

Tennessee Government Leadership

LINK

Newsletter from the Tennessee Government Leadership Council

February 28, 2014

Volume 2, Issue 1



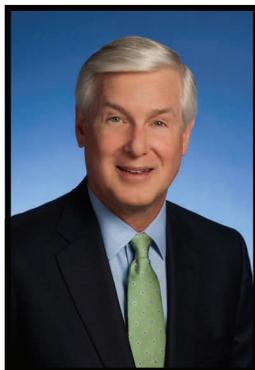
SPOTLIGHT ON LEADERSHIP WITH GREG ADAMS:

Inside this issue:

Leadership Spotlight	Page 1
Conference Summary	Page 3
Salute to Commissioner H.U.N.T.E.R.	Page 7
Apply for Council	Page 8
Leadership Book Club	Page 9
Book Review The Advantage	Page 10
Bright Spots	Page 11
TGLC Projects	Page 12
Black Belt Leadership	Page 13
Mentor Tennessee	Page 14
TGLC Members	Page 16

Council Committees

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



We are pleased to feature the state's Chief Operating Officer Greg Adams. The Tennessee Government Leadership Council developed the following questions that enabled Mr. Adams to share his thoughts on the importance of leadership development and the value of effective leaders.

What does the role of the Chief Operating Officer embody in state government...What are your main responsibilities and duties?

There are only a handful of states that have a COO and this speaks to Governor Haslam's objective to make Tennessee the best managed state in the nation. My role is to work with the state departments to ensure that they're operating in the most effective and efficient way possible. My focus is the operations of each of our departments from their strategy and planning to their monitoring and measuring. I'm also spending time viewing state government as an enterprise and the efficiencies that cut across all our departments.

A leader must be equipped with a set of competencies necessary to perform his/her role. Which one would you say is the most important ability a leader should have?

Passion. Passion is the fire, the conviction, the enthusiasm required for a leader. It is grounded in the belief that what you are doing is important and that it makes a difference. A manager can get by without passion, but a leader with passion is driven by the knowledge that the right strategies and team focused on the right opportunity can bring incredible results. People follow someone who is passionate about the right things. We start each day with the opportunity to make a difference for the citizens of Tennessee. I think we can all get passionate about that.

Where will the most significant growth occur in state government in the next few years?

The growth will occur in the area we call CFG – Customer Focused Government. As technology continues to accelerate with mobile devices enabling social engagements, the citizens of Tennessee will demand in their lives and in their government, better service. They will expect us to quickly deploy resources where needed, deliver to instantaneous feedback, and meet demand for responsiveness. The growth in government, then, will be in our attention and resources to this attitude/mindset of providing the very best service at the lowest cost.

SPOTLIGHT ON LEADERSHIP WITH GREG ADAMS:



Who is a person who has had a tremendous impact on you as a leader? Why and how did this person impact your life?

I have a good friend who is an author. For years he has written daily reflections and sends them to me and challenges me to start my day with them. They touch on character, leadership, faith, and family and societal interactions. That quiet time early in the morning helps me with the constant chance to balance family, work and community commitments along with a hundred other areas that demand my attention. This discipline has helped me realize that as leaders it is important to have a work-life balance and to help others do the same. For I'm convinced that the pace of life is only going to speed up more.

What is the biggest challenge facing leaders in state government today?

Delivering every day. Leadership may have been in the past bestowed by seniority or rank and executed as a pyramid, top-down "do-as-I-say" style. Not today! Leadership is something you earn every day. Your people choose on a daily basis whether or not they are really following you. You must deliver value every day. It is something you keep trying to achieve and never assume you're there.

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

They take themselves too seriously. Laugh. You don't need to be the class clown, but generous, self-deprecating humor is a gift leaders can give to people they serve. It makes you more human. Your team knows you have weaknesses and unique habits, let them share in humor you direct at yourself. It will relax everyone!

