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SPOTLIGHT ON LEADERSHIP:
DAVID HART
CHIEF EXECUTIVE OFFICER
TRICOR

What is one characteristic that you believe every leader should possess and why?
My leadership philosophy is fairly simple and to the point, which I believe answers this question better than just picking one characteristic. It is “Begin with the end in mind, have passion for what you do, act with integrity in all matters and surround yourself with the best and most talented people possible.” This is what I focus on each day and it helps me stay focused on the important things such as vision, passion, trust and courage which are the core characteristics I believe are important for leaders.

What is one mistake you witness leaders making more frequently than others?
The most frequent mistake I see with leaders is they quit learning new things/ideas and start settling for the status quo. Trying new ideas and sometimes going off the beaten path takes courage and determination in order to take yourself and your organization to the next level.

What advice can you give to help leaders avoid making that mistake?
Get involved in leadership groups, network with other professionals, not only in your industry but in all industries, to gain insight on what is working for them in leading their organizations to the next level. I would also encourage leaders to read as much as possible and be open to everything and closed off to nothing – you never know where the next great idea is going to come from.

What do you think is the biggest challenge facing leaders today and why?
The pace of change in the world today and the ability of leaders to keep pace and position their organizations for success in the future. Predicting the future is not an exact science and if a leader chooses the wrong direction or doesn't prepare their people for these changes, it can be devastating for their organization.

What strategies are needed to meet that challenge?
I believe the main strategy is to have a compelling vision for the organization to stay focused on throughout the changes. Within the vision is the foundation to build other strategies on that encompass areas such as technology, talent management, product development, etc., that will guide the organization. Without the vision, it is too easy for an organization to lose focus on what their purpose is and what they have core competencies for.

What are the advantages of having the right people in leadership roles within an organization?
It frees up your time to work on the most important things for the organization.
without having to worry that the “whirlwind” is not getting taken care of. It is a great relief to know that the people you work with are like-minded in their approach and they are going to make decisions that are in the best interest of the organization. In our organization, it is about advancing the vision and mission of the organization and having the greatest possible positive impact on people's lives each day.

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

**Passion** – Someone once said to hire for attitude and teach the skills they lack for the role later. I agree and always look for someone that is very positive, enjoys being around and working with people, and has passion for the job or mission of the organization.

**Interpersonal skills** – Having the ability to work with other people without destroying relationships or causing a negative environment is key to building high performing teams. I like people who see both sides of an issue and can work towards a win/win solution by utilizing their social and cognitive skills.

**Competency for the position** – It is extremely important that a person have competency for the job you are hiring them for. Having a positive attitude is also important but if they can't perform the duties of the job, it is morale destroyer not only for them, but for the rest of the organization.

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

I attend professional development seminars and conferences when available, read all types of business and leadership books and publications to keep me informed of the latest trends and ideas and network with other leaders across varied industries to discuss leadership thoughts and ideas to gain insight on solving many of the leadership challenges we face each day.

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

Be yourself and listen to others around you. Be humble, teachable, and never stop learning.

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

1. Having integrity in all you do.
2. Your words and actions must match.
3. Be humble and willing to take coaching from others.
4. It is never about you – do what is best for the organization in your decisions.
5. People are the greatest asset an agency/organization has – never forget the people who helped you along the way.

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

I am not much on legacy, but I would like to be able to leave the organization I work for in a better place than when I took over. Developing future leaders and having a positive impact on their lives is one expectation I have for myself. Knowing that the organization will be in good hands after I leave is comforting and lets me know I have done my job.

Thank you Chief Executive Officer Hart!

“Begin with the end in mind, have passion for what you do, act with integrity in all matters and surround yourself with the best and most talented people possible.”

David Hart
SPOTLIGHT ON LEADERSHIP:

ABBY HUDGENS
ADMINISTRATOR
BUREAU OF WORKERS’ COMPENSATION

What is one characteristic that you believe every leader should possess and why?
   I believe that every leader should possess a servant spirit; that is, a leader should focus on the value of the organization to its members and society before focusing on the leader's wants. This focus is the secret to transformation of self and society.

What is one mistake you witness leaders making more frequently than others?
   Assuming they know all the right answers. Institutional knowledge is a gift that lets a leader know what is working well and where there are opportunities for improvement. If a leader doesn't try to understand his/her organization, they can't determine the right path forward.

What advice can you give to help leaders avoid making that mistake?
   Listen, listen, listen and remember that the other person might be right.

What do you think is the biggest challenge facing leaders today and why?
   The pace of change has increased rapidly and shows no evidence of slowing down. Dealing with all these changes prevents a leader from spending enough time in deep thought about the mission and future of the organization. This time for deep reflection and thought is vital to moving an organization forward and for the leader's own personal growth.

What strategies are needed to meet that challenge?
   Leaders must be careful to prioritize their work and take care of the most important issues. Allocate regular time to thinking deeply about the issues facing your organization. I read an article recently about how social medial subtly steals our time from what is really important. It is a good cautionary tale.

What are the advantages of having the right people in leadership roles within an organization?
   Having the right people in leadership roles results in a work environment that is a joy to work in and results in outcomes that equal more than the sum of their parts.

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

What are you doing to ensure you continue to grow and develop as a leader?
   Read more books that make me wonder, think and consider other viewpoints.

Establish the habit of regularly learning something new.

What advice would you give someone going into a leadership position for the first time?
   Ask lots of questions. Find the people who have been in the organization a long time and get to know them. Ask them to tell you about the history
Ultimately, leadership is not about glorious crowning acts. It's about keeping your team focused on a goal and motivated to do their best to achieve it, especially when the stakes are high and the consequences really matter. It is about laying the groundwork for others' success, and then standing back and letting them shine.”

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

Openness. Leaders must be open to new ideas, research, data, and best practices. While leaders need to have a passion and a vision for achieving the mission of the organization in order to inspire others to succeed, they must continually be open to new possibilities and opportunities.

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

Too often leaders make assumptions – assumptions that others understand their instructions or perspectives, that they understand what others are saying or mean, or that they are right. We have all learned the play on words regarding what can happen when we “assume,” but too often leaders fail to adequately consider other perspectives, information, etc., and fail to explore alternatives.

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

Leaders need to read, listen and ask questions. They need to ensure others understand what they are communicating – their vision – and ask questions, both to clarify and to learn. Leaders should be continually open to new information, ideas and perspectives to shape, reform, refine, and strengthen their vision for achieving the organization's mission.

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

Rapidly accelerating change in society and the workplace is an incredible challenge today. This includes changes – advances – in both knowledge and technology. Leaders need to understand what science is telling us about best practices and evidence-based strategies in their field. They need to continually look for ways to grow and learn. They also must watch for technologies that can help the organization work smarter and faster. Leaders must also recognize the danger of becoming over-extended, and constantly be vigilant in identifying opportunities to delegate in ways that provide staff chances to grow and develop while at the same time reducing overload and burnout for the leader.

What strategies are needed to meet that challenge?

Leaders must make the time to read and listen, to embrace cutting-edge technology and knowledge to grow personally, and more importantly to strengthen the employees of the organization. Leaders must provide opportunities for the growth and development of all staff so they can acquire the experiences, skills and expertise to help the organization succeed. Leaders should also pay attention to the lessons from communications science to empower them to more effectively share strategies to achieve goals.

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

The right people in leadership roles understand the mission of the organization, its strengths and opportunities for growth and improvements. Organizational leaders continually strive to provide employees the resources required for optimal performance. Having the right people in leadership roles is essential for the leader to be confident the high standards of the organization will be consistently manifested.
If you are interviewing for a key leadership role within your organization, what top three competencies do you look for and why?

Limiting the perspective to only three competencies is a challenge for me. However, passion, vision, and creativity are three of several that rise to the top. Leaders must have a passion for the work they will guide, a vision for how to achieve the goals of the organization, and creativity to identify and embrace strategies that will make a difference. Other important competencies include integrity and effective spoken and written communication skills.

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

At the Tennessee Commission on Children and Youth, it has been a priority to provide leadership development experiences for all staff, including me. TCCY staff has participated extensively in leadership development opportunities provided by the Department of Human Resources. Additionally, I read a great deal and try to listen and learn from others who have different life and professional experiences and perspectives. I believe it is important to embrace change.

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

Recognize you do not know everything. In most circumstances, the leader will have a command of the subject matter to be addressed, but the wise leader will surround him/herself with people who have different strengths, knowledge, and perspectives, and set the bar for their success by modeling integrity, commitment, and high standards. One of my personal mantras is “no task is too menial.” Leaders must do whatever has to be done to achieve organizational success, and being willing to pitch in and help even with menial tasks demonstrates commitment in ways words alone never can. Additionally, identifying and working with a mentor can provide important encouragement and great support for new leaders.

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

Organizational trust needs to be part of the culture of the organization, and that trust begins at the top. It is essential for the leader to be open and honest and always adhere to high standards of ethics and integrity. If those qualities are not modeled from the top down, it is more challenging to have a high level of trust between and among staff at all levels. Trust with external partners is also critical. Another of my personal mantras is “in children's advocacy, nothing is impossible as long it does not matter who gets credit.” Sometimes leaders, organizations, and partners have to trust each other, and working together they can greatly maximize achievements.

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

I have been very blessed to serve as the executive director of the Tennessee Commission on Children and Youth for over 29 years. The Commission has very smart, dedicated Commission members and staff who are committed to and truly live the mission of the agency: Advocacy to improve the quality of life for Tennessee children and families and provide leadership for other children's advocates. As I move toward retirement in June 2018, I leave the agency in very good hands with long-time associate director Richard Kennedy already named to follow me as executive director, where he will lead the other talented staff who work at TCCY. I am confident my legacy will be a high functioning agency committed to data-driven advocacy and work for best practices to meet the needs of children and families in Tennessee. For the past few years, I have been extensively involved with Building Strong Brains Tennessee to change the culture in the state to prevent adverse childhood experiences and mitigate their damage when they cannot be prevented. I believe this is incredibly important work that will continue and provide the foundation for moving Tennessee toward greater prosperity as children and families lead happier, healthier, more productive lives.

