

Tennessee Government Leadership

LINK

Newsletter from the Tennessee Government Leadership Council



December 2018

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Tennessee State Government



SPOTLIGHT ON LEADERSHIP: COMMISSIONER KEVIN TRIPLETT TOURIST DEVELOPMENT

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

Possessing a moral compass. Not on a high horse here. In fact, the higher the horse, the further the fall. I mean doing the right thing. Every decision, regardless of the issue, boils down to, "what is the right thing to do?" Answer that and almost everything else takes care of itself. And, doing the right thing often means doing the hard thing.

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

Being poor communicators. Everything we do affects someone else; either the end result or the process in getting there. Communication is the axle on which everything else rotates. Poor communication usually means poor execution of plans, which means poor results. That is bad news for everyone involved, when many times it could have been fixed on the front end with a five-minute conversation.

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

Do not assume. Communication and relationships can prevent a lot of heartburn. Still talk face-to-face or at least on the phone when possible. We

move at an aggressive pace, and technology allows for quick exchange of ideas and information. An answer can be given in 146 characters, but can a relationship be built and problems solved the same way? Maybe, but it sure is harder.

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

Understanding how to take advantage of the difference in the way team members look at issues and resolve problems. The prism through which I look at things may make it clear for me, but present a distorted image for someone else.

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?

Finding ways to empower people and manage expectations. A lot of really



smart people come in and want to start making decisions that affect business the day they walk in the door. Managing those expectations is a critical step. As leaders, we obviously think this person is capable, or we would not have asked them to join the team. But none of us can see the whole landscape the day we arrive. So, finding ways to utilize the skills of those team members to keep them engaged while they gain that institutional knowledge is vital.

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

It means delivering the best product. Good leaders find good team members and that, in turn, results in good work. Some head coaches want assistants around them who have the skills to be great head coaches themselves. Other head coaches want really good assistant coaches, but are threatened by those who are more skilled than that. Be the first kind of coach, not the second. The better we do, the better our citizens do and the better our state does. We owe that to them.

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

First and foremost, they have to know their subject. Second, have they done their homework and know what we do. It shows initiative. Third, somewhere in the conversation, it is nice to detect that the person is confident in his or her skills, but does not think he or she knows everything. Once while interviewing an applicant for a pretty important role in our department, she was presented a situation. She immediately said she did not really know a lot about that area but had at least two former co-workers who specialized in that subject and she would call them. Bingo. That showed she was confident, but did not know it all; that she had strong relationships and was leaving a former workplace in good enough standing to call back for advice and was willing to say so. Three good

candidates interviewed for that job. Guess who got it.

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

Trying to learn something new every day. It is a goal to try to end the day knowing something I did not know the day before.

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

Balance. If someone put you in a leadership position, they see something in you that can help make the agency, department, company or organization better. Balance the skills you have that led to the decision to put you there and the abilities of your team to take it to the next level. It is safe to say, no one gets where they are by themselves and they will not get to the next level that way either.

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

Making it clear you listened to what was said and did not just hear what was said. Team members are hesitant to speak up if they think it does not matter. If a leader takes input from the team and then goes in another direction, be prepared to explain why. It helps everyone learn. Also, be willing to change direction if the need arises. Do NOT say, "but we've always done it that way."

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

I think most anyone in leadership in public service wants to make a difference; leave things better when we walk out the door than when we arrived. Making the most of the time we have. If we do that, everyone benefits. Governor Haslam once referred to it as a shelf-life, like items in the grocery store. What do we do before that date on the can expires?

**Thank you
Commissioner Triplett!**



Department of

Tourist Development

Save the Date

Tennessee Government Leadership

2nd Annual Gala

Saturday, April 13th, 2019

More details coming soon!

2018 LEAD TN Alumni Network (LTAN) Symposium with Dr. Jeff Thompson

by Lee Ann Smith
LEAD Tennessee 2011

The vision for the LTAN Symposium was to position ourselves as state leaders moving forward in preparation for the new administration. While we do not know what challenges lay ahead, we can be prepared as high performers with integrity and trust. Dr. Jeff Thompson, who has been with every LEAD Tennessee Alliance, challenged us to lead with purpose and inspired us to be “GRITTY” Leaders™.

“It’s about other people.” Thompson explained, “People choose to follow you.” With these opening words, the day of inspiration, discovery, introspection and commitment began. GRIT is the “capacity to dig deep, doing whatever it takes — even sacrifice, struggle, and suffer — to achieve your most worthy goals in the best ways.”

It requires determination, persistence, and commitment — staying the course. The “GRITTY” Leader™ is one who doesn’t give up when the going gets tough, who doesn’t settle for less than the best from him/herself or others, and who is a “Climber”...not a “Camper.”

Referring to his presentation from all our previous Alliances, he said we must connect to our mission, the “why.” This is our mountain. On the mountain are three types of people: (1) the Quitters, (2) the Campers, and (3) the Climbers.

After some initial energy and engagement, Campers — who make up about 75% of workers — stay in their comfort zone. Climbers, on the other hand, never stop growing, pursuing, and giving. They are the innovators, the risk takers, the “GRITTY” Leaders™. This is what we aspire to, who we want on our team. We are to encourage and support an environment for Climbers rather than creating a campground.



Dr. Thompson encouraged us to limit the influence of the Campers and reward climbing behavior.

“It’s about other people. People choose to follow you.” — Dr. Jeff Thompson

So why do we need GRIT? Thompson explained that our Adversity Quotient (AQ) is how we respond to adversity. It is our defense mechanisms. GRIT is what we have to respond with, our offensive preparations and qualities. Thompson explained what each letter of the GRIT acronym stands for:

GROWTH – is being a lifelong learner. Look for new ideas even if things are going well.

RESILIENCE – is modeling the capacity to respond constructively and make the best out of adversity. Look for the opportunity in adversity.

INSTINCT – is pursuing the right goals in the right way.

TENACITY – is the degree to which you persist.

He went on to further explain how we can have GRIT without being abrasive. It’s about style. Remember, it is about the other people. Adjust to the other person in order to not be off putting. Honestly care deeply and personally about others.

If we are not getting anywhere, we need to make the change — change the conversation. Sometimes we need to have “fierce conversations.” Ask questions to help others explore options and develop. Humility is always key to influencing others.

The afternoon was spent reviewing and unpacking our own GRIT score with a partner. Under his guidance, we explored how to apply GRIT to our own “Gnarliest Goal.” We all came away with a plan to achieve something important to us along with new friends in the TGL alumni community.

Thanks to Dr. Thompson for an excellent Symposium, and to the LEAD Tennessee Alumni Network (LTAN) and DOHR for sponsoring quality leadership development programs.

From the Desk of the Chief Learning Officer



There is a chill in the air, smoky fireside aromas, and crackling flames from the pile of wood burning in the fire pit. These are usual sounds and smells of fall accompanied by gatherings of friends and family around the bonfire sharing laughter, stories, and sticky s'mores. The glow around the fire captivates each member and one-by-one memories surface and are shared, uniting and connecting like no other experience.

I am often reminded during the fall season how important it is to recognize those special people in our lives and the relationships that bring us joy and connectedness. As leaders, we are called to create environments where people can connect, align, and share with one another. When we create spaces that are warm and welcoming, people enjoy building relationships with one another.

The narratives of our lives are diverse and complex. Relationships are the key for our successful navigation through life. When we share with others, the puzzling parts of life can become clearer and others can provide us with fresh perspectives and

insight. When we open up and participate in community, we have the opportunity to stay better connected and supported.

One of the definitions of community is the feeling of fellowship with others as a result of sharing common attitudes, interests, and goals. Leaders who understand the importance of community as a way of connecting people and generating encouragement recognize the significance that healthy relationships have on great teams and organizations.

My hope is that we take the time to cultivate positive relationships throughout our Tennessee Government Leadership community across the state and model for others the meaning of community.

Please join me in creating bonfire friendships where sharing and memory-making become a natural part of how we celebrate the joy of public service.

We are Better Together!

CLO's Suggested Reading List

OPEN TO THINK: Slow Down, Think Creatively, and Make Better Decisions

by Dan Pontefract (Figure 1 Publishing, 2018)

THANKS FOR THE FEEDBACK: The Science and Art of Receiving Feedback Well by Douglas Stone and Sheila Heen (Penguin Books, 2015)

MADE TO STICK: Why Some Ideas Survive and Others Die by Chip Heath & Dan Heath (Random House, 2007)

LEADERS EAT LAST: Why Some Teams Pull Together and Others Don't by Simon Sinek (Portfolio, 2017)

GREAT TEAMS: 16 Things High Performing Organizations Do Differently by Don Yeager (Thomas Nelson, 2016)

MANAGING UP: How to Forge an Effective Relationship With Those Above You by Rosanne Badowski & Roger Gittines (Crown Business, 2004)





Inspiring Leaders to Innovate • Communicate • Integrate



TGL Conference Keynote: Whitney Johnson

by Claire W. Claytor
ALI 2018, DGS CLA 2018



As the first keynote speaker of the 2018 TGL conference, Whitney Johnson brought to the stage of the Lipscomb Student Activity Center energy and enthusiasm that were both well received and contagious. As co-founder of the Disruption Innovation Fund, Whitney encourages businesses, nonprofits, and governmental agencies across the globe to embrace a “learn, leap, repeat” mentality.