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

Embrace the concept of 'steward leadership' as you get started. Don't lead for yourself. A steward is someone who manages and leads what is not his own, and he leads knowing that he must give an account for what he did with what he was asked to lead. It is a serious responsibility. As a leader in the state you are the stewards of human lives and their welfare. You are the stewards of time and opportunity. You set the pace on not only what your organization is doing, but what it should be doing. You are the steward of assets and resources and you must make sure they are invested and managed so that they bring returns. A 'steward leader' knows that leadership is not an entitlement, but a privilege to lead on the behalf of, and for, others. Leaders, to have long term effectiveness, must lead as stewards.

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

Read. Leaders are readers. There is never enough time so don't worry about it – just read. Have a stack of books or downloads always available. I'm particularly focused now on subjects related to my job as I ramp up the learning curve. I don't want to neglect, however, my list of periodicals, a national and local daily paper, my social media information links and some fiction. Why? As leaders, we must continue to develop and maintain the knowledge that is required to lead. I don't know of any better way than effective reading. I also know two great examples of this. The Governor is a voracious reader, as is the First Lady.

"What you do has far greater impact than what you say."

Stephen Covey

2013 TGL CONFERENCE A SUCCESS! CREATING A CULTURE OF INNOVATION

Written By Lee Ann Smith

Over 300 Tennessee leaders recently met for networking, professional development and the roll out of two new leadership programs at the Tennessee Government Leadership Conference on October 30, 2013. Participants were treated to a humorous presentation on strategies for staying positive in a negative environment by nationally known author and speaker, Steve Gilliland. His latest book, *Hide Your Goat*, was a coveted door prize. Speaking of which, every participant was awarded a door prize from a variety of items including a helicopter ride in the Department of Safety's THP helicopter.

A full line up of some of Tennessee's most prominent leaders included the First Lady, Crissy Haslam, who challenged the Tennessee leaders to be involved in giving back to the community. She inspired them with her initiatives to strengthen families and promote literacy. Tennessee's Chief Operating Officer, Greg Adams, outlined opportunities for leaders within state government and the governor's plans for moving the state forward. In addition, Dr. Patrick Raines of Belmont University gave an informative presentation on the economic outlook for Tennessee and the nation as we push past the recession.

The energy and passion was noticeable as the Tennessee Government Leadership Council presented the Black Belt Leadership Program (BBLP). This innovative leadership achievement program will allow participants to progress through a series of "belts" to become a learned and experienced state leader. Everyone benefits when our leaders learn and grow their leadership skills. This program is available to all alumni of TGEI, TGMI, and LEAD. Additionally, TalentQuest consultants explained the new TN Mentoring program which will be made available to state agencies in the coming months and is a component of the BBLP. TalentQuest will be administering this program and the website created to enroll, guide, and track mentors and mentees. Mentoring is a component of the Black Belt program.

The hands on activity provided by Dr. Jeff Thompson helped attendees look closely at how they are spending their time. The activity using "poker chips" guided participants to determine what they value most: "LifeWorth". Then it assesses where time was spent.

The TGL Conference brings state leaders together culturally as well as physically. The messages of customer focus, service to others, and innovation permeated all presentations. It was exciting to hear leaders speak positively about their agency's purpose and goals. Equally uplifting are the individuals who time after time exhibit passion for their work and genuine caring for the development of others.

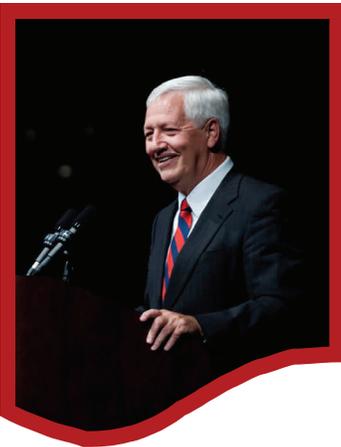




"It is not fair to ask of others what you are unwilling to do yourself."
Eleanor Roosevelt







“Leadership and learning are indispensable to each other.”
John F. Kennedy

A Salute to Commissioner H.U.N.T.E.R.

