

Tennessee Government Leadership

LINK

Newsletter from the Tennessee Government Leadership Council



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Council Committees

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



Tennessee State Government



SPOTLIGHT ON LEADERSHIP: COMMISSIONER JAI TEMPLETON AGRICULTURE

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

I think that a leader should be able to listen. You need discernment to ensure that you follow the correct advice but multiple viewpoints are helpful. Be prepared to act decisively.

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

Too often I think we tend to listen to those who align more with our ideology or with those we consider to be subject matter experts. Often, they have missed some important perspectives.

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

Find people you trust. There are a lot of people that I know who do not share my philosophies, but I still trust them. Their perspective adds tremendous value to find balance.

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

People resent authority. Society encourages people to challenge and expect certain things whether they are earned or not.

What strategies are needed to meet that challenge?

Leaders are not respected because they hold a position. They have to work to gain others' trust in their ability as well as their character.

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

It goes back to trust and competency. If you have the right people in the right position, they will work to carry out your priorities. You can rely on others for day-to-day operations which allow you the opportunity to further develop the agency mission.

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

It is important to me to have people that know their subject, know people and understand who we serve. It is all about properly serving the customer. In order to do that, you must know your job, be able to deal with people, and know who the customer is.

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

I observe others in leadership roles and try to emulate the ones that are considered successful. I also take advantage of any development opportunities that are presented to me.

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

Do not be afraid to ask for advice and do not be afraid to make a decision based on that advice.

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

A leader must be open to all staff. Constant communication is key to maintaining trust in an organization. It is vitally important to be willing to say "I made a mistake" when the conditions warrant it. People appreciate humility.

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

I listened, I made decisions, and I owned them.



Thank you Commissioner Templeton!

“Constant communication is key to maintaining trust in an organization.”

Commissioner Jai Templeton



From the Desk of the Chief Learning Officer A Sound Investment: Employee Engagement

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

It seems that the hot topic in the workforce these days is employee engagement. Maybe it has been a hot topic for some time, but recently measuring engagement and showing the results have caused quite a stir among organizational leaders. And well it should. The numbers indicating those employees who are engaged at work consistently hover around the 30% mark. That means approximately 70% are not engaged at work, and that is the disturbing statistic causing a lot of leaders to take notice.

At the Association for Talent Development conference held in Nashville this year, employee engagement made the agenda. One session was titled "Accelerating Employee Performance," by Tabetha Taylor (Elite Team Dynamics). She presented the following statistics:

- 87% of all Millennials rate leadership development as important
- 70% of Millennials say that the feedback they receive from their managers is not meaningful
- 1 in 3 workers will change jobs in the next six months
- Conclusion – the majority of Millennials are highly disengaged.

With Millennials making up the majority of the workforce in the very near future, acquiring their talent and keeping it by engaging them at work becomes a serious concern for state government. At the same time, keeping the other generations in the workforce engaged can never be neglected because Gen Xers and Baby Boomers hold a lot of experience and institutional knowledge that must be passed on before they leave the workplace.

The solution to employee engagement is complex and no one strategy will keep all employees engaged, but one thing seems clear – employees want the organization to invest in their development. People want to work with an organization where learning and development are not just things they can do, but where such opportunities are part of the very culture, the fabric, of the organization. In *Drive*, Daniel Pink wrote that employees are motivated by three elements: autonomy, mastery, and purpose. Each of these can lead to greater engagement, and it is the second element – mastery – that learning and development plays a critical role. People want to be good at what they do, and to get there leaders need to create an environment where employees are able to get good at what they do. It isn't just offering workshops and classes, but enabling learning to happen all the time through a variety of ways.

Perhaps the most important thing leaders can do to create an engaging learning environment is to first set the example. Leaders who continually seek ways to grow and develop are most likely to want others to do the same, and will be more diligent in providing such opportunities. Engaging employees will become increasingly important as organizations compete for top talent. Investing in development opportunities is a proven strategy to recruit, retain, and engage that talent. It is, so to speak, a sound investment.

"We're Better Together"

**"Leaders who continually seek ways to grow and develop
are most likely to want others to do the same, and
will be more diligent in providing such opportunities."**

Dr. Trish Holliday



Department of
Human Resources

Accelerated
Leadership Institute

by Melissa Wiseman
TGMI 2013

The Accelerated Leadership Institute (ALI) was created in 2015 by DOHR in partnership with the office of Customer Focused Government. ALI was designed to prepare high-potential individuals for the critical role of leadership within state government.

The second cohort began their journey in February 2017. Each cabinet agency's Commissioner was invited to designate a high potential candidate to be a part of the ALI cohort along with the Governor's Management Fellows.

Participants engage in a rigorous program of study that is based on recognized advanced leadership competencies and focus on improving in the following areas:

- Evaluating the ideas that will shape state government tomorrow
- Analyzing and producing innovative and imaginative solutions to real-world problems
- Expanding their field of vision beyond a particular functional area or agency focus within government.

ALI provides participants with the critical capabilities to lead in an ever-changing state government environment with an enterprise-wide scope.

I recently caught up with Angela Gargaro, one of the members of the current cohort, and asked her some questions about the program.



