

Tennessee Government Leadership

LINK

Newsletter from the Tennessee Government Leadership Council



October 2017

Volume 5, Issue 3

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Council Committees

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



Tennessee State Government



SPOTLIGHT ON LEADERSHIP: DR. JOHN DREYZEHNER, MPH, FAGOEM COMMISSIONER DEPARTMENT OF HEALTH

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

Self-awareness. Our primary role as leaders is to help those we lead to be and to do the very best they can. Awareness of our strengths, abilities and limitations, of who we are and who we are not, what we can and can't control and the humility to understand we may be missing something in ourselves and others is essential wisdom for this task.

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

We miss our "blind spots." These are areas where our view of ourselves (our self-awareness) is obstructed and we can't correct for what we can't or don't want to see. We all have them and they can limit our effectiveness and that of the people we lead. Blind spots are often rooted in the very long ago, sometimes out-of-conscious memory, which is part of what makes them so hard to spot.

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

It is tricky: not only can we not easily see a blind spot; we typically defend against seeing them. We see the sliver in another's eye and miss the log in our own. One solid

work-around is to have people around us we can trust who can help us avoid the pitfalls of our blind spots, even come to see them or their consequences. A trusted mentor, a coach or another relationship where there is trust and a willingness to have vulnerability is another way to see those obstructions to self-awareness.

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

Building and maintaining trust within our teams. Trust and the relationships in which it exists is what really make things move fast; it is what makes things fun and good ideas better. It takes time to build, it is not hard to damage, it must be carefully repaired and once completely lost is seldom regained. Today, people move on and off teams and move around workplaces faster than ever, and every time that occurs in the context of a team or unit, it takes time (our most precious asset) to get back to the same level of trust and performance.

What strategies are needed to meet that challenge?

You can't force it, but creating opportunities for shared work, shared experiences and appropriate personal sharing and social interaction are all lubricants on the trust wheel.

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

They are more likely to do the right thing, in the right way, at the right time for the right reasons. That breeds trust and organizational confidence, which in turn, accelerates the organization.

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

Self-awareness (see above). **Integrity** because having a moral code, principles, decency and fairness creates the consistency and trustworthiness that are the keys to enabling others to do and be their very best. **Kindness** because we all need grace and gentle honesty, and kind people are more fun to be around and work with.

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

I write answers to these kinds of questions. And I read a lot.

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

I tend to think that most positions require leadership; there is leadership at every level and followership too. Both are important. If by leadership, you mean supervisor, be careful how you react to the things you hear, especially from people with whom you have not yet developed trust or secondhand information.

Remember, there are three sides to every story; don't for a moment think you are always discerning. Question your judgement, but make judgements without undue delay. Don't believe your own press. Read and contemplate Tennessee Nobel Laureate economist James Buchanan.

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

Self-awareness, Integrity and Kindness. Caveats: Don't misinterpret kindness for weakness or assume kindness necessarily goes with self-awareness and integrity. They do not always co-exist. Avoidance of difficult conversations is not kindness; it is unkind. But kindness and gentleness go hand in hand and make difficult conversations more likely to generate individual and organizational trust.

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

That others will see further by standing on my shoulders.



Thank you Commissioner Dreyzehner!

“Don't misinterpret kindness for weakness or assume kindness necessarily goes with self-awareness and integrity. They do not always co-exist.”

Commissioner John Dreyzehner



Tennessee Government Leadership
 2017 Annual Conference
 “Dig a Little Deeper”



December 6, 2017
 Registration fee: \$195

Early Bird Registration: \$175 through October 31, 2017
 Full Registration: \$195 November 1 - December 1, 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

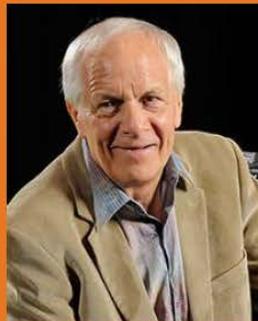


Join DOHR, nationally known speakers and authors as they share their personal experiences and perspectives on leadership!



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

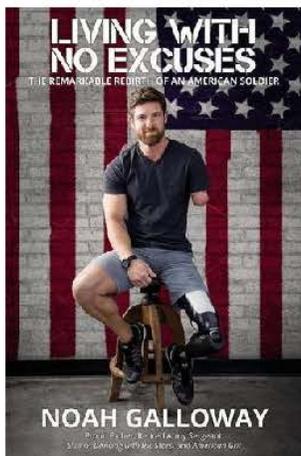
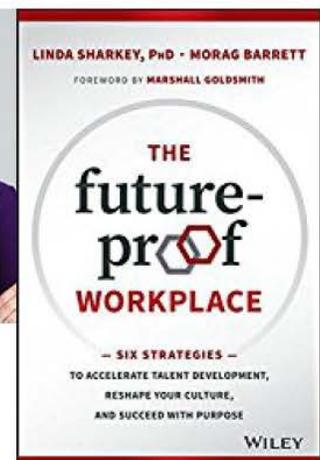


A young man's inspirational coming-of-age story of working hard, laughing a lot, and always standing tall.

Spencer West is many things. Accomplished speaker. University graduate. Natural prankster. Former cheerleader. And a young man without legs — something that has never held him back. Spencer was born without the use of his legs. When he was five, doctors decided to amputate below his pelvis to better help him get around. It didn't bother him; he was Superman and nothing would ever get in his way. Or so he thought.

Navigating through life on his hands, Spencer has always lived with purpose. But he wanted more out of life than just a pay check and material possessions. He wanted to make an impact but wasn't always sure how. That was until he had the epiphany: He was different for a reason. Infused with humor and humility, Spencer has never lost the hope or courage he needed to tackle personal obstacles — bullying, isolation, failure, or pride. His secret? Always standing tall.

The Future-Proof Workplace is a survival guide for the new realities of business. The future is no longer some far-off destination; it is here, right now, and already changing the way we work. Historically, the sea-changes have advanced humanity and inspired us to reach even further; from the Dark Ages to the Age of Enlightenment, from agrarian to industrial societies—and today is no different. But only those who are ready for the changes will come out thriving. This book highlights the changes already taking place around us: the transition from skills to knowledge, the neuroscience approach to leadership and motivation, galloping technical advances, and more. Whether you're a CEO, a leader or manager, or just trying to survive the chaos, this invaluable guide is your wake-up call—the future is now.

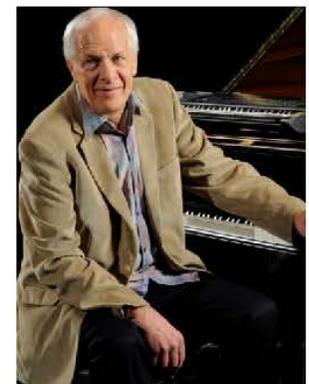


Military hero and beloved *Dancing with the Stars* alum Noah Galloway shares his life story, and how losing his arm and leg in combat forced him to relearn how to live—and live to the fullest.