*Written By Trish Holliday, SPHR
Assistant Commissioner/Chief Learning Officer*



Throughout one's professional career, the opportunity arises to work for an individual who embodies the very idea of being a great leader. Such individuals cultivate an environment in which your own leadership skills grow and mature as they are nurtured through their insight, constructive criticism, and guidance. They invest themselves in your life.

I have had the opportunity to work for such leaders. They have helped make me a better leader through their influence on me. There is one particular person who continues to impact the way I think and perform as a leader in state government. She exemplifies for me the type of leader spoken of by Jim Collins as a Level 5 leader. Allow me to share with you the characteristics that make Rebecca Hunter, Commissioner of the Department of Human Resources, an inspiring and great leader, and why I am honored to be an Agent of the H.U.N.T.E.R. Team.

Characteristics of a great leader demonstrated by Commissioner Hunter:

Humility. As Jim Collins writes in his seminal book "Good to Great", the most successful leaders are those that combine professional will with personal humility. This paradoxical blend of leadership characteristics funnels ambition for greatness first for the organization, not for personal recognition.

Unifying. A truly great leader has the ability to take the varying abilities of individuals and weave them into a cohesive, focused team. Building a high-performing team of individuals who all know what the goals of the organization are and are committed to achieving those goals takes great skill.

Nimble. Successful leaders have learned how to be agile in order to achieve results. Change is a constant reality in the workplace, and now it seems as if change comes at ever increasing speed. The ability to be flexible, adaptable and still hold resolutely to principles is a true mark of a great leader.

Transforming. Great leaders make change happen. They have the ability to rally a group of people together around a common goal and make things happen. They have the wisdom to know what needs to change, what doesn't, and how to make it a reality.

Empowering. Successful leaders, since they are humble, realize that they do not possess all the knowledge and skills necessary to achieve the goals of an organization. They know how to assemble those who know more than they do in areas they lack, and empower them to be successful. Great leaders do not stand in the way of others' success. They encourage it by creating environments where people want to be high performers.

Recognizing. Truly great leaders know how to step aside and give others credit for being successful. Such leaders do not lead for self-glorification, they truly desire to motivate others to reach their greatest potential.

As part of the H.U.N.T.E.R. Team, I have the privilege to work for a Level 5 leader who invests her time and expertise in me. I have had the honor of witnessing firsthand Commissioner Hunter daily demonstrating the above characteristics of a great leader. My hope is twofold for you: that you have the opportunity to work for such a leader, and that you join me in "taking her LEAD" in how to become a Level 5 leader by going from "Good to Great".



NOW ACCEPTING APPLICATIONS FOR NEW MEMBERS OF THE TENNESSEE GOVERNMENT LEADERSHIP COUNCIL!!

The Tennessee Government Leadership Council (TGLC) was created in 2012 and in partnership with DOHR, is tasked with spreading the vision of leadership development. The Council is responsible for creating an environment for change and promoting continuous improvement opportunities to achieve leadership excellence in state government. The TGLC is made up of alumni leaders from LEAD Tennessee, the Tennessee Government Executive Institute (TGEI) and the Tennessee Government Management Institute (TGMI). There were 30 charter members who began meeting monthly in January of 2013. It is now time to grow the council and DOHR will be selecting ten new members to serve a two year term that begins April 1. If you have an interest in serving on the council as an active participant in driving leadership development for our leadership alumni, can commit to monthly TGLC meetings and serving as an active participant on one of our five strategic committees, please complete the application at this link <http://www.tn.gov/dohr/pdf/tglcapp.pdf> by March 17. Send completed applications to Sharon.Buwalda@tn.gov.