What does it mean to you to be a part of ALI?

It is a great honor to be part of ALI. It has become very clear that a great deal of thought and resources have been invested in this leadership development program. I feel very fortunate to have this opportunity to stretch and grow in such an encouraging environment.

Each new experience in this program reinforces that the State of Tennessee is forward thinking and has the development of the employee population as a top priority.

What have you learned that can be applied to your work?

There hasn't been a summit yet where I haven't had a take-away that I have applied in some form. The first two books we have studied so far seem tailored to help me improve my performance in my current role as a manager. My department is currently in the middle of a lot of change, and the book *Switch* has been a perfect road map in helping me to not only navigate the changes for myself, but also, for my staff. Our second book, *On Communication*, coupled with the Strength Deployment Inventory (SDI) behavioral assessment, has opened my eyes to my strengths and areas where I can improve my communication skills. I have made adjustments in how and when I communicate depending on the situation.

How has ALI helped you grow as a leader?

This experience is pushing me way out of my comfort zone; I am actually starting to get comfortable with being uncomfortable. It is improving my self-confidence and providing me with opportunities to look at situations from different viewpoints.

Is there anything else you would like to share about ALI?

I am so thankful for this opportunity to learn from such talented leaders. I can't emphasize enough what a difference this program is making in my professional development. The material and experiences provided in this program are so relevant to success both personally and professionally. It is a wonderful program that is administered by some amazing, talented people!



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

by Lynette Porter
TGEI 2012, LEAD Tennessee 2017



Alicia Cone

Director of Grant Programs
Tennessee Council on Developmental Disabilities
LEAD Tennessee 2014

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

A typical week consists of nurturing existing and developing new relationships and partnerships to improve the disability service system, assisting partner agencies (both community based and state) as needed, conducting program evaluations, researching new trends and practices, refining the Tennessee Council on Developmental Disabilities' (CDD) grant and contract management and program evaluation processes, managing the implementation of the CDD five year State Plan, collecting and analyzing data for our end of year Federal reporting, and spending time dreaming. I attended a seminar on innovation several years ago; the person conducting the seminar was the Executive Director of "Hands on Nashville". He discussed the need to make time periodically for creative and innovative thinking. He discussed the value of creating a space in order to engage in thinking that is initially free of evaluation or judgement in order to see if new ideas and previously unseen connections emerge. I try to make space for this type of thinking each week, especially since so much of my work is based on the concrete, rational, sequential, and quantitative processes.

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

My father gave me lots of great advice! We would discuss managing people many nights as he tucked me in to sleep when I was a child. I was fascinated that people, other than me of course, did what my dad told them to do. I had discovered this

intriguing fact through several trips with my dad to his place of work. I wanted to know how he got them to listen, because honestly at age 7, pretty much none of my peers were listening to me.

Here are four pieces of wisdom my dad shared with me that shapes me to this day.

- 1) No matter what happens in your life, no one can take away the knowledge you have. Knowledge is priceless, whether it comes from a degree (which he always encouraged me to pursue my education to the highest level possible) or from remaining well informed in your field of work and other areas of interest. While my dad never used the words "lifelong learner," I realize now he was a lifelong learner and was encouraging me to be the same.
- 2) As a supervisor of people, my father explained that he believed his job was to learn about his employees. To observe, talk to, actively listen to, and even challenge them in work assignments in order to learn what they were good at, what at work they were passionate about, and what got them excited about coming into work each day. He believed that everyone had a particular niche and strengths that if nurtured and developed would allow that person to shine at work and be the best member of the team they could possibly be.
- 3) With regard to leadership, he taught me that a leader accepts the consequences of and takes

responsibility for her decisions. A leader shows the same professionalism and attitude no matter whether the results of her decision were good or bad. When I asked why, he explained that the mission remains to be accomplished, and who you are as a leader is not based on short term wins and losses, but long term impact on people, the organization, and the mission of the organization.

- 4) My dad believed that part of humility was recognizing, publically, and often, the role others played in his accomplishments, and encouraged me to do the same. To this day, I follow his advice to recognize important people in my life and career, and to lavishly give credit where credit is due.

How can you pay your TGL experience forward?

The fact that I have been identified as a leader still surprises me. I had not clearly identified myself as a leader or maybe more accurately, I had a perception of leadership based more on positional leadership. You know, how can I be a leader if I have no subordinates to supervise?

I had missed the point that leadership is not solely about supervising people; it's about influencing people and situations. As often happens on any journey, those who started earlier must be willing to extend a hand to those who have not started their journey or who started a little later in order to share their experiences, knowledge and skills.

I think that is how I have tried to pay my TGL experience forward, by sharing, in one form or another, my leadership experience with others.

One form this has taken is the development of the Leadership Academy for Excellence in Disability Services (LAEDS). It was an idea that brought leadership training and development to state employees whose work touches the lives of Tennesseans with disabilities.

Now, through the combined brilliance and collective ideas of the members of the Leadership Advisory Council for LAEDS, this Academy is growing far beyond the initial idea and evolving into a leadership experience that is far reaching and life-changing for state employees.

