

Tennessee Government Leadership

LINK

Newsletter from the Tennessee Government Leadership Council



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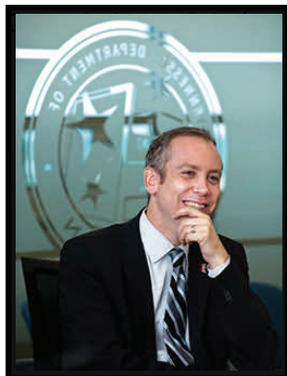
SPOTLIGHT ON LEADERSHIP WITH COMMISSIONER HUFFMAN:

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Council Committees

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



Kevin Huffman has served as Tennessee's commissioner of education since April 2011. Prior to his appointment, Huffman spent nearly two decades working with public education systems as a teacher, lawyer, non-profit executive and non-profit board member. **Recently, Commissioner Huffman answered a few important questions on leadership.**

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

An ability to focus on the big picture. The day to day work of any business – but particularly a state agency that includes so many mandatory, compliance-oriented activities – can turn jobs into a series of disjointed tasks and can make the whole less than the sum of the parts. Leaders need to be able to sort through the morass and communicate: this is what we are trying to accomplish, and this is how we will know if we have done it.

What is one mistake you witness leaders making more frequently than others? What advice can you give to help leaders avoid that mistake?

Forgetting who the customer is. We spend all day surrounded by people who work for or with us, and it is easy to forget the true customer and reason for the work. Ideally, the interests of employees and customers are aligned, but that isn't always the case. When they aren't aligned, the customer loses. The most concrete way to avoid this is by having the right top-line goals, and consistently ensuring that work is driving against those goals and not being driven by the desires of people most proximate to the leader.

What do you think is the biggest challenge facing leaders today and why? What strategies are needed to meet that challenge?

Effective communication is incredibly challenging because of the generational differences across different media. For instance, social media is incredibly difficult to navigate; you really can't have a meaningful exchange on Twitter, and yet it is an important means of getting information out so you need a strategy. Traditional media – newspapers and television – have ceded significant ground to blogs and social media, so it is very difficult to control a message through centralized channels. Even email has given way among younger generations to texts and other social media channels. Strategies have to be segmented, and striking the right tone in the different channels is difficult.

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

When you have the right people, then your main task is to manage against the goals and outcomes. The right people will come up with better strategies and ideas than you will. Your job then centers around getting them the tools they need, clearing obstacles, and measuring outcomes. If you have the wrong people, your job is doing their job.

SPOTLIGHT ON LEADERSHIP WITH COMMISSIONER HUFFMAN:



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

1. Ability to articulate a vision.
2. Courage to do things differently, even in the face of pushback.
3. Commitment and ability to attract and retain talent. When we have good team or division leaders, talented people want to work for them, and our pace of improvement grows rapidly. In our work, courage is important, because any change we make inevitably brings noise, and we need strong leaders who can manage through the noise to improved outcomes on the other side.

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

I spend time with peers who are talented – other state commissioners and district superintendents (current and past) who led progress for students. I always leave with new ideas and renewed energy. I also try to regularly step back to review my strategic plan and write an honest self-assessment of how things are going and where things need to improve.

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

Don't be afraid to lead. I know that sounds axiomatic, but new leaders often become self-conscious and fail to visibly articulate a strong vision and exert their leadership. By all means, listen to others, have humility, and learn. But you were put in the position for a reason, and sooner rather than later, you need to step up and lead.

“Don't be afraid to lead...You were put in the position for a reason, and sooner rather than later, you need to step up and lead.”

Commissioner Kevin Huffman



Toastmasters for Tennessee Government Leadership

***Toastmasters club for Tennessee Government
Leadership members***

Black Belt Program points will be available!!