Thank you
Executive Director
O’Neal!
TENNESSEE GOVERNMENT LEADERSHIP INAUGURAL GALA

4.14.2018

COCKTAILS  7:00 PM  CONSERVATION HALL
DINNER      7:30 PM  TENNESSEE GOVERNOR’S RESIDENCE
PROGRAM     8:00 PM

SERVICE PROJECT:
Live Music ★ YWCA Dress for Success ★ Awards Presentation

SAVE THE DATE - More Information Coming Soon!
Highlights from the 2017 Leadership Conference

TENNESSEE GOVERNMENT LEADERSHIP CONFERENCE

“Dig a Little Deeper”
I want to personally thank the TGL Council members for their dedication and hard work in planning and executing this year’s annual leadership conference.

The TLG Council represents leaders from all over the state and from three branches of government. Together the council members have planned, created, and delivered one of the most impactful leadership gathers Tennessee State Government has ever seen!

Congratulations to each member for their inspiration and involvement in driving excellence in leadership throughout the state.

“We’re Better Together”

TGL Council members took a trip to TDOT Region 3 as they prepared to “Dig a Little Deeper” while developing the 2017 Tennessee Government Leadership Conference.
This year’s Tennessee Government Leadership Conference had a special guest kick it off, Governor Bill Haslam. More than 600 leaders in state government gathered at Trevecca Nazarene University to learn and network with others.

“You’ve probably heard me say it before, but great service in state government is like great service anywhere. The key ingredient is state employees,” Governor Haslam said. “Great leaders are leaders who want to make a difference in people’s lives. So your attendance here says a lot.”

Governor Haslam emphasized many of the great accomplishments in recent years and how the leadership of the state employees helped pave the way for many of those accomplishments. He also recognized the importance of continuing education and collaboration.

“Continuous learning is the foundation of growth and these types of conferences give you all a chance to learn from some of the nation’s best and from your colleagues,” Governor Haslam said. “This is a way to share best practices, new ideas and to collaborate with new perspectives. Public service can be rewarding. Our state will benefit from your participation.”

Many of the attendees appreciated the Governor taking time to speak at the conference.

“It meant a lot for Governor Haslam to thank us for our hard work and the many services we provide to Tennesseans,” said Tennessee Housing Development Agency Multifamily Portfolio Manager Terry Malone. “We love the work we do and the annual conference is a great opportunity for us to hear from inspiring speakers and learn from colleagues. I’m proud that our Governor recognizes the hard work we do everyday.”
Dr. Dan Boone’s Opening Remarks

by: Lauren Hill
TGMI 2006, TGEI 2011

Dr. Dan Boone opened our conference with a moving story written by Henri Nouwen, a priest who had left Harvard to go work in L'Arch which was a home for children with disabilities. Nouwen was a deeply spiritual thinker who focused on leadership within the Church, but the tenets he shared are true for all leaders.

For a society that measures successful leadership in terms of the effectiveness of the individual, Father Nouwen offers a counter definition that is manifested by a “communal and mutual experience.” For Nouwen, leadership cannot function apart from the community, and this was Dr. Boone’s message for the Leadership of Tennessee. Leadership is not about power and control, but about humility and servant leadership. We cannot do it alone as individuals. We must do it together.

Dr. Boone then shared a story of how Father Nouwen had written another of several theology books and he was going to Crystal City, Washington to give a presentation on his new manuscript to a large group of priests. He took one of his children from L'Arch, Bill, with him to the conference. They were making the trip together.

Leaders are tempted to want to be relevant, popular, and powerful. When Father Nouwen went to the podium to speak, Bill marched right up and stood behind him, to ‘do it together’ with him. As he completed his notes Bill would take the page and carefully lay it face down on a table. When Father Nouwen spoke on his philosophy, Bill would pipe up and say “That’s right! I’ve heard that before!” unintentionally but gently reminding Father that his concepts were not as fresh and new as he wanted the attendees to believe.

When he was finished speaking, Bill asked if he could say something, and Father Nouwen agreed to Bill’s request. Bill simply stated that last time Father had traveled he had taken another child with him, and that Bill was very happy to be with him on this trip and said ‘thank you’ to the attendees. The audience stood and shared their appreciation.

On the trip home Father Nouwen reflected on how much of his philosophical ideas and remarks would be remembered, and he then realized that what would long be remembered was Bill, sharing the podium with him, ‘doing it together.’ The true relevance of the meeting wasn’t about Father Nouwen at all.

Dr. Boone reflected on this. Over 600 members of TN Leadership had come together at Trevecca that morning to learn and grow, together. As leaders we must embrace working together to accomplish our goals. Our true and enduring successes come through supporting and tending to each other and our communities. We all have to do it together.

“The real enemies of our life are the 'oughts' and the 'ifs.' They pull us backward into the unalterable past and forward into the unpredictable future. But real life takes place in the here and now.”

Henri Nouwen
Noah Galloway is a retired US Army Sergeant, a motivational speaker, and an extreme sports enthusiast. Noah enlisted with the Army after 9/11 and joined the 502nd Infantry within the 101st Airborne Division at Fort Campbell, Kentucky. It was during Operation Iraqi Freedom that everything Noah knew changed. An IED left Noah hospitalized with his left arm missing above the elbow, his left leg missing below the knee, his right leg badly injured and his jaw wired shut. Though he reached an all-time low in his life, he did not let that stop or define him.

With every surgery it got worse for Noah. He was ready for them to stop. He was in a bad place both physically and emotionally. Not only had he lost his limbs, he also lost his first wife, with whom he shared a child, through divorce. His mother was a straight shooter and knew her son had a very competitive side. His father lost his arm when he was 18 years old in an industrial accident, so she used that as motivation to help get her son back on track. His father was also one of those who did not sugar coat things. He knew his son was becoming dependent on the medication and urged him to stop. Although there was a right way to do it, Noah decided just to quit all his meds cold turkey. After several days of feeling miserable and no sleep, Noah got through the withdrawals from the meds and was doing well without them.

Re-entering civilization after all the time spent in the hospital and rehab center was not an easy transition for Noah. He went through a divorce, married again, had two more children, turned to alcohol to escape, and reached a point of not caring what happened to him. Although a short stint in jail made him think about what he was doing and what kind of person he had become, even that did not shake him from the depression. The one thing that motivated him was what motivates most leaders, helping others! He looked at different people he had the ability to influence, mainly his kids, and started down a new path in life. He wanted to help where he could, but in order to do that, he had to get himself back into shape and live a cleaner life.

After turning his life around, he focused in on how he could help others. He started running races and marathons and speaking out for different causes. He starred on Dancing with the Stars and American Grit; he graced the cover of Men’s Health magazine; he appeared on the Ellen Degeneres Show. He turned his life into a mission of helping others and ensuring his children had the appropriate role model. He speaks at many different events and tells his life story and truly embodies the title of his book, “Living with No Excuses.”

Noah made it a life mission to always move forward, which is a mission every leader should strive to achieve. He did not accomplish all he accomplished without some failures along the way. Take failures, learn from them and keep moving forward!

“I can and will always push myself to my own limits, breaking personal goals as often as possible.”

Noah Galloway
At the 2017 TGL Conference, speaker Morag Barrett challenged attendees to confront an inescapable truth of the modern workplace. The future is here and the longer we wait to embrace the change the greater the gap we'll eventually be forced to overcome. How we work, where we work, and with whom we work no longer resembles the stereotype many of us grew up with. Advances in technology can increase productivity, lower cost and help connect us but it is no panacea. The difference between an organization in the 21st century thriving and just surviving is surprisingly low-tech; it's the human element. When it comes to leadership, learning, culture and community there is no substitute for people power.

On stage and in her book The Future-Proof Workplace, Morag outlines six factors-of-change transforming the modern workplace. Technology, purpose, culture, leadership, diversity and relationships. While the terms aren't new, how organizations should apply them in the 21st century is a significant shift from the past. Each has gone from a centralized, uniform focus to flexible, purpose driven tools that are reshaping how business is done.

Products take a backseat to people and a transactional approach is being replaced by a transformative mindset. According to Morag, employees don't want to be just another number, they want inspiration and purpose. That is because, “Purpose is the lens through which all other decisions are made. It engages the head, the heart and the hand.” When purpose is clear, decision about culture are more easily defined.

She cautions failing to nurture your organization's culture “… and you'll end up with the culture you deserve not the culture you want.” This 21st century approach is a seismic shift guaranteed to cause disruption. But as Morag points out with disruption also comes opportunity. She says we have a choice between being disrupted by others or becoming our own catalyst for change and be the ones do the disrupting.

Understanding how to future proof our workplace means accepting the landscape has changed drastically and continues to change. Cubicles and offices are being traded for working remotely. The “gig economy” is here and with it comes a new, less clearly defined career trajectory. Morag, on a fifth career herself, says the career ladder has been replaced by the career lattice. She started as an engineer, later joined the finance industry and eventually became an entrepreneur which all contributed to her present career as an author and public speaker. She said not long ago someone with a lengthy resume could be seen as flighty and disloyal. In the 21st century that same candidate is often viewed with promise showing flexibility and motivation.

