Deadline for Submitting Participant Applications
and Agency Participant List is November 1, 2019

2020 Appointing Authority Information Packet
Alliance 11

- LEAD Tennessee Overview
- Core Competencies
- Selection Tips
- Agency Seat Availability
- Agency Participant Selection List
- LEAD Tennessee Alumni by Agency
- Frequently Asked Questions
- LEAD Tennessee Agency and Participant Commitment
- Participant Application

“What you do speaks so loudly that I cannot hear what you say.”
Ralph Waldo Emerson
Program Overview

The public sector is hard pressed to meet the challenges of a rapidly retiring workforce, a shrinking labor pool, and the loss of critical institutional knowledge. New approaches to succession planning now become essential in preparing the next generation of leaders. To meet this challenge, LEAD Tennessee, recipient of the 2010 IPMA-HR Excellence award, was created. In 2017, HR.com ranked LEAD Tennessee 3rd worldwide for Excellence in Leadership Development Programs.

LEAD Tennessee is a unique leadership development program that disrupts the traditional approach to succession planning! Throughout the 12-month development initiative, participants have an increased exposure and access to experienced leaders. With this type of interaction, participants gain a deeper understanding of how powerful leaders use core skills to lead and how the leadership competencies apply to real work situations, reinforcing the philosophy of learn, apply, and LEAD.

This leadership program is designed for the executive and senior-level leader and manager. High potential emerging leaders within agencies are also invited to participate, thus providing the unique experience of multi-levels within government learning together.

Participants learn leadership competencies through experiential learning that drives effective job performance, and from exposure and access to experienced leaders from a variety of both public and private industries. In addition, each participant is assigned to an experienced coach who assists participants in creating an individual development plan that serves as a guide throughout the program. A pre and post 360° assessment based on the core competencies enable participants to measure their success throughout the program.

LEAD Tennessee is designed for current leaders with state working titles of Deputy Commissioner, Assistant Commissioner, Director, Senior Project Manager, Program Manager, etc.

Program Competencies: Builds Effective Teams, Courageous, Drives Vision and Purpose, Innovative, Integrity and Trust, Organizational Agility, and Self-Leadership

By January 2021

TENNESSEE WILL HAVE A POOL OF UP TO 1,200 LEADERS ACROSS MULTIPLE AGENCIES WHO:

♦ Share language and mindset about great leadership
♦ Demonstrate leadership core competencies
♦ Provide agency bench strength
♦ Are motivated and prepared to lead
CORE COMPETENCIES

Lead Self
- Self-Leadership
  - Integrity and Trust

Lead Organization
- Drives Vision and Purpose
  - Organizational Agility
  - Innovative

Lead People
- Builds Effective Teams
  - Courageous

LEAD

Learn Apply LEAD
# LEAD Tennessee Core Competencies

## Lead Self: Expands depth and breadth of capability

<table>
<thead>
<tr>
<th>Competency and Definition</th>
<th>Behaviors</th>
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</table>
| **Self-Leadership**       | 1. Understands personal opportunities for improvement; capitalizes on personal strengths  
2. Establishes networks to stay active in the business of the organization and stay abreast of trends  
3. Seeks opportunities to continuously improve both professionally and personally  
4. Seeks out experiences that challenge perspective or provide an opportunity to learn new things  
5. Demonstrates the ability to adapt and navigate change within the organization |
| **Integrity and Trust**    | 1. Tells the truth regardless of the circumstances and is reliable  
2. Does not blame others  
3. Ensures alignment between words and actions  
4. Acts in the best interest of others and for the greater good of the organization |

## Lead People: Enables others to achieve high performance and full potential

<table>
<thead>
<tr>
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<th>Behaviors</th>
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| **Builds Effective Teams**| 1. Forms teams with appropriate and diverse mix of styles, perspectives, and experiences  
2. Establishes common objectives and a shared mindset  
3. Creates a feeling of belonging and a strong team morale  
4. Shares wins and rewards team efforts  
5. Fosters open dialogue and collaboration among the team |
| **Courageous**            | 1. Identifies tough feedback situations and demonstrates ability to give clear feedback in a timely and effective manner  
2. Addresses issues and challenges with the appropriate persons and takes responsible risks  
3. Ensures controversy, misperceptions, and misunderstandings are quickly addressed and reconciled  
4. Leads with a strong sense of courage through the uncertainty, makes bold transformational changes  
5. Demonstrates the ability to effectively manage conflict |

## Lead an Organization: Guides overall strategic and operational direction

<table>
<thead>
<tr>
<th>Competency and Definition</th>
<th>Behaviors</th>
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</table>
| **Organizational Agility**| 1. Knows how organizations work  
2. Knows how to get things done both through normal channels and informal networks  
3. Anticipates land mines and plans approach accordingly  
4. Deals comfortably with organizational politics  
5. Steers through the organizational maze to get things done |
| **Innovative**            | 1. Offers new and unique ideas  
2. Demonstrates value to teams and organizations by providing original thought and connections to ideas outside own area of focus  
3. Demonstrates enthusiasm and support of innovative initiatives by others  
4. Balances perspective and forward thinking |
| **Drives Vision and Purpose**| 1. Talks beyond today and about possibilities  
2. Exhibits Optimism and creates purpose for everyone  
3. Creates mileposts and symbols to rally support behind the vision  
4. Makes the vision sharable by everyone  
5. Inspires and motivates entire units and/or organizations |
To determine the number of seats available for your agency see Agency Seat Availability chart.

