

Tennessee Government Leadership

LINK

Newsletter from the Tennessee Government Leadership Council



June 2016

Volume 4, Issue 2

Inside this issue:

Spotlight on Leadership	Page 1
BBP Interviews	Page 3
Bright Spots	Page 4
Committees	
Forward Focus	Page 12
Communications	Page 12
Systems Thinking	Page 12
Getting to Know Your TGL Council Members	Page 13
Book Review "The Servant"	Page 15
Lunch and Learn	Page 17
TGEI Class of 2015 Luncheon with First Lady Haslam	Page 18
TGL Toastmasters Club	Page 19
Toastmasters Conference	Page 20
Intellectual and Developmental Disabilities Book Club "Toy Box Leadership"	Page 21
TGL Alumni Certified Facilitators	Page 22
TGL Executive Leadership First Cohort	Page 23
LEAD Tennessee Alliance 7	Page 24
TGMI Class of 2016	Page 26
From the Desk of the CLO	Page 27
Vision Committee	Page 28
Belt Presentations	Page 29
Leaders Kudos Corner	Page 31



Tennessee State Government



SPOTLIGHT ON LEADERSHIP: COMMISSIONER GREG GONZALES FINANCIAL INSTITUTIONS

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

Introspection - because it's important to examine yourself as you lead others.

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

Not understanding the purpose and mission of the organization and what you are trying to achieve. If you don't understand purpose and mission clearly, then it is easy to be distracted by things that don't support the organization's goals and even to engage in things that are detrimental to your goals.

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

Engaging in a top to bottom review of the organization just as Governor Haslam had departments perform is important to allow an organization to step back and examine itself to see if the mission is still relevant and appropriate, and to fully understand the purpose of the organization. It is important to have ongoing communication with employees and stakeholders to remind and reaffirm mission which supports strategic ability. The feedback from regular engagement gives comfort to employees and stakeholders regarding organization direction while giving leaders valuable information regarding priority setting.

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

Making sure that you get all the information and viewpoints to make good decisions and that you get your staff engaged and comfortable in providing you with information, especially information that you might not want to hear but need to hear. An organization

cannot afford to have an atmosphere of fear in reporting problems or suggesting where improvement can be made.

What strategies are needed to meet that challenge?

First of all, having the ability and the process to identify talent in order to hire great people and then creating an environment that empowers staff to be engaged so that you receive a diverse set of views, especially on fundamentally important policy issues. Leaders must engage staff on a regular basis. It is important that you are intentional in creating relationships with staff that fosters a comfortable environment for information sharing. Share the vision and then empower staff to find ways to meet that vision. Inspire staff to be a part of a collaborative journey that is greater than anything we could do individually. We have found the Lean process to be one effort that facilitates safe discovery and improvement. The Commissioner's Leadership Academy is another tremendous opportunity to discover and share views of the organization while creating an open atmosphere.

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

If we have the right people in leadership roles in the organization then we can create a positive environment for continuous improvement that can move the mission and the philosophy of the organization forward. Not having the right people in leadership roles can stymie organizational success, dishearten employees and hinder their enthusiasm to contribute. Enthusiasm is infectious and a few right people in leadership roles can cause it to spread and take root.



Council Committees

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

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

1. Integrity, so we have a chance to establish trust.
2. Ability to adapt our organization and the environment that we operate in to continue to evolve rapidly.
3. Political savvy because the ability to be successful is dependent on strong relationships with diverse groups that are sometimes at odds with each other. Individuals that can help us build credibility that transcends competing factions within the customer base and can give everyone the warranted belief that regulation is fair and adds value. People that have an understanding of the landscape and what is possible and to even see things that never were and say why not.

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

Engaging in self-evaluation to understand how I can do things better. I watch other leaders closely. Specifically, the DOHR/TDFI leadership collaboration and Commissioner's Leadership Academy continue to support my growth as well as others in our department. Special thanks to Governor Haslam, Commissioner Hunter and Doc Holliday.

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

Be patient. Grow into your leadership role. Take the time to understand your purpose and mission. Collaborate with your team. Build relationships. Share your vision. Don't try to force your leadership role on others. Do what is right and others will follow your lead.

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

Patience, fairness and consistency. Working to find the happy balance of empowering staff to be bold in pushing the mission forward while having their backs to mitigate risk. Communicating the success of our team to our customer base and the public so that our staff is recognized for the great work that they are doing every day.

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

That we made an effort to have a regulatory program based on integrity that sought justice for all, even those that were not publicly favored or popular. That we tried to treat others the way we would want to be treated. Finally, that we created a culture that was not status quo, but was creative in support of the Governor's goals and gave members of our team opportunities to do great things.



**Thank you Commissioner Gonzales for
inspiring us all!**

“Confront your inadequacies and push your personal boundaries: It’s the surest way to grow, improve and expand the scope of your influence.”

John Maxwell



Tennessee
State Government

Leadership

Black Belt Program Participant Interviews

by Benny Romero,
TGEI 2014



Elaine Boyd
Director of Strategy and
Process Improvement
Environment and Conservation
Orange Belt



What's your story?

How did you arrive at your current position?

I had a pretty circuitous route to this position. With a BE in Civil and Environmental Engineering from Vanderbilt University, I first worked in Hazardous Wastes, Superfund and a rotational assignment in the Policy Office of Environmental Protection Agency Region 4 in Atlanta. I then went to private industry working first in sales engineering with Mobil Oil in Los Angeles, then environmental project management and marketing in Houston with Tenneco Gas. I then returned to my home state of Tennessee, where I employed my transferable skills in marketing and strategic planning in the commercial bank of the former First American/AmSouth Bank. I came to TDEC in 2005.

What is your favorite community service activity?

I am on the board of an organization called All About Women whose mission is connecting underinsured and uninsured women with free, engaging resources to balance their lives and improve their health. I feel blessed to have the opportunity to volunteer at the health fairs we sponsor and actually get to sign women up for a mammogram (sometimes their first ever) through the St. Thomas mobile mammography unit that we have available; or to see them be able to get their hearing tested, or receive a reflexology session. It makes me really appreciate some things we often take for granted.

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

Professionally, I became a Master Examiner in the TN Center for Performance Excellence and completed two team leader assignments – one a Level 1 review and the other, a Level 3. I facilitated several Lean events at TDEC that should have a significant impact on the efficiency of our processes in multiple areas of the department. I also became a DOHR certified training facilitator. Personally, I think I have strengthened my appreciation and acceptance of the joys, and sometimes, challenges that come with each day.

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

I am an avid reader and love to take long walks for exercise or just reflection. I also love to travel. I enjoyed my first trip to Europe last year, visiting Madrid and Barcelona, Spain and Rome, Italy.



Peter Heimbach
State Architect
Finance and Administration
Yellow Belt



What's your story?

How did you arrive at your current position?

Before coming to work for the State of Tennessee, I had been in a private architectural practice for over 20 years, working for two firms as well as venturing out on my own for a while. During this time I worked on many projects for the state, primarily for the Board of Regents, becoming familiar with the processes and procedures of the State. In addition, for the last ten or so years I represented the architectural profession on the state and national level in government advocacy, working with citizens and legislators to craft bills and policy. The alignment of these provided the perfect opportunity to move into my previous and current positions with the State.

What is your favorite community service activity?

I am heavily involved in the Boy Scouts and I thoroughly enjoy working with the boys to plan and work on their service projects. It is awesome to see them accomplish something in service to others and then teach others by that example.

How do you measure leadership success?

Leadership is based on influence and results. If you are not being followed in a direction that produces results, then you are not a leader.

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

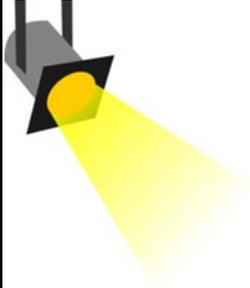
I enjoy working with my hands and camping or hiking. I usually end up working on my house or a car when I am not taking a weekend out with the Boy Scouts.





Leadership Bright Spots

Recognize someone today!



