, to name a few tasks. The goal is to provide the highest level of customer service we are able to extend on any given day and assist the attorneys effectively and efficiently.

What's the best piece of advice you've received?

Don't sweat the small stuff... I used to fret over little failures. If I missed an appointment, or needed to make a phone call but was interrupted, I would stress over getting off track each day. Now, I just take those tasks and add to the end of my day. I

try and focus on one day at a time, one item at a time. It definitely helps to stay focused on the tasks at hand.

How can you pay your TGL experience forward?

I can pay my experience forward by sharing my knowledge and lessons with those coming up behind me. I have always been told that you should see your replacement outside your door. With that in mind, I am always trying to share my experiences, knowledge and information to help build another great leader for the state of Tennessee. I have met with those on my team to get a better idea of their long-term goals. By doing this, I am more able to manage my team and help those who desire to be and do more.

Tell us something unique about you.

I REALLY enjoy music...almost to the point of obsession. I like all types of music and find myself using it to stir up my motivation and energy. I cannot go a day, minute, hour...without it.



Patrice Steinhart
Benefits Administration Operations Director
Department of Finance and Administration

What's a typical day or week for you like?

No day is typical for me as Benefits Administration Operations Director. With the ever changing landscape of healthcare, our organization must be in continuous improvement mode.

What's the best piece of advice you've received?

Never Never Never Give Up...my mother channeling Winston Churchill.

How can you pay your TGL experience forward?

I am on the committee to create a F & A TGL Alumni group. It's an opportunity to extend leadership learning and to promote networking within our agency.

Tell us something unique about you.

My husband Steve and I and both sets of our parents met dancing. Steve and I still ballroom dance when we can.

Get to Know Your Tennessee Government Leadership (TGL) Council Members continued



Casey Mahoney
Director of Customer Interface
Department of Environment and Conservation

What's a typical day or week for you like?

The typical day for me as the Director of Customer Interface is always different. Since most communication with our customers is on digital platforms now, my job is to help the agency find solutions so our customers can do business more efficiently. It may sound weird, but I think myself as the crack between the couch cushions. Often, I try to find those spots we're missing or not getting just right that we could correct and would have an impact on the customer's experience. Because of my background, I also get pulled into other aspects of the agency, including employee engagement, TN Center for Performance Excellence, and anything branding related.

What's the best piece of advice you've received?

A Bible verse that I refer to often is Matthew 6:34, "So don't worry about tomorrow, for tomorrow will bring its own worries. Today's trouble is enough for today." When I was young and even some today, I worried about everything. Being

able to relax and not take everything so seriously is something I am always working towards. Some days we win and some days we lose and that's ok. We can always learn and worrying doesn't fix a problem... action does. Also, when you have children, I think you realize to just live in the moment.

How can you pay your TGL experience forward?

My pay it forward experience is working with others within our agency and community and encouraging them to make those leaps. I truly believe that anyone can do what they want in this world if they want it bad enough and are willing to work for it. Take those risks in life. It can be in your church, community or at work. Everyone can make a difference and I try to push others to believe that they can too.

Tell us something unique about you.

I am a Florida State University Seminole through and through. I graduated high school from Florida State University School and got my B.S. and M.S. from Florida State. Go Noles!



Sheila Marchman
Director of Agency Resource Center
Department of Human Resources

What's a typical day or week for you like?

I am in meetings working on agency initiatives, or working with the Executive team on law changes, legislative decisions, pay changed policies and any other project going at that time.

What's the best piece of advice you've received?

To be true to myself.

How can you pay your TGL experience forward?

I use the experience that I have learned to coach and mentor not only members of my team but others that I work with in the community.

Tell us something unique about you.

I own stock in Disney World. Please visit Disney World often!!!!

Get to Know Your Tennessee Government Leadership (TGL) Council Members continued



Lauren Hill
Director of Guest Services and Revenue Management
Tennessee State Parks
Department of Environment and Conservation

What's a typical day or week for you like?

As the Director of Guest Services and Revenue Management for Tennessee State Parks, my "work" is extremely varied. The one constant that I do have is ensuring we meet our customer focused goals (CFGs) in state park hospitality operations. Balancing the goal of providing quality experiences for our guests with financial responsibility to the citizens of the state of Tennessee through professionally well-managed operations in a really GREAT environment!! It is a broad spectrum that affords me a wonderful variety of challenges every day.

What's the best piece of advice you've received?

From my father: At the end of the day, when you have lost everything you ever had and are standing there with nothing to your name, the one thing that will remain is your integrity. *You* can lose it, but no one can take it away from you. And if you lose that, you truly have nothing.

How can you pay your TGL experience forward?

I think one of the best ways to pay my TGL experience forward is to "Model the Way." Stay

involved and encourage others to continue their involvement in the growth of leaders in Tennessee. As a supervisor, seek opportunities for others to lead and grow. Coach, mentor, support. Provide a trusting environment with quality communication where people are not afraid to take risk and allow them to succeed or fail, knowing it's ok either way as long as they are honest in their efforts. Hold myself accountable to the same standards to which I hold others (and be equally honest when I fail.)

Tell us something unique about you.

I don't think I can speak to anything about me being unique so much as I think we are all uniquely individual and that it is the mosaic of who we all are that makes life really interesting. As a supervisor within an enterprise, it is incumbent upon me to understand and direct that uniqueness to help it flourish in a positive way to create success; whether for individual performance or collaboratively in developing a successful, integrated team. As a person, it's just a nicer world when we all respect each other and get along.

**"Intellectual growth should commence at birth
and cease only at death."**

Albert Einstein

Get to Know Your Tennessee Government Leadership (TGL) Council Members continued



Benny Romero
Department Controller
Department of Environment and Conservation

What's a typical day or week for you like?

As Department Controller, my week is generally filled with lots of meetings involving agency-wide initiatives/opportunities; project follow-up, process improvement and/or general review of finance deliverables. In Finance, we are very deadline driven with lots of deliverables. So, keeping the team focused and on track is important as well as dealing with the curve balls that come our way. When we are not closing the month out from an accounting standpoint, we are closing the year out (as is the case now). Soon, we'll be going through the annual budget cycle and preparing for lots of internal divisional meetings to review budget requests. When I am not involved in required and routine processes/cycles, I work on improvement initiatives like accounting dual track, TN Center for Performance Excellence agency applications, SWOT analysis, etc. I fortunately work for a very

progressive and continuous improvement oriented agency, so the challenge is always keeping up with the various initiatives and figuring out how to help implement and support these initiatives while ensuring we comply with State laws, policies and procedures.