Inspirational, humorous, and thought provoking, Noah Galloway's *LIVING WITH NO EXCUSES* sheds light on his upbringing in rural Alabama, his military experience, and the battle he faced to overcome losing two limbs during Operation Iraqi Freedom. From reliving the early days of life to his acceptance of his "new normal" after losing his arm and leg in combat, Noah reveals his ambition to succeed against all odds.

Noah's gripping story is a shining example that with laughter, and the right amount of perspective, you can tackle anything. Whether it be overcoming injury, conquering the *Dancing with the Stars* ballroom, or taking the next steps forward in life with his young family - Noah demonstrates how to live life to the fullest, with no excuses.

Across the years, Ken Medema has shared his passion for learning and discovery through storytelling and music with an ever-growing circle of followers around the world. Ken has been performing for over 40 years in many different venues: conventions, colleges, churches and corporations and more, for groups ranging from 50 to 50,000 people. Though blind from birth, Ken sees and hears with heart and mind, singing stories from his audience and accenting themes and perspectives from speakers and workshop leaders. Ken custom designs every musical moment through improvisation and new composition to bring each event to life with his keyboard/piano and vocal performances. Ken's focus is to use music and storytelling to help build communities of compassion while specifically using his skills as a music therapist in order to communicate with the unique needs of his diverse audiences.





2017 First Annual LEAD TN Alumni Symposium

by Susan Burdette,
LEAD TN 2014, TGMI 2008

On September 26, 2017, LEAD TN Alumni gathered for the first annual LEAD TN Alumni Symposium. 2017 is the inaugural year for the LEAD TN Steering Committee, and based on LEAD TN alumni feedback, the Committee planned the Symposium to further explore the LEAD TN competencies of Self-Leadership and Innovation. Jessica Stollings, was invited to the first Symposium, and wove together the Self-Leadership and Innovation competencies into a multi-generational workforce.

In addition to Dr. Holliday’s networking activity to mix everyone up, there was an informal networking activity for tables to create together an Emoji of their favorite LEAD TN experiences and alumni voted on the best Emoji during lunch. Jessica Stollings began her engaging presentation and the morning wellness activity was an unannounced fire drill, after which Jessica picked up where she left off like it was on the agenda. Commissioner Triplett joined us for lunch and discussed the innovative ways Tourist Development is marketing TN with music concerts in Chicago and reminding everyone Gatlinburg is open for business.

In addition to the presenters’ insights, a valuable Symposium outcome is LEAD TN alumni insights. In afternoon table discussions, alumni shared how they can be more innovative, continue their self-development, leverage multigenerational strengths, and engage the next administration and alumni base. A task force will be formed to work on the top three ideas presented from each table. Being the true leaders that they are, many tables had two or more alumni who wanted to serve on this task force when one person from each table was requested!

In addition to the Emoji contest, there was a contest for Alliance attendance. Alliance 7 received the Lead TN cup for the Alliance with the most attendees. Every year a new Alliance will be awarded this honor and have their name added to the cup. LEAD TN Alliances: Let the recruiting to attend next year begin to add your Alliance to the LEAD TN cup!

The Symposium survey results confirmed it was an amazing day for everyone who attended:

- *Ninety-six percent rated the Symposium overall as excellent or above average.*
- *Ninety-five percent rated the relevancy of the Symposium to their jobs as excellent or above average.*
- *Ninety-seven percent rated both speakers as excellent or above average.*
- *One hundred percent rated the service provided by the Steering Committee and SLS as excellent or above average.*

The LEAD TN Steering Committee looks forward to planning the second Annual Lead TN Symposium and seeing the results of the seeds planted this year though the bar was set high!



Symposium Results Show Record Impact!

How do you rate the relevancy of the LTAN Symposium to your current Job?

95%

How would you rate Jessica Stollings’ “innovation and Self-Leadership in a Multi-Generational Workforce” presentation?

97%

How would you rate Commissioner Triplett’s “An Inside Look at Innovation within State Government” presentation?

97%

Overall, how would you rate the quality of service provided by LTAN Steering Committee and the SLS Staff?

100%

Overall, how would you rate the LTAN Inaugural Symposium?

100%



2017 First Annual LEAD TN Alumni Symposium



Alliance 7—Highest Participation in the Inaugural Symposium!



2017 First Annual LEAD TN Alumni Symposium





2017 First Annual LEAD TN Alumni Symposium



TENNESSEE
GOVERNMENT LEADERSHIP



INAUGURAL GALA

4.14.2018 ★ 7 PM

CONSERVATION HALL
TENNESSEE GOVERNOR'S RESIDENCE

SAVE THE DATE - More Information Coming Soon!



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

by Dr. Trish Holliday, SPHR, SHRM-SCP

TGMI 2008, TGEI 2010, LEAD Tennessee 2010

Think about what a brand does. A brand marks something, or someone, out from the crowd. Brands can be verbal or non-verbal, often simply a symbol can speak volumes about an entity. You see large golden arches, you think of McDonalds and all it is. You see the green mermaid symbol; you start to want a cup of coffee. If you hear the phrase, "You're in good hands," you think of an insurance company. Branding is a way to trigger in one's mind something about a product or entity.

What leaders may often forget, or not give much thought to, is that we all have a personal brand. A personal brand is an ongoing process of creating, establishing, and communicating a clear statement or image of who you are to others. This professional image is not only how you see yourself, but how others see you. In essence, if you are not working on your own professional presence, others will create it for you.

Professional presence is defined in the Harvard Business Review as projecting a mature self-confidence; having a sense that you can take control of difficult, unpredictable situations; being fully present; and holding your own with other talented and strong willed members of your team and other teams. A professional presence is a set of learned behaviors that enable you to command attention. Suzanna Bates wrote that professional presence is "... a blending of temperament, competencies, and skills that, when combined, send all the right signals."

Here are five basic action steps you can take to improve your professional presence, and create your own brand. The first step is to identify your desired professional presence traits. What traits do you want to be known for? Is it being trustworthy? Innovative? Decide upon five such traits you want to be known for.

The second step is to research your professional presence perception. How do others really perceive you? Find a few trusted individuals who will give you honest feedback based on salient questions that will get you what you need to know to understand how others truly view you. Compare this

input to how you want to be viewed as a professional. What are the gaps? These are areas to focus on in order to develop your personal presence.

The third step is to cast your vision. Where is it you want to be? What is your vision three, five, or ten years out? Having a clear and concise understanding of your personal vision provides the goals you have for yourself in developing your professional presence.

The fourth step is to establish your strategy. Now that you have identified the gaps based upon feedback, and you have set your goals, design a strategy that will close the gaps to lead to developing your desired professional presence. Depending upon the particular gaps, there are multiple resources available to help you bridge those gaps.

The final step is to measure for results. Placing measures in place before you start implementing your strategies will provide the data you need to determine how successful you are bridging gaps and creating your professional presence. Based upon the results of your measures, adjust your strategies accordingly.

With these five steps, you can be well on your way to creating the professional presence you want, and need, to be the leader you want others to see you are.