Engagement Committee (EC) Exemplary Performance and Committed Leadership

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

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

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

Anthony Hogan
Anthony.Hogan@tn.gov

Julie Perrey
Julie.Perrey@tn.gov

Kellie McCain
Kellie.McCain@tn.gov

Theresa Sloan
Theresa.C.Sloan@tn.gov

CJ McMorran
CJ.McMorran@tn.gov

Holly Smith
Holly.B.Smith@tn.gov

In this issue, you will find stories of inspiration provided by the following five departments: Labor and Workforce Development, Developmental Disabilities Council, Intellectual and Developmental Disabilities, Human Services, and Finance and Administration. In addition, recognition is given to a group of 80 state leaders engaged in the Tennessee Government Leadership Council Book Club for their commitment to learning and engaging their co-workers in new ideas and concepts of leadership.



Leadership Bright Spots



Career Coaches-Mobile Job Centers
Department of Labor and Workforce Development

Leadership Excellence in Workforce Development

by Kellie McCain
LEAD TN 2013

There are many Bright Spots coming from the Department of Labor and Workforce Development Career Coach Mobile Job Centers. Each grand region of the state has a mobile Career Coach. These mobile units are job centers that travel throughout Tennessee linked to the Jobs4TN.gov and the Tennessee American Job Center. Regional Coordinators and Career Specialists make a positive impact on the lives of Tennesseans seeking employment services.

The vehicles provide customers with internet-capable computer labs, space for workshops such as résumé building and interviewing skills; and serve as a recruitment center for companies moving into Tennessee. The Coaches can also be booked by businesses for events and job fairs. The Mobile Career Coach Units also serve as certified mobile High School Equivalency Testing (HSET) sites.



The Mobile Coaches are coordinated through the Workforce Services Division under the Director of Grants and Special Projects, **Nicholas Bishop**. Nicholas manages the Coach Units, the Dislocated Worker Unit (Rapid Response), the Work Opportunity Tax Credit Unit, and other special contracts and grants related to workforce development. A Central Office dedicated Program Specialist assists with the Coaches and other programs, communications, and social media in order to keep a uniform process. **Nicholas** currently is in the Tennessee LEAD program.

Bright Spot **Nicholas Bishop** explains that the overriding goal of the Coach is to connect job seekers and employers while creating access to workforce development services, training opportunities, education opportunities, and

business services to areas and populations that lack access to brick and mortar services. To do that, effective and strong state leaders are needed. The regional teams focus on the needs in the community when coordinating the mobile Coach. They take the service to the customer. It is employment outreach on a direct community level. His regional teams partner with schools to register high school seniors for work, and provide job resources and training through the Workforce and Innovation Opportunities Act (WIOA). Other community partners include libraries, community centers, municipalities and not for profit groups.



The mobile center staff is a Bright Spot in their customer service and leadership to Tennessee. **Nicholas** states they are on the road four to five days a week, as well as an occasional Saturday or evening event. One work week could entail

being in a rural area connecting people to education and workforce development, the next day staff may be inside a prison preparing inmates for release, the next they may be at a job fair, then they may be administering the High School Equivalency Test.

The importance of being a certified testing site offers a new opportunity for many Tennesseans. In the past year, over 1,000 Tennesseans obtained their High School Diploma credential via the mobile testing services. The mobile HSET testing function is one of only a few in the nation. The mobile unit travels to customers at no cost with the only goal in mind to serve and assist in job acquisition. Pictured above are Department of Labor and Workforce Development Commissioner Burns Phillip and the East Regional unit staff.



One Bright Spot is East Regional Coordinator, **Steve Jeter** (pictured at left). An example of his community leadership is when he helped secure a partnership in Knoxville with Knoxville's Safe Neighborhoods, Mayor Rogero's office, Save our Sons and Workforce Connections. **Steve** and the career specialist took the Career Coach to Knoxville's inner city.

Providing mobile job services to youth, the Coach gave access to skills training, computer labs, education and employment skills. This community connection was developed to build a better future for the youth of Knoxville and decrease their odds of becoming at-risk youth. The East TN Coach is planning monthly visits to neighborhoods that are susceptible to crime and high unemployment with the goal of reaching at-risk youth and connecting them to training, entrepreneurial activities, higher education, and employment.



In Middle Tennessee, another Bright Spot can be seen in **Gayle Age** (pictured at left) and **Phil Collier**, (pictured at left below) program management staff that currently assist with the Middle TN Career Coach. The Middle TN Coach covers 40 counties in the Middle region, stretching from the Kentucky state line to the Alabama border. The Middle Team provides HISET administration to numerous county jails across the region to help incarcerated individuals obtain their High School Credentials and employment prior to release. Statistics have shown that these services greatly reduce the chance of recidivism, while also fostering safer communities.



The Middle Coach can often be found visiting food banks, homeless shelters and schools, as well

as assisting employers such as Beretta and Hankook Tires with mass hiring events.



The West Regional Coordinator, **Dayton Roberts** (pictured at left) is a Bright Spot for leading the charge into rural Tennessee for workforce training and development. **Dayton** reaches populations that do not have access to career centers. **Dayton** and the Career Specialists focus on all needs in West Tennessee. In addition to conducting

outreach in rural West Tennessee, the West Team also makes frequent visits to Memphis to provide service to populations that may lack transportation to brick and mortar services.

The Career Coach staff members from the Department of Labor and Workforce Development are clear examples of Bright Spots in Tennessee Government. They are servant leaders going into our communities each work day providing the means for Tennesseans to have better lives. They are truly inspirational. Congratulations are extended to this work team for their hard work and dedication to creating a better Tennessee.

**Congratulations
Career Coaches -
Mobile Job Centers!**

**“Pay it forward means it is no longer about
you the individual, but about others
and giving back to the community.**

**Dr. Trish Holliday
Assistant Commissioner
and Chief Learning Officer**



Leadership Bright Spots



Safe Sleep Campaign Tennessee Department of Health

Department of Health Safe Sleep Campaign Saves Lives

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

The Division of Family Health and Wellness began the Tennessee Safe Sleep Campaign in 2014. This campaign focuses on educating parents and hospital staff on the "ABC's of Safe Sleep." Sleep-related infant deaths account for 20 percent of all infant deaths in Tennessee.

The Safe Sleep Campaign message was displayed on city buses in Memphis, Nashville and Chattanooga. Other materials available were door hangers with a checklist for parents and caregivers, as well as posters, fliers, floor talkers and magnets with the message "Babies should sleep **A**lone, on their **B**ack and in a **C**rib." A media campaign was also launched that included television and radio Public Service Announcements.

Because 98.7% of Tennessee babies are born in hospitals, the department partnered with 100% of birthing hospitals and five non-delivery hospitals across the state to spread the safe sleep message to parents and caregivers. As a result of this partnership, these hospitals agreed to

conduct at least one annual education event for all perinatal staff on Safe Sleep recommendations, require that staff models Safe Sleep recommendations and plan for a least one quarterly internal compliance audit. They also agreed to submit an annual report on educational activities and staff compliance to Tennessee Department of Health.

Congratulations to **Dr. John Dreyzehener**, Commissioner of the Tennessee Department of Health, and **Dr. Michael Warren**, Assistant Commissioner, **Rachel Heitman**, Director, **April Kincaid**, Division of Family Health and Wellness, and **Bill Christian**, Association Communications Director. Due to the efforts of these individuals and their coworkers, Tennessee has seen a 25% reduction in sleep-related deaths of infants since the start of this campaign.

To learn more about the ABC's of Safe Sleep please visit <http://www.tn.gov/health/topic/safe-sleep>.



safesleep.tn.gov



Leadership Bright Spots



Alicia Cone
Council on Developmental Disabilities

Preparing the Next Generation of Leaders in the Field of Disabilities

by Kellie McCain
LEAD TN 2013

A Bright Spot at the Tennessee Council on Developmental Disabilities (DD) is the Director of the Grant Program, **Alicia Cone**. Alicia is a 2014 LEAD graduate and has been in state service for nearly 18 years.

The DD Council wanted a way for leaders in state government programs serving Tennesseans with disabilities to support their customers with the same approach. Council staff identified 16 state agencies with well over 55 different programs that directly impact the lives of Tennesseans with disabilities, all of which served their customers with different approaches. Nearly 7,000 Tennessee state employees work in programs where they are expected to regularly interact with customers with disabilities in various ways.

With this in mind, Alicia, along with Council executive staff, held discussions about agencies unifying and operating from a shared set of values, goals and principles. They knew this would require strong commitments in cross-agency collaboration. The Council leadership stressed relationships and partnerships with everyone who shared values in supporting people with disabilities, and wanting to work for positive change was vital.