Dates and times for Council meetings

■ APRIL 22, 2014	2:00 - 4:00 P.M.	■ SEPTEMBER 16, 2014	2:00 - 4:00 P.M.
■ MAY 20, 2014	2:00 - 4:00 P.M.	■ OCTOBER 24, 2014	9:00 - 11:00 A.M.
■ JUNE 11, 2014	9:30 - 11:00 A.M.	■ NOVEMBER 25, 2014	2:00 - 4:00 P.M.
■ JULY 15, 2014	9:00 - 11:00 A.M.	■ DECEMBER 16, 2014	2:30 - 4:30 P.M.
■ AUGUST 19, 2014	2:00 - 4:00 P.M.		

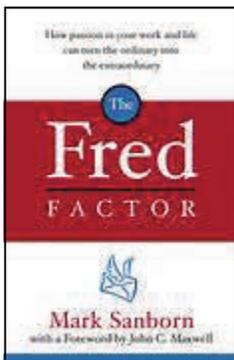
“The most important part of being a leader is maintaining the desire to keep on learning. That means learning about yourself, about your peers, and about the people you serve.”

Brian Koval



2014 Leadership Book Club

Written By April Romero



Greg Adams, Chief Operating Officer, said during the 2013 TGEI/TGMI class graduation ceremony “leaders are readers”. That quote that day inspired the creation of the Tennessee Leadership Book Club. DOHR graciously agreed to sponsor this program and is providing the leadership books. The response to the invitation to join the book club was so overwhelming that the fifty available spots were filled in a little over an hour. The fortunate leaders gathered for the kickoff event on February 12, 2014. The book selected for the first study is The Fred Factor: How Passion in Your Work and Life Can Turn the Ordinary into the Extraordinary by Mark Sanborn. In addition to the opportunity for accountability, networking and the ability to read, lead and apply together, this group of leaders will have the opportunity to earn as many as twenty points toward their Black Belt in Leadership.

The book club plans to complete four books together in 2014 and some participants shared the goal of taking this concept back to implement in their own office. Look forward to reading The Fred Factor book review submitted from a fellow leader in our next newsletter. For those who were not able to make it into the first book club, please watch for additional book club opportunities in the future.

“Leaders are Readers”

- Greg Adams

A BOOK REVIEW AND SUMMARY OF PATRICK LENCIONI'S THE ADVANTAGE

Written By Sensy Gregory, LEAD Tennessee (TRICOR)

One of the most absorbing, concise, and well-written books I've ever read, Patrick Lencioni's The Advantage begins with the premise that "organizational health" is the most advantageous competitive edge a company or organization can attain. He outlines his rationale, and then begins to detail – in practical terms and using real life examples – how leaders can help move their teams, and organizations, to this "healthy" state.

Lencioni defines "organizational health" as essentially a state of integration, where the management, operations, strategy and culture of an entity all fit together seamlessly. A healthy organization will exhibit little to no internal "politics" or confusion, and is marked by high morale and productivity, with relatively low turnover. Hmm... integration, employee engagement, and communication – sounds like a recipe for success to this Tennessee Center for Performance Excellence (TNCPE) examiner!



Lencioni goes into detail regarding the four disciplines of organizational health, which he lists as:

- Build a Cohesive Leadership Team
- Create Clarity
- Over Communicate Clarity
- Reinforce Clarity

He then expands on each of these disciplines, interweaving one with the other so that the importance of each is clear while the dependencies are explained in such a way that the reader thinks "Well, of course – that makes so much sense!" The core, or foundation, of organizational health is the cohesive leadership team (Discipline 1), whose primary role is to create clarity around the central issues facing the organization (Discipline 2), then to ensure that the entire organization understands these issues (Discipline 3) and is in fact built upon them (Discipline 4).

I will highlight a few of the key points Lencioni makes in The Advantage, just enough to whet your appetite so that you want to pick up a copy and read the entire thing for yourself, while not taking up too much of your time now or space in this newsletter.