It is hard to overstate the role technology plays in the modern workplace. These digital roots go deep. Tech is changing the workplace and in some industries it has increased efficiency to the point it eliminated jobs. Some professions are more insulated from the impacts of technology than others. But if it hasn't yet impacted your job directly, “it will certainly impact our customers and those we serve.” She says the key to future-proofing your career is to relentlessly develop your learning skills across a broad spectrum. In the 20th century depth of knowledge was the key to success. In the 21st century, it is breadth not depth that will win the day.

If the key to future proofing an organization is focusing on people and the key to future proofing your career is to develop learning skills – the State of Tennessee is well positioned for success. Morag, who has worked with thousands of leaders in dozens of countries on multiple continents, says Tennessee’s investment in people strategy is second to none. She cautioned against taking that for granted. So when she said we're in the midst of not just a digital revolution but a people revolution and asked if we are ready - I'm sure I wasn't the only one who responded with a resounding “yes.”
We were all honored that the 2017 TGL Annual Leadership Conference opened with remarks from Governor Haslam. We were also fortunate that Greg Adams, State of Tennessee Chief Operating Officer, was available to deliver remarks and participate in the Black Belt Leadership belt award ceremony.

In June 2013, the Governor’s Office announced, “Greg Adams will join the Governor’s senior team as chief operating officer. In the Governor’s ongoing effort to make Tennessee the best managed state in the nation, Adams’ role will be to work with state departments to ensure they’re operating in the most efficient and effective way possible.” Mr. Adams is the first chief operating officer for a state government enterprise in the nation.

After greeting the assembly, Mr. Adams shared he occasionally asks people in leadership the question, what’s keeping you up at night? Mr. Adams then complimented the leaders assembled, informing us that he’s not staying up at night because of his confidence in our ability to execute and focus.

Managers and their ability to execute are the “invisible hand” that accomplishes the work. Vital work such as checking hyperlinks on TN.gov or TeamTN.gov, giving employees competency based evaluations, or creating a harassment free work environment.

Towards the end of his remarks, Mr. Adams provided an example of failure to execute. In the business sector throughout Nashville, leaders make decisions to develop housing and six months later nothing has been accomplished. This is not the circumstance in Tennessee State government due to the diligence of Commissioner Rebecca Hunter and Assistant Commissioner Dr. Trish Holiday in implementing the learning pyramid. Mr. Adams advised that as leaders, we need to continue to churn to learn. He also shared that the next steps are to get it (leadership certification) in our lexicon. Meaning that when he meets with managers, if we introduce ourselves as “Certified level 3” he will know what that means.

In conclusion, the TGL Leadership Annual Conference was a powerful learning experience. We are fortunate to work in a state government enterprise that values its leaders and invests in our continued learning and development, enabling us to be effective and efficient at implementing State policy and programs. In the final analysis, this investment enables us to be better stewards of the public’s trust and resources of time and money.

“Continuous effort - not strength or intelligence - is the key to unlocking our potential.”

Winston Churchill
The TGL Black Belt program had 21 participants receive their green belt. The Green Belt Recipients for this year were:

Brooke Barrett  
Melissa Boaz  
Dana Braxton  
Susan Burdette  
Elverna Cain  
Dr. Vicky Coleman  
Susan Dill  
Kristy Hillesheim  
Shannon Jones  
Richard Kennedy  
Casey Mahoney

Jeremy McBride  
Melissa McDonald  
Patricia Merritt  
Janet Neihoff  
nNeka Norman-Gordon  
Korry Rahn  
Patricia Smith  
Dr. Allysceaeioun Spears  
Shana Teasdale  
Heather Wyatt

Highlights from the 2017 Leadership Conference  
“Dig a Little Deeper”
Highlights from the 2017 Leadership Conference
“Dig a Little Deeper”

Black Belt Service Hours and Volunteer Financial Value for

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<th>Green</th>
<th>Orange</th>
<th>Yellow</th>
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2016 Tennessee financial value per volunteer hour: $22.16
https://www.independentsector.org/resource/the-value-of-volunteer-time/
Congratulations to the 7 Black Belt recipients who were awarded their Black Belts at the 2017 Leadership Conference. The Black Belt signifies the pinnacle level of leadership within state government. The seven Black Belt recipients achieved the highest award through their commitment to continuously learning and serving others. Specific details of each Black Belt recipient and their achievements will be featured in the spring edition of the Black Belt Newsletter.

Peggy Birthrong
Black Belt Project - Wheelchair Accessible Swing Installation in TN State Parks

Elaine Boyd
Black Belt Project - Women in Science and Engineering (WiSE)

Michelle Hamblin
Black Belt Project - Pleasant View Football Association Fund Raising Program

Casey Mahoney
Black Belt Project - LEAN IN Circle Women in Government

Terry Malone
Black Belt Project - Ballin’ for My Community

Michelle M. Smith
Black Belt Project - Leadership Database and Black Belt Mobile Application

Patrice Steinhart
Black Belt Project - New Continuous Professional Education (CPE) Sponsors

Black Belt recipient Peggy Birthrong

Black Belt recipient Terry Malone

Black Belt recipient Michelle Smith

Black Belt recipient Patrice Steinhart
Highlights from the 2017 Leadership Conference
“Dig a Little Deeper”

Black Belt recipient Elaine Boyd

Black Belt recipient Michelle Hamblin

Black Belt recipient Casey Mahoney

All Black Belt Recipients from left to right pictured with Commissioner Rebecca Hunter and Chief Operating Officer Greg Adams: **Front Row:** Peggy Birthrong, Casey Mahoney, Michelle Smith, Tammy Golden, April Romero, Michelle Hamblin **Back Row:** Dr. Trish Holliday, Patrice Steinhart, Terry Malone, Elaine Boyd, Marcus Dodson, Lee Ann Smith
Ken Medema

“In Tennessee we have no Kilimanjaro,
But the folks we serve have mountains to climb,
They need cheerleaders and bell ringers,
We can be that!”

Ken Medema shared the above impromptu song and many others with us throughout the day at the 2017 TGL Conference. Mr. Medema is a unique performer that designs musical moments through improvisation and new composition to bring each event to life with his keyboard/piano and vocal performances. For over 40 years, he has shared his gift in many different venues for groups ranging from 50 to 50,000 people. Though blind from birth, he sees and hears with his heart and mind, singing stories for his audience and accenting themes and perspectives from speakers and workshop leaders. This is the second year that Mr. Medema enhanced our day and the speakers’ messages with his gift of music by encouraging us to sing along and creating the correlation between the messages we heard and our daily life.

Songs such as *No Excuses, Bound Together, Dig Deeper,* and *Kilamanjaro* were inspiring to each of us. At the end of the day, Mr. Medema closed out the conference with:

“Dig Deeper,
Cross Over,
Climb Higher,
Discover.

Let the gauntlet be thrown, we will do it together. Nobody does this work alone, we learn from one another.”

“There are no secrets to success.
It is the result of preparation, hard work, and learning from failure.”

Colin Powell
We heard an inspiring appeal from Graham Thomas, Director of Community Partnerships at tnAchieves. tnAchieves, which is a support system for Governor Haslam’s TN Promise initiative, has helped high school seniors across the state of Tennessee achieve their goals and dreams of becoming college students, by assisting them with obtaining academic, administrative, and financial resources for college.

Mr. Thomas came to thank Tennessee Leaders for their support and to encourage them to continue to call on others for support. Mr. Thomas stated that many of the high school students who participate in the tnAchieves program are in large part first generation college students. The TN Promise initiative is helping Tennessee stand out as a national leader in assisting promising students with achieving their goals of attending a Tennessee college/university. Students involved with TN Promise are required to perform community service. In the most recent year, 835 TN Promise students completed community service hours and several Tennessee government leaders helped students accomplish those hours.

Many Tennessee leaders can participate with tnAchieves by becoming a mentor. Mr. Thomas challenged the group to continue their support, and challenge those who have not been involved to get involved and consider becoming a mentor. To become a mentor a person has to commit to approximately 10 hours annually. Approximately 9,000 mentors are needed statewide, primarily in the metro areas in Tennessee.

“Being a lifelong learner prepares you for whatever may come your way.”

Dr. Trish Holliday
Spencer West captured the audience's attention the moment he arrived on stage at the 2017 TGL Conference. Sitting proudly on his wheelchair it was obvious he was not shy talking about his lack of legs, and seemingly his entire lower body. He even answered those unspoken questions like, “How do you go to the restroom?” by stating, “Like everyone else.”

He captivated the audience with pictures of his childhood, family and adventures. Born with legs, Spencer explained how a condition rendered them useless and eventually they were amputated at the pelvis. He explained how he did not let his physical limitations dictate his goals, but rather the other way around. Starting in high school when he joined the cheerleading team, until he climbed and summited Mount Kilimanjaro on his hands and in his wheelchair, Spencer masterfully told how he met and conquered each challenge.

Amazingly, if you just listened to the stories you might not even realize he had no legs. He recounts each experience with the greater purpose as the central theme. The cheerleading team was trying to win the state championship to ensure funding for the next year. The climb was to raise funds to help provide clean water to thousands of people in Africa. Each story was accompanied by pictures and videos. The audience sat on the edge of their seats to see how each story would turn out.

With humor and humility he inspired the audience to focus on and achieve their goals, not focusing on their limitations. As Spencer says, “If I can do it, you and your organization can too.”

“I believe that visualization is one of the most powerful means of achieving personal goals.”

Harvey Mackay
Insights from a New State Employee

by: Yolanda Banister
Emerging Leader

During Morag Barrett’s presentation she asked the audience a question, “Who has been with the State the longest amount of time and who has been with the State the shortest amount of time?” I was asked to give my perspective as the person in the room with the least amount of State service, which is three months.

