2016
Appointing Authority Information Packet
Alliance 7

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

Ralph Waldo Emerson

Learn → Apply → LEAD

Overview

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

Participants learn a combination of behaviors, knowledge and skills through experiential learning that drives effective job performance. This shared leadership language enables leaders across agency lines to increase networking efficiency, which has a direct impact on the workforce and contributes to greater opportunities for resource sharing and problem solving. State government directly benefits by higher productivity, efficiency, and improved organizational performance. Better-trained leaders provide clearer direction and guidance to employees who in turn provide agencies with desired accomplishments and results. The overall workforce is better equipped to serve the citizens of the state of Tennessee.

Throughout the initiative, participants have an increased exposure and access to experienced leaders (e.g., the Governor of the state of Tennessee, Major General of the United States Army/National Guard, Presidents of Universities/Colleges, subject matter experts, and state appointing authorities). With this type of interaction, participants gain a deeper understanding of how powerful leaders use core skills to lead and how the eight leadership core competencies apply to real work situations.

By January 2017

Tennessee will have a pool of up to 803 leaders across multiple agencies who:

- Share language and mindset about great leadership
- Demonstrate 8 leadership core competencies
- Provide agency bench strength
- Are motivated and prepared to lead

TN Department of Human Resources

SLS Division of DOHR
Strategic Learning Solutions
"Integrating Knowledge & Performance"

LEAD Tennessee

CORE COMPETENCIES

Lead Self

Self-Management
Integrity
High Performing

Lead People

Courageous
Talent Focused

Lead an Organization

Mission-Driven
Customer Focused
Innovative

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2016
LEAD Tennessee Core Competencies

Competency and Definition	*Behaviors*
Lead an Organization: ***Guides overall strategic and operational direction***	
Customer Focused *Places the customer at the center of strategic and operational planning*	1. Clearly identifies the full range of customers to be served 2. Follows through on commitments 3. Identifies and monitors customer metrics to improve performance 4. Anticipates and responds to changing and evolving customer needs
Innovative *Demonstrates flexible thinking while producing creative thought processes; open to suggestions of others*	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
Mission-Driven *Demonstrates through actions, absolute clarity as to the purpose of the organization*	1. Ensures the organization has a relevant mission that instills a sense of purpose 2. Demonstrates focus on mission, goals, and priorities of the organization when making strategic decisions 3. Clearly communicates the organization's mission to others 4. Balances daily operational responsibilities while implementing long term mission-critical strategies
Lead People: ***Enables others to achieve high performance and full potential***	
Courageous *Demonstrates understanding of concerns; takes responsibility and addresses them with fortitude and composure*	1. Clearly identifies tough feedback situations and demonstrates ability to give 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, making bold transformational changes 5. Demonstrates the ability to effectively manage conflict
Talent Focused *Demonstrates the ability to create an environment that encourages outstanding individual performance from each employee*	1. Demonstrates a commitment to the development and success of employees who are tasked with implementing and executing results by providing challenging work and opportunities for growth 2. Motivates others to perform at their best 3. Utilizes effective strategies to facilitate change initiatives and to overcome resistance to change 4. Creates an environment that attracts highly talented, engaged, and productive employees 5. Provides ongoing coaching and mentoring opportunities in an effort to promote continual learning and growth for employees
Lead Self: ***Expands depth and breadth of capability***	
Self-Management *Actively works to continuously improve, deploy strengths and compensate for weaknesses and limits*	1. Has a clear understanding of personal opportunities for improvement; capitalizes on personal strengths 2. Establishes networks to stay active in the business of the organization and to stay abreast of trends 3. Continuously seeks opportunities to 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 *Takes responsibility for personal actions, follows through on commitments, and instills confidence that all words and actions are the truth*	1. Can be relied on to tell the truth regardless of the circumstances 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
High Performing *Sets a high standard that represents the organization in the best light to both internal and external customers and produces results that exceed expectations*	1. Uses strong, well-rounded written, and oral communication skills in a variety of situations 2. Collaborates with managers, co-workers, peers, and external stakeholders to gain cooperation, information and buy-in, making work more effective and efficient 3. Utilizes the mission of the organization to evaluate options and identify those that are most likely to move the business forward 4. Identifies top talent to grow a culture of high performance 5. Establishes clear expectations for self and others to achieve goals

