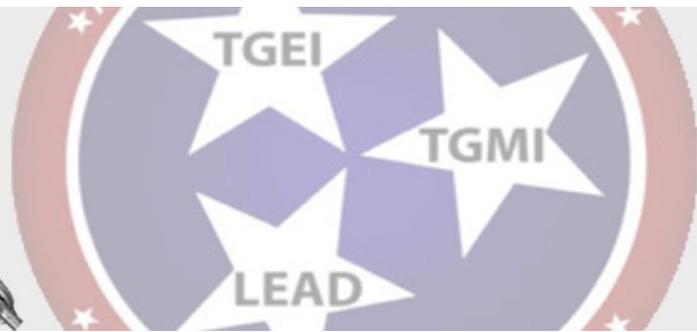


# Tennessee Government Leadership

## LINK

Newsletter from the Tennessee Government Leadership Council



May 2017

Volume 5, Issue 1

### Inside this issue:

Spotlight on Leadership	Page 1
New Council Members	Page 4
Get to Know Your TGL Council Members	Page 5
TGL Book Club	Page 8
TGL Remote Book Club	Page 9
Welcome Center Certification Program	Page 9
Would you have Survived	Page 10
3 Thinks Successful People Do Book Review	Page 11
TNCPE Lunch and Learn	Page 13
TGL Lunch and Learn	Page 14
LEAD Tennessee Alliance 8	Page 15
Accelerated Leadership Institute 2017 Class	Page 17
TGMI Class of 2017	Page 18
HR Master Series Class of 2017	Page 19
Governor's Excellence in Services Awards	Page 20
From the Desk of the CLO	Page 21
Daphne Smith Memoriam	Page 22
TGEI Alumni Network Steering Committee Partnership	Page 22
Upcoming Events	Page 22
Vision Committee Report	Page 25
Black Belt Program Participant Interviews	Page 26
TGL Council	Page 32



### Council Committees

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



## Tennessee State Government



### SPOTLIGHT ON LEADERSHIP: COMMISSIONER DANIELLE BARNES HUMAN SERVICES

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

This is a hard one because I don't think there is just one identifiable trait for leaders because truly effective leaders must balance a few different traits. But if I had to narrow it down, the key characteristic that is critical to success is *humility*. To me, humility encompasses five simple acts:

- (1) admitting when you have made a mistake and working to find a solution;
- (2) empowering individuals to take intelligent risks and learn independently;
- (3) remaining thankful for the hard work that others do and for the opportunities you have been given;
- (4) remaining transparent in your thoughts and actions; and
- (5) always working towards doing what is right.

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

I see a lot of leaders who fail to continuously learn. Every employee, no matter how

much they know, can always be better. I try to learn something new every day, whether it's a leadership tip, a deep dive into a work-related topic or even something personal about my team members. Learning is so much more than a book study or a class; it also encompasses a blend of experience and observation.

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

Read a lot and often. I make it a point to read at least a few pages of something different every day, whether it is the newspaper, or policy manual, a chapter from a leadership book, or even a blog. I also encourage employees to think outside of the traditional "learning model." For example, I tend to listen to a lot of podcasts and audio books so that I can take full advantage of my increasing commute time. I'm a captive audience, so I might as well learn something. It is also critical to talk to subject-matter experts and ask them to break down what they know in very simple terms. You can learn a lot from what an employee does on a daily basis. I like to ask the very simple question "why" a lot to gain clarity. And most importantly, leaders must

listen for understanding, not for responding. You can learn more from listening and observing others than from talking.

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

The biggest challenge facing leaders today is continuing to guide change. This is even more critical for state leaders as we are faced with administration changes. But, we must all continue to understand that to be the best, change is constant and never-ending. Leaders must balance the need for the change while helping employees understand the reason for the change, all while maintaining an effective level of service and performance.

**What strategies are needed to meet that challenge?**

Communicate! Communicate! Communicate! Communication is paramount to helping to guide change. There is no such thing as over-communication. Just because you have already relayed your message once, don't stop. Give it again via a different method. Use every opportunity to ensure that employees know of the change and the reasoning behind it. Talk to employees and stakeholders to solicit their feedback, and adjust your plans if necessary. Be as transparent as possible. Rally change-agents and celebrate milestones.

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

For an organization to be successful, employees must be able to excel in the areas where they have demonstrated passion and performance. This combination is critical. Just because a person is passionate about a topic does not automatically mean that they are the right fit for the position. And the reverse is also true: just because a person performs a particular skill well does not necessarily mean they enjoy it.

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

The biggest trait I look for is positive attitude. Not the "rah, rah" cheerleader type of attitude, but whether the applicant possesses a genuine desire to want to learn, to continue to be agile and to be a team player. An individual can learn the technical skills necessary to become successful if they continue to possess the right attitude. The second is composure and experience. I am a strong believer in the competency and behavioral based interview technique. The best applicants truly rise

to the top during these interviews because you can gauge experience as well as their ability to remain composed in a stressful situation. I actually had an interviewee tell me during the interview that my questions were stupid. His incredible lack of poise during that interview made me quickly realize that he would not be successful in our organization. Finally, I look for honesty. Even if an applicant does not have a lot of experience, you can tell whether or not the applicant is being truthful in those behavioral-based questions based on their ability to provide responses. A good candidate with little relevant experience will be able to relay an experience from his or her life that is comparable. These candidate responses demonstrate that the candidate is able to be honest, and you will also learn about them personally, which will help you determine if they are a good fit for the organization.

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

Hanging out at LEAD TN! Seriously, it is important to continue to take advantage of the opportunities that the State offers in terms of leadership development.

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

Listen, observe, and ask questions. Leaders often hit the ground thinking that they are required to have all of the answers immediately. No one individual is expected to have all of the answers. It is the person who understands the dynamics of a situation, which can only be learned through observation, who will succeed.

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

I truly believe in having an open-door policy. I hope that my team knows that they can stop in with any issue or question. Sometimes employees want a sounding board, and they need to know that you are there to support them when they are working through an issue. I also think it's important to get to know your team members. People will trust you if you genuinely have their best interest at heart. Finally, transparency. Share as much as you can when you can. Leaders are often fearful of saying "I don't know" for fear that they will look weak. The truth is that those words will generate trust in those situations where you might not know all of the answers and will rally a team to help come up with solutions.

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

I am not a believer in my personal legacy. I believe that the work that we do is for the collective good of the citizens of the State of Tennessee, and I am truly honored to be a part of the transformation of

State government. Continuing to move the needle towards more effective service and focusing on the citizens as our customers is where we as leaders should continue to focus.



**Thank you Commissioner Barnes!**



**“Listen, observe, and ask questions. No one individual is expected to have all of the answers. It is the person who understands the dynamics of a situation, which can only be learned through observation, who will succeed.”**

**Commissioner Danielle Barnes**



## DOHR introduces newest members of Tennessee Government Leadership Council (TGLC)

The TGLC was created to provide strategic guidance in development opportunities for leaders in Tennessee state government. The Committee is made up of alumni leaders from LEAD Tennessee, TGMI, and TGEI. All members of the TGLC are considered to be champions for leadership excellence by providing support for the various components of leadership development in state government. In essence, every member of the TGLC is passionate about creating a cultural change that promotes leadership development at every level in state government. No one person can achieve the goal alone. Working together the Council strives to meet the challenge of achieving the goal of creating a true learning environment that fosters the cultural development of leaders. Welcome to our newest council members!



**Shawn DeHaven**  
Department of Human Services  
LEAD Tennessee



**Fred Gaston**  
Department of Labor and  
Workforce Development  
LEAD Tennessee, HR Master, TGEI



**Michelle Hamblin**  
Department of Children's Services  
TGMI



**Steve Hawkins**  
Department of Labor and  
Workforce Development  
TGMI



**Mike Lenart**  
Department of Transportation  
TGMI



**Phyllis Hodges**  
Department of Education  
LEAD Tennessee, TGMI



**Ann McGauran**  
Department of Treasury  
TGEI



**Heather Stanford**  
Department of  
Transportation  
LEAD Tennessee

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

by: Lynette Porter  
TGEI 2012, LEAD Tennessee 2017



**Julie Perrey**  
Chief People Officer  
TRICOR  
LEAD Tennessee 2010,  
TGMI 2003, TGEI 2007

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

Each day starts with 5-minute Leadership Group Stand-Up meeting with our CEO David Hart. At this time, we discuss any issues or items that need to be brought to the attention of the leadership group. I routinely meet with the staff of the Human Resource Talent Management team to discuss projects, improvements, and the status of onboarding our new employees. The focus of our HRTM Team is to become a strategic partner for the organization as well as our employees.

As the Chief People Officer, I meet with members of the leadership group and our employees to discuss HR items, learning and development opportunities, and other issues they may bring to me for assistance. The best part of my day is when I can "coach" a member of our team or an offender in our program on the importance of continuing their education and "not letting their past hold their future hostage."

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

In 2000, my supervisor told me that if I was inspired to develop into a leadership role, I must finish my bachelor's degree and take any opportunity I am offered to expand my horizons.

## How can you pay your TGL experience forward?

As an alumni of TGL, I share my experiences, and also, the many books that I have received or been directed to, to others for their continuous development. For example, Dr. Trish Holliday distributed the book *Way of the Shepard* for our reading. I have shared the book with staff members, members of my Toastmasters Club, and also with my daughters and husband as a great message for the importance of knowing your team members as well as your co-workers.

