

Tennessee Government Leadership

LINK

Newsletter from the Tennessee Government Leadership Council



October 2018

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Tennessee State Government



SPOTLIGHT ON LEADERSHIP: COMMISSIONER LARRY MARTIN FINANCE AND ADMINISTRATION

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

Every leader should possess a caring heart. Caring is the foundation for everything else necessary to be a leader who is committed, trusted, and who impresses and motivates others.

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

Often, leaders make the mistake of not learning from their mistakes. Life is full of ups and downs. How we deal with the downs is the key to future success. A good leader must learn from their own mistakes but also they must help followers learn from their mistakes. Only then can we all get better.

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

View mistakes as opportunities. Own them, learn from them, and deal with them and then move on.

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

Our world today is fast, impersonal, and morally challenged. Lost in that environment, I fear, is the power of nice. The old adage "nice guys finish last" is wrong. Nice is about how you treat your employees and your customers. Nice is the foundation for strong relationships with our employees, and in turn, will serve us well in all we do.

What strategies are needed to meet that challenge?

It's to a degree a matter of choice. We all have the ability to be nice or ugly. But if you are a leader, with a caring heart, who keeps their moral compass straight, you will treat people with kindness and respect. A good person can be a good leader.

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

Motivated. Able to effectively communicate and listen. Intelligent. If you are not motivated you won't care. The ability to communicate and listen are essential to one's ability to lead. How else will we know where we are going; how we are going, and why we are going? An intelligent person has the ability to learn and grow.

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

It's amazing. I continue to learn from my mistakes. No matter how long you have been at it, the opportunity to improve is an exciting experience. Don't miss it!

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

Today change is almost constant. Through hard and consistent communication an



environment of trust can be strong even in the midst of change. That sense of trust can be further strengthened through a commitment to always focus on what is the right thing to do.

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

Keep both feet on the ground. Speak selectively. Listen all the time. Be consistent. Remember the power of nice.

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

My hope is that I will be remembered as hardworking; kind; a good communicator and an honest person who appreciated publically those who really did the work which made us all look good.

**Thank you
Commissioner Martin!**



Tennessee Government Annual Leadership Conference 2018

TN

When

Tues. Oct., 30
Breakfast: 7:00
Conference:
8:00 – 4:30

Where

Lipscomb
University
Student Activity
Center – One
University Drive
Nashville, TN

Who

Tennessee state employees who have graduated from LEAD, TGMI, ALI, TGEI, or an agency specific Leadership Academy

How

Early Bird registration (before October 15) - \$195

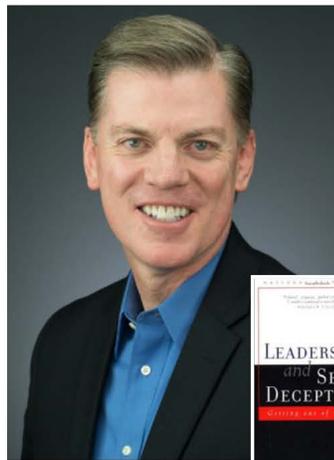
Regular registration – (October 16 –25) \$220



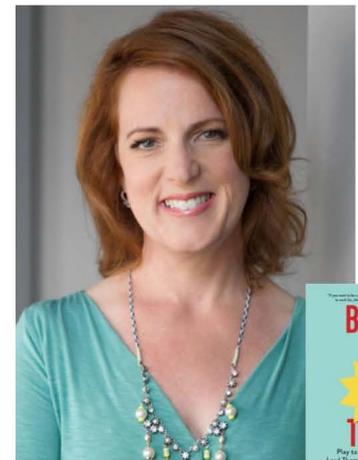
Click Here to REGISTER!

October 30, 2018

“Inspiring Leaders to Innovate, Communicate, and Integrate”



Jim Ferrell
National Speaker / Author
*Leadership and Self-Deception:
Getting Out of the Box*



Whitney Johnson
National Speaker / Author
*Disrupt Yourself: Putting the Power
of Disruptive Innovation to Work*



From the Desk of the Chief Learning Officer

Sound Investment: Leadership Development

Employee Engagement



I was so proud at the graduation for the Department of Revenue's Leadership Academy. I heard Alaina Burford give her address to her graduating classmates. I was profoundly moved by her remarks and wanted to share them with everyone. Her remarks were amazing and reflected what she had learned and experienced during the academy experience.

As leaders, it is important to keep in mind why we invest in developing our people – Alaina's comments show us why!! Giving people an opportunity to grow and develop is at the heart of what we do across the state. I applaud all agencies who have demonstrated that developing their people is top priority. We know when our people are improving; our services to our customers keep improving.

Congratulations to all leaders who are investing in their workforce and creating a talent pipeline to continue to build a stronger, more effective, and efficient government for the citizens of Tennessee!

Thank you Alaina for your inspiring remarks!

My call to action for all leaders is to keep learning, keep reading, and keep investing in others!!!

Yours in Lifelong Learning,

Doc Holliday



Department of
Revenue

Commissioner's Leadership Academy

Graduation Remarks

“Reflection on Relationships”

by Alaina Burford, Taxpayer Services Director

Wow! What an incredible journey we have been on this week. I don't know about you, but when we started on this journey, I thought two things would happen:

One, I thought we would learn new leadership tools .
And two, meet new people and network.

What I didn't realize was that those two things are one and the same. On the very first day, Dr. Trish Holliday gave us the definition of Leadership. She said Leadership is about Relationships. It was a “light bulb” moment and a “duh” moment all in one. Of course! What a simple, yet complex definition. Even if you were already building relationships, you may not have linked relationships to being the very foundation of a leader. We often assume that a title or a position makes you a leader, but that is not the case. A leader is the relationship you have with yourself and the others around you.

If you break it down, the most simplistic, basic human need is a relationship. Across all countries, all cultures, and all ethnicities, one thing remains a need no matter where you are and that is the need for personal interaction. If you remember the movie *Castaway*, Tom Hanks was stranded on an island. He needed a relationship so badly, that he made a friend out of a bloody handprint on a volleyball, and named him Wilson. So I had to ask myself a question. If we seek out relationships in our personal life, why is it so far-fetched to understand that is a need in our professional lives?

Simple, right? I bet you're thinking, we are in trouble. It took a week for this group to understand the concept of relationships. Well, it wasn't the concept; it's understanding the dynamics of those relationships and how we can work with them in the workplace.



From the Desk of the Chief Learning Officer Alaina Burford continued...

In personal relationships, if somebody is different from you, you probably aren't calling them to grab a movie or dinner. But at work, all of these different people are all together and we have to have relationships with them to function as a team, as an organization, and as a leader.

This week, we took the Myers Briggs and SDI assessments to understand our personalities and how we are motivated and how they interact with one another. We learned that while you think reds may be bossy, blues are too nice, and greens take too long to analyze everything, or the really confusing ones, the red/blue/greens or some mixture thereof, that we cannot have a successful organization without every color and without building a relationship with every single one of those.

We learned that relationships allow us to build a foundation to motivate, influence, inspire, navigate, and facilitate. All are things in how we relate in those relationships.

And as we learned to keep relationships, composure is an absolute must.

But at the heart of this academy, was us. We had to take the time to build relationships with each other. It may have been during lunch, cheering each other on during a bowling game, sharing stories over Mexican food, or laughing over cards in the hospitality suite. But, we learned if we took the time to break down our

walls and insecurities, we earned the reward of new relationships. Take the time to build those relationships and a leader you will be.

And just when we thought we understood how these relationships worked, they stopped us and said now you have to look at yourselves. We had to take the time to be vulnerable and honest because the relationship doesn't start with understanding us as individuals and our strengths, our weaknesses, and our behaviors. If we don't grow as a person, how will we ever form relationships?

As I leave you tonight, I want you to remember that no matter what you are doing or where you are in life, you were selected to be here this week. The Department of Revenue recognizes something in each and every one of you. That means your presence can change any situation. Your actions can affect people even when you don't think anyone is watching. Don't be afraid of your own light and letting it shine. Take the time to create 'Garland plays'. Have a lot of M&M's and learn from them. And know that a simple lollipop can change someone's life.

Congratulations to all of you!!! It has been an honor and a privilege to be here and start a relationship with you all.

Thank you!



“..at the heart of this academy, was us. We had to take the time to build relationships with each other.”