Alliance 7
LEAD Tennessee–at–a–Glance

The essence of strong leadership…
"What you do speaks so loudly that I cannot hear what you say."
~ Ralph Waldo Emerson

Orientation and Graduation will be held at the
Department of Military, Houston Barracks
All Summits held at Lipscomb University

Summit Format:

- 7:30 am Coaching Session and Breakfast
- 8:15 am Large Group: Welcome and Community Building
- 8:45 am Opening Remarks by Executive Sponsor
- 9:30 am Keynote Presenter
- Lunch/Opportunity with a Master
- 1:30 pm Afternoon Remarks by Executive Sponsor
- 2:00 pm Small Group Session
- 4:00 pm Executive Sponsor Panel
- 4:45 pm Integration Strategy
- 5:00 pm Adjourn

November 9, 2015
Orientation – ***2:00 p.m. – 4:00 p.m. Department of Military, Houston Barracks***

January 19, 20, 21 2016
Coaching Labs – ***James K. Polk Building, 1st Floor – Times 8:30 a.m. - 4:00 p.m.***

February 29, 2016
Summit 1 Competency Focus: Self-Management
Self-Management

April 25, 2016
Summit 2 Competency Focus: Mission-Driven and Customer Focused
Mission-Driven ***Customer Focused***

June 27, 2016
Summit 3 Competency Focus: Innovative and High Performing
Innovative ***High Performing***

August 1, 2, 3, 2016 – ***James K. Polk Building, 1st Floor – Times 8:30 a.m.- 4:00 p.m.***
Coaching Labs

August 22, 2016
Summit 4 Competency Focus: Courageous and Talent Focused
Courageous ***Talent Focused***

October 24, 2016
Summit 5 Competency Focus: Integrity
Integrity

November 21, 2016
Summit 6: Essence of Leadership: Seize the Moment

"LEAD On" Celebration
December 12, 2016

TN Department of Human Resources

SLS Strategic Learning Solutions

2016
Executive Leadership Council

Council Sponsor
Greg Adams
Chief Operating Officer

Commissioner
John Dreyzehner
Department of
Health

Commissioner
Greg Gonzales
Department of
Financial Institutions

Deputy Commissioner
Darin Gordon
Health Care &
Finance Administration

Commissioner
Many-Bears Grinder
Department of
Veterans Affairs

Director
Mark Gwyn
Tennessee Bureau
of Investigation

Major General
"Max" Haston
The Adjutant General
Department of Military

Commissioner
Raquel Hatter
Department of
Human Services

Commissioner
Rebecca Hunter
Department of
Human Resources

Commissioner
Larry Martin
Department of
Finance and
Administration

Commissioner
Bob Martineau
Department of
Environment and
Conservation

Commissioner
Derrick Schofield
Department of
Correction

Commissioner
John Schroer
Department of
Transportation

Chief Executive Officer
Patricia Weiland
TRICOR

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/current leaders, i.e., Deputy Commissioner, Assistant Commissioner, Directors who have not had the LEAD Tennessee experience.
- **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** Trish Holliday, Chief Learning Officer, for consultation on developing a selection process customized for your needs.

Deadline for Participant Forms: September 30, 2015

Orientation: November 9, 2015

To determine the number of seats available for your agency see Agency Seat Availability chart.