Appointing Authorities’ Selection Tips

- **ENGAGE** your executive team by discussing the leadership needs of your agency and identifying those employees who are serving in critical roles throughout your agency.

- **DETERMINE** the executive and senior leaders who would like to attend to ensure the agency has top leadership involvement in the initiative.

- **DETERMINE** the number of high potential, emerging leaders that would benefit the agency’s succession planning process.

- **INVITE** input from your people managers as to who are the high potentials, top talent, emerging leaders, etc.

- **COLLABORATE** with your executive and senior level teams about which leaders need to represent your agency and who could help transfer their learning to the agency so there is opportunity for continual improvement.

- **FOCUS** on new and current leaders, i.e., Deputy Commissioners, Assistant Commissioners, Directors and high potential leaders who demonstrate self-motivation and a desire to learn and grow.

- **SELECT** participants who are:
  - Well respected
  - Trusted
  - Able to model top leadership behaviors
  - Willing to keep learning and growing
  - Executive and/or senior level leadership and high potential leaders

- **CONTACT** Stephanie Penney, Assistant Commissioner, for consultation on developing a selection process customized for your needs.
## 2020 Agency Seat Availability

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Agency Participant List

AGENCY: 

APPOINTING AUTHORITY: 

AGENCY CONTACT NAME AND PHONE NUMBER: 

SUBMIT CANDIDATES IN SELECTION PRIORITY BY November 1, 2019.

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REQUEST FOR ADDITIONAL SEATS

If there are vacant seats for LEAD Tennessee, I request seats for the following individuals

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Attach and send the application and resume for each selected participant to the Department of Human Resources, attention: Sharon Buwalda by November 1, 2019.
LEAD Tennessee Alumni by Agency

Administrative Office of the Courts
Kristi Astafan
Ana Escobar
J. Leigh Ferguson
Theresa Grisham
Tammy R. Hawkins
Krisann Hodges
Claudia Lewis
Lisa Marsh
Anne-Louise Wirthlin
Michele Wojciechowski

Agriculture
Robert Angle
Darren Bailey
Eric L. Brady
Justin Bryant
Art Colebank
Nakisha Easley
John Philip Hayes
Jan Keyser
Katy Kilbourne
Tiffany Kincaid
Wendy Lofton
Samuel B. Marshall
John McClurkan
Timothy Phelps
Morris Lee Rogers
Louann Self
Liz Sneed

Alcoholic Beverage Commission
Steven Grooms
Keith Hollingshead-Cook
Joshua Stepp
Ginna Winfree

Attorney General and Reporter
Stephanie Bergmeyer
Bruce Butler
Phyllis Childs
Andrew Craig Coulam
Mark Fulks
Jeff Hill
Sohnia Hong
Steve Jobe
Lauren Lamberth
Mary McCullohs
Ryan C. McGehee
Leslie Elizabeth Price
Alexander S. Rieger
Heather C. Ross
Michael Stahl
Lacy Wilber

Bureau of Workers’ Compensation
Marshall L. Davidson, III
Robert Durham
Brian J. Francis
Troy Haley
Kenneth Switzer

Children’s Services
Carla Aaron
Amber Ball
Britany Binkowski
Marjorie Bristol
Tyrone Copeland
Elizabeth Driver
Lisa Earl
Mohamed El-Kaissy
Christina Fly
Jamie Green-Lamb
Teresa Harrison
Yvonne Hayden
Noel Hengelbrok
Harron Iqbal
Ollie Jay Jackson
Karen Jointer
Monica Jones
Susan Mitchell
Kristie Monds
Jaqueline Moore
Sean Muirgaen
Tony Nease
Misty Neeley
April Osborne
Darrell Pannell
Ami Parker
Crystal Parker
Shannon Patterson
Lisa Pellegrin
Heather Ray
Craig Raymer
Dezanne Russell
Lucretia B. Sanders
Martha Shirk
Cathlyn K. Smith, MSW, MS
Molly Suddereath
Doug Swisher
Jennifer Williams
Courtney Wood, LMSW
Kimberly Wright
Nevada Young
Antonia Zimmer

Commerce and Insurance
Kristen Aplin
Beth Ashe
Nikole Avers
Christopher Bainbridge
Maliaka Bass
Frank Borger-Gilligan
Ernest Burchell
Bryant Cummings
Michael D. Driver
Bill Giannini
Anthony Glandorf
Paul Hartbarger
Eric H. Howser
Rachel Jrade-Rice
Carter Lawrence
Chlora Lindley-Myers
E. Joy Little
Lora Manson
Laura Martin
Caitlin Maxwell
Brian T. McCormack
Denard Mickens
Michael Morelli
Samuel Payne
Rachel Powers
Mike Shinnick
Wendy Spears
Jennifer Stalvey
Curtis Sutton
Vickie Y. Trice
Rachel Waterhouse
Kimberly Whaley
Brentton Wendel
Gary West
Bill White
Robert Lee Wright