While the people involved with this Academy, whether they be the Leadership Advisory Council members (made up of Commissioners and Executives Directors) or the Academy participants, represent many different agencies with varying missions and services. They are united in developing state employees as leaders who individually and collectively are committed to improving disability services and support in Tennessee.

Using what I learned from participating in LEAD TN and on the TN Government Leadership Council to help facilitate the initial development and implementation of the LAEDS, is my way to pay it forward to the great State of Tennessee and to the state employees who serve Tennesseans with disabilities and their families.

What is something unique about you?

I have been told I am the "cat whisperer," and there seems to be, at least, anecdotal evidence. I could say more, but I don't want to give away trade secrets.

“Employee engagement is the emotional commitment the employee has to the organization and its goals.”

Kevin Kruse, *Employee Engagement 2.0*

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

by Lynette Porter
TGEI 2012, LEAD Tennessee 2017



Barry Brawley
Deputy Director – Field Operations
TDEC Division of Remediation
LEAD Tennessee 2012 & TDEC Green Leadership

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

It's all about service! As Deputy Director over our statewide divisional field office operations, I view my role as enabling the field office teams to do the best job they can do, making sure they have the tools to do it, and by providing support, guidance, and direction. I am also their liaison in the Central Office and serve to ensure that there is a healthy flow of communication. Leadership is about influence and I spend a lot of time working on inter-personal relationships within my Division, in TDEC, and with the customers we serve.

Being a scientist by training, I like to ask questions and to solve problems. I firmly believe in understanding the "why" of a decision or action and I endeavor to communicate that information to others. My job duties delve daily in both technical work and administrative responsibilities. Since I oversee statewide operations, I travel to our field offices to meet with our teams and to visit our project sites. No two days or weeks are same and I enjoy the challenge of working in a fluid, ever-changing, and sometimes unpredictable environment.

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

During a discussion of the competencies when I was in LEAD TN, Commissioner Hunter said, "There's no growth in comfort and no comfort in growth." At that time, I was feeling the uncomfortable "stretch" of leadership growth and these words helped me understand that the most meaningful growth often occurs when you push yourself beyond your

comfortable boundaries. State government has been undergoing transformational change and I feel that we need strong leaders who aren't intimidated or hindered by "growth pains."

How can you pay your TGL experience forward?

I strive to share the lessons and practices I have learned in the leadership training that I have been privileged to attend. As has been alluded to by other Council members, I feel that it is imperative to use this knowledge to develop future leaders, not only by sharing our own knowledge with them but also by fully supporting them in their leadership development journey. Attending LEAD TN, TDEC Green Leadership, and serving on the TGL Council have been amazing experiences, resulting in great partnerships, collaborations, and my own personal growth. I encourage all aspiring leaders to step out of their comfort zone and to pursue as many leadership and growth opportunities as they are afforded.

What is something unique about you?

I love tie-dye! There is a particular tie-dye artist that I have supported over the years through quite a few purchases of her creations (mostly shirts). I regularly get compliments or comments when I wear my tie-dye shirts out of town, even out of the country. The artist and I have become friends and I call myself her "walking billboard." She once took a picture of me and used me as a "model" on her Facebook page.

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

by Lynette Porter
TGEI 2012, LEAD Tennessee 2017



Julian Davis
Director of Offender Administration
Department of Correction
LEAD Tennessee 2013

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

In Correction, no day is ever the same. My day consists of planning and being a continuous resource for my staff, coworkers, other law enforcement agencies, and other external stakeholders, in addition to learning many new things along the way. On any given day, I can be contacted to discuss subjects such as criminal extradition, prison population management, records management, sentence management, rehabilitation programs, department policy, constituent issues, state representative concerns, and so on.

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

Have a positive attitude, remain calm in stormy situations, and be a help to others. It serves no purpose to be negative or around people with negative attitudes. It is not only draining to the spirit but slows down or prevents progression. So, stay away from crabs in a barrel. In my office, I have a Chicken Little bobble head to remind people that the sky is not falling and don't panic in a crisis. You must remain calm and focused if you want to get through a problem or critical

situation. Lastly, helping others is what life and state government are all about. We all work in a position of service. You never know when you may need the help that the state provides to its citizens.

How can you pay your TGL experience forward?

By sharing lessons and advice that I received from leaders that I have been exposed to in my career with others that are typically off the radar and behind the scenes that have the potential to grow and do more with their career. I offer to share my leadership books with my supervisors, managers, and directors so they can see and understand the same concepts that I have learned while being a member of TGL.

What is something unique about you?

I would use the word "blessed" instead of "unique". I have a 9mm bullet in my neck as a result of a crime several years ago. Things could have easily gone in another direction. So, I enjoy each day of my life. I typically don't get stressed or worried about anything. And for the record, I have set off a metal detector before.



Learning Opportunities for TGL Alumni

by Dr. Ernie Ricketts
LEAD Tennessee 2011, TGEI 2014

The Tennessee Government Leadership Council exists to explore opportunities for alumni of leadership programs sponsored by the Department of Human Resources. In partnership with Tennessee State University (TSU) and Middle Tennessee State University (MTSU), the Council is pleased to announce an exciting way you may continue developing as a leader.