We are Better Together,

Assistant Commissioner and Chief Learning Officer

(adapted from the Institute for Public Relations, June 29, 2017 by Jacqueline F. Strayer)

"The third step is to cast your vision. Where is it you want to be? What is your vision three, five, or ten years out?"

Dr. Trish Holliday

In Honor of Joseph W. Lindsey, LEAD Tennessee 2015

by Kristina Clouse
HR Masters 2016



July 29, 2017: The State of Tennessee employs 2,525 veterans, many of whom still serve in the reserves.

July 30, 2017: That number drops by one.

On that day, Cemetery Director for the Middle Tennessee State Veterans Cemetery, Senior Chief Master-at-Arms Joseph W. Lindsey passed away. I had the privilege of working with Senior Lindsey at the Department of Veteran Services, as well as knowing him through the US Navy. At the time that I received the news, I had been writing an email thanking him for a personal favor. Shock is the best word to describe my immediate feelings, but disbelief and sadness were close behind.

He wrote an article in 2015 that had a profound effect on me. Today, it holds new meaning:

A Veteran's Last Five Minutes

Story Number: NNS150806-18 Release Date: 8/6/2015 4:20:00 PM

By Senior Chief Master-at-Arms Joseph W. Lindsey, Navy Operational Support Center Nashville

NASHVILLE, Tenn. (NNS) – One of the most important benefits any military veteran earns is the right for their selfless service to be honored when they fall. Every warrior's death, whether in combat, old age, sickness or accidental, is finalized by the presentation of a folded flag to their loved ones.

The mission of the honor guard carries with it the pride of our country and it is one of the most significant jobs performed in the military. The last five minutes a family remembers about their veteran's service is finalized by the military honors performed at the grave-side service before the casket is lowered into the ground.

I have proudly served as a member of Navy Operational Support Center Nashville's Honor Guard since 2007 and have had the privilege of rendering honors to more than 800 veterans. I have donned my dress blues for fallen Soldiers, Sailors, Airman and Marines. I have presented the flag to widows, widowers, mothers, fathers and children. I have seen their eyes swelling with tears of sadness because of their loss combined with tears of pride because of the service their loved one provided to our great nation.

In addition, within my civilian job, I have the honor of serving as the director for Middle Tennessee State Veterans Cemetery for the Tennessee Department of Veteran Services. The most rewarding part of my job is the accolades and praises the family members pass on to me about the professionalism of the honor guards. I am constantly told that the one thing a family will remember is the silent strength displayed by the honor guard playing taps, folding the flag, and making the formal presentation of the flag to a surviving loved one on

behalf of the President of the United States.

The last five minutes of a veteran's journey in this world belongs to our armed forces and everyone in attendance graveside will leave with an everlasting impression, not only about their loved one's service, but about the entire military as a whole. This impression is derived from how that honor guard performs.

The teams that show up graveside are not just members of the National Guard or local Reserve centers. To the families, they are the Army, the Navy, the Air Force and the Marine Corps. They represent our nation's military in large urban areas, as well as small remote suburban towns throughout America. Most of these places rarely see a military service member in uniform and cannot differentiate between the different dress uniforms of each service. Therefore, in many of these places, the honor guard that reports for this duty will



leave the sole impression of the military in the minds of those in attendance on that day of mourning and life's celebration.

I work with men and women who embody the core values of honor, courage, commitment and integrity. These men and women will travel hundreds of miles to stand out in the heat and humidity, as well as the frigid cold and pouring rain to silently proclaim that this veteran's service will be remembered and that these veterans will not pass silently into the night. These amazing service members take so much pride in their mission ensuring that every detail is attended to, every movement is crisp and their uniforms are always impeccable. They never complain about having two to three funerals a day covering more than 300 miles. They never complain about the weather and they never complain about being tasked on short notice. They miss birthdays, anniversaries and holidays to honor our nation's heroes because they whole heartedly believe in their mission and they are all selfless servants. My heart swells with pride that I work with these heroes, yet not one of them would ever consider themselves a hero.

Within my years of service, I have been stopped on the street and in grocery stores by people who recognized me as part of an honor guard at a service they attended years ago. They shake my hand and start to cry telling me how they remember how I presented the flag to one on their family members who paid the ultimate sacrifice. They reminisce on how perfect the honor guard was and how their family still talks about the military honors performed.

On many occasions, family members will tell me that the honors performed displayed the pride and patriotism their veteran would have wanted and that their fallen hero would be so proud that they were honored in that way. I sit down with veterans every day and listen to their amazing stories of courage and self-sacrifice.

Veterans who were at the base of Mount Suribachi when the flag was raised, veterans who were part of PT boat crews in Vietnam, veterans who were in Special Forces during Operation Iraqi Freedom / Operation Enduring Freedom and many more have stopped by to talk.

Recipients of Navy Crosses, Silver Stars, Bronze Stars and Purple Hearts, each one a warrior in their own right and each one so humble and proud. After they are done sharing their memories and drying the tears from their eyes, they all ask me if they too can have an honor guard when they pass.

Within the cemetery in Nashville, there are no places segregating men from women, retirees from those that complete a single term, officers from enlisted, generals from privates or admirals from seaman. Our grounds are referred to as a field of honor where everyone is a veteran. These veterans who have volunteered to preserve the freedoms we enjoy every day deserve our nation's best. I strongly believe that it is our duty to memorialize every veteran who served honorably with a well-trained honor guard, no matter what the cost.

What an amazing honor and privilege it is to be able to represent this nation that I love so much in those last five minutes.

When they laid his body to rest, on August 4th, his team presented the flag to his family with the honor, courage, commitment, and integrity that he would expect them to give any veteran and their family. This time, however, there may have been a tear or two escape as they served him for his...last five minutes.

Approximately 22 Veterans a day commit suicide. Never feel like you are alone.

Veterans Crisis Line 800-273-8255



**“Valor is stability, not of legs and arms,
but of courage and the soul.”**

Michel de Montaigne

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

by Lynette Porter
TGEI 2012, LEAD Tennessee 2017



David Adams
Procurement Officer
Human Resources
LEAD Tennessee 2014

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

A typical day for me is now split between two different job titles as I have just been promoted from Procurement Officer to the Department of Human Resources Contract Manager. So between ordering supplies, equipment, promotional items and books for conferences or training events I am learning how to create contract documents and which documents must be completed depending on the nature of the request, and approving requests from outside agencies.

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

No plan ever survives its execution, so you must be prepared to take action when you see the opportunity .

How can you pay your TGL experience forward?

I feel that I can pay my experience with Tennessee Government Leadership forward by modeling the way for new employees or employees that may not have felt compelled to participate in TGL programs in the past. In sharing my positive moments and accomplishments, I try to impart the importance of participating in every program that is offered. Because there is always something you take away from the experience to make you better as a leader or employee.

What is something unique about you?