What's the best piece of advice you've received?

I can't point to one specific piece of advice but fortunately work for someone that leads by example.

How can you pay your TGL experience forward?

Leverage your network of contacts and continue to build relationships. Make the world smaller and problems are easier to solve.

Tell us something unique about you.

I like to practice Tai Chi. It helps in managing stress and improving overall health and balance.

“Leadership is about relationships.”

Trish “Doc” Holliday

Leadership *Kudos* Corner

If you have any news to share about your own personal graduation, promotion, certifications or awards please submit that information to Leadership.Council@tn.gov with photos and we will publish in future newsletters.



April Romero, TGMI Class of 2008 and Bonnie Heithcock LEAD TN Alliance 2 graduated in May from Middle Tennessee State University with a Masters of Professional Studies/Strategic Leadership degree. Congratulations April and Bonnie!



Dr. Kelly Lancaster, HR Masters and LEAD TN 2015, graduated in August from Apollos University with a Doctorate of Business Administration. His thesis title was "Human Resource Professionals Are Lacking the Competencies They Need to Thrive Today." In September, he was promoted in Finance and Administration to Director of Human Resources and Talent Management. Congratulations Kelly!



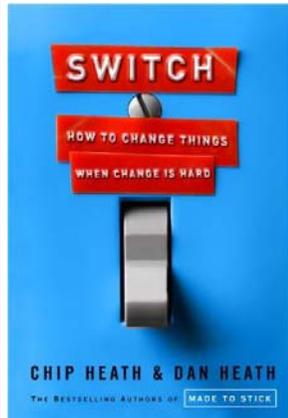
Melissa Boaz, Comptroller of the Treasury, received her Certified Government Financial Manager certificate. The certification recognizes skills and knowledge in government financial reporting, auditing, and budgeting. Congratulations Melissa!

Dr. Trish Holliday, Department of Human Resources, had her interview titled *Leaders Must be Continually Learning* published in HR.com's Excellence Essentials Article in August. She was also selected to be in Lipscomb University's College of Leadership and Public Serve Leadership TN Class IV, which is a leadership education program designed to cultivate a network of business, nonprofit, education and government leaders to address the state's challenges and opportunities. Congratulations Trish!



Switch: How to Change Things When Change is Hard

by Dana Simons
LEAD TN 2015



Switch, written by Chip Heath and Dan Heath, teaches you how to align your emotional and rational side so when you are reacting to situations, you react in an appropriate manner. Normally, our emotions easily overwhelm our rational thought, leading us to making rash decisions that lack planning and clear communication. By embracing the concepts of this

book, you will learn to notice when your emotions are driving your decisions and refrain from such behavior.

The authors illustrate a metaphor of a Rider riding an Elephant. In the metaphor, the Elephant represents our emotional and intuition side, and the Rider represents our logical side. When we are making decisions and responding to situations, our intuition and emotions (Elephant) can easily overpower our logical side (Rider) because it is a bigger influence. See the comparison? The Rider is a smaller influence and tries to drive (control) the Elephant (emotion) based on logical choices, but the Elephant is so large it can easily overpower the Rider. The Rider has to recognize this and keep the Elephant (emotion) in line. If the Rider is successful, then the decision maker has a balanced and aligned emotional and logical decision and can respond appropriately.

Balance and alignment between the Elephant and Rider is key. The authors explain that both sides are important, and although logic (Rider) needs to be the driver of decisions, it is negative to have the Rider in control 100% of the time. When a Rider is in control 100% of the time, he tends to contemplate and overanalyze a situation and lacks the ability to make quick decisions. The book states we know these people, and what looks like resistance is often a lack of clarity. "If the Rider isn't sure exactly what direction to go, he tends to lead himself in circles." In an organization these are our "colleague[s] who can brainstorm for hours but can't ever seem to make a decision." Just as the Elephant needs the Rider to drive it, the Rider needs the emotional and intuition side to show the Rider which decision to lean towards.

Once the Rider and the Elephant are aligned, a path has to be established. The book says you need to show the Rider/Elephant exactly where to go, how to act, and what destination to pursue. By explaining why the change is important, the Rider will buy in and move forward with implementing the change. However, we have to remember the Rider and the Elephant are at war (often the heart and the mind disagree), and we have to figure out how to keep the Elephant motivated. An example the book uses is when a person is dieting. The logical side (Rider) knows that it is necessary to lose weight and exercise. The weight on the scale and test results a doctor can provide shows the need to the Rider; but how do you make the Elephant comply with dieting? When the Elephant sees the dessert table, the emotional side starts telling it that it wants dessert and justifying why it is necessary. If the Rider fails to drive the Elephant, the Elephant will break down and indulge in the dessert; ruining the diet. The book explains that to keep the Elephant motivated, it needs small successes to celebrate. In the dieting scenario, the Elephant would need short term milestones such as eating a dessert once each 5 pounds is lost. Those small steps and celebrations would keep the Elephant focused and motivated to stay away from the desserts, and the Rider has a clear direction to lead the Elephant. Communication is clear, and both are on the same page.

Another method you can use to keep the Elephant and the Rider aligned is by providing goals in your action plan that are SMART. The book states, "Goals in most organizations, however, lack emotional resonance." Employees lose their motivation to achieve the goals throughout the period because they are too broad and unclear. The SMART goals are laid out to be specific and measurable so they can be tracked throughout the evaluation period. This helps to motivate people's emotional side and keep them motivated and on track because the expectation is stated clearly, milestones are set, and the process is evaluated throughout the period to keep the person engaged.

Switch also discusses the importance of utilizing bright spots to navigate a clear path for the Rider. Most complex situations are solved with simple solutions.

By the Rider overanalyzing the situation, he is often creating a complex solution. The authors explain that instead of the Rider looking for a simple solution to the problem, we often brainstorm a solution as large as the problem. Instead, we should focus on discovering the simple solution. One way to accomplish this is to look for the bright spot; to ask "What's working right now?" By starting with that question, a more simple solution should present itself.

