



## ***2011 Participant Application***

***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

# 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



## ***2011 Participant Application Alliance Two***

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Agency:** \_\_\_\_\_

**Division:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Manager:** \_\_\_\_\_

**Career path to date:**

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**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
- 1<sup>st</sup> Coaching Labs – January 24, 25, 26, 2011
- Summit #1 – February 28, 2011
- Summit #2 – April 25, 2011
- Summit #3 – June 27, 2011
- 2<sup>nd</sup> 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.**

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**Participant Signature**

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**Date**

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**Manager Signature**

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**Date**

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**Appointing Authority Signature**

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**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**



## ***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:

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

## 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:

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

## 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?**

Visit <http://www.tn.gov/dohr/learning/learning.html> and click on the LEAD Tennessee Logo.

**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](mailto:Trish.Pulley@tn.gov).



## **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*