Alaina Burford



Congratulations to the TGM Class of 2018! Graduation was held July 12, 2018

Agriculture

Heather Slayton

Alcoholic Beverage Commission

Chris Dowell

Board of Parole

Geneva Nash

Children's Services

Benjamin Breeding
Stephen Marsh
Samantha West

Commerce and Insurance

Elizabeth Bowling
Heather Smith

Commissioner on Children and Youth

Rose Naccarato

Comptroller of the Treasury

Ryan Duggin
Phillip Husari

Correction

Tamika Dobbins
Richard Mathieson
Kirk Smith

Division of TennCare

Antonio Marks
Joseph Meko
Lisa Wells

Economic and Community Development

Kent Archer

Education

Hillary Knudson
Gomer Pascual

Environment and Conservation

Holly Marlowe
Kevin McLain
Paula Mitchell

Finance and Administration

Jessica Barfield
Patsy Day
Cheryl Patterson
Angela Scott

Financial Institutions

Denise Cole

General Services

Angela Barbour
Steve Lusk

Health

Angie Allen
Gray Bishop
Matt Coleman

Human Resources

David Adams
Steve Brown
Kevin Wesley

Human Services

Ryan Aucoin
Sarah Brown
Tammi Crawford

Intellectual and Developmental Disabilities

Kimberly Black
Chi Ejiofor
Kim Gibson

Labor and Workforce Development

Robin Betts
Chris Russ

Mental Health and Substance Abuse Services

Jessica Mullins

Military

Trent Brannom
Dean Flener

Revenue

Rebecca Dubon
Lauren Fields
Justin Gillespie

Safety and Homeland Security

Dennis Drumwright
William Futrell

Secretary of State

Robert Greene

TN Advisory Commission on Intergovernmental Relations

David Lewis

TN Bureau of Investigation

Brad Nealon
Robb Rowlett

TN Higher Education Commission

Mary Laphen

TN Housing Development Agency

Bill Lord
Calvin Winston

TN Wildlife Resources Agency

Jason Henegar

Transportation

KB Aboagye
Whitney Britt

Treasury

Joe Walker

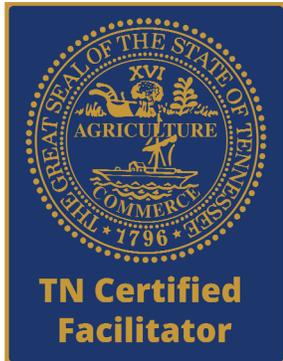
TRICOR

Lisa Allen



2018 Statewide Learning and Development Conference

“Learning Facilitator to Learning Leader”



Deputy Commissioner Tom Chester and Learning Facilitator Gregory Ricketts Recognized as Outstanding Lifelong Learners

by Bucky Rosenbaum, SHRM-SCP, IPMA-SCP
LEAD Tennessee 2017

During the 2018 State Learning and Development Conference on August 15, DOHR Commissioner Rebecca Hunter and Assistant Commissioner and State Chief Learning Officer Dr. Trish Holliday honored two individuals as outstanding examples of Lifelong Learning.

General Services Deputy Commissioner and Chief of Staff Thomas W. Chester and Labor and Workforce Development Training Specialist Gregory Ricketts were recognized respectively for having been the first executive and the first certified facilitator to successfully complete the Management & Leadership Learning Pyramid Certificate Program.

The Management and Leadership Learning Pyramid

(MLLP) consists of 28 learning modules (>72 hours) organized as a four-level certificate program created to: (a) strategically address the learning and development needs of 7,500 supervisors state-wide, and (b) to lay the foundation for a successful enterprise-wide succession planning program.

In his acceptance remarks, Deputy Commissioner Chester reminded everyone present that, “To be a successful leader in today’s business world – regardless of whether it’s the Public or Private sector – you must be a lifelong learner. And if you expect your staff to embrace that concept, you have to show them the way by leading the way. People watch you; good or bad. But they follow your lead.”



Deputy Commissioner Tom Chester
General Services



The Department of Human Resources received the NAPSE Eugene H. Rooney, Jr. Award Innovative State Human Resources Management For the Management and Leadership Learning Pyramid



Learning Facilitator Gregory Ricketts
Labor and Workforce Development

2018 Statewide Learning and Development Conference

“Learning Facilitator to Learning Leader”

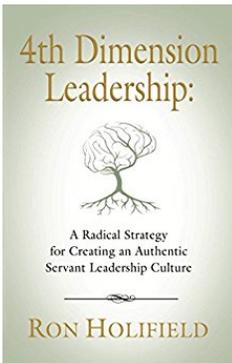




2018 Human Resource Conference: Executive Sessions Track

by Bucky Rosenbaum, SHRM-SCP, IPMA-SCP
LEAD Tennessee 2017, HR Master 2016

Participants at this year's Human Resources Conference (HRC) were introduced to a new format: an Executive Track targeted specifically to senior leadership. These executive sessions consisted of two classes that were repeated both days, allowing attendees to sit in on both presentations.



The first presenter was Ron Holifield, author of the work, **4th Dimension Leadership: Creating an Authentic Servant Leadership Culture**. Ron is the Founder and CEO of Strategic Government Resources (SGR) in Keller, Texas, the largest private sector training company specializing in leadership, management, and customer service for local government. Having spent much of his adult career in city

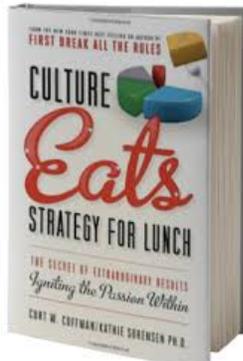
management with six different cities – including City Manager in Garland and Assistant City Manager of Plano – Ron is a recognized leader in innovation and initiatives to run government using private sector principles. Sound familiar?

Ron opened his presentation with three questions he often asks his clients: (1) “What are your values?” (2) Once you have identified them, “How are you all walking the talk?” and (3) “What do you think your values ought to be?” According to Holifield, 80% of the audience will affirm the values they have. And then, more often than not, someone will ask, “Why is my boss not being made to take this course?”

Ron then jumped into a presentation that surprisingly mirrored one that Commissioner Hunter and Dr. Holliday shared earlier in the plenary session about the Three R's of Succession Planning. That is, focusing on the Recruitment, Retention, and Rewarding of top talent. To be successful in that effort, Ron said that leaders need to incorporate a philosophy of true servant leadership. For example, are we as leaders “managing by compliance” or “inspiring by commitment”? When introducing a new mission or vision, Ron said, “leaders have to say it seven times before folks believe it; they have to believe that YOU believe it.”

Some more nuggets from Ron's message: “In the public sector, the higher up you move in the organization, the less time is devoted to learning.” And then this: “In the public sector, we promote

people and then we prepare them to be promoted.” He challenged us to re-examine our systems and our processes that often “celebrate mediocrity” and to constantly preach the values we hold dear.



Our second presenter was New York Times bestselling author, Curt Coffman, co-author of *First Break All the Rules* and *Follow This Path*. His latest work is **Culture Eats Strategy for Lunch: The Secret of Extraordinary Results**, co-authored with Kathy Sorensen. Loosely titled after a quip attributed to business guru Peter Drucker who once said, “Culture Eats Strategy for Breakfast,” Coffman said he was inspired to

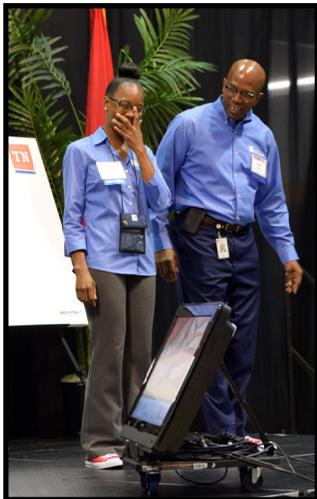
examine how culture can be used “to ignite human passion” in order to become “a true competitive advantage.”

According to Coffman, “our brand is how others see us” whereas “culture is how we see ourselves.” To survive in today's economy, public and private sectors alike are mistakenly placing our faith in strategy, brand, and innovation. Yet, according to Coffman, the success or failure of these institutions is the result of the organization's culture. To illustrate the power of culture, he cited recent research that found on average, most Millennials will know within one week in a new job whether they will still be there a year from now. Among several word pictures, he left us with this vivid image: “effective culture is like a six-lane suspension bridge; poor culture is like a swinging bridge strung together with fraying rope.” Both authors provided attendees with copies of their latest works.





2018 Human Resource Conference Day 1





2018 Human Resource Conference Day 1





2018 Human Resource Conference: The Mask You Live In: Ashanti Branch

by Kristina Clouse, IPMA-SCP
HR Master 2016

All of us have had times when we haven't been in the mood for something. Perhaps you're on your way to a meeting and you haven't had your morning coffee. What do we do? We put our best foot forward, and "fake it until we make it." I have often thought of this as a switch that I flip, but Ashanti Branch had another perspective from which we can all benefit.

--Born in Oakland, California to a single mother on welfare, Ashanti learned first-hand that there are many barriers that can prevent us from reaching our potential if we let them. He managed to turn a troubled adolescence into a college education at Cal Poly-San Luis Obispo and become an engineer. He found joy in the noise and rhythms of working in construction, until one day he realized that teaching was his true passion, and returned to school.



In his first year teaching high school math, Ashanti struggled, feeling like a failure because his students simply weren't learning. How could he get through to them? What could he do as a teacher to help them? He did the only thing that he knew to do. He asked them.

"When my students aren't learning, it's not usually because they can't; it's because they have deep-seated barriers that are holding them back. We can't change their past, but we can teach them to hold onto a safe space, increase their emotional toolbox, and help each other."

His students were wearing many masks, just as he had growing up. When they were sad, they did not cry, because they might be ridiculed or judged. Instead they hid their emotions and continued to feel alone. Ashanti created a space where students could take off those masks, talk about how they were feeling, and learn how to deal with those emotions. A place free of embarrassment, punishment, or fear.

This led him to start the Ever Forward Club, which provides support to students who are not reaching their potential. In 2016, Ashanti left his teaching job to become the Founding Executive Director of Ever Forward - Siempre Adelante with the goal of reaching more students and growing his organization.

What he presented to us at the Human Resources Conference was very much the same as what he talks about with his students: psychological safety and emotional intelligence. When we don't feel safe, we tend

to shy away from taking risks. If we believe that we might be judged, criticized, or even punished for that idea, we are less likely to speak up and an excellent opportunity could pass by.

Ashanti provided each person with a card, and he asked us to draw a mask. On the left side we wrote at least three words that reflect what we allow others to see. On the other side, we wrote at least three words that reflect how we actually feel. For a few moments, we walked around the room exchanging cards. There were no names on the cards, so the masks remained anonymous, but we were able to see that everyone in the room was wearing some kind of mask.