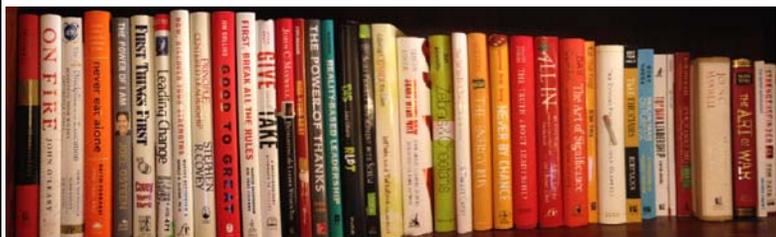
In addition, the Rider can be deterred from his path by the Elephant because the book explains the natural behavior of people always seems to be to focus on the negative instead of the positive. For example, the book discusses how people tend to focus their discussions with close friends around the negative situations in their lives instead of the positive ones. The book states the reasoning behind this behavior, "A group of psychologists reviewed over two hundred articles and concluded that, for a wide range of human behavior and perception, a general principle holds true; 'Bad is stronger than good.'" Dan and Chip Heath refer to this in the book as "positive-negative asymmetry."

The book also discusses the importance of "point to the destination." For example, at the beginning of a school year, a teacher told her 1st grade students that by the end of the year they were going to be 3rd graders. It didn't mean they were literally going to skip a grade. Instead, she was giving her class a goal to work towards. She used this technique to encourage the students to visualize themselves as 3rd graders; students they looked up to. Then, she began referring

to her class as "scholars," and asked them to refer to each other that way also. By changing the way they viewed themselves and then structuring her class differently, the Elephant side of the students were motivated. They were excited to go home and share the lessons they learned throughout the day. The book explains that their excitement about the information they were learning, and their new self-image of scholars motivated their emotional side and kept them on the path to success and fed their desire to learn.

Additionally, Chip and Dan outline it in their book, "Any new quest, even one that is ultimately successful, is going to involve failure." "You can't learn to be an inventor, or a nurse, or a scientist, without failing." "The Elephant really, really hates to fail." Therefore, the authors suggest you create the expectation of failure – not failure of the mission itself, but failure in route. This outlines that failure will exist; so when it does, it is not a surprise and your Elephant does not lose its motivation.

Switch makes the process of change easier by helping people identify the difference between their emotional and logical sides when making decisions. The three main points that will guide you in making the "switch" are: "1. To Direct the Rider – Script the critical movement, 2. Motivate the Elephant – Shrink the change, and 3. Shape the Path – Build a habit." By being able to recognize if the Rider or Elephant is driving your decisions, you will be able to adjust and align the two, and move forward making better decisions and reacting appropriately.



TGL Book Exchange

By Susan Burdette
TGMI 2008 and LEAD TN 2014

Do you have a favorite Leadership book that you recommend? A book that spoke to you, stayed with you for a while, or one you go back to time and time again? Why not share your favorite book with our Leadership community at the Leadership conference? We are going to have a TGL Book Exchange where you can bring a Leadership book and take a Leadership book. If you bring two Leadership books, you can take two! Add a post-it note in the front of the book with why you recommend it to help others decide what book should be next on their Leadership reading list. Start thinking about which book(s) you want to share!

TGL Lunch and Learn Series

The Black Belt Leadership Committee, TGEI Steering Committee and TGMI Steering Committee are partnering to sponsor a monthly Lunch and Learn. The Lunch and Learn meetings are held on the third floor of the TN Tower. This is a wonderful opportunity to network with your fellow Leadership Alumni and earn five Strategic Development Black Belt points. Please join us for future TGL Lunch and Learns in the TN Room on the 3rd floor of the TN Tower.

Upcoming TGL Lunch and Learn Dates

September 14

Scott McClellan, TBI
Wireless Hacking

October 12

Deputy Governor Jim Henry

November

None (TGL Conference November 2, 2016)

December 14

Steve Chester, Human Resources
Managing Multi-Generations

Stay the Course Folks!

by Dana Simons, LEAD TN 2015



Chief Operating Officer Greg Adams kicked off the June 2016, TGL Lunch and Learn. The Princeton and MIT alumni has been tasked by the Governor of Tennessee to make sure agencies are operating as efficient as possible. He shared statistics proving Tennessee is working towards that goal by already trimming 500 million of recurring savings and doing so with 10% less employees. Adams added, "Can we take a breather? Unfortunately we can't." Instead, he challenged, "We can get better and we need to get better."

Adams explained to enable an organization to deliver on the increasing demands, you have to reset the culture. First, people have to be focused and improve their skills. Second, Adams states we must foster an environment of innovation, team work, and creativity in our organizations all the way through the department from the top to the lowest level. Not only should the department adopt this type of culture, but it should become second-nature. Third, Adams explained the importance of breaking through silos and being an enterprise. Becoming one enterprise is necessary because each agency offers common services, which if centralized, could help continue to decrease costs of operations. By reducing operating costs as an enterprise, it wouldn't require each

agency to cut costs by 6-7%, but the enterprise could work together to decrease costs by 1-2%. For example, the enterprise could reduce the amount spent on real estate to house separate agencies' IT divisions. Instead, one IT division could provide services for all agencies within the enterprise.

How can this be done since all agencies are different? Adams explained each agency has a set of core services they deliver, but they also have a set of shared services. These shared services can be leverage to drive efficiencies. In fact, Adams clarified commissioners across the state are "exactly the same" and when broken down, they all provide four services within their agency:

- Drive Policy – Research, planning, development, execution
- Drive Programs – managing programs
- Manage Operations that support policy and programs
- Manage set of assets that is deployed through policy and programs.

Adams closed the Lunch and Learn with questions from the audience, and thanked the group and acknowledged they are key to TN's past and future successes. Adams left the TGL members with enthusiasm and encouragement, "Stay the course folks!"

TGL Lunch and Learn Series

Black Belt Program Panel Discussion

by Mitzi Martin, TGMI 2011

The fourth Lunch and Learn was held on August 10th and featured Dr. Trish Holliday who holds a Black Belt; the committee members for the Black Belt program: Tammy Golden who also holds a Black Belt, Kelly Lancaster, Patrice Steinhart and Marcus Dodson, and non-committee member, April Romero who is also one of the first three Black Belt recipients.