Attending meetings would earn 5 points a meeting. Points for organizational work for Toastmaster's should accumulate at the rate of 1 point per hour of time spent on the club. Contact April Romero at April.Romero@tn.gov or show up for a meeting as a guest. Meetings will be each Friday from 11:30am to 12:30pm in the TN Tower, 3rd Floor Conference Center, Room 253N starting on January 9, 2015. Fees are to be paid by members. Visit the website for more information: www.toastmasters.org

TENNESSEE GOVERNMENT LEADERSHIP CONFERENCE

◆ COURAGEOUS LEADERSHIP ◆ SERVANT LEADERSHIP ◆ INNOVATIVE LEADERSHIP

More than 400 leaders gathered on October 24, 2014 for a challenging day of learning, networking, celebrating, and sharing. The theme of “Follow the Yellow Brick Road of Leadership” led to the exploration of Servant Leadership, Courageous Leadership, and Innovative Leadership. The participants were entertained and challenged by the presenters. After the welcome and introductions, Chris Ulrich of the Body Language Institute grabbed everyone’s attention by busting the common myths of body language. **Lynn Jennings of the Department of Finance & Administration, Business Solutions Delivery** summarized his presentation:



“You Say More Than You Think”

Develop. Decode. Deliver.



These three words outline the key concepts delivered by keynote speaker Chris Ulrich, body language expert and personal coach, during the October 2014 Tennessee Government Leadership Conference. Chris is an engaging and energetic speaker, and his knowledge regarding the effective use of body language in leadership was evident in his presentation. Chris urged us, as leaders, to baseline our own body language. What types of posture do we exhibit when we are happy, sad, frustrated? By being more aware of ‘what we are saying without saying’ it, the body language of others can be more accurately interpreted. The paragraphs below contain a brief description of the speaker’s key concepts.

Develop: Build rapport with people and be present in the moment with other leaders, your peers, and your employees. Presentation and perception is important, and as leaders, we were urged to ‘frame ourselves to fame ourselves’. This principle also applies to empowering others. If we want to help others be seen in a more powerful position, place them in the middle of situations such as conversations and pictures.



Decode: By being present in the moment, we can begin to decode the body language and micro-expressions of others. Micro-expressions can indicate, in 1/15th of a second, what someone may be feeling in the moment. Be aware of speech that is incongruent with body language. Chris also discussed the three cancers of facial expressions – Anger, Disgust, and Contempt. Anger is displayed as eyebrows down with a tight chin. Disgust is commonly revealed by eyebrows down, nose up, teeth showing. Contempt manifests itself in a half smile, as if to say ‘this is beneath me’. An offshoot from the world of contempt is ‘duping delight’. This type of half smile may indicate that there is more to the story. As leaders, this is an opportunity for us to recognize the need to probe further and ask more questions.



Deliver: Put it all together and practice what we have learned about others and ourselves! What do we see now that we did not see before? Additional communication strategies include ‘confrontational lite’, which is simply reframing a question or challenge to be less aggressive and more relational, and use of body language to more effectively communicate what we want. We are urged to baseline our body language, recognize hot spots of emotion, ask powerful questions, and overcome limited beliefs.



Develop. Decode. Deliver. As leaders, we can use these tools to help us understand others, effectively communicate our needs, and develop relationships with individuals at all levels of Tennessee government. How can you put these tools into practice in your daily work?

For the very first time the TGL Conference included a Leadership Black Belt Program awards presentation. Belt recipients since May 2014 were announced and given their belts. Several Commissioners and Assistant Commissioners helped present the awards. See page 7 for the listing of recipients.

The mid-day speakers included J. Patrick Raines; Dean of College of Business Administration, Belmont University and Graham Thomas;

Director of Community Partnerships, tnAchieves. The participants were inspired by the vision of leadership in the 21st Century offered by Dr. Raines and challenged to get involved with the next generation of leaders by Mr. Thomas. In addition to a delicious lunch attendees were given the opportunity to visit the display booths and gather information about the TGL Book Club, TN Wellness Council, TGL Black Belt Program, tnAchieves and the Tennessee Promise, and the Tennessee Center for Performance Excellence. A panel of distinguished state government leaders which included Commissioner Rebecca Hunter, Department of Human Resources; Commissioner Burns Phillips, Department of Labor & Workforce Development, and Commissioner Susan Whitaker, Department of Tourist Development answered pertinent questions related to "Leading in State Government".