## Tell us something unique about you

I have the ability to use creativity to help others see outside the box whether it is about education, development, or finding solutions which brings a plan for the next steps without stepping out of the policy or guidelines. I have also been told I am quick-witted.



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

by: Lynette Porter  
TGEI 2012, LEAD Tennessee 2017



**April Romero**  
Project Manager  
Finance and Administration  
TGMI 2008

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

Our office is part of the Alternative Workspace Solutions (AWS) pilot, so my day is mostly spent in my home office. I spend half of my day facilitating WebEx meetings or attending meetings on the various projects for Edison. My days for the last several months have started each morning with a status checkpoint on how our HCM/ELM Edison application upgrade was going, which we upgraded on 2/21/2017. My goal is to ensure that all Edison projects are successful in meeting their time estimate, cost estimate and quality standards. I am very fortunate to say that I have a job that I love.

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

My father is a man of very few words, which probably surprises you if you know me well. He never really said these words to me, but he displayed and modeled the message of good work ethic to me loud and clear. I was quite the daddy's girl growing up and I was fortunate to witness my father's work ethic first hand. He owned a bowling alley, and we were at that bowling alley seven days a week most weeks. Despite him being the owner, there was no task too small for him to complete. If the ash trays needed to be cleaned, he cleaned them. If the floors needed to be mopped, he mopped them. When the bills had to be paid, he paid them. As I got older (like after age 12), I would witness these things that needed to be done and after watching my father's example, I just did them. I was able to witness my father doing any and all tasks to ensure a successful job is complete at the end of the day. That is the exact work ethic I emulate today. If a task is worth doing, it's worth doing well. I give 100% of myself to everything I work on.

## How can you pay your TGL experience forward?

When I was TGMI Chairperson I spoke at the graduation for class of 2014. In formulating my speech, I decided the best message I could share with those graduating that day was to remember that their graduation was the start of new opportunities, not the end of a program. I still believe that message today and share it with every TGL member I speak with if I hear they are not engaged in additional learning opportunities past what got them into TGL. My Black Belt project was the creation of the TGL Book Club, which is currently in its fourth year of success. I was also the person who chartered our TGL Toastmasters club in January 2015. TGL Book Club and TGL Toastmasters are additional continuous improvement opportunities. Once we arrive in TGL, I believe it is our responsibility to continue to improve. We owe that to those we lead. My advice to others is get involved in any and all opportunities that are offered to us whether that is joining the Black Belt program, attending lunch and learns, leading within our agency, or giving of yourself to the community....don't stop, this is just the beginning.

## Tell us something unique about you

I shared a little of my unique story in telling you that my father owned a bowling alley. My mother owned one as well in the same city. I grew up bowling in Clarksville from the age of five. As a child, I wanted to become a professional bowler. I did not become a professional, but I did compete nationally when I went to college at MTSU. My highest score game is 277 (missed a perfect game by one ball in the 7<sup>th</sup>) and highest series is 648.

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

by: Lynette Porter  
TGEI 2012, LEAD Tennessee 2017



**Andrea Wilson**  
Intelligence Analyst  
TN Bureau of Investigation  
LEAD Tennessee 2012

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

Work days are never typical for me. To coin a phrase from Forest Gump, "(My Work) Life is like a box of chocolates." My coworkers and I never know what will happen that day e.g. an Amber Alert, a wanted fugitive investigation, etc. I also assist law enforcement with investigations and assist citizens with various concerns. My job is also very proactive, in that I am responsible for identifying potential threats that may affect the citizens of the state of Tennessee and beyond.

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

Life is made for living and giving so never settle for mediocre; always strive to do more and be more so that you can ultimately give more.

### How can you pay your TGL experience forward?

State government can be overwhelming for some; it was for me. There are so many opportunities available for new and seasoned employees but I would love to be a mentor to another state employee who is trying to find their place in state government.

### Tell us something unique about you

I love classical and jazz music. As a younger girl, I loved playing Tchaikovsky and had a desire to be like Florence Price. A little known fact about Ms. Price, she was the first African-American woman to be recognized as a symphonic composer and the first African-American woman to have a composition played by a major orchestra.



**"A leader who produces other leaders  
multiplies their influences."**

**John C. Maxwell**

## TGL Book Club

by April Romero, TGMI Class of 2008

The idea for the TGL Book Club originated from a quote by State Chief Operating Officer, Greg Adams at the TGEI/TGMI Class Graduation in 2013. He said, "Leaders are Readers." I was in the audience that day and that quote helped me develop an idea for my Black Belt project, to create a statewide leadership book club. DOHR graciously agreed to sponsor the book club and Dr. Trish Holliday agreed to be our book club facilitator.

In late 2013, we sent out notifications to the TGL Alumni and within hours filled our first book club to capacity with 50 eager readers. The first year we read six books together. We met two times, one month apart, to discuss each book. Our 2014 book club books were: *The Fred Factor*, *Think Big/Act Small*, *Disrupt, Give and Take*, *The Energy Bus* and *How Did you Do It, Truett?*

We assessed our lessons learned from year one and made a few changes for year two. The first change was that we would review each book in one meeting session instead of two and the TGL Council agreed that if someone were to miss two book club meetings in the year, they would have to give up their spot in book club to one of the alumni on the waiting list. Again in late 2014, we sent out notification to the TGL Alumni and within minutes filled our second book club to capacity with 50 more eager readers plus an additional 46 on our wait list. In 2015 we read: *The 21 Irrefutable Laws of Leadership*, *All In*, *The Truth About Leadership*, *Never Eat Alone*, *It's Not About the Coffee* and *Tipping Point*.

The TGL Book Club had grown into such an amazing additional learning and networking opportunity for alumni after graduating from their respective alumni programs by 2016 that DOHR agreed to expand TGL Book Club into two clubs. By having two clubs we were able to accommodate 53 members in club one and 25 in club two. Again in late 2015, we sent out notification to the TGL Alumni and within a couple hours not only filled the two book clubs totaling 78 people, but also an additional 71 were placed on our wait list. In 2016, we read the books *Toybox Leadership*, *The 4 Disciplines of Execution*, *Start with Why*, *Emotional Intelligence 2.0*, *Servant Leadership* and *Agility Shift*.

The 2017 TGL Book Club is off to yet again another amazing start. The solicitation for 2017 book club was sent out after hours one night in December and by 8:00 am the next morning was full of 80 leaders eager to read and network together in this popular new forum of additional educational experiences. The

2017 TGL Book Club wait list is currently at 53 people and we've already invited 14 from the wait list into the club.

During our annual kickoff meeting, Dr. Trish Holliday did an excellent job of sharing with TGL Book Club members the importance they should place on this coveted opportunity to hold a place in book club, so if members are unable to attend, they graciously give up their position to another on the wait list. This allows for constant opportunity to be given to leaders throughout the year to join. So far this year we've read *3 Things Successful People Do* by John C. Maxwell and *Drive* by Daniel Pink. Currently the book club is reading *Drive*.

This TGL Book Club is more than just sitting around asking each other what we thought of the book. A team of people in DOHR now develop and take turns facilitating book club. Our facilitators do an amazing job of challenging us with conversations about how to apply the concepts we read in these amazing leadership books to state government.

As I said in the 2017 kickoff meeting, "it is amazing how we can read a book the whole while thinking, how in the world we can apply THIS concept in government, to then come to a two hour meeting and figure out how to do JUST that!" If you are up for a challenge, would love to infuse new ideas into your management skills, and are a leader like Greg Adams referred to back in 2013, send your name to April Romero to get added to the wait list of the 2017 TGL Book Club ([april.romero@tn.gov](mailto:april.romero@tn.gov)).





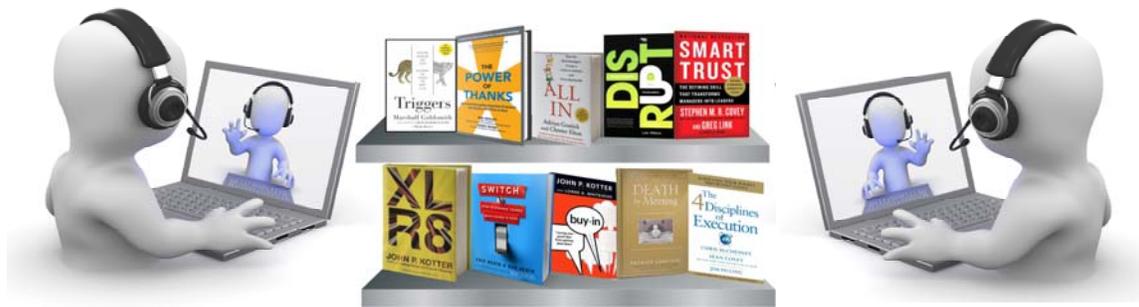
## TGL Remote Book Club

by: Nancy Patterson, TGMI 2000

It is so exciting that the first Remote Book Club has officially started! There are ten members from all three regions of the state, and we meet for one hour every other week. The meetings are held online using a "Group Me" chat session which is working out wonderfully for us! We are reading John Maxwell's *3 Things Successful People Do*. Members have found it to be very interesting thus far, and for some, quite timely for their current life endeavors.