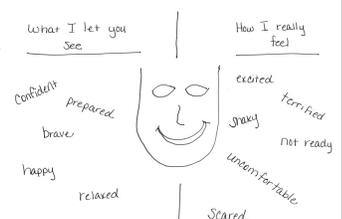
I, for one, wore a mask that day. You see, public speaking is not something I am comfortable with, but it is something that I push myself to do. My stretch assignment, if you will. I introduced Ashanti to that room of 550 HR professionals, executives, and leaders. Afterwards, I asked several people how I did. "You were so calm! I could never do that." "You speak so clearly, and were obviously at ease." "I think you did very well! It looked as if you do this every day." "You have so much confidence."

When Dr. Trish Holliday asked if I was ready, I was terrified. A thousand things were going on in my mind at that moment, but I took a deep breath, forced myself to be strong and confident. All while wearing a mask. So what does this teach us?

As an organization, we need to provide an atmosphere filled with interpersonal trust and respect. A place where team members can take risks or make suggestions without fear of embarrassment, rejection, or punishment. It may not be the right idea at the right time, but if we use encouragement and positivity with our teammates, we are inspiring them to be bolder, make more suggestions, be more creative, and to strive to be more every day. If we, as leaders, are willing to take off our own masks, others will be more comfortable doing the same.

In conclusion, I leave you with a photo of a mask I have worn, and a quote that Ashanti shared with us: *"Love takes off masks that we fear we cannot live without, and we know we cannot live within."* (James Baldwin)

You now know what my mask looks like. Think about yours, and how you can create a safe space for yourself and others to remove them.



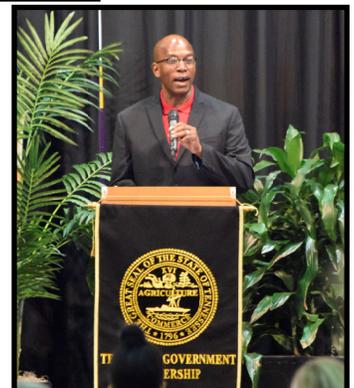


2018 Human Resource Conference Day 2





2018 Human Resource Conference Day 2





2018 Human Resource Conference: Tennessee's Strategy for Retaining Top Talent: Commissioner Rebecca Hunter and State Chief Learning Officer Dr. Trish Holliday

by Bucky Rosenbaum, SHRM-SCP, IPMA-SCP
LEAD Tennessee 2017, HR Master 2016

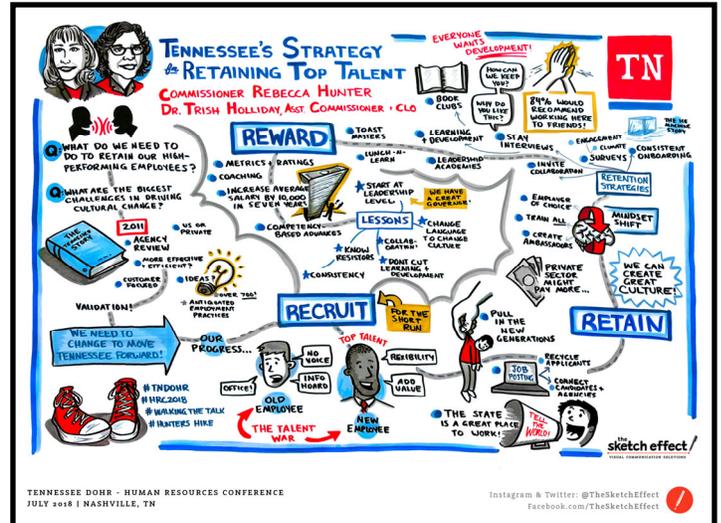


A highlight of the 2018 TN HR Conference was a featured presentation by the Department of Human Resources Commissioner Rebecca Hunter and Chief Learning Officer Dr. Trish Holliday. During this time, attendees learned how the State's HR community has become a nationally recognized and award-winning model for change in recruiting, retaining, and rewarding top talent.

Commissioner Hunter began by reflecting on when she arrived in 2011, how each new cabinet member was directed to conduct a top-to-bottom review of their agencies. For Hunter, it was immediately apparent that in order to achieve the Governor's goal of becoming "the #1 state in the Southeast for high quality jobs," we faced two major challenges. That is, how to retain top talent among the state's largest workforce, and how to drive cultural change.

To the latter point, she and Doc Holliday contrasted where we are today with the previous state of an antiquated civil service organization that fostered the mindset that seniority was more important than one's ability to perform a job well. At the heart of this change was the implementation of the Tennessee Excellence, Accountability, and Management (T.E.A.M.) Act of 2012. The remainder of their presentation centered on the three major elements (the 3 R's) of the T.E.A.M. Act: Recruit, Retain, and Reward.

Beginning with Recruitment, Trish reminded the room full of HR professionals of some of our current labor challenges: a shrinking workforce; four-to-five generations working side-by-side; and an improved economy, all of which are contributing to a global "war for talent" in the workplace. For example, in TN the number of full-time employees has shrunk from 38K in 2011 to about 36K today. Likewise, projected retirements of state employees are expected to rise from 16% in 2018 to 30% by 2023. In response to these trends, Commissioner Hunter shared how DOHR has championed an enterprise-wide strategy to seek out and recruit top talent. That included the addition of a full



-time director of recruitment in 2016. Commissioner Hunter reported that as a result of the State's new recruitment strategy, 385 hard-to-fill roles were sourced this year compared to only seven last year.

A fascinating portion of their presentation included these recent findings about retention, the second R of the T.E.A.M. Act: 1/3 of new hires quit within six months; 1/3 of new hires know after their first week of employment whether they plan to stay for the long-term; and 1/3 of employers expect their employees to 'job-hop'. Hence, the need for the state to have an effective Talent Management(TM) strategy that focuses on retention. Trish then shared highlights and stats of DOHR's TM strategy that include: a comprehensive on-boarding program, robust employee development programs, performance coaching, climate and engagement surveys, exit surveys, and stay interviews. Trish then reminded us that the majority of workers don't leave an organization but rather, a bad supervisor. As such, the need to develop our managers into strong leaders is paramount. To that end, it was encouraging to learn that since 2013, the number of supervisors and managers who have participated in the State's leadership development program has grown from 314 in 2013 to 2,539 in 2018.



2018 Human Resource Conference: Tennessee's Strategy for Retaining Top Talent: continued...

by Bucky Rosenbaum, SHRM-SCP, IPMA-SCP
LEAD Tennessee 2017, HR Master 2016

As for the third R of the T.E.A.M. Act (Rewarding), Commissioner Hunter recounted something the Governor had recently shared with the cabinet. That is, one of the things he is most proud of since the implementation of the T.E.A.M. Act and the State's new pay-for-performance initiative has been the fact that the average state employee's salary has increased by \$10,000 since 2011. She closed our session adding that as a result of the three R's, the State of Tennessee is fast becoming a nationally recognized "employer of choice".



2018 Human Resource Conference: Red Shoes Living Philosophy: Lonnie Mayne

by Julie Perrey

LEAD Tennessee 2010, TGEI 2007, TGMI 2003



Keynote Speaker Lonnie Mayne captured the hearts and admiration of the Tennessee Department of Human Resources Conference Planning Committee when they learned of his message early during the planning process. "Red Shoes Living" is a unique concept that inspires everyone to be positive in his or her personal and professional lives. "Red Shoes Living" is the philosophy that we should turn down the negative and non-productive noise in our world and help others to be their best.

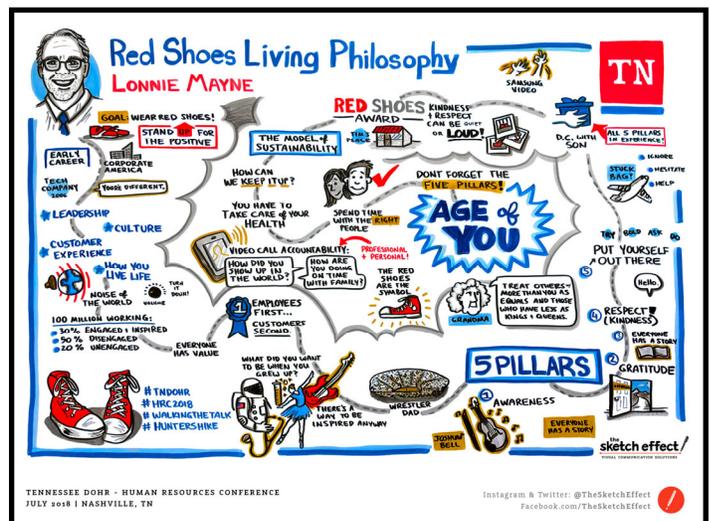
During Lonnie's presentation, he shared a special story of one way he learned this concept, which was through his Grandmother "Avalanche Blanche." She stayed true to her values, served others, and held Lonnie accountable for serving and sharing with others. She had a large impact on Lonnie and his focus on the importance of serving others.

During his presentation, Lonnie provided numerous other examples of how we can tune out the noise and help others, as well as ourselves, become the very best. The most memorable example was of Tim Harris who has Down Syndrome. Ever since Tim was a 14-year-old, he wanted to open a restaurant. In 2010, Tim opened Tim's Place which served breakfast, lunch, and hugs! The Albuquerque, New Mexico restaurant was the only restaurant in the United States owned and operated by an individual with developmental disabilities. In 2015, Tim found love and closed the restaurant to move closer to his "Tiffani." Although the relationship with Tiffani ended, Tim still had passion to own a restaurant and provide others with intellectual disabilities hope and support in realizing their visions and dreams. Tim now works at The Range restaurant in Albuquerque, and is a motivational speaker.