The afternoon presentation was both interesting and challenging. **Julie Noonan of the Department of Finance & Administration, Business Solutions Delivery** summarizes :

"From Ordinary to Extraordinary"

Keys to Operational Excellence by David J. McClaskey and David Jones, Pals Business Excellence Institute

If you live or have spent much time in Eastern Tennessee, you are probably familiar with Pal's. Pal's is a fast-food chain competing directly with national brands such as McDonald's and Wendy's, but is based in Kingsport. What is fascinating about Pal's is that it is one of only two businesses in the restaurant industry to have been awarded the Baldrige National Quality Award for Excellence in Management. They consistently blow their competition away in nearly every industry-leading operational metric and they do it, according to David J. McClaskey and David M. Jones, President and Vice President of Pal's Business Excellence Institute, by focusing 100% on excellence.

During this two-hour workshop, "the Davids" introduced and explained Pal's "Keys to Operational Excellence." Below is a very brief synopsis of these keys which the leaders in attendance were asked to consider implementing in their operations.

Key 1: Choose to be Extraordinary vs Ordinary – Pal's expects every aspect of their business to be laser-focused on the mission of the organization. A key point in this topic was that Pal's leaders CHOOSE to be extraordinary in every interaction, decision and output every day. This has led to metrics such as:

- service times are *four times* faster than their competitors
- ½ of the industry average turnover
- 32 consecutive years of both market share and sales growth
- and customer service 10 times better than their competitors



Key 2: Use Your Mission Statement to Focus Everything you do on Providing Value for the Customer - in other words, make your mission statement the reason that you do everything! This key focuses on continuous learning and best practices while throwing away things that do not directly pertain to the mission of the organization.

Key 3: Identify Your Key Business Drivers – Pal’s has spent time identifying the top few things that it needs to do consistently well to delight its customers and has defined those as its Key Business Drivers. Again, this rigorous identification of value to the customer allows Pal’s to keep its focus.

Key 4: Conditions of Employment – Pal’s is quite clear in communicating with both interviewees and new hires exactly what the expectations are for not only that particular person’s job, but the expectations of the organization culturally (for instance, shoes must be shined – no exceptions!). A key component of their on-boarding process is a written contract between the company (which includes a 75 point checklist of rules) and any new employee. Adherence is strictly monitored and expected.

Key 5: Enable Employees to be 100% Effective – Pal’s trains to the expectation that every employee develops the habit of “doing it 100% right, 100% of the time, at 100% volume”. To achieve this, 100% of the work is inspected and only product that meets 100% of the acceptable standards is served. No exceptions.



Key 6: Don’t Change Any Faster than You Can Sustain – Pal’s is very careful to select only 1-4 major changes to implement in any given year. This, they explained, ensures that the change is sustainable, absorbed, adopted and becomes “the way we do things”. This Key also focuses on Standards which are implemented throughout the restaurants to ensure consistency of quality and customer experience throughout the organization.

For more information about the Pal’s Business Excellence Institute, visit www.palsbei.com.

If you missed all or even a part of the conference you missed the most valuable leadership development opportunity for

Tennessee state government leaders this year. Planning for next year’s conference will begin soon, so don’t be left out. **Make plans to attend the 2015 TGL Conference in the fall of 2015.**









TENNESSEE GOVERNMENT LEADERSHIP BLACK BELT PROGRAM



| | White Belt | Yellow Belt | Orange Belt | Blue Belt | Green Belt | Black Belt |
|--|--|---|---|---|---|---|
| Completed Intent to Participate & One TGL Program (LEAD TN TGEI or TGMI) | | | | | | |
| | | Strategic Development Points 60 | Strategic Development Points 55 | Strategic Development Points 50 | Strategic Development Points 45 | Strategic Development Points 40 |
| | | Service Points 20 | Service Points 30 | Service Points 40 | Service Points 50 | Service Points 60 |
| TOTAL Points Per Belt: | | 80 Points | 85 Points | 90 Points | 95 Points | 100 Points |
| | Individualized Development Activities | | | | | = 50 Points |
| | Total points accumulated for Black Belt Level | | | | | = 500 Points |