Comptroller of the Treasury
Mya Angelova
Emily Bennett
Tara Bergfeld
Melissa Boaz
Rachelle Cabading
Bryan Chriske
David Cook
Elizabeth Crowell
Amy Czerwinski
Susan Denton
Elaine Driver
John Dunn
James Falbe
John Greer
Ashley Hatfield
Elisha Hodge
Troy Hoffman
Kevin Huffman
Keith Isbell
Brian Kinsey
Betsy Knotts
Tiffany Marsh
Barry Monson
Russell Moore
Jan Page
Robin Pope
Steve Reeder
Lela Shadrick
Nicole Shaffer
Jason Ray Stewart
Jean Suh
Christy Tennant
Mark Treece
Jeremy Weber
Lee Ann West
Kent White
Jennifer Whitsel
Jacky Winters
Joseph Woodson

Correction
William Bryant
James Bobela
Jeff Butler
Marina Cadreche
Dorinda Carter
Georgia Crowell
Dena Davis
Julian P. Davis
Shaundra Davis
Paul David Deavers
Amanda L. Ellis
Ayodeji Folayan
Ashraf Gabous
Steve Gatlin
Emily Gibson
Kenneth Graves
Gloria Mays Gross
Bill Gupton
Betty J. Hampton
Patrice Hannah
Susan Hatley
Stanton Heidle, II
Dennis C. Holt
Sheila Hubbard
Taurean James
Debra Inglis
Aisha Shoates James
Jennie Jobe
Connie Johnson
Debra K. Johnson
Sonya Johnson
Dr. Mary Karpos
Stephanie Larry
Johnathan Lebo
Brandon Maloney
Trinity D. Minter
Tausha Mitchell
Vanessa Moore
Richard Muckle
Jesse Neely
John Parker
Lisa Parks
Monique Parris-Taylor
Shawn Phillips
Eric Qualls
Allison Randgaard
Patrick Ryan
Darren Settles
David Sexton
Roger Shaw
Shanna Sisk
Holly Smith
Tina Stafford
Vicki Ward
Bruce Westbrooks
Jacqueline Williams
Joe Williams
Jason Woodall

Council on Developmental Disabilities
Alicia Cone
Lynette Porter
Ned Andrew Soloman
District Public Defenders Conference

Paige Edwards  Jude Jeffers  Kirk Yoquelet

Division of TennCare

Crystal Allen  Tammy Gennari  Michelle Morse Jernigan  Zane Seals
Max Arnold  Sarah Greenberg  Amanda Johnson  Mary Shelton
Michael K. Bassham  Kelly Gunderson  Julie Johnson  Shawn Smith
Mark Brown  Kim Hagan  Diane Langley  Jian Sun
Aaron Butler  Robert Hagan  Terrence Leve  Sarah Tanksley
April Cunningham-Rush  Brian Haile  Erika McDowell  Jay Taylor
Andrei Dumitrescu  Lori Halfacre  Sarah L. Moore  Michael J. Wagner
Vickie Duncan  Jarrett Halcox  Jamie O’Neal  Margaret Walker
Casey Dungan  William Hines  Tracy C. Purcell  David Weeks
Eric Fowlie  Christopher Holt  Gabe Roberts  Renee Williams
Keith Gaither  Jeanne James  Jessica Schwartz  Kristeena Wilson

Economic and Community Development

Crystal Brooks  Julia Eschbach  Jessica L. Johnson  Jamie Stitt
Stephanie Burnette  Lindsay Gainous  Joann Massey  Jon Ward
Brooxie Carlton  Malcolm J. Givens  Amy New  Corrine Wiesmueller
Bryan Collins  Sally Haar  Wisty Pender
Juandale T. Cooper  Victoria Hirschberg  Tiffany Pennington
Leslie Joi Davis  Corey Johns  Jeremy Stiles

Education

Amanda Armstrong  Timothy Gaddis  Virginia Mayfield  Sharon D. Smith
Shelby Buono  Jacqueline Garrison  Karen P. Munn  Quache Spencer
Eve Carney  Kelli Gauthier  Shaye Olmstead  Brenda B. Staggs
Joanna Collins  Vickie Hall  Amy Owen  Patrice Watson
Cindy Cooper  Drew Harpool  Gomer Pascual  Andrea Wilkerson
Lee N. Danley, II  Phyllis Hodges  Tony Pratt  Rebecca E. Wright
Michael Deurlein  Heather Justice  Jill Rigsby  Tracy Wright

Environment and Conservation

Kendra Abkowitz  Jan Compton  Robin Heriges  Beth Shelton
Rone’ Adkins  Lloyd Craig  Andrew Holcomb  Sara Sloane
Craig Almanza  Robert Dickinson  Ashley Holt  Beth Smith
Brooke Barrett  Jennifer Dodd  Ryan Jenkins  Karen Stevenson
Meredith Benton  Jordan English  Lawanda Johnson  Jennifer Watson
Robert Binford  Ryan Forbess  Casey Mahoney  Adrianne White
David Blackwood  John Conner Franklin  Kevin Mahoney  Steven Wilson
Elaine Boyd  Damon Graham  Ryan Owens  Robin Wooten
Ahmet Bulbulkaya  Polly Gregory  Tina Pennington
Barry Brawley  Mitzi Hammonds  Clancy Roberts
Tisha Calabrese-Benton  Vincent Haymon  Mike Robertson