Tim's mission is: "If you can dream it, you can do it!" This is a quote from Walt Disney that has inspired Tim Harris throughout his entire life. Tim is a man with a dream. His dream was to one day own his own restaurant. In 2010, Tim's dream became a reality. Then, he decided to do something even more amazing. Tim started traveling the world to spread his love and inspiration to all! Tim looks to break down barriers, get rid of any stereotypes, and inspire the whole world to follow their dreams!

This young man is definitely a shining example of Red Shoes Living. If you attended the conference, I am sure

you noticed all the references to red shoes. Even Commissioner Hunter, Dr. Holliday, and the planning committee wore red shoes! This year's theme was "Walking the Walk" and we certainly heard great examples of walking the talk of leadership and placing others first. As an alum of Tennessee Government Leadership (TGEI), I challenge each of you to *put on your red shoes - either real or in the spirit of stepping up* - and be your best at helping others be their best!





2018 Human Resource Conference: The Best Place to Work: Dr. Ron Friedman

by Dr. Kelly Lancaster, SPHR, SHRM-SCP, IPMA-SCP
LEAD Tennessee 2015, TGEI 2017, HR Master 2015

Dr. Ron Friedman traveled all the way from Rochester, New York, where he resides with his high school sweetheart, to share insights he has learned from writing his book, *The Best Place to Work: The Art and Science of Creating an Extraordinary Workplace* with over 500 human resource professionals with the State of Tennessee. Friedman immediately attracted the attention of the audience as he recounted from his research many of the ways organizations are thinking outside the box to attract and retain employees by attempting to be the employer of choice.

For instance, Twitter has an actual rock climbing wall to provide an experiential model of an upward career in the company. Zynga has real video games and arcade games for employees to play in their break areas, because they believe it relaxes and focuses employees' minds on productivity in the company. In similar fashion, Google has taken this philosophy to a new level giving employees even more variety of activities during their downtime, including bowling, street hockey, and beach volleyball with real sand.

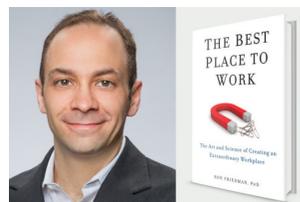
Friedman explained that fostering happy, passionate, and engaged employees results in higher levels of creativity, productivity, customer satisfaction, and profits while also reducing turnover and sick time away from the office. In fact, his research makes a clear distinction that firms listed among Fortune Magazine's *100 Best Companies To Work For* enjoy a 11.1% annualized stock market return compared to less than 7% from both the Russell 3000 and the S&P 500. Those are numbers that have to make leaders stand up and take notice if they want to keep their stockholders happy. Additionally, Friedman discovered that engaged employees are also healthier employees because they have happier home lives and satisfaction with their life choices which results in more quality sleep and lower blood pressure.

Friedman identified competence, relatedness, and autonomy as the keys to shifting employees from a state of boredom to full-on engagement. He suggested giving employees a reading budget or allowing them to review industry blogs while on company time to increase their competence. Friedman found that risk-taking and experimentation are essential for learning, while demanding perfection completely stifles any hope of employee growth and development. In Friedman's world, failure is not only an option, it is something that should be encouraged and rewarded with stock options (Merck) or a Best New Mistake Award (SurePayroll). As he claimed, "Mistakes are the tuition you pay for success."

Friedman believes strongly that employees also must feel connected to those around them to enjoy a sense of relatedness that shows up in stronger focus, more honest dialogue, and a willingness to ask for help. He suggested stopping introducing new members to the team with their professional career milestones and instead focusing on the unique things that make them interesting as individuals. Friedman also encouraged organizations to plan group outings and redesign break areas to encourage more opportunities for employees to mingle and talk to each other outside of the work.

Finally, Friedman demonstrated why employees appreciate the autonomy of being able to make choices. Leaders within the organization can best foster this need by inviting employees into the process and providing flexibility on where and when the work gets accomplished. This includes allowing employees to make healthy decisions about their exercise during the workday, a practice that ensures employees manage their time better, have more pleasant coworker interactions, and return home feeling more fulfilled. Some organizations are taking this more to heart than others, such as leaders at Radio Flyer who reimburse mileage to those who ride their bicycles to work and many other companies that encourage walking meetings throughout the day.

Probably the most amazing new concept Friedman introduced to the state HR professionals is that companies need to limit employees from working too much and burning out. Inspired organizations are implementing email blackout policies (Volkswagen), auto-deleting emails during vacations (Daimler), taking note of employees who do not take vacations (Boston Consulting Group), and even instituting no vacation limits (Evernote, Virgin, and Netflix). Dr. Friedman certainly opened our eyes to a variety of interesting ways to foster stronger engagement in employees while creating a culture in which people want to invest their time and stay the course.





**Tennessee
State Government**

Leadership

July TGL Lunch and Learn: Deputy to the Governor Jim Henry

by Kirstin Martin
TGEI 2014, HR Masters 2016



Commissioner Hunter introduced Jim Henry, Tennessee's Deputy to the Governor, to his Tennessee Government Leadership Lunch and Learn speaking engagement on July 11, 2018. She included in her introduction his numerous public leadership positions and private business successes. His first remark upon speaking was that he apparently had a hard time keeping a job over the years. This

jovial and warm remark exemplifies Mr. Henry's personality and reputation.

His accomplishments and experiences speak for themselves. Mr. Henry has served in Governor Haslam's administration since August 2015. He was previously Commissioner for the Department of Children's Services, the first Commissioner of the Department of Intellectual and Developmental Disabilities, a 12-year state representative and a former Kingston mayor. He is also a successful businessman, family man, and served his country during the Vietnam War.

Mr. Henry began his talk with Tennessee Governor Ben Hooper's "Who's Your Daddy?" story. This tale has a seminary professor vacationing in Gatlinburg with his wife. They went to breakfast at a small restaurant and a gentleman was stopping at each table for a quick chat. They did not want the man to visit their table, but he did and asked what the man did for a living. The man replied that he taught at a seminary and the wandering gentleman said he had a story about a preacher.

This man told of a child that was born without knowing his father and throughout his childhood, he heard the question "who's your daddy?" on a regular basis. This of course was a point of contention for the child until one day a preacher asked him that same question in front of the entire church. The preacher, reading the boy's tension, quickly responded that he was a child of God. That statement changed the boy's life as he now had an answer to the perpetual question. Before the chatty man parted, he said that if that preacher wouldn't have told him he was a child of God, he may not have amounted to anything.

He then walked away from the couple without properly introducing himself. The patron preacher asked the waitress if she knew who the man was and she said that she and everyone else did too. He was the Governor of Tennessee, Ben Hooper.

The purpose of this fabled tale was that life experience can lead you anywhere you want to go and that even a fatherless boy can become Governor. He emphasized that those who are successful have worked harder and not always just smarter than others. No matter what struggle you face, hard work plays a major part in one's success.

He also told of his most proud moment during his state service. He witnessed a retired dairy farmer have his last wishes of not being resuscitated be ignored. This man's continual care emptied his wife's bank accounts and she lived her final years in poverty. Because of this, he led the difficult and controversial efforts around an end of life care bill. Jim Henry persevered through challenges and obstacles and fought for what he believed in and thought was right, even when it was not popular.

Mr. Henry imparted years of experiential wisdom during his hour-long talk. He left us with ten lessons he has learned throughout his successful life.

- Call your mother
- Decisions have consequences
- Do what you love and love what you do
- Be a listener
- Laugh
- Don't marry anyone who is meaner than you are
- Don't lock in, be flexible
- It's okay to say I love you
- Learn and learn and learn
- Never forget your roots

This man from East Tennessee seems to have done it all and when it comes down to it, his stories and his advice get to the heart of life. Working hard, adapting when necessary, persevering, staying true to family, and enjoying everything you do are the keys to having not only a successful career, but also a successful life.



TGMI Inaugural Signature Event Musicians Hall of Fame and Museum

by Julie Brindle
LEAD Tennessee 2012, TGMI 2013

The TGMI Signature Event was held on Monday, July 2nd at the Musicians Hall of Fame and Museum. The museum, located in the historic Nashville Municipal Auditorium, was established in 2005 and is a hidden gem that most locals don't know about! We had a great turnout of TGL alumni for TGMI's inaugural event. Commissioner Rebecca Hunter and Assistant Commissioner and State Chief Learning Officer Dr. Trish Holliday were also in attendance. Joe Chambers, founder and CEO of the Musicians Hall of Fame and Museum, shared the history of the museum and how the museum was established. TGL attendees were then given a guided tour of the Musicians Hall of Fame and Museum and enjoyed interactive exhibits. They even got a behind-the-scenes, sneak peak of the Jimi Hendrix exhibit that was not yet open to the public.



TGL Coffee with a Leader



Coffee with a Leader was developed by the TGL Council as a networking and leadership development opportunity for alumni of the statewide leadership programs to learn one-on-one with leaders inside and outside of state government. This inaugural event showcased a panel of leaders including Dr. Shanna Jackson, President of Nashville State Community College campus system, Dr. Shawn Joseph, Director of Metro Nashville Schools, Rebecca Hunter, Commissioner of the State of Tennessee Department of Human Resources and Kevin Triplett, Commissioner of the State of Tennessee Department of Tourist Development. The event was moderated by Dr. Trish Holliday, Assistant Commissioner and Chief Learning Officer for the State of Tennessee Department of Human

Resources. We have 70 to register and more than 50 in attendance. The early morning event provided breakfast at no cost to attendees. The event took place in the PEARL Room located at 220 French Landing Drive, Nashville, TN which was made possible by Commissioner Burns Phillips of the Tennessee Department of Labor and Workforce Development.