The Tennessee Government Black Belt Program (BBP) is a self-directed, structured development opportunity for the Tennessee Government Leadership (TGL) alumni community. Leaders begin their journey upon graduation from one or more of the statewide leadership programs: LEAD Tennessee, Tennessee Government Executive Institute (TGEI) or Tennessee Government Management Institute (TGMI) or a DOHR led or sanctioned agency leadership academy. Alumni may continue their journey of leadership development through participation in the Black Belt Program.

There are six levels of the Black Belt Program: White Belt, Yellow Belt, Orange Belt, Blue Belt, Green Belt, and Black Belt. To advance from one belt level to the next, participants must earn the specified number of points in Strategic Development and in Service. At the initial belt levels, Strategic Development is the more emphasized component because personal learning is fundamental to professional development. As participants advance through the belt levels, Service (both internal to state government and external to the community) becomes the more emphasized component, recognizing the importance of paying it forward and investing and focusing on others.

All TGL alumni are eligible to participate in the Tennessee Government Black Belt Program. To join your colleagues in changing the face of Tennessee leadership, sign up today at <http://www.tn.gov/dohr/bblp.shtml>.



BLACK BELT PROGRAM—1ST ANNIVERSARY

Sendy Parker Gregory, BBP Committee Member

The Tennessee Government Leadership Black Belt Program celebrated its first anniversary on Oct. 30th. The program was introduced at last fall’s Government Leadership conference, and we want to take this opportunity to update all TGL alumni on the success of the program’s first year.

There are 189 members enrolled in the BBP as of 12-21-14, representing 34 different departments, agencies, councils, and commissions with anywhere between 1 and 25 staff members enrolled. (See the table, as of 12-21-14, included near the end of this article.)

Since the inception of the program one year ago, members have logged:

- 1,926 hours of internal service (within state government)
- 2,410 hours of external service (within our communities)
- 10,204 strategic development activity points
- 2,285 miscellaneous activity points

Internal service activities run the gamut from serving as a mentor to another state employee to volunteering with a TGL program's alumni or steering committee. External service activities range from cleaning a neighbor’s yard when they are unable to do it themselves to volunteering to lead a youth club. Strategic development activities encompass activities from attending a one day leadership conference to participation on a LEAN team/in a Kaizen event. You have to admit – this is a very well-rounded bunch!



Leadership development programs (LDP) completed by BBP members are shown below. Note that 41 members have completed two or more LDPs!

| | | |
|----------------------|----------------|-----------|
| 8 – Green Leadership | 5 – HR Masters | 10 – NLLA |
| 90 – LEAD TN | 65 – TGMI | 54 – TGEI |
| 2 – Mission Possible | | |

As of the Oct. 24, 2014, annual Tennessee Government Leadership conference, belts above the beginning White Belt level have been awarded as noted to the following leaders in state government:

Blue Belt

| | |
|----------------|---|
| Sherrie Artman | Intellectual and Developmental Disabilities |
| Tammy Golden | General Services |
| Sendy Gregory | TRICOR |
| Trish Holliday | Human Resources |
| April Romero | Finance and Administration |



Orange Belt

| | |
|----------------------|---------------------------------------|
| Sheila Marchman | Human Resources |
| Lynette Porter | Council on Developmental Disabilities |
| Lee Ann Smith | Finance and Administration |
| Brigitte Tubbs-Jones | Human Resources |