Dr. Trish Holliday started the discussion with her vision in creating the Black Belt program in 2013. The program is for any alumni of leadership programs sponsored by DOHR. The black belt program is where State leaders intentionally begin their journey for leadership development. These State leaders are self-directed, understand that learning is a life-long process that does not end, and are focused on others rather than themselves.

April Romero spoke on the internal service component of the black belt program which involves serving others within the State. She stressed by just attending a Tennessee Government Leadership (TGL) meeting, many internal service opportunities will arise. You will hear what is on the horizon and how you can volunteer. You can contact TGL council members for ideas and opportunities to serve inside

State government. Help is always needed for setup and cleanup of TGL sponsored programs participation in TGL Book Club or the attending Lunch and Learn events. Contact a Council member, Steering Committee member or Club Officers to volunteer for these TGL events.

Dr. Kelly Lancaster then emphasized the external service component of the black belt program and why it was so important. You are giving of your time and energy to help and give back to your neighborhood and community. The external service component is where you can be a servant leader.

Tammy Golden then talked about the pay-it-forward project that is begun once you reach the green belt level and is the pinnacle of the Black Belt program. It is a service project, not related to your job, where you can demonstrate your leadership skills around a topic that you are passionate about and where you can make an impact to those outside State government whom we ultimately serve.

The meeting ended with questions and answers and the announcement of the new Brown Bag Lunch program, which is a Q&A session for Black Belt members.

Bring your BBP Questions and Let's Have Lunch

The Vision Committee of the Tennessee Government Leadership Council, which administers the Black Belt Program, is sponsoring a monthly Brown Bag Lunch and Learn to assist interested and current program participants to learn more the components of and advancing through this amazing self-paced leadership development program. The Lunch and Learn will be held the 1st Thursday of each month for the remainder of 2016 at the Tennessee Tower, 3rd floor. As participants advance through the five 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 in and focusing on others. This Lunch and Learn is a wonderful opportunity to network with fellow alumni from the DOHR-sponsored Tennessee Leadership Programs (e.g., LEAD TN, TGEI, TGMI), learn how other program participants have earned internal and external points,

and hear more about determining and implementing Pay It Forward (PIF) projects.

WHEN: 1st Thursday of every month from 11:30 a.m. to 12:30 p.m.

WHO: Black Belt Program participants – both current and future.

WHAT: Vision Committee members and Black Belt Program participants will share experiences and answer questions.

WHERE: TN Room One on the third floor of the TN Tower (behind Starbucks)

FOOD: You may bring your lunch or visit the TN Tower Café on the third floor. You may order Chick-fil-A using the *Chick-fil-A One* app to avoid the lines. If you use the app, your order should be ready very soon after you submit. Please go to the Chick-fil-A pick up line and listen for your name to be called as soon as you place your order through the app.

TGEI Annual Leadership Luncheon

by Melissa McDonald
TGEI 2010, LEAD TN 2013



Lyrics, Legends & Leadership was the theme of the TGEI Alumni Steering Committee annual leadership luncheon that took place on August 11, 2016, at the Downtown Nashville Library.

This year's event focused on leadership in the music industry. Legendary radio announcer Keith Bilbrey moderated the discussion as gospel greats The Fairfield Four, country stars T. G. Sheppard and Kelly Lang, and rising star Megan Golden talked about leadership experiences that have affected their careers. Besides dispensing lessons in leadership, the panel also performed for the group and received rousing rounds of applause.



Another highlight of the event was the presentation of the 2016 Lead by Example Award to a TGEI alumnus whose work spotlights TGEI's principles and continuing service to the state. This year's honoree is Tennessee Highway Patrol (THP) Colonel Tracy Trott, a 2006 alumnus. As Colonel of the THP, Trott has focused on reducing traffic deaths in Tennessee. Thanks to strong leadership and the work of state troopers, in 2015, Tennessee recorded its lowest number of traffic deaths since 1963. He and his staff have been so successful with seat belt traffic enforcement that Tennessee was selected by the National Highway Traffic Safety Institute to create a tool kit to be used by other states. Just this summer, under Trott's command, THP was named the top state police/highway patrol agency in the nation for 2016. Trott is also active in national policing organizations and in October will become the General Chair of the International Association of Chiefs of Police.



TGL Toastmasters 2016-2017 Officers



President—Helen Ford began her service with state government with Tennessee Board of Parole. She served as Director of Probation and Parole in Memphis for over 10 years. She is a native Memphian and has been in Nashville for 5 years where she served as the State Deputy Director for 3 years. Presently, she is a Parole Administrator for the Board of Parole. She has a BA Degree from the University of Memphis and MBA from Belhaven University. She is a 2002 TGEI Graduate and a 2013 Lead Tennessee Graduate.



Vice President of Education—Dr. Jeanine C. Miller serves as Director of Policy for the Department of Intellectual and Developmental Disabilities. She received a BA in Psychology and was inducted into Phi Beta Kappa at Skidmore College. Dr. Miller earned her MA and PhD in Clinical Psychology from Vanderbilt University. She is in the Black Belt Leadership Program and received her Blue Belt. Dr. Miller is a member of the TGEI Steering Committee, a charter member of the TGL Toastmasters Club and belongs to the TGL Book Club. Her community involvement includes serving as a TN Achieves mentor and raising funds for the Muscular Dystrophy Association.



Vice President of Membership—Anthony Hogan is the Deputy Director of the Division of Radiological Health in TDEC. Anthony has been with the Division for a total of 18 years. During that time he served as a Health Physicist inspector, Supervisor and Field Office Manager conducting inspection of x-ray and radioactive materials license holders throughout the state. Anthony has a B.S. degree in Biology and Master of Public Health Degree from ETSU. Anthony is actively involved in the TGL programs. He is a recent graduate of TGMI in 2014 and is a part of the TGL Black Belt program, TGL Leadership Council, the TGL Toastmaster Club and the Mentor Tennessee program.



Vice President of Public Relations—April Romero was a member of the TGMI Class of 2008 and the TGMI Alumni Chairperson in 2014. She is a Black Belt with the TGL Black Belt Program and has served on the TGL Council since 2013. April was co-creator of the TGL Book Club and is a Certified Facilitator with DOHR. She is a Project Manager and Certified Scrum Master for Edison. She recently received her Master's Degree from MTSU and is an Advanced Leader Bronze Toastmaster. She is married to Rich and has a 9 year old daughter, Elizabeth.