TGEI Annual Leadership Luncheon

by Melissa McDonald
LEAD Tennessee 2013 TGEI 2010

This year's TGEI's Leadership Luncheon, the program's signature annual event, featured several accomplished athletes who focused on the importance of giving back to the community. Former Tennessee Titans Chris Sanders and Chris Hope, and Vandy/Southeastern Conference basketball legend Shan Foster were part of a panel moderated by Tourist Development Commissioner Kevin Triplett. Topics included motivating young people into productive paths, the responsibility of parents in creating strong adults and preventing domestic violence through education. More than 100 TGL alumni were in attendance.

Also during the luncheon, an outstanding TGEI alumnus was honored with the Lead by Example Award. This year's honoree was Luvenia Harrison, Civil Rights Compliance Officer for the Department of Health.

A graduate of the TGEI Class of 2003, she served several years on the TGEI Steering Committee, including a term as Chair. She also spearheaded an effort in which TGEI alumni gave more than \$2,000 to the Books from Birth Foundation. Her service also extends outside the state to numerous civic organizations, including Renewal House and Big Brothers/Big Sisters.

A representative of TGEI's philanthropy for the year, Second Harvest Food Bank of Middle Tennessee, was on hand to speak briefly about the organization's services. A spokesman from the Community Foundation, which provided the speaker, also spoke about that group's work.



Learning Opportunities for TGL Alumni

TSU Ph.D. Cohort Program

by Rodney Stanley, Ph.D.
Chair and Professor
Department of Public Administration, TSU

The Ph.D. in Public Policy and Administration is located in the College of Public Service and administered by the Department of Public Administration at Tennessee State University (TSU). TSU is the only Tennessee university offering the Ph.D. in public policy and administration. Our first student was admitted in 1991, and we are pleased that our graduates have succeeded in obtaining placements appropriate for their academic preparation and career experience, as shown below. This on-ground program is designed for working individuals, a distinctive feature among research doctorates in public administration/public policy.

The goal of a research doctorate in general is to prepare scholars who can both understand and produce original research of the highest quality, which adds to the state of theoretical knowledge in the field and improves practice. In an interdisciplinary, applied field of study such as public administration, Ph.D. graduates can see the impact of their work in the research they conduct or through the accomplishments of the students they teach. Through the core curriculum, benchmark exam, prospectus and dissertation processes, students develop and demonstrate mastery of the core literature of the subfields of public administration including organization theory, public budgeting and finance, and policy implementation. Doctoral students develop the ability to communicate, synthesize, and evaluate complex abstract concepts key to the generation of new knowledge.

The specific mission of the Doctor of Philosophy program in Public Policy and Administration at TSU is to

prepare experienced public, nonprofit, or executive administrators for careers as: (1) faculty members in public administration or related fields based on their education combined with professional expertise; (2) high-level professional researchers; or (3) senior managers with extensive research expertise in public service in public, non-profit, or healthcare agencies.

The data on positions our alumni hold reflect this mission. Of 42 Ph.D. alumni, 25 teach at the college/university level either as their primary occupation, or in addition to their primary position. Of the 16 alumni whose primary occupation is as a faculty member at an institution of higher education, field of appointment varies depending on individual expertise from their practitioner careers, combined with educational qualifications and doctoral dissertation focus. Fields of appointment include public administration and management, criminal justice, health policy, management, social work, sociology, planning/urban studies, political science, and clinical practice management.

For more information, contact:

Dr. Rodney Stanley at rstanley1@tnstate.edu
or 615.963.7241



TENNESSEE STATE UNIVERSITY



TGL Toastmasters

by Melissa Wiseman
TGEI 2017, TGMI 2013

A new Toastmasters year has begun, and with the New Year comes the opportunity to improve our club and the offerings we provide to our members. First of all, I would like to thank Shana Teasdale, the 2017/2018 TGL Toastmasters President, for a job well done. During our 3rd year of existence, Shana led us to a distinction that is only awarded to the top clubs in the Toastmasters program – President's Distinguished Club status. Not only were we awarded this status, but we were the first club in our region (covering parts of Tennessee, Kentucky, and Virginia) to do so. This honor is not to be taken lightly. It shows the dedication our members have to our club and also to focusing on their own leadership growth and potential.

Earlier this year, our district rolled out the new Toastmasters' education program – Pathways. The Pathways program allows for greater flexibility in topics so that our members can work through a program that is specific to their particular wants and needs for development. Along with the rollout of Pathways, we had an influx of new members that has brought a renewed spirit to our club.

We have big goals for the upcoming year. The first of those goals has already been accomplished. We are now offering all of our Toastmasters meetings through WebEx video conferencing as well as in person. Several of our new members are located in Memphis and are now able to attend via WebEx on a weekly basis. If you

are located outside of Middle Tennessee, we would love to have you as a member! WebEx is also a great option for TGL alumni that are in Middle Tennessee but may not work in the downtown area. If you have been hesitant to check us out because of our location, I encourage you to consider attending a meeting as our guest. No, you won't be called on to speak in your first meeting, except to introduce yourself!

Another goal is to achieve President's Distinguished Club status again. The 2017/2018 officers did a great job laying the groundwork for this to be accomplished. Our club already has a plan in place to meet the six educational goals this year, in addition to the goals for officer training, new members, and administrative functions.

Anyone who is interested in learning more about TGL Toastmasters is welcome to visit a meeting any Friday at 11:30, either on the 3rd floor of the Tennessee Tower or through WebEx. If you have questions about joining or would like to come to a meeting to see what Toastmasters is all about, you can contact:

David Teasdale, Vice President Membership, at
David.Teasdale@tn.gov,

Melissa Wiseman, President, at
Melissa.Wiseman@tn.gov.





Upcoming East TN TGL Book Club Nashville TN TGL Book Club

by April Romero
TGMI 2008

We currently have two downtown Nashville TGL Book Clubs facilitated by DOHR, a TGL Remote Book Club run on WebEx facilitated by Nancy Patterson, and a TGL West Tennessee Book Club facilitated by James Wolobah. DOHR provides all of the materials developed for the downtown Nashville club to the two clubs facilitated by Nancy and James, who use the materials to facilitate the session. DOHR still provides the books to these club members. We now have a volunteer willing to provide the same experience in the East Tennessee region. Paige Russell is our East TN coordinator and is anxious to hear from anyone interested in joining this Book Club. She needs to gauge the interest first before she strategically plans for the location where you will meet. So if you work in

the East TN region and have wanted to join in this opportunity, now is your time! Please contact Paige at Paige.Russell@tn.gov. She will keep you posted on information after gathering data from interested parties.

At this time, we currently have no wait list on the TGL Book Club for the in-person club meetings held every two months in Nashville. If you would like to join, please email April.Romero@tn.gov. Keep up the great work of spreading the message of:

“Leaders are Readers!”

CLO's Suggested Reading List

A Leader's Legacy - by Kozes and Posner

All In: How the Best Managers Create a Culture of Belief and Drive Big Results - by Adrian Gostick and Chester Elton

Better Ethics Now: How to Avoid the Ethics Disaster You Never Saw Coming - by Christopher Bauer, Ph.D.

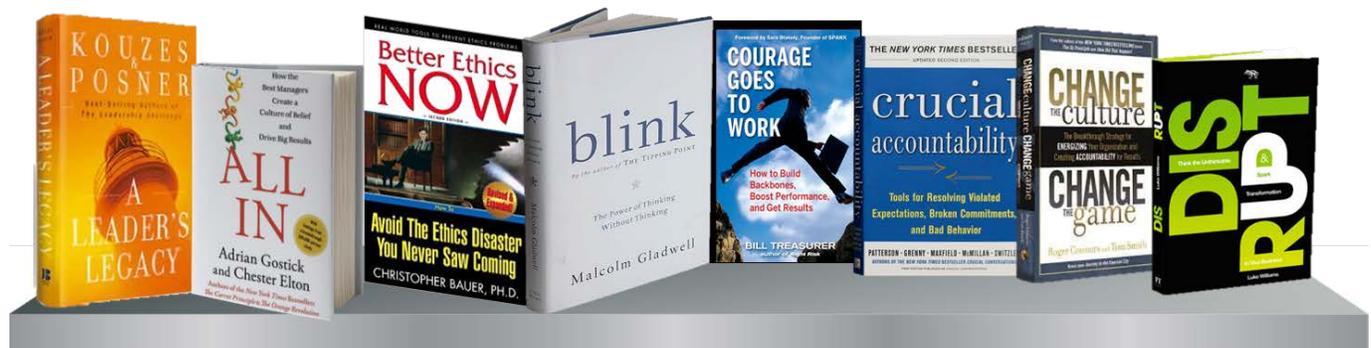
Blink: The Power of Thinking Without Thinking - by Malcomb Gladwell

Change the Culture Change the Game - by Roger Connors and Tom Smith

Courage Goes to Work: How to Build Backbones, Boost Performance, and Get Results - by Bill Treasurer

Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior - by Patterson, Grenny, Maxfield, McMillan, Switzler

Disrupt: Think the Unthinkable to Spark Transforming Your Business - by Luke Williams



Getting to Know Your Tennessee Government Leadership (TGL) Council Member

by Joanna Collins
LEAD Tennessee 2017



Susan Burdette

Budget Coordinator
Finance and Administration
LEAD Tennessee 2014, TGMI 2008

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

I believe the answer to this question is that usually there is no typical day or week. Budgeting in state government is an annual process, so it would depend upon what part of the year or budget cycle it is. A day could have internal meetings, budget hearings, finance committees, or preparation before or after any of those; as well as other research and special projects. It could have a TGL Lunch and Learn, TGL Council meeting, or LEAD Steering Committee meeting once a month.