Finance and Administration
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**Financial Institutions**

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<td>Christopher Salita</td>
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<td>John Bissell</td>
<td>Shannon B. Howell</td>
<td>Debi Moss</td>
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<td>Carrie Blair</td>
<td>John Hull</td>
<td>Jennifer Murphy</td>
<td>Marilyn Turrentine</td>
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<td>Thomas Chester</td>
<td>Kyle Hunter</td>
<td>Trey Norris</td>
<td>Richard Van Norman</td>
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<td>Helen Crowley</td>
<td>Kerri Jones</td>
<td>Taylor Passons</td>
<td>Bob Williams</td>
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<tr>
<td>Tammy Golden</td>
<td>Nancy Kacena</td>
<td>Mike Perry</td>
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**Health**

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<tr>
<th>Name</th>
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<tr>
<td>Angie Allen</td>
<td>Sara Guerra</td>
<td>Carl Mallory</td>
<td>Allysceaeioun Spears</td>
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<td>Monique Anthony</td>
<td>Annette Haley</td>
<td>Maeghan Carr Martin</td>
<td>Laurie Stanton</td>
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<td>Francine Baca-Chavez</td>
<td>Rachel Hardaway</td>
<td>Leslie Meehan</td>
<td>Stacy Tarr</td>
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<td>Lacy Blair</td>
<td>Luvenia Harrison</td>
<td>Ryan Brock Neil</td>
<td>Benjamin Tyndall</td>
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<td>Mary Katherine Bratton</td>
<td>Rachel Heitmann</td>
<td>Valerie Oliver</td>
<td>Malaka Watson</td>
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<td>Wendy Coleman</td>
<td>Kyonzte Hughes-Toombs</td>
<td>Ann Reed</td>
<td>Christian Williams</td>
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<td>Glenn Czarnecki</td>
<td>Jacqueline Johnson</td>
<td>Benjamin Simpson</td>
<td>Charlotte Woods</td>
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<td>Jeremy Davis</td>
<td>Angela Lawrence</td>
<td>Pam Six</td>
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<td>Tene Franklin</td>
<td>Adele Lewis</td>
<td>John Smith</td>
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<td>Kimberly R. Glenn</td>
<td>Loraine Lucinski</td>
<td>Michael Sobowale</td>
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**Health Services Development Agency**

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Alecia Craighead</td>
<td>Phillip Earhart</td>
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Human Resources

Amanda Adams
David Adams
Melanie Bradsher
Julie Brindle
Steve Brown
Mary E. Campbell
Anthony Del Priore
Tiffany Ethridge
Lesley Farmer
Sandy Fletcher
Regina Kay Forsythe
Joe Gentry
Jennifer Harris-Brown
Cindy Hobbs
Dr. Trish Holliday
Kimberly Mantlo
Sheila Marchman
Sharon Moidja
Vicky Parker
Lee Pedigo
Stephanie Penney
Korry Rahn
Richard Rosenbaum
Matt Schultz
Deanie White
Kim T. Yap
Coretta Young

Human Services

Sam Alzoubi
Manohar Arumbur
Rebekah Baker
Sean D. Baker
Danielle Barnes
Tracy Bell
Patti Bell-Norris
Scott A. Black
Barbara Broersma
Sherron Brown
LeeAnne Bruce Boone
Charles Bryson
Cherrell Campbell-Street
Karen Carothers
Christine P. Chambers
Ruble C. Conatser, Jr.
Freda Cook
Jimmy Cool
Andrea Cooper
Lisa Cowell
Charlie Davis
Shawn DeHaven
Robin Dieterich
Basil Dosunmu
Robert Duck
Bill Duffy
Beth Dunahue
Josh Eldridge
Rolisa Ethridge
Jay Francel
Lisa Francis
Emily Gregg
Timica Hanclock
Pamela Harney
Mary-Glen Hartup
Jeffrey Hayes
David Heithcock
Kim Henry
Suzanne Hilgadiack
Marianne Houser
Paul Lefkowitz
Gena Lewis
Yovancha Lewis-Brown
Keisha Malone
Ben Maxwell
Todd McKinney
Kelvin L. Meeks
Eva E. Mosby
Gathelyn Oliver
Karen Perrey
Lakecia Peterson
Jamie Pistol
Stephen Reksten
Yolanda Shegog-Wright
Tamra Smith
James Stanfield
Darlene Stringfellow
Patricia Stubblefield
Karen Tolbert
Jeff Troxell
Joyce Turner
Allette Vayda
Michelle Waldrep
Karen Walker
Barbara Wall
Travis Williams
Patricia Wood
Kevin Wright

Intellectual and Developmental Disabilities

Elverna Cain
Vickey Coleman
Diana Davis
Stacey Dixon
Pixie Duncan
Sarah Edwards
Amy Gonzalez
David Greineder
Tangela Henderson
Timothy Hickman
Elizabeth Holden
Lance Iverson
Terry Jordan-Henley
Kellie McCain
Candi McMorran
Melissa Marshall
Janet Neighoff
Russell Nicoll
Tom O’Brien
Ron Oden
Monda Qualls
Patsy Rees
Linda Sain
Jodi Simmons
Theresa Sloan
Nikki Sprinkle
Richard Strecker
Kandace Turner
George Zukotynski
Labor and Workforce Development