While I have never taken advantage of formal education opportunities I have always sought new learning experiences through my time spent in the Military and the many different employers I have worked with. And I believe these experiences have given me unique skills and perspectives that I try to incorporate in my leadership and job performance.



"As we express our gratitude, we must never forget that the highest appreciation is not to utter words, but to live by them."

John F. Kennedy

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

by Lynette Porter
TGEI 2012, LEAD Tennessee 2017



Shannon Hall
Assistant Director of Talent Management
Safety and Homeland Security
LEAD Tennessee 2015

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

A typical week for me is filled with learning. I am a certified facilitator, and regularly spend time on the training floor. I love collaborating with leaders from across our agency to develop strategic solutions for improving the performance of our employees. I also just returned to school this semester to pursue my PhD at TSU, so I will be doing lots of learning myself!

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

In business, the best piece of advice I've received is to never say "I can't believe..." In other words, never let anybody catch you off guard. Be prepared for anything, and know that you can stand on your own strength

How can you pay your TGL experience forward?

I think that the best way I can pay my TGL experience forward is by mentoring the staff who work directly for me. I try to encourage them to seize opportunities to learn whenever they arise, and all three of my direct reports have completed our Commissioner's Learning Academy. One of my direct reports is currently back in school earning her Bachelor's degree. I love being able to provide opportunities for my direct reports whenever I can.

What is something unique about you?

I have 5 great kids (all born in different states!) that are the loves of my life. My youngest son is going to be making me a grandmother in November, and I am so excited to experience that. I am also currently training for my 7th half marathon in November, so life never stands still for me; it's always full speed ahead!



"The art of communication is the language of leadership."

James Humes

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

by Lynette Porter
TGEI 2012, LEAD Tennessee 2017



Anthony Hogan
Deputy Director
Environment and Conservation
TGMI 2014, TGEI 2016

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

My typical day, and week for that matter, consists of meetings, some technical and some administrative. One-on-one meetings with my staff concerning technical and business process issues are common, as well as administrative function meetings with Department personnel. I am involved in the licensing actions of some of our large radioactive waste processors, regularly reviewing, providing input, and determining actions the Division wish to pursue. I routinely advise the registration section on registration of radiation-producing devices and their new online systems development to bring our processes into the digital age. Discussion with our technical services section personnel on emergency preparedness actions and exercises, regulatory development of rules and interactions with legislators and legal staff, to answer questions on impacts of new rules in development. I also deal with and assist with the division finances, budget issues and personnel actions and review of HR paperwork.

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

That, without doubt, comes from my parents. They always wanted their children to be kind and helpful to all people. The golden rule to treat others as you would want to be treated is not only what they told me, but also what they lived in their day to day experiences. In doing so, they modeled how to be servant leaders in the community and I hope to live up to that advice and expectation.

How can you pay your TGL experience forward?

I enjoy the TGL Toastmaster's program highly and am grateful for the opportunity to serve on the board of that group as the Vice President of Membership. I think that allowing people to hone their skills in speaking, making presentations and developing the leadership skills of program management and beneficial feedback is important in being successful in management and leadership positions in state government.

What is something unique about you?

I grew up in rural east Tennessee in the foothills of the Smokey Mountains. Taking advantage of small leadership roles, first in my local church group, then the achievement of my Eagle Scout in the Boy Scouts of America (and being part of the representatives of the local BSA regional council at the 1982 World's Fair in Knoxville), being a resident director of a residence hall in college and now the Deputy Director of a state program, proves that if I can make it, any one can with a little perseverance.



Lunch and Learn—TGI Director Mark Gwyn

by Mitzi Martin
TGMI 2011

TBI Director Mark Gwyn spoke on how to be a true leader in a world where police are perceived differently than they were in 1985 when he began his law enforcement career.

Director Gwyn first spoke concerning the public's request for more transparency by law enforcement. Unlike all the other U.S. states, the TBI was set up independently and does not report to the Governor or Attorney General. This independence gives the TBI the transparency that is needed and is being asked for in today's climate.

The rapid change in technology is one example of how Director Gwyn stated a true leader can keep moving forward in their leadership style. The TBI now sends all agents to the National Forensics academy to ensure they are trained in the latest technology. Director Gwyn asked the question, "What type of leader are you?" He said your leadership style should be who you are, be real, be yourself and treat people with respect. True leadership is when your work ethic and attitude match the type of leader you say you are.

Director Gwyn opened the floor for questions after stating his goal is to lead the TBI with integrity.

Questions from the audience:

Q: With fewer officers/agents being employed, how do you recruit when public opinion is against the profession?

Director Gwyn: TBI's culture is one of growth where the employee is given the best equipment, pay, training and resources to enable them to succeed.

Q: With the TBI seeing the worst of worst crimes, what about the emotional stuff?

Director Gwyn: Yes! TBI strives to have employees mentally where they need to be because they are in life or death situations.

Q: How has the rise in Fentanyl affected the TBI?

Director Gwyn: I sit on the National Drug and Narcotics committee. We were informed at a meeting about the manufacturing of fake pills and the fact that



agents cannot tell the difference between the real and fake. I immediately came back to my leadership team to make sure every agent had access to the antidote in the event an agent came in contact with the drug.

Q: Is there a rise of gang activity in Tennessee?

Director Gwyn: Yes, we are seeing a rise in West Tennessee. The gangs are going to smaller areas where there is not much police presence. We now have a task force unit just for gangs. People involved with violent crime are getting younger and we must change the narrative of trust and independence with these young citizens.

Q: What about human trafficking?

Director Gwyn: All law enforcement officers are trained to recognize human trafficking. We must change the culture from one where a victim is jailed following a sting to one giving them access to a non-profit for a lifestyle change and counseling.

“TBI’s culture is one of growth where the employee is given the best equipment, pay, training and resources to enable them to succeed.”
Director Mark Gwyn



TGL Remote Book Club

by Nancy Paterson
TGMI 2000

The remote book club will be pursuing their next book in November! The book, "Focus" by Daniel Goleman provided a meaningful and interesting discussion. There are some slots still available. Anyone interested in joining the remote membership please contact Nancy Patterson, Nancy.Patterson@tn.gov or 615-223-8044.



CLO's Top Reading List

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

That's Not How We Do it Here! by John Kotter and Holger Rathgeber

Taps on the Wall by John Borling, Major Jengerqa, USAF, Ret.