Noting the “sense of vibrancy and optimism” she had seen within Tennessee State Government, Whitney shared exciting and often surprising stories of those who have seen success through modeling “learn, leap, repeat” behavior, both at an individual level and through a company’s mission and vision.

To illustrate, she described WD-40 as a 60-year-old company that encourages staff to disrupt themselves by identifying opportunities to grow from within the company as opposed to walking through the proverbial revolving door. As a result, three receptionists have risen to senior leadership, and overall engagement is high. In fact, at least 60% of employees have shared that they could reach their own career goals without ever leaving the company through repeated acts of positive self-disruption.

Whitney acknowledged that as individuals we are challenged to balance personal disruption delicately with necessary levels of stability. She added, “The difference with personal disruption is that you are both a Netflix *and* a Blockbuster. We have to hold this tension constantly. Old and new must co-exist because you are disrupting you.”

As stewards of our state, we are given the opportunity to balance a healthy level of predictability with the drive to “leap,” providing necessary and high quality services to some of our most vulnerable citizens. As leaders of people and projects, it is our mission to inspire others to seek out opportunities to “learn, leap, and repeat,” ever maintaining a sense of stability and continuity.

This pattern of acquiring knowledge and then practicing self-disruption was visually displayed as the “S-curve of learning.” The S-curve includes the career stages of inexperience, engagement, and mastery. Everyone can plot their point on the curve. The ideal collection of learning curves on a team are: 70% in the “sweet spot” (engagement), 15% in mastery, and 15% in inexperience. As Whitney stated, we can “build a high-performing



TGL Conference

Whitney Johnson continued...

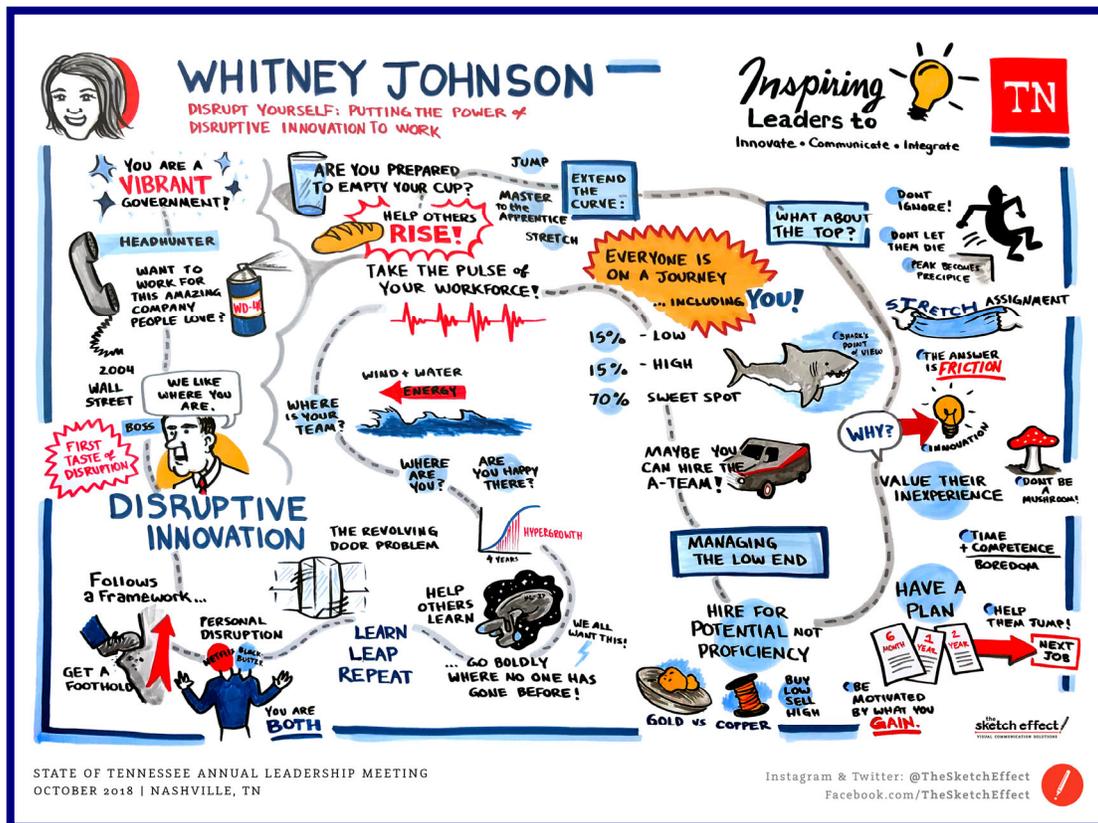
team by optimizing the curves" and by fostering an energy that is pervasive in every undertaking of the work team.

It was fitting that her presentation was disrupted by an unscheduled appearance from Governor Bill Haslam. It was as if all TGL participants were on our own S-curve for the morning. Just as we were perhaps getting too comfortable with Whitney's cadence and content, we were forced to take an exciting "leap" to welcome our Governor.

Whitney concluded her presentation declaring her hope that we were "a little uncomfortable" because, after all, that is "how we are supposed to feel!"

She then challenged us to build a network of A-teams by identifying people with potential, and encouraging and fostering their growth. Then, as they begin to look like they may be too comfortable and ready to walk through the revolving door, identify new, leap-worthy opportunities for them to pursue.

She acknowledged that yes, we are all busy, but that "today is the day" to start this journey and to inspire a "learn, leap, repeat" culture that will benefit state government and, inevitably, the customers we serve.



"The difference with personal disruption is that you are a Netflix and you are a Blockbuster. We have to hold this tension constantly. Old and new must co-exist because you are disrupting you."

Whitney Johnson





Governor Haslam

by Tracy H. Long
LEAD Tennessee 2018

The attendees were pleased — and surprised — to welcome Governor Bill Haslam as special guest speaker at the annual Tennessee Government Leadership Conference held Tuesday, October 30th, at Lipscomb University.

With approximately 81 days left in office, Governor Haslam gave a powerful, motivational message emphasizing public service and the upcoming change in leadership.

He also applauded the efforts of the approximately 42,000 state employees who provide services to 6.7 million Tennessee citizens, noting that many of the State's services are not attainable anywhere else or without assistance.

"State Employees have a sense of the bigger purpose and want to do something that matters," Governor Haslam said.

The Governor reflected back on the past eight years and shared his insights on the pending transition to a new governor, assuring the 500-member audience by simply saying, "It's going to be fine."

He added that the transition will have a foundation of incredible people who care about our state, reiterating that Tennessee is the best state to live, work, and raise a family in.

Governor Haslam ended with a heartfelt thank you and farewell, adding, "It has been a privilege to work with you."

Thank you to Governor Haslam for your dedication in serving the State of Tennessee. You will be missed.





GOVERNOR BILL HASLAM

Inspiring Leaders to **TN**
Innovate • Communicate • Integrate

81 DAYS LEFT!

WE LOVE DEVELOPING STATE EMPLOYEES

WE PROVIDE THINGS YOU CANT GET ON THEIR OWN

MENTAL HEALTH

SCHOOLS

HIGHWAYS

MONOPOLY... BUT IT MATTERS HOW WE SERVE OUR PEOPLE

TEAM ACT

EXPECTATIONS

GOVERNOR VS... LITTLE BIG TOWN?

IT'S GOING to be FINE.

WHAT'S NEXT?

RECOGNIZE NEEDS & DIGNITY

THERE ARE GOOD PEOPLE WITHIN!

WE ARE HOPE FOR MANY

WE ONLY REMEMBER THE "CONSTRUCTIVE" FEEDBACK...

BE OPEN-MINDED!

IT'S LIKE PRINKING FROM A FIRE HOSE... ...AND NIAGRA FALLS!

IT'S GOING to be GOOD.

FEEDBACK IS ESSENTIAL... EVEN IF IT'S PAINFUL.

DR. L. RANDOLPH LOWRY
PRESIDENT, LIPSCOMB UNIVERSITY

LAUGHING AT THE SAME JOKES

SOUP + KIND WORDS

DONT EAT THE SOUP!

YOU DONT GET THE CREDIT YOU DESERVE.

We Appreciate YOU

WHAT YOU DO

WHO YOU ARE

NEW BUILDING NEXT YEAR!

YOU CANT BE WHO YOU NEED TO BE IF YOU REMAIN WHERE YOU ARE.