Ryan Allen  
Jay Baker  
Amy Ballard  
Logan Bates  
Jason Beard  
Kristie Bennett  
Nicholas Bishop  
Heather Brown  
Jeffrey Campbell  
Jason Cecil  
Jeremy Colbert  
Amber Crawford  
Linda Davis  
Kimberly Driver  
Michael Edwards  
Rusty Felts  
Mark Finks  
Joseph Garcia  
Tina Kline-Douglas  
Evelyn Gaines Guzman  
Fred Gaston  
Ivan Greenfield  
Ron Hammontree, Jr.  
Dan Holton  
James Layman  
Laura McCarthy  
Richard McHone  
Mary Misciagna  
Kimberly A. Moore  
Michael Needel  
John Partlow  
Kshitiz Rastogi  
Nakeisha N. Ricks  
James Roberson  
Cherilyn Stewart  
Dustin Swayne  
Deniece Thomas  
Tabitha Thompson  
John Trentes  
Donna Turner  
Sterling van der Spuy  
Jane B. Warren  
Tiffany Watkins  
Ivan White  
Kay Wilson  
Jaylene Michele Younge

Mental Health and Substance Abuse Services

Tammy Denise Ali-Carr  
Kevin Beck  
Sandra Braber-Grove  
Monty Burks  
Josh Carter  
John J. Coons  
Lisa Daniel  
Charles Dickens  
Shaundra Easley  
Donna Finto-Burks  
Carla Gool  
Heather Taylor Griffith  
Zack Griffith  
Bruce Gilmore  
Heather Gunderson  
Shannon Hardin  
Kurt Hippel  
Sue Karber  
Elaine Kirk  
Nettie Liner  
Chris Loftis  
Linda McCorkle  
Bob Micinski  
Leandra Varney Mitchell  
Mike Murley  
Morenike Murphy  
Lisa Roy  
Taryn Sloss  
Melissa Sparks  
Susan Steckel  
Tijuana Terrell  
Ty Thornton  
Cynthia Tyler  
Lindsey Vawter  
Amanda Wilson  
Jacqueline Yokley  
Richard Zhu

Military

Keith Albritten  
Jennifer Anderson  
Gary L. Beazley  
Christopher Benson  
Stephanie Busch  
Lt. Maria Cartmell  
Major Robin Celatka  
Jimmie L. Cole, Jr.  
Elizabeth Donoho  
James H. Dunn  
Kimberly Forsythe  
Michele Harper  
Johanna Harrell  
Randy D. Harris  
Kimberly A. Isham  
Jay P. Jackson  
Chris Johnson  
Sean Kice  
LTC Andrew Milligan  
LTC Jim Reed  
Thomas Simmons  
Ben Smith  
LTC Milton Thompson  
Josh Wickham  
Mark Williams  
Quinn Wilson  
Michael Woodard

Office of the Governor

John Chobanian  
Katharine Derrick  
Don Johnson  
Christin Sullivan  
Beth Tipps

Post-Conviction Defender
Jessica Thomson

Revenue

Amy Barnes        Jimmy Faverman        Cheryl Mahoney        Rebecca Tull
Jennifer Barr    Lauren Fields            Kelly McCarthy        Genna Vaughan
William Binkley  David Brandon Gibson    Robyn Meeks          Dan Vinson, Jr.
Ted Bogaerts      Randy Haley             David Mullins         Rayna Ware
Marion DeDe Buchanan Steve Hollis         Duanna Murphy-Miller  Anne Warner
Lori K. Cain      Wayne Hough              Ralph Harrison Parker, Jr. Timothy Watson
David Edgar Cate  Kristin Husat           Deanna Polinski       Bernadette Welch
Matt Christopher  Stephanie Jackson        John Ricketts         Jennifer Wilson
Ed Condon         Peggy Kosut              Susan Sagash          Doye Worrell
Sharon Daniel     Jennifer Lanfair         Mark See             
Elizabeth Doriot  Nancy Lanham            Abby Sparks           
Adam Duvall        Caroline Lansdell       Anna Stergas         

Safety and Homeland Security

Brice Allen       Brandon Douglas          Kelly Knight          Misty Rose
Donald Aviles     Michael Edwards          Marlo Mason           Cheryl Sanders
Kerri Balthrop    Gregory Feldser         Michael McAlister     Kevin Scott
Robin Beamon      Kyna Geeter             Ronnie McDaniel       Eugene Smith
Jennifer M. Boyd  Sonya Hadley             Melissa McLeod        Wesley Stafford
William Curtis Bruce, II Shannon Hall      Sgt. Mike Melhorn    Charles Stewart
Rachel Bryant     Penny Hatcher            Nancy Myers           Derek Stewart
Megan Buell       David Hawtin             Shoney Naquin         Jason Thompson
Lori Bullard      Stephanie Hitchcock      Tammy Narehood        Fausto Vega
James Cotter      Roger Hutto              Cheryl Patterson       Lamont Westbrooks
Jennifer Donnals  Lindsey Johnson         Greg Ragan            Stacy Williams
Victor Donoho     Kevin Kennett           Gregory T. Roberts    Andrea Wilson