Members can volunteer to take turns preparing reflective questions for each session to guide our discussion. We plan to cover one chapter per meeting for the total of 10 chapters. We are learning so much about each other from the abundant exchanges and conversations. This is truly a great group of dedicated state employees with so much experience and friendship to share. For certain, we are all growing more from not just the book but the club members' support!

### Remote Book



## Welcome Center Certification Program

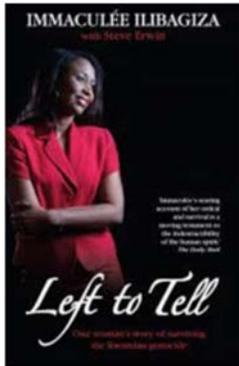
by: Pete Rosenboro, LEAD Tennessee 2017, TGEI 2014

The Tennessee Department of Tourist Development partnered with the Tennessee Department of Human Resources and US Travel to implement a Welcome Center Certification program for Tennessee's welcome centers. This program will upgrade the service standards and training for all Welcome Center assistants.

This additional training will enable our welcome center travel assistants to increase visitation, length of stay in all regions of Tennessee as they make informed suggestions to guests about other destinations and accommodations within the State. This program will integrate the welcome centers into the Tourism Rural development Program as travel assistants become marketing experts on the 16 Discover Trail and Byways, Tennessee Civil War Trails, road conditions, weather information and other rural tourism destinations within the state.



## Would you have Survived?



Think back to 1994. Do you remember where you were on April 7, 1994? Imagine being rushed to a neighbor's house and placed in a 3-foot by 4-foot bathroom to hide from neighbors and friends. To hide from people you thought were neighbors and friends but soon learn they want to kill you. Continue to imagine you have been separated from

your family and soon seven more people join you in the small bathroom. This actually happened to Immaculée Ilibagiza during the Rwandan genocide; a 100-day period from April 7 to mid-July 1994 where nearly 1 million Rwandans were killed.

During the HR.com conference on February 8, 2016, I heard Immaculée's amazing story of survival, perseverance, and how she turned most every negative situation into one to positively build upon. Immaculée was born in 1972 in a small village in Rwanda, Africa. She and her three brothers and parents were very close. Her parents knew the way to success was a good education, so Immaculée was sent to the National University of Rwanda to study electrical and mechanical engineering. During this time, several tribes within Rwanda were fighting, and on April 6<sup>th</sup>, the Rwandan President's plane was shot down, marking the beginning of the 100 days of terror.

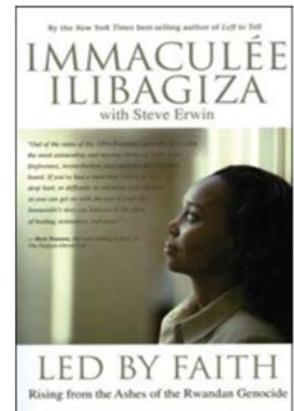
by: Marcus Dodson, TGMI 2017, LEAD Tennessee 2017

In 1998, Immaculée came to New York where she, her husband, and two children reside today.

In March of 2006, Immaculée's first book *Left to Tell* was published. She recounts the days of terror and how she and the seven other women were on the edge of death. She details the experiences of hearing the killers outside the window calling her name and searching every building for her and anyone of the opposing tribe. Miraculously, she and the women were never found. *Left to Tell* is a *New York Times* Best Seller, has been translated into seventeen languages, and has sold over two million copies.

In September 2008, Immaculée published *Led by Faith* where she continues her story of survival and how she has become an international and world leader speaking on faith, hope, and forgiveness.

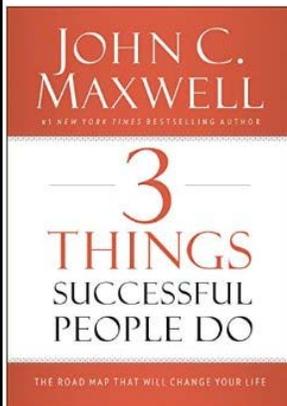
As state leaders, we can gain knowledge on perseverance, faith in the system, networking, learning to never to give up, and extending one's self beyond what you believe you can do.



Marcus Dodson with Immaculée Ilibagiza

## 3 Things Successful People Do: The Road Map That will Change Your Life

by: Justin Underwood, LEAD Tennessee 2016



In order to be successful, you must prepare for the journey. A common mistake made by most is the idea that success is an event that just occurs. How many of us have "arrived" at what we thought was success only to be disappointed? I know, personally, I "arrived" several times only to discover that I still did not "feel" successful, nor had I actually succeeded. A good reason for that is a mismatch between a mental picture of success and actual success. John Maxwell guides readers through three simple steps that equip them for the journey of success: Knowing your Purpose, Growing to your Maximum Potential, and Sowing Seeds that Benefit Others.

John Maxwell outlines that success is a journey and not an arrival to a position, power, money or other ideals that we have bought into. I think intuitively we all know success is a journey, yet, if we closely examine our actions they would lead us to a different conclusion. This is something that the author draws to the forefront using a very simple idea of planning your dream vacation to that of planning your life for success. Your friends or family or maybe even you have been or are planning a dream vacation, correct? A dream vacation does not just occur through wishful thinking, happy thoughts, or a haphazard plan, does it? Then why should you expect that something as complicated as a life of success would just happen? To which you would say, "but I work hard; I did this or that" listing off accomplishment after accomplishment. Just showing up at a job and working for the next promotion is surely not the entirety of success, is it? I think most would agree there is satisfaction in a job well done, but there is more to success than reaching a desired position or social status.

When planning those dream vacations, a person sits down, and they lay out every detail but first and foremost, they identify where they want to go and why. John C. Maxwell has some great tools laid out that guide you through the process of identifying your purpose. You will be familiar with the themes and questions that John asks to help you identify your destination, but he lays them upon one another in

such a way that makes you dig deeper into yourself, if you want to succeed. Through those questions, the author will help redefine success for you. That's right; everyone does not measure success the same, so your journey is personalized just like your dream vacation.

Once you have sufficiently identified your destination, it's time to pack that suitcase. I know for me packing a suitcase is always work, even though I know what awaits once the bag is packed. As with packing for a dream vacation, you must also pack for a life of success. You have to decide what you are going to truly need and use on your journey in order to efficiently pack for success. Here is the kicker: no one can decide what you will need for you. Someone can help you get those tools, but no one can identify them for you. Identification can only be accomplished by you. Some tools you may already have while others may still need to be obtained. That's okay, John will help you pack, well, at least provide you with the tools to pack yourself. If you are going to succeed, you have to grow and growth hurts. Growing will stretch you mentally, emotionally, and spiritually in an effort to cause you to rise to levels not previously thought of. John Maxwell will walk you through several steps to help you target the areas you need to succeed and make a plan to obtain those tools.

### Success is...

**knowing your purpose in life, growing to reach your maximum potential, and sowing seeds that benefit others**

John C. Maxwell

There will be a price to pay for the journey of success. There will be hard decisions to make in order to obtain the tools needed. There will be a battle between your head and your heart that will continue as long as you are growing. At this point, you will have to look in the mirror and ask what price you are willing to pay. For some, the price may appear to be too much, at first, but it won't be once you start taking the necessary steps to succeed. This too shall pass. I said that for three years as a very demanding corporate job, averaging 70 hours a week, paid my

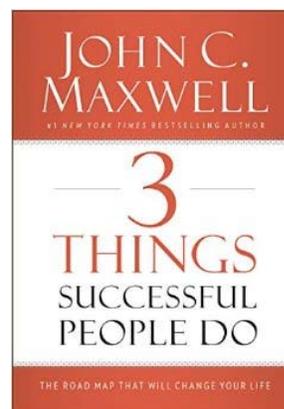
## 3 Things Successful People Do: The Road Map That will Change Your Life (continued)

way through graduate school at the same time, and for seven months, managed a supply chain merger of a billion dollar corporation. This too shall pass. It did pass, but a time may come again that will stretch me beyond what I think I can do. On this journey of success there will be times you have to tap into a deep desire to breathe life into your dream. Remember, success is a choice and not a must. There is no penalty for choosing not to accept the challenge that lies between you and your dream. Well, you will have to re-evaluate your dream because you just lost it by not choosing to pay the price. Yes, that's harsh but that is reality. No one ever gets to take their dream vacation without paying the price.

Regardless of what choice you made, you still must reach as far and as deep into others so they can get to their dream. For those of you that do get to that dream vacation then take someone with you for goodness sakes. Don't go on a journey alone. Find those around you and take them, sowing into their lives as someone did you. Surely someone was in your corner to help you succeed. I don't know of anyone that succeeds without someone else. Basically, don't forget your roots and who helped you to succeed. Remember to keep a positive attitude.

The heights you can achieve with a good attitude will far surpass those of a bad attitude or even worse, that of an attitude of complacency. How quickly an attitude of complacency will destroy a team, and it won't be doing you any favors on your journey of success. Hopefully, though, some of that unnecessary baggage was left behind and unpacked. Even if it has not been unpacked, yet, that's okay; it's a journey. Keep digging and growing, and eventually your load will be lighter for travel.

I hope that you will read *3 Things Successful People Do* by John C. Maxwell and start planning your dream. It's never too late, and it is certainly never too early but don't delay. Even in writing this review regardless of the outcome, I have added to my success journey suitcase. I would advise to take this 200 page easy reading book and re-define your vision of success. Start becoming laser-focused on your plan of success.