Humble Inquiry by Edgar H. Schein

The Power of Significance by John C. Maxwell

Lessons Learned by Dean Crisp

The Employee Experience Advantage by Jacob Morgan

No Ego by Cy Wakeman

Learning for the Long Run by Holly Burkett



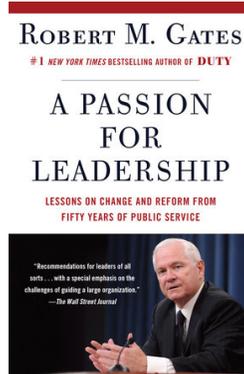
Book Review: A Passion for Leadership: Lessons on Change and Reform from Fifty Years of Public Service by Robert M. Gates

by Jeanine C. Miller, PhD
TGEI 2006

I enjoyed reading this book because of Mr. Gates' insightful criticism of government and the private sector, descriptive writing style, humor and optimism. Mr. Gates motives for writing the book are commendable, "If through this book... perhaps more young people will be encouraged to consider devoting some portion of their lives to their fellow citizens." In describing his hope for the value of the book for young people he writes, "... demonstrating to them that public service can be worthy of their talents; second... by offering them early in their careers some of the tools and personal attributes for leading change that they can begin to develop and strengthen. After all, today's new recruits will be tomorrow's senior leaders." It is extremely important that the State recruit and retain the best and the brightest in order to ensure successive generations of competent individuals who are dedicated to serving the public good.

One of Mr. Gates' favorite sayings is attributed to Napoleon Bonaparte, "Never mistake for malice that which is easily explained by stupidity or incompetence." Those words may sound harsh however they also ring true. I found Mr. Gates' description of the realities facing would-be change agents sobering and validating. These characteristics of state government (as well as federal and private sector industry) seeming to collude to make reform exceedingly difficult:

1. Entrenched culture and the stifling effect of layer upon layer of management.
2. Local and national political interests counter to efforts to streamline or reform.
3. Bureaucratic bloat, turf protection, empire building, and resistance to change.
4. The unpredictability of the budget impedes long-range planning.
5. The unpredictable quality of the individuals hired, elected or appointed to do the job.
6. The lack of expertise and understanding.
7. The lack managerial or leadership experience.
8. Many appointees view the position as a stepping stone.
9. Career employees have job security and can out wait the reformer.



The list goes on. Yet Mr. Gates is optimistic about change and wrote, "I believe bureaucracies can be fixed: changed, made more cost-effective, user-friendly, efficient and responsive, and shaped to meet new problems and challenges even in an age of austerity."

Mr. Gates transitioned quickly from describing the ills of public and private bureaucracies to solutions for change. He wrote, "To be successful agents of change--of reform--leaders not only must be able

to envision a new way forward but also must be practical, with the skill to build broad support for and implement their vision." I found it fascinating that of all the leadership skills Mr. Gates could have emphasized, he chose listening as the first component of establishing strategic vision. Mr. Gates wrote, "The most critical thing a new leader must do is listen." Mr. Gates encourages leaders to listen to employees on their own turf. There are multiple benefits to conducting a listening tour however here I will briefly describe the Who, What, When, and Why of listening to create vision.

Who are you listening to? Listen to people at every level of the organization, from the front office to the mail room. If appropriate, talk to stakeholders, governing boards, directors, retirees, alumni, legislators, elected officials, and critically, the customers.

What are you listening for? Listen for perceptions of the organization's strengths and weaknesses and what they think the priorities for change should be.

When do you conduct your listening tour? Before issuing a single directive or making a single decision *that will have a major impact on the organization.* [Emphasis added]

Why listen to employees? Listen because career employees often have insightful views about the strengths and weaknesses of their organization and well-informed ideas for practical ways to improve it.

The book contains excellent guidance for those who are in leadership and those who aspire to advance to leadership roles. It also provides valuable guidance for seasoned career employees and those individuals who are new to State government, and I believe has contributed to my leadership toolkit.

Book Review: Crucial Conversations

By: Patterson, Grenny, McMillan, and Switzler

by Terry Malone
TGMI 2008, LEAD TN 2012

Patterson, Grenny, McMillan, and Switzler, (PGMS), begin by defining crucial conversation as a “discussion between two or more people where (1) stakes are high, (2) opinions vary, and (3) emotions run strong” (2012, p. 3). They lay out when we are faced with crucial conversations, we tend to react one of three ways: avoidance, face them but handle them poorly, or face them and handle them well. They also write about the downward spiral that transpires when situations are not handled effectively. PGMS state that “the more crucial the conversation, the less likely we are to handle it well” (2012, p. 17). This is when the dialogue between parties is the most important. Dialogue is “the free flow of meaning between two or more people” (2012, p. 23). The authors believe that every successful conversation involves open dialogue between all parties’ opinions, feelings and ideas, no matter how controversial. The results from the healthy dialogue are then openly accepted and added to the shared pool. This does not mean everyone agrees with every idea; however they create an environment in which everyone feels safe to express themselves. In short, “the pool of shared meaning is the birthplace of synergy” (2012, p. 25). Dialogue is a process, however not taking the time to plan out the process will lead to bigger issues that could harm relationships and productivity.

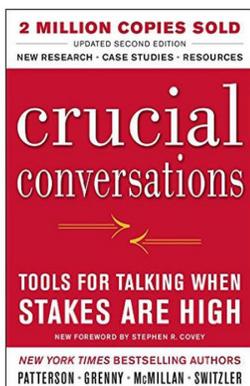
The key to handling the conflict is to stay calm and to maintain an open, truthful dialogue with each other. There are many individuals who avoid conflict in hopes that it goes away, many who handle poorly, and many who handle them well (2012, p. 4). Throughout an individual’s career, each one of these will take place and inevitability impact us as a professional. Creating an open, trusting environment is imperative to maintaining positive working relationships with internal and external partners. Since an individual is not able to control another, the focus must be within to ensure you are handling the situation in the best way you can. Being self-aware in identifying emotions that run strong and shifting the dialogue to a more productive solution is the actual winning in resolving conflict.

In the third chapter, PGMS break down how to have effective dialogue, the first principle being Start with Heart. They declare that it is not about focusing on changing others’ hearts, but focusing on yours first.

When having “high-risk discussions,” the motives must be clear and maintain focus, no matter the outcome (2012, p. 36). When under attack, our heart can lose focus of the initial goal of the dialogue and turn to looking for ways to win the discussion or punish the person who caused the dialogue to derail from the initial motives. The attention must first be on what is really needed from the discussion when faced with an unforeseen situation. Taking the time to think through the response before reacting will create the open, trusting environment to diffuse the conflict and build relationships with others.

The creation of a safe and trusting environment is a crucial step in arriving at an agreeable resolution. But first, you must educate the group with the facts so that a strategy can be developed and ensure an acceptable resolution is achieved. Maintaining an open dialogue that invites people to share their thoughts to expand the pool of meaning based on the facts will result in a better outcome than trying to assume information and everyone drawing their own conclusion. This is not an easy task when there are strong beliefs represented within the group; however, having confidence that the information being shared is the facts, being presented in a place that fosters safety and trust, moves the dialogue in the right direction.

When a conversation moves from dialogue to crucial, people lose focus on what the goal of the discussion is intended to be. PGMS state that it helps to watch for three conditions to move the discussion back to dialogue: the moment the conversation turns crucial, signs that people don’t feel safe, and your own Style Under Stress (2012, p. 54). The sooner we learn to look for the content and conditions, the quicker we can move back to the safe, healthy discussion and avoid any damage to the relationship. Building safety entails that the intent is pure and people’s interests and goals matter. This is what PGMS explain as the mutual purpose: “Mutual purpose means that others perceive that you’re working toward a common outcome in the conversation, that you care about their goals, interests, and values. And vice versa” (2012, p. 77). People also need to know that you care about them and respect them when you are in dialogue. This is called mutual respect and is “the continuance condition of dialogue” (2012, p. 79). When people believe that both mutual purpose and mutual respect are in place, the conversation is more relaxed and steps to resolving the issue remains in a safe, trusting environment.