Secretary—Carla Farris is currently the Information Systems Relationship Manager for the Tennessee Department of Treasury and has 27 years of information systems experience in the TN state government. She is a graduate of TGMI Class of 2006, a TN Achieves Mentor, and a member of the Black Belt Leadership Program. She and her husband of 22 years enjoy raising their teenage daughter and son.



Treasurer—Terry Malone is the Control Manager at Tennessee Housing Development Agency (THDA). Terry has worked for THDA for 15 years serving in multiples roles within the Agency. She is a 2008 graduate of TGMI and a 2012 graduate of LEAD TN. Terry serves on the TGL Council. She is also active in the Black Belt Program, recently achieving her Blue Belt. Terry received a Master's of Management from APSU with honors in 2006. She is married to John and has 2 children, Zach (10) and Piper (3).



Sergeant at Arms—Jeremy McBride has worked for the State of TN for 7 years now. Currently he works in the Division of Real Estate Asset Management under the Energy & Sustainability Group and before that he worked for Property Services Management. Jeremy has participated in many groups and associations within the State Government such as TEMA, DGS Wellness Council, LEAD Tennessee Alliance 1, Black Belt Leadership Program, TN Achieves, and now serves as the Sgt-At-Arms for TGL Toastmasters.



Ex-Officio/Immediate Past President—Dr. Trish Holliday is Assistant Commissioner and Chief Learning Officer of the State of Tennessee. Commissioner Rebecca Hunter appointed her as the State's Chief Learning Officer (CLO) in 2012 as a member of her executive team. Dr. Holliday's commitment to public service and her passion for helping professionals reach their greatest potential is rooted in her experience as a certified facilitator, adult educator and executive coach, and her early years in full-time ministry as a missionary in Tennessee Appalachia.

"Toastmasters is well known and used worldwide as a respected educational program dedicated to the improvement of communication and leadership skills." Helen Ford, TGL Toastmasters President

Take the Stairs

7 Steps to Achieving Success

by Patricia M. Smith
LEAD TN 2013

Are there times when you miss your sixth grade teacher saying, "Do it this way and this will happen?" Whether it was an algebraic formula, a chemistry lab or a cooking recipe, it was planned and clear and tested and successful.

Rory Vaden has spelled out life success for us in *Take the Stairs, 7 Steps to Achieving True Success*. Vaden writes from experience, experiences we have lived. His perspective shines a bright light on what we already know. He reminds us water is hot at 211 degrees. At 212, it's boiling. That one degree of heat changes the structure of the water. Our one degree of extra effort on a project can make the difference.

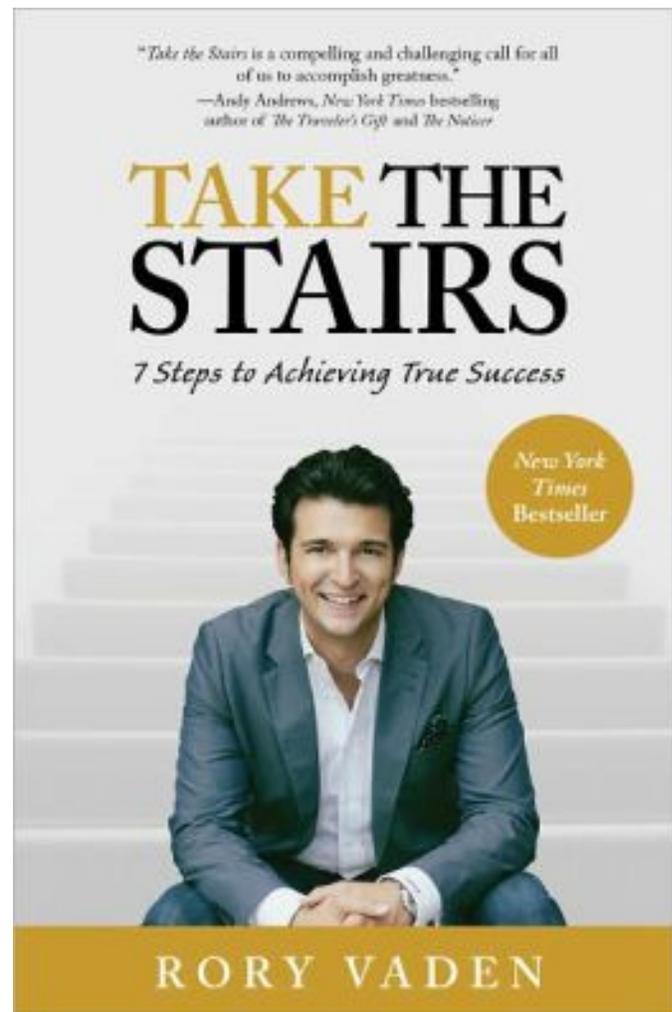
We all want success. But since success is personal, it's not packaged on the shelf at Target. Does your success include working in Australia? Does success include wearing sweat pants while designing cathedral ceilings? Does success include having a meal delivered while you concentrate your efforts? Only you can define what you want. Once you do, you are free to focus. The author encourages us to get off the escalator that carries us along take the stairs and invest the effort to achieve our goals.

"The power that a clear picture of your desired future has over your life is indescribable," says Rory in the chapter on Visioneering. He uses 'visioneering' from author Andy Stanley "because it appropriately accounts for the two most critical aspects of creating a new idea – vision and engineering.

A new project can absorb my attention to the point I'm unaware of other activities. That delivered meal could be all I eat that day. The energy that comes from focus takes us to the boiling point, the production zone, the success arena.

The Nashville-based author takes the reader through Sacrifice, Commitment, Focus, Integrity, Schedule, Faith and Action. There are questions for each chapter for your review or a book club discussion. You can watch videos for deeper consideration and sign up for inspirational e-mails. He wants to help.

Like many of the books we read or have on our shelf, *Take the Stairs* has motivating information. I recommend it to you and I give you one more quote from the author as both warning and encouragement: "The challenges we face today are not a matter of skill, but a matter of will." Will I see *you* in the stairwell?