TN Department of Human Resources

SLS Strategic Learning Solutions

2016 Agency Seat Availability

Number of Full-time Employees 3000+	Seats Reserved
Children's Services	6
Correction	6
Human Services	6
Transportation	6
Number of Full-time Employees 2999-800	**Seats Reserved**
Agriculture	4
District Attorneys General Conference	4
Education	4
Environment & Conservation	4
Finance & Administration	4
Health	4
Intellectual & Developmental Disabilities	4
Labor & Workforce Development	4
Mental Health and Substance Abuse Services	4
Revenue	4
Safety and Homeland Security	4
Number of Full-time Employees 799-300	**Seats Reserved**
Commerce & Insurance	3
Comptroller of the Treasury	3
Court System	3
Department of State	3
District Public Defenders Conference	3
General Services	3
Health Care Finance & Administration (TennCare)	3
Legislative	3
Military	3
TN Bureau of Investigation	3
TN Wildlife Resources Agency	3
Number of Full-time Employees 299-100	**Seats Reserved**
Economic & Community Development	2
Financial Institutions	2
Human Resources	2
Office of the Attorney General & Court Reporter	2
TN Housing Development Agency	2
Tourist Development	2
Treasury	2
TRICOR	2
Number of Full-time Employees 99-Below	**Seats Reserved**
Health Services Development Agency	1
Office of the Governor	1
Post Conviction Defender	1
TN Advisory Committee on Intergovernmental Relations	1
TN Alcoholic Beverage Commission	1
TN Arts Commission	1
TN Board of Parole	1
TN Commission on Aging & Disabilities	1
TN Commission on Children & Youth	1
TN Higher Education Commission	1
TN Human Rights Commission	1
TN Regulatory Authority	1
TN State Museum	1
TN Student Assistance Corporation	1
Veterans Affairs	1

Agency Participant List

AGENCY: _____

APPOINTING AUTHORITY: _____

AGENCY CONTACT NAME AND PHONE NUMBER: _____

SUBMIT CANDIDATES IN SELECTION PRIORITY

PARTICIPANT NAME	TITLE	DIVISION	MANAGER'S NAME
REQUEST FOR ADDITIONAL SEATS ***If there are vacant seats for LEAD Tennessee, I request seats for the following individuals***			

Attach and send the application for each selected participant to the Department of Human Resoruces, attention: Sharon Buwalda.

PR-0449

LEAD Tennessee
Alumni by Agency

Administrative Office of the Courts

Kristi Astafan
Ana Escobar
Theresa Grisham
Tammy R. Hawkins
Krisann Hodges
Claudia Lewis
Lisa Marsh
Anne-Louise Wirthlin

Agriculture

Robert Angle
Justin Bryant
Nakisha Easley
Jan Keyser
Wendy Lofton
John McClurkan
Timothy Phelps
Louann Self

Alcoholic Beverage Commission

Joshua Stepp
Ginna Winfree

Children's Services

Carla Aaron
Britany Binkowski
Marjorie Bristol
Terence Donaldson
Elizabeth Driver
Lisa Earls
Christina Fly
Noel Henglebrok
Karen Jointer
Monica Jones
Susan Mitchell
Jaqueline Moore
Misty Neeley
Ami Parker
Dezanne Russell
Molly Suddereth
Doug Swisher
Jennifer Williams
Courtney Wood, LMSW
Kimberly Wright
Kim Thau Yap, MA
Coretta Young

Commerce and Insurance

Beth Ashe
Nikole Avers
Christopher Bainbridge
Maliaka Bass
Ernest Burchell
Bill Giannini
Chlora Lindley-Myers
Lora Manson
Brian T. McCormack
Samuel Payne
Rachel Powers
Mike Shinnick
Wendy Spears
Curtis Sutton
Vickie Y. Trice
Rachel Waterhouse
Kimberly Whaley
Brentton Wendel
Gary West
Bill White
Robert Lee Wright

Comptroller of the Treasury

Emily Bennett
Melissa Boaz
Rachelle Cabading
David Cook
Amy Czerwinski
Susan Denton
Elaine Driver
Elisha Hodge
Kevin Huffman
Keith Isbell
Brian Kinsey
Barry Monson
Russell Moore
Jan Page
Steve Reeder
Mark Treece
Jeremy Weber
Lee Ann West
Jennifer Whitsel
Jacky Winters
Joseph Woodson