Yellow Belt



| | |
|--------------------|---|
| Meredith Benton | Environment and Conservation |
| Jimmy Bivens | TRICOR |
| Elaine Boyd | Environment and Conservation |
| Barry Brawley | Environment and Conservation |
| Susan Dill | Finance and Administration |
| Eric Fowlie | Health Care & Finance Administration |
| Luvenia Harrison | Health |
| David Lane | Correction |
| Jeanine Miller PhD | Intellectual and Developmental Disabilities |
| Tom O'Brien | Intellectual and Developmental Disabilities |
| Paula Shaw | TRICOR |
| Lisa Spencer | Human Resources |
| Leslie Yanez | Financial Institutions |

| Agency | # Staff | Highest Belt Level Achieved per Member | | | |
|--|------------|--|----------|-----------|------------|
| | | Blue | Orange | Yellow | White |
| Advisory Commission on Intergovernmental Relations | 3 | | | | 3 |
| Agriculture | 1 | | | | 1 |
| Board of Parole | 6 | | | | 6 |
| Children's Services | 2 | | | | 2 |
| Commerce and Insurance | 4 | | | | 4 |
| Commission on Children & Youth | 3 | | | | 3 |
| Comptroller of the Treasury | 7 | | | | 7 |
| Correction | 2 | | | 1 | 1 |
| Council on Developmental Disabilities | 1 | | 1 | | |
| Economic and Community Development | 3 | | | | 3 |
| Education | 2 | | | | 2 |
| Environment and Conservation | 15 | | | 3 | 12 |
| Finance and Administration | 18 | 1 | 1 | 1 | 15 |
| Financial Institutions | 6 | | | 1 | 5 |
| General Services | 5 | 1 | | | 4 |
| Health | 4 | | | 1 | 3 |
| Homeland Security | 3 | | | | 3 |
| Human Resources | 25 | 1 | 2 | 1 | 21 |
| Human Rights Commission | 1 | | | | 1 |
| Human Services | 9 | | | | 9 |
| Intellectual and Developmental Disabilities | 21 | 1 | | 2 | 18 |
| Labor & Workforce Development | 4 | | | | 4 |
| Mental Health | 2 | | | | 2 |
| Revenue | 4 | | | | 4 |
| Safety | 5 | | | | 5 |
| Secretary of State | 1 | | | | 1 |
| TBI | 1 | | | | 1 |
| TennCare | 7 | | | 1 | 6 |
| Tennessee Regulatory Authority | 1 | | | | 1 |
| TN Housing Development Authority | 3 | | | | 3 |
| Transportation | 5 | | | | 5 |
| Treasury Department | 3 | | | | 3 |
| TRICOR | 10 | 1 | | 2 | 7 |
| Wildlife Resources | 2 | | | | 2 |
| Grand Total | 189 | 6 | 4 | 13 | 167 |



An interesting fact: As of 12-21-14, the following additional belt reviews have been added to the list for review and approval at the next BBP committee belt award review:

| | |
|------------------|-------------------|
| 4 – Green Belts | 4 – Blue Belts |
| 8 – Orange Belts | 16 – Yellow Belts |

Looks like the conference motivated a lot of BBP participants to get moving and enter their activities! Go, Black Belters, Go!!

Interesting tidbits about BBP Member Activities:

- 4 members earned one or more Six Sigma belts during the year
- 9 members trained and served as a TNCPE Board of Examiners member, completing one full team assignment during the year
- 10 members donated blood or plasma
- 17 members completed a semester-long college or university class
- 17 members participated in at least one charity walk or run
- 21 members are trained LEAN facilitators
- 24 members facilitated or participated in a LEAN/Kaizen/4DX Team event
- 25 members served on the Tennessee Government Leadership Council
- 30 members attended one or more meetings of the monthly Leadership Book Club
- 30 members served on a community/non-profit board or commission
- 61 members attended one or more technical conferences
- 90 members attended one or more leadership conferences

The Tennessee Government Leadership council is very pleased with the results of the first year's Black Belt Program, and its participants are enthusiastic about their personal and professional development. Below are quotes from several participants who have advanced to the Yellow Belt level or beyond. Take a minute to read them, and see what all the "buzz" is about!