THANK YOU + WELCOME TO LIPSCOMB

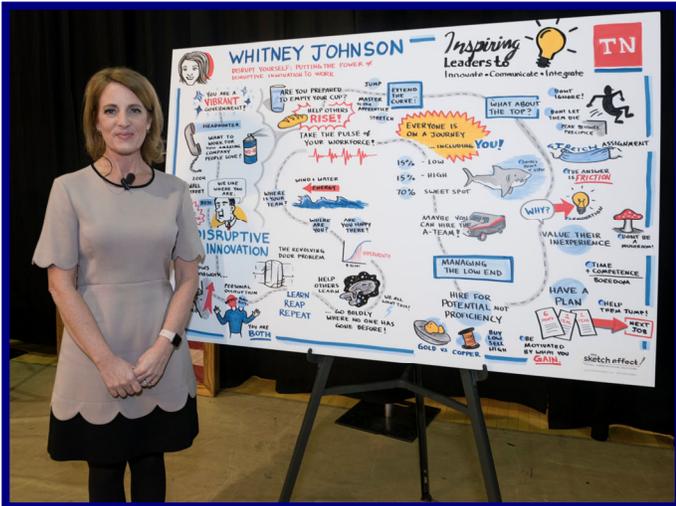
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OCTOBER 2018 | NASHVILLE, TN

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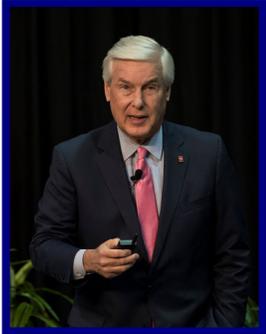
“State Employees have a sense of the bigger purpose and want to do something that matters.”

Governor Bill Haslam



Greg Adams, Chief Operating Officer

by Malinda Sanders
DHS Mission Possible 2018



I have to be honest. The first time I saw Greg Adams speak at a conference a few years ago, I completely misjudged him. Here is a veteran of the corporate world who has taken a position as Chief Operating Officer for a state government. Who ever heard of such a thing? He's probably going to deliver a keynote full of buzz words and tell us how government should operate like a business.

But during that first speech, the audience got a great example of how the Haslam administration is serious about *servicing* the citizens of Tennessee. This keynote was no different. Once again, COO Adams reversed my original attitude of him and his position within state government. Greg Adams truly embodies servant leadership.

Whenever Adams goes to a conference, Tennessee is always on the agenda. Why? It all comes down to three words: *Customer Focused Government*. Adams reiterates the Governor's message that state government is a *service organization*. And one can see that this is the point of view the administration uses to drive decision-making.

Why focus on customer service? Today, citizens want and expect "Amazon-like" services. We know we live in a digital society, where transactions are fast and mobile. Regardless of the service, we want it now! Customers have the ability to "fire" you if you're not meeting their needs, but what about citizens? Citizens can't fire the government, can they? Adams encouraged us to be so passionate about our job roles and services and to genuinely care about being "fired" by our citizen customers.

As Adams went through this administration's accomplishments, he also gave rationales for many of the positive changes that have been implemented. These include:

- The T.E.A.M. (Tennessee Excellence, Accountability and Management) Act which gave the State a better way to hire the best candidates and overhauled the performance

management system. Hiring managers can now choose the candidate that's the right fit for the position and with a structured system to provide constructive feedback. The performance management system that followed gave us a S.M.A.R.T. way to measure success, maintain accountability, and reward high performing employees.

- Transparent Tennessee (<https://www.tn.gov/transparenttn.html>), an online resource to give anyone access to information about the Governor's vision and goals for the State, along with his top five priorities: Education & Workforce Development, Fiscal Strength & Efficient Government, Health & Welfare, Jobs & Economic Development, and Public Safety. This is where Tennessee's coveted AAA bond rating is also displayed.
- A simplified State logo for all departments and agencies, saving time and money, building brand equity, and encouraging us to see ourselves as part of the larger enterprise.
- The Management and Leadership Learning Pyramid, a four-level certificate program to develop all state supervisors to be effective leaders. Approximately 7,600 managers and supervisors have been trained in multiple leadership competencies.
- Shared Services implementation that optimizes asset and operations management.
- Real estate process improvement that has decreased our real estate footprint by more than 1 million square feet, saving energy and money by better facilities management, office consolidation, and (everyone's favorite) AWS: Alternative Work Solutions, allowing many employees to "free address."

We also learned that there are two cabinet meetings in this administration: one with the Governor and a second with Adams. He meets with the Cabinet to work on what he calls the "gnarly" stuff: policy objectives, program delivery, and operating efficiency are all on the agenda. This

Greg Adams, Chief Operating Officer (con't)

provided us more evidence that our COO is rolling up his sleeves — along with our agency leaders — to get down to the business of serving Tennessee.

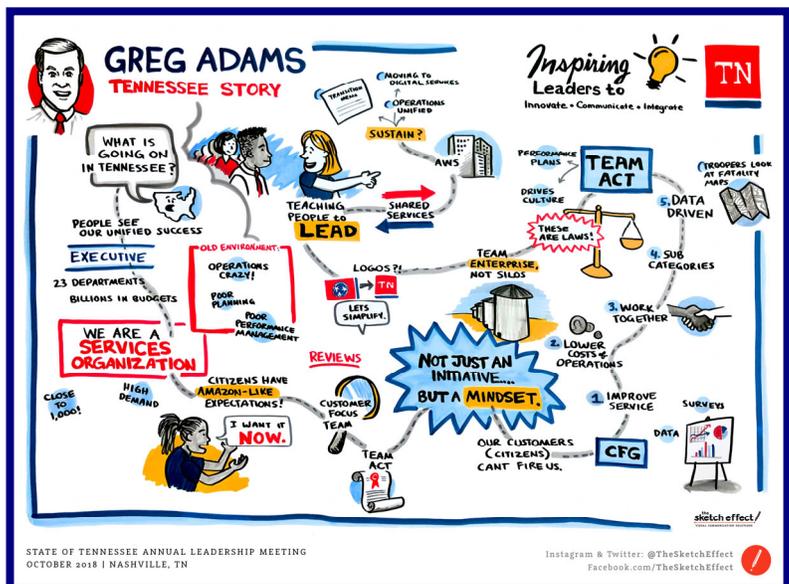
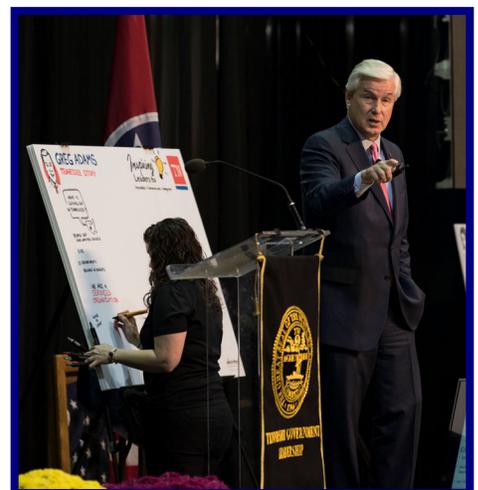
Everyone is well aware that the last months of Governor Haslam’s leadership are upon us. In his message, Adams assuaged many of our fears about the upcoming transition. For example, sustainability has been a focus, seeking to preserve the exceptional innovations made by the current administration.

Each commissioner provided the Governor’s office with a plan for continuing services for our citizens, setting up the new Governor’s team for success. There are also strategies in place to continue with directives that will still be in process at the end of Governor Haslam’s tenure.

So what did I learn from Greg Adams? I learned that there are leaders who actually want and value feedback from their front-line employees. I learned that I’ll miss him, and likely several other leaders on Governor Haslam’s team that I didn’t have the privilege to meet or hear speak.

I learned that my life as a citizen and my work as a State employee have improved because of his commitment and dedication to the principles embodied by this governorship. He dispels stereotypes, models service and servant leadership, and proves that we can use our talents and passions to improve government and thus, the lives of all Tennesseans.

Thank you COO Adams, for your service. and for all you’ve done for Tennessee.



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Dr. L. Randolph Lowry's Kind Welcome to Lipscomb

by Stacey Nelson
DGS Commissioner's Leadership Academy 2017

Dr. L. Randolph Lowry is the President of Lipscomb University as well as a lawyer, mediator, author, consultant, and teacher. Additionally, he is an education innovator and a world renowned dispute resolution aficionado. Dr. Lowry established the Straus Institute for Dispute Resolution at Pepperdine University and has traveled the world for speaking engagements on the topic of dispute resolution.

Kind words was the emphasis of Dr. Lowry's message. Dr. Lowry reflected on how his late father loved jokes. A favorite goes like this: one day a gentleman sat at a restaurant and when the waitress asked for his order, he replied "a bowl of soup and kind words." The waitress soon delivered the bowl of soup. As she turned to leave, the gentleman said, "Excuse me Miss. You forgot the kind words." The waitress whispered to him, "Don't eat the soup," and walked away.

Being others-oriented and demonstrating care and purpose in our efforts are hallmarks of kindness.

Dr. Lowry expressed that appreciation for public service often falls short, despite the benefits enjoyed. It is not surprising that Dr. Lowry has a graduate degree in public service and believed his path would be similar to the participants. Dr. Lowry encouraged everyone to move out of their comfort zone and seek to achieve greatness.