Secretary of State

John David Barrett Jennifer Cowan-Henderson Jennifer Smothers Dawn Whittaker
Keith Boring      Andrew Dodd              Amanda Sparks          Cody York
Myers Brown       Lauren Plunk             Jasmine Taylor         
Nathan A. Burton  Jonathan Rummel           Renee Watkins         

State Board of Education

Brittani Kendrick  Angela Sanders          Elizabeth Taylor       

Tennessee Advisory Commission on Intergovernmental Relations

Melissa Brown     David Lewis              Lewis Mark McAdoo      Michael Mount
Catherine Corley  Clifford Lippard        

Tennessee Board of Parole

George Amin, Helen Ford, Daniel Huffman, Michele Peterson
Adam Augustine, Randy Gibson, Mike Keeton, Teresa Rohling
Jeffrey Barnett, Paul Gore, Amber Lineberry, Margaret Turner
April Buckner, Lana Hardin, Melissa McDonald, Cynthia Taylor
Donna Burke, Lisa Helton, Angela R. Oden

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Terri Bryson, John M. DeLozier, Annazette Houston, Illiana Ricelli
Jilian Campbell, Tachaka Hollins, Brandon Hudson

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Dale Armour, Miranda Gaddes, Mark Lewis, Rob Rowlett
Jimmy W. Barnes, Jr., Melanie Garner, Jason Locke, Zoe Sams
Pamela Ann Beck, Adam Gray, Doug Long, John Allen Simmons
Kenneth Blue, Sr., Troy Hagar, Patrick Looney, Keith Smith
Joe Buhagiar, Jennifer Hall, Melissa Lovan, Shelly Smitherman
Andrea Clinard, Kim Harmon, Mike Lyttle, Illana Tate
Michael E. Cox, Ronan Harmon, Rickie K. Manners, Jack Van Hooser
Dennis Daniels, Leslie Hedgepeth, Robert Marshal, David Scott Wilder
Damien Lee DeArmitt, Lauren Hewgley, Joshua James Melton, Candace Williams
Joshua Paul DeVine, Loren James, James C. Musice, Jim Williams
Dana Edwards, T. J. Jordan, Donna Nelson, Kevin Williams
Daniel Robert Espinosa, Charles Kimbril, Jr., Anthony Darrell, Russ Winkler
Glenn Everett, Dale King, Richardson, Kelvin Woodby
Kendra Fleenor, Suzann Lafferty, Dr. Ernie Ricketts

Tennessee Commission on Aging and Disabilities

Ryan Ellis, Lauren Meeker, Sidney Schuttrow, Lucy Utt
Mike Hann, Donna Odom, Sheryl Smith, Kathy Zamata
Shannon Jones

Tennessee Commission on Children and Youth

Sumita Banerjee, Dustin Keller, Steve Petty, Vicki Taylor
Susan Cope, Richard Kennedy, John Rust, Nancy Townsend
Craig Hargrow, Rose Naccarato, Sherry Snorton

Tennessee Higher Education Commission and Student Assistance Corporation

Jennifer Brezina, Matt Freeman, Darolyn Porter, Julie Woodruff
Kathleen Brock, Troy Grant, Jason Seay
Crystal Collins, James Joshua Moran, Wendy Tabor
Ronald Lee Cunningham, Tim Phelps, Anna Marie Trout
Tennessee Housing and Development Agency

Bruce Balcom
Lamar Brooks
Gwen Coffey
Mike Costa
Donna Duarte
Jacquelyn D. Fe-Acher
Langston Glass
Felita Hamilton
Christy Hollingsworth
Velma Kemp
Jada L. Lattimore
Frederick Lewis
Terry Malone
Gretchen Mason
Katie Moore
Mick Nelson
Kathleen A. Norkus
Sherri Osborne
Cynthia Peraza
Annette Rader
David Richardson
Rhonda Ronnow
Jeboria Scott
Steve Seifried
Toni Shaw
Patricia Smith
Kristen Spratt
Craig Stevens
Larisa Stout
Bettie Teasley Sulmers
Laura Swanson
Calvin Winston
Blake Worthington

Tennessee State Museum

Tammy Edwards
Miranda Fraley-Rhodes

Tennessee Human Rights Commission

Tiffany Baker Cox
James E. Davis
Bobbie R. Porter
Shalini Rose
Matthew Stephenson
Marcus James Thomas

Tennessee Regulatory Authority

Stacy Balthrop
Monique Brazelton
Kelly Cashman-Grams
Jaclyn Hammons

Tennessee Student Assistance Corporation

Darolyn Porter
Jason Seay
Anna Marie Trout

Tennessee Wildlife Resources Agency

Gray Anderson
Mitch Bailey
R. Joseph Benedict
Tim Cleveland
Sheila Dalton
Scott Denton
Kim Elkin
Andrea English
Shurki Ghussein
Dale Grandstaff
Mark Gudlin
John Hammonds
Bonnie Heithcock
Deborah Hood
Thomas Jaynes
Sean Michael Lenart
Marc Lipner
James Douglas Markham
Michael May
John A. Mike
Wilma Newsom
Rick S. Pharris
Darryl Ratajcak
Darren Rider
Mark Ridings
Stacy Saxton
William Mark Thurman
Rob Todd
Joey Wray
Chuck Yoest