Book Review: Crucial Conversations continued...

The key to how we handle crucial conversations lies in the stories we tell. These stories are not necessarily the truth of the situation, but rather our assumptions. We then react to those assumptions, causing our emotions to take charge of the situation. PGMS point out that “you and only you create your emotions” (2012, p. 104). In order to move past those assumptions that caused your emotions, you must take an honest look at the situation. Having self-awareness will move the dialogue to another path of action, helping redirect the conversation back to safety. When we acknowledge the rest of the story, we are able to become “masters of our own emotions rather than hostages” (2012, p. 126).

The ability to maintain a safe and trusting conversation with one another is essential to our success in life. PGMS state, “the best at dialogue speak their minds completely and do it in a way that makes it safe for others to hear what they have to say and respond to it as well” (2012, p. 133). Simply put, but rather hard to implement. This is especially hard when emotions come into play and wreak havoc on the situation. Ensuring that facts are shared and by keeping stories in check, the conversation will move from crucial to safe, creating the resolution of the conflict in a more timely fashion.

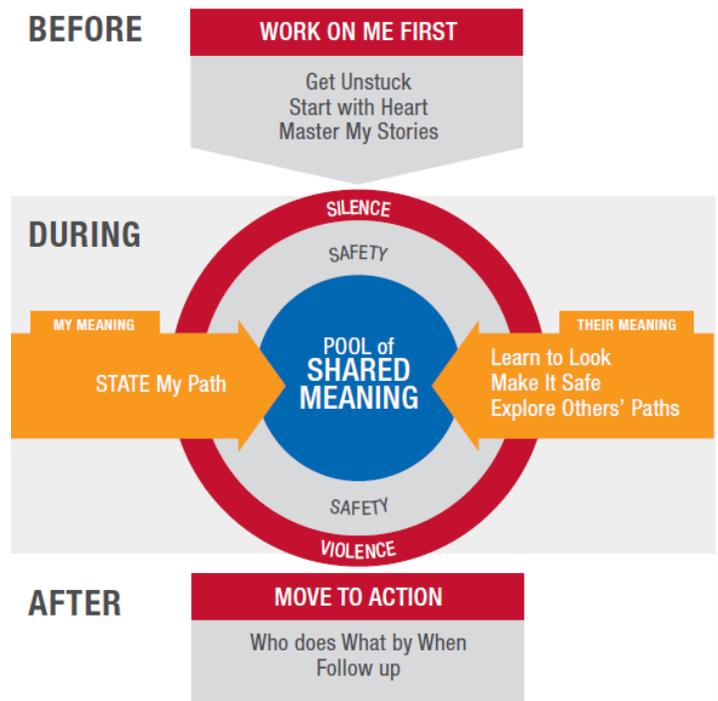
When you have a hard message to share, PGMS outlines five tools to create the right conditions for dialogue using the acronym STATE: Share your facts, Tell your story, Ask for others’ paths, Talk tentatively, and Encourage testing (2012, p. 136). Keeping the conversation safe, focusing on the facts, enables you to tell your side of the story and opens you up to hear alternative paths of the situation. When telling your story, you must ensure you are telling it as a story and not disguising it as the facts so that others are able to express opposing positions in a safe environment. To confidently state our opinions, we must sincerely invite others to do the same. Blending confidence, humility, and skill, you are able to maintain respect in the conversation, building the safety needed to resolve the conflict.

The ultimate goal of a conflict management plan is to reach an agreeable solution. This can only take place when there is action moving the dialogue to a result. The remainder of *Crucial Conversations* focuses on how to move the crucial conversation to a result while incorporating all the tools detailed throughout. Dialogue is the key to taking action and moving toward outcomes. It is needed to obtain relevant information and contribute to the shared pool by all parties involved in the conversation. Again, everyone will not get what they want, that is why dialogue has to be separate from the decision making process (2012, p. 179). Communication must be clear to all parties on how the overall decision will be made and who specifically will be making the final decision. PGMS detail four methods for decision making: command, consult, vote, and consensus (2012, p. 180). Once a choice has been made on what

method to use for the decision making process, assignments must be made to continue the flow to conclusion. Maintaining documents that show the activities taking place provides comfort to parties involved and creates accountability.

With all of the many tools given to us by the authors, it is hard to practice everything and be effective. PGMS say that some people focus on one skill to help move them to dialogue, where others focus more on principles (2012, p. 212). They highlight 2 principles that rise to the top when creating and maintaining dialogue: learn to look and make it safe. Learn to look allows you to become more self-aware and ask yourself whether you are in or out of the dialogue. This is where you are able to identify if you are falling into the silence or violence mode. You may not be skilled enough to move the conversation back in the right direction, but at least you are able to recognize that you are not in dialogue any more. That is when you can make the dialogue safe, focusing on the mutual purpose of the conversation and

CRUCIAL CONVERSATIONS MODEL



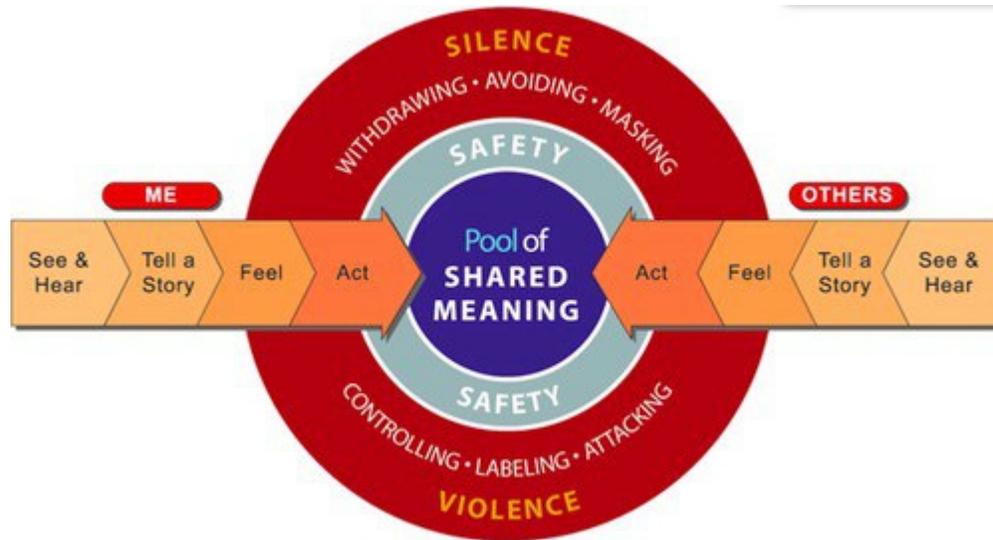
getting back on track. Utilizing these two principles are a great beginning on maintaining dialogue when having a crucial conversation.