Dr. Lowry's closing inspiration was, "You can't be who you need to be if you remain where you are."



George H. Bass Leadership Award

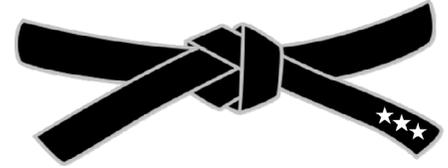
TGL Council President Julie Perrey called to the stage Commissioner Rebecca Hunter and the State Chief Learning Officer Dr. Trish Holliday to announce the recipient of the *1st Annual George H. Bass Leadership Award*. DHS Commissioner Danielle Whitworth Barnes was recognized for her commitment, dedication and outstanding leadership in state government.



**Congratulations Commissioner Barnes
Department of Human Services**



Black Belt Leadership Awards



Susan Burdette
Finance and Administration
LEAD Tennessee 2014, TGMI 2008

Chairing the first Annual LEAD Tennessee Alumni Symposium

The LEAD Tennessee Alumni Association (LTAN) was formed after seven alliances had graduated and held its inaugural event in January 2017. At the event, the newly elected steering committee members seated at each table asked what LEAD Tennessee alumni wanted from their association.

One answer was to continue to focus on LEAD Tennessee competencies. And so, an annual alumni conference was born. I was asked to chair this conference which became my Black Belt Project.

The first step was to survey the alumni to determine which two competencies they wanted for the first conference, which we renamed the LTAN Symposium.

Speakers were invited and asked to weave the chosen competencies into their presentations. Toward the end of the day, the steering committee members, along with other TGL volunteers, were seated at each table to lead table discussions on the symposium's competencies, LEAD Tennessee alumni impact, and engagement. The ideas were collected and common themes discussed by the LEAD steering committee and a symposium task force.

The impact of having an annual LEAD Tennessee Alumni Symposium included:

- ◆ An opportunity to continue to focus on LEAD Tennessee competencies after graduation;
- ◆ Making connections and building community with LEAD Tennessee alumni;
- ◆ Listening to planning ideas that included

symposium competencies for engaging alumni and encouraging more participation; and

- ◆ Implementing ideas from the first symposium that resulted in the new LEAD Talks initiative.

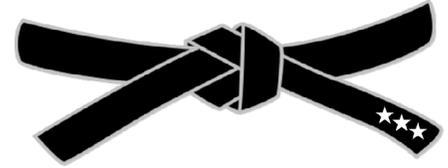
When the Black Belt Program was created, I signed up thinking I would earn a couple of belts but didn't expect to earn my Black Belt. A Black Belt Project with statewide impact is pretty daunting. This thought was reinforced when the first Black Belts were awarded — the bar had been set high! But you never know when or where a Black Belt Project opportunity may arise.

If you have not begun your Black Belt journey, I encourage you to do so. If you have activities you need to enter, you are probably further along your journey than you think you are. I look forward to more Black Belts awarded at next year's TGL conference!





Black Belt Leadership Awards



Alicia A. Cone, Ph.D.

Tennessee Council on Developmental Disabilities

LEAD Tennessee 2014

LEAD Tennessee Evaluation Project

I participated in Alliance 5, the best Alliance, of LEAD Tennessee. I graduated in 2014, and honestly, I was a little overwhelmed. There was so much shared that my logical, rational, concrete, sequential brain kind of blew a circuit for several months. If you asked me which speakers had the greatest impact, or which book held the most useful information, or what tool I was using from those shared in the class, I could honestly not give you an answer.

Instead, what I knew and what people began to see were just the changes in me — my behavior, my approach, my attitude. It became clear that LEAD Tennessee had brought about a holistic change in my career, and really my life.

So what does all this have to do with my Pay It Forward Project? Simple. While I knew this positive change had happened in my life and career thanks to LEAD Tennessee, I was dismayed that there did not seem to be quantifiable proof of the same life-changing impact in the lives of other graduates. It felt important to contribute to the information and data that Dr. Trish Holliday and her Strategic Learning Solutions (SLS) team were putting together in preparation for the change in administration.

The purpose of the project was to test the effectiveness of LEAD Tennessee training through the development, piloting, and administration of three surveys designed to collect both quantitative and qualitative data.

This project allowed me to work with several partners. The first was the Department of Human

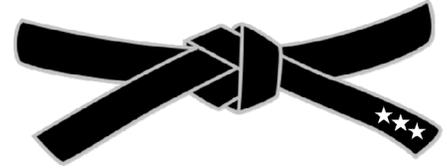
Resources' SLS division. The second partner was Middle Tennessee State University (MTSU). More specifically, two classes in MTSU's Industrial and Organizational Psychology program. The first class was led by Dr. Rick Moffet; the second by Dr. Mike Hein. The last partner was the LEAD Tennessee Alumni Network (LTAN) Board of Directors that provided content review and piloted the surveys.

Ultimately, the results of the research contributed to the body of proof that LEAD Tennessee is changing behavior, careers, and lives. For example, 40% of the graduates who responded indicated they had received a promotion since completing LEAD. And 91% of LEAD Tennessee graduates — along with 91% of their supervisors — reported feeling the program is worth the investment.

Further analysis revealed that even though some graduates may not have received a promotion after LEAD Tennessee, they still felt that LEAD Tennessee was a worthy investment of time and resources.

Ratings of improvement in competency-relevant behaviors were also high across all eight competencies. This was true for graduates' self-reported information, supervisor ratings, and direct reports, indicating that all training modules were highly effective.

Graduates clearly indicated they felt strong connections between the information gained during LEAD Tennessee and their behavior on the job. Common themes from the qualitative responses included perceptions of greater alignment between



Black Belt Leadership Awards

Alicia A. Cone, Ph.D.

Tennessee Council on Developmental Disabilities

LEAD Tennessee 2014

LEAD Tennessee Evaluation Project (con't)

individual and organizational goals, increased individual learning and development, and improved self-awareness.

I want to end with two successes stories. From the self-leadership competency, one graduate shared, "LEAD helped me recognize that I needed to broaden my networks within the department to stay active in the agency's business, abreast of trends, and challenged by different perspectives. After LEAD, I took a more active approach to networking and volunteered or asked to be included in meetings with other divisions in the agency. Participating now in several multi-division meetings, I continue to learn about business practices and trends, using that

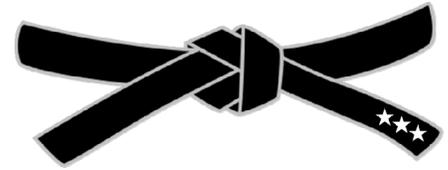
information and those relationships to navigate change within my division."

Under the competency of mission-driven, another graduate shared, "I more clearly communicate to my team how they impact the organization and the mission in their role. I better use the skills that employees present and engage them to use these skills to the mission of the organization. The result for me is having team members not up to the challenge make other career decisions and having team members who embrace the challenge of the mission stay and grow. I show them where we are headed, and this engages them to be there for the results. I have low turnover!"





Black Belt Leadership Awards



Luvenia Harrison, MSP
Department of Health
TGEI 2003, LEAD Tennessee 2017

Community Emergency Response Team

Disasters can strike at any time.....Start Preparing NOW!!!

I developed this project to assist citizens in creating their own disaster plan and understand which supplies they need to keep on hand for specific types of disasters. The purpose was to increase awareness about emergency preparedness activities, providing structured and systematic training for Nashville citizens from Bordeaux, East Nashville, Whites Creek, as well as south and north Nashville.

It was a pleasure to train on and present the types of disasters with a goal of providing what the participants needed to hopefully survive and take care of themselves and their families.

We also added a brief section on "active shooter" situations which was conducted by law enforcement officials. We conducted three trainings and organized a booth at two health fairs. Altogether, we had eight plus volunteers who served on the committee and raised approximately \$1,700 for supplies.

The highlight of the health fairs and workshops was the education on the need for "To-Go" bags. Children were excited to learn, through interactive booths at the fairs, the types of items needed for the bags and their uses. We tracked families who used this information to help look out for their elderly relatives, neighbors, and pets.

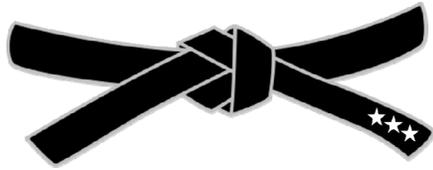
The project will help save lives and assist local, state, and federal emergency management personnel in rescue efforts in the event of a disaster within the inner-city communities. The project can be duplicated throughout various Nashville communities with learned knowledge.

The most important part for our team was knowing that we helped educate others about disasters, and what they needed to do to help themselves, their neighbors, and families to stay safe.

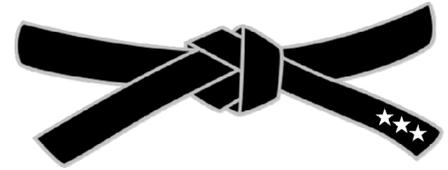
We now know that many in the targeted communities are prepared and will be able to also help our First Responders.