**"The challenges we face today
are not a matter of skill,
but a matter of will."**

Rory Vaden



Special Recognition to TGL Alumni Certified Trainers

A special recognition to the alumni of the Tennessee Government Leadership programs (LEAD Tennessee, TGEI, TGMI) that have become certified.

Administrative Office of the Courts

Kristi Astafan

Agriculture

Liz Sneed

Children's Services

Nakisha Hicks

Commerce and Insurance

Matthew Wakefield

Correction

Kristen Martin

Holly Smith

Council on Developmental Disabilities

Lynette Porter

Economic and Community Development

Leslie Hathaway

Environment & Conservation

Elaine Boyd

Janice Compton

Robert Dickinson

Lauren Hill

Casey Mahoney

Kevin Mahoney

Beth Smith

Finance & Administration

Anthony Del Priore

James Joralemon

Kelly Lancaster

April Romero

Dana Simons

Lee Ann Smith

Patrice Steinhart

Financial Institutions

Christie Adams

Leslie Yanez

Health

Luvenia Harrison

Kim Henry

Karen Perry

Human Resources

Danielle Barnes

Terence Donaldson

Lesley Farmer

Jennifer Harris-Brown

Dr. Trish Holliday

Sheila Marchman

Antonio Meeks

Stephanie Penny

Dr. Ernie Ricketts

Brigitte Tubbs-Jones

Kim T. Yap

Coretta Young

Labor and Workforce Development

Fred Gaston

Military

Thomas Simmons

Revenue

Ed Conson

Abigail Sparks

Safety and Homeland Security

Shannon Hall

Vicky Hutchings

Jimmie Johnson

Tennessee Bureau of Investigation

Andrea Wilkerson

Tennessee Wildlife Resources Agency

Sean Lenart

Chuck Yoest

Transportation

Heather Stanford

Treasury

Marcus Dodson

Rodney Escobar

Carla Farris

TRICOR

Susan Cunningham

Nikki Turner



Congratulations to being selected to the 2016 Tennessee Government Executive Institute!

Administrative Office of the Courts

Rachel Harmon

Agriculture

Shannon Klonowski

Bureau of Workers' Compensation

Troy Haley

Children's Services

Amy Coble

Merlene Hyman

Commerce and Insurance

Michael Humphreys

Comptroller of the Treasury

Bryan Burklin

Gregory Moody

Correction

Terence Davis

Matt Ross

Economic and Community Development

Amy New

Environment and Conservation

Robert Dickinson

Anthony Hogan

Finance and Administration

Gabrielle Authier

Andrea Dowdy, D.C.

Financial Institutions

Todd Rice

General Services

Jennifer Murphy

Health

Jeremy Davis

Health Care Finance and Administration

Michael Bassham

Human Resources

Terence Donaldson

Jennifer Harris-Brown

Human Services

Jamie Pistel

Intellectual and Developmental Disabilities

Michelle Smith

Labor and Workforce Development

Fred Gaston

Mental Health and Substance Abuse Services

Sejal West

Military

Tommy Baker

Revenue

Abby Sparks

Safety and Homeland Security

Christopher Osbourn

Jimmie Johnson

Tennessee Bureau of Investigation

Jason Locke

Tennessee General Assembly

Garrett Johnson

Tennessee Housing Development Agency

Lorraine Shearon

Tennessee Student Assistance Corporation

James Snider

Transportation

Sherree Hall Crowder

Treasury

Steve Summerall

TRICOR

Susan Cunningham



From the Desk of the Chief Learning Officer Courageous Leadership Decisions

By Dr. Trish Holliday
Assistant Commissioner and
Chief Learning Officer
TGMI 2008, TGEI 2010, LEAD Tennessee 2010

In the blockbuster movies "The Matrix," an interesting perspective on reality is presented. The plot revolves around a construction of reality in which humans are kept by machines that have taken over the world. The machines use the electrical output of the human body as an energy source, and humans are kept in a sedated state of existence. To pacify humanity, the machines have created an elaborate computer program known as the matrix, in which each person is "living out" a role in life, totally unaware that they are being manipulated and used by the machines.

Some humans have escaped the matrix, now fighting a war against the machines. The protagonist of the series - Neo - is a computer programmer who is recruited by the free humans. Neo, they believe, is the awaited hero who will save them from the machines, and to release humanity from the matrix.

The key leader of the free humans is Morpheus, played by Laurence Fishburne. In a critical scene during the movie, Morpheus has entered the matrix to attempt and recruit Neo to join in the struggle to be free of the machines - to lead them to the salvation of the human race. Morpheus is sitting before a confused, and struggling to grasp the true reality, Neo. Morpheus holds out two pills, one red, one blue. He informs Neo that if he takes the blue pill, he will wake up tomorrow, still in the matrix, and none the wiser. If, however,

he takes the red pill, he will be free of the matrix, and he will enter Wonderland, and see how deep the rabbit hole goes. Neo takes the red pill, and becomes the leader that ultimately rescues humanity.

Leadership often requires a decision; a decision that may be difficult and uncertain. Leaders don't always have all the data, all the information they would like to have in order to make critical decisions. The future outcome of decisions may not always be clearly known, or definitively foreknown. Leadership takes courage, and lots of it. Courage to stand up for what is right in the face of pressure to do otherwise. Courage to confront low performance for the better of the organization and its mission. Courage to admit mistakes openly and do the "repair" work to correct them. It is easy to delegate the difficult or uncomfortable tasks, and take the "blue" pill. But that isn't genuine leadership.

As a leader in state government, one may often be called upon to take the "red" pill. Situations may require a leader to muster courage and face the challenge of uncertainty, or to stand for what one truly believes is the right direction to take. Such courage is essential, not just for the leader, but for the good of those being served - the citizens of the state. Sometimes, one must take the red pill.

"We're Better Together"

Dr. Trish Holliday

"There is a difference between knowing the path, and walking the path."