I am so glad that I was invited to the TGL Conference by my Executive Director, Kimberly Mantlo. I joined the State of Tennessee in August of 2017 as a Senior Recruiter. Wow! That’s how I sum up my first TGL Conference. The conference was well organized and everyone was friendly. Everyone did a wonderful job making us feel welcome. The message was clear we were all there to “Dig a Little Deeper” as noted by our table decorations of a shovel and bucket.

Noah Galloway and Spencer West focused on overcoming adversity and finding your passion. They both shared deeply personal stories with humor and candor. I am a military veteran and Noah’s story was not new to me, but to hear him in person was great. Morag Barrett brought her own energy speaking about future proofing the workplace, staying relevant and shaping culture. Morag went even further by conducting a survey and sharing the results about our culture at the conference.

We were given their books to learn more about the inspiring speakers and their messages.

The highlight of the conference for me was watching the Black Belt recipients and learning about their service projects. I was in awe of the amount of talent that we have within state government. Their commitment to their projects, with each project seeming to make the life of Tennesseans a little better, reaffirmed my pride in working for the State.

Overall the TGL Conference was motivating, informative and hands-on. I left excited, encouraged and ready for the challenges I may face.

“This in motivating people, you've got to engage their minds and their hearts. I motivate people, I hope, by example - and perhaps by excitement, by having productive ideas to make others feel involved.”

Rupert Murdoch
I was asked to give my perspective of our conference as the person in the room with the longest amount of State service, which is nearly forty-four years.

When I look back on this year’s conference, I think of it as a time for celebration, inspiration, and validation. We celebrated the successes of many of our peers as they advance through the TGL Black Belt Program. They have taken the advice that we create social value by providing service hours to other state employees, and friends and neighbors in our communities as well.

We were inspired by our speakers and musical entertainer as they told us about their struggles to achieve the success they enjoy today in spite of facing obstacles in life that most of us can’t even imagine. We heard about overcoming depression and failure, and were reminded that without failure there can be no success. I was humbled by the fact that in my own life I have had few serious challenges to endure, and therefore have no excuse for not achieving the best I can in everything that I do each day.

We were also told that, compared with many other organizations in government and the private sector, we were way ahead of them in achieving a future-proof workplace since about half of us have already bought in to that notion. We also received validation of our efforts to put into action Governor Haslam’s vision of a customer-focused government that includes the necessary metrics to gauge whether we are actually on the path to achieving that goal.

Although each of us who attended the conference had our own takeaways, I believe we all, no matter our length of service, learned something to help us become better leaders.

“Success is no accident. It is hard work, perseverance, learning, studying, sacrifice and most of all, love of what you are doing or learning to do.”

Pele
According to CLO Holliday, The article highlights the courageous and innovative leadership modeled by our very own Commissioner Rebecca Hunter.

Seven years ago, Tennessee was seen as a laggard in the field of public administration. Today, it's a leader. Gov. Bill Haslam has made improving the operations of the state government a major focus of his administration. LEAD Tennessee and other innovative programs, as well as an overall willingness to invest in training, have been attracting attention from other state governments.

In 2012, the Haslam administration took on civil service reform, overhauling the state's antiquated hiring and promotions practices and replacing them with a pay-for-performance system. It also became the first state to appoint a so-called chief learning officer as part of a broader effort to offer new employees training opportunities to learn on the job. A year later, Haslam appointed an IBM executive, Greg Adams, to serve as the state's first-ever chief operating officer. Adams has taken the governor's desire to emphasize “customer-focused government” and translated it into a well-organized operating system.

Those improvements, and the systems and the philosophy that undergird them, have made Tennessee a model for other states, says Leslie Scott, executive director of the National Association of State Personnel Executives. “Tennessee is the state that our other member states look to for innovation.”

To get a handle on how state government was working, [Adams] had the commissioners of his 23 departments conduct top-to-bottom reviews, looking for issues that stood in the way of efficient operations. One of the people involved in the review was Rebecca Hunter, the state's new human resources commissioner. At the end of the process, Hunter says, “every single cabinet member came back and said, ‘We have to do something about the antiquated employment practices if we’re going to move forward.’”

The Haslam administration’s response was the Tennessee Excellence, Accountability and Management Act. Passed in 2012, the TEAM Act swept away the old civil service system, in which seniority was the most important qualification for hiring and retention. Under TEAM, agencies were given the leeway to do their own hiring and more easily discipline or even terminate existing employees, and it changed the way the state evaluated its workforce. The TEAM Act also eliminated the old system of occasional across-the-board raises, replacing it with a pay-for-performance system whereby employees were rated on a scale from “unacceptable” to “outstanding.”

The TEAM Act was an important step in the Haslam administration’s push to restructure operations. In the summer of 2013, he created the new position of state COO and hired Adams. Haslam then instructed his cabinet members to run operational issues past Adams rather than bringing them to him.

In the HR department, which was not centralized, Hunter followed a similar strategy. Instead of being the department that handled problems, she worked on a plan so that departments would call
her before they made decisions about structural or personnel changes. The idea was to help them make sound decisions rather than call her for help “because it didn’t work as well as they had hoped it would.”

In his book *Good to Great*, management consultant Jim Collins writes about something he calls “the flywheel effect.” It’s a metaphor he uses to describe the tremendous power that exists in the continued improvement and delivery of results. It’s something Adams thinks is happening now in Tennessee. By tying pay to performance, the TEAM Act encourages employees to excel in meeting these goals.

How to help them excel? In the pre-TEAM Act days, says Chief Learning Officer Trish Holliday, “there was this idea that the organization was responsible for the employee’s learning.” Holliday rejects that perspective. “To me, the organization is not responsible for the employee’s learning,” she says. Her job as CLO is to give departments customized, research-based curricula for learning that can be utilized by those motivated to move ahead.

The numbers suggest that this approach is working. Since 2013, participation in leadership training and development among the state’s 7,500 managers has more than doubled, rising from 314 in 2013 to 715 in 2017. The cumulative result over this five-year period is that the state HR department has trained 2,476 leaders in state government. Not only is that a desirable outcome, says Hunter, the HR commissioner, but it also has implications for the state’s ability to recruit high-performing employees to the state workforce. According to Hunter, research shows that the benefit new workers value most is “training and development.”

But even critics acknowledge that overall the new operating system has yielded at least some good results. Internal promotions, for example, have risen sharply from 2,500 in 2013-2014 to 3,900 in 2016-2017. Salaries have risen significantly, too, from an average of $39,577 in 2012 to $47,267 in 2017.

Moreover, for the 700-plus managers who have taken advantage of the state’s leadership programs, – people such as Marcus Dodson from the state Treasury Department – the new regime has been liberating. “I grew up in Southern Kentucky, a farm guy,” Dodson says. “I get into IT, something that I love, and now I have this passion of helping people to develop and get to their personal goals [through] education and training. I have the best of both worlds.”

That’s exactly the attitude that Haslam wants to hear. “At the end of the day,” he says, “the team with the best players wins.”

*Excerpted from Governing Magazine. For the complete article, go to:*

As part of its reform efforts, Tennessee appointed the first-ever state chief learning officer, Trish Holliday, as well as its first chief operating officer, Greg Adams
On September 13, 2017 the Tennessee Government Leadership Alumni community sponsored a Lunch and Learn. The speaker was Danielle Barnes, Commissioner of the Tennessee Department of Human Services. Prior to joining DHS, Commissioner Barnes served as Deputy Commissioner and General Counsel for the Tennessee Department of Human Resources.

In her capacity at DOHR, Deputy Commissioner Barnes had oversight over all legal issues within the department. One of her greatest accomplishments has been co-authoring and implementing the Tennessee Excellence, Accountability and Management (T.E.A.M.) Act, an overhaul of the State's antiquated civil service employment practices.

Commissioner Barnes earned her undergraduate degree from Spelman College and her law degree from the University Of Tennessee College Of Law. She is a graduate of Tennessee Government Executive Institute, LEAD Tennessee, Leadership Nashville and Tennessee Bar Association Leadership Law.

Commissioner Barnes presentation was entitled “Evolution of a Leader.” She shared the trajectory of her exciting career by introducing us to some of the mentors in her life. Commissioner Barnes' first mentor was her grandfather. She followed in the footsteps of her grandfather, the son of an indentured slave, who pushed himself through Meharry Medical School to become a successful dentist. He also ran and was elected to the Indiana State Legislature.

Commissioner Barnes knew that she wanted to be a lawyer by 6th grade and prepared herself for that career by entering oratorical contests and being involved in drama at her high school in Knoxville as well as majoring in Political Science at Spelman College. After graduation from UT Law School she worked for Farris Bobango Attorneys at Law in Memphis. She gained litigation experience in criminal court but soon she knew she wanted to become a lobbyist. She mentioned that it was one of the partners in Farris Bobango that changed the trajectory of her career to become a stronger lawyer.

She worked with Harlan Mathews - State Treasurer, Deputy Governor and U.S. Senator. Harlan Mathews was another mentor that changed the trajectory of her career. He was a gentleman who knew how to treat people and taught Commissioner Barnes that no matter where you go or what you do life is all about relationships.

While lobbying in Nashville she was recruited and hired as the Legislative Coordinator and Assistant General Counsel for the Tennessee Department of Human Services. Within six months, she realized that public service was her calling. She shared with us some of the lessons she learned about Servant Leadership. She learned that it was important to “build a community of people” that you can rely on.

Lawyers are not taught to lead but she learned to “lead with others in mind” and figured out what they needed to help them grow. She learned to “value diverse opinions” by understanding other's points of view even when they were different from hers. She also learned that it was critical to her to “cultivate a culture of trust.” This is a concept that Commissioner Barnes values today.