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

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

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

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

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

For more information on the programs, please contact Dr. Ernie Ricketts at ernie.ricketts@tn.gov.

“The function of education is to teach one to think intensively and to think critically. Intelligence plus character—that is the goal of true education.”

Martin Luther King, Jr.



TGL Remote Book Club

by Marilyn Barbee, MS
Human Services Mission Possible Leadership Academy

The remote book club is a comprehensive learning tool for me to personally engage and grow my leadership skills by applying the concepts from the book, *3 Things Successful People Do* by John Maxwell. In addition, this is an excellent method to “develop a platform” for communicating with others.

During the sessions, I am able to reflect on a new meaning of ideas, challenges, and issues leaders face. Although we have different experiences, it is good to hear what others say about the same situations from more than one angle. Everyone is nice. The time allotted for discussion is good, and most of all, there is no traveling.

This is a way for me to incorporate thoughts and ideas into the mission of the work we do. Maxwell said, “Learning leads to action, improve yourself and apply what you learn.” Therefore, I am able to develop my critical thinking skills with a group that brings a variety of opinions.

This is an opportunity for like-minded people to share their views. Many of these people I have never met; however, I've learned more about myself and shaped several opinions about others. This is just another way to make new friends and stimulate the mind. As Maxwell states, “Develop your potential and desire positive change.” I'm looking forward to reading the next book.

The remote book club is currently making plans for book study two. If you are interested in joining them, please contact Nancy Patterson at Nancy.Patterson@tn.gov by July 14, 2017.

Remote Book Club



CLO's Top Reading List for the Summer

A Passion For Leadership by Robert M. Gates

Bigger Faster Leadership by Samuel R. Chand

Built For Growth by Chris Kuenne & John Danner

Detour by Steve Gilliland

Innovate by Dr. Sybril Brown

No Limits by John C. Maxwell

Option B by Sheryl Sandberg

Super Bosses by Sydney Finkelstein

The Ideal Team Player by Patrick Lencioni

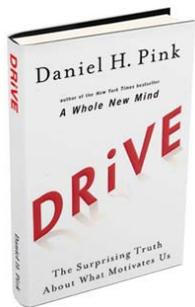


Book Review: Drive

by Lauran Strum

TDEC Green Leadership Academy 2017

I am currently in my first TN Government Leadership class (TDEC's Green Leadership Academy), and my participation in that class qualified me to join the TGL Book Club in January. Before receiving the invitation in my inbox, I honestly didn't even know the book club existed. But that didn't deter me from signing up within a few minutes of reading the email. I love to read and, as a relatively new state employee (I hit the two-year milestone in May), I liked the idea of meeting new colleagues and getting different perspectives on leadership through interactive discussions every other month. We're now on our third book, and I'm happy to say that I have enjoyed every aspect of the book club. The books and conversations have been insightful, and I have really appreciated the opportunity to deliberate on the theories in each new selection.



Our last book, Daniel Pink's *Drive*, prompted a lot of reflection for me. Pink's book focuses on decades-long research indicating that our best work stems from internal, rather than external, motivators. In other words, individuals are generally more motivated by tasks that have an intrinsic value, like a sense of purpose, than by tasks that offer an external reward, like a bonus or commission. In fact, the research shows that in some cases, external rewards can actually have a *demotivating* effect; in one of the studies Pink mentions, a group of volunteers, paid one day for the number of different puzzles they could solve, spent significantly less time working on puzzles the next day after they were told that they would not be paid at all, no matter how successful they were at puzzle-solving. The upshot: removal of the external reward caused motivation to plummet.

Another study evaluated the creativity and technical skill in professional artwork, ten commissioned works and ten noncommissioned works. The judges (other artists and curators) rated the two groups of works similarly in terms of technical skill, but found the noncommissioned works significantly more creative than the commissioned works. One of the interviewed artists admitted to feeling confined when

doing commissioned work, lacking the challenge and "pure joy" of creating a piece undefined by anyone else. Studies on scientific discovery likewise show that scientists have much greater success when they have the autonomy to develop unique, challenging research, free of the strict constraints of grant funding protocols. These and other studies in the book reinforce the notion that creativity thrives with self-direction, not monetary rewards.

These findings fly in the face of the "carrots-and-stick" way most organizations run – they show that external rewards like bonuses, pay-for-performance plans, and prize systems may actually hamper motivation and creativity. Not that carrots and sticks are all bad; Pink says they may work well for routine tasks such as envelope stuffing and time entry. But for non-routine, innovative tasks, organizations need to focus on intrinsic motivation to get their employees' best work.

That motivation has three components: autonomy, mastery, and purpose. Autonomy includes the freedom to define the task, allocate the time needed for it, decide how to implement it, and choose teammates to assist. Mastery relates to the idea of "flow" – the optimal experience where someone gets "lost" focusing on a project that is neither too difficult nor too easy but which stretches his or her abilities. To encourage greater mastery, organizations need to provide growth opportunities and reinforce the idea that intelligence, abilities, and skills are malleable, not finite. Finally, purpose provides the multiplier for the other two components: self-directed masters achieve much more when they are working toward a greater good. To emphasize purpose in the workplace, Pink recommends that organizations regularly ask "Why?" Just asking "why are we doing this?" can help people understand the greater meaning behind tasks that may seem merely procedural and garner better work in the long-run.