Correction

William Bryant
Jeff Butler
Marina Cadreche
Dorinda Carter
Georgia Crowell
Dena Davis
Julian P. Davis
Amanda L. Ellis
Ashraf Gabous
Steve Gatlin
Emily Gibson
Kenneth Graves
Bill Gupton
Betty J. Hampton
Susan Hatley
Stanton Heidle, II
Sheila Hubbard
Debra Inglis
Jennie Jobe
Connie Johnson
Sonya Johnson
Dr. Mary Karpos
Stephanie Larry
Brandon Maloney
Tausha Mitchell
Vanessa Moore
Richard Muckle
Jesse Neely
John Parker
Lisa Parks
Monique Parris-Taylor
Eric Qualls
Craig Raymer
Patrick Ryan
David Sexton
Roger Shaw
Shanna Sisk
Holly Smith
Tina Stafford
Bruce Westbrooks
Jacqueline Williams
Jason Woodall

Council on Developmental Disabilities

Alicia Cone
Ned Andrew Soloman

District Public Defenders Conference

Paige Edwards
Kirk Yoquelet

Economic and Community Development

Stephanie Burnette
Bryan Collins
Leslie Joi Davis
Julia Eschbach
Lindsay Gainous
Sally Haar
Victoria Hirschberg
Jessica L. Johnson
Joann Massey
Amy New
Wisty Pender
Jeremy Stiles
Jamie Stitt

Education

Eve Carney
Cindy Cooper
Timothy Gaddis
Jacqueline Garrison
Kelli Gauthier
Vickie Hall
Phyllis Hodges
Heather Justice
Karen P. Munn
Jill Rigsby
Brenda B. Staggs
Andrea Wilkerson

Environment and Conservation

Meredith Benton
Robert Binford
Elaine Boyd
Barry Brawley
Tisha Calabrese-Benton
Jan Compton
Lloyd Craig
Robert Dickinson
Jennifer Dodd
Jordan English
John Conner Franklin
Damon Graham
Casey Mahoney
Kevin Mahoney
Ryan Owens
Tina Pennington
Clancy Roberts
Mike Robertson
Beth Shelton
Beth Smith
Karen Stevenson
Jennifer Watson
Adrianne White
Steven Wilson
Robin Wooten

Finance and Administration

Peggy Birthrong
Renee Boles
Anne Buckle
Susan Burdette
John Carr
Samuel Conway
Marie Crosson
Carrie Dawson
Thad DelConte
Anthony Del Priore
Lynne Diver
Michelle Earhart
James Elkins
Sandi Hamilton
James Joralemon
Lynn Jennings
Travis Johnson
Susan Kimbro
Milind Kumble
Kelly Lancaster
Trena D. Maynard
Lanette Mumford
Julie Noonan
Alan Robertson
Dana Simmons
Lee Ann Smith
Brian D. Spain
Natasha Nichole Stinnett
Kelly Thompson
Mitch Thompson
David Thorpe
Mary van Valkenburg
James Webb

Financial Institutions

Christy Beadle Adams
Bob Eddy
Ryan Hughes
Melody Johnson
Wade McCullough, Jr.
Dana Owen
Tod Trulove
Leslie R. Yanez

General Services

Reen Baskin
William Bauer
Holly Baird
Wendy D. Bentley
Thomas Chester
Brandon Cole
Art Colebank
Helen Crowley
Kyle Hunter
Phillip Hyde
David Johnson
Lawanda Johnson
Jeremy McBride
Jennifer Murphy
Mike Perry
Gregory Polak
Jennifer Sherman
Kelly Smith
Marilyn Turrentine
Richard Van Norman
Bob Williams

Health

Angie Allen
Wendy Coleman
Glenn Czarnecki
Jeremy Davis
Tene Franklin
Sara Guerra
Annette Haley
Rachel Hardaway
Rachel Heitmann
Angela Lawrence
Loraine Lucinski
Ryan Brock Neil
Valerie Oliver
Ann Reed
Benjamin Simpson
Pam Sixt
John Smith
Allysceaeioun Spears
Laurie Stanton
Stacy Tarr

Health Care Finance & Administration

Crystal Allen
Max Arnold
Michael K. Bassham
Aaron Butler
Casey Dungan
Eric Fowlie
Keith Gaither
Kim Hagan
Jarrett Hallcox
Jeanne James
Michelle Morse Jernigan
Julie Johnson
Terrence Leve
Sarah L. Moore
Tracy C. Purcell
Gabe Roberts
Mary Shelton
Jay Taylor
Margaret Walker
David Weeks