“Develop other Leaders” is a lesson she learned from another respected mentor in her career, Bill Russell. Mr. Russell prepared her for the next mentor and trajectory in her career. She got a call from 2004 TGEI Alumni Kae Carpenter, Deputy Commissioner and General Counsel at DOHR, to leave DHS and join DOHR. Kae was her predecessor and gave her advice that changed her career. Her best advice was to always evaluate the big picture. She suggested that one needs to step back and take a good look around you. We need to recognize that everything has a cause and effect and one has to be able to figure that out.

Commissioner Barnes also discovered that change is good and shared a quote from H. Jackson Brown, Jr. “The best preparation for tomorrow is doing your best today.” She shared with us that we need to be aware that we are always being watched.

When Commissioner Hunter became Commissioner of DOHR she asked Commissioner Barnes to stay on in her position as Deputy Commissioner. This request was reinforced by a phone call from...
September TGL Lunch and Learn
Commissioner Barnes continued...

Governor Haslam. Her leadership skills began to mature when working with Commissioner Hunter, the next mentor in the trajectory of her career. She describes this as the power and impact of a true mentor and true leader.

It was fun to learn some of the leadership traits she learned from Commissioner Hunter who was in attendance at the Lunch and Learn and introduced Commissioner Barnes. Commissioner Hunter brings all people to the table in a spirit of collaboration and listens to all. Commissioner Barnes learned that it is important to listen for understanding not just to provide a response. She also needed to be empathetic and understand the point of view of where people are, and to meet them where they are. We all need to start the discussion with yes instead of no and try figure out a way to get to yes.

Commissioner Barnes shared another quote with us from Edmund Lee, “Surround yourself with the dreamers and the doers, the believers and thinkers, but most of all, surround yourself with those who see the greatness within you, even when you don't see it yourself.” Governor Bill Haslam saw greatness in Commissioner Barnes when he asked her to co-author and implement the T.E.A.M. Act which she identifies as the pinnacle of her career. Governor Haslam called on her once again as he announced she would be the next Commissioner of DHS.

Commissioner Barnes summed up the highlights of her journey by letting us know that every word has meaning, that we should never forget to evaluate the big picture, that we need to do the best we can at all times, that leadership is about relationships, and that we should never stop growing and learning.

Those of us that attended the Lunch and Learn were fortunate to have been able to hear Commissioner Barnes’ leadership perspective and experience. We know that her evolution and journey as a leader has just begun.

“It’s fair to characterize me as competitive and determined, but anyone who works with me will attest to the fact I believe very strongly in the notion of servant leadership.”

Irene Rosenfeld
October TGL Lunch and Learn
Customer Focused Government

by: Alecia Craighead
LEAD Tennessee 2010

Have you ever wondered what Customer Focused Government really is, let alone how it applies to Tennessee? What about how Customer Focused Government would work in my department? How will it work for me as an individual? The October TGL Lunch and Learn answered these questions.

Noelle Suarez-Marias and Adam Jarvis did an excellent job of explaining how customer focused government can work in Tennessee state government. First, they posed a survey question that helped illustrate what everyone’s view of what customer focus government is. After only a few seconds, the whole screen was full of all the various descriptions of customer focus government. The largest responses (words) were Needs, Transparent, Helping, and Kind. Not only did this exercise get everyone’s attention but it emphasized how vast the opinions were on the topic.

The mission for the Customer Focused Government office is “as the state’s consulting office, we collaborate with customers to drive innovative and operational efficiency to benefit Tennesseans.” Their vision is “to be a nationally recognized model for customer focused innovations in government.” With the state having over 6.7 million citizens wanting 24 hours a day, 7 days a week, 365 days a year service, allocating limited funds to achieve their wants and needs is a daunting task.

This office has taken on the challenge. Through conversations with the many departments and learning the various services and aspects of them, this office began developing projects to help Tennessee government achieve that goal. First, the office established a set of objectives to help them focus on their goal: improve customer service, lower operating costs, streamline and integrate organization and processes, and improve data usage to increase data driven decision making. And once again, doing all of this with the limited and balanced state budget.

Through the many conversations with the departments, it became apparent there is some overlap between the departments. Because of that, a citizen may not understand why they need to give the same information to different departments to receive similar services. To help with this, sub-committees of departments with similar services were formed to develop ways they could work together for the betterment of the citizens. To help the visual appearance of how State government worked, new branding was developed. Even though money, time and emotions were tied to many of the beautiful and creative logos that various departments used, a single brand was needed to help the citizens of Tennessee know that they were conducting business with the State of Tennessee.

By having the single brand, citizens would realize they were getting assistance from the State and not the individual departments. This unique and copyrighted brand represents the State of Tennessee and not any other company or individual.

Now that State government can be visually seen as one, many services can now be shared as one even though they come from different departments. One such program is MyTN.gov. It’s an application where a citizen can create an account to receive services; thus submit information one time to be shared by the necessary departments.

Another tool within this application is reminders. If a citizen's driver's license is about to expire, a reminder can be sent to them. Along with the citizen application, an upgrade in Transparent Tennessee is being developed so citizens can have access to State data to dive deeper into the State's activities. The upgrade will be user friendly and allow a citizen to narrow their searches to specific areas of the state or even specific data types. This will all come on the heels of the new and improved TN.gov and TeamTN.gov. These websites are being retooled to be more user friendly for the citizens and for those employees within the departments.

While developing cost savings for the citizen, another avenue of customer focused government falls within State government itself. As mentioned earlier, there are services that are overlapped between departments. Solutions are being developed to help streamline some of these services to help save in State expenditures. One is outsourcing facilities management. By outsourcing government building management, the State has saved an estimate of $35 million annually. The savings was such that the program is being considered by other general government facilities and higher education.

Another solution is Alternative Workplace Solutions
(AWS). The idea is to develop the best possible working environment so the employee can produce the best possible results. This can be achieved by either having the employee work from home, work from an alternate location, or work within an office environment. It has been estimated that this program has saved the State $40 million annually to date. AWS is also is used as a great recruitment tool because a lot of younger workers like the flexibility.

Finally, there are services that almost all departments have but do not need their own staff all the time. Service Partnership Agreement has been developed so services can be shared between departments without a department having their own. Services that would fall under this include: information technology, accounting, and audit, just to name a few. A catalog is being developed of all the shared services so departments and agencies can view what is available and decide if they need to contract for a particular service. As part of the agreement, measurable goals would be set and reported to determine if the service was productive, let alone continuingly needed. Bottom line, this will help in revenue savings and help streamline the service lines.

This is only a small portion of the information that was shared during the presentation. Afterwards, I felt better about how the State is changing its focus on who the customer is – the citizen – and for the better.

“A core focus of our effort is based on the recognition that our customers have varying needs, and one of their most important needs is to have choice.”

Safra A. Catz
Dr. Trish Holliday presented Part 1 of 2 the 3R's of Workforce Engagement at the November TGL Lunch and Learn. For those of you that have not had the opportunity to hear Dr. Holliday speak, you have missed a great opportunity. Passion, enthusiasm and optimism were served in abundance at this Lunch and Learn. Admittedly, I would expect nothing less anytime Dr. Holliday is speaking whether in a one-on-one session or a group setting. The passion she has for the State and the servant leaders at all levels is always apparent to those who encounter her.

The fact that there are Lunch and Learn sessions or that the State is having the conversation about workforce engagement is no small miracle. That fact was not lost on Dr. Holliday as she recounted her many obstacles in birthing this vision of transformation of the State from a mindset where employees were treated as second class to one where employees are valued, empowered and invested in. From one of tenure based promotion to one of merit based promotion. Ultimately transforming into a learning organization continually improving at all levels and serving the State better, smarter and more efficiently.

In order to make this transformation the State was going to have to move, and move in a hurry or be left behind. Dr. Holliday and the DOHR team had been scanning the State’s workforce and noticed that the workforce was changing but the State was not changing to accommodate this new generation of workers. How do you move from cumbersome business processes, irrelevant or misaligned job classifications, limited employee engagement, silo mentality and tenured driven employment practices? Slowly and methodically overcoming one obstacle at a time until you look up and the old practices and procedures have been replaced one at a time by the new.

There were many obstacles along the way to this transformative way of working and engaging employees. The T.E.A.M. Act was a major turning point in how the State engaged its employees and a cornerstone on which all other transformation would be built. The T.E.A.M. Act was designed to move away from the tenured based promotions of the past and into an organization that engaged employees and focused on leadership development. It provided a framework to Recruit, Retain and Reward employees for their work and helped eliminate tenured based promotion which would help toward the goal of recruitment of top talent.

Recruitment of top talent does not occur only from the private sector and is not something that should be viewed as negative, as I have heard whispered among the halls. The State is continually recruiting from its vast internal pool of highly qualified candidates as well from the private sector to fill the growing need of leaders within the State.

In an effort to help recruit top talent the state has transformed pay scales, benefits and internal opportunities to help attract top talent. While the pay might never compete with the private sector, the rewards and the opportunities certainly are there for someone willing to do the work, learn and grow. Does the state really want top talent that is only in it for the pay? I don't believe so. They are looking for individuals that want to grow, learn, and make themselves better leaders, team members and managers. When you find talent like that the money is a secondary or even a tertiary reward because they ultimately find more satisfaction in making those around them better, thereby providing better service to the State of Tennessee and its customers.

To help accomplish this, Tennessee has some of the top leadership training on par with most private sector jobs and far and above most other states, which has been and will continue to be a great recruitment tool. It says something to the next generation of workers that benefits and pay don't. Employees want to be engaged; they want opportunities to learn and grow. Employees want to be included in something larger than themselves and bigger than a retirement package. Gone are the days of counting down until retirement and looking for what the State can do for you in retirement. Leaders should be looking at what they can do to better serve the State now, today, even if retirement is tomorrow, so that the State can better serve them in their retirement and continue serving other State of Tennessee customers long after their retirement.