Morpheus, *The Matrix*

The CLO's Top Ten "Must Reads"

- *Accelerate Building Strategic Agility for a Faster-Moving World* by John Kotter
- *All In: How the Best Managers Create a Culture of Belief and Drive Big Results* by Adrian Gostick and Chester Elton
- *Disrupt: Think the Unthinkable to Spark Transformation in your Business* by Luke Williams
- *Smart Trust* by Stephen M. R. Covey, Greg Link, and Rebecca R. Merrill
- *Switch: How to Change Things when Change is Hard* by Chip Heath and Dan Heath
- *Triggers: Creating Behavior that Lasts - Becoming the Person You Want to Be* by Marshall Goldsmith
- *4 Disciplines of Execution* by Chris McChesney, Sean Covey and Jim Huling
- *The Power of Thanks: How Social Recognition Empowers Employees and Creates a Best Place to Work* by Erick Mosley and Derek Irvine
- *Buy In* by John Kotter
- *Death by Meeting* by Patrick Lencioni



Vision Committee (VC) Report

LATEST NEWS IN THE LEADERSHIP BLACK BELT PROGRAM



The Vision Committee reminds everyone the last time we will meet prior to the 2016 conference to review and approve Blue and Green belts will be October 11, 2016.

Yellow and Orange belt reviews are scheduled for September 9, September 30, November 4 and November 30. Approved belts will be awarded at the monthly Council meetings.

The committee has been correcting the data in the point tracker system. Previously entered "Individual development" items have been updated and emails sent to users. Book reviews have been re-categorized as Strategic development and TCNPE items have been reviewed.

Participants are encouraged to enter activities often.

There are 49 belts being reviewed:

- 11-Yellow
- 17-Orange
- 13-Blue
- 8-Green
- 2-PIF Intents

To date, 175 belts have been approved:

- 83-Yellow
- 45-Orange
- 27-Blue
- 17-Green
- 3-Black

All belts represent 42,282 hours of service:

- 8,663 - External Service
- 6,998 - Internal Service
- 26,521 - Strategic Development

There are 274 active members.

White Belt	Yellow Belt	Orange Belt	Blue Belt	Green Belt	Black Belt	
Graduate From a DOHR-sponsored leadership development program and register online	Strategic Development Points 60	Strategic Development Points 55	Strategic Development Points 50	Strategic Development Points 45	Strategic Development Points 40	 Accumulated Points
	Service Points 20	Service Points 30	Service Points 40	Service Points 50	Service Points 60	
	TOTAL Points Per Belt	80 Points	85 Points	90 Points	95 Points	
					Pay It Forward Project =	50 Points
Total points accumulated for Black Belt Level						500 Points

The committee appreciates everyone's patience as we work to improve the program and review belts. If you recently signed up and have not received your white belt or have questions regarding the program, please contact us at Leadership.Council@tn.gov.

Yellow and Orange Belt Presentations July 2016



Allyscaeioun Spears



Dana Simons



Renee Boles



Michelle Smith



Yellow and Orange Belts Awarded in July not pictured



Marilyn Barbee, Yellow Belt
 Melissa Hucks, Yellow Belt
 Janet Neihoff, Yellow Belt
 Elizabeth Shelton, Orange Belt

Leighanne Haynes, Orange Belt
 Michelle Hamblin, Orange Belt
 Paula Shaw, Orange Belt
 Cynthia Taylor, Orange Belt



Blue, Green and Black Belts



Blue, Green and Black belts are only awarded once a year at the TGL Annual Conference. Are you working toward one of these belts at this time? If you are, here is some important news for you to be aware of!

The last time the Vision Committee will meet prior to the 2016 conference to review and approve pending Blue and Green belts will be October 11, 2016.

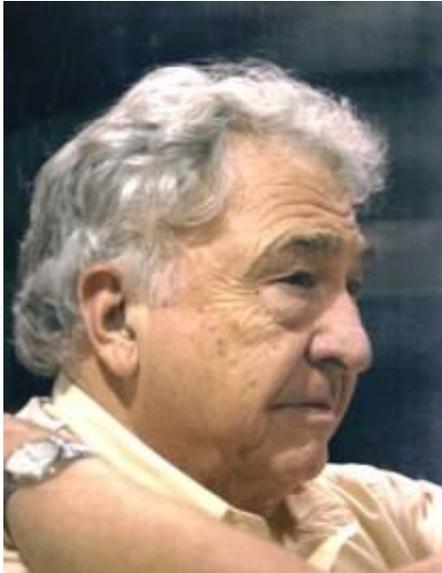
In order to advance from the Green to the Black belt, you must adhere to the following steps:

1. You must receive notification that your Green belt has been approved.
2. You must submit the Pay It Forward Letter of Intent to the Black Belt Vision Committee.

3. Email submissions to Leadership.Council@tn.gov.
4. The Vision Committee will review and advise approval status within 30 days of receipt.
5. You must receive approval of your Pay it Forward proposal from the Vision Committee PRIOR to beginning work on that project.
6. While working on your project, you must earn the required points for Internal Service, External Service, Strategic Development required at the Black Belt level.
7. You must submit your completed Pay It Forward Final Summary for review and approval by the Vision Committee.

In Memoriam of TGEI founder, George Harold Bass

by April Romero
TGMI 2008



George Harold Bass, of Nashville, Tennessee, passed away suddenly on Thursday, August 25, 2016.

He is survived by his loving wife of 59 years, Lorena Johnson Bass; two daughters Trish Holliday (Andy), and Janet Gail Castle (Walter); and two grandsons, George Russell Pulley (G.R.) and Garland Bruce Pulley; and numerous nieces and nephews.

A native Nashvillian, George graduated from West End High School and Tennessee Technological University, with a degree in civil engineering. In 1959, he began his career at the State of TN Department of Transportation as a roadway design engineer. While at the State Department of Personnel, as the Director of Training, he founded the Tennessee Government Executive Institute (TGEI), which continues today 30+ years later. Sen. Douglas Henry presented a Senate Resolution to George recognizing him for over 30 years of public service to the State of Tennessee.

George's legacy of life was being the founder and director of Mountain T.O.P. (Tennessee Outreach Project), a national nonprofit ministry located in the Cumberland Mountains of TN. Mountain T.O.P. has served thousands of youth and adults from all across the country for almost a half-century to have a servant heart and to give back to the people of great need in the Appalachian Mountain region. Visit the online obituary: www.woodlawn-roesch-pattonfh.com



**“A Celebration of Life Service, especially one like George Bass’,
reminds us to live intentionally”**

Rev. Dr. Gerald Stigall

In Memoriam of TGEI founder, George Harold Bass, continued

On September 11, 2015 the TGL Toastmasters Club invited Mr. Bass to attend their Open House to give a speech about the creation of TGEI. Toastmaster Shana Teasdale captured his speech so well and it seems appropriate to share at this time...