**“What I believe about life determines  
How I perceive life, which determines  
What I receive from life.”**

**John C. Maxwell  
*3 Things Successful People Do***

## TNCPE—Heather Schoch Lunch and Learn

by: Kristin Martin, TGEI 2014, HR Master 2016

“Do you want to meet the President?” With that question, Heather Schoch had the audience’s attention. Throughout the remainder of her *Lunch and Learn* talk on February 14, 2017, she proceeded to take the audience on the journey, explaining exactly how to receive that elusive invitation to Washington, D.C.

Heather Schoch is the Award Program Manager at the Tennessee Center for Performance Excellence (TNCPE). Her job is to oversee the application, training, examiner and award processes for the organization. TNCPE is the state-level body of the Baldrige framework program, the nation’s standard for performance excellence. If you are unfamiliar with the organization or process, Heather related what they do with an experience we all have every day. She told the story of years ago when she worked by the airport. Her daily traffic frustrations were an issue, as it was before the days of advanced GPS or traffic apps. Prior this technological assistance, how could anyone find the best alternate route to arrive at a destination on time? While in traffic, we all have the same, ground-level perspective. However, what if your viewpoint was changed and you could see all the traffic from a helicopter flying high above you? That is what TNCPE’s Baldrige framework can do for you and your organization.

This systems perspective method was created in 1987 after the U.S. reviewed the international manufacturing landscape. The U.S. realized that Japan was leading the pack in that industry and action was needed to ensure that U.S. businesses could compete internationally. Named after Malcom Baldrige, the Secretary of Commerce, the Malcom Baldrige National Quality Award was established to ensure U.S. establishments maintained an awareness of their quality management systems. Heather was able to translate this into terms we can all understand. She said the award “asks organizations if they are doing as well as they could be doing” and that it is “management by asking really good questions.”

Organizations in Tennessee work with TNCPE throughout the application, evaluation and award processes. Groups apply for the award from industries such as healthcare, government and education. They build applications based on seven criteria categories including leadership, strategy, customers, measurement, workforce, operations and results. TNCPE accepts applications based on an established timeline and provides trained board examiners who scrutinize the applications and

interview applicants. The scored applications are then reviewed and awards are given by the TNCPE Panel of Judges. Organizations must successfully proceed through the Tennessee process before they can be considered for any national awards. If they are successful in Tennessee and compete and win at the national level, they are extended an invitation to meet the President. This national nonpartisan program has successfully continued through national governmental administration changes since its establishment.

TNCPE provides all application training, examiner training, application reviews, judging, awards, and all other state-level support in the national Baldrige program. Heather herself has been involved with process improvement efforts throughout her career. She served as the Business Excellence Leader at CIGNA Government Services and in this role, led the agency to achieving TNCPE’s Excellence Award. She has proudly served on the TNCPE Panel of Judges and the Baldrige and TNCPE Boards of Examiners and acts as the emcee each year at the TNCPE award banquet. In 2009 Heather won the TNCPE Champion of Excellence Award, which recognizes individuals who work to further performance excellence within their organization. TNCPE as an organization and Heather Schoch as an individual truly embody the principle of life-long learning. To extend this philosophy at work, Heather suggests asking the below questions.

- Is your organization the absolute best it can be?
- How do you know?
- What should you change to get better?

If you want the answers to these questions, TNCPE and the Baldrige formula may be what you need. For more information, please visit [www.TNCPE.org](http://www.TNCPE.org), email [contact@tncpe.org](mailto:contact@tncpe.org) or call (800) 453-6474 or (615) 889-8323.





**Tennessee  
State Government**

Leadership

## TGL Lunch and Learn

by: Mitzi Martin, TGMI 2011



Agent Scott Augenbaum with the FBI spoke at the February 8th Lunch and Learn. Agent Augenbaum said he has been in Nashville for ten years working on the emergent cyber threat. His goal is to never meet us as a cyber-crime victim. The one sentence he said defines his job is "I teach people how not to be the victim of cyber-crime."

Four aspects of Cyber-Crime that Agent Augenbaum discussed were:

- Nobody expects to be a victim because they don't think they have any important information.
- When bad guys get access to your stuff the chance of getting it back is slim to none.
- The chances of the FBI putting the bad guys in jail is more remote that getting the stuff back because they are overseas.
- 90% of losses could be prevented.

Agent Augenbaum discussed two areas on how we can help keep ourselves safe from cyber-crime.

1. Think before you click!

A couple of examples he gave were:

- If you receive an email from someone within your address book and it only contains a link, email the person and ask "did you mean to send this to me?" before clicking.
- If you receive an email from your bank with a link and a phone number, call the phone number before clicking.

2. Do not use the same password for multiple accounts!

a) Identify mission critical accounts such as: social media, email, alarm systems, iPhone accounts, bank and/or financial institutions, Dropbox, the cloud and

b) Create a strong password that is 12 characters and contains the following:

- One upper case
- One Lower case
- Special character
- One number

The most important thing to remember is when bad guys get our stuff; it comes down to a stolen password. Create your own algorithm by using a catch phrase for each account and using a special symbol and number for the front and back. For Amazon a catch phase could be, IhatetoshopatAmazonverymuch. The password would be \$7Ih2s@avm7\$. Write down your passwords and put them in a book somewhere.

Finally, Agent Augenbaum discussed multi-factor or two-factor authentication. The basis of multi-factor authentication is to obtain access to an account, email, social media site etc., is to not only have a password but a six digit number sent to your mobile device that you must also enter in the site to gain access. Two-factor authentication information can be found at <https://twofactorauth.org/>.

Other information Agent Augenbaum shared was:

- Do not let your kids use the computer that is the one used for banking.
- Don't surf the Internet as an administrator. Change to a regular user.
- Do not prepare tax returns on any computer.
- Lie about your security questions but remember the answers.
- Don't tell your personal stuff on Facebook.
- Password Managers that are good to use are LastPass or KeyPass. Use one that is not on iCloud, and do not use a free app.
- Gmail, iCloud, Outlook are okay, but get rid of Yahoo email accounts.
- Cell phones passwords should be eight characters and not four.

If anyone would like Agent Augenbaum's presentation in its entirety, email [scott.augenbaum@icfbi.gov](mailto:scott.augenbaum@icfbi.gov), and he will send it to you.

Additional Lunch and Learns are scheduled for May 10<sup>th</sup>, June 14<sup>th</sup> and July 12<sup>th</sup>.



## LEAD Tennessee Alliance 8

LEAD Tennessee is an enterprise-wide, 12-month development initiative for current and emerging leaders. It consists of six one-day summits of intense, high-impact learning focused on eight leadership core competencies, with the goal to increase the organization's leadership bench strength by providing a continuous pipeline of motivated and prepared leaders who share a common language and mindset about great leadership.

### **Agriculture**

*Darren Bailey  
Eric Brady*

### **Bureau of Workers Compensation**

*Jeff Francis*

### **Children's Services**

*Mohamed Ismail El-Kaissy  
Teresa Harrison  
Jaime Greene-Lamb  
Todd McKinney  
Sean P. Muirgaen  
Darrell Pannell  
Martha Shirk*

### **Commerce and Insurance**

*Frank Borger-Gilligan  
Paul Hartbarger*

### **Comptroller of the Treasury**

*John Dunn  
John Greer  
Tiffany Marsh  
Lela Shadrick  
Kent White*

### **Correction**

*Shaundra Davis  
Taurean James  
Jonathan Lebo  
Alison Randgaard  
Joe S. Williams*

### **Council on Developmental Disabilities**

*Lynette Porter*

### **Economic and Community Development**

*Brooxie Carlton  
Corey Johns*

### **Education**

*Joanna Collins  
Tracy Wright*

### **Environment and Conservation**

*Dr. Ronne' Adkins  
Mitzi Hammonds  
Ashley Holt  
Ryan Jenkins*

### **Finance and Administration**

*Donna Cameron  
Holly Girgias  
Zanquetta Gray  
John Guethlein  
Clifton Peay, III  
Anna Primm*

### **Financial Institutions**

*Sherri Cassetty  
Ekaette Udoumana*

### **General Services**

*John Bissell  
Carrie Blair  
Kathleen Hansen  
John Lawrence*

### **Health**

*Dr. Adele Lewis  
Carl Mallory  
Leslie Meehan  
Kyonzte Hughes-Toombs  
Dr. Christian Williams*

### **Health Care Finance and Administration**

*Mark Brown  
Vickie Duncan  
Michael Epperson  
Kelly Gunderson  
Brian Haile  
Zane Seals  
Renee Williams*

### **Human Resources**

*Melanie Bradsher  
Korry Rahn  
Bucky Rosenbaum*



## LEAD Tennessee Alliance 8 (continued)

### Human Services

*Beka Baker  
Rolisa Ethridge  
Pamela Harney  
Lakecia Peterson-Smith  
James Stanfield*