A significant personal development activity that I participate in is the TGL Book Club. By being in the book club, I have finally read some of the leadership books that I wanted to read (the accountability factor helps). I have gained a deeper insight into leadership from the meaningful and useful contributions from the other participants at the club meetings. *(Barry Brawley, Yellow Belt)*

Participating in the BBP has truly forced me into more strategic thinking about my own professional and personal growth *(Sandy Gregory, Blue Belt)*

The most significant personal development activity was serving as an examiner for the Tennessee Center for Performance Excellence... I was able to gain a huge amount of insight and knowledge from the organization, as well as the other examiners. Serving as an examiner gave me the constant drive to want to help my agency perform at the highest level possible. *(Eric Fowlie, Yellow Belt)*

The most significant community service activity in which I participated was the St. Jude's Country Music Marathon... The race was extremely difficult ... and I was in pain the last 3 miles of the race. I reminded myself that St. Jude's helps children who are fighting serious diseases such as cancer, so, what was a little leg pain? Keeping things in perspective helped me finish the race. *(Dr. Jeanine Miller, PhD, Yellow Belt)*

State government leadership is trying to push all of us to get out of our silos and look at state government as one enterprise. I feel like this has been a huge paradigm shift for many of us and I think that it will have a very positive impact on government operations. Serving on the TGL council, the TGEI steering committee and participating in the Black Belt Program are all helping to push me in the direction of thinking more enterprise-wide. I can't say I've "achieved" this goal yet, but I'm definitely heading in that direction now. *(Tammy Golden, Blue Belt)*

I have taken on the formal mentorship of a young professional in our office. The thing that I am looking forward to is viewing the working world from her 25-year old perspective. I believe she is the next generation of leader and I am thrilled to be able to help shape her outlook and skills for the coming years. *(Lynette Porter, Orange Belt)*

Both professionally and personally, I plan to continue... working toward the next belt level while seeking opportunities to contribute to Tennessee's citizens through state government service and volunteerism. *(Paula Shaw, Yellow Belt)*

As my world view expands, my own understandings of development expand and continue to drive my deep desire to impact the world in some small way that benefits humankind and specifically benefits workforce development and leadership growth. I am evolving and I am loving the experience and the leadership evolution that has consumed me!! *(Trish Holliday, Blue Belt)*

If you are a BBP participant, congratulations on your success in your continued leadership development journey. If you aren't, we hope you'll ask yourselves "Why Not"?

TENNESSEE GOVERNMENT LEADERSHIP COMMITTEE PROJECTS

VISION ♦ COMMUNICATION ♦ ENGAGEMENT ♦ SYSTEMS THINKING ♦ FORWARD FOCUSED

Customer Service Award Nominations

Do you know someone who has displayed an incredible amount of leadership for exemplary customer service? Have you witnessed a fellow state employee overcoming great adversity on the job by exercising excellent customer service? Great customer service in Tennessee government is an essential component of our roles as public servants. As leaders, we must recognize our fellow trailblazers, especially those who execute a task as challenging as customer service. The Tennessee Government Leadership Council (TGLC) Customer Service Task Force is accepting nominations for the Leadership in Customer Service Award. Nominations will be accepted from the Tennessee Government Leadership alumni and reviewed quarterly by the TGL Customer Service Task Force, a subcommittee of the Systems Thinking Committee. Nominees must be TGL alumni. Nominations will require a short narrative describing why the nominee should be considered.

Examples include:

- ♦ Creating a policy or strategy to improve customer service or customer satisfaction within your department, division, or work section.
- ♦ Going above and beyond the normal call of duty to deliver great customer service.