While this book doesn't include any of the author's own research, I found the summaries of past studies pretty thought-provoking. *Drive* provides a good reminder that we all need to understand what motivates us (and our team) and strive to find and cultivate those motivators in our work environment.



April TGL Lunch and Learn Assistant Treasurer Joy Harris

by Mitzi Martin
TGMI 2011



The speaker for our April TGL Lunch and Learn was Joy Harris, who is the Assistant Treasurer for the Financial Empowerment program. Joy spoke about RetireReadyTN which is the state's financial wellness initiative to assist state employees, teachers, higher education employees and

local government entities that elect to participate, plan and save for a successful retirement in a comprehensive way. Joy discussed that the state's retirement program consists of both a defined benefit pension plan—the Tennessee Consolidated Retirement System (TCRS) and a defined contribution plan—the Tennessee Deferred Compensation Plans (401(k), 401(k) Roth and the 457(b) plans) which are administrated by Empower Financial Services.

TCRS is a defined benefit plan that provides a lifetime benefit at retirement once eligibility has been met. Benefits are calculated with a set formula, and contributions are not available for loans or withdrawals until termination of employment. With a defined benefit plan, the employer bears the risk of investment loss. The state has 2 TCRS plans: closed and hybrid.

The closed plan is for all state and higher education employees and K-12 teachers hired before July 1, 2014. It is a non-contributory plan that requires a 5 year vesting period. Service retirement requires members to be age 60 and vested or have 30 years of service regardless of age.

The hybrid plan is for all state and higher education employees and K-12 teachers hired on or after July 1,

2014. It is a combination of a defined benefit plan (TCRS) and a deferred compensation plan. It is a contributory plan with a 5 year vesting period in TCRS and immediate vesting in the 401(k). Service retirement requires members to be age 65 or meet the rule of 90 (service credit + age = 90).

The Deferred Compensation plan can be either a 401(k) or 457(b). A deferred compensation plan can help employees voluntarily set aside income before paying current taxes. It is a tax advantaged savings plan that allows participants to save and invest money for retirement purposes. The employee chooses investments and bears the risk of investment losses. Contributions may be eligible for withdrawals or loans but you may be subject to early withdrawal penalties.



The distribution options are lump sum, periodic payments, partial lump sum with remainder as periodic payment, and rollover to another plan or to an IRA.

Sources of information to be retirement ready are:

- RetireReadyTN.gov
- Customer Service Call Center 800-922-7772
8 am-7 pm CST

April TGL Lunch and Learn

Assistant Treasurer Joy Harris continued...

- RetireReadyTN Group Presentations
- Comprehensive Retirement Planning and Retirement Counseling
- Retirement Planning includes both TCRS and Deferred Compensation components, focuses on planning and goal setting and is available throughout your career
- Retirement Counseling includes reviewing your benefit estimate from TCRS and account balance in 401(k)/457(b), discussing social security options, and is available for members 3-5 years from retirement

What can you do to be prepared?

- Take advantage of the retirement programs available to you
- Remember the State of Tennessee has a \$50 employer match to your 401(k)
- Invest for the long term
- Be aware of being too cautious
- Use the Resources available to you by your employer to plan and reach financial milestones
- Review your investments as you plan and/or change your long-term goals



“Exemplary leaders know that if they want to gain commitment and achieve the highest standards, they must be models of the behavior they expect of others.”

James M. Kouzes, *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*



Leadership

May TGL Lunch and Learn

Dean William C. Koch, Nashville School of Law

by Kristin Martin, TGEI 2014, HR Master 2016

Barely a seat could be found in the May 10th, 2017 Tennessee Government Leadership (TGL) "Lunch and Learn" held in the multi-media room in the TN Tower. Dean William C. Koch, Jr. was the esteemed speaker for the hour. The anticipation of his stories to come led to a palatable excitement which overtook the audience.

William Koch is currently the Dean of the Nashville School of Law. Previous to this appointment, he enjoyed a 46-year career with the State of Tennessee. During this tenure, he served as a Justice of the Tennessee Supreme Court, a Judge of the Tennessee Court of Appeals, Counsel to Tennessee Governor Lamar Alexander, Commissioner of Personnel and the Deputy Attorney General of the State of Tennessee. This long and esteemed career was built on the educational shoulders of a J.D. degree from Vanderbilt University, a LL.M. in Judicial Process from the University Of Virginia School Of Law and an undergraduate degree from Trinity College in Hartford, Connecticut.

With the speaker's scholastic background and vast professional experience, the crowd knew they would learn a little something. Dean Koch schooled the crowd on the Rule of Law by discussing that authority must work within laws with no personal agendas, citizens must respect and abide by the rules and rulings and the law treats everyone the same and with equal access. He also discussed the attorney's code or rule of conduct, that they must obey the law, have a personal conscience and be moral and ethical when giving advice. Dean Koch's enlightening lesson laid the perfect groundwork for his exciting tale of scandal and corruption.