It was not until Alicia reflected on her own leadership legacy, lessons from LEAD, attending a conference for emerging leaders in the field of disabilities, and an inspiring co-worker that she formed an idea to connect state leaders serving people with disabilities. Alicia had an epiphany about the pieces needed to achieve unity:

narrowing the focus to state employees, partnering with Department of Human Resources (DOHR)/Strategic Learning Solutions, and identifying a set of shared values and understanding about how to serve Tennesseans with disabilities and their families. The end result of Alicia's thoughts molded into a leadership academy patterned after LEAD TN for state employees who serve people with disabilities.

Collaborating with DOHR, the official Leadership Academy for Excellence in Disability Services was developed. The Academy will create an ever increasing corps of state employees who operate with the same set of values, strong leadership skills, and allow state departments to serve Tennesseans in a more holistic manner through cross-agency collaboration. Between 25 and 40 participants from a variety of agencies will be selected for the first academy taking place over 12 months to culminate in a final project that aims to strategically improve some aspect of state programs or services for people with disabilities.

Subject matter experts and commissioners or departmental leaders will speak at each session. Classes will include generic leadership development presentations and tie those competencies to improving how the State serves customers with disabilities and their families. Core values of self-determination for individuals with disabilities, a lifespan perspective, community-based and integrated supports, person-centeredness, and collaboration will be emphasized throughout the Academy.

Congratulations Alicia!!



Leadership Bright Spots



Doan Dinh June Snyder Arethea Cole Linda Sain Kimberly Turner Vanassa Branch Kyra Keathley Quinten Smith

**West Regional Office
Increase Operational Efficiency Theme Team**
Department of Intellectual
and Developmental Disabilities

Successful Teaming for Improving Government Efficiency and Boosting Morale

by CJ McMorran
LEAD TN 2012, TGEI 2015

Over the course of the past two years, the Department of Intellectual and Developmental Disabilities West Region utilized strategic mapping and developed a Balanced Scorecard to bring focus across the 355 person team. The process resulted with four Strategic Theme Teams. Each team consists of a cross-sectional representation of the region and focuses on one of four strategically identified areas for improvement. Focus Areas include: Improved Communications, Improved Operational Efficiency, Empowering the Workforce, and Improved Customer-Focused Service.

Each Theme Team assesses the needs, develops and then implements strategies to achieve **S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**ime Sensitive outcomes. The Operational Efficiency Theme Team has a combined total of 180 years of state service and is pictured above.

The Operational Efficiency Theme Team set the goal for the west regional offices to reduce utilities and fuel costs from \$529,622 in FY14-15 to \$476,660 in FY15-16, or by 10%. Presently, costs are running 16% below this same time last year, exceeding expectations, and putting them on target for achieving the desired outcome.

When asked, the team indicated that they needed to know what was happening with utility costs in order to make a difference. Then they set out to work together with the larger workforce to share the goal, provide them with information and make the efficiencies a reality. Working

across all divisions within the region was important as well as having support from the senior management team.

The team reported that information sharing was very powerful! Sharing information increased employee motivation and morale, enabling everyone to work together as a group. Information was obtained by reaching out to the local utility company (Memphis Light, Gas & Water) to request an energy assessment of the Arlington Campus as well as 12 additional properties, and from monthly financial reports.

The energy assessment provided real ways to reduce costs and consumption. This information was shared with the senior management team and changes began being implemented. As information was shared across the work force, people began independently turning out lights when exiting a room and making rounds in the evening to ensure all unnecessary lighting was turned off. Everyone got behind the initiative.

Additionally, the Theme Team organized a regional office declutter day that encouraged office suites and divisions to go through their work areas to identify excess office supplies that could be gathered up and re-issued to other areas that may be in need. The results were amazing! People really got excited, bringing about the creation of an overflow supply room that is being used up prior to placing any additional orders for supplies. The result is a better looking work environment and reduced storage and waste.

The Theme Team provided door prizes for participants that everyone enjoyed.

Finally, the Theme Team has been successful in leading the reduction of record storage by 2000 cubic feet over the past year. This was a huge undertaking as the department worked through years of records retained due to litigation holds that have now been lifted. This accomplishment further reduced costs to the department.

Keys to their success included:

- Working together as a team, everyone participated
- Raising awareness of the issues/desired outcomes; Generating Buy-In
- Developing a Plan of Action
- Making commitments/assignments
- Holding each other accountable.

Aside from the measurable results, the team reported increased morale across the organization as employees felt empowered. The Theme Team sent out a survey to all regional staff early on, asking about employee behaviors such as, "Do you turn off your computer at the end of the day?" "How do you go about reporting a maintenance issue?" and "Please share ideas you have about how to reduce utility costs." That is when things really took off. Other employees viewed the team as working with them, rather than employees working for them. Go Team!

For more information about the Balanced Scorecard, see the book *Balanced Scorecards & Operational Dashboards with Microsoft Excel, Second Edition*, by Ron Person (2013).



Leadership Bright Spots

TGL Book Club

by Anthony Hogan
TGMI 2014

The TGL Book Club going strong is definitely a 'Bright Spot' for the leaders and managers of State Government. This year there are two cohorts of the TGL Book Club because of the interest, learning platform and fun nature of the meetings. The April meeting was the first to combine both of the book clubs so that we could hear from an industry expert on how to lead and manage teams to achieve the most important goals of your organization.

On April 26 we had the opportunity to hear from Kent Vaughn of Franklin Covey to speak on the book *"The Four Disciplines of Execution"* by Chris McChesney and Sean Covey. The presentation focused on the concepts from the book that we can all relate to. The daily grind of the tasks we have to accomplish is the "whirlwind," those urgent things that can dominate all of our time that keeps us from achieving our important goals of the organization.

The four disciplines are "easy said, hard to do" and if you can implement these ideas then success can be achieved. Discipline number one is focus on the wildly important; number two is focus on lead measure not lag measures; number three is keep a compelling score card; and number four is have a cadence of accountability.

Focus on the wildly important is so we can identify what is the primary goal or goals, and not to have more than two or three goals that the group agrees on and can implement. This will allow people to focus their efforts and accomplish them

without getting caught up in the daily whirlwind.

Next, setup lead measures that look at how to accomplish the goal. It is harder than it sounds. But the goal is to have a measure that is from X to Y by when. Sound familiar? It sounds like our IPP S.M.A.R.T. job plan development goals. Keep in mind that lag measures are those that most people focus on, e.g., we issued this many permits; while the lead measures are how we get to that goal.

To keep all of the team or organization engaged, you should keep a scoreboard that is compelling and allows everyone to know where you are at any time. People like to win and if they know the score and what they can do to help win, they will do it.

Finally keeping people accountable is important so the goal doesn't fall by the wayside. Weekly or routine meetings focusing just on these wildly important goals without interference from the daily whirlwind are an important step.

The meeting and the discussion on the Four Disciplines of Execution was a success and many thanks to Kent Vaughn of Franklin Covey from his insight and inspiration. CLO Trish Holliday and Commissioner Rebecca Hunter encouraged us all to better ourselves and to achieve those goals. Thanks to all of you in Human Resources for helping with these important tools for state leaders and managers and to all of those who participated. You are the bright spots for the future of State Government.



Leadership Bright Spots



April Romero

Department of Finance and Administration

Superheroes among Us – April Romero

by Anthony Hogan
TGMI 2014

As a kid we were in awe of the superheroes in the comics. Their special abilities and how they used those abilities to help others around them and to avert disasters. Some superheroes were born with those abilities such as Superman and Wonder Woman. Others received them by some process such as Spiderman (bit by a radioactive spider) or Batman (by a traumatic childhood event). All had special skills and abilities and used them to thwart crime and help people in need, or save the world. As I grew older, I started to see that there are superheroes all around us and all we need to do is to recognize them.

One of those superheroes is one of our very own in State Government and the Leadership Council. That person is April Romero. April is active and a bundle of energy and enthusiasm every day you speak with her. She was born with those abilities and she uses them with a combination of drive and determination to achieve greatness and to make State Government better for us all. But her commitment to taking on projects and setting and achieving lofty goals is the area in which she excels.

April wears many different hats just like our superheroes. April's day to day job is no easy task; she has been a project manager for Edison since 2008 and is a Certified Scrum Master. In addition to those day-to-day tasks, she also sought out other opportunities and ways to help around State Government and her community. April began service in the TGL Leadership Council in June 2013 and began services as the TGMI Steering Committee Vice Chair in January 2013.