As I mentioned in the beginning of the article this is Part 1 of 2 on the 3R's of Workforce Engagement. Recruitment is only the beginning of the work because once a new recruit is in you have to keep them. So learning how to retain and reward effectively might be a bigger set of tools for your tool box than learning how to recruit. I know I will be going to the Part 2 of the 3R's of Employee Engagement and invite you all to join this next session. It will be August 8, 2018 for a 3 hour workshop from 8:30-11:30 in the Tennessee Tower, 3rd Floor, Multi-Media room.
January TGL Lunch and Learn Mediation
by: Anne Warner
Revenue Leadership Academy 2017

On January 10, 2018, the Department of Human Resources (DOHR) presented a Lunch and Learn on the Tennessee Employee Mediation Program. Led by DOHR Director of Equal Employment Opportunity Melanie Bradsher, the presentation provided an opportunity for leaders and emerging leaders within State government to learn more about using mediation to resolve workplace issues.

Developed in conjunction with the T.E.A.M. Act, the Tennessee Employee Mediation Program is a resource for State employees, supervisors, and agencies to resolve common workplace conflicts and misunderstandings. Mediation is one part of the toolkit to resolve workplace differences. It can be used as a first response or when other means of resolving such differences, such as coaching sessions or disciplinary actions, have been unsuccessful. Mediation under this program is completely voluntary. It is a cooperative process in which employees play an active role in resolving their workplace issues. Since its launch five years ago, the program has seen an incredible 90% of its mediations result in a successful written solution to the issue at hand.

Participants of mediation are given a chance to make an opening statement to say what is on their minds and introduce topics and issues they would like to discuss. Working together with the mediators, the parties then pinpoint the main issues to be resolved and brainstorm solutions. If the parties agree on a course of action that they believe will improve or resolve their workplace problem, they put that agreement in writing and sign it.

The mediators play a crucial role in the process by facilitating open dialogue that helps guide participants to a solution instead of getting stuck in the emotions that often underlie the dispute. Mediators remind participants that the goal of mediation is forward-thinking – an opportunity to move beyond past wrongs and focus on what the future looks like. The parties may not walk away with a judgment of who was right or wrong, or whether a policy was violated, but they may walk away with a lasting solution for a better workplace.

Who are the mediators? Mediators in this program are volunteers that come from almost every state agency. Although they may vary in professional backgrounds and experiences, they have all undergone extensive mediation training through DOHR. And because they are State employees, they bring with them a familiarity of government environments and processes.

A typical mediation may last between 3-7 hours, and are held during regular business hours. DOHR coordinates the mediation, including assigning the mediators, securing a location, and scheduling a mutually agreeable time. DOHR is sensitive to the confidential nature underlying many workplace problems. To this end, it will assign neutral mediators (i.e. not employed by an agency participating in the mediation) and secures neutral locations (i.e. not at the same office where the participants work). In addition, with a few exceptions, what is said during mediation stays at mediation. This emphasis on confidentiality allows parties the comfort and security to engage in the kind of open dialogue necessary for dispute resolution.

The Tennessee Employee Mediation Program is available to all employees under the T.E.A.M. Act. Parties interested in mediation may contact Ms. Bradsher or Dian Wallace at DOHR or email DOHR.Mediation@tn.gov. Agencies that are interested in mediating issues involving employees that do not fall under the T.E.A.M. Act are encouraged to contact DOHR to discuss possible resources available outside of the official mediation program. For more information regarding the Tennessee Employee Mediation Program, visit https://www.teamtn.gov/hr/employees/employee-dispute-resolution.html.
Exciting things are happening with Toastmasters International and are on the horizon for TGL Toastmasters! Some of you may have decided to not become a part of TGL Toastmasters because you think it’s a tired, old program that doesn't relate to what you do or the skills you need to develop. While I would have argued that point with you a little bit, there was some truth there. Ralph Smedley founded Toastmasters in the 1940’s. He knew that the world needed strong communicators and effective leaders and he was convinced that people could unearth abilities they never knew they had, and build on those abilities by supporting one another and learning from each other.

The idea behind Toastmasters has always been that people will learn when they are in an environment that is: high value, resource rich, fun, customizable to your needs, flexible, competency based, and meaningful. While Toastmasters continued to meet those criteria, people were asking for more. So, in 2010 the Board of Directors got together and began to refresh the education program for the first time since that original 1940’s program was put in place. In the next few weeks the new Pathways program will be rolling out in this region.

Pathways is a dynamic program which allows you to decide what skills you want to build and the pace you want to follow. It leverages all the strengths of the traditional program and gives you more. More competencies, more in-depth skill building, more flexibility, more resources, and more opportunities to learn, grow, and thrive.
On January 25, 2018, we had the pleasure of gathering for the kickoff of the fifth year of the TGL Book Club. Every year this benefit offered and sponsored by DOHR continues to improve and grow. I attended the 2013 TGEI/TGMI Graduation ceremony where COO Greg Adams said “Leaders are Readers.” I took that quote and proposed my idea to DOHR as my Black Belt Pay it Forward Project to create a statewide TGL Book Club.

The TGL Book Club started in January 2014. In both 2014 and 2015, the 50 available spots per year were filled within minutes of sending out the RSVP to join. Due to the overwhelming popularity of the TGL Book Club, in 2016 DOHR agreed to expand the club to two clubs allowing 70 TGL Alumni the chance to join. Then again in 2017, due to popular demand, DOHR agreed to allow the club to expand to 80 TGL Alumni.

This year we kicked off 2018 with DOHR sponsoring two in person book clubs with 50 people in each, PLUS a Remote Book Club with 25 people. The onsite book club’s 100 spots were filled within 34 minutes of sending out the request to RSVP. All total, DOHR is now allowing TGL Alumni the opportunity for 125 people per year to join in this wonderful experience.

Not only did we have DOHR Commissioner Hunter kick off our time together, but Dr. Trish Holliday also invited a national keynote speaker to talk to us. Jessica Stollings is a speaker, author and the founder and President of ReGenerations. We received a “bonus” copy of her book at the kickoff meeting called ReGenerations: Why Connecting Generations Matters (and how to do it).

Commissioner Hunter informed us that the State of Tennessee is the only state that is offering a state-sponsored book club to their leaders and she reminded us that this is an offering to all three branches of State government. Dr. Holliday shared the importance of each one of us realizing that our position in the TGL Book Club should be considered an opportunity to “Pay it Forward” by allowing us to come together to read amazing best-selling books on leadership to help lead our own organizations. She shared with us that the books she has selected for us to read this year will be engaging us to discuss leadership issues present for State government that are related to challenges and experiences we are expected to experience soon. When the audience was asked their most important reasons for joining, the most overwhelming responses were for the networking, learning, and sharing of ideas.

Jessica Stollings had two hours to entertain us with her amazing facts about generations within the workforce. She talked to us about the fact that 60% of organizations have generational conflict. She explained techniques to help us avoid those conflicts by giving us tools to help us understand, appreciate, and communicate across generational lines. She walked us through an exercise called Mind Set Modeling where she talked about the importance of Pausing, Checking our Filters, Stepping Back, and Adapting. If we take these key steps to approaching others, potential pitfalls could be avoided.

Some TGL Alumni joined for the first time this year and were a bit unsure of what to expect. At the end of our meeting together, we talked about the structure and process of how the TGL Book Club works. At the kickoff meeting our first book of the year was handed out, Detour: Developing the Mindset to Navigate Life’s Turns by Steve Gilliland. Each book club member is expected to complete the reading of the entire book prior to the next scheduled book
TGL Book Club continued...

club meeting. When we come back together again in February, we will discuss *Detour* through a facilitated discussion planned by DOHR and an exercise to enable the TGL Alumni to share their thoughts on the book and help apply what they learned to their specific work experience in State government.

Due to the incredible popularity of the TGL Book Club, only two missed meetings are allowed. After the second unplanned missed meeting, you must give up your spot in book club to one of the many on the waiting list. Once placed in either book club #1 or book club #2, you must remain in that book club for each of the six meetings of the year. In addition to the opportunity for accountability, networking and the ability to read, lead and succeed together, this group of leaders will also earn points toward their TGL Black Belt in Leadership.

If after reading this article, becoming a part of the TGL Book Club is something that interests you, please contact me at April.Romero@tn.gov. You can ask to be placed on the wait list for the in person Book Club #1 or #2, you can join the new Remote Book club, or you can join the brand new Shelby County club. One of our TGL Alums is piloting this brand new opportunity. Our volunteer will facilitate an in-person discussion using materials provided by DOHR for those not able to make their way to downtown Nashville.

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“Whether we're talking about leadership, teamwork, or client service, there is no more powerful attribute than the ability to be genuinely honest about one's weaknesses, mistakes, and needs for help.”

Patrick Lencioni

“Leaders are Readers.”
Greg Adams
That’s Not How We Do It Here!

by: George Amin
LEAD Tennessee 2011

In this Dr. John Kotter and Holger Rathgeber fable, an organization and its effects is shown in two different ways. However, neither succeeds with their goal until the two ways combine. The first clan of meerkats has a large scale and all the problems that come with scale. They start to face changes in their habitat that come at them with great speed which makes it imperative for them to take action. The clan takes action and does what they know to do. Unfortunately, the clan does not succeed in facing their adversary and everything falls apart.

On the other hand, the second clan is very different than the first clan. They have less structure and policies, and are very innovative. They handle issues very agilely and fast and make their way around their challenges. As a result of the success of the second clan, they attract many other meerkats. As many join the second clan, they grow and once they hit a certain scale, things fall apart which created dangers for them.