The Dean took us back to the five scandals of Governor Ray Blanton, which ultimately led to the

early swearing in of Governor Lamar Alexander.

1. Inmate/Sisk raids: Raids on Governor Blanton's attorney, Eddie Sisk, and his paperwork which showed illegal activity.
2. Firing of Marie Ragghianti: Marie was appointed as the Chair of the Parole Board with the thought she would follow the Governor's direction in paroling certain inmates. When Marie acted in her own accord, she was unjustly terminated. She eventually won her job back with the help of her attorney, Fred Thompson.
3. Sale of liquor licenses: When sales of liquor licenses were opened to establishments outside of urban areas, new liquor licenses were issued to friends of Governor Blanton.
4. Pardon of Roger Humphreys: Humphreys was divorced and murdered his ex-wife and her new boyfriend. He was found guilty of 1st degree murder and sentenced to 60 years in state prison. As an affiliate of Governor Blanton, Humphreys was made a trustee within one month of incarceration and was given the freedom to travel the state as the official photographer. Blanton planned to eventually pardon him.
5. Clemency for Cash: Conversations were recorded that discussed bribes to pardon inmates and release them from prison.



Lunch and Learn

Dean William C. Koch, Nashville School of Law continued...

This corrupt foundation paved the way for an unprecedented and never again seen act. Governor Blanton was under intense scrutiny during his last days of office. Besides the previous scandals, he was approving an assembly line of clemency pardons and releasing inmates during his last days in office. Leaked information supported the idea that this assembly line would continue and it was clear that it had to be stopped. Supporting documentation was produced at an earlier time when the question was posed, "Could a Governor be sworn in early?" The Attorney General opinion was issued and declared that yes, it could happen. In the midst of the Blanton turmoil, this opinion was brought into the light and would stop any further pardons by Governor Blanton.

With the opinion as backing, an action plan took a swift pace. The proper authorities and politicians came together to swear in Governor Elect Lamar Alexander, days prior to his scheduled inauguration. Once it was all over, Governor Blanton was called and

he was told he was no longer the Governor. His scandal and clemency reign ended that night.

Books have been written and movies have been made about this unique situation. However, Dean William C. Koch Jr. was a part of the real action in his position with the state at that eventful time. Dean Koch's legacy and accomplishments continued beyond this event. He has received appointments as adjunct professor at Vanderbilt University School of Law and Belmont University College of Law. He is currently the Vice President of the America Inns of Court, the President of the Harry Phillips American Inns of Court, the Chair of the Tennessee Supreme Court's Indigent Representation Task Force and a member of the Trial Court Vacancy Commission. The TGL group was fortunate to be educated and entertained by such a revered guest.



Engagement Committee (EC) Report

by Patrice Steinhart
TGEI 2012

At the TGL Council Retreat in January, the Engagement Committee was charged with increasing TGL Alumni participation with continuous learning/development opportunities across the state.

The Engagement Committee is collaborating with the TGEI, TGMI, and LEAD TN Steering Committees Learning sub-committee to develop and deploy an "Engagement Survey" and analyze the results by fall 2017. A Strategic Plan will be developed to increase

engagement by January 2018.

Additionally, this committee will expand and enhance current TGL Alumni activities - Lunch and Learns, TGL Book Club and TGL Toastmasters, to include alumni outside of the downtown Nashville area. The monthly Lunch and Learns are now available via WebEx.

Additionally, CPAs and CGFMs can earn one (1) hour of CPE. In May, the Lunch and Learn also offered CLE to our state attorneys.

Tennessee Government Leadership Annual Conference

SAVE THE DATE: December 6, 2017

Continental Breakfast 7:30 AM
Conference: 8:00 AM to 4:30 PM

Trevecca Nazarene University
Boone Business Building
Convocation Center
333 Murfreesboro Pike
Nashville, TN 37210

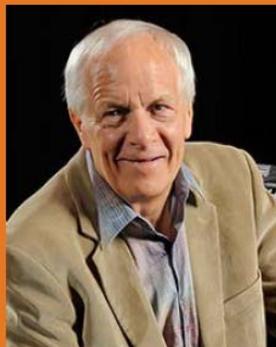


Join DOHR, nationally known speakers and authors as they share their personal experiences and perspectives on leadership!



Spencer West
National Speaker
and Author

Morag Barrett
National Speaker
and Author



Ken Medema
Composer, Singer,
Songwriter

Noah Galloway
National Speaker
and Author



This program has been submitted to the HR Certification Institute for review.



This program is being submitted for SHRM credit.

Certified Public Accountants (CPA) and Certified Government Financial Managers (CGFM) can earn up to 6 hours of CPE at the HR Conference this year



Systems Thinking (ST) Committee Report

by Julian Davis
LEAD Tennessee 2013

The Systems Thinking Committee has been meeting to focus on the Leadership Conference On December 6, 2017 at Trevecca Nazarene University. We believe it will be one of the best conferences sponsored by the state. We have an amazing group of world

renowned speakers this year that will not only entice you but expand your leadership capacity to another level. We are enthusiastic and excited in working together to ensure that we provide the best leadership conference possible.