She began work with the TGMI Steering Committee in 2011 for two years as the member at large and began as the Vice Chair in 2013 for about six months. When the Chair of the Committee was unable to complete the term, April quickly stepped in during June of 2013 and served as Chair until December 2014, which to date is the longest serving Chair. April stated she received some advice from a mentor Ross White who told her to pick one project to complete, but in true superhero form she chose two. She created an

Advisory Board consisting of past chairs of TGMI Alumni that are in State Government and developed a Steering Committee manual of Standard Operating Procedures to help future TGMI Chairs.

April didn't stop there; she was part of the co-creator team to develop the TGL Book Club, which is a resounding success. She also was one of the founding members of the TGL Toastmasters club and serves on the board of the club. April received her Advanced Leader Bronze Level with the Toastmasters club recently.

April was the first person to receive the Black Belt award of the TGL Black Belt program, a notable achievement showing support and dedication to State Government and to the community. She also is a Certified Facilitator for Training with DOHR.

In May of this year, April received her Master of Professional Studies degree from MTSU. She took advantage of the tuition waiver for one course per semester and encourages all State employees to follow their goals and dreams and use this opportunity that the State offers.

She does community work and helps with DivorceCare for those going through separation and divorce and the hardships that can bring. She has the goal to develop her public speaking skills to be used in this pursuit for support of family members and the persons going through divorce. She plans on writing a book in the near future to help those that have never been divorced help friends and family going through divorce. All this and she is still a great mom to her nine year old daughter Elizabeth.

April is definitely a superhero that we can all relate to and hope to follow in her footsteps. From the excellence in her work, the commitment to bettering the opportunities for her fellow state employees and leaders, and in helping her community and others in need, April is an inspiration on so many levels. Congratulations to her on her work ethic, projects and job excellence that should be a model for us all. Now go out and be superhero yourself!

Forward Focus Committee (FFC)



Focusing on Connections

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

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

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

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

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

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

David Adams
David.C.Adams@tn.gov

Melissa Boaz
Melissa.Boaz@cot.tn.gov

Barry Brawley
Barry.Brawley@tn.gov

Lauren Hill
Lauren.Hill@tn.gov

Casey Mahoney
Casey.Mahoney@tn.gov

Terry Malone
TMalone@thda.org

Sterling van der Spuy
Sterling.vanderSpuy@tn.gov

Communications Committee (CC)

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

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

Susan Burdette
Susan.Burdette@tn.gov

April Romero
April.Romero@tn.gov

Benny Romero
Benny.Romero@tn.gov

Melissa Wiseman
Melissa.Wiseman@tn.gov

Systems Thinking Committee (STC)

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

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

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

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

Peggy Birthrong
Peggy.X.Birthrong@tn.gov

Julian Davis
Julian.Davis@tn.gov

Vicky Hutchings
Vicky.Hutchings@tn.gov

Richard Kennedy
Richard.Kennedy@tn.gov

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

Joseph Waldrum
Joseph.Waldrum@tn.gov

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

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



Tammy Golden
Assistant Commissioner
of Communication, Publishing, and Distribution
General Services

by Susan Burdette
 TGMI 2008, LEAD TN 2014

Tammy was recently promoted to Assistant Commissioner from the position of Director of Printing and Media Services. Prior to coming to state government 16 years ago, Tammy worked in the commercial print industry, focusing on customer service. Tammy is an inaugural member of the Tennessee Government Leadership Council where she serves on the Vision Committee that created the Black Belt Program. She is a 2011 graduate of TGEI and was one of the first three state employees to receive her Black Belt.

What's a typical day or week for you as an Assistant Commissioner like?

This is a new role for me and it's actually changed the structure of my day quite a bit! I moved out of my office and am now free addressing, moving between Centennial Boulevard, Andrew Jackson, and the Tennessee Tower throughout the day. I am overseeing the consolidation of Printing, Warehousing, and Postal Services, so that is what takes up the majority of my day. It's pretty exciting because we're doing some transformational things that should allow us to ultimately give better service to state agencies and help make us all more efficient and effective with our communications.

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

The best advice I got was from my parents. They taught me to be an "inside out" person. By that I mean that I get to decide the kind of person I want to be (on the inside) and that's what I should portray on the outside. In other words, don't let your environment and circumstances dictate the kind of person you are going to be. YOU get to choose. So, if I decide I'm going to be a happy, successful person, I'm not going to let negativity or difficult circumstances around me change that. That's not always easy to do, but it's a great goal and it applies to everything from your career to driving in traffic.

How can you pay your TGL experience forward?

Being a part of TGL is career-changing, both because of the leadership development training and because of the

relationships that are formed across the enterprise. We encourage our managers to apply for TGL programs so that they can have this experience and to help them further their career. Of course, there are a limited number of seats, so we try to find other ways to encourage their development. One example is that we started a supervisors' lending library where we keep all of our books on leadership and technical skills for their use. Also, whenever anyone on our staff gets selected to participate in a TGL program, we ask them to 'debrief' other managers about their experience so we can all share in what was learned. I also love it when we allow the TGL to invite an emerging leader to the TGL conference. That's a great way to pay it forward!

Tell us something unique about you.

I have a huge passion for music. I actually started as a music major in college, with an emphasis in piano. I still play piano for church or just for fun. I also direct the handbell choir at our church and get involved with a lot of the music planning. My youngest daughter shares my love for music and many evenings you can find me at some Nashville music venue listening to her perform.



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



Marcus Dodson
Information Systems Manager
Treasury

by Susan Burdette
TGMI 2008, LEAD TN 2014

Marcus was recently awarded the 2015 Outstanding Agency IT Professional by the State's Information Technology Management Association and was selected out of 23 nominations. One nomination said "Marcus has exceptional leadership skills, and provides guidance to his team, modeling to them his continued commitment to customer satisfaction." Marcus said, "I know this is a distinguished award and I'm very proud to receive it but it is just the way I do things. I treat people the way I want to be treated; I am humbled to serve my employees and those I report to; and I seek alternate ways to improve systems while reducing cost; building teams, and encouraging individual growth."

What's a typical day or week for you as an Information Systems Manager like?

I love my job because of the people and things we get to do. We don't have typical days. Treasury team members say we fix their problems but I see it as seizing an opportunity. The daily demands on staff to complete their work can be frustrating when computers and systems do not cooperate. My staff and I seize the opportunity to resolve issues. We make certain the "customer" is always in customer service. A day could range from a network outage for the entire department to issues with communication lines to the bank. A top

priority is to ensure the money keeps moving. A well planned day can turn into chaos very quickly. My team and I are living and learning proof it is not the chaos, it is how you react to it.

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

It's difficult to narrow down the best advice to one thing. Some things that come to mind include: Never give up! Be true to yourself. Be honest. Maintain your integrity. Always be willing to help those who are less fortunate. Growing up, I enjoyed talking to the "grand" generation because I realized they had travelled the road before. I wasn't looking for a shortcut but I felt if I could gain knowledge or receive any advice from them, it would improve my journey in life.

How can you pay your TGL experience forward?

TGL programs are amazing. Paying it forward includes sharing my knowledge and experiences as well as promoting the programs, recruiting and engaging others.

Tell us something unique about you

I grew up in a small Kentucky farm town and I'm the only person in my family to further their education beyond a two year degree. I consider myself a lifelong learner.

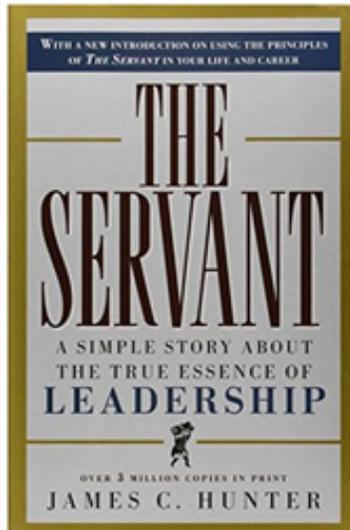
**"Faith is taking the first step
even when you don't see the whole staircase."**

Martin Luther King Jr.

The Servant:

A Simple Story about the True Essence of Leadership

by Marcus Dodson
TGMI 2014, LEAD TN 2016



Whether you are new to a leadership role or in a senior role, I recommend this book for all levels. The story may be fictional but the servant leadership principles are real; delivered in an easy, understandable manner; and thought provoking on how we are leading today. I hope you read, learn and enjoy!