As things get worse, one of the characters, Nadia, introduces the idea of taking the best meerkats from the two clans to face their challenges with innovation and speed. She introduces this to her original clan; however, she is not seen as credible. A group of the clan members and Nadia decide to take action and find a sense of urgency to do something with this idea. As more meerkats get involved, they start to surpass challenges that they face in the dangerous environments they are placed in.

This is a fable that resembles the organizations in today's world with scale that struggles to operate efficiently and with innovation. This fable also connects to our own careers in finding the skills and weak points we need to improve on to achieve our goal in a productive fashion.

CLO’s Current Top Recommended Reading List

Do Big Things by Craig W. Ross, Angela V. Paccione, Victoria L. Roberts

Great Teams: 16 Things High-Performing Organizations do Differently by Don Yaeger

Leadership and Self-Deception: Getting out of the Box by The Arbinger Institute

Multipliers: How the Best Leaders Make Everyone Smarter by Liz Wiseman

No Ego by Cy Wakeman

Raving Fans: A Revolutionary Approach to Customer Service by Ken Blanchard and Sheldon Bowles

Taking People with You: The Only Way to Make BIG Things Happen by David Novak

The Best Place to Work: The Art and Science of Creating an Extraordinary Workplace by Ron Friedman, Ph.D.
The Power of Moments

by: Patricia M. Smith
LEAD Tennessee 2013

The Heath brothers have moved beyond the general understanding that emotions are important and encourage us to use our knowledge to implement success.

Marketing messages around the holiday season and beyond target our emotions. We’re told more people are investing in “experiences” over material items. Educational research reveals more cognitive connections are made when more than one sense is engaged. As soon as I smell the ocean, memories bring back the swell of the waves. In The Power of Moments, Chip Heath and Dan Heath detail relevant examples of how activating our emotions creates moments with extraordinary impact.

Why do business leaders need emotional, uncomfortable, squishy moments? Because we have customers we want to serve more than once. I admit the “reverse wedding” described in chapter two made me cry when I told the story, each time I told the story. Squishy, yes. Relevant, I say so.

I’m inspired to create moments for our customers. Tennessee Housing Development Agency offers opportunities for safe, sound, affordable housing. I suspect your social media has revealed pictures of folks grinning as they sign the closing documents for their first home. How does a lender keep that rush of success and homeowners engaged so the mortgage payments arrive timely, monthly for 30 years? Incremental surprises. A thank you note for the 10th timely payment. A gift card at a local home repair store after the 25th timely payment. A pot holder or trivet with “Congratulations” and the lender logo and website. We have nascent ideas about “how-to” videos on the servicing site. How many of us have learned something from a YouTube video? Do you know how to find a wall stud so the diploma doesn’t rip out the dry wall? We want our customers to get extra value when they visit the website to make the payment because we want their repeated and timely visits!

You can learn about “positive variance” on page 77. Really, you do it all the time. You recognize each co-worker as having not only a different name, but a different approach to life and the job. You interact differently with one sibling or another. Customers might need a variance to the approach outlined in the processes in the office manual. Are your co-workers empowered to adjust to that customer’s needs?

If you’ve had to visit a medical specialist’s office, you may have been privileged to see the staff interact with a patient who has a long-term connection. There’s eye contact, there is first-name use, there is caring along with the co-payment and registration process. When you have office conversations, they can be repetitive and generic: How was the weekend? Fine, yeah, me too. What if you asked, “Did you get the garden turned? Are you sticking with Early Boys or adding another tomato variety?” Would that person understand you were talking to her, Sally, instead of any other person you happened to pass in the lunch room?

I see Alliance 9 of LEAD Tennessee has received The Power of Moments. I look forward to stronger customer engagement across the enterprise as a result!

“The Power of Moments”

by: Patricia M. Smith
LEAD Tennessee 2013

Today, no leader can afford to be indifferent to the challenge of engaging employees in the work of creating the future. Engagement may have been optional in the past, but it’s pretty much the whole game today.”

Gary Hamel
What's a typical day or week for you like?
Since October 2016 when I took on the dual role as the Director of both Talent Management and Human Resources for Finance and Administration, I can truly say there has not been two days that have played out the same way. As much as I attempt to plan my day, the reality is my time is rarely my own to control. I find myself reacting to many different situations that arise most days and it is rare for me to work through my daily to-do list. I focus on accomplishing the most important two or three things that have to get done and the other things I complete are considered a head start for the next day. If I am honest with myself, I understand that I am at fault for how my schedule plays out because I spend a great deal of time in conversations with other people. I never short change these discussions because building strong, meaningful relationships is critical to who I am as a person. If I can look back at the end of the day or week and truly believe I have made others' lives better in some small way and helped our agency progress, then I can rest easy that I have been productive and added value to the organization.

What's the best piece of advice you've received?
When we decided to start our family, I wanted to give my wife the first few years to spend with our young ones because I believe that time can be such a jumpstart for the children's development. I was working full time with Randstad, but I took on a second job with a bread company. I would go in at 2:30 a.m. to the local Walmart to pull stale bread from the shelves and replace it with fresh loaves. I was trained by a gentleman who was in his 60s and had been in the bread business for his entire career. I once asked him how he was able to have such a long, fruitful career. He answered with a gleam in his eye, “the company doesn't pay me anymore for what I do; they pay me for what I know.” I remember pondering his statement for some time and realizing the true wisdom in his words. He was reminding me that knowledge is power and if one sets himself/herself up as the most knowledgeable person about the work in the company, he/she can sustain their capacity for work long after the body starts to fail them.

This man's words were one of the factors I considered when I earned my Master's degree and later completed my Doctorate in Business Administration. I have made a concerted effort to learn all of the ins and outs of every position I have ever worked in because I understand that the better I understand the work, the more valuable business partner I can be. I want to be able to work and add value for as long as I choose to do so, and the best way I know how is to ensure I continue to learn new information every day and truly become the subject matter expert for my area. Lifelong learners can be leaders for the long term!

How can you pay your TGL experience forward?
I take every opportunity to share my knowledge and experiences with those I come in contact with. I coach supervisors and managers within our agency on best practices in working with their employees. Additionally, I take my charge very seriously in managing my team's growth and development. I have a success story in my past in which I recognized the great potential that one of my new hires possessed and made it my personal goal to have him reach his full potential. He performed to my expectations and eventually became my manager two years later (There's a lesson here as well in treating people well because you never know where they may turn up again).
work diligently to give all of my direct reports every opportunity to have the stage to be seen doing great things to further their careers even if that means they ultimately exceed my own capabilities.

What is something unique about you?
One of my earliest and best childhood memories was when my mom would take my brother and me to the local store and allow us to buy one comic book for that week. Sometimes making that decision between titles was excruciating, but my mom never compromised and held firm to only one book. She was developing our decision making skills whether she realized it at the time or not. I really enjoyed reading those stories that allowed me to escape into these fantastic worlds of heroes and villains where good always (sometimes despite all of the odds and after much adversity) defeated evil. I continued to collect these wonderful stories long after I left home and now have over 10,000 comic books all bagged and boarded to protect them. I hoped to pass these books down to my children, but they have not shown much interest in them so they may be used to fund their college experiences in the future.

“I know of no single formula for success. But over the years I have observed that some attributes of leadership are universal and are often about finding ways of encouraging people to combine their efforts, their talents, their insights, their enthusiasm and their inspiration to work together.”

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

by: Steve Hawkins
TGMI 2000

Terry Malone
Procurement Officer
TN Housing Development Agency
LEAD Tennessee 2012, TGMI 2008

What's a typical day or week for you like?
In any given week I could be conducting pre-construction meetings, monitoring the conduct of construction jobs, monitoring construction quality, or ensuring conformance with plans, specifications, and applicable agency requirements for THDA’s industry partners who are building or rehabbing affordable housing in Tennessee.

What's the best piece of advice you've received?
I guess this would go back to my younger days of being an athlete. I was given support and the resources needed to be a better basketball player from my coaches. One of my obstacles was, and to some extent still is, allowing myself to get in the way of succeeding. Many times I would be so hard on myself that it caused me to derail from reaching my goals and caused a setback on the accomplishments I was able to meet. This is something I have matured with over the years, however, from time to time, I have to remind myself of this advice and continue to grow as a leader and not to dwell on the situation.

How can you pay your TGL experience forward?
I have already started paying my TGL experience forward by facilitating THDA Leadership Academy’s Book Club. This has given me the opportunity to share my experience with TGL’s Book Club with future leaders at THDA. I have assisted with this book club the last two years, with 24 people participating. This has also allowed me to share more leadership books for them to read in addition to the ones we discuss as a group. When they graduate, I give them a list of leadership books that I have encountered in my journey with TGL programs that are relevant to them, offering them the ability to borrow my copy of the book.

What is something unique about you?
I have a very large family – my dad is one of 13 (nine boys and four girls) and my mom is one of eight (five boys and three girls). They were married very young, 16 and 17, and had me a year after that. My mom enjoys being mistaken for my sister when we are out together. Oh, and check out my earlobes next time you see me.

“Leadership contains certain elements of good management, but it requires that you inspire, that you build durable trust. For an organization to be not just good but to win, leadership means evoking participation larger than the job description, commitment deeper than any job contract's wording.”

Stanley A. McChrystal
Learning Opportunities for TGL Alumni

by: Bucky Rosenbaum
LEAD Tennessee 2017, HR Master 2016

Tennessee Government Leadership Alumni are known as lifelong learners. A benefit of being a TGL graduate is the chance to participate in other leadership development opportunities sponsored by the Department of Human Resources. Two of those are our partnerships with Tennessee State University (TSU) and Middle Tennessee State University (MTSU).