Even the best laid plans can run into a roadblock along the way. It has been stated several times by PGMS, that conflict resolution is a skill that can be taught and not a one size fits all concept. Each individual involved in the dialogue of a conflict

Book Review: Crucial Conversations continued...

brings the good and the bad to the table and often time, contributes the bad to the shared pool of meaning. Values are threatened, trust is damaged, and resentment of power is permeating throughout the discussion. What now? You learn to look, return to a safe place, and get the discussion back to the mutual purpose so the conflict management plan can conclude with an agreeable, workable solution.

I highly recommend *Crucial Conversations* for leaders and employees. Not only are there tools that can be utilized by everyone, but there are also opportunities for you to assess yourself and how you currently handle crucial conversations in your life.



A new TGL book club will be starting in January. Look for the email coming soon to register for your spot in the 2018 TGL Book Club.



Book Review: Hide Your Goat

By Steve Gilliland

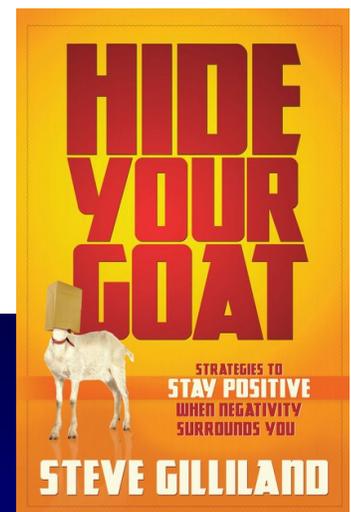
by Kristina Clouse
HR Masters 2016

"...Other people's past experiences and conditioning, which is different from yours, has led them to believe the way they do. Again, you may offer them a perspective that allows them to grow, or you may create a disagreement that pits your goats against each other. Ironically, how you see something or how someone else sees it is not as important as how things really are."

Our interactions with others have a profound effect on our feelings, thoughts, emotions, and overall satisfaction in both our careers and our personal lives. If one situation has the ability to get under our skin, that reaction can affect all of the other situations throughout the rest of our day, and perhaps beyond into the next day or even the weekend. It allows less significant situations to become more significant, and starts a cycle of negativity that can be difficult to halt.

Steve Gilliland takes a deep dive into our thoughts and emotions to uncover why people or situations rattle us and how to identify them before we react. He discusses diversity, which is the reason each of us believes what we do, and that sometimes it just takes working together instead of pushing back to come to a resolution that is agreeable on all sides. Furthermore, he discusses the strengths that we should focus on in order to stay positive in difficult situations: courage, strength, wisdom, knowledge, awareness, and power.

This book is a quick read and an excellent tool for understanding why people and things affect you the way that they do, and how to analyze yourself and make changes to prevent people and things from "getting your goat."



“It is time to exercise your goat and stop giving people permission to ruin your day.”

Steve Gilliland



Forward Focus Committee Report

by Mitzi Martin
TGMI 2011

The Forward Focus Committee continues to make good progress on our assigned tasks. Here is a brief report from each sub-committee:

1. **TGL Master Calendar** – in the June meeting, the TGL Council determined that the TGL Master Calendar should be limited to tracking only those items that are specifically related to our five signature enterprise-wide events: ALI, HR Master, TGMI, TGEI, and LEAD TN. Those activities would include:

- Event Dates
- Social Events
- Holiday Gatherings
- Council Meetings
- TGLC-Sponsored Lunch & Learns
- TGLC-Sponsored Book Clubs (2)
- LTAN Meetings
- Any Other Alumni Events

TGLC members and alumni are asked to adhere to the above guidelines before forwarding any updates, additions, or changes to the Forward Focus Committee. The FFC TGL Master Calendar sub-committee will then work with SLS staff to post and maintain appropriate entries on the Calendar to be housed on TGL website.

2. **TGL Speakers Bureau** – working with representatives from the State's local Toastmasters' chapter, the team developed the following definition: *A speaker's bureau is a list of potential speakers that are qualified to talk to others about its area of interest or expertise. These speakers may be people who have had life experiences related to the organization's mission or theme, or they may be people who are educated or knowledgeable about the subject.*

Additionally, the TGL SB sub-committee has been researching other public entities with Speakers

Bureaus to determine how we might introduce and administer one here in TN. Several are currently under review as to their adaptability.

3. **TGL Space and Technology Taskforce** – in collaboration with the Department of General Services (DGS), Strategic Technology Solutions (STS), and the Office of the State Architect, the team has begun the task of identifying available systems, technology, and seating capacities in all state-controlled venues across the enterprise. Two lists received thus far are now being vetted. They are:

- Statewide Shared Video (SSV) Conference and Alternative Workspace Information Sheet
- Remote Shared Conference Rooms

Both lists include multimedia venues located in State Office Buildings in Johnson City, Knoxville, Chattanooga, Jackson, Memphis, and of course, Nashville.



TGL Toastmasters

by Shana Teasdale
TGMI 2014

As TGL Toastmasters' kicks off its 3rd full year as part of the TGL complement of programs, they've passed the "forming" and the "storming" phases of group development. They are solidly into the "norming" phase and a strong leadership team is taking the opportunity to move the group into being one of the strongest performing Toastmasters groups in the region.

TGL Toastmasters kicked off the year with an education survey sent to each member. Vice President of Education, April Romero, compiled the information then held conferences with each member who had personal communication and/or leadership goals they wanted to work on this year. Together, April and each member developed a plan. This helps to personalize each member's experience so everyone can get out of Toastmasters exactly what they want, and maximizing their leadership skills based on their personal needs rather than moving through exercises as a group.

TGL Toastmasters members are working at many different levels in the program. Since there are always new members, there are people getting ready to give their first speech, known as the Ice Breaker, and taking on their first Toastmasters leadership role. There are founding members of the club who are working in Advanced Communication Manuals and focusing on skills necessary for their positions at work or in another organization. Sometimes, they are working on a skill for a position they want to have some day. Members also use Toastmasters as an opportunity to practice and get feedback before presenting at a professional conference or defending a thesis. How often have you had to do something like that and not had any feedback prior to speaking? How many times have you really not had any significant feedback even after speaking?

Below are just a few areas Toastmasters members can choose to focus on:

- Addressing a Hostile Audience
- Communicating With the Public During a Crisis Situation
- Leading a Problem Solving Discussion
- Helping a Problem Solving Group Achieve a Consensus
- Empowering Change
- Delivering Bad News
- Design and Present a Proposal
- Talk About a Technical Subject to a Non-Technical Audience

As leaders, it is becoming more and more important to be able to do more than just use logic and work hard. In every

meeting you lead, in every interaction and presentation you must be prepared to explain a decision in a well-articulated way. You must be able to reach people emotionally as well. Marshall Goldsmith once explained that when you are presenting ideas, it is your responsibility to sell. It is not the listener's responsibility to buy. These skills do not come naturally to most and there is no one out there who can't improve with practice.