"Have you ever been treated like a second-class citizen?" George Bass began his speech, "The History of TGEI," by asking a room full of State of Tennessee employees this very question. Immediately George had the attention of the audience. As one looked around the room, there were several heads nodding. As government employees you know you probably make less money than your counterparts in the private sector; you probably receive more public criticism; you probably face more "red-tape"; and you're probably doing a job you're passionate about. As much as you believe in your work and your mission, having a speaker such as George Bass recognize those struggles can be very rewarding. As an Assistant Commissioner of Training for the State of Tennessee, George Bass had the opportunity to attend an executive leadership program at Harvard Kennedy School of Business. This was a program designed for executives in the private sector. George, as the sole government employee in attendance at this training, began to recognize some significant discrepancies between the way executives in the private and public sectors were trained. Immediately upon his completion of this program, George began pushing for the creation of an institute specifically for the executives of the Tennessee State government. In 1983, Tennessee Government Executive Institute (TGEI) was born thanks to the persistence and the hard work of George Bass. In his speech, George relayed how the inaugural class of approximately 25 students began to redefine the story of being a state employee in Tennessee. Each retelling of the story, with each successive class, made more and more people understand and believe in their status as a first-class employee. Although George Bass retired from Tennessee government work in 1987, he is still very passionate about the work of government, the people doing that work, and the TGEI and the subsequently created TGMI programs. George spoke from the heart. While he, himself, was visibly moved at times, there was no denying that he had moved the entire audience; an entire audience of First-Class citizens!



**In 1983, TGEI was born
thanks to the persistence
and the hard work of
George Bass.**





Tennessee Government Leadership Events Mark Your Calendar

September 11-16, 2016 - TGEI Week One

September 14, 2016 – TGL Lunch and Learn – Scott McClellan, TBI, Wireless Hacking

September 15, 2016 – TGMI Alumni - Second Harvest Volunteer Night 5:30 – 8:00

September 21, 2016 – TGEI Alumni - Second Harvest Volunteer Night 5:30 – 8:00

September 21, 2016 – TGMI Alumni - After Hours Social Night 4:30 – 7:30

October 6, 2016 – Black Belt Leadership Program Brown Bag Lunch

October 12, 2016 – TGL Lunch and Learn – Deputy Governor Jim Henry

October 16-21, 2016 - TGEI Week 2

October 20, 2016 – TGMI Alumni - Second Harvest Volunteer Night 5:30 – 8:00

November 1, 2016 - TGEI Graduation

November 2, 2016 – TGL Annual Leadership Conference

November 3, 2016 – Black Belt Leadership Program Brown Bag Lunch

November 7, 2016 - LEAD Tennessee Alliance 8 Orientation

**November 10, 2016 – TGMI Sponsored Williamson County World of Possibilities
Career Exploration Day**

December 1, 2016 – Black Belt Leadership Program Brown Bag Lunch

December 9, 2016 – TGMI Annual Breakfast

December 12, 2016 - LEAD Tennessee Alliance 7 Graduation

December 14, 2016 – TGL Lunch and Learn – Steven Chester, DOHR, Generations

Tennessee Government Leadership Council Members



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

Council Executive Sponsor
Dr. Trish Holliday, SPHR, SHRM-SCP, Assistant Commissioner and Chief Learning Officer
 Department of Human Resources

Council Liaison
Dr. Ernie Ricketts, SPHR, SHRM-SCP, Director of Organizational Development
 Department of Human Resources

- **David Adams – LEAD Tennessee**
Department of Human Resources
- **Kristi Astafan – LEAD Tennessee**
Administrative Office of the Courts
- **Peggy Birthrong – LEAD Tennessee**
Department of Finance & Administration
- **Melissa Boaz – LEAD Tennessee, TGMI**
Comptroller of the Treasury
- **Barry Brawley – LEAD Tennessee**
Department of Environment & Conservation
- **Susan Burdette – LEAD Tennessee, TGMI**
Department of Finance & Administration
- **Alicia Cone – LEAD Tennessee**
Council on Developmental Disabilities
- **Julian Davis – LEAD Tennessee**
Department of Correction
- **Marcus Dodson – LEAD Tennessee, TGMI**
Department of Treasury
- **Rodney Escobar – LEAD Tennessee**
Department of Treasury
- **Tammy Golden – LEAD Tennessee, TGEI**
Department of General Services
- **Shannon Hall – LEAD Tennessee**
Department of Safety & Homeland Security
- **Lauren Hill –TGMI, TGEI**
Department of Environment & Conservation
- **Anthony Hogan – TGMI**
Department of Environment & Conservation
- **Vicky Hutchings – TGEI, TGMI**
Department of Environment & Conservation
- **Richard Kennedy – LEAD Tennessee, TGEI, TGMI**
Commission on Children & Youth
- **Dr. Kelly Lancaster – LEAD Tennessee**
Department of Finance & Administration
- **Casey Mahoney – LEAD Tennessee**
Department of Environment & Conservation
- **Terry Malone – LEAD Tennessee, TGMI**
Tennessee Housing Development Agency
- **Sheila Marchman – LEAD Tennessee, TGEI, TGMI**
Department of Human Resources
- **CJ McMorran – LEAD Tennessee, TGEI**
Department of Intellectual & Developmental Disabilities
- **Julie M. Perrey – LEAD Tennessee, TGEI, TGMI**
TRICOR
- **Lynette Porter – TGEI**
Council on Developmental Disabilities
- **April Romero – TGMI**
Department of Finance & Administration
- **Benny Romero – TGEI**
Department of Environment & Conservation
- **Theresa Sloan – LEAD Tennessee**
Department of Intellectual & Developmental Disabilities
- **Holly B. Smith – LEAD Tennessee**
Department of Correction
- **Michelle Smith – TGMI Steering Committee Chair**
Department of Intellectual & Developmental Disabilities
- **Patrice Steinhart – TGEI**
Department of Finance & Administration
- **Sterling van der Spuy – LEAD Tennessee, TGMI**
Department of Labor & Workforce Development
- **Andrea L. Wilson – LEAD Tennessee**
Tennessee Bureau of Investigation
- **Melissa Wiseman – TGMI**
Department of Finance & Administration