MTSU offers an adult-learner focused program for those who have never earned an undergraduate degree, attended college but never completed a degree, or have completed an undergraduate degree. The program consists of four modules: Leadership Theory, Leading Teams, communication/Problem Solving, and Leading People/Managing Change. Upon completion of the modules, one receives a certificate in professional development, which can then be applied to either a B.S. in Liberal Studies, or the Master of Professional Studies. In addition, for those who earn the certificate, and decide to pursue a degree, MTSU will assess each candidate’s level of learning gained outside the college environment. Known as Prior Learning Assessment (PLA), credit may be earned towards the undergraduate degree.

TSU has partnered with the state to offer a certificate in executive leadership. This program consists of six courses at the master's level, all taken in an online format. Upon completion of the certificate program, credit may be applied to the Master in Public Administration or the Master in Professional Studies.

In addition, a similar certificate program is offered by TSU for those who have not earned an undergraduate degree. The six courses taken for the Certificate in Civic Leadership may be applied for 18 hours towards their Bachelors of Science degree in Urban Studies. Those wishing to pursue the undergraduate degree will have their work experience assessed to obtain credit hours toward the degree.

For those who have earned a Master's degree, TSU is opening up a cohort to work towards the Ph.D. in Public Administration. This program offers coursework scheduled around the basic work day. The cohort would “travel” through the program together, taking all the necessary coursework required for the degree. The Ph.D. is a research-oriented program, and is intensive. However, earning the Ph.D. certainly provides one with the knowledge and skills of public administration for those who wish to advance their career, or become more informed of how public entities work.

Both MTSU and TSU accept the state tuition waiver for state employees. The courses are online, easily fitting into one’s work schedule. These are excellent opportunities to continue developing as a leader in state government.

For more information about these programs, contact Bucky Rosenbaum at Richard.Rosenbaum@tn.gov

“..."We learned about honesty and integrity – that the truth matters... that you don't take shortcuts or play by your own set of rules... and success doesn't count unless you earn it fair and square.”

Michelle Obama
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**Note:**
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|           |        |        | UTAN Steering Committee and Task Force |               |          | TGM 2018 Orientation | TGM 2018 Orientation |</p>
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**July 2018 Events**

- TGL Brown Bag Lunch
- TGL Toastmasters
- TGMI Graduation
- HR Master Series Forum 3
- TGL Lunch and Learn
- TGMI Social
- TGMI Steering Committee
- TGEI Steering Committee
- ITAN Steering Committee and Task Force
- Systems Thinking
- TGL Toastmasters
- TGL Toastmasters
- TGL Toastmasters
Congratulations to the TGEI Class of 2017!
Graduation was held November 2017.

Agriculture
Keith Harrison

Bureau of Workers' Compensation
Robert R. Davies

Children's Services
Camille Legins
Sammi S. Maifair

Commerce and Insurance
Maliaka L. Bass
Michael Driver

Commission on Aging and Disabilities
Laura Brown

Commission on Children and Youth
Craig Hargrow

Comptroller of the Treasury
Rachelle Cabading
Bryan Kinsey

Correction
Gerald B Best
Julian P. Davis
Tawanika D. McKinney
Tanya Roberts Washington

Economic and Community Development
Leslie Hathaway

Environment and Conservation
Christina Treglia
Melinda Weir

Finance and Administration
Kelly Lancaster
Gregory J. Wilkins
Melissa Wiseman

Financial Institutions
Anthony B. Rogers, Sr.

General Services
Shannon Howell
Nancy Kacena

Health
Laura Cowan
Eric Harkness
Paul E. Petersen
Vincent Pinkney

Bureau of TennCare
James William Aaron
Kelly Gunderson

Human Resources
Stephanie Penney

Human Services
Cherrell Campbell-Street
Gena Lewis

Labor and Workforce Development
Chance Deason
Leanne Durm

Mental Health and Substance Abuse Services
Matt Yancey

Public Utility Commission
Chris Eaton

Revenue
Marian Greer Allison

Safety and Homeland Security
Lizabeth A. Hale
Cheryl Sanders

TN Alcoholic Beverage Commission
Mark Reineke

TN Bureau of Investigation
Dewayne E. Johnson
Mike Lyttle

TN Housing Development Agency
Bruce Balcom
Jason Ronnow

TN Student Assistance Corporation
Diane LeJeune

Transportation
Daniel Pallme

Treasury
John Gabriel

TRICOR
Troy Shanks

“The best advice I ever got was that knowledge is power and to keep reading.”

David Bailey
Congratulations to 2018 Alliance 9

Agriculture
John Philip Hayes
Samuel B. Marshall

Alcoholic Beverage Commission
Keith Hollingshead-Cook

Attorney General and Reporter
Stephanie Bergmeyer
Andrew Craig Coulam
Michael Stahl

Board of Parole
Amber Lineberry
Teresa Rohling

Bureau of Workers’ Compensation
Kenneth Switzer

Children’s Services
Tyran Copeland
Harron Iqbal
April Osborne
Shannon Patterson
Lisa Pellegrin
Cathlyn K. Smith MSW, MS

Commerce and Insurance
Kristen Aplin
Rachel Jrade-Rice
Caitlin Maxwell

Comptroller of the Treasury
Katie Armstrong
Lurita Clay
John Dunne
Kara Gallagher

Correction
Jennifer Boyd
Denise Demo Egbert
Landon Kenderdine
Juanita Michelle Shaw
Sherree Watson
LaRhonda J. Williams

District Public Defenders Conference
Jude Jeffer

Customer Focused Government
Adam Jarvis
Katie Lillard

Division of TennCare
Andrei Dumitrescu
Sarah Greenberg
Robert Hagan
Lori Halfacre
William Hines

Division of TennCare continued...
Diane Langley
Jian Sun
Sarah Tanksley

Economic & Community Development
Tiffany Pennington
Corrine Wiesmueller

Education
Quache Bowles Spencer
Michael Deurlein
Tony Pratt
Patrice Watson

Environment and Conservation
Kendra Abkowitz
Ahmet Bulbulkaya
Polly Gregory
Andrew Holcomb

Finance and Administration
Ike Boone
Steven Craig Davis
Shannon DeYoung
Timothy Anson Drown
Lori Leigh Hedge
David Swaney

Financial Institutions
Tim Runions
Mike Sisk

General Services
Stacey Hooper
Debi Moss
Taylor Passons
Christopher Salita

Health
Monique Anthony
Maegan Carr Martin
Lacey Patterson Blair

Human Resources
Amanda Adams
Sandy Fletcher
Kimberly Mantlo
Sharon Moidja

Human Services
Sherron Brown
Robin Dieterich
Robert Duck
Marianne Houser
Karen Tolbert
Joyce Turner
Congratulations to 2018 Alliance 9 continued...

Intellectual & Developmental Disabilities
  Sarah Edwards
  Nikki Sprinkle

Labor and Workforce Development
  Logan Bates
  Jason Cecil
  Jeremy Colbert
  Kimberly Driver
  Mary Misciagna
  Ian White

Mental Health & Substance Abuse Services
  Kevin Beck
  Monty Burks
  Carla Gool
  Morenike Murphy

Military
  Christopher Benson
  Elizabeth Donoho
  Michele Harper

Office of the Governor
  Katharine Derrick

Revenue
  Amy Barnes
  Adam Duvall
  Kelly McCarthy
  David Mullins
  John Ricketts
  Timothy Watson

Safety and Homeland Security
  Megan Buell
  Gregory Feldser
  Tammi Narehood
  Greg Ragan
  Kevin Scott
  Jason Thompson

Secretary of State
  Myers Brown
  Amanda Sparks
  Renee Watkins

State Board of Education
  Elizabeth Taylor

TN Advisory Commission on Intergovernmental Relations
  David Keiser

TN Bureau of Investigations
  Kenneth Blue, Sr.
  Dana Edwards
  Leslie Hedgepeth
  Anthony Darryl Richardson
  David Scott Wilder

TN Higher Education Commission & Student Assistance Corporation
  Ronald Lee Cunningham
  James Joshua Moran

TN Housing Development Agency
  Christy Hollingsworth
  Frederick Lewis
  David Richardson
  Darrell Robertson

TN State Museum
  Miranda Fraley-Rhodes

TN Wildlife Resources Agency
  Scott Denton
  Andrea English
  Sean Michael Lenart

Transportation
  Matthew Chandler
  Matthew Inyart
  Thomas Dexter Justis
  Charles David Palmer
  Adam Price
  Tammy Sellers
  Leslie South
  Robert Gale Wagner

Treasur y
  Mia Robinson
  Anthony Sadler

TRICOR
  Lisa Brown
  Jordan Clark
  Stephen Henson
  Alesia Johnson
  James Kropp
  Tracy Long
  Debbie Moore
  Andriette Parker

Veterans Services
  Timothy Forte
  Dolores Keene
Congratulations to the following TGL Alumni for becoming DOHR Certified Facilitators

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<th>Liz Sneed</th>
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<td>TRICOR</td>
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Congratulation to the HR Master Series
Class of 2018

UNLOCKING THE DOORS TO HR LEADERSHIP

Commerce and Insurance
Shannon Tolbert

Correction
Quincy Acklin

District Public Defender’s Conference
Jennifer Hall

Division of TennCare
Tara Patock-Sims

Education
Andrea Wilkerson

Finance and Administration
Shontell Jordan

Human Resources
Ericka Butler
Regina Forsythe

Human Services
Joselyn Jones-Settles

Labor and Workforce Development
Jackie Berg

Mental Health and Substance Abuse Services
Shannon Hardin

Safety and Homeland Security
Shannon Hall

Secretary of State’s Office
Matt Bailey

TN Bureau of Investigation
Lauren Hewgley

Transportation
Kristen Lynch

Treasury
Whitney Goetz
Tennessee Government Leadership Council Members

**Council Chief Executive Sponsor**
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