Building a cohesive leadership team is critical to organizational health, and probably the most difficult of the four disciplines. It requires the leadership team to live by five behavioral principles – trust, mastering conflict, achieving commitment, embracing accountability, and focusing on results. Once a right-sized and "right-behaved" leadership team masters these five principles, they must achieve alignment, or a crystal clear shared understanding of and commitment to the most important issues embedded in the organization's operation.

Once the leadership team has attained absolute clarity around these issues, it is their responsibility to ensure the rest of the organization realizes that same clarity and focus. They do this by communicating, over and over, using a variety of media (the most effective being personal interaction), the central message(s) of importance to the organization's sustainable success. Finally, the leadership team must embed this clarity of focus – align it, if you will – with every "human system" in the organization. These systems include hiring, performance management, training and compensation. This step is essential to supporting a healthy organization, because the leadership team cannot be in all places at all times to push that focus and clarity of purpose down and out to each and every employee.

Throughout the well-organized, easily readable chapters, Lencioni provides practical guidance for developing the principles, instilling the behaviors, and achieving the clarity and alignment necessary to develop and maintain a healthy organization. He also lays out simple checklists at the end of each chapter for users to reference to determine if they have mastered each of the four disciplines. Finally, Lencioni refers you to a website (www.tablegroup.com/advantage) that provides more information and tools (free, by the way!) to supplement the material in the book.

Honestly, I loved this – a well-written, engaging, and thought-provoking book with incredibly easy-to-use tips and techniques. For those "builders" among you, think of it as a dynamic tool, with a clearly written instruction manual, that if used properly will allow you to build that wonderfully complex structure you've been aching to attempt but weren't sure how or where to begin!



BRIGHT SPOTS STORY SOLICITATION

Submitted by the Engagement Committee

The Engagement Committee that was created by the TGLC is soliciting bright spots stories from leadership alumni. The role assigned to the Engagement Committee is to effectively implement strategies that evoke factual communication and a pervasive commitment to high quality performance among all state employees. We view this role as a critical step towards realizing the Governor's vision of Tennessee becoming the #1 state in the southeast for high quality jobs. We also view this role as one that begins with identifying high quality leadership at every level in every state department. We believe that our Tennessee Government Leadership (TGL) community is out there doing good works, helping to define and display high quality performance for all state employees. The TGL Council would like to spotlight some of those activities for all state employees as well as the citizens of Tennessee. We are asking each of you to look around your areas in search of High Quality Performance! Once you find it, and we're sure you will, we ask that you submit those stories to the Engagement Committee for publication. The criteria to be considered when searching out high quality performers are as follows:

High Quality Performance:

- Mission Driven – demonstrates through actions absolute clarity regarding the department's purpose.
- Customer Service and Customer Focused – places the customer at the center of strategic and operational planning.
- Servant Leader – understands the practice of leadership that places the good of those led over the self-interest of the leader.
- Creates a safe atmosphere – creates an environment where information can be shared without fear and demonstrates concern for the well-being of each employee.
- Open to change – explores new opportunities and evaluates each on its own merit.
- Trust – creates an environment of mutual trust and respect.
- Teambuilding – successfully builds and sustains high performing teams.
- Effective Communication – uses care and respect to actively listen and validate the value of others' input while fully participating in difficult conversations that are supportive, constructive and productive.
- Enforces Accountability – establishes clear expectations and creates an environment where employees are given the responsibility and accountability to act.

We look forward to receiving your stories that will help us spread the good news about state government and state employees. We encourage you to submit all your successes no matter how small, because as we all realize, it starts with that first step. Please email your stories to Leadership.Council@tn.gov. If you have any questions, please feel free to contact Brigitte Tubbs-Jones at Brigitte.Tubbs-Jones@tn.gov or Julie Perrey at Julie.Perrey@tn.gov.