Tourist Development
Transportation

Christopher B. Armstrong  Ann Epperson  Gretchen Lancaster  Jermaine Scales
Matt Barnes  Michelle Frazier  Kristen Luttrell  Sharon Schutz
Scott C. Black  Kelly Garrett  Kim McDonough  Tammy Sellers
Dironna Belton  Kimery Grant  Larry McGoogan  Jeremy Sims
Lyndsay Botts  Danielle Hagewood  Pam Monjar  Leslie South
Anne Carlisle  Heather Hall  David Neese  Heather Stanford
Julie Carmean  Tanisha Hall  David Nelson  Whitney Sullivan
Brian Carroll  Ali Hanguil, P.E.  Jay Norris  Justin Underwood
Adam Casteel  Shane Hester  Toks Omishakin  Mia Vickers
John Cavaness  Jeff Hoge  Jim Ozment  Robert Gale Wagner
Matthew Chandler  Todd Holden  Charles David Palmer  Stacy Weaver
Seth Clinard  Brian Hurst  Michelle Powell  Rachel Stone Webb
Marian Teri Davis  Matthew Inyart  Adam Price  Brian White
Veronica Davis  Liza Joffrion  Jeremy Price  Gwen Whittaker
Tremecca D. Doss  Thomas Dexter Justis  Kenitha Reed  Mark Woods
BJ Doughty  Susannah Kniazewycz  Christian Saxe  Keith Wright

Treasury

Mary Collins  MaryBeth Franklyn  Jessica Lynn Reaves  Sarah Simpson
Marcus Dodson  Erica Nale  Mia Robinson  Lori Singleton
Amy R. Dunlap  David Oyster  Anthony Sadler
Rodney Escobar  Karen Pirtle  Heather Sczepczenski

TRICOR

Lisa Allen  Susan Cunningham  Eric Kohler  Troy Shanks
James Bickmore  Victor Edmonson  James Kropp  Jeff Swayze
Jimmy Bivens  Dmetria C. Gibson  Tracy Long  Nikki Turner
Adrienne Brandon  Sendy Gregory  Patricia Merritt  Devin Wells
Lisa Brown  Mary E. Hall  Debbie Moore  Brian Wilson
Lisa Byrd  David Hart  Emily O'Molley-Laursen  Mike Wilson
Greg Clark  Stephen Henson  Andriette Parker  Annette Wright
Jordan Clark  Alesia Johnson  Julie Perrey  Richard Young
Roger Clark  Sandra Kiger  Tina Sampson

Veterans Services

Stephen Wiser Bell  David Jungquist  G. Phil Sinclair
Mark Breece  Dolores Keene  Donald J. Smith
John Drnek  Joseph W. Lindsey  Matthew Van Epps
Timothy Forte  Yvette Martinez  Marty Weed
Roger G. Harrell  Travis Murphy  Lorenza Wills
William Griffith  Norman W. Nash
Gary J. Johnson, Jr.  Patrick L. Rice
Frequently Asked Questions
LEAD Tennessee Mission, Vision and Design

1. **What is LEAD Tennessee?**
   LEAD Tennessee is a pipeline of current and emerging leaders moving through 12-months of intense, high impact development in eight leadership core competencies, thus building bench strength within agencies and creating a pool of leadership talent for the state.

2. **Why is the state investing in leadership development now?**
   Data clearly show Tennessee is facing significant loss of leadership with the potential retirement of baby boomers. LEAD Tennessee seeks to address the urgency to create a talent pool of leaders and build leadership bench strength within each agency.

3. **What is the difference between current and emerging leaders?**
   Current leaders are those individuals who hold accountability to lead today while emerging leaders are individuals who have high potential to make greater strategic contributions to the agency. LEAD Tennessee will serve both current and emerging leaders seeking to develop their professional contribution to the state.

4. **What is the benefit to the state in using a "pipeline" and "pool" approach?**
   A pipeline denotes the state’s capability to develop leaders continuously over time. A talent pool will be created with up to 156 current and emerging leaders per 12-month period develop in the eight core competencies. As opportunities arise within the agencies and across the state, there will be a pool of individuals who are motivated to lead, thus providing individuals who have essential transferable skills and abilities.

5. **What are the benefits of participating in LEAD Tennessee?**
   LEAD Tennessee participants are:
   - Developed in the competencies identified as essential to leading any organization within state government
   - Acknowledged as prepared for future leadership opportunities with clear understanding that participation does not guarantee promotion
   - Included in a cross-agency network of peers who share a common language and perspective about great leadership
   - Equipped to mentor others in leadership

6. **What is the agency dollar investment?**
   The investment per participant is $1,900 each fiscal year for a total investment of $3,800 over the 12-month development period.

7. **What are core competencies?**
   Core competencies are a combination of behaviors, knowledge and skills that drive effective job performance. Strong demonstration of behavioral core competencies differentiates average leaders from superior performing leaders.
8. **How were the competencies selected?**
   In 2019, the Executive Leadership Council (ELC) convened to select the leadership competencies most critical to the future success of Tennessee. The ELC provides on-going guidance and feedback to ensure that the integrity of the program aligns with the State’s vision. This is the annual process that has been in effect since 2009.

