Dear Appointing Authorities,

LEAD Tennessee Alliance One is currently in the last quarter of their participation in the twelve-month leadership development initiative. Participants are learning many state of the art, relevant leadership skills, applications, and strategies. It is time to begin selection for LEAD Tennessee Alliance Two. As appointing authority, you serve an integral role in the success of this selection process. Selecting the right current and emerging leaders from your agency to participate in this upcoming Alliance is an important ingredient for the continued success of LEAD Tennessee and the development of your agency's leadership bench strength.

We are pleased to announce LEAD Tennessee is the 2010 winner of the International Public Management Association - Human Resource Award for Excellence. This is a momentous honor for the state of Tennessee. This award winning initiative offers participants intense, high impact development in twelve leadership core competencies essential for state leaders.

Attached are the LEAD Tennessee Alliance Two Appointing Authority Overview and Participant Application packets. Please take this opportunity to familiarize yourself and your executive team with the Appointing Authority Overview Packet. Please contact Trish Pulley, Director, Strategic Learning Solutions Division, Department of Human Resources, for further information at Trish.Pulley@tn.gov.
Overview of Alliance Two
Appointing Authority Packet

The essence of strong leadership...“What you do speaks so loudly that I cannot hear what you say.”

Ralph Waldo Emerson
**Overview**

**LEAD Tennessee** is a pipeline of current and emerging leaders moving through intense, high impact development targeting 12 leadership core competencies.

**LEAD Tennessee** is a pipeline that continuously feeds the Tennessee Government Institutes and serves as a source of additional development for alumni of Tennessee Government Management and Executive Institutes.

Pipeline features:

- Development distributed over 12-months: **Learn ➔ Apply ➔ LEAD**
- Two leadership alliances (up to 130 each) moving through six one-day summits (3.6 CEU’s)
- On the job learning in leadership between summit experiences
- Summits sponsored by members of the Executive Leadership Council
- 360° feedback linked to leadership core competencies at beginning and end of experience
- Individual Development Plan supported with one-on-one coaching
- Alliance networking
- Advanced 24X7 on-line leadership library

**BY JANUARY 2012**

**TENNESSEE HAS A POOL OF UP TO 260 LEADERS ACROSS MULTIPLE AGENCIES WHO:**

- Share language and mindset about great leadership
- Demonstrate 12 leadership core competencies
- Provide agency bench strength
- Are motivated and prepared to lead
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 12 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 shows 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 to use a “pipeline” and “pool” approach?**
   A pipeline denotes the state’s capability to develop leaders continuously over time. A talent pool will be created as up to 130 current and emerging leaders per 12-month period develop in the 12 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 will be:
   - 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 $1,200 each fiscal year for a total investment of $2,400 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 between average and superior performance.
8. **What are Tennessee’s 12 leadership core competencies?**

The competencies are clustered into 5 major categories reflecting expectations of every leader in Tennessee:

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Lead an Organization – Guide overall strategic and operational direction</td>
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</tr>
<tr>
<td>1) Mission-Driven – Demonstrates through actions, absolute clarity as to the purpose of the organization.</td>
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<tr>
<td>2) Customer Focused – Places the customer at the center of strategic and operational planning.</td>
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<td>3) Change Management – Improves organizational performance through innovation and change.</td>
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<tr>
<td>Achieve Results – Drive targeted actions that can be measured and are linked to organizational performance</td>
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<td>4) Accountability – Establishes clear expectations for self and others to achieve stated goals and objectives.</td>
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<tr>
<td>5) Decision-Making – Demonstrates ability to make timely and effective decisions.</td>
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<tr>
<td>Lead People – Enable direct reports to achieve high performance and full potential</td>
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<tr>
<td>6) Empowerment – Creates an environment where employees are given the responsibility and accountability to act.</td>
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<tr>
<td>7) Performance Management – Achieves agency results by hiring, assessing, developing and retaining quality talent – one employee at time.</td>
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<tr>
<td>8) Team Building – Successfully builds and sustains high performing teams.</td>
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<tr>
<td>Build Relationships – Collaborate and network across structural boundaries to create performance solutions</td>
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<tr>
<td>9) Trust – Creates an environment of mutual respect and instills confidence that all words and actions are the truth.</td>
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<tr>
<td>10) Effective Communication – Understands the power of and effectively uses the spoken and written word.</td>
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<tr>
<td>Develop Self – Expand depth and breadth of leadership capability</td>
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<tr>
<td>11) Ethics – Honest, direct, truthful in all actions.</td>
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<tr>
<td>12) Self-Awareness – Holds an accurate assessment of strengths and weaknesses and is willing to develop for the long term benefit of the organization.</td>
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</table>