TENNESSEE GOVERNMENT LEADERSHIP COMMITTEE PROJECTS

VISION ♦ COMMUNICATION ♦ ENGAGEMENT ♦ SYSTEMS THINKING ♦ FORWARD FOCUSED

Leadership In Customer Service

Do you know someone who has displayed an incredible amount of leadership for exemplary customer service? Have you witnessed a fellow state employee

overcoming great adversity on the job by exercising excellent customer service? Great customer service in Tennessee government is an essential component of our roles as public servants. As leaders, we must recognize our fellow trailblazers, especially those who execute a task as challenging as customer service can be. The Tennessee Government Leadership Council (TGLC) Customer Service Task Force is accepting nominations for the Leadership in Customer Service Award. Nominations will be accepted from the Tennessee Government Leadership alumni and reviewed quarterly by the TGL Customer Service Task Force a subcommittee of the Systems Thinking Committee. Nominees do not have to be TGL alumni. Nominations will require a short narrative describing why the nominee should be considered.

Examples include:

- ♦ Creating a policy or strategy to improve customer service or customer satisfaction within your department, division, or work section.
- ♦ Going above and beyond the normal call of duty to deliver great customer service.

Nominations should be submitted to a representative of the TGL Customer Service Task Force. To obtain a nomination form, email one of the members listed below:

Mark Woods
Mark.Woods@tn.gov

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

Andrea Wilson
Andrea.L.Wilson@tn.gov



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

There are six levels of the Black Belt Leadership Program: White Belt, Yellow Belt, Orange Belt, Blue Belt, Green Belt, and Black Belt. To advance from one belt level to the next, participants must earn the specified number of points in Strategic

Development and in Service. At the initial belt levels, Strategic Development is the most emphasized component because personal learning is fundamental to professional development. As participants advance through the belt levels, Service (both internal to state government and external to the community) becomes the more emphasized component, recognizing the importance of paying it forward and investing and focusing on others. For more information on the Leadership Black Belt Program contact Tammy Golden at tammy.golden@tn.gov, Sendy Parker Gregory at sendy.parker@tn.gov, Lynette Porter at lynette.porter@tn.gov or Richard Kennedy at richard.kennedy@tn.gov.

BLACK BELT LEADERSHIP PROGRAM

Written By *Sendy Parker Gregory*



The TGLC Vision Committee is delighted to announce that the BBLP is up and running! TGL program alumni members registered through the website (<http://www.tn.gov/dohr/bblp.shtml>) numbered 56 as of noon on January 23, 2014, and alumni of other formal state agency leadership programs have begun documenting their leadership journey. At the request of alumni from other statewide and agency leadership programs, the decision was made to open BBLP program participation to graduates of formal, agency-specific leadership programs sanctioned by DOHR. Currently, those programs include:

- HR Master Series – Statewide
- Mission Possible Leadership Academy – TDHS
- TDOT Leadership Academy – TDOT
- Green Leadership – TDEC
- Next Level Leadership Academy – DOHR

The website is still a “work in progress”, and the on-line registration process is only available right now to alumni of the three TGL programs – LEAD Tennessee, TGEI, and TGMI. However, others can begin participating immediately by simply sending an e-mail to Leadership.Council@tn.gov. The e-mail should contain a statement regarding intent to participate, the employee’s eight digit Edison Employee ID, first name, last name, middle name, employing agency, leadership program completed to qualify for participation, year graduated from the program, e-mail address, telephone numbers, and preferred address for delivery of the initial White Belt. If information is needed about BBLP activities or the program itself, that request should be included in the e-mail.

Once the website’s registration system is reconfigured to accept registrations from alumni of programs other than TGEI, TGMI, and LEAD Tennessee, all those who have submitted their “off line” registration e-mails will receive further instructions about registering and entering all their creditable leadership activities to date.