The title is perfect for the book as this is a "simple story about the true essence of leadership." Six professionals meet for the first time at a Christian

retreat near Lake Michigan. The retreat provides each participant a learning experience on the idea that leadership is character and substance based on the golden rule: treat others the way you want to be treated. The six students represent individuals we can easily identify with and through their stories, we learn the differences between power vs. authority; need vs. want; and new and old paradigms.

We experience the week through John Daily's eyes. John volunteered to attend the retreat after a discussion with his pastor. Although John seemed to be doing well for himself financially, his life was beginning to fall apart. His children were out of control, his relationship with his wife was declining, and his relationships with his employees and coworkers were spiraling out of control.

John needed guidance to turn things around before all was lost. He knew there was hope and had inner feelings and "coincidences" that all circled around the Biblical character Simeon. Passages used at his baptism and wedding continued to come to John, as well as reoccurring dreams. In his dreams, a character advised he should seek out Simeon and listen to him.

John knew a former businessman, Len Hoffman, was a monk at the monastery where the retreat was being held. Hoffman had given up his lifestyle, joined the monastery and to John's surprise, was teaching at the monastery. John knew he was where he was supposed to be when he learned Hoffman's name in the monastery was Simeon.

During the week the students learned the nature of leadership by understanding the definitions of leadership, power, and authority. They defined the characteristics and

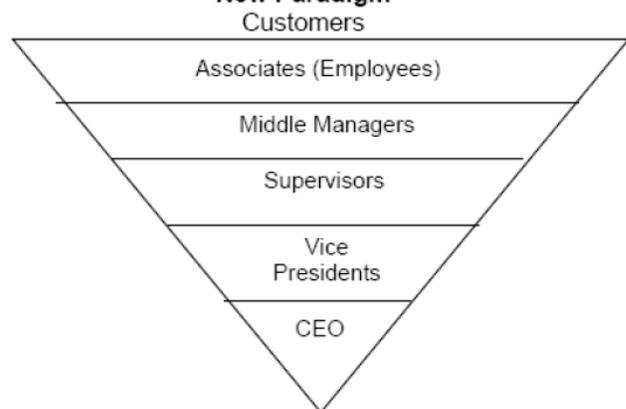
Old Paradigm



traits of a good leader and how those allowed the leader to influence the team to do more and earn respect from their employees and coworkers. The students diagrammed the old paradigm where the leader is on top of the triangle in a power position to force their will upon employees.

They compared this to a new paradigm where the employees are on top and the leader is at the bottom, taking an active interest in their employees and doing what is best for them. They quickly learned to be a true and

New Paradigm



effective leader, one must be willing to serve their employees as well as the organization and sacrifice pride and personal gain.

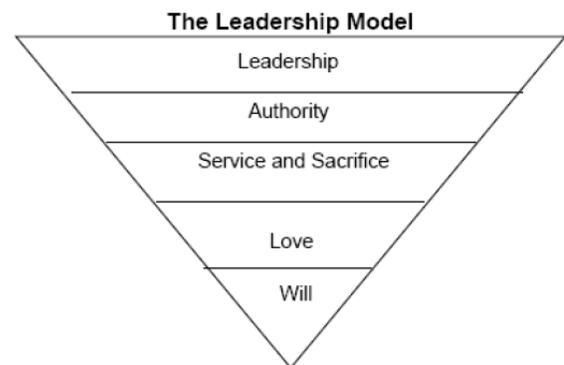
The students further studied how leaders must love what they are doing and the people they are doing it with. Love in this sense is a verb (love is as love does) and not feelings towards someone. Love is the alignment of your intentions

and actions or your will. The students noticed the characteristics of love are the same or similar to the qualities of a good leader. These included: patience, kindness, humbleness, honesty, respectfulness, being committed, and being forgiving. The students compiled a leadership model based upon will, love, service and sacrifice as the basis for an effective leader.

The students reflected on personal choices they had made, the results they obtained, and confirmed “you reap what you sow.” Everyone agreed being a good and effective leader took skill and no one is perfect. Becoming a leader is a choice and the choice begins with will. The students reviewed four stages of learning a new leadership skill:

- Stage one:** Unconscious and unskilled – not aware of a skill and cannot perform it
- Stage two:** Conscious and unskilled – aware of a skill and have not started learning it
- Stage three:** Conscious and skilled – aware of a new skill and have started learning
- Stage four:** Unconscious and skilled – learned a new skill and perform it without having to think about it; the skill becomes second nature

As the week came to close, the students reflected on what they experienced. They learned the true foundation of leadership is authority built on relationships, love, service and sacrifice. Leaders must always be willing to learn and provide the needs to those they serve. They must give praise and recognition to their employees while being honest, respectful and kind. Leaders must lead with authority, love what they do and love those they do it with. As you master these ideas, becoming a servant leader will be rewarding to those you serve, but the most rewarding thing will be the joy you received by helping those you serve.



The CLO's Top Ten "Must Reads"

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

“Leaders are Readers!”

Greg Adams, Tennessee's Chief Operating Officer

TGL Lunch and Learns Series

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

Mark your calendar for upcoming TGL Lunch and Learn dates



July 13

Reen Baskin, General Services
Alternative Work Solutions

August 10

Black Belt Program Discussion

September 14

Scott McClellan,
TBI Wireless Hacking

October 12

Steve Chester, Human Resources
Managing Multi Generations

November

None (TGL Conference)

December 14

TBD

TGL Lunch and Learn Preparedness Mitigates Fear

by Dana Simons, LEAD TN 2015

The first monthly Lunch and Learn was held on Wednesday, May 11th. Brice Allen, Supervisory Agent of the Bureau of Preparedness, Department of Safety and Homeland Security was the keynote speaker and gave an overview of the Active Shooter class. Hitting the highpoints, he spoke on tips and important tactics to remember if, or when, you find yourself victim to such tragedy.

What would you do if someone walked in your office and opened fire? Sure you think your inner Captain America would emerge and you would respond bravely, but statistics show panic and fear take over and most people fail to respond at all. As a matter of fact, the number one response taught is to simply run. Yet, most freeze from fear. Allen explained most active shooters act alone, 98% are males, and their aggression is usually directed towards a specific person. He also urged the importance to focus first on getting

to a safe place, then build a barricade between yourself and the attacker, and finally try to notify the police. If at all possible, leave belongings behind and flee the building/area.

Although we remain hopeful that tragedy never strikes close to us, it is important to prepare for the unpredictable. By knowing what you are facing in this type of situation and equipping yourself with knowledge to help mitigate the fear, you may one day save your life, your co-workers life, or the life of a family member.



TGL Lunch and Learn DOHR Executive Leadership Panel

by Marcus Dodson, TGMI 2014, LEAD TN 2016

The second lunch and learn was held on May 26th and featured five members of the DOHR Executive team: Commissioner Rebecca Hunter, Deputy Commissioner and General Counsel Danielle Barnes, Assistant Commissioner and Chief Operating Officer Terence Donaldson, Assistant Commissioner and Chief Learning Officer Dr. Trish Holliday,

and Assistant Commissioner and Chief HR Officer Kim Yap. The team shared DOHR's vision and plans for the future to strategically drive transformation through innovative human resources leadership and practices to shape the best workforce for state government.

TGEI Class of 2015 Quarterly Luncheon

by Tricia Kitchens
TGEI 2015

With a warm breeze and the flowers beginning to bloom in the garden, there was no better day or location for the TGEI Class of 2015 to reconnect. We were honored to hold our quarterly luncheon on Tuesday, March 22nd at the Tennessee Residence with First Lady Crissy Haslam presenting the keynote address.



The First Lady provided a history of the residence, gardens and Conservation Hall. We also heard about the programs that she has supported throughout the administration with a highlight on **“Read to be Ready.”** This program addresses the need to improve the reading performance of our students. She noted that only 43% of Tennessee students are proficient in reading when they leave the third grade. In support of the program, our class donated books that will be given to elementary school students. We are also looking for ways to support this effort on an ongoing basis in an effort to further our mission to be the “Most Charitable” TGEI Class.

After our lunch, our class Vice President Mark Proctor took us on a tour of the residence and grounds with stories being told about all the guests who have visited during the years. We also had the benefit of our Communications Director Corinne Gould providing additional stories about the residence. Who knew that Ann Ellington Wagner, the daughter of Governor Buford Ellington, dated Elvis?