9. **How were the competencies selected?**

In 2009, a task team of appointing authorities convened to select the leadership competencies most critical to the future success of Tennessee. This task team was invited to be the Executive Leadership Council and provide on-going guidance and feedback. 2010 Charter Executive Leadership Council members:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>John Morgan</td>
<td>Deputy to the Governor</td>
</tr>
<tr>
<td>Gwendolyn Sims Davis</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Regan Farr</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Ted Fellman</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Dave Goetz</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Darin Gordon</td>
<td>Deputy Commissioner</td>
</tr>
<tr>
<td>Mark Gwyn</td>
<td>Director</td>
</tr>
<tr>
<td>Gayle Ray</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Virginia Lodge</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Viola Miller</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Gerald Nicely</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Deborah Story</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Patricia Weiland</td>
<td>Chief Executive Officer</td>
</tr>
</tbody>
</table>

10. **How does LEAD Tennessee relate to the Tennessee Government Institutes?**

*(Tennessee Government Executive Institute and Tennessee Government Management Institute)*

LEAD Tennessee serves as both a feeder to the TGI programs and opportunity for alumni to develop in the 12 leadership core competencies.
11. 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 12 leadership core competencies and create an individual development plan. They then move through six one-day Summits. Each Summit targets development in the 12 core competencies. At the close of the journey, 360° feedback repeats to determine growth and areas for additional development. Along the journey, participants receive one-on-one coaching, 24X7 access to an advanced on-line leadership library, learning opportunities and cross-agency peer networking.

12. 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) superiors (2) direct reports and (3) peers. 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.

13. How many current and emerging leaders can the pipeline develop over 12-months?
Up to 130 leaders from across all agencies have opportunity to participate in LEAD Tennessee.

14. Who is eligible to participate?
All career 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 promotion.

15. Who selects participants?
Seats are reserved for agencies based on the number of employees within the agency. DOHR has provided Recommended Selection Guidelines (http://tn.gov/dohr/learning/learning.html). 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. The participants are selected by the agency appointing authority or designees.

16. When does LEAD Tennessee launch?
In order to build leadership bench strength, the timeline is aggressive:
- **October:** Agencies select current and emerging leaders
- **November:** Participant Orientation
- **December:** 360° feedback
- **January:** Participant receive feedback and create a development plan
- **February:** First of six Summits

17. Who is managing LEAD Tennessee?
The Strategic Learning Solutions Division (SLS) within DOHR manages the leadership initiative and participant pipeline.

18. How can I find out more detail?

19. After I review the information on the site, if I have more questions whom can I contact?
Please contact Trish Pulley, Director of Strategic Learning Solutions (SLS), Trish.Pulley@tn.gov.
2011 Participant Application
Alliance Two

Name: ____________________________________________

Title: ____________________________________________

Agency: __________________________________________

Division: _________________________________________

Position: _________________________________________

Manager: _________________________________________

Career path to date:

•
•
•

I wish to be considered for participation in LEAD Tennessee because:

________________________________________________________________________

________________________________________________________________________
Explain your motivations or reasons for applying to LEAD Tennessee:

How do you think your participation will contribute both to the agency and to your personal development?