There is another exciting bit of news to share with all our BBLP fellow journeyers – the first batch of White Belts were delivered to DOHR on January 23rd, and will be sent out to all registered participants (on- and off-line). The White Belts look great! Donated to the BBLP by TRICOR, they are manufactured in TRICOR’s textile plant, located in the West Tennessee State Penitentiary in Henning, by offenders who are working to learn marketable job skills and the life skills needed to help them succeed after they are released from prison. Any comments about the belts should be sent to Sendy.Parker@tn.gov; she will ensure they are forwarded to the appropriate party.

A suggested leadership development reading list will be posted on the website in the very near future. While the list will not be all-inclusive, and other books can be selected by participants to count toward their individualized development activities, it **will** contain some terrific suggestions. Other recommendations for addition can be submitted by BBLP participants via e-mail to Leadership.Council@tn.gov – the list will be updated periodically.

The first Belt Award Committee meeting is scheduled for April, and all participants meeting the requirements for their Yellow Belts by March 31st will be notified by e-mail regarding any further requirements for consideration. Remember to maintain documentation of all your activities, as you will be asked to submit them to the Belt Award Committee when it is time to move to the next level. It is suggested you maintain this documentation through at **least** two belt levels, as points accumulated over and above the number required in a specific category will “roll over” and count toward meeting that category’s required activity points for the next level.

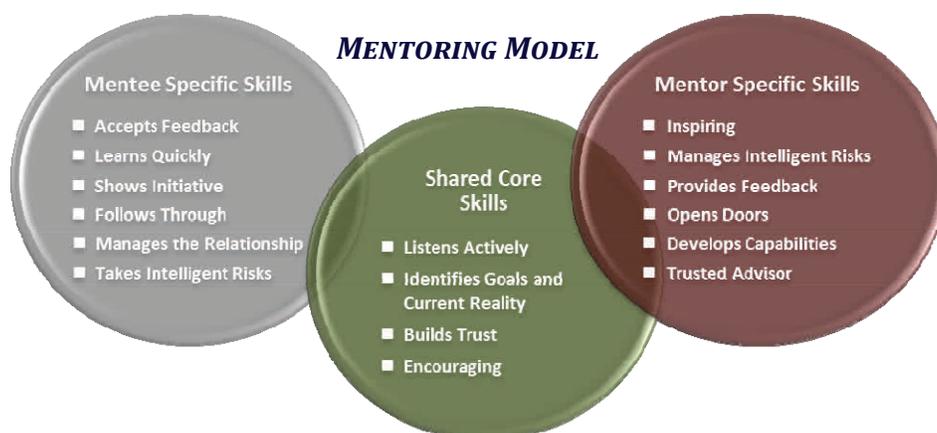
So...what are you waiting for? Registration is open and White Belts are available. Sign up today at <https://dohr.onapps.tn.gov/bblp/login.aspx> and begin the next leg of **your** leadership development journey!



MENTOR

TENNESSEE

The Tennessee Department of Human Resources and the TGLC are proud to introduce “Mentor Tennessee”. This is a dynamic eight-month mentoring program designed to support the continued development of top talent throughout the state. Grounded in the state’s core leadership competencies, mentees in participating agencies will engage in a variety of activities in partnership with a qualified mentor to promote professional and career development that is targeted to each mentee’s goals and individual needs.



The Business Case for Formal Mentoring:

Formal mentoring programs are becoming more and more widely implemented in both the public and private sectors. Because successful mentoring programs require proper understanding, planning, implementation and evaluation, the Tennessee Government Leadership Council (TGLC) is designing a state-wide program that is based on mentoring best practices and the state’s Leadership Competency Model. Formal mentoring programs have been shown to:

- teach and encourage knowledge sharing and a culture of open communication
- increase an individual’s ability to be successful as a leader
- improve the organizational commitment, engagement and retention of key talent

Research conducted by the US Human Resources Institute in 2010–11 claimed the following benefits from mentoring:

- 75% of executives said that mentoring increased their chances of promotion.
- There was an 88% average increase in productivity when mentoring was used, versus only a 24% increase when training alone was used.
- More than 60% of graduates listed the availability of mentoring as an important factor when choosing an employer.
- 77% of employers said that mentoring increased employee retention. Since 35% of employees who were NOT mentored looked for another job within 12 months, mentoring can be regarded as a targeted retention program.