Health Services Development Agency

Alecia Craighead
Phillip Earhart

Human Resources

David Adams
Danielle Barnes
Doris Batey
Ken Becker
Steve Brown
Steve Chester
Lesley Farmer
Joe Gentry
Cindy Hobbs
Julie Johnson
Sheila Marchman
John McManus
Lee Pedigo
Stephanie Penney
Rick S. Pharris
Ernie Ricketts, Ph.D.
Lisa Spencer
Brigitte Tubbs-Jones
Deanie White
Julia Williams
Ritchie Worrell

Human Services

Manohar Arumbur
Sean D. Baker
Tracy Bell
Patti Bell-Norris
Scott A. Black
Barbara Broersma
LeeAnne Bruce Boone
Charles Bryson
Cherrell Campbell-Street
Karen Carothers
Christine P. Chambers
Jimmy Cool
Andrea Cooper
Lisa Cowell
Shawn DeHaven
Basil Dosunmu
Bill Duffey
Jay Francel
Timica Hanclock
Mary-Glen Hartup
Kim Henry
Suzanne Hilgadiack
Paul Lefkowitz
Gena Lewis
Yovancha Lewis-Brown
Ben Maxwell
Kelvin L. Meeks
Eva E. Mosby
Gathelyn Oliver
Karen Perrey
Jamie Pistel
Stephen Reksten
Tamra Smith
Darlene Stringfellow
Patricia Stubblefield
Jeff Troxell
Michelle Waldrep
Barbara Wall
Travis Williams
Patricia Wood
Kevin Wright

Intellectual & Developmental Disabilities

Elverna Cain
Vickey Coleman
Diana Davis
Stacey Dixon
Pixie Duncan
Amy Gonzalez
David Greineder
Tangela Henderson
Timothy Hickman
Elizabeth Holden
Lance Iverson
Kellie McCain
Candi McMorran
Melissa Marshall
Janet Neighoff
Russell Nicoll
Tom O'Brien
Ron Oden
Patsy Rees
Jodi Simmons
Theresa Sloan
Richard Strecker
George Zukotynski

Labor and Workforce Development

Ryan Allen
Jason Beard
Jeffrey Campbell
Amber Crawford
Linda Davis
Michael Edwards
Rusty Felts
Mark Finks
Tina Kline-Douglas
Fred Gaston
Dan Holton
James Layman
Laura McCarthy
Richard McHone
John Partlow
James Roberson
Cherilyn Stewart
Dustin Swayne
Deniece Thomas
Tabitha Thompson
Sterling van der Spuy
Tiffany Watkins
Kay Wilson

Mental Health & Substance Abuse Services

Tammy Denise Ali-Carr
Sandra Braber-Grove
Lisa Daniel
Charles Dickens
Donna Finto-Burks
Zack Griffith
Bruce Gilmore
Heather Gunderson
Kurt Hippel
Sue Karber
Elaine Kirk
Linda McCorkle
Bob Micinski
Mike Murley
Lisa Roy
Taryn Sloss
Susan Steckel
Cynthia Tyler
Amanda Wilson
Richard Zhu

Military

Keith Albritten
Gary L. Beazley
Stephanie Busch
Lt. Maria Cartmell
Major Robin Celatka
Jimmie L. Cole, Jr.
James H. Dunn
Randy D. Harris
Chris Johnson
Sean Kice
LTC Jim Reed
Thomas Simmons
Ben Smith
LTC Milton Thompson
Josh Wickham
Mark Williams
Quinn Wilson

Office of the Attorney General and Reporter

Bruce Butler
Phyllis Childs
Mark Fulks
Jeff Hill
Mary McCullohs
Ryan C. McGehee
Leslie Elizabeth Price
Lacy Wilber