If selected, I will contribute the following three leadership strengths during the LEAD Tennessee initiative:

1. __________________________________________________________
2. __________________________________________________________
3. __________________________________________________________
LEAD Commitment

I understand participation in LEAD Tennessee does not guarantee promotion.

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

- Orientation – November 15, 2010
- 1st Coaching Labs – January 24, 25, 26, 2011
- Summit #1 – February 28, 2011
- Summit #2 – April 25, 2011
- Summit #3 – June 27, 2011
- 2nd Coaching Labs – August 9, 10, 11, 2011
- Summit #4 – August 22, 2011
- Summit #5 – October 24, 2011
- Summit #6 – November 21, 2011
- “LEAD On” Celebration – December 12, 2011

If selected, I understand attendance at all events listed above is required.

The Department of Human Resources, Strategic Learning Solutions Division, must have written approval from your appointing authority prior to an absence from any of the above events.

DOHR will journal voucher fees in two equal installments, the first half after participant selection and the second half after July 1, 2011. Full participant fee is due regardless of the number of sessions attended.

__________________________________________  ______________________
Participant Signature                           Date

__________________________________________  ______________________
Manager Signature                              Date

__________________________________________  ______________________
Appointing Authority Signature                Date
LEAD Tennessee—at-a–Glance

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

All Summits will be at the Tennessee Tower

Summit Format:
- 7:30 Continental Breakfast/Networking
- 8:00 large group; opening remarks by Executive Sponsor, speaker
- A.M. Competency Workshops
- Lunch
- Afternoon opening remarks by Executive Sponsor
- P.M. Competency Workshops
- Large group debrief and dialogue with Executive Sponsors
- Integration Strategy with Coach
- 5:00 p.m. Adjourn

November 15, 2010
Orientation

January 24, 25, 26, 2011
Coaching Labs

February 28, 2011
Summit 1: What’s in It for Me?
Self-Awareness, Accountability

April 25, 2011
Summit 2: For the Greater Good
Mission-Driven, Customer Focus

June 27, 2011
Summit 3: Getting to the Heart of the Matter
Effective Communication, Decision-Making, Ethics

August 9, 10, 11, 2011
Coaching Labs

August 22, 2011
Summit 4: Who Is on Your Bus?
Performance Management, Empowerment, Trust

October 24, 2011
Summit 5: Building Resilience
Team Building, Change Management

November 21, 2011
Summit 6: Essence of Leadership

“LEAD On” Celebration
December 12, 2011
Selection Tips

APPOINTING AUTHORITIES

- REVIEW the information and contact Trish Pulley at Trish.Pulley@tn.gov with additional questions.
- ENGAGE your executive leadership team to determine match between LEAD Tennessee and agency need to develop leaders.
- CREATE your agency’s process to select participants utilizing the Recommended Selection Guidelines and support from Strategic Learning Solutions Division.

Deadline for Participant Forms: October 25, 2010
Orientation: November 15, 2010

DOHR AND STRATEGIC LEARNING SOLUTIONS DIVISION

- SUPPORT Agencies through the selection process
  
  Trish Pulley, Director
Recommended Selection Guidelines

Purpose:
LEAD Tennessee creates a cross-agency talent pool of leaders for the state and builds leadership bench strength within each agency.

Employee eligibility (participation does not guarantee promotion)
- All career service and executive service state employees
- Current leaders who hold accountability to lead today
- Emerging leaders who have potential to make greater strategic contributions to the agency

Agency responsibility for participant selection
Each agency executive leadership team establishes and implements a thorough and competitive process to select participants who will have the greatest long-term impact on the agency’s mission.