Families who attended our workshops and health fairs are spreading the information to their churches, organizations, and communities. And they now know where to go for more donated materials, bags, and related assistance.





Black Belt Leadership Awards



Shannon Jones
Commission on Aging and Disability
TGEI 2014, 2014 LEAD Tennessee

Share Your Paws!

“Share Your Paws” is an opportunity for people with healthy friendly pets to share them with older adults living in nursing facilities across Tennessee.

Six volunteers were recruited to visit these facilities with their pets a minimum of one hour per month for three months. Records were created to coordinate the visits, keep track of who visited where, who the activities directors were, and to ensure that pet policies were followed. The volunteers and their pets visited four facilities in Clarksville, Murfreesboro, Smyrna, and Maryville.

During the project, 14 facilities were visited. On average, we reached 50-75 residents per visit resulting in 1,050 pet interactions. The facility activities directors and staff gathered groups of 10-15 residents for each Paws visit in the activities room. The volunteer would then lead or hold the pet for residents to touch, see, and share a story of their own pet history.

In addition to group visits, volunteers also went room to room with their pets to see those who were not as mobile. It was heartwarming to see residents light up as they interacted with the animals.

Beau and his owner, Lauren, were a big hit at Diversicare of Smyrna. He loved visiting the residents and met everyone with a full body wag and a kiss if they let him.

Remy and I visited two facilities: Signature of Clarksville and Spring Meadows where he was so patient with the residents.

Although I did not recruit the 30 volunteers I had

anticipated, the six that participated were just right. These volunteers were familiar with nursing facilities, either through previous employment or had family members in a nursing facility at one time.

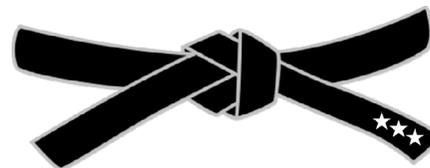
The project will be sustainable with half of the volunteers who stated they plan to continue to visit their facility because of the positive experiences they had during this Pay It Forward project.

An experience I'd like to share: on one particular visit, a bedridden resident was yelling out with her eyes tightly closed. The activities assistant and I went in to her bedside and I told her my dog, Remy was here to visit her. I gently took her hand and slowly and gently let her pet Remy. All of a sudden she stopped yelling, started smiling with a wide smile, and opened the prettiest blue eyes I'd ever seen. For those few minutes, I believe she wasn't hurting or anxious





Black Belt Leadership Awards



Julie Perrey

TRICOR

TGEI 2007, TGMI 2003, LEAD Tennessee 2010

Young Readers are the Leaders of the Future



"Leaders are Readers," COO Greg Adams said during the 2013 TGMI/TGEI graduation ceremony. This comment was one of the motives for my "Young Readers are the Leaders of the Future" Pay It Forward Project. One of the reasons children are not able to read is their lack of access to reading materials.

According to the Tennessee Department of Education, less than half of third- and fourth-graders are reading on grade level. One of the department's goals is that 75% of Tennessee third graders will be reading proficient by 2025. The department's priorities at this time include building skills in early grades to contribute to future success and provide individual support and opportunities for all students with a focus on those furthest behind.

National research states that children who are not reading on grade level by third grade are four times less likely to graduate from high school. As many of us know, individuals without high school degrees or equivalent are most likely to experience:

- ◆ Lower earnings and opportunities
- ◆ Lower personal health and productivity
- ◆ Increased odds of incarceration
- ◆ Increased odds of poverty
- ◆ Increased odds of single parenting.

I determined that one way to assist with the DOE's goal to increase reading proficiency was to provide

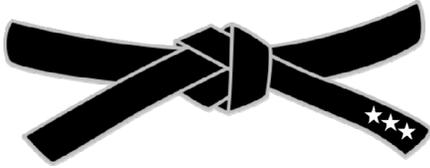
books to elementary schools with a need for reading materials. Knowing that the Tennessee Government Leadership Book Clubs had waiting lists each year, I believed the TGL Alumni would be a great source for reading materials. I then decided to adopt one public elementary school from each of the grand divisions.

After contacting the three selected schools based on the criteria of location and need, the next step was to establish ways to donate to the book drive. I was aware that Scholastic Books would be a great source for individuals who wanted to participate. I established accounts for each school as well as a Cash App account. The wonderful thing about Scholastic Books is that most books are between \$1 and \$5. In addition, after so many books are purchased, other books are provided free!

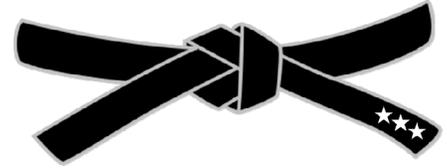
A booth was set up at the Tennessee Human Resources Conference, the LTAN Symposium, and the Tennessee Government Leadership Conference where participants made donations of numerous books and monies at each event. An unexpected benefit: additional contacts were made in other communities to further book donations.

The next step is to build a sustainable program between public libraries and schools in each county so that when children's usable books are no longer needed in libraries, the books can be donated to the classrooms and to children who need them.





Black Belt Leadership Awards



Julie Perrey

TRICOR

TGEI 2007, TGMI 2003, LEAD Tennessee 2010

Young Readers are the Leaders of the Future (con't)

If you have not had an opportunity to support this reading project and want to do so, the following information provides a few different options that will connect you to the "Young Readers are the Leaders of the Future" initiative...

Scholastic Book Club (www.clubs.scholastic.com) — Select the parents' link then enter the code below for the school(s) you would like to support.

- ◆ East TN: Tazewell-New Tazewell Elementary (Claiborne County) — Code: TXWTM
- ◆ Middle TN: Charlotte Elementary (Dickson County) — Code: TXWZM
- ◆ West TN: Parsons Elementary (Decatur County) - Code: P6D4N

Cash App - Code - \$RdersrLders

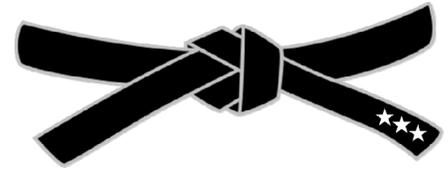
Also, you may contact me at Julie.Perrey@tn.gov and I will arrange to pick up books, materials, or funds you would like to donate.

I would like to thank those of you who have contributed or will contribute for taking a moment and making the difference in the life of a child.





Black Belt Leadership Awards



Melissa Wiseman
Finance and Administration
TGEI 2017, TGM I 2013

Tracking Engagement of the TGL Alumni Community

My project involves developing a way to track engagement of the TGL Alumni Community. This will be done by utilizing Edison ELM to track attendance at TGL events. It will also involve implementing a project to take this attendance information and convert it to Black Belt points automatically for Black Belt Leadership Program participants.

My project will give DOHR and the TGL Council the data needed to determine the level of alumni engagement and track specific trends to encourage alumni involvement in programs and activities. This trend data will also give them more strategic decision making ability by providing information to help determine the sustainability of the current TGL alumni program offerings.

In addition, it will create a way to develop a focused marketing strategy by pinpointing which groups to target with specific information and offerings. The data from this project can also be used to determine direction and questions for future engagement surveys.

Once the solution is set up, DOHR will be able to electronically maintain attendance information on an ongoing basis, and pull reports to use for data analysis as needed.

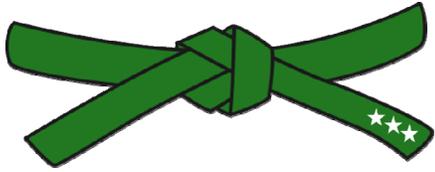
Tracking of historical events in Edison ELM has begun. This is an ongoing process that will be completed by the DOHR SLS team. By inputting historical attendance information in Edison, the DOHR team and the TGL Council will be able to utilize past attendance information to more accurately predict attendance at future TGL alumni events. Additionally, it will give an accurate picture

of the different groups of alumni that are the most and least participatory so that the TGL Council knows who we need to reach out to and engage more.

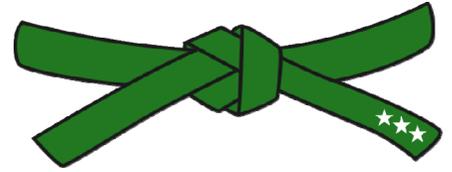
The functionality to convert attendance to points in the Black Belt system will be available in the Edison system by January 2019. My project utilizes the existing ELM system and will require minimal work on the part of DOHR to maintain. Once courses/classes are set up in ELM that are eligible for Black Belt points, the SLS team and agency learning administrators will select an activity ID that is associated with the type of Black Belt activity.

A new Black Belt learning environment has been set up in Edison, which will need to be added to the course information. All of the additional course information will be set up like usual. Once the participants have been marked as Completed/Attended, their class information will be sent to the Black Belt system. If they are registered in the Black Belt program, the points will automatically populate on their record, even if they have achieved all belt levels.