Office of the Governor

John Chobanian
Christin Sullivan
Beth Tipps

Revenue

Jennifer Barr
Marion DeDe Buchanan
Lori K. Cain
Ed Condon
Sharon Daniel
Elizabeth Doriot
Randy Haley
Steve Hollis
Wayne Hough
Kristin Husat
Stephanie Jackson
Peggy Kosut
Nancy Lanham
Caroline Lansdell
Cheryl Mahoney
Duanna Murphy-Miller
Abby Sparks
Anna Stergas
Genna Vaughn
Bernadette Welch
Jennifer Wilson
Doye Worrell

Safety and Homeland Security

Brice Allen
Donald Aviles
Kerri Balthrop
Rachel Bryant
Lori Bullard
James Cotter
Jennifer Donnals
Victor Donoho
Brandon Douglas
Sonya Hadley
Shannon Hall
David Hawtin
Stephanie Hitchcock
Roger Hutto
Lindsey Johnson
Ronnie McDaniel
Melissa McLeod
Sgt. Mike Melhorn
Nancy Myers
Gregory T. Roberts
Cheryl Sanders
Dereck Stewart
Fausto Bega
Mary Walker
Lamont Westbrooks
Stacy Williams
Andrea Wilson

Secretary of State

Keith Boring
Nathan A. Burton
Andrew Dodd
Lauren Plunk
Jonathan Rummel
Jennifer Smothers
Cody York

Tennessee Advisory Commission on Intergovernmental Relations

Melissa Brown
Catherine Corley
David Lewis
Clifford Lippard

Tennessee Board of Parole

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

Tennessee Bureau of Investigation

Dale Armour
Jimmy W. Barnes, Jr.
Pamela Ann Beck
Andrea Clinard
Dennis Daniels
Glenn Everett
Kendra Fleenor
Troy Hagar
Kim Harmon
Ronan Harmon
Lauren Hewgley
Loren James
T. J. Jordan
Charles Kimbril, Jr.
Dale King
Mark Lewis
Jason Locke
Doug Long
Patrick Looney
Melissa Lovan
Mike Lyttle
Robert Marshal
Donna Nelson
Jack Van Hooser
Rob Rowlett
Keith Smith
Shelly Smitherman
Illana Tate
Candace Williams
Jim Williams
Kevin Williams
Russ Winkler
Kelvin Woodby

Tennessee Commission on Aging and Disabilities

Ryan Ellis
Mike Hann
Shannon Jones
Donna Odom
Lucy Utt
Kathy Zamata

Tennessee Commission on Children and Youth

Sumita Banerjee
Susan Cope
Craig Hargrow
Dustin Keller
Richard Kennedy
Rose Naccarato
Steve Petty
Vicki Taylor

Tennessee Higher Education Commission

Kathleen Brock
Troy Grant
Tim Phelps
Wendy Tabor

Tennessee Housing and Development Agency

Bruce Balcom
Gwen Coffey
Donna Duarte
Jacquelyn D. Fe-Acher
Jada L. Lattimore
Terry Malone
Gretchen Mason
Tracye Mayolo
Mick Nelson
Sherri Osborne
Cynthia Peraza
Annette Rader
Rhonda Ronnow
Jeboria Scott
Steve Seifried
Toni Shaw
Patricia Smith
Craig Stevens
Larisa Stout
Bettie Teasley Sulmers
Calvin Winston

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

Tennessee Student Assistance Corporation

Darolyn Porter
Jason Seay

Tennessee Wildlife Resources Agency

Gray Anderson
Mitch Bailey
Tim Cleveland
Kim Elkin
Shurki Ghussein
Mark Gudlin
John Hammonds
Bonnie Heithcock
Thomas Jaynes
Marc Lipner
Michael May
John A. Mike
Wilma Newsom
Darryl Ratajcak
Darren Rider
Mark Ridings
Rob Todd
Joey Wray
Chuck Yoest