Fortunately, TGL offers education programs in both Communication and Leadership. If you are interested in joining TGL Toastmasters, please contact:

Anthony Hogan Anthony.Hogan@tn.gov
Shana Teasdale Shana.Teasdale@tn.gov



2018 Toastmaster Officers From left to Right:

Shana Teasdale - President
Terry Malone - Vice President Public Relations
April Romero - Vice President Education
Melissa Wiseman - Treasurer
Anthony Hogan - Vice President Membership
Mark McAdoo - Sergeant at Arms
Lee Ann Smith - Secretary

Leadership *Kudos* Corner

Congratulations Commissioner Hunter! Business with Purpose Awards Recognize Local Leaders for Dedication to Corporate Governance and Integrity

On Tuesday, September 12, nearly 400 local executives gathered at Nashville's Music City Center to honor purpose-driven business leaders including Lifetime Leadership Award recipients as part of Lipscomb University's seventh annual Business with Purpose Awards luncheon.

Hosted by the Hilton & Sallie Dean Institute for Corporate Governance & Integrity, which is housed in Lipscomb's College of Business, the Business with Purpose Awards honors Nashville businesses for their commitment to corporate governance, ethical leadership, community outreach and corporate social responsibility.

"Since 2010, Lipscomb's Dean Institute has recognized local companies and individuals who have distinguished themselves as leaders with high integrity and a dedication to corporate governance through our annual Business with Purpose event; and this year is no exception," said Turney Stevens, director of the institute and dean emeritus of Lipscomb's College of Business. "Tractor Supply Company has had one of the nation's most remarkable records of sustained growth, and it is an honor to recognize three of its living CEOs, all of whom have led the company from the bottom, rather than the top, of the company's organization chart."

Founded in 1938 as a Midwest mail order company supplying replacement tractor parts, Tractor Supply Company has \$6.8 billion in annual revenues, 1,630 stores in 49 states, 26,000 team members, today.

In addition to receiving the Lifetime Leadership Award, Tractor Supply Company was also presented with "Upside Down: The Amazing Story of How One Innovative Company Turned its Culture Upside Down and Became One of NASDAQ's Top Stocks," a book that Stevens, along with Steve Williford, wrote specifically for and unveiled at the Business with Purpose Awards event.

During the event, The Bakery Company received the Private Company Award; Pinnacle Financial Holdings won the Public Company award; Butler Snow, LLP was given the Professional Service Firm Award; **Tennessee Department of Human**



Resources won the Nonprofit Award; and James W. Phillips, CEO of XMi received the Leader with Purpose Award.

"It is truly a privilege to honor companies and individuals from the Nashville community who have distinguished themselves as leaders who have achieved both financial success as well as great cultures of service and integrity," Stevens continued. "Each is making a profound difference in their businesses, communities and in the world."

Congratulations Dr. Trish Holliday!

Dr. Trish Holliday was presented with the Human Resources Management Excellence Award for 2017 during the Tennessee SHRM Conference hosted at the Gaylord Opryland Hotel and Convention Center.



UPCOMING

Mark Your Calendars
EVENTS



November 2017 Leadership Events

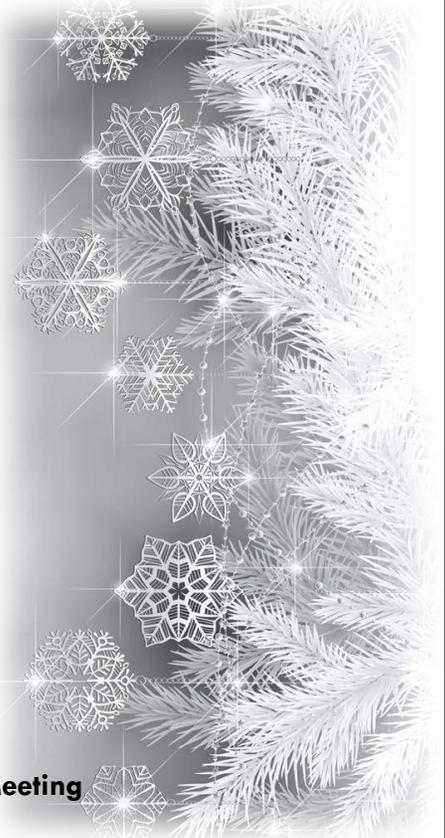


- November 2nd - Black Belt - Vision Committee Brown Bag Lunch
- November 3rd - TGEI Steering Committee Meeting
- November 8th - LTAN Steering Committee Meeting
- November 9th Lunch and Learn
with Dr. Trish Holliday, Chief Learning Officer - Engagement
- November 9th - TGL Council Meeting - TDOT Region 3
- November 15th - TGEI Graduation - TBI Headquarter
- November 20th - Statewide Learning and Development Council Meeting
- November 30th TGMI Holiday Meeting - Second Harvest
8:00 am to 10:00 am



December 2017 Leadership Events

- December 4th - LTAN Taskforce Meeting
- December 4th - TGL Book Club #2 Meeting
- December 5th - HR Master Series Graduation
- December 6th - TGL Annual Leadership Conference
- Boone Business Building, Trevecca Nazarene University
333 Murfreesboro Pike - 8:00 am - 4:30 pm
- December 7th - Black Belt Vision Committee Brown Bag Lunch
- December 8th - TGEI Steering Committing Meeting
- December 11th - LEAD Tennessee Graduation
- December 12th - TGMI Steering Committee Meeting
- December 14 - TGEI Holiday Breakfast - Pearl Room
Labor & Workforce Development
220 French Landing Drive - 7:30 am - 9:00 am
- December 15th - LTAN Steering Committee Meeting
- December 15th - TGL Book Club #1 Meeting
- December 18th - Statewide Learning and Development Council Meeting
- December 18th - TGL Council Meeting



UPCOMING

Mark Your Calendars
EVENTS



January 2018 Leadership Events



- January 9th - Talent Management Round table Meeting
- January 10th - Lunch and Learn - Customer Focused Government Panel
- January 10th - TGL Council Meeting
- January 11th - LTAN Holiday Luncheon
- January 22nd - Statewide Learning and Development Council Meeting
- January 25th - TGL Book Club Orientation
- January 30th LTAN Holiday Luncheon



February 2018 Leadership Events

- February 2nd - TGL Council Strategic Planning Session
- February 16th - TGL Book Club 1 and 2 Meeting
- February 20th - Statewide Learning and Development Meeting
- February 26th - LTAN Taskforce Meeting



“Leadership is bringing people into the new realms of excellence and challenging them to become distinguished in their chosen field.”

Onyi Adyado

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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

- **David Adams – LEAD Tennessee**
Department of Human Resources
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- **Holly B. Smith – LEAD Tennessee**
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Tennessee Bureau of Investigation
- **Melissa Wiseman – TGMI**
Department of Finance & Administration