Forward Focus Committee (FFC) Report

by Bucky Rosenbaum
HR Master 2016

At the January TGL Council Retreat, the Forward Focus Committee was tasked with developing and introducing three new tools for the TGL community. Here is a brief description of each:

- **TGL Master Calendar** – to develop and maintain a central calendar for all TGL-related leadership activities and events to be posted online on the TGL Team website and available for 24/7 access.
- **TGL Speakers Bureau** – to improve the visibility of TGL by offering alumni the opportunity to speak publicly to both internal and external audiences on topics of mutual interest. Policies and processes are to be developed in partnership with the TGL Toastmasters club.
- **TGL Space and Technology Taskforce** – to recruit a representative group of TGL alumni from across the state to work with DGS and STS leadership in identifying available systems, technology, and venues in state-owned spaces in order to facilitate wider participation at TGL-sponsored events outside of Nashville.

In addition to the above new initiatives, the FFC is continuing to support and promote our new online networking site on LinkedIn™. Introduced last year, the site is available to all TGL alumni who are members of the LinkedIn™ community.

To find us on LinkedIn™, just enter "**Tennessee Government Leadership Alumni**" in the search box at the top. There you will find a growing number of articles and other tools for staying connected with fellow TGL alums across the state. Our plan is for this networking site to become a central repository for TGL-related news, stories, tips, articles of interest, job opportunities, and more. Check it out. Better yet, come join us!



TGL Toastmasters

by April Romero
TGMI 2008

Have you considered joining TGL Toastmasters recently, but have not yet visited? Well, now might be the time. Every club needs leaders who can work with and motivate others to move the club forward. Club elections will be taking place very soon and if you are interested in providing your leadership in a new way that can pay you back, being a club officer is just the

solution. Annual office terms run from July 1 through June 30. If you are interested, please come visit a club meeting. We meet every Friday during lunch from 11:30 – 12:30 in the William R. Snodgrass, TN Tower Conference Center on the third floor in room 253N. Contact April Romero for more details at april.romero@tn.gov.

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.

Tennessee Printing Success Highlighted at National Conference

by David H. Roberson
Director of Communications, General Services

Tennessee's success in transforming the way we manage our printing operation was highlighted this month at a national conference held in Washington, DC.

The conference was sponsored by In-plant Graphics, the nation's leading resource for in-plant printers (the industry term for printing and publishing operations operated within a business or organization).

The conference, focused on the need for innovation by in-plant printers, highlighted ways that in-house printing operations can capitalize on technology and creative thinking to boost business and serve customers more effectively.

A presentation by Tammy Golden, Assistant Commissioner of Communication, Publishing and

Distribution for the Department of General Services, focused on how incorporating new technology and best practices in Tennessee's printing operation is improving service and lowering cost for state agencies.



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.

Rodney Escobar Leads Nation in Public Risk Management

by Marcus Dodson
TGMI 2014, LEAD Tennessee 2016

Rodney Escobar (LEAD Alliance 5, 2014) was awarded the Public Risk Management Association's (PRIMA) 2017 Public Risk Manager of the Year Award.

Rodney serves as the Director of the Division of Claims and Risk Management. His area includes programs that are managed by the Tennessee Treasury Department.

Rodney and his team are responsible for identifying the State's exposure to property and casualty risk and determining control methods to protect the state. The state's workers compensation, tort liability, risk management and loss prevention, and property and insurance programs for forty-one (41) state government agencies. Forty-nine (49) institutions of higher learning are managed by Rodney's department.

Rodney received the award on June 5, 2017 at the PRIMA Annual Conference in Phoenix, Arizona, for his division's work in loss prevention measures. Rodney's work includes a risk assessment that re-allocated resources to reduce the state workers' compensation programs' to which the total incurred costs from \$17.8 million during the 2012 Fiscal Year to \$11 million in 2017. This effort led to a 38-percent savings for the State.

Rodney developed a statewide return-to-work program which began in 2014 with the Tennessee Department of Correction (TDOC). The program has been implemented across the state and has led to saving

additional taxpayer dollars.

PRIMA represents all public sector risk managers and is the largest public association in the country, with more than 2,000 members in over 1,800 jurisdictions.

Rodney serves as the Secretary of the Tennessee Board of Claims, serves on the Tennessee Emergency Management Agency Committee and the State Cyber Committee. He was named Risk Manager of the Year as a member of the Tennessee PRIMA Chapter.