Twenty-two members of the class were able to attend the event, with a few making the trip from East and West Tennessee. One of the most important take-a-ways from TGEI for our class was the development of new friendships, so it was great to catch up on happenings in our agencies and families. We try to stay in touch via social media but in-person meetings are important for all of us.

In addition to class members, we were also honored to have the event attended by Department of Human Resources representatives, Commissioner Rebecca Hunter and Assistant Commissioner and Chief Learning Officer Dr. Trish Holiday. From the University of Tennessee Institute for Public Service, we had Dr. Herb Byrd, Vice President and from the Naifeh Center for Effective Leadership, Stefani Mundi, Training Specialist.





Toastmasters for Tennessee Government Leadership

On a Mission

by Helen Ford, TGEI 2002, LEAD TN 2013
TGL Toastmasters Vice President of Membership

TGL Toastmaster's Club Mission: "We provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth."

I love our Club Mission because it embodies the essence of true leaders, seeking not only to succeed but to bring others along the upward path. It is amazing what this collaboration of peers is accomplishing by directly improving the personal skills of each member. Every meeting is sprinkled with encouragement, genuine feedback and the motivation to take on the next challenge. Because we are all leaders, when we further develop ourselves, our organizations grow and thereby, the State advances.

There aren't many places you can go that will allow the growth and development of individuals in this manner and at this pace. Each person is respected and provided an opportunity to further develop communication and leadership skills at his/her own steady, consistent level.

Why is this so important and relevant to the success of TGL Toastmasters and Tennessee's Leaders?

- As professionals chosen to lead Tennessee, good communication skills are necessary; however, outstanding communication skills are expected.
- Lifelong learning is as much a part of a leader's repertoire as our TGL Book Club mantra "Leaders are Readers."
- Realistically looking at one's individual strengths and weakness allows the opportunity to improve and complement each other's abilities thus spreading a stronger wealth of competence across state agencies.

We learn by doing and through repetition we reinforce the lessons and retain new confidence levels. Weekly meetings, in addition to work responsibilities, can be challenging; however, when you are on a mission to improve your abilities and skills and also offer to others your knowledge and wisdom for a greater Tennessee, that takes sacrifice.

**"It is by giving we receive and by sacrifice we overcome.
I am a proud member of TGL Toastmasters Club."**

Helen Ford, TGL Toastmasters Vice President of Membership

Toastmasters District Spring Conference



by April Romero
TGMI 2008

Each year our Toastmasters International District holds two conferences, one in the fall and spring, which all Toastmasters are invited to attend. At the conference we gain valuable education to bring back to our club; we are able to witness the district speech contests; we watch awards being handed out; we conduct Toastmasters business for the district; and we get to witness the awarding of any recent Distinguished Toastmasters (DTM), which is the highest certification awarded by Toastmasters International. The panoramic photo shows all DTMs present at the conference lining up to welcome the two new DTMs. In April several of our TGL Toastmasters Club members (Trish Holliday, Lauren Hill, Helen Ford, Julie Perrey and April Romero) had a great time in Knoxville at the D63 district conference. Although our club is only a little over a year old, we are very pleased to have won three awards:

Talk up Toastmasters Award – this award is given to clubs that add five new, dual, or reinstated members between February 1st and March 31st.

Best Newsletter, 2nd Place – this award is given to clubs for creating and publishing a newsletter which serves to further the message of Toastmasters International and District 63, and promotes their club.

Best Writing, 3rd Place – this award is given for authoring individual articles that further the message of Toastmasters International and District 63, and promotes their club.

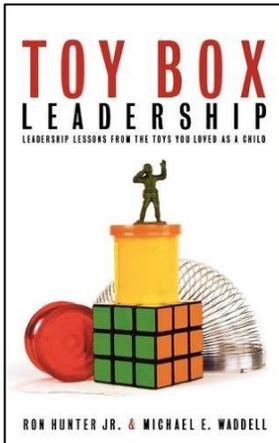


Intellectual and Developmental Disabilities Toy Box Leadership

Leadership Lessons from the Toys you Loved as a Child

by CJ McMorran

LEAD TN 2012, TGEI 2015



Toys are only fun if they are being used. The DIDD West TN Regional Office Leadership Book Club met on April 14, 2016 to learn about leadership principles associated with ten different toys as described in the book "Toy Box Leadership" written by Ron Hunter, Jr. and Michael E. Waddell.

The principles of leadership and their associated toys included: Lego Bricks – Relationships, Slinky Dog – Vision, Play Doh – Mentoring, Yo-Yo – Creativity, Mr. Potato Head – Communication, Rubics Cube – Ethics, Rocking Horse – Efficiency, Little Green Army Men – Strategy, Lite-Brite – Illuminate to Communicate, and Weebles – Endurance. Several of the toys described in the book were on display as well as some leadership quotes noted throughout the book. Each participant was provided a copy of a TGL Book Study Handout. Janet Neihoff and Elverna Cain facilitated discussion of each chapter in the book and incorporated some interactive activities.



Lego Bricks gave us some foundations for relationships, specifically about methods of connecting. Today's leaders must have connectational value – partners with people and connectational ability – reliable, compatible, and reusable. If we don't, then we will have connectational failures causing setbacks in our organization.

Slinky Dog demonstrates the importance of leaders having a vision for their organization, sharing that vision with their followers and then having the patience to observe the growth of their organization. Having a vision is very significant because it gives the organization direction. We completed a vision activity using DIDD's vision –participants randomly selected a page that had words on it and they had to arrange themselves in the correct order as the vision is written. They all knew our organization's vision!



Play-Doh reminded us that being a play-doh person means you have determined to be molded in positive ways. Participants were given some play-doh and asked to mold a letter or number using their hands. To be mentorable, one must be open to change and being changed. People are changed by molds-choose your molds (people, books, listening). After molding their play-doh, participants were then asked if it

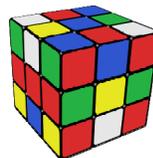


would have been easier to make their chosen letter or number if they had a mold to use instead of their hands.



Yo-Yo reminded us that a Leader may not be the most creative (does not mean that they are not an effective leader), but they must surround themselves around people who are. Creativity creates opportunities and it only happens when you pull and let go. Pull through communication, pull with courage, pull with determination, and pull by example.

Mr. Potato Head taught us that 90% of your message is non-verbal and there are eight faces that every Leader must pack. The eight faces are: Empathetic, Confident, Intense, Attentive, Disappointed, Happy, Sincere, and Optimistic. Participants were asked to partner up with another person and each picked at random one of the eight faces from an envelope. They then were asked to display their face to their partner to see if their partner could guess which face they were wearing. The minute you walk into a room someone is watching your face for a sign.



Rubik's Cube reminded us of developing and maintaining integrity and ethics as a leader. It is important to make the right turns; however, if you don't make the right turn, own it, remain ethical, and work to bring order back to the organization.

All of the toys in this book provided positive lessons except the Rocking Horse. This chapter described the four types of inefficient Rocking Horses: The Dead Horse, The Hobby Horse, The High Horse, and The Wild Horse. Set goals, aim for efficiency, and don't make excuses. If you set goals and consistently do not reach them, then you are riding a rocking horse.



Little Green Army Men reminded us that you have to have a strategy/plan. Getting ready is the secret to achieving goals. As a leader you must make time to plan a priority. "If you fail to plan, plan to fail." Also, make time to check your progress.

Lite Brite provided us with the strategy of making our messages worthy by assuring that we connect with our audience. Make your messages simple, memorable, and focused. Filter your thoughts as you develop and organize them. If you do, then your message will pop!

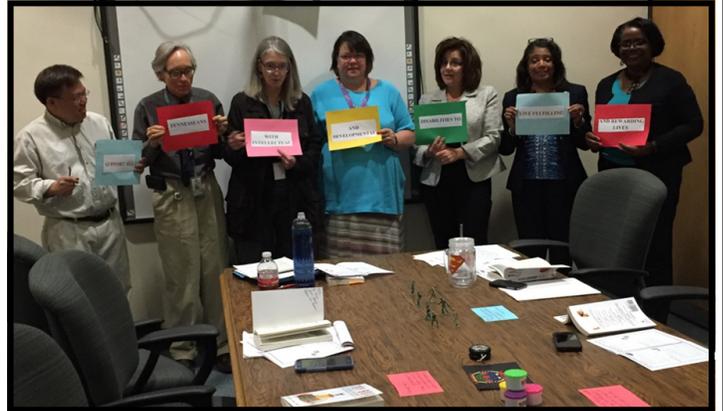




Weebles reminded us if you fall as a leader, staying down is not an option. You have to get the most benefits from your mistakes in order to not repeat the action.