The executive leadership team should factor in the following when selecting participants:
- Level of motivation to serve in a leadership role
- Current role or readiness to contribute to the agency’s strategy development and decision-making
- Current role or readiness to lead core processes and/or programs (includes budgeting)
- Past performance
- Potential to lead effectively and impact the long term performance of the agency
- Ability to participate 100% in 12-month development journey, i.e.
  - Willingness to learn and apply 12 leadership core competencies
  - Openness to receive feedback and one-on-one coaching
  - Attendance and full participation in all 6 one-day Summits
  - Motivated to build cross-agency network

Timeline and recommended steps to select participants
1. Determine the number of seats reserved for your agency based on the number of full time employees. Requests for additional seats are considered on a first-come, first-serve basis.

<table>
<thead>
<tr>
<th>Number of Full-time Employees</th>
<th>Seats Reserved</th>
<th>Seats Used for Alliance One</th>
</tr>
</thead>
<tbody>
<tr>
<td>3000+</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>Children’s Services</td>
<td>6</td>
<td>1</td>
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<tr>
<td>Correction</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td>Human Services</td>
<td>6</td>
<td>5</td>
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<tr>
<td>Transportation</td>
<td>6</td>
<td>8</td>
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<tr>
<td></td>
<td>Number of Full-time Employees</td>
<td>Seats Reserved</td>
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<tr>
<td>2999-800</td>
<td>Board of Probation &amp; Parole</td>
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<td></td>
<td>District Attorneys General</td>
<td>4</td>
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<tr>
<td></td>
<td>Division of Intellectual Disabilities</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Education</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Environment &amp; Conservation</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Finance &amp; Administration</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Health</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Labor &amp; Workforce Development</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Mental Health &amp; Developmental Disabilities</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Revenue</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Safety</td>
<td>4</td>
</tr>
<tr>
<td>Number of Full-time Employees</td>
<td>Seats Reserved</td>
<td>Seats Used for Alliance One</td>
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<td>799-300</td>
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<tr>
<td>Agriculture</td>
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<td>2</td>
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<tr>
<td>Attorney General’s Office</td>
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<td>1</td>
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<tr>
<td>Bureau of TennCare</td>
<td>3</td>
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</tr>
<tr>
<td>Commerce &amp; Insurance</td>
<td>3</td>
<td>4</td>
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<tr>
<td>Comptroller’s Office</td>
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<td>3</td>
</tr>
<tr>
<td>Court System</td>
<td>3</td>
<td>0</td>
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<tr>
<td>District Public Defenders</td>
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<td>0</td>
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<tr>
<td>General Services</td>
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<td>5</td>
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<tr>
<td>Legislature</td>
<td>3</td>
<td>0</td>
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<tr>
<td>Military</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Secretary of State</td>
<td>3</td>
<td>3</td>
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<tr>
<td>TN Bureau of Investigation</td>
<td>3</td>
<td>4</td>
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<tr>
<td>TN Wildlife Resources Agency</td>
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<td>299-100</td>
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<td>Economic &amp; Community Development</td>
<td>2</td>
<td>4</td>
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<tr>
<td>Financial Institutions</td>
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<td>2</td>
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<td>Human Resources</td>
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<td>TN Housing Development Agency</td>
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<td>Tourist Development</td>
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<tr>
<td>Treasury</td>
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<td>1</td>
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<tr>
<td>TRICOR</td>
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<td>3</td>
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<tr>
<td>99-Below</td>
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<tr>
<td>Advisory Committee on Intergovernmental Relations</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Alcoholic Beverage Commission</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Commission on Aging &amp; Disabilities</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Commission on Children &amp; Youth</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Governor’s Office</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Fiscal Review Committee</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Health Services &amp; Development Agency</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Human Rights Commission</td>
<td>1</td>
<td>4</td>
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<tr>
<td>Post Conviction Defender</td>
<td>1</td>
<td>0</td>
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<tr>
<td>Tennessee Correction Institute</td>
<td>1</td>
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<tr>
<td>Tennessee Regulatory Authority</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Tennessee Arts Commission</td>
<td>1</td>
<td>0</td>
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<tr>
<td>Tennessee Higher Education Commission</td>
<td>1</td>
<td>2</td>
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<tr>
<td>Tennessee State Museum</td>
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<tr>
<td>Tennessee Student Assistance Corporation</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Veterans Affairs</td>
<td>1</td>
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</tr>
</tbody>
</table>

2. Engage executive leadership team to develop the agency’s selection process including deadlines. The team may choose to engage people managers for input or may choose to have employees submit directly to the executive leadership. Enlist support of Strategic Learning Solutions Division as needed.