A video is available on youtube.com detailing more on Rodney's accomplishments and the PRIMA award: <https://youtu.be/GU5oxtR4hzE>





Mark your calendar for these upcoming events

- November 30th TGMI Holiday Meeting - Second Harvest 8:00 am to 10:00 am
- December 6th TGL Annual Leadership Conference - Trevecca Nazarene University 8:00 am - 4:30 pm
- December 14, 2017 TGEI Holiday Breakfast - Location TBD



Leadership Calendar July 2017

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5 Remote Book Club – On-line group chat through GroupMe account	6 Vision Committee Brown Bag Lunch for Black Belt Program 11:30 am – 12:30 pm TN Tower 3 rd Floor Conference Room K	7 TGL Toastmasters, TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	8
9	10	11	12 TGL Council Meeting James K. Polk Building 1 st Floor, Training Room 3 – 8:00 am – 10:00 am <hr/> TGL Back Belt Lunch and Learn with Evette White Entrepreneurial Leadership Tennessee Tower 3 rd Floor Room D – 11:30 am – 12:30 pm	13	14 TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 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 st Floor Training Room 3	18 HR Conference – Lipscomb University – Allen Arena 8:00 am -4:30 pm	19 HR Conference – Lipscomb University – Allen Arena 8:00 am -4:30 pm	20	21 TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	22
23	24	25	26 Remote Book Club – On-line group chat through GroupMe account	27	28 TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	29
30	31					



Leadership Calendar August 2017

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4 TGL Toastmasters TN Tower 3 rd Floor, Room 109(E) 11:30 am -12:30 pm	5
6	7	8	9 TGL Back Belt Lunch and Learn with Commissioner Danielle Barnes, Human Services Tennessee Tower 3 rd Floor Room 1 – 11:30 am – 12:30 pm Remote Book Club – On-line group chat through GroupMe account	10 TGEI Orientation TBI 901 RS Gass Blvd - 8:00 am – 11:30 am TGEI Social Germantown Café 5:00 pm to 6:30 pm	11 TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	12
13 TGL Book Club –#2 James K. Polk Building 1 st Floor Training Room 3 1:00 pm – 3:00 pm	14	15	16	17 TGL Council Meeting – James K. Polk Building, 1 st Floor Training Room 3 8:00 am – 10:00 am	18 LTAN Steering Committee 8:00 am – 9:30 am TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	19
20	21	22	23 Remote Book Club – On-line group chat through GroupMe account	24	25 TGL Book Club #1 James K. Polk Building 1 st Floor Training Room 3 9:00 am – 11:00 am TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	26
27	28	29	30	31		

“Leadership is unlocking people's potential
to become better.”

Bill Bradley



Leadership Calendar September 2017

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1 TGL Toastmasters TN Tower 3 rd Floor, Room235 N 11:30 am -12:30 pm	2
3	4	5	6 Remote Book Club – On-line group chat through GroupMe account	7 2017 Vision Committee Brown Bag Lunch TN Tower 3 rd Floor Conference Room K, 11:30 am – 12:30 pm	8 TGL Toastmasters TN Tower 3 rd Floor, Room235 N 11:30 am -12:30 pm	9
10 TGEI Week 1	11 TGEI Week 1	12 TGEI Week 1	13 TGEI Week 1 TGL Back Belt Lunch and Learn with Barbara Broersma, Assistant Commissioner, DHS Tennessee Tower 3 rd Floor Room D – 11:30 am – 12:30 pm	14 TGEI Week 1	15 TGEI Week 1 TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	16
17	18	19	20 Remote Book Club – On-line group chat through GroupMe account	21	22 TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	23
24	25	26 Inaugural LEAD Tennessee Alumni Symposium	27	28	29 TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	30

**“The growth and development of people
is the highest calling of leadership.”**

Harvey S. Firestone

Leadership Calendar October 2017

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4 Remote Book Club – On-line group chat through GroupMe account	5	6 TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	7
8	9	10	11 TGL Back Belt Lunch and Learn with John Gabriel, Treasury Unclaimed Property Tennessee Tower 3 rd Floor Room D – 11:30 am – 12:30 pm	12	13 TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	14
15 TGEI Week 2	16 TGEI Week 2	17 TGEI Week 2	18 TGEI Week 2 Remote Book Club – On-line group chat through GroupMe account	19 TGEI Week 2	20 TGEI Week 2 TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	21
22	23	24	25	26	27 TGL Book Club #1 TN Tower, 3 rd Floor, Conference Center Rooms A&C 9:00 am – 11:00 am <hr/> TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	28
29	30 TGL Book Club – #2 James K. Polk Building 1 st Floor Training Room 3 9:30 am – 11:30 am	31				

Leadership Calendar November 2017

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1 Remote Book Club – On-line group chat through GroupMe account	2 2017 Vision Committee Brown Bag Lunch for Black Belt Program TN Tower 3 rd Floor, Conference Room K 11:30 am – 12:30 pm	3 TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	4
5	6	7	8 TGL Back Belt Lunch and Learn with Dr. Trish Holliday, Assistant Commissioner and CLO, Human Resources Tennessee Tower 3 rd Floor Room D – 11:30 am – 12:30 pm	9	10 TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	11
12	13	14	15 TGEI Graduation TBI 901 RS Gass Blvd 8:00 am – 10:30 PM <hr/> Remote Book Club – On-line group chat through GroupMe account	16	17 TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	18
19	20	21	22	23	24 TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	25
26	27	28	29 Remote Book Club – On-line group chat through GroupMe account	30 TGMI Annual Holiday Meeting 2 nd Harvest 8:00 am – 10:00 am	31 TGL Toastmasters TN Tower 3 rd Floor, Room 235 N 11:30 am -12:30 pm	

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