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

Any decision you make can be undone or corrected. That was from a well-respected manager where I worked, though not my manager; and it could apply to work or personal decisions. Also, my dad would always say that if you're going to do something, do it right, and do it right the first time.

How can you pay your TGL experience forward?

I am very thankful for the opportunity to have attended both TGMI and LEAD Tennessee and believe everyone should pay their TGL experience forward. I chaired the

TGL Fall Conference when TGEI and TGMI coordinated the conference before the TGL Council came into being. I served as an at-large member of the TGMI Steering Committee for two years (after a classmate nominated me). After that, I applied for the TGL Council, during which time I volunteered to serve on a task force to begin the LEAD Tennessee Alumni Network (LTAN) and Steering Committee. The LTAN Task Force was asked to continue to serve on the first LEAD Steering Committee and I am in the second year of that term. I have also offered to lend my TGL Book Club and LEAD Tennessee books to my coworkers.

What is something unique about you?

Geez, who came up with these questions?! Oh wait, that was me (with an assist from Google) when I served on the TGL Council Communications Committee that produces the TGL Link. I obviously didn't plan on answering them myself. I like to think I'm a somewhat balanced, flexible person from many years of yoga classes. I wrote down and put up a quote I saw that says "Blessed are the flexible for they are less likely to get bent out of shape."

Leaders must be close enough to relate to others, but far enough ahead to motivate them.

John C. Maxwell

Getting to Know Your Tennessee Government Leadership (TGL) Council Member

by Joanna Collins
LEAD Tennessee 2017



Shawn DeHaven

Director of Operations, Appeals and Hearing Division
Department of Human Services
LEAD Tennessee 2015

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

I serve as Director of Operations for the Department of Human Services - Appeals and Hearings Division. The only consistency that I experience in any given day is that I know each day will not be the same. I am directly responsible for supervision of three units, along with their respective directors. These three units are responsible for initial appeal creation and research, providing administrative support through scheduling appeals, and implementation of hearing officer orders.

Continuous improvement of divisional operations is the overarching goal that influences all aspects of my job. Tasks such as re-design of work flows, process defect elimination, competitive benchmarking, performance metrics, data collection, and the application of statistical and mathematical analysis and optimization techniques are elements that I engage in with relative frequency. On any given day, I might create or deliver a training module explaining changes that need to be implemented to our work-flow processes due to an upcoming enhancement of ARTS (Appeals Resolution Tracking System). I may review divisional monthly expenditures to ensure my division is on track to complete the year under our established budget, or attempt to identify ways in which the division can reduce its overall expenditures through adoption of new technologies. I might develop an implementation strategy for large-scale process changes or design an initiative focused on incorporating technology that parallels the changing landscape of public sector operations in order to reduce divisional processing times.

Other days, I might conduct an analysis of the division's performance or seek to identify redundancies in our processes. Some days I am tasked with liaising between my Assistant Commissioner and division/departmental staff to ensure that executive level initiatives are implemented timely.

I am also tasked with identifying ways in which my division can expand its impact on providing excellence in customer service. For example, this past year I implemented an initiative designed to provide community resource information to appellants. In cooperation with

departmental program staff, a list of community resources was compiled and then distributed to Appeals and Hearings staff, directing them to inquire of appellants whether they wanted information on community resources in their area, as a means of obtaining temporary assistance while their appeal was pending. Approximately 50% of the individuals asked are provided with this community resource information.

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

I have received a lot of good advice over the years. A mentor paid me a compliment once saying, "A lot of people go to law school and common sense is taught out of them. You somehow were able to retain yours. That is what makes you such a good attorney." Over the years I have come to learn that there was truth in his words. I always take a step back from any decision or scenario, disassociate any personal feelings or emotions I may have, and then approach from the standpoint of asking what is the desired outcome and how best can I get there. Another excellent piece of advice I received is this: "Admit to your mistakes when you make them and do so quickly. There isn't much satisfaction to be gained by others from pointing them out after you have already done so yourself."

How can you pay your TGL experience forward?

I encourage my staff to learn at least one new thing every day. I fully support my staff's participation in any development opportunity in which they are interested/participate and share my experiences with them as I go through my own participation. I truly believe that everyone leads from the position they are in at that time. A title neither defines nor makes a leader great. It is what a person does each day that makes them worthy of being identified as a leader. It is for this reason that I take time to learn something from my staff, in addition to teaching them what I have learned. There is no better way to remind staff to embrace the philosophy of leading from one's position than by playing the role of both student and teacher.

What is something unique about you?

I was a 4:35 miler and I am a former whitewater rafting guide.

Getting to Know Your Tennessee Government Leadership (TGL) Council Member

by Joanna Collins
LEAD Tennessee 2017



Michelle Hamblin

Data Analytics and Incident Report Coordinator
Children's Services

TGMI 2015, DCS Commissioners Cornerstone Leadership Academy 2015

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

I serve as the Data Analytics and Incident Report Coordinator for the Department of Children's Services. Normally, much of my role revolves around data analyses and interpretation. I provide routine data analysis and written reports to departmental internal and external stakeholders. In addition, I oversee the incident reporting system for our foster care and delinquent custodial youth. I provide technical assistance to departmental staff statewide, as well as private providers. Further, I routinely attend, participate in, and/or lead continuous quality improvement meetings or initiatives.

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

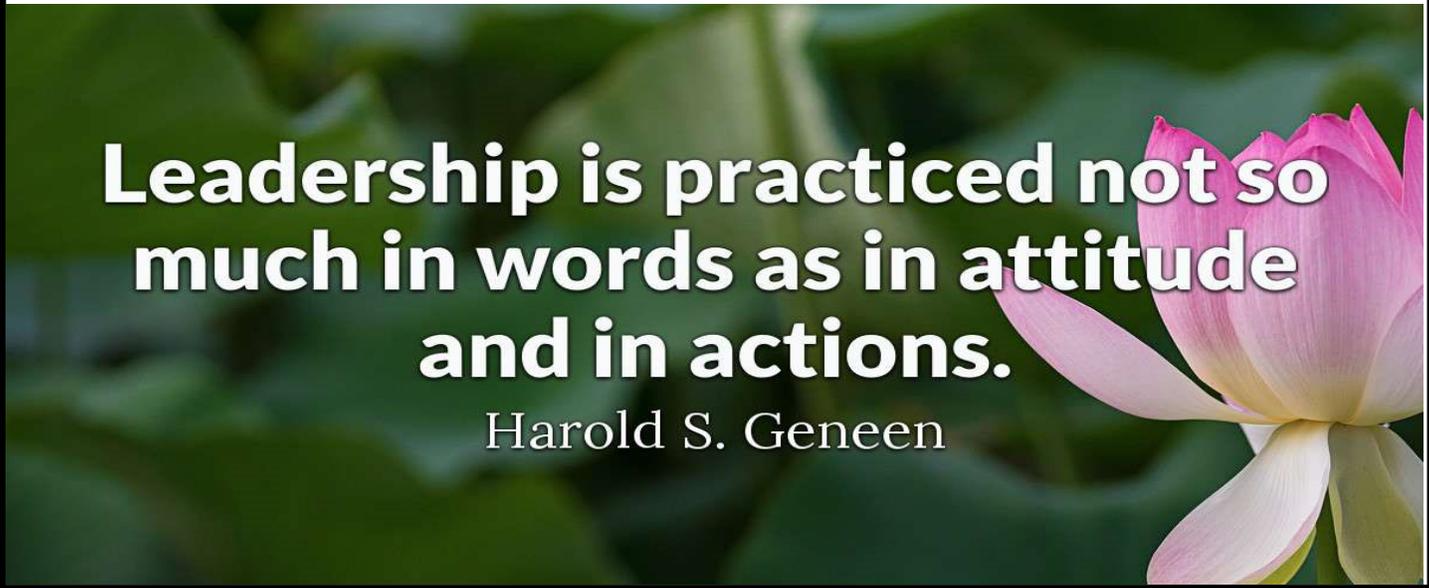
When we are working with others, we do not always know what they are bringing to the table or their recent experiences. As a result, it is always helpful to take a moment, clear your mind, and place yourself in their shoes. Look at the situation from their perspective because, with just a slight change in circumstances, we could easily find ourselves in their position.

How can you pay your TGL experience forward?

The TGL experiences are truly one of a kind. I encourage peers, supervisors, and employees to take advantage of these opportunities. I enjoy sharing the tools and resources I have learned with others. This can be from further educational opportunities (from bachelor programs to graduate school programs), to other state department learning opportunities (citizen academies). The skills and understanding gained are not just limited to application in our daily job tasks, but within our home communities, as well.

What is something unique about you?

I am a mother of two boys (5 and 8) who are heavily involved in youth sports, which keeps us extremely busy. I am not a Tennessee native, but could not imagine raising my family anywhere else.



**Leadership is practiced not so
much in words as in attitude
and in actions.**

Harold S. Geneen

Getting to Know Your Tennessee Government Leadership (TGL) Council Member

by Joanna Collins
LEAD Tennessee 2017



Mike Lenart

Talent Management, Assistant Director/HR Division Assistant Chief
Tennessee Wildlife Resources Agency
LEAD Tennessee 2018, TGMI 2016

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

A typical day or week for me is dependent on a plethora of variables and can range from conducting Department of Human Resources (DOHR) Pyramid classes, reviewing the Performance Management documents, conducting internal investigations, reviewing the status of workers' compensation claims, working on reports, attending meetings, serving on the Tennessee Government Leadership Council (TGLC), Learning and Development Councils, and anything else I have the pleasure or opportunity to be assigned.