Green Belts



Adam Jarvis
Customer Focused Government



Kristina Clouse
Human Resources



Dr. Kendra Woods
Human Services



Abigail Hernandez
Human Services



Rebecca Wright
Education



Dolores Keene
Veterans Services



Carla Farris
Treasury



Shannon Geames
Safety and Homeland Security

Jim Ferrell, Arbinger Institute

by Tammy Gennari
TGEI 2009, LEAD Tennessee 2016



Jim Ferrell opened his discussion with a powerful story about his friend, Chip Huth, Sergeant of the Kansas City Police Department (KCPD). Sergeant Huth led a SWAT squad for KCPD that required breaking into homes during search warrant services operations. Often, this required shooting aggressive dogs that belonged to the homeowners.

After working with the Arbinger Institute, Sergeant Huth shifted his thinking to focus on an outward mindset by treating the offender like a person and how he could improve the outcome for the dog owner and the dog owner's family. No one wants to have their dog shot. Sergeant Huth's focus for his team became one that looked to answer the question, "What if we could serve a warrant on your house without shooting your dog? Would you want us to?" Of course, the answer was "Yes."

The solution included employing a dog expert to work with the SWAT squad to learn their jobs and assist them in using other techniques such as subduing and capturing the dogs. As a result of this new mindset and employing the techniques from the dog expert, the team shot 80% fewer dogs on search warrant executions in Kansas City.

Mr. Ferrell described the two mindsets as inward and outward focused. An inward mindset person

views others as objects; where "others don't matter like I matter." Conversely, an outward mindset person understands that others are people and "others matter like I matter." Therefore their needs, objectives, and challenges matter to me.

Mr. Ferrell clarified by stating, "When I have an inward mindset, it doesn't mean that I'm a bad person; just that my behaviors are self-focused. In most cases, I won't have intended it. I can view others as vehicles that I use. Whether I like someone or not doesn't determine whether I have an inward or outward mindset."

Mr. Ferrell informed conference participants that, "What's true of all of us is that we are sometimes inward and sometimes outward with our mindset." By focusing on another as a person and not an object, awareness is raised laterally and high levels of collaboration, accountability, and innovation begin to occur.

Conference attendees were led through a collusion exercise which demonstrated what can happen when we choose to see a fellow human being as an object — we have a need to be the way we are and mistreat them. We contribute to the cycle and invest in failure. This inward mindset culture which has moderate lateral blindness and silo-ing, and a lot of blame and stagnation, results in low morale. The more we can extract this from our organizational culture, the better off we'll be.

The outward mindset pattern uses S.A.M. — See others, Adjust efforts, and Measure impact. Mr. Ferrell spoke to the outward mindset as, "People who work with an outward mindset exhibit a particular pattern." This point was driven home with the example of Louise Francesconi, Divisional President of Raytheon. When her company was



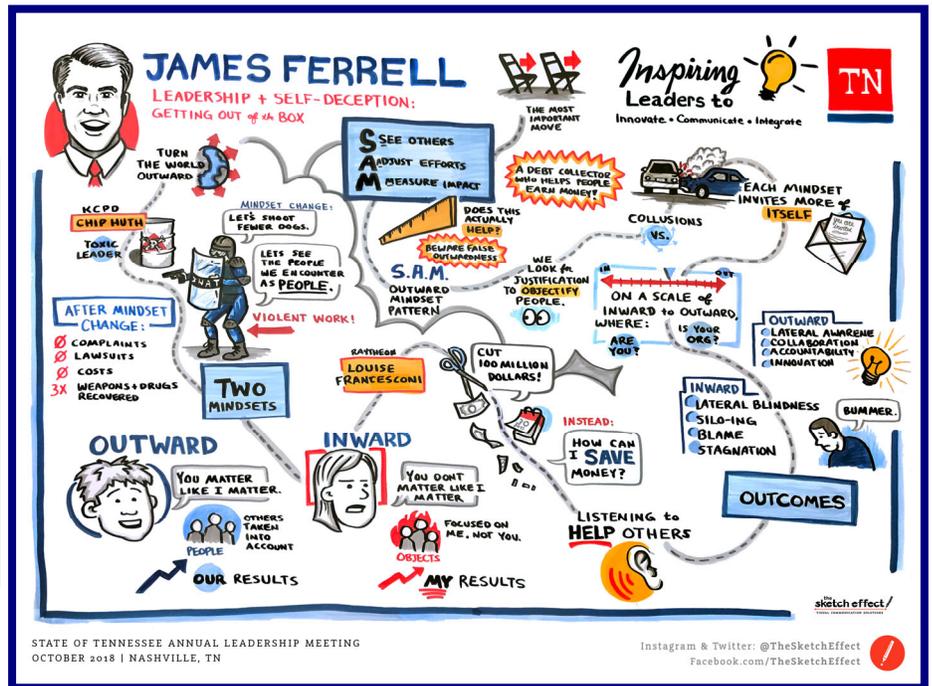
By focusing on another as a person and not an object, awareness is raised laterally and high levels of collaboration, accountability, and innovation begin to occur.

Jim Ferrell, Arbinger Institute (con'd)

acquired by Raytheon, she was informed that she needed to cut \$100 million in 30 days. The first thought that occurred to her was to cut staff; yet she was told not to immediately jump to cutting payroll, but to look at all possible ways. She promptly informed her management team to come prepared with their lists of recommendations for cost savings to present to the entire group in a meeting. Francesconi worked with Arbinger who, during the meeting, asked her to describe all of the things she needed help with accomplishing. Arbinger then asked each of the individuals to pair up with one other person in the room and come up with ways to solve the problems that their partner expressed.

It was quickly evident that each person began using an outward mindset to figure out ways to solve their partner's problems, which in turn saved money. At the end of the exercise, Ms. Francesconi was able to present to her management over \$100 million of savings within 30 days, as requested.

It was clear with the outward mindset that lateral awareness was raised through high levels of collaboration, accountability, and innovation. "We need more leaders like this in State Government."



STATE OF TENNESSEE ANNUAL LEADERSHIP MEETING
OCTOBER 2018 | NASHVILLE, TN

Instagram & Twitter: @TheSketchEffect
Facebook.com/TheSketchEffect



Emily Mills - Artist Sketch Effect

by Tresa Jones
TGMI 2009



As a master of Sketchnotes, Emily Mills is an accomplished designer and illustrator. She works with The Sketch Effect, a talented team of creative individuals dedicated to elevating ideas through visual communication. Emily is The Sketch Effect's resident Live Artist in the Nashville market. Can I just say "Wow!"

Emily Mills joined us for the annual conference this year and I wager I'm not the only one amazed by her talent. I mean, come on, it's hard enough to just stand for long periods of time. Add to that, the kind of skill that allows for standing up in front of a crowd and capturing the content of an entire conference — in words and pictures — on a series of poster boards. How does one take it all in?

And then how does someone have such a unique skill set that they can record what they've taken in and make it real and memorable for the rest of us? I don't have an answer to the "how" but I do have a better understanding of what the Conference Artist Sketch Effect is and how it enhances the learning experience.

In her role as Conference Artist, Emily never really seemed to stop writing and drawing. I remember watching her work from my seat at the back of the room and thinking she has to step away from time to time. No. She kept listening and writing and drawing.

Whenever I looked her way, she was filling in those story boards and recording the conference experience. If you've ever watched a color printer cartridge move across a blank sheet of paper, it was kind of like that,

only much better. People who sat closer to where Emily was working told me they were fascinated and couldn't look away.

I had the opportunity to speak with Emily during a brief break in the day's activities. I'm not sure it was a true break for her but she had to pause while some of us took pictures of her story boards, right?

Emily shared with me that she has always loved to draw but has only been doing conference sketch artist work for about three years, since 2015. And although she went to art school (yes, I really did ask her that), she says you can't learn what she does in school. She has learned by doing.

I told Emily she was amazing and confessed that ruled paper was invented for me. Otherwise, even my sentences go south. Then Emily impressed me again by saying she couldn't write in a straight line either. So...she's not just brilliant and amazingly talented, she's gracious and kind, too.

What a privilege and a pleasure it was to have Emily join us. Don't pass up an opportunity to view Emily's story boards and make use of this remarkable resource. Let's revisit the conference experience through Emily's story boards often and share the highlights with others.

Keeping alive the thoughts, ideas and insights we shared at the conference just got easier with these amazing reminders brought to life.



Networking Activities

by Ashley Kemp
Next Level Leadership Academy 2015

The Tennessee Government Leadership Conference is a fantastic forum for meeting like-minded leaders in various agencies and locations across the state. Table six was no exception! I imagine that my conference tablemates ascertained quickly that I am an extrovert as I had the opportunity to meet six persons I was not previously acquainted with and two whose names were vaguely familiar. Sitting intermingled were leaders from TN Housing Development Agency, Environment and Conservation, Revenue, Finance and Administration, Commerce and Insurance, General Services, and Commission on Aging and Disability.