At the conclusion, participants played a game of matching to match each toy discussed along with the Leadership strategy associated with that toy.

Don't just put your toys away in your toy box never to be used again. You need to practice them, and share them with your team. Participants were reminded to pull their toys out of their toy box and use them in their daily practice.



From the left: Doan Dinh, Stephen John Bell, Marie Isbell, Karla Goodman, CJ McMorrان, Linda Sain, Kim Gibson



Special Recognition to TGL Alumni Certified Facilitators

A special recognition to the alumni of the Tennessee Government Leadership programs in qualifying to teach the Franklin Covey Leadership Series.

Administrative Office of the Courts

Kristi Astafan

Agriculture

Liz Sneed

Children's Services

Coretta Young

Correction

Kristen Martin
Holly Smith

Education

Andrea Wilkerson

Environment and Conservation

Elaine Boyd
Janice Compton
Robert Dickinson
Lauren Hill
Casey Mahoney
Kevin Mahoney
Beth Smith

Finance and Administration

James Joralemon
Kelly Lancaster
April Romero
Dana Simons
Lee Ann Smith
Patrice Steinhart

Financial Institutions

Leslie Yanez

Health

Luvenia Harrison
Phil Wilson

Human Resources

Danielle Barnes
Steve Brown
Terence Donaldson
Lesley T. Farmer
Trish Holliday
Sheila Marchman
Antonio Q. Meeks
Stephanie Penney
Donna Pewitt
Ernie Ricketts
Brigitte Tubbs-Jones
Kim T. Yap

Human Services

Karen Perry

Intellectual and Developmental Disabilities

Pat Rees

Labor and Workforce Development

Fred Gaston

Military

Thomas Simmons

Revenue

Ed Condon

Safety and Homeland Security

Shannon Hall
Vicky Hutchings
Ronnie McDaniel

TN Wildlife Resources Agency

Charles Yoest

Transportation

Heather Stanford

Treasury

Marcus Dodson
Rodney Escobar

TRICOR

Susan Cunningham
Nikki Turner



Announcing the Tennessee Government Leadership Council's First Cohort for the Executive Leadership Certificate

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

THE COLLEGE OF PUBLIC SERVICE AT TENNESSEE STATE UNIVERSITY

In a time of constant change, when state government is asked to operate more efficiently and effectively with fewer resources, critical leadership skills are needed. The Executive Leadership Certificate at Tennessee State University offers the skills necessary to meet these demands. The Tennessee Government Leadership Council, in collaboration with the College of Public Service at Tennessee State University (Department of Public Administration), has developed a six course (18 hours) program of study for alumni of any of DOHR's leadership programs (LEAD Tennessee, TGEI, TGMI, ALI, Commissioner's Academies, HR Master Series). These courses are delivered in an online format in order to meet the needs of working adults. The state tuition fee waiver may be applied to cover tuition. Participants travel through the program in a cohort of approximately 20 individuals.

The first cohort has been established and will begin after July 2016. A second cohort will be offered and will begin in the Spring.

To be eligible to pursue this certificate, you need to possess an undergraduate degree from an accredited university and be an alumnus of one of the DOHR sponsored leadership development programs. Official transcripts will be required, and you will not need to take the GRE. The 18 hours earned upon completion of the program may be applied to the Masters in Public Administration or Masters in Professional Studies programs at TSU.

For more information on this exciting opportunity, please contact Ernie Ricketts, Ph.D., SPHR, SHRM-SCP at ernie.ricketts@tn.gov.

**“Leaders aren’t born, they are made.
And they are made just like anything else,
through hard work. And that’s the price we’ll
have to pay to achieve that goal, or any goal.”**

Vince Lombardi



Congratulations on being selected to LEAD Tennessee Alliance 7!

Administrative Office of the Courts

*J. Leigh Ferguson
Michele Wojciechowski*

Agriculture

Tiffany Kincaid

Children's Services

*Yvonne Hayden
Kristie Monds
Tony Nease
Heather Ray
Lucretia B. Sanders
Nevada Young*

Commerce and Insurance

*Michael D. Driver
Eric H. Howser
E. Joy Little*

Commission on Aging and Disabilities

Sheryl Smith

Commission on Children and Youth

Nancy Townsend

Comptroller of the Treasury

*Tara Bergfeld
James Falbe
Troy Hoffman
Betsy Knotts
Jean Suh*

Correction

*Dennis C. Holt
Alisha Shoates James
Debra K. Johnson
Trinity D. Minter
Shawn Phillips
Vicki Ward*

Economic and Community Development

*Crystal Brooks
Jon Ward*

Education

*Amy Owen
Rebecca E. Wright*

Environment and Conservation

*Brooke Barrett
David Blackwood
Ryan Forbess
Vincent Haymon*

Finance and Administration

*Tameka Allen
Jennifer Brinkman
William David Case
Vincent Walker
Alexander Warns*

Financial Institutions

*Mandy Jones Heady
Philip M. Ruffin
Anthony Valentino*

General Services

*Tammy Golden
Shannon B. Howell
John Hull
Ron Plumb*

Health

*Mary Katherine Bratton
Kimberly R. Glenn
Luvenia Harrison
Jacqueline Johnson
Malaka Watson*

Health Care Finance and Administration

*Tammy Gennari
Amanda Johnson
Michael J. Wagner*

Human Resources

*Regina Kay Forsythe
Ashley Fuqua*

Human Services

*Ruble C. Conatser, Jr.
Freda Cook
Charlie Davis
Lisa Francis
Jeffrey Hayes
Keisha Malone*

Intellectual and Developmental Disabilities

Monda Qualls

Labor and Workforce Development

*Nicholas Bishop
Evelyn Gaines Guzman
Ivan L. Greenfield
Kshitiz Rastogi
Donna Turner
Jane B. Warren*



Congratulations on being selected to LEAD Tennessee Alliance 7!

Mental Health & Substance Abuse Services

*Josh Carter
John J. Coons
Shaundra Easley
Jacqueline Yokley*

Military

*Johanna Harrell
Michael Woodard*

Office of the Attorney General & Reporter

*Alexander S. Rieger
Heather C. Ross*

Office of the Governor

Don Johnson

Revenue

*Ted Bogaerts
David Edgar Cate
Matt Christopher
Lauren Fields
Rebecca Tull*

Safety and Homeland Security

*Jennifer M. Boyd
Michael Edwards
Marlo Mason
Michael McAlister
Cheryl Patterson
Misty Rose*

Tennessee Advisory Commission on Intergovernmental Relations

Michael Mount

Tennessee Board of Parole

Michele Peterson

Tennessee Bureau of Investigation

*Joe Buhagiar
Michael E. Cox
Daniel Robert Espinosa
Jenifer Hall
Suzann Lafferty
James C. Musice*

Tennessee Higher Education Commission

Matt Freeman

Tennessee Housing and Development Agency

*Velma Kemp
Katie Moore
Kristen Spratt
Blake Worthington*

Tennessee Regulatory Authority

Jaclyn Hammons

Tennessee Wildlife Resources Agency

*Dale Grandstaff
William Mark Thurman*

Tourist Development

Bennjin Lao

Transportation

*Marian Teri Davis
Heather Hall
Jeff Hoge
Deanna Lambert
Kristen Luttrell
Justin Underwood*