3. Communicate the selection process to all people managers.

4. Ensure all employees receive communication from executive leadership or the respective people manager outlining the opportunity (sample communication attached).

5. Meet with your executive leadership team to select the best-qualified candidates.

6. No later than **October 25, 2010**, complete and email the Agency Participant List to **Trish.Pulley@tn.gov**.

7. Notify and congratulate selected participants, confirm 100% participation, and communicate they will be receiving an email from DOHR on **November 1, 2010** with detailed next steps including the **November 15, 2010 Orientation**.

8. Announce participants to all those who applied and thank them for participating in the process.
MEMORANDUM

TO: Appointing Authority
FROM: Appointing Authority
DATE:
SUBJECT: LEAD Tennessee

LEAD Tennessee is a statewide leadership development initiative designed to further enhance and build our leadership bench strength with (agency name). Appointing Authority provide agency-specific reasons why the initiative is an important and necessary investment of time and dollar.

If you are a current leader and seek further professional development in the state’s 12 core competencies, or if you are an emerging leader who seeks to develop and make greater strategic contribution to our mission, please visit http://tn.gov/dohr/learning/learning.html for program information. All career service and executive service employees are eligible to submit their names for consideration with the understanding that participation in the program does not guarantee promotion. You are encouraged to discuss the opportunity with your manager as part of your overall development.

If you remain interested in participating in LEAD Tennessee, complete the Participant Application found on the website and submit to (name of the person within the agency collecting forms) no later than (agency deadline for submission providing leaders enough time for review and selection). My executive team will select participants and submit names to the Department of Human Resources by October 25, 2010. All employees who expressed interest will receive communication from me announcing our participants in LEAD Tennessee.

LEAD Tennessee offers our agency an excellent mechanism to develop our leaders and a unique opportunity for those motivated to lead. I appreciate your careful deliberation as you make your decision to submit your name for consideration.
Potential Approaches to Participant Selection

Tips for working the process:

- Engage your leadership team in identifying those employees who are serving in critical roles throughout your agency.
- Invite input from your people managers as to who are the high potentials, top talent, etc.
- Look for gaps and/or disconnects in leadership or future leaders inside divisions and/or units.
- Collaborate with your team about who the leaders are that need to start modeling these core competencies.

Possible options for selecting participants:

1. Focus on Tennessee Government Executive Institute (TGEI) and Tennessee Government Management Institute (TGMI) alumni for selection into the LEAD pipeline in order to first get all of the alumni skilled and demonstrating the core competencies necessary for Tennessee leaders.
2. Then feed the pipeline with high potentials and emerging leaders throughout your agency with the opportunity to equip themselves for leadership needs and responsibilities.
3. Based on the number of allotted slots given to your agency, split the seats between TGEI and TGMI alumni and high potential/emerging leaders, therefore creating a combination of both groups.
4. If everything is equal among those who are interested or asked to apply inside your agency, then establish a random drawing and announce the ones selected.
Agency Participant List

AGENCY: 

APPOINTING AUTHORITY: 

AGENCY CONTACT NAME AND PHONE NUMBER: 

<table>
<thead>
<tr>
<th>PARTICIPANT NAME</th>
<th>TITLE</th>
<th>DIVISION</th>
<th>MANAGER’S NAME</th>
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</table>

REQUEST FOR ADDITIONAL SEATS
If there are vacant seats for LEAD Tennessee, I request seats for the following individuals

<table>
<thead>
<tr>
<th>PARTICIPANT NAME</th>
<th>TITLE</th>
<th>DIVISION</th>
<th>MANAGER’S NAME</th>
</tr>
</thead>
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Submit application for each selected participant with Agency Participant List.