### Intellectual and Developmental Disabilities

*Terry Jordan-Henley  
Linda Sain  
Kandy Turner*

### Labor and Workforce Development

*Amy Ballard  
Joseph Garcia  
Ron Hammontree, Jr.  
Jaylene Younge*

### Mental Health & Substance Abuse Services

*Shannon Hardin  
Nettie Liner  
Melissa Sparks  
Ty Thornton  
Lindsey Vawter*

### Military

*Kimberly Forsythe  
Lieutenant Colonel Andrew Milligan*

### Post-Conviction Defender

*Jessica Thomson*

### Revenue

*Will Binkley  
Jimmy Faverman  
David Heithcock  
Jennifer Lanfair  
Ralph Parker  
Susan Sagash  
Mark See*

### Safety and Homeland Security

*Robin R. Beamon  
Kyna Geeter  
Penny Hatcher  
Stephanie Juneau  
Kevin Kennett  
Gene Smith  
Charles Stewart*

### Tennessee Advisory Commission on Intergovernmental Relations

*Lewis Mark "Mac" McAdoo*

### Tennessee Bureau of Investigation

*Lee DeArmitt  
Josh Paul DeVine  
Adam Gray  
Josh Melton  
Johnny Simmons*

### Tennessee Commission on Children and Youth

*John Rust*

### Tennessee Higher Education Commission

*Crystal Collins*

### Tennessee Housing and Development Agency

*LaMar Brooks  
Mike Costa  
Felita Hamilton  
Charmaine McNeilly*

### Tennessee Student Assistance Corporation

*Annie Marie Trout*

### Tennessee Wildlife Resources Agency

*Joe Benedict  
Doug Markham*

### Transportation

*Chris Armstrong  
Adam Casteel  
Seth Clinard  
Veronica Davis  
Brian Hurst  
David Neese*

### Treasury

*David Oyster  
Karen Pirtle  
Jessica Lynn Reaves  
Heather Szczepczenski*

### TRICOR

*Jim Bickmore  
Tina Sampson  
Devin Wells*

### Veterans Services

*Matt Van Epps  
Lorenza Wills*



Department of  
**Human Resources**

Accelerated  
Leadership Institute

## Accelerated Leadership Institute Class of 2017

Accelerated Leadership Institute (ALI) is a high-powered development program that prepares high-potential employees who have typically not supervised for the critical role of leadership within state government. Participants engage in a rigorous program of study that is based on recognized advanced leadership competencies.

### **Children's Services**

Erika Conwell  
Shavonne Westerfield

### **Commerce and Insurance**

Caitlin Maxwell

### **Correction**

Jason Smith  
Rosalind Spinks-Seay

### **Economic and Community Development**

Crystal Michelle Ivey

### **Education**

Evan Kramer

### **Environment and Conservation**

Sara Sloane

### **Finance and Administration**

Veronica Coleman  
Angela Gargaro

### **Financial Institutions**

Michelle Berry

### **General Services**

Claire Claytor  
Joyanna Brassfield

### **Governor's Management Fellows**

Benjamin Burkeen  
Amber Finlay  
Evan Smith  
Laura Vaught

### **Health**

Adeniyi Bakare  
Elizabeth Jones

### **Health Care Finance and Administration**

Lindsey Huber

### **Human Resources**

Ashley Fuqua  
James E. Moore

### **Human Services**

Jebre Clemmons

### **Intellectual and Developmental Disabilities**

Jeremy Norden-Paul

### **Labor and Workforce Development**

Amber Chase  
Siva Pedi

### **Mental Health and Substance Abuse Services**

Alyssa Cave

### **Revenue**

William (Bill) Arth  
Nena Pace

### **Safety and Homeland Security**

Patrick Rice, Sr.

### **Tourist Development**

Alicia C.B. Widrig

### **Transportation**

Shannon Henry

### **Veterans Services**

Marki Mascolo



## TGMI Class of 2017

TGMI is a two-week residential management institute that provides mid-level managers in the State with the opportunity for academic study, learning in practical management skills, and cross agency networking to enhance the individual topics of middle managers.

### **Agriculture**

Eric Brady

### **Bureau of Workers' Compensation**

April Verdoni

### **Children's Services**

Tireca Thompson

### **Commerce and Insurance**

Kaycee Wolf

### **Comptroller of the Treasury**

Tabitha D. Furlong

### **Correction**

James Bobela

James Mack Cooper IV

Sherrie Hughey

### **Economic and Community Development**

Ashley Summer Carr

### **Education**

Jennifer Vickery

### **Environment and Conservation**

Michael L. Dobis

Colby Morgan

Jacob Young

### **Finance and Administration**

Seannalyn Brandmeir

Tuan Le

### **Financial Institutions**

Lucas Schroer

### **General Services**

Christopher L. Douglas

### **Health**

Adeniyi R. Bakare

Brandon Bowers

Tené H. Franklin, MS

### **Health Care Finance and Administration**

Pansy Lynn Leech

### **Human Resources**

Cindy Hobbs

Kimberly Mantlo

### **Human Services**

Joselyn Jones-Settles

Raouf W. Makram

Rebecca Turner

### **Intellectual and Developmental Disabilities**

Caitlin Kelly

Charles A. Taylor

### **Labor and Workforce Development**

Kenneth Nealy

### **Military**

Gary Beazley

Aretha L. Whitaker

### **Office of the Post-Conviction Defender**

Deborah Drew

### **Revenue**

Alaina Burford

William Russell Lassiter

### **Safety and Homeland Security**

Roy L. Brown

Aletha Jefferson

### **TN Alcoholic Beverage Commission**

Stephanie Renae Smith

### **TN Bureau of Investigation**

Donna C. Nelson

Pamela Evans Beck

### **TN Higher Education Commission**

Mitchell Currey

### **TN Housing Development Agency**

Cynthia Y. Peraza

### **TN Student Assistance Corporation**

Felicia Marie Orr

### **TN Wildlife Resources Agency**

Jason Adam Henegar

### **Treasury**

Michael Patterson

### **TRICOR**

Stephen Hinson



Department of  
**Human Resources**

HR Master Series

## HR Master Series Class of 2017

HR Master Series is a 12-month leadership development initiative for human resources (HR) professionals, which includes five one-day forums of interactive, best practice, experiential learning focused on raising the understanding of HR leadership in the conceptual level and an expectation of practical applications.

### **Agriculture**

Tiffany Kincaid

### **Correction**

Charnette Blackmon  
Carrie Brock

### **Health**

Pamela LaRue

### **Human Resources**

Sandy Fletcher  
Coretta Young

### **Human Services**

Kim McCrary

### **Intellectual and Developmental Disabilities**

Ronnie Rogers-Sirten

### **Labor and Workforce Development**

Kendra Reeves

### **Military**

Stephanie Hall

### **Revenue**

Ed Condon

### **Safety and Homeland Security**

Kelly Knight

### **Treasury**

Latoya Bailey



**“Leadership and learning  
are indispensable to each other.”**

**John F. Kennedy**

## Governor's Excellence in Service Awards

Governor Haslam created the Governor's Excellence in Service Awards in 2016 to recognize outstanding state employees who are at the forefront of improving the way Tennessee State Government delivers services. Employees selected by their department's leadership to receive the award work are helping provide Tennessee taxpayers with the highest quality service at the lowest possible cost. Congratulations to the TGL Alumni who received this honor.



Christy Adams  
Financial Institutions  
LEAD Tennessee 2013



Jennifer Brinkman  
Finance and Administration  
LEAD Tennessee 2016



Art Colebank  
Agriculture  
LEAD Tennessee 2013



Michelle Hudson  
Revenue  
TGMI 2014



Lisa Knight  
Safety and Homeland Security  
TGMI 2004



Paul Vander Meer  
Economic and  
Community Development  
TGEI 2000

For more information and to see the full list of honorees go to:  
<http://teamtn.gov/main/topic/Governor-Award-Fall-Recipients>



**"If we consistently exceed the expectations  
of employees, they will consistently exceed  
the expectations of our customers."**

**Shep Hyken**



## From the Desk of the Chief Learning Officer Spotlight on Tennessee State Government

by: Dr. Trish Holliday, SPHR, SHRM-SCP  
Assistant Commissioner and Chief Learning Officer  
TGMI 2008, TGEI 2010, LEAD Tennessee 2010

One would not normally think that state government would be considered cutting edge in its programs, particularly employee development. Government often has the reputation as being behind the times, rather "prehistoric" in its approaches to investing in employees, and certainly not "leading the pack." Well, as Bob Dylan sang, the times, they are a changin'.

Tennessee state government has the honor of taking center stage among not only public sector organizations, but private sector as well in many areas, including investing in employees. Tennessee state government was the first state government in the nation to appoint a Chief Learning Officer position at the executive level. This role was the innovative vision of Commissioner Hunter, and her executive sponsorship demonstrates her passion for developing people.

With this role in place, programs focused on talent management strategies become a priority. Talent management touches the very life blood of an organization, as it looks at every aspect of recruiting, rewarding, and retaining the talent needed for the organization to be successful. And like the ripples of water when a pebble is tossed in, talent management is reaching out to various departments as the learning organization culture grows.

As validation of the efforts around talent management going on in Tennessee state government are the many recognitions received lately. LEAD Tennessee placed in two different categories at the 2017 LEAD Award

Conference hosted by Hr.com, held here in Nashville. The state's premier leadership development program placed third in the Top Leadership Partner category, and in the winners' circle for the Innovation in Deployment of Learning Program category, competing against hundreds of organizations world-wide. In 2015 the HR Master Series received the National Association of State Personnel Executives (NASPE) award in the Advancing the HR Profession category. In recognition of her achievements in the Human Resources profession, Commissioner Hunter of DOHR received the 2016 MTSHRM (Middle Tennessee Society for Human Resource Management) award for HR Executive of the Year. In addition, we are being invited to speak around the country to share our learning and leadership development strategy with other government agencies.