Leaders are encouraged to discuss beginning Mentor Tennessee, as a pilot program with their Appointing Authority. If your Appointing Authority is interested in piloting Mentor Tennessee, please contact Ernie Ricketts, Ph.D. at ernie.ricketts@tn.gov.



What is Formal Mentoring?

While there are different types of mentoring relationships, *formal* mentoring is a structured program that provides a framework within which people can proactively support the development of one another. In the case of MENTOR Tennessee, the framework has been developed to support on-going career and leadership development for top talent.

Effective Mentors	Effective Mentees
<ul style="list-style-type: none"> ■ encourage the exploration of ideas in learning and development ■ provide appropriate and timely advice ■ serve as a confidant for work-related issues and problem solving ■ identify the need for skills training ■ serve as a resource for information ■ help mentees to shift their mental context or view alternative perspectives ■ openly share “lessons learned” and provide guidance 	<ul style="list-style-type: none"> ■ are open to receiving feedback ■ take responsibility for their own professional growth and development ■ seek challenging assignments and new responsibilities ■ keep commitments made with mentor ■ adjust/renegeotiate the mentoring relationship when personal or professional needs change

Mentor Tennessee Program Objectives

- build Tennessee’s talent pool
- teach and encourage knowledge sharing and a culture of open communication
- increase an individual’s ability to be successful as a leader
- improve organizational commitment, engagement and job satisfaction
- facilitate personal and professional growth

“In the past a leader was a boss. Today's leaders must be partners with their people... they no longer can lead solely based on positional power.”

Ken Blanchard

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

John Quincy Adams



Tennessee Government Leadership Council Members

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

Council Executive Sponsor
Trish Holliday, M.A., SPHR, Assistant Commissioner/Chief Learning Officer
Department of Human Resources

Council Liaison
Ernie Ricketts, Ph.D., SPHR, Director of Organizational Development
Department of Human Resources

- **Luvenia Butler – TGEI Steering Committee Chair**
Department of Health
- **Dorinda Carter – TGEI, LEAD Tennessee**
Department of Correction
- **Patricia H. Chatman – TGEI**
TN Housing Development Agency
- **Stephanie Dedmon – TGEI**
Department of Finance & Administration
- **Susan Dill – TGMI**
Department of Finance & Administration
- **Tammy Gennari – TGEI Steering Committee Past Chair**
Bureau of TennCare
- **Tammy Golden – TGEI**
Department of General Services
- **Sendy Parker Gregory – LEAD Tennessee**
TRICOR
- **Lauren Hill –TGMI, TGEI**
Department of Environment & Conservation
- **Richard Kennedy – LEAD Tennessee, TGMI**
Commission on Children & Youth
- **Casey Mahoney – LEAD Tennessee**
Department of Environment & Conservation
- **Tom O’Brien – LEAD Tennessee**
Department of Intellectual & Developmental Disabilities
- **Julie M. Perrey – LEAD Tennessee, TGEI, TGMI**
TRICOR
- **Lynette Porter – TGEI**
Council on Developmental Disabilities
- **April Romero – TGMI Steering Committee Chair**
Department of Finance & Administration
- **Lee Ann Smith – LEAD Tennessee**
Department of Finance & Administration
- **Brigitte Tubbs-Jones – LEAD Tennessee, TGEI**
Department of Human Resources
- **E. Ross White – TGMI**
Department of Commerce & Insurance
- **Andrea L. Wilson – LEAD Tennessee**
Department of Safety & Homeland Security
- **Mark E. Woods – LEAD Tennessee**
Department of Transportation



Tennessee Department of Human Resources Printing Authorization Number 319586, 500 copies. This public document was promulgated at a total cost of \$0.75 per copy, October 2013.