PR-0449
October 2010
- Appointing Authorities engage and select Alliance Two participants
- Alliance One – Leadership Summit #5

November 2010
- Alliance Two - Orientation
- Alliance One – Leadership Summit #6

December 2010
- Alliance Two – 360° Survey
- Alliance One – “LEAD On” Celebration
- Alliance Two – 1st Coaching Labs
- Individual 360° Feedback Development Planning

January 2011
- Alliance Two – 360° Survey
- Alliance One – Closing 360° Survey
- Alliance Two – Leadership Summit #1
- Alliance One – Closing 360° Feedback Report

February 2011
- Alliance Two – Leadership Summit #1
- Alliance One – Closing 360° Feedback Report

April 2011
- Alliance Two – Leadership Summit #2

June 2011
- Alliance Two – Leadership Summit #3

August 2011
- Alliance Two – 2nd Coaching Labs
- Alliance Two – Leadership Summit #4

October 2011
- Alliance Two – Leadership Summit #5
- Appointing Authorities engage and select Alliance Three participants

November 2011
- Alliance Two – Leadership Summit #6
- Alliance Three - Orientation

December 2011
- Alliance Two – “LEAD On” Celebration
- Alliance Three – 360° Survey

January 2012
- Alliance Two – Closing 360° Survey
- Alliance Three – 1st Coaching Labs
- Individual 360° Feedback Development Planning

February 2012
- Alliance Two – Closing 360° Survey Feedback Report
- Alliance Three – Leadership Summit #1
LEAD Tennessee

Core Competencies

Lead an Organization
Guide overall strategic and operational direction

- Mission-Driven: Demonstrates through actions, absolute clarity as to the purpose of the organization
- Customer Focus: Places the customer at the center of strategic and operational planning
- Change Management: Improves organizational performance through innovation and change

Achieve Results
Drive targeted actions that can be measured and are linked to organizational performance

- Accountability: Establishes clear expectations for self and others to achieve stated goals and objectives
- Decision-Making: Demonstrates ability to make timely and effective decisions

Lead People
Enable direct reports to achieve high performance and full potential

- Empowerment: Creates an environment where employees are given the responsibility and accountability to act
- Performance Management: People managers achieve agency results by hiring, assessing, developing and retaining quality talent - one employee at a time
- Team Building: Successfully builds and sustains high performing teams

Build Relationships
Collaborate and network across structural boundaries to create performance solutions

- Trust: Creates an environment of mutual respect and instills confidence that all words and actions are the truth
- Effective Communication: Understands and uses the power of the spoken and written word

Develop Self
Expand depth and breadth of leadership capability

- Ethics: Honest, direct, and truthful in all actions
- Self-Awareness: Holds an accurate assessment of strengths and weaknesses and is willing to develop for the long-term benefit of the organization
CHARTER EXECUTIVE LEADERSHIP COUNCIL

John Morgan, Deputy to the Governor - Office of the Governor
Gwendolyn Sims Davis, Commissioner - Department of General Services
Reagan Farr, Commissioner - Department of Revenue
Ted Fellman, Executive Director - TN Housing Development Agency
Dave Goetz, Commissioner - Department of Finance & Administration
Darin Gordon, Deputy Commissioner - TennCare
Mark Gwyn, Director - TN Bureau of Investigation
Gayle Ray, Commissioner - Department of Correction
Virginia Lodge, Commissioner - Department of Human Services
Viola Miller, Commissioner - Department of Children’s Services
Gerald Nicely, Commissioner - Department of Transportation
Deborah Story, Commissioner - Department of Human Resources
Patricia Weiland, Chief Executive Officer - TRICOR