Being recognized for all these efforts is great, and in some way validates the hard work being done. The reason for focusing on talent in state government is because it is the right thing to do to grow and develop the workforce of the future and that makes all the hard work worth doing!





## TGEI Alumni Network Steering Committee Partnership

by Tricia Kitchens, TGEI 2015

The TGEI Alumni Network Steering Committee has elected to establish a partnership with Caldwell Enhanced Option Elementary School, which serves grades K-4 in Nashville. Many of the students that attend Caldwell live below the poverty line and need assistance as well as the school in general. The school and students are in need of so many things. We are reaching out to the entire TGL community to see if we can help this underserved school that is preparing young students for a brighter future. Caldwell is establishing high expectations for their students and parents and expects all to do their best.

The first thing we need is volunteers to collect needed items in all state offices in the Nashville area. We have volunteers in James K. Polk and 220 French Landing, but the other facilities need volunteers. If you would like to volunteer, please contact [Tricia.Kitchens@cot.tn.gov](mailto:Tricia.Kitchens@cot.tn.gov) by March 10th. Once we have the collection points, we will start collecting the following items:

Gift cards for teachers to stock their classroom with needed supplies, and gift cards for the school's Social Workers to supply families with emergency needed items (Wal-Mart, Target, Kroger etc.)

"Wish List" items for teachers' classrooms to include:

- Lysol/Clorox wipes
- Kleenex
- Size 6, 8, and 10 khaki, black, or navy pants (both boys and girls)
- Size small and medium underwear (both boys and girls)
- Child's belts, small, medium, and large
- Girls/boys shoes sizes 2-5
- Child size socks
- Copier/regular paper
- Glue Sticks
- Non-perishable snacks to send home with children (granola bars/Ramen Noodles/peanut butter crackers/fruit snacks)
- New or gently used books

There will be more opportunities coming to help Caldwell, so "Stay Tuned"!

Visit: <http://schools.mnps.org/caldwell-enhanced-option-elementary-school>

## In Memoriam Daphne Denise Smith

by: E. Ross White, TGMI 2006



Daphne Denise Smith was born March 4, 1953 and passed from this world January 7, 2017.

She was recognized as a great leader and champion for consumer investor protection and served the State of Tennessee, Securities Division, with remarkable excellence from 1989 until 2015. She

was appointed Assistant Commissioner for the Securities Division in 1997 and served in that executive capacity until her retirement in 2015.

Daphne was a noted national expert on financial literacy and was a frequent speaker at state and national government and industry events for 25 years.

She was the recipient of many awards and recognitions during her tenure. Her memorable legacy would not be complete without acknowledging her great and lovely spirit, her strength and determination, her wonderful style and engaging personality, her brilliant mind and emotional intelligence, and overall, her loyalty and love for her friends. Daphne was a member of TGEI Class of 1998 and a charter member of TGL Toastmasters.

**UPCOMING** *Mark Your Calendars* **EVENTS**



## Mark your calendar for these upcoming events

- **May 2018 TGEI Social Event - Location and Day TBD**
- **August 2017 TGEI Leadership Luncheon - Location and Day TBD**
- **December 14, 2017 TGEI Holiday Breakfast - Location TBD**



## Leadership Calendar May 2017

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b> Vision Committee Brown Bag Lunch and Learn for Black Belt Program – TN Tower 3 <sup>rd</sup> Floor Conference Room K 11:30 am – 12:30 pm	<b>5</b> TGL Toastmasters TN Tower 3 <sup>rd</sup> Floor Room 254 – 11:30 am - 12:30 pm	<b>6</b>
<b>7</b> TGMI Week 1	<b>8</b> TGMI Week 1	<b>9</b> TGMI Week 1 TGL Council Meeting James K. Polk Building 1 <sup>st</sup> Floor, Training Room 3 – 8:00 am – 10:00 am	<b>10</b> TGMI Week 1 TGL Back Belt Lunch and Learn Tennessee Tower 3 <sup>rd</sup> Floor Room 1 – 11:30 am – 12:30 pm	<b>11</b> TGMI Week 1	<b>12</b> TGMI Week 1 TGL Toastmasters TN Tower 3 <sup>rd</sup> Floor Room 254 – 11:30 am - 12:30 pm	<b>13</b>
<b>14</b>	<b>15</b> Statewide Learning and Development Council 9:30 – 11:30 a.m. James K. Polk Building 1 <sup>st</sup> Floor Training Room 3	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b> TGL Toastmasters TN Tower 3 <sup>rd</sup> Floor Room 254 – 11:30 am - 12:30 pm	<b>20</b>
<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b> TGL Toastmasters TN Tower 3 <sup>rd</sup> Floor Room 254 – 11:30 am - 12:30 pm	<b>27</b>
<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>			



## Leadership Calendar June 2017

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				<b>1</b> Vision Committee Brown Bag Lunch for Black Belt Program 11:30 am – 12:30 pm TN Tower Conference Room K 3 <sup>rd</sup> Floor	<b>2</b> TGL Toastmasters TN Tower 3 <sup>rd</sup> Floor Room 254 – 11:30 am - 12:30 pm	<b>3</b>
<b>4</b> TGMI Week 2	<b>5</b> TGMI Week 2	<b>6</b> TGMI Week 2	<b>7</b> TGMI Week 2	<b>8</b> TGMI Week 2	<b>9</b> TGMI Week 2 TGL Toastmasters TN Tower 3 <sup>rd</sup> Floor Room 254 – 11:30 am - 12:30 pm	<b>10</b>
<b>11</b>	<b>12</b> TGL Book Club – Group 2 8:30 – 10:30 a.m. James K. Polk Building 1 <sup>st</sup> Floor Training Room 3	<b>13</b> TGL Council Meeting James K. Polk Building 1 <sup>st</sup> Floor, Training Room 3 – 8:00 am – 10:00 am	<b>14</b> TGL Back Belt Lunch and Learn Tennessee Tower 3 <sup>rd</sup> Floor Room D – 11:30 am – 12:30 pm	<b>15</b>	<b>16</b> TGL Toastmasters TN Tower 3 <sup>rd</sup> Floor Room 254 – 11:30 am - 12:30 pm	<b>17</b>
<b>18</b>	<b>19</b> Statewide Learning and Development Council 9:30 – 11:30 a.m. James K. Polk Building 1 <sup>st</sup> Floor Training Room 3	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b> TGL Toastmasters TN Tower 3 <sup>rd</sup> Floor Room 254 – 11:30 am - 12:30 pm	<b>24</b>
<b>25</b>	<b>26</b> LEAD Tennessee Summit 3 – 7:30 a.m. – 5:00 p.m. Lipscomb University Ezell Building, Room 301	<b>27</b>	<b>28</b> TGMI Graduation – 9:00 – 12:00 p.m. Old Supreme Court Chambers – State Capitol	<b>29</b>	<b>30</b> TGL Book Club – Group 1 8:30 – 10:30 a.m. James K. Polk Building 1 <sup>st</sup> Floor Training Room 3 <hr/> TGL Toastmasters TN Tower 3 <sup>rd</sup> Floor Room 254 – 11:30 am - 12:30 pm	

**“The quality of a leader is reflected in the standards they set for themselves.”**

**Ray Kroc**



## Leadership Calendar July 2017

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6 Vision Committee Brown Bag Lunch for Black Belt Program 11:30 am – 12:30 pm TN Tower 3 <sup>rd</sup> Floor Conference Room K	7 TGL Toastmasters TN Tower 3 <sup>rd</sup> Floor Room 254 – 11:30 am - 12:30 pm	8
9	10	11 TGL Council Meeting James K. Polk Building 1 <sup>st</sup> Floor, Training Room 3 – 8:00 am – 10:00 am	12 TGL Back Belt Lunch and Learn Tennessee Tower 3 <sup>rd</sup> Floor Room D – 11:30 am – 12:30 pm	13	14 TGL Toastmasters TN Tower 3 <sup>rd</sup> Floor Room 254 – 11:30 am - 12:30 pm	15
16	17 Statewide Learning and Development Council 9:30 – 11:30 a.m. James K. Polk Building 1 <sup>st</sup> Floor Training Room 3	18 HR Conference – 8:00 am -4:30 pm Lipscomb University – Allen Arena	19 HR Conference – 8:00 am -4:30 pm Lipscomb University – Allen Arena	20	21 TGL Toastmasters TN Tower 3 <sup>rd</sup> Floor Room 254 – 11:30 am - 12:30 pm	22
23	24	25	26	27	28 TGL Toastmasters TN Tower 3 <sup>rd</sup> Floor Room 254 – 11:30 am - 12:30 pm	29
30	31					

**“Great leaders are great learners. They stay open to new information and to the ideas of others, and they aren’t afraid to experiment and make mistakes.”**

**James Kouzes and Barry Posner  
Great Leadership Creates Great Workplaces**



# Vision Committee (VC) Report

## LATEST NEWS IN THE LEADERSHIP BLACK BELT PROGRAM



Participants are encouraged to enter activities often.