Tourist Development

Patrick D. Casey
Cindy Dupree
Pete Rosenboro
Barry W. Young

Transportation

Matt Barnes
Scott C. Black
Dironna Belton
Lyndsay Botts
Anne Carlisle
Brian Carroll
John Cavaness
Tremecca D. Doss
BJ Doughty
Ann Epperson
Michelle Frazier
Kelly Garrett
Danielle Hagewood
Tanisha Hall
Ali Hangul, P.E.
Shane Hester
Todd Holden
Liza Joffrion
Susannah Kniazewycz
Gretchen Lancaster
Kim McDonough
Larry McGoogin
Pam Monjar
David Nelson
Jay Norris
Toks Omishakin
Jim Ozment
Michelle Powell
Jeremy Price
Kenitha Reed
Jermaine Scales
Heather Stanford
Whitney Sullivan
Mia Vickers
Brian White
Gwen Whittaker
Mark Woods
Keith Wright

Treasury

Rodney Escobar
MaryBeth Franklyn
Erica Nale
Lori Singleton

TRICOR

Jimmy Bivens
Adrienne Brandon
Greg Clark
Roger Clark
Susan Cunningham
Victor Edmonson
Sendy Gregory
David Hart
Sandra Kiger
Eric Kohler
Patricia Merritt
Julie Perrey
Troy Shanks
Jeff Swayze
Nikki Turner
Annette Wright
Richard Young

Veterans Services

Mark Breece
Roger G. Harrell
William Griffith
Gary J. Johnson, Jr.
David Jungquist
Joseph W. Lindsey
Yvette Martinez
Norman W. Nash
G. Phil Sinclair
Donald J. Smith

Workers Compensation

Robert Durham

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 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 120 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 $1,400 each fiscal year for a total investment of $2,800 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 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.

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 eight leadership core competencies and create an individual development plan. They then move through six one-day Summits. Each Summit targets development in the eight 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, 24X7 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) 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.

11. *How many current and emerging leaders can the pipeline develop over 12-months?*

Up to 110 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 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 on page 3. 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.

14. *Who is managing LEAD Tennessee?*

The Department of Human Resources, Strategic Learning Solutions (SLS) Division, under the direction of Trish Holliday, Assistant Commissioner/Chief Learning Officer, leads the leadership initiative and participant pipeline.

15. *How can I find out more detail?*

Visit 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 Trish Holliday, SPHR, SHRM-SCP, Assistant Commissioner &Chief Learning Officer at Trish.Holliday@tn.gov.

LEAD Tennessee Agency and Participant Commitment

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

- **Orientation – November 9, 2015**
- **1st Coaching Labs – January 19, 20, 21, 2016**
- **Summit #1 – February 29, 2016**
- **Summit #2 – April 25, 2016**
- **Summit #3 – June 27, 2016**
- **2nd Coaching Labs – August 1, 2, 3, 2016**
- **Summit #4 – August 22, 2016**
- **Summit #5 – October 24, 2016**
- **Summit #6 – November 21, 2016**
- **"LEAD On" Celebration – December 12, 2016**

If selected, I understand attendance at all events listed above is required. Full participant fee is charged regardless of the number of sessions attended.

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

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

I understand participation in LEAD Tennessee does not guarantee promotion.

_____

Name of Agency

Print Participant's Name	**Participant's Signature**	**Date**
	Manager's Signature	**Date**
	Appointing Authority's Signature	**Date**

All applications should be submitted to the appointing authority who will then submit his/her recommendations to Sharon.buwalda@tn.gov by September 30, 2015.

2016 Participant Application
Alliance 7

Name: _____

Position:_____

Title: _____

Agency: _____

Division: _____

Business Address: _____

City, State, Zip Code: _____

Business Phone: _____ **Cell Phone:** _____

Email Address: _____

Edison Employee 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 restrictions: _____

_____

Shirt Size (men's sizing): ☐ **Small** ☐ **Medium** ☐ **Large** ☐ **X-Large** ☐**2XL** ☐**3XL** ☐**4XL**

All applications should be submitted to the appointing authority who will then submit his/her recommendations to Sharon.buwalda@tn.gov by September 30, 2015.

Career path to date:

- _____
- _____
- _____

Attending LEAD Tennessee is important to me because:

_____

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

_____

All applications should be submitted to the appointing authority who will then submit his/her recommendations to Sharon.buwalda@tn.gov by September 30, 2015.

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. _____

All applications should be submitted to the appointing authority who will then submit his/her recommendations to Sharon.buwalda@tn.gov by September 30, 2015.