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

If there is no opportunity for promotion where you currently are assigned, don't be afraid to look at other departments or agencies within the state. We are state employees assigned to various departments where experience, relationships, and knowledge gained from working in other departments makes you a valuable asset to the enterprise team.

How can you pay your TGL experience forward?

I try to pay it forward by assisting other state employees in managing themselves and managing up to ensure that they and their team are successful. I encourage employees to grow and seek their own professional dreams by setting goals and working toward achieving those goals. I also share opportunities where employees provide selfless service and can give back to the communities to help those who are in dire need.

What is something unique about you?

Something unique about me...I have grown more interested in the world of politics, how the machine of the legislature works, and how we are just a piece of the pie.

A genuine leader is not a
searcher for consensus but a
molder of consensus.

Martin Luther King, Jr.

Getting to Know Your Tennessee Government Leadership (TGL) Council Member

by Joanna Collins
LEAD Tennessee 2017



Ann McGauran

State Architect
Treasury
TGEI 2015

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

As Tennessee's State Architect, I am very much in a service role and my days tend to revolve around making sure my committee members and colleagues have the information they need to be effective. Every day is different but there are rhythms throughout the year. As chief staff officer to the State Building Commission (SBC), a big part of my job revolves around preparation for their twice monthly meetings. June is the busiest month of the year on this front as we prepare for the July meetings when most of the new fiscal year projects come forward. This year's July SBC meeting agenda was 116 pages long.

I lead quarterly meetings with the architecture, engineering, and construction industry to discuss ongoing state initiatives and areas for growth and opportunity in the industry. I attend and present at local, regional, and national industry conferences. I am also very involved during the legislative session working with legislators on design, construction, real estate, and monument bills, assisting with making sure the bills correctly convey the intentions of the sponsor and that the correct parties are included.

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

There are actually two pieces of advice that I've received through the years that have stuck with me. Early in my career, I learned that when you're feeling overwhelmed and don't know what to do next, clean your desk. The act of sorting through stuff on my desk naturally led to sorting information into themes and then creating priorities. Later I learned to constantly ask myself, is this in my circle of control? If not, just observe and support. If it is, take action for the betterment of the whole.

How can you pay your TGL experience forward?

The greatest gift of TGL and its various programs is continuous learning and connection. I've been given so many gifts of knowledge, experiences, and advice by others exactly when I needed it that I try to pay forward the good information I've received while supporting others' unique learning styles. I also work to meet colleagues where they are and support where they want to go, like so many have for me. Everyone's path to success is different.

While I love living in Tennessee, I am very much a citizen of the world. As a child, we lived in several places and my parents took us to visit most of the states. As an adult, I've traveled to over 25 countries.

My husband and I have siblings that have lived in 7 different countries and currently have homes in four different countries. Today, my children and all my nieces and nephews have the option of being citizens in multiple countries. Family is very important to me and staying connected means enjoying travel and experiences. Additionally, I am training for the Jack and Back bike ride in October. The last time I attempted this, I learned I was pregnant with my now 17 year old son. I don't think that will be an issue this time; however, anyone who has done this ride or is planning to ride this year should definitely contact me. I need all the help I can get!

Getting to Know Your Tennessee Government Leadership (TGL) Council Member

by Joanna Collins
LEAD Tennessee 2017



Heather Stanford

Assistant Director HR and Employment Law Counsel
Tennessee Department of Transportation
LEAD Tennessee 2015

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

I serve as the Employment Law Counsel for the TN Department of Transportation (TDOT), as well as Assistant Director in Human Resources. I joke with my children that my job is to ensure 4,000 employees follow rules and get along every day. What I love most about my role at TDOT is the fact that I really do not have a typical day or week. Because much of my work is fluid and based upon the actions of employees in the field, every day is different and the only thing I can really plan for is that plans change in an instant.

I am responsible for overseeing classification and compensation, transactions, employee relations and engagement, all disciplinary matters, HR investigations, employee appeals, employment litigation, performance management, drug testing, and all leave, workers' compensation, and return to work matters. I assist and provide guidance to employees and supervisors at all levels within TDOT, as well as advise our executive team as to employment law issues.

I have close working relationships with many external partnering agencies, such as the Department of Treasury, the Attorney General's office, and the Department of Human Resources. I directly oversee employees in Nashville, as well as across the State. I manage the administration of HR transactions across TDOT, including all hiring, promotions, transfers, salary analysis, and separations for any employee at TDOT.

My staff is also involved in strategic organizational planning, which includes job analysis, organizational structure planning, and career path design. We have reorganized many areas of TDOT over the past four years to raise the core competencies of our staff and provide greater efficiency in the performance of work. In a time where all other State DOTs are shrinking their workforce and relying more on consultants, TDOT is reducing the expenses related to external consultants and planning to add close to 600 more employees this year.

Much of my work in employee relations is what many refer to as "fire-fighting," or reacting to and addressing situations as they arise. Our division is working more and more toward employee engagement where possible, which we see more as being strategically proactive to build relationships between

employees and their supervisors that hopefully will lessen the need for "fire-fighting" in the future. I am a trained mediator and DOHR facilitator, so I also travel the State periodically to deliver training related to employment laws and to conduct investigations into employee complaints.

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

"Do not stress over the things you cannot control or change." This quote has helped tremendously with my growth as a leader in State government. With the nature of my work being closely tied to the actions of others and often times reliant on the processes of external partners, I have learned to let go of things I cannot change and to develop innovative ways to achieve our goals when faced with adversity outside of my control. We cannot control the actions of others, but we can control how we react to them.

How can you pay your TGL experience forward?

I entered into LEAD Tennessee in December 2014 after only six months with TDOT. This immersion into concepts of leadership made me appreciate the investment that TDOT made in me and quickly piqued a strong commitment to taking what I learned at each summit and bringing it back to lead my division with more confidence and agility. I loved the speakers at the LEAD summits and how they took high level leadership concepts and broke them down into applicable actions.

Through my TGL experience, I have had the opportunity to build close working relationships with peers across other State agencies and, in turn, this prepared me to partner with my peers in the HR divisions of other State DOTs. I draw on these relationships often in my everyday work challenges. My TGL experience has been instrumental in aiding my ability to navigate change as my own division and staff went through a recent reorganization and shift to the HR Strategic Delivery model.

Through my TGL experience, I have been able to pay it forward by traveling the State and coaching hundreds of TDOT managers on emotional intelligence, self-motivation, leadership, and performance management. My experience has also allowed me to learn the intricacies of mentoring young staff that start at TDOT and to develop plans for their career growth. In addition, I have sent many of my own staff

Getting to Know Your Tennessee Government Leadership (TGL) Council Member continued...

by Joanna Collins
LEAD Tennessee 2017



Heather Stanford continued...

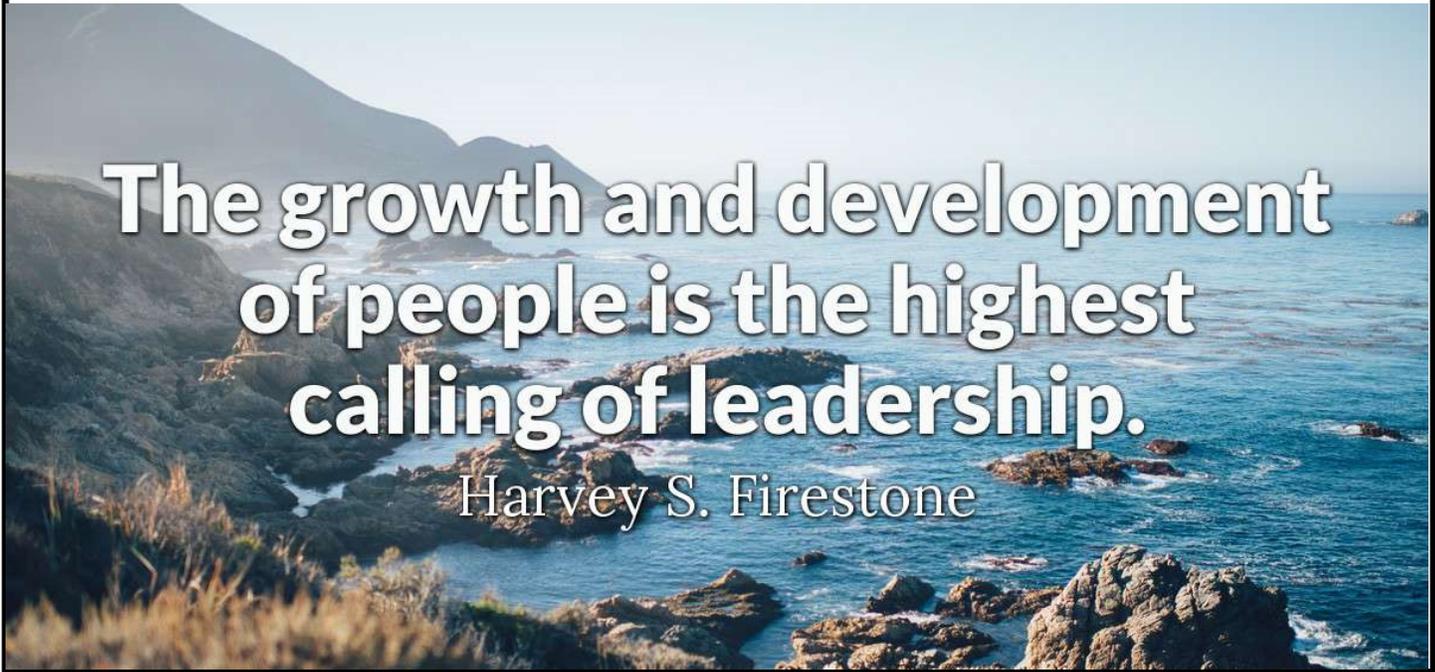
Assistant Director HR and Employment Law Counsel
Tennessee Department of Transportation
LEAD Tennessee 2015

members through TGL programs, who thereafter have also returned to our division to implement leadership qualities learned through their own TGL experiences.