There are 35 belts being reviewed:

- 11-Yellow
- 7-Orange
- 2-Blue
- 3-Green
- 12-Black Belt Pay-it-Forward (PIF) Intents

To date, 258 belts have been approved:

- 105-Yellow
- 67-Orange
- 48-Blue
- 33-Green
- 5-Black

All belts represent 50,977 hours of service:

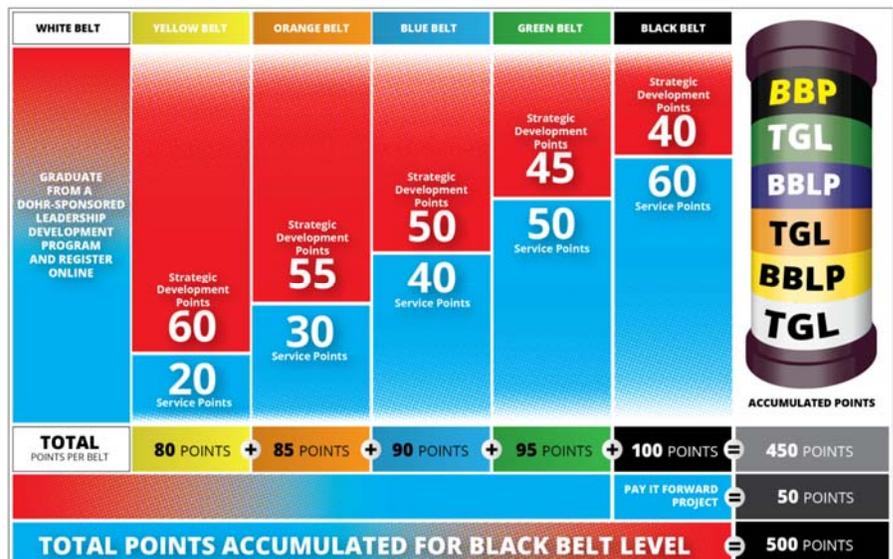
10,672 - External Service

8,108 - Internal Service

31,947 - Strategic Development

250 - Pay-it-Forward (PIF)

There are 335 active members registered from 40 different agencies.



**Thank you State leaders for giving back to your communities with 10,672 external service hours.**



## Black Belt Program Participant Interviews

by: Lynette Porter

TGEI 2012, LEAD Tennessee 2017



**Julie Brindle**  
Human Resources  
TGMI 2013  
LEAD Tennessee 2012



### What has been the most significant community service activity in which you participated? Why?

I've participated in several of the Family Night volunteer events at Second Harvest Food Bank. In 2016, TGMI alumni packed over 4,000 backpacks full of nutritious food to support the *BackPack* program. The program provides healthy food to children in our community who may not have access to meals on the weekends and during school vacations.

### What's your story? How did you arrive at your current position?

After graduating from Western Kentucky University (Go, Big Red!) with a Master's degree in Industrial and Organizational (I/O) Psychology, I began my human resources career as a Classification/Compensation Analyst with the Department of Human Resources (DOHR) in 2005. In 2010, I received my Professional in Human Resources (PHR) certification. Shortly thereafter, I was promoted to an HR Program Consultant Supervisor in DOHR. Earlier this year, I was promoted to HR Program Manager in the Agency Resource Center in DOHR, where I lead a team of 13 HR professionals.

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

Outside of work, I enjoy singing, attending concerts and comedy shows, and spending time with family and friends.

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

During this belt level, I completed the 5K portion of the St. Jude Rock 'n' Roll Marathon & 1/2 Marathon (my very first!). After graduating from TGMI, I've been actively involved with the TGMI Alumni. This is my third year to serve on the TGMI Steering Committee. As a member of the Communications Committee, I've been responsible for creating the TGMI Newsletters since 2015.

**"Before you are a leader,  
success is all about growing yourself.  
When you become a leader,  
success is all about growing others."**

**Jack Welch**



**Carla Farris**  
Treasury  
TGMI 2006



**What's your story? How did you arrive at your current position?**

I have been a TN State Employee for 27.5 years. I began my career in the Comptroller's Office as an IT Systems Analyst. While there I held many positions in the IT division such as: systems analyst, desktop support, webmaster, and IT manager. After 17 years at the Comptroller's Office I transferred to Labor and Workforce Development as the IT Assistant Administrator for 3 years. I moved to the Treasury Department as the IS Relationship Manager and have held this position for almost 6 years.

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

Fun for me is spending time with my family and reading.

**What has been the most significant community service activity in which you participated? Why?**

My most significant community service is working with the ladies of the VFW post in Smyrna. I am married to a disabled veteran and volunteering to assist our veterans is very personal for me.

**Have you served as a TN Achieves Mentor? If so, tell us about that experience.**

Yes, this is my second year to be a TN Achieves Mentor. Last year, I began working with 8 students but only followed 2 of them through their first year of college. This year I have 10 students. I enjoy reaching out to them and encouraging them and answering their questions.

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

Beginning the Black Belt program has encouraged me to participate in more activities than I have in the past. It has definitely motivated me to be more involved in training, Toastmasters and in volunteer work.



**Stephen Reksten**  
Human Services  
TGMI Class of 2008  
LEAD Tennessee 2015



**What's your story? How did you arrive at your current position?**

I have been with the State of Tennessee since 1997, first with the Department of General Services, Purchasing Division and Central Procurement Office and then I moved, in 2012, to the Department of Human Services, where I serve as the Director of the Office of Procurement. I oversee the support services for the department which includes the establishment and management of all professional services contracts, all goods and non-professional services procurements, forms and printing, capital asset inventory, surplus property management, fleet management, mail handling for Citizens Plaza State Office Building and facilities management. While with the Department of General Services, I served in various positions, starting as a Purchasing Agent 1, moving up to Purchasing Agent 2, Purchasing Agent 3, Purchasing Agent Supervisor, Purchasing Administrator and Assistant Director of the Purchasing Division. Some of the procurements that I managed include vehicles, furniture, heavy equipment, law enforcement equipment and high technology.

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

I like to read science fiction (*Star Trek*, *Doctor Who*, and *Star Wars*) and travel around the country and around the world. I also enjoy volunteering with my church, where I am one of the youth leaders. Spending the evening with a bunch of teenagers can be lots of fun!

**What has been the most significant community service activity in which you participated? Why?**

I am currently one of the volunteer youth leaders at my church, where I have been serving in that capacity since 2008. Part of my role is attending the weekly Youth Group Meetings, helping teach Sunday school for the teens and teaching Confirmation Class for 13 year olds and up. I have watched some of the youth start with us at the 7<sup>th</sup> grade and go through high school graduation. Some of my youth are graduating college. It is so rewarding to watch their development and such an honor to be a part of such an important formational stage in their lives.

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

One of my goals was to attend LEAD Tennessee. It was a great experience that ended too soon (and Trish said I could not fail and repeat it, as so many want to do). It was great getting to soak up all that knowledge in the room, be able to hear so many great speakers and leaders, and network with so many talented leaders. I still pull out my notebook and look over the notes and handouts from the different sessions from time to time as it helps me with reinforcing what I have learned.



**Melissa McDonald**  
**Board of Parole**  
**LEAD Tennessee 2013**  
**TGEI 2010**



**What's your story? How did you arrive at your current position?**

My major was Mass Communications/Broadcast Journalism, and I was in broadcasting for 20+ years before coming to the state. I was News Director at the Tennessee Radio Network, overseeing a staff of nine in Nashville, plus three free-lancers across the state, when local radio news began to decrease in Nashville. Seeing the handwriting on the wall, I decided in early 2002 to make the move to the state, and work to become a public information officer (PIO) for an agency. My first state job was as Publications Specialist/Web Content Editor at TDOT. After two and a half years there, I was offered the PIO job at the Department of Safety. In 2007, I was offered the job as Communications Director at the Board of Parole, and I have been here ever since.

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

I love traveling, taking photos and going places with friends, family and my husband. I also serve on the Board of Directors of a non-profit group, the Tennessee Radio Hall of Fame. We work to induct worthy individuals into the Hall, and to preserve Tennessee's rich broadcasting history – which has many ties to the entertainment industry in general. I'm currently in my 5<sup>th</sup> year on that board. I serve on the TGEI Steering Committee too, and am also enjoying that. Once in a while, I may get a chance to paint or do needlework.

**What has been the most significant community service activity in which you participated? Why?**

Each year, the Board of Parole, along with several partner agencies, plans and carries out 10 tree-planting events in communities across Tennessee

during National Crime Victims' Rights Week. Those events are the first week of April this year. Planning starts in January, in order to coordinate 10 separate locations, media, speakers, etc.

Then, each December, we partner with several other agencies to produce the *Tennessee Season to Remember*, which is an annual memorial for family and friends of homicide victims. We work hard to make each ceremony uplifting and hopeful. We know victim families have that "empty chair" at the table every year, and we want to give them a positive way to remember their loved ones during the holidays. Each family brings an ornament they hang on one of the "memory wreaths" we provide. Those wreaths are displayed in the State Capitol throughout the holiday season so state officials and visitors are reminded of the importance of providing services to crime victims, as well as their feelings and their experiences.

My first big community service project was in college, when I chaired a 52-hour dance-a-thon to benefit the fight against muscular dystrophy. We had lots of committees, but it was still quite an undertaking to coordinate them and make sure everything was done to provide food, have stand-by medical services around, get DJs and live entertainment and all the other things that go into managing a two-and-a-half day, non-stop event.