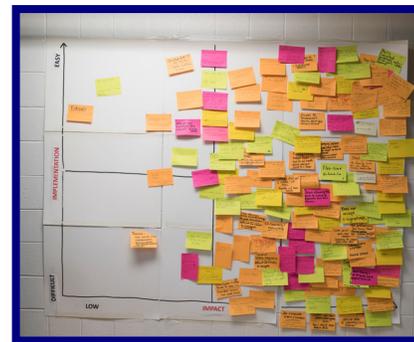
After the first keynote, Whitney Johnson and the Governor addressed the conference. We were then led into a creative networking break by Dr. Kelly Lancaster (who is also my boss). Dr. Lancaster and I have only been working together since January, but I know him to be passionate about networking. He encouraged the group to “build long lasting friendships and resource groups” while at the TGL Conference.

One activity was to build a paper airplane after writing a distinguishing feature on the paper. Once we understood that the person who found our paper airplane would be challenged to locate us, I knew what I had to write: “white, black, and maroon checked top standing by racquetball court #3 with a Starbucks in hand.” Sure, sure, it was detailed but Kaitlin Edwards (formerly TDEC, recently new to F&A) had zero issues finding me. Since her plane flew into an empty water pitcher we stuck together. Kaitlin and I had been virtually introduced a couple weeks prior and were so thankful for this serendipitous face-to-face meeting!

We looked around and started meeting others since there was a plane on the floor nearby. Kaitlin was the spotter and located LaWanda Johnson (TDEC) with her “natural hair puff” in an instant. LaWanda was searching her airplane person: “blue tie, David Hart” identifier and again, Kaitlin spotted him so we all met David Hart, the Chief Executive Officer for TRICOR.

Not only was it fun to relive a childhood pastime — watching the blue paper airplane soar, spiral or plummet — it was rewarding to locate the leader by their identifier and to take it a step further and meet three people in very different roles serving Tennessee.

During the conference we engaged in several table exercises centered on the keynote message. The first was “*INNOVATE!*” where we each chose a rule or process we wanted to eliminate. Since many at our table relied on federal guidelines and law, we had a short stall, but overcame it by recognizing redundancies. Ultimately we placed a sticky note representing our table around a less difficult change within one of our departments.



The second activity was “*COMMUNICATE!*” During this activity, Barry read phrases and we talked about what they meant to each of us. We revealed that words like, “experienced” or “good fit” could mean many different things at our table.

Our final table exercise, “*INTERGRATE!*” involved large poster boards and a grid. We had to identify which piece of the puzzle we had using the chart. We had C8 and I went to place this piece in line with the others. There were three levels and I was seated on the bottom row. From behind the boards we could only see slits of light and hear the organizers helping us get situated, knowing that our collaboration led to a puzzle revealing the conference theme: “Inspiring Leaders to Innovate • Communicate • Integrate.”



TGL Conference Exhibits a BIG HIT!

by Chris Romaine
DGS Emerging Leaders Institute (ELI) - 2018

Reoccurring themes come to mind when reflecting on past TGL conferences such as lifelong learning and continued professional growth. This year the conference offered over 30 exhibitors and each was well-equipped to promote those themes.

A large number of colleges and universities attended the conference this year. Each offered helpful information about undergraduate and graduate programs.

I was personally drawn to the Middle Tennessee State University exhibit because I plan to start the MBA process in 2019. I visited the booth expecting to get more information about the MBA program but was pleasantly surprised to learn about their Master of Professional Studies (MPS) program. The MPS program offers three different concentrations, including strategic leadership, and proves to be a real contender for my next continued learning adventure.

Also in attendance was the Young Professionals in Government (YPG). This group is an organization for young government employees in the Greater Nashville area. They offer a lot of opportunities for networking and growth and have been actively organizing events since their inception in 2017. YPG recently organized an event named "Leadercast," which was a one-day seminar held in the Tennessee Tower featuring a number of great presenters and even included Chick-Fil-A for lunch! I attended this event and it was excellent. If you are an emerging leader looking for opportunities to grow, I recommend researching Young Professionals in Government.

Other notable exhibits at the conference included the Department of Treasury's unclaimed property booth where representatives offered to search on your behalf for money to which you may be entitled. Unfortunately they didn't find any money for me, but I will definitely be checking again next year.

Working for a Healthier Tennessee offered information on living healthier and also had some open wellness council positions available for application. Tennessee Highway Patrol, Tennessee Bureau of Investigation, and the Department of Correction offered information on their citizens' academies. Another interesting exhibit was for the

TGL book club. Joining the book club requires an application process be completed, but if admitted you can expect some great books and face-to-face book club meetings while concurrently earning points towards the Black Belt Program.

If books interest you, Franklin Covey representatives offered a free copy of the book *Get Better: 15 Proven Practices to Build Effective Relationships at Work* by Todd Davis. Based on the title and summary of the book it will likely prove to be a worthwhile read.

TGL did a great job this year including a huge number of exhibitors. The exhibitors offered a plethora of beneficial information. In the spirit of continued learning and professional growth, I would encourage all TGL attendees to make these exhibits a priority at future conferences.



tnAchieves – Helping Support the Future

by Seannalyn Brandmeir
TGMI 2017



As part of the TGL conference every year, Graham Thomas updates us on the tnAchieves program, reminding us about the importance of being a mentor. This is the 10th year of the program and they have a lot to celebrate. The program started with 493 students, and had 62,841 students apply last year. For the

first three years of the program, Tennessee led the nation in FAFSA completions. The program saw a 4.6% increase in college enrollment the first year of the TN Promise.

There are three components — last dollar scholarship, volunteer mentors, and community service. In 2018, students volunteered 153,795 hours and overall there have been 1.9 million hours. One special aspect of the community service component is the partnership with TN State Parks. tnAchieves students have the opportunity to volunteer either four or eight hours on various projects at a state park. To date, students have logged 3,019 total volunteer hours at a state park!

There is something about Tennessee's program that sets it apart from other states — volunteer mentors. Mentors serve as task master, a resource, and an encourager to students. In 2017, more than 9,000 people signed up to be a volunteer mentor. To describe the process: it takes approximately 12 hours a year to be a mentor (or more if you like). The first step is registration and mentor training (one-hour). There are two face-to-face meetings with your mentee and then the rest is up to you and your mentee. It could be phone calls or email, but most likely it will be text messages.

On a personal note, I have been a mentor for the last two years. As a first generation college graduate

in my family, my goal in volunteering was to be a resource and encourager for students. It is a confusing and busy time for students and having someone there to answer questions is critical. My experience has been that students have your phone number and email and may never use it but if you keep contacting them and reaching out, they will contact you if they need you. Both years, my mentees have reached out to me the summer before college and in the weeks after college started. It has been a rewarding experience to be there for them when they needed it most.



I encourage each of you to sign up as a tnAchieves mentor for next year. It is a rewarding way to support the next generation and our future. If you are considering signing up but haven't yet, I am happy to answer any questions.

The online mentor application is easy. To sign up, please visit <https://tnachieves.org/>

Impressions from Commissioner Hunter's Closing Remarks

by Maggie Wilson
DGS Emerging Leaders Institute 2018

As a member of the inaugural class for the DGS Emerging Leaders Institute, I had the pleasure of attending the Annual Tennessee Government Leadership Conference for the first time along with my fellow cohorts under this year's theme, "Inspiring Leaders to Innovate, Communicate, and Integrate."

After an inspiring day filled with keynote speakers, featured presenters, engagement activities, and a surprise appearance from Governor Haslam, the Department of Human Resources Commissioner, Rebecca Hunter, provided closing remarks to wrap up the day. As Commissioner Hunter thanked everyone for all of their hard work, she recounted the many accomplishments that have been made under this administration, and then left us with a call to action: there is more work to be done.

For those of you who know or have worked with Commissioner Hunter and her team, this call to action is not surprising. She strongly believes that continuous improvement, life-long learning, and performance excellence are keys to success — both personally and professionally.

During her tenure with State government, Commissioner Hunter has established the Department of Human Resources as a leader in innovative human resource practices, while shaping the best workforce for state government. She led a successful effort to transform the State's employment practices with the passage of the T.E.A.M. Act (2012), which continues to move the State from a focus on seniority to one on performance. Commissioner Hunter has also been recognized in the HR profession as a trailblazer for reform of employment practices, employee development and growth, and for shaping best practices for Tennessee to be an employer of choice.

As previously reported by *Governing Magazine*, this was not always the case. Tennessee was historically seen as a laggard in the field of public administration. Today, thanks to the dedication and hard work of Governor Haslam and his administration, Tennessee is a leader. Improving operations has been a major focus of the administration and this dedication

towards improvement has clearly paid off. LEAD Tennessee, TGMI, TGEI and other innovative programs, along with an overall willingness to invest in leadership development, has attracted the attention of other government entities and served as a source of inspiration to other state governments.

Now as Governor Haslam's term in office reaches its final days, we continue to push forward rather than rest on our laurels.

Commissioner Hunter encouraged us to continue doing good work for the State and to seek out new opportunities for growth and improvement. As the administration transition nears and we prepare for the next chapter, use the momentum we've worked hard to create to embrace change, continue to learn, commit to new challenges and reach new heights we may never have dreamed possible.