9. **What are the developmental activities that occur within the pipeline?**
   At the beginning of the 12-month developmental journey, participants receive 360° feedback on the leadership core competencies and create an individual development plan. They then move through six one-day Summits. Each Summit targets development in the core competencies. At the close of the journey, the 360° feedback repeats to determine growth and areas for additional development. Along the journey, participants receive one-on-one coaching, access to an advanced on-line leadership library, learning opportunities and cross-agency peer networking.

10. **What is 360° feedback?**
    360° feedback assesses the ability of an individual to demonstrate the behaviors required of a core competency. Feedback is gathered from: (1) self (2) superiors (3) direct reports (4) peers and (5) others. The data is compared to a self-assessment that then reveals the perception gaps between self and others as it relates to performance. The data is compiled into a confidential report provided to the participant from which an individual development plan is generated.

11. **How many current and emerging leaders can the pipeline develop over 12-months?**
    Up to 156 leaders from across all agencies have the opportunity to participate in LEAD Tennessee.

12. **Who is eligible to participate?**
    All preferred service and executive service state employees are eligible to submit their names into their respective agency’s selection process. Participation in the program does not guarantee a promotion.

13. **Who selects participants?**
    Seats are reserved for agencies based on the number of employees within the agency. DOHR has provided a chart with recommended seats for each agency. The agency’s executive leadership team creates a selection process. They may choose to engage people managers for recommendations or may choose to have employees submit directly to the executive leadership. Participants are selected by the agency appointing authority and executive team and submitted to the Department of Human Resources (DOHR) for final class selection.

14. **Who is managing LEAD Tennessee?**
    DOHR, Strategic Learning Solutions (SLS) Division, under the direction of Stephanie Penney, Assistant Commissioner, leads the leadership initiative and state succession planning pipeline.

15. **How can I find out more detail?**
    Visit [http://www.tn.gov/hr/article/lead-tennessee](http://www.tn.gov/hr/article/lead-tennessee).

16. **After I review the information on the site, if I have more questions, whom can I contact?**
    Please contact Stephanie Penney, Assistant Commissioner at Stephanie.Penney@tn.gov.
All applications should be submitted to the appointing authority who will then submit his/her recommendations to Sharon.buwalda@tn.gov by November 1, 2019.

**LEAD Tennessee Agency and Participant Commitment**

Please attach current resume to application.

I commit to 100% participation in all dates and aspects of the LEAD Tennessee initiative.

**All Summits are 7:30 a.m. to 4:30 p.m.**

- Orientation – Monday, December 2, 2019
- 1st Coaching Labs – January 14, 15, 16, 2020
  - one hour in-person session by appointment on one of the three days
- Summit #1 – Monday, February 24, 2020
- Summit #2 – Monday, April 20, 2020
- Summit #3 – Tuesday, June 16, 2020
- 2nd Coaching Labs – August 4, 5, 6, 2020
  - one hour in-person session by appointment on one of the three days
- Summit #4 – Tuesday, August 25, 2020
- Summit #5 – Tuesday, October 6, 2020
- Summit #6 – Tuesday, November 17, 2020
- LEAD Graduation – Tuesday, December 8, 2020

If selected, I understand attendance at all events listed above is **required**. The full participant fee is charged to the agency regardless of the number of sessions attended.

My agency leadership commits to my participation in all events and views participation as a priority.

I understand participation in LEAD Tennessee does not guarantee a promotion.

________________________________________
Name of Agency

Print Participant’s Name ____________________ Participant’s Signature ____________________ Date ____________

Print Manager’s Name ______________________ Manager’s Signature ____________________ Date ____________

Print Appointing Authority’s Name __________ Appointing Authority’s Signature __________ Date ____________
Participant Application
Alliance 11

Name: ____________________________________________

Preferred Name for Name Tag: ____________________________________________

Preferred Name for Graduation Diploma: __________________________________

Position: ____________________________________________

Title: ____________________________________________

Agency: ____________________________________________

Division: ____________________________________________

Business Mailing Address: ____________________________________________

City, State, Zip Code: ____________________________________________

Business Phone Direct Line (State Cell): __________________________

Personal Cell Phone: ____________________________________________

Email Address: ____________________________ Edison Employee ID: ________

Edison Login ID: ____________________________ Speed Chart Number: ________

Number of Direct Reports: ____________________________

Manager’s Name: ____________________________________________

Manager’s Title: ____________________________________________

Manager’s Email Address: ____________________________________________

Emergency Contact Name and Number: ____________________________

Dietary / Mobility accommodations: ____________________________

Jacket Size (men’s sizing): □ Small □ Medium □ Large □ X-Large □ 2XL □ 3XL □ 4XL
What programs from which you have previously graduated:
- [ ] Accelerated Leadership Institute
- [ ] HR Master Series
- [ ] Tennessee Government Executive Institute
- [ ] Tennessee Government Management Institute
- [ ] Other: ________________________________

Career path to date:

- _______________________________________
- _______________________________________
- _______________________________________

Attending LEAD Tennessee is important to me because:

With the limited number of seats available per agency in LEAD Tennessee, explain why you should be selected to participate in this highly competitive enterprise program:

- _______________________________________
- _______________________________________
- _______________________________________
- _______________________________________
- _______________________________________
How do you think your participation will benefit both the agency and your personal development?

If selected, describe three ways you will model being an engaged participant throughout LEAD Tennessee?

1. 

2. 

3. 