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

I'm in a TGL education cohort right now, studying Public Administration at Tennessee State University. My current responsibilities have made me much more aware of the ways in which I spend my time. Effective time management has been my goal through the orange and blue belt processes. I feel I am managing my time better than ever before in my career, as a result of what I have learned.

**"We now accept the fact that learning is a lifelong process of keeping abreast of change. And the most pressing task is to teach people how to learn."**

**Peter Drucker**



**Dana Simons**  
**Finance and Administration**  
**LEAD Tennessee 2015**  
**HR Master Series 2016**



**What's your story? How did you arrive at your current position?**

Where to start! I began working for the state in 2001 as a Clerk 2 in TennCare – Longterm Care. I was only in that position for two months before I was recruited by Secretary of State (SOS). They hired me in their UCC (Uniform Commercial Code) department and within two weeks created a position for me in their Corporate Filing division. While working for SOS, I realized I needed to return to school. Utilizing the state waiver, I began taking classes at Vol State. By 2004, I had transferred to SOS – Administrative Procedures Division (APD) and was an ASA for the Administrative Law Judges. While working my way up to an ASA3, I had also transferred to Trevecca Nazarene University and continued my education. In May 2006, I graduated with my Bachelor's degree from TNU, and in August 2006 began working for Finance and Administration on the Time and Labor team of Project Edison. After only a year with Project Edison, I left state government to move to Jackson, Mississippi.

In 2011, I returned to the Nashville area and the State of Tennessee as a trainer on the Procurement Team of Edison. In this role, I helped create and conduct eProcurement and Purchase Order training. In 2012, I accepted a position with F&A's Benefits Administration division as a System Support Manager. The position initially was responsible for managing the System Support and Quality Assurance teams, but during the three years in this role, it morphed to include the Training and Administrative teams as well. Once the Talent Management initiative was adopted into F&A and ready to expand, I accepted the Talent Management Assistant Director position and partnered with Kelly Lancaster to conduct DOHR and F&A Competency trainings. Faced with the harsh reality that the majority of our workforce will be eligible to retire in the next 3 years, Talent Management is charged with finding single points of failure and developing our current staff to be ready to transition into those roles and be successful.

In September 2016, F&A HR lost decades of seniority when Renee Jackson and Walter Brooks retired. Walter's departure opened an opportunity for me to stretch my knowledge and learn full force in an HR professional role. The opportunity to be the F&A HR Assistant Director has been very rewarding and

presents daily challenges that fuel my passion in the field. I love the fast-paced variety of work, presenting great customer service, and managing people, and this role allows me to do all of those desires.

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

Right now, I am planning a wedding, have a 15 year old with a social life but no car, and I'm working on my Master's degree at Austin Peay State University, so I don't have a lot of free time.

**What has been the most significant community service activity in which you participated? Why?**

The most significant activity I have worked with through this project was coaching my daughter's middle school cheerleading squad. Initially, I volunteered as the assistant coach, but when the head coach resigned, I stepped up and ran the program by myself. This event was most significant for me because it fostered time with my daughter that I would have missed out on; such as collaborating together to create dance performances and a stomp cheer routine. Additionally, I felt very blessed to help other girls learn and develop their leadership skills. For example, during my time coaching, I facilitated team building and encouraged the girls to build one another up instead of judging each other and looking for ways to tear each other down. This is very important in today's society where teens are constantly judged and scrutinized on social media. At the end of season, I told the team and their parents I hope they felt half as blessed as I had for being paired with them during our season.

**Have you served as a TN Achieves Mentor? If so, tell us about that experience.**

I am a TN Achieves Mentor. Last year was my first year, and I returned this year. I'm very passionate about the cause. My parents never encouraged me to attend college, so my senior year I had to figure it all out on my own. That's what drives me to help and go above and beyond to find answers for the students I work with. I realize there are so many that don't have support at home and are trying to navigate the waters on their own.

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

Although I did not set out with this professional goal in mind, this program has enabled me to network and meet many people whom I would not have if I hadn't participated. Some of those people have been fellow state employees, but some have been in groups in which I participated. On a personal level, it has always been hard for me to step out of my comfort zone and go to meetings and reconnect with people. The Black Belt Program, along with my involvement in so many groups, has encouraged me to be more social and get more involved in my local community, as well.



**Bridgett Tubbs-Jones**  
**Human Resources**  
**LEAD Tennessee 2011**  
**TGEI 2012**



**What's your story? How did you arrive at your current position?**

I have been extremely fortunate to have had an amazing journey thus far. My career experience has included: private practice with extensive trial experience; serving as the only female associate in a law firm with an emphasis on civil litigation/insurance defense and serving as Attorney/Contracts Director for the Department of Economic and Community Development for several years before joining the Department of Human Resources team in May 2012, after passage of the T.E.A.M. Act. where I currently serve as Director of Legal Services.

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

My absolute favorite thing to do is to spend time with those I love, especially my 11 year-old daughter and 7 year-old son. I also enjoy taking advantage of all that Middle Tennessee has to offer with restaurants, concerts, and shows. When I need to unwind, I enjoy trips to the spa, working out, reading a good book, and retail therapy (especially shoes).

**What has been the most significant community service activity in which you participated? Why?**

I've been involved in numerous community service activities over the years, but the most significant has to be mentoring girls. Growing up, my parents always told me, "To whom much is given much is required," and that has never left me, as I've continued to excel and thrive in my life as well as career. I've had and have so many amazing mentors throughout my journey, and I have an obligation to ensure the young women coming behind me have the same level of support. My mentorship of girls began through the Les Gemmes "Lighting the Path for Girls" program and continues to grow as girls from elementary through college and beyond began asking me to serve as their mentor.

I'm happy to say that I'm currently in the process of organizing an annual conference scheduled to launch early next year. The conference is aimed at providing middle school through college-aged young women with sessions on Self-esteem, Creating your Personal Brand, Social Media Challenges, Etiquette, and Preparing Yourself for the Future Now. The ultimate goal is to create a year-long Leadership Academy for Girls. Stay tuned!!

**Have you served as a TN Achieves Mentor? If so, tell us about that experience.**

Yes, I have served as a TN Achieves Mentor and loved every moment of it. After attending orientation at Nashville State Community College, I was excited and was ready to dive in and get started. I had the opportunity to mentor 7 students, 2 of whom would be the first in their families to attend college. After our initial meeting, we corresponded mainly via text messages. Three of my students really took advantage of my offer to "call me anytime" and followed up with calls requesting advice with everything from community service activities to questions about completing financial aid documents. I look forward to serving as a TN Achieves Mentor again.

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

As far as professional goals, during this belt level, I earned my PHR (Professional in Human Resources) certification from the Human Resources Certification Institute and also earned the SHRM-CP (Society of Human Resources Management- Certified Professional) designation. I was also recognized by the Nashville Bar Journal as a finalist for Best of the Bar in the Corporate Counsel and Government category.

I was a 2017 nominee for the Middle Tennessee Women of Influence award and was honored to serve as keynote speaker for several community events, including a scholarship banquet. I am so grateful to have the opportunity to serve.

# 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, Talent Management Administrator**  
 Department of Human Resources

- **David Adams – LEAD Tennessee**  
Department of Human Resources
- **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
- **Dr. Alicia Cone – LEAD Tennessee**  
Council on Developmental Disabilities
- **Julian Davis – LEAD Tennessee**  
Department of Correction
- **Shawn DeHaven - LEAD Tennessee Steering Committee Chair**  
Department of Treasury
- **Marcus Dodson – LEAD Tennessee, TGMI Steering Committee Chair**  
Department of Treasury
- **Fred Gaston - LEAD Tennessee, TGEI, HR Master**  
Department of Labor and Workforce Development
- **Kimberly Glenn - LEAD Tennessee Steering Committee Chair**  
Department of Health
- **Tammy Golden – LEAD Tennessee, TGEI**  
Department of General Services
- **Shannon Hall – LEAD Tennessee**  
Department of Safety & Homeland Security
- **Michelle Hamblin– TGMI**  
Department of Children's Services
- **Steve Hawkins - TGMI**  
Department of Labor and Workforce Development
- **Lauren Hill –TGMI, TGEI**  
Department of Environment & Conservation
- **Phyllis Hodges - LEAD Tennessee, TGMI**  
Department of Education
- **Anthony Hogan – TGMI**  
Department of Environment & Conservation
- **Richard Kennedy – LEAD Tennessee, TGEI, TGMI**  
Commission on Children & Youth
- **Dr. Kelly Lancaster – LEAD Tennessee , HR Master**  
Department of Finance & Administration
- **Mike Lenart - TGMI**  
TN Wildlife Resources Agency
- **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
- **Ann McGauran - TGEI**  
Department of Treasury
- **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
- **Holly B. Smith – LEAD Tennessee**  
Department of Correction
- **Michelle Smith – TGMI**  
Department of Intellectual & Developmental Disabilities
- **Heather Stanford - LEAD Tennessee**  
Department of Transportation
- **Patrice Steinhart – TGEI**  
Department of Finance & Administration
- **Andrea L. Wilson – LEAD Tennessee**  
Tennessee Bureau of Investigation
- **Melissa Wiseman – TGMI**  
Department of Finance & Administration