What is something unique about you?

I have seven-year-old identical twin girls, Cadence and Emersyn, who were born on Halloween. The girls were in *The Three Stooges* movie as babies in 2012, and have since that time been in numerous print and video ads for companies such as Cracker Barrel, Simplicity, and Lifeway. After moving to Mount Juliet in February 2014, I became friends with another mom of twins. She has identical twin boys that were born only one week after our

girls. Our families were on the February 2018 cover of *Providence Neighbors* magazine in Mount Juliet telling our story of fate and how we found each other and became friends through the similarities of our experiences as mothers of twins the exact same age. We joke that our four kids are really quadruplets because of the time they spend together! Early on after having twins, I thought it was quite unique to say you were a parent of twins. However, since coming to the TDOT HR division, I realized that might not be the case...Our division has had three employees who have a set of twins and one of our employees is a twin!



The growth and development
of people is the highest
calling of leadership.

Harvey S. Firestone

Getting to Know Your Tennessee Government Leadership (TGL) Council Member

by Joanna Collins
LEAD Tennessee 2017



Melissa Wiseman

Deputy Operations Director, Benefits Administration
Finance and Administration
TGEI 2017, TGMI 2013

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

Busy. My days aren't consistent but I can always count on them being busy. Most people wouldn't find it exciting, but most of my days revolve around lots and lots of emails and lots and lots of meetings. I'm currently the Deputy Operations Director for the Benefits Administration division of F&A. We administer insurance benefits for approximately 300,000 state, higher education, local education, and local government employees and their dependents across the state. We also administer benefits for retirees from all of the groups. Our service center is constantly busy fielding questions and calls from our members, and I help the service center management staff with escalated service center issues.

I also spend a lot of my time working on special projects and system enhancements in Edison. My team holds weekly meetings with the Edison team to discuss progress on all of our requests. At any given time, we are usually working on 10-20 or more enhancements or fixes at the same time. The Edison team is so fantastic to work with, and they have a lot of patience! Our team believes strongly in innovation and challenging the status quo. It can be exhausting, but it's so fulfilling to be able to constantly make improvements to the service we provide to our customers.

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

The best piece of advice I've received was from my dad. It wasn't something that he said, but something he instilled in my sister and me from a young age. It was that you are never too young to be a leader. I used to not understand why he pushed us so much in that regard, but now I do and I'm so glad he did. I thought he was weird for buying me my first leadership book when I was still in college, John Maxwell's *The 360 Degree Leader*, but I was surprised how much I learned from it.

Even though I wasn't officially a leader in any capacity at the time, I was able to take what I learned and apply it to my life. Now, I'm starting even younger with my children. I recently bought my four year-old son his first John

Maxwell book, *Sometimes You Win Sometimes You Learn For Kids*, which teaches children that they can learn from their losses. It teaches how important it is to have a positive attitude and resiliency, which I think is so imperative to learn as young as possible.

How can you pay your TGL experience forward?

I pay my TGL experience forward by encouraging other alumni to participate in events. Over the last several years, I've assisted with a large number of events sponsored by Tennessee Government Leadership. Going through a TGL program is such an amazing experience, and I want to help ensure that when people graduate from the programs they don't completely forget about their experience and what they learned. I'm currently working on my Black Belt project, which is to help determine the level of alumni engagement by tracking attendance at TGL-sponsored events in Edison Enterprise Learning Management (ELM). Part of this project is also to automatically transfer attendance to the Black Belt system so that black belt points are automatically awarded to participants.

What is something unique about you?

I am currently serving as the TGL Toastmasters President. Toastmasters has been a great way to help me improve my public speaking and leadership skills. I was terrified to join but it has been a fantastic experience. I realized that if it scared me that much to go to a meeting, I must really need it! I encourage anyone who would like to improve their public speaking skills to come to a meeting to see what it's all about.

Also, I performed onstage at Opryland when I was a kid. No, I'm not musically inclined. I was on a jump rope team at my elementary school. One of my fellow team members performed at Opryland frequently in the Kid's Club, so our jump rope team got to perform with her a couple of times!

TGEI Service Event – Second Harvest Food Bank

By: Melissa McDonald
TGEI Chair



**SECOND HARVEST
FOOD BANK**
of MIDDLE TENNESSEE

Feeding Hope™

TGEI alumni spent a recent evening working at Second Harvest Food Bank, the group's philanthropy for the year. During their visit, this group (and about five other volunteers on site that evening) processed 3,572 pounds of food. Second Harvest officials say that translates to approximately 2,977 meals for the hungry in the charity's service area. TGEI is planning additional visits to Second Harvest this fall.



**NO ACT OF KINDNESS,
NO MATTER HOW SMALL,
IS EVER WASTED.**

— AESOP —

Leadership *Kudos* Corner

TGL Alumni: LEAD Tennessee, TGEI, and TGMI Appointed to Tennessee Center for Performance of Excellence Board of Examiners

Environment and Conservation

Ronne' Adkins
Elaine Boyd
Jeni Lind Brinkman
Casey Mahoney

Human Resources

Amanda Adams
Steve Brown
Lesley Farmer
Korry Rahn
Coretta Young

Human Services

James Wolobah

Health

Mike Newman

TRCIOR

Tracy Long
Julie Perrey



Congratulations!

Mary Griffin Named a Fellow of the American Bar Foundation



Mary Griffin, a graduate of the TGMI class of 2008 and a member of the Treasury legal team, has accepted an invitation from the Board of Directors of the American Bar Foundation to become a Fellow of the American Bar Foundation. The American Bar Foundation was established in 1952, and is a non-profit independent research institute based in Chicago, Illinois for the empirical and interdisciplinary study of law in the United States. The Fellows of the American Bar Foundation is a global honorary society of attorneys, judges, law faculty, and legal scholars. Fellows are nominated by their peers and membership is limited to one percent of lawyers admitted to practice in the United States and its territories and a limited number of lawyers in international jurisdictions. The invitation was extended upon the recommendation of the national officers of the Fellows and the Fellows leadership in the State of Tennessee. Selection as a Fellow recognizes an attorney whose career has "demonstrated outstanding dedication to the highest principles of the legal profession and to the welfare of their communities."

Mark Green Receives Promotion



Mark Green, TGMI Class of 2016, was promoted to Deputy General Counsel with the Tennessee Department of Commerce and Insurance.

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Commissioner Rebecca Hunter, CPA, SPHR
Department of Human Resources

Council Executive Sponsor

Dr. Trish Holliday, SPHR, SHRM-SCP, IPMA-HR, Assistant Commissioner and Chief Learning Officer
Department of Human Resources

Council President

Julie Perrey, Chief People Officer
TRICOR



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- **Robin R. Beamon – Lead Tennessee**
Department of Safety and Homeland Security
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- **Barry Brawley – LEAD Tennessee**
Department of Environment and Conservation
- **Dana Braxton – LEAD Tennessee, HR Master Series**
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- **Julie Brindle – LEAD Tennessee, TGMI Steering Committee Chair**
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- **Susan Burdette – LEAD Tennessee, TGMI**
Department of Finance and Administration
- **Dr. Alicia Cone – LEAD Tennessee**
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- **Julian Davis – LEAD Tennessee**
Department of Correction
- **Shawn DeHaven - LEAD Tennessee Steering Committee Chair**
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- **Marcus Dodson – LEAD Tennessee,**
Department of Treasury
- **Victor Edmonson – LEAD Tennessee**
TRICOR
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Department of General Services
- **Kelly Gunderson – LEAD Tennessee, TGEI**
Division of TennCare
- **Shannon Hall – LEAD Tennessee**
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Department of Children's Services
- **Craig Hargrow – LEAD Tennessee, TGEI, TGMI**
Commission on Children and Youth
- **Steve Hawkins – TGMI**
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- **Lauren Hill –TGMI, TGEI**
Department of Environment and Conservation
- **Anthony Hogan - TGMI**
Department of Environment and Conservation
- **Shannon Jones – LEAD Tennessee, TGEI**
Commission on Aging and Disability
- **Dr. Kelly Lancaster – LEAD Tennessee, TGEI, HR Master Series**
Department of Finance and Administration
- **Angela Lawrence – LEAD Tennessee**
Department of Health
- **Mike Lenart - TGMI**
TN Wildlife Resources Agency
- **Casey Mahoney – LEAD Tennessee**
Department of Environment and Conservation
- **Terry Malone – LEAD Tennessee, TGMI**
Tennessee Housing Development Agency
- **Sheila Marchman – LEAD Tennessee, TGEI, TGMI**
Department of Human Resources
- **Ann McGauran - TGEI**
Department of Treasury
- **CJ McMorran – LEAD Tennessee, TGEI**
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- **Pat Rees – LEAD Tennessee**
Department of Intellectual and Developmental Disabilities
- **April Romero – TGMI**
Department of Finance and Administration
- **Michelle Smith – TGMI, TGEI**
Department of Intellectual and Developmental Disabilities
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- **Andrea L. Wilson – LEAD Tennessee**
Tennessee Bureau of Investigation
- **Anne-Louise Wirthlin – LEAD Tennessee**
Administrative Office of the Courts
- **Melissa Wiseman – TGEI, TGMI, Toastmaster President**
Department of Finance and Administration