Treasury

*Marcus Dodson
Amy R. Dunlap*

TRICOR

Emily O'Malley-Laursen

Veterans Services

*John Drnek
Travis Murphy*

Workers Compensation

Marshall L. Davidson, III





Tennessee Government Management Institute

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

Administrative Office of the Courts

Patrick Morey

Agriculture

Jeffrey Piatt

Bureau of Workers' Compensation

Suzy Douglas

Children's Services

Pierce Beckham
Laurie Baker

Commerce and Insurance

Mark Green

Commission on Children and Youth

Craig Hargrow

Comptroller of the Treasury

Kelly Armes

Correction

Scott Miller
Sharon Rose

Economic and Community Development

Leslie Hathaway

Education

Drew Harpool

Environment and Conservation

John Fuss

Finance and Administration

Melissa Lahue

Financial Institutions

Daniel Espensen

General Services

Chris Yarbrough

Health

Angela Hassler
Trent Sansing

Health Care Finance and Administration

Jim Rutherford

Human Resources

Vicky Parker

Human Services

Sherron Brown
Marianne Houser

Labor and Workforce Development

Briana Moore

Mental Health and Substance Abuse Services

Neru Gobin

Military

Thomas Simmons

Revenue

Joan Cagle

Safety and Homeland Security

Michael Hamilton

Secretary of State

John Moravec

Tennessee Bureau of Investigation

Russ Winkler

Tennessee Housing Development Agency

Rhonda Ronnow

Tennessee Wildlife Resources Agency

Michael Lenart

Transportation

Shay Deason
Eric Wilson

Treasury

Kevin Bradley

TRICOR

Nikki Turner

Veterans Services

Kevin Knowles



From the Desk of the Chief Learning Officer

The Evolution of a Leader

Research consistently indicates that a primary reason an employee leaves a job is the relationship with the manager. This is no surprise really. Think about the role of being a manager, one who is responsible for another person's performance. The manager has to provide the expectations of the employee. The manager has to evaluate how well, or not, the employee performed those expectations. The manager provides feedback, both for reinforcing good performance, and for changing poor performance. The manager sets the tone of the work environment, whether it is one that is innovative, fun, challenging and rewarding, or one that is dull, routine, non-motivating and simply dreadful.

Ultimately it is the manager's job to create a work environment this is positive and encourages employees to share their frustrations and to be part of the problem-solving process. Employees are most productive and engaged, if they feel as if they are connected to the goals of the organization, and are generally happy at work. But what type of manager is needed to create such a work environment, and has that type changed over time?

Long ago, in a workplace not far away, managers were expected to behave like the boss, to be the one who was in charge in a more authoritarian manner. The industrial revolution created a work environment that was focused on producing things. Prior to the industrial revolution, small shops produced a lot of society's goods and services. Now assembly lines mass produced products. Employees were hired as cogs in the wheel of the great industrial organization. Managers and leaders demanded hard work and loyalty. Add to the workplace environment a style of leadership formed by two world wars, unionization, social changes and a growing population. Employee conditions and their "happiness" at work was not a primary focus of management.

After the second World War, with the workforce flooded with soldiers returning from the battlefield who understood the authoritarian leadership style, employee engagement practices began to shift. Now no longer fighting for a noble cause, they were working hard hours to fuel a consumption-based economy. Now employee morale came

to the forefront and leadership and management had to change tactics or risk losing business. TV, literature, and radio also emerged as a means to propagate a variety of emotionally charged views of life, adding to employees' dissatisfaction with the workplace.

In the 1990s leadership theory focused not so much on the employee behavior as the root of workplace problems, but on leadership behavior. Managers could no longer blame employees for being low performers, they had to look at their own behavior as well. Those in "charge" set the pace of the pack.

State government shares much of the same history as the private sector, with the exception of perhaps being a little slower on incorporating the changes needed to keep up with the evolution of leadership. However, leaders in the public sector must also evolve and learn how to engage the new workforce. Serious questions need to be asked and answered, and new strategies implemented to recruit the talent needed to achieve future success, and to keep that talent. Now managers and leaders have to think seriously about what employees want and need in order to stay engaged with their work, and to "buy in" to the mission of the organization. Employees want to be invested in as they invest in the organization.

A new age has dawned, and the evolution of leadership continues its ever-changing process. State government will need that new style of a leader if it is ever to become a career of choice for future talent. Fortunately, that is the primary focus of Tennessee Government Leadership, preparing leaders of the present to continue to develop into the leaders of tomorrow.

"We're Better Together"

Doc Holliday

Information adapted from *Leadership: an evolutionary journey*, Duane Dike, <http://www.management-issues.com/opinion/6980/leadership-an-evolutionary-journey/>

"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

Vision Committee (VC) Report

LATEST NEWS IN THE LEADERSHIP BLACK BELT PROGRAM



The 2016 Vision – Black belt committee members include: Kristi Astafan, Alicia Cone, Marcus Dodson, Tammy Golden, Shannon Hall, Kelly Lancaster, Sheila Marchman, Lynette Porter, and Patrice Steinhart.

The Vision committee’s focus for the first quarter of 2016 has been improving and documenting the responsibilities of the committee in a guidebook to assist future / new committee members. In addition, several administrative website functions have been built to expedite the reporting function and belt approvals.

The committee has also been reviewing belts and will be focusing on approving and awarding belts at upcoming TGL Council meetings. If you have a belt pending approval, watch your email for correspondences from the committee.

We invite you to celebrate with us the accomplishments of the individuals and the overall Black Belt Program in the statistics listed below.

There are 28 belts being reviewed:

- 8-Yellow
- 11-Orange
- 5-Blue
- 3-Green
- 1-Black

To date, 166 belts have been approved:

- 78-Yellow
- 42-Orange
- 27-Blue
- 16-Green
- 3-Black

White Belt	Yellow Belt	Orange Belt	Blue Belt	Green Belt	Black Belt	
Graduate From a DOHR- sponsored leadership development program and register online	Strategic Development Points 60	Strategic Development Points 55	Strategic Development Points 50	Strategic Development Points 45	Strategic Development Points 40	 Accumulated Points
					Service Points 60	
	Service Points 20	Service Points 30	Service Points 40	Service Points 50	Service Points 100	
TOTAL Points Per Belt	80 Points	85 Points	90 Points	95 Points	100 Points	450 Points
					Pay It Forward Project	50 Points
Total points accumulated for Black Belt Level						500 Points

All belts represent 37,028 hours of service entered by participants:

7,048 - External Service

5,175 - Internal Service

2,460 - Pay It Forward Projects

23,623 - Strategic Development

There are 264 active members representing 40 different agencies in the program.

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

Yellow and Orange Belt Presentations April 2016



Melissa Boaz



Alicia Cone



Donna Duarte



Peter Heimbach



Shannon Jones



Stephen Reksten



Melissa Wiseman



Andrea Wilson

Yellow and Orange Belts Awarded in April not pictured



Stacy Balthrop, Yellow Belt
 Brooke Barrett, Yellow Belt
 Gail Best, Yellow Belt
 Jamie Burroughs, Yellow Belt
 Erick Fowlie, Orange Belt
 Karen Hale, Yellow Belt

Michelle Hamblin, Yellow Belt
 Elizabeth Shelton, Yellow Belt
 Cynthia Taylor, Yellow Belt
 Kimberly Wright, Yellow and Orange Belt
 Heather Wyatt, Yellow Belt



Yellow and Orange Belt Presentations May 2016



Peggy BIRTHTRONG



Susan BURDETTE



Alicia CONE



Vicky COLEMAN



Ali HANGUL



Patricia SMITH



Patrice STEINHART



Joseph WALDRUM

Yellow and Orange Belts Awarded in May not pictured



Curtis Clan, Yellow Belt
 Bren Thompson, Orange Belt
 Shana Teasdale, Orange Belt

Gail Best, Orange Belt
 Dana Owen, Yellow Belt
 Harvie Franklin III, Yellow Belt



Blue, Green and Black Belts



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

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

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

1. You must receive notification that your Green belt has been approved.
2. You must submit the Pay It Forward Letter of Intent to the Black Belt Vision Committee.
3. Email submissions to Leadership.Council@tn.gov.
4. The Vision Committee will review and advise

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

For pending Black belts, which require a heightened level of review, the deadline to submit the Pay it Forward Final Summary is September 2, 2016. Get to work on your points and be sure you submit them prior to these dates for your belt awards at conference!

Leadership *Kudos* Corner

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

Dr. Trish Holliday Receives the Edwin L. Swain Award of Excellence from IPMA-HR

by April Romero
TGMI 2008

The International Public Management Association for Human Resources (IPMA-HR) Southern Region's highest award given to an individual is the Edwin L. Swain Award of Excellence. The award is named for Edwin L. Swain who was the first President of the Southern Region in 1948. The award is designed to recognize individuals who has distinguished themselves throughout their career in Human Resource Management by maintaining the highest level of professional commitment to fostering professional growth in the field of Human Resources. Trish received this prestigious award at the IPMA-HR Southern Region Conference May 16, 2016 in Memphis, TN.



“Leadership is intentional influence.”

Michael McKinney

Tennessee Government Leadership Council Members



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

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

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

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