August TGL Lunch and Learn: Chief Learning Officer Dr. Trish Holliday

by Justin Underwood
LEAD Tennessee 2016



In August, Dr. Trish Holliday conducted part two of how to recruit, retain, and create a more engaged work force. “Doc” Holliday opened the session by telling us about the International Human Capital Institute Employee Engagement Convention. This was an international

convention of industry leaders from across the globe to discuss employee engagement. What an honor for our State to have Trish represent us on an international scale.

The convention leadership had an ulterior motive when they asked her to be their opening speaker. The thought was that most attendees would not believe that a State Government could add value to a conversation on a topic that many feel is limited to just the private sector. However, the fact is that employee engagement is a concern of leaders within all businesses.

Understanding that employee engagement starts with the supervisor has led Tennessee to invest in leadership development as the cornerstone to creating a high performing enterprise. The goal is not just to create a high level of engagement but to create sustainable engagement that will continue from administration to administration.

First, what does employee engagement look like? There are six activities that an engaged employee will display: they find meaning in their work, they take pride in their work, they will expend discretionary effort to deliver performance, they believe the organization values them, they go above and beyond, and they support their colleagues.

These activities directly correlate to activities the leader displays. As leaders, we must display these activities and then help team members do the same. Team members will follow the leaders lead. Again, employee engagement starts with the leader.

The data tells us that 51% of the workforce is disengaged whereas 16% are actively disengaged. That leaves just 33% who are engaged in their work.

As leaders we must decide on which group to spend our energy. Typically, the trend is to spend more time on the 16%, thinking that somehow we can convince them to get engaged. Unfortunately, many of them are shopping online, M.I.A., or actively recruiting others to derail business plans.

Instead, our focus should be on the 51% that are moderately disengaged. This leads us to the first tool that, when wielded correctly, can be utilized to reward the engaged, motivate the disengaged, and weed out the actively disengaged.

A tool created to encourage employee engagement was the T.E.A.M. Act of 2012. The T.E.A.M. ACT was a huge paradigm shift that moved the State from a tenure-based system to a meritocracy. Leaders can now look past the most tenured employee for advancement and instead, promote the person who truly merits it. Removing tenure-based promotion creates competition among employees which, in turn, increases employee engagement.

For the less tenured person it also means they don't have to wait for the next three people to be promoted or retire before they are promoted. If a less tenured employee is performing at a high level — a sign of an engaged worker — then they have a chance at being promoted over a more tenured person.

Another tool that promotes engagement is the introduction of S.M.A.R.T. plans that offer a framework for goalsetting and annual performance evaluations. Now that the foundation has been created for increasing employee engagement, we are able to focus more on recruiting top talent.

Recruitment has two sides: internal and external. We should always seek to “grow our own.” As a leader, there is nothing I take more pleasure and pride in than watching a team member grow towards a goal. Succession planning is another tool that helps grow team members. It also helps leaders to assess our

August TGL Lunch and Learn: Chief Learning Officer Dr. Trish Holliday (con't)

bench strength. First, you need to identify your mission critical roles. Second, determine who is ready now on your internal team. Next, look at who can be ready 1-2 years from now. Last, develop a recruiting strategy to fill in your gaps.

I have used this method with team members to help them understand what opportunities are available to them, what tools they have, and what skills they need to obtain in order to be considered for that mission critical role. By doing so, leaders communicate that the organization values them, further increasing their engagement.

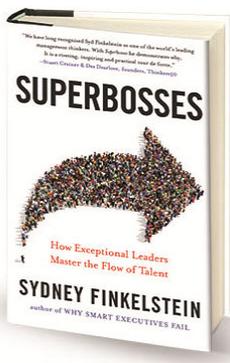
One of the newest employee engagement tools that is also an aid in recruiting top talent is AWS: Alternative Workplace Solutions. AWS opens the State's recruitment pool by reducing the need for an employee to live close to their office. When managed properly, AWS can be a beneficial tool for leaders.

There are other tools that play critical roles in creating and retaining engaged employees. These include on-boarding. Studies show that most new employees will decide within six months if they are going to stay. On-boarding correctly will help ensure new employees are brought into the culture quickly and create lasting connections.

Conducting stay interviews is another tool that can increase engagement. Team members will feel they are being listened to. In turn, leaders will have more information about their team's needs. When used correctly, these two tools can yield great results for you and your teams.

Employee engagement starts with the leader. As leaders we have to be engaged if we expect our teams to be engaged. This takes work. But it is such a rewarding experience to work with and watch a team member start to grow and transform as they become more engaged in the mission of public service.

SUPERBOSSSES: How Exceptional Leaders Master the Flow of Talent



Superbosses, by Sydney Finkelstein, explores the attributes of various types of "Superbosses." It separates the superboss/great leader from the more common bosses, and provides some real-life known "superbosses" from contemporary times to illustrate the types. It

goes over the characteristics superbosses have in common, regardless of the type they fall into – things like vision, openness, integrity, and commitment. It delves into how superbosses recruit extraordinary talent, creativity, and original thinkers – the type of people whose intelligence can be applied to a variety of problems. These superbosses are not afraid of hiring people who are more gifted and talented than they are.

Ordinary managers like to hire people who do not threaten their ideology of being the best — people with less talent. Rather than trying to find someone to

fit a specific job, superbosses look for ways to create the perfect job to fit an exceptional person, to harness and utilize their talents, and to find ways that allow them to flourish and grow. A superboss motivates people to stretch and to grow. They develop protégés, knowing that they will one day out-grow them, and be ready to strike out on their own, viewing it as a success rather than a lack of loyalty.

The book also includes many questions, promoting the reader's self-reflection on rating one's own capability to manage like a superboss; how to motivate, inspire, and energize people; and how to search out the superbosses around us. It was very interesting to ponder ways to work these into one's own circumstances, even in the constructs of government agencies.

by P. Kirk Smith

September TGL Lunch and Learn: Butch Spyridon

by Seannalyn Brandmeir
TGMI 2017

Commissioner Triplett introduced our September speaker, Butch Spyridon, by talking about the impact tourism has on Tennessee. Tourism is the second largest industry in Tennessee and represents \$20.7 million, of which 30% is from Nashville.

Spyridon's presentation was titled *Nashville's Not a Destination? Imagine It... Achieve It*, which made the room wonder who would say that about Nashville given the recent events and activities downtown, including the amount of pedal taverns, scooters, and much more in downtown Nashville. Throughout his presentation he talked about this theme in terms of challenges when he came to Nashville, big projects in the past, current projects, and where Nashville is going.

He started by talking about his leadership style and what he has learned from each job and experience including these sayings: "just do it;" "seat of my pants;" and "don't listen to naysayers." He has always worked in the convention and hospitality business. His first job in Mobile was where he focused on watching and learning how to do things. In Baton Rouge he learned that you cannot demand things from your staff, what a bad boss was, and how to lead by example. His goal for Baton Rouge was modeled after New Orleans' efforts, and in the process Nashville called to interview him. So, Spyridon moved to Nashville in 1991 to serve as the president of the Nashville Convention and Visitors Corporation.

When Spyridon first came to Nashville he was told Nashville wasn't a destination for people; why would people want to come here? His response was not to listen to the naysayers, just do it, and let the results speak for themselves. His first presentation to the Chamber did not go so well and while he had done his homework and knew he wasn't going to sell out or cave, he also knew what he was proposing was not the norm for Nashville. He proposed something that involved new ideas, new goals, and was something they hadn't heard before.

One board member responded with "let's see what he can do" and it wasn't a vote of confidence. His team started with a \$2 million budget and 19 people. Now, his team has a \$30 million budget and 80 people. His

goals and vision have grown his team, their efforts, and projects.

Keys to this success?

- ◆ If you don't deliver value, create it.
- ◆ Over deliver and under promise.
- ◆ Do a lot of planning, communication, and measurements.
- ◆ Stop the negative thinking.
- ◆ Team collaboration and trust.

In terms of being a leader:

- ◆ Always have someone to watch you and stop you when needed. Others can see things that you may not see from your view.
- ◆ Integrity is key.
- ◆ Diplomacy goes a long way.

His team uses the budget as a roadmap but leaves flexibility and agility in it so they are able to say "yes" to projects and opportunities — don't say "we can't do something." This gives the team the ability to take care of the customer, and allows team members to be responsible for their decisions and always do the right thing. Key to their success is strategic planning with community leaders, stakeholders, and partnerships such as Parks and the Nashville Farmers' Market. People said the New Year's Eve event would be a bust and no one would come. Last year there were 100,000 people in attendance and 20,000 hotel rooms booked because of the event.

Another project that people said would not happen — the new convention center. It took business leaders backing the project, but setting goals and expectations were also important. The goal was to book \$1 million before it opened. They booked \$1.69 million. The highest bar they could think of was a room night goal of \$2 million. In five years, they have doubled that amount.

Nashville's Not a Destination? Imagine It... Achieve It. In the last six years, Nashville has become the top destination by multiple magazines and 'top' lists. The city has broken records and has the seventh best convention center in the country. So, yes, Nashville is a destination for people!

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