Nominations should be submitted to a representative of the TGL Customer Service Task Force. To obtain a nomination form, email one of the members listed below:

Mark Woods
Mark.Woods@tn.gov

Thomas O'Brien
Thomas.O'Brien@tn.gov

Andrea Wilson
Andrea.L.Wilson@tn.gov

Monica Middlebrooks
Monica.C.Middlebrooks@tn.gov



Leadership In Customer Service

TENNESSEE GOVERNMENT LEADERSHIP COMMITTEE PROJECTS

VISION ♦ COMMUNICATION ♦ ENGAGEMENT ♦ SYSTEMS THINKING ♦ FORWARD FOCUSED



Bright Spots

Story Solicitation

The Engagement Committee that was created by the TGLC is soliciting Bright Spots stories from leadership alumni. The role assigned to the Engagement Committee is to effectively implement strategies that evoke factual communication and a pervasive commitment to high quality performance among all state employees. We view this role as a critical step towards realizing the Governor's vision of Tennessee becoming the #1 state in the southeast for high quality jobs. We also view this role as identifying high quality leadership at every level in every state department. We believe that our Tennessee Government Leadership (TGL) community is out there doing good work, helping to define and display high quality performance for all state employees. The TGL Council would like to spotlight some of those activities for all state employees as well as the citizens of Tennessee. We are asking each of you to look around your areas in search of High Quality Performance! Once you find it, and we're sure you will, we ask that you submit those stories to the Engagement Committee for publication. The criteria to be considered when searching out high quality performers are as follows:

High Quality Performance:

- Mission Driven – demonstrates through actions absolute clarity regarding the department's purpose.
- Customer Service and Customer Focused – places the customer at the center of strategic and operational planning.
- Servant Leader – understands the practice of leadership that places the good of those led over the self-interest of the leader.
- Creates a safe atmosphere – creates an environment where information can be shared without fear and demonstrates concern for the well-being of each employee.
- Open to change – explores new opportunities and evaluates each on its own merit.
- Trust – creates an environment of mutual trust and respect.
- Teambuilding – successfully builds and sustains high performing teams.
- Effective Communication – uses care and respect to actively listen and validate the value of others' input while fully participating in difficult conversations that are supportive, constructive and productive.
- Enforces Accountability – establishes clear expectations and creates an environment where employees are given the responsibility and accountability to act.

We encourage you to submit all your successes, no matter how small, because as we all realize, it starts with that first step. Please email your stories to Leadership.Council@tn.gov.



From the Desk of the Chief Learning Officer



Talent Management is a systematic approach to performance excellence by creating a culture of continuous improvement, high engagement, workforce capability and capacity through integrated talent strategies, and learning and development programs that are aligned with the agency mission, vision, and core values. Talent Management drives agency results when leaders use the right data to align business and people strategies. The Department of Human Resources' Strategic Learning Solutions Division works with agency executive leadership to discuss how to implement these strategies in the agency. There are ten Talent Management practices: leadership development, recruiting, succession planning, professional development, learning and development, performance management, career planning, high-potential employee development, retention and competency management. The process begins with a series of 16 hours of discussion with executive leadership about the Talent Management journey, followed by a strategy session to determine which practices to implement. The following departments and commissions are to be recognized for their involvement in Talent Management.

State departments DOHR, TDOC, DGS, F&A, OIR, TDEC, TDOS/HS, and Commissions on Children and Youth (TCCY) and Aging and Disability (TCAD) have completed the 16 hour executive series.

We extend our congratulations to the departments of Human Resources, Human Services, Transportation, Environment and Conservation, Children's Service and Financial Institutions for establishing Commissioner Leadership Academies. These academies provide leadership development opportunities and create a learning community within the agency, preparing individuals to assume leadership roles to sustain the organization in achieving its mission.

We congratulate the following departments for practicing a Talent Management strategy: Human Resources, Environment and Conservation, Finance and Administration, General Services, Safety and Homeland Security, Transportation, Correction, Financial Institutions, Human Services, Intellectual and Developmental Disabilities, and Children's Service. And congratulations to Revenue, Veteran's Affairs and Human Services for preparing to begin the Talent Management journey. We also recognize the Commission on Children and Youth and the Commission on Aging and Disability for their involvement in Talent Management.

To find out more about how your agency can use Talent Management strategies, please contact Trish Holliday, Assistant Commissioner/Chief Learning Officer at trish.holliday@tn.gov. You may also go to the following link and learn more about how Talent Management can create a high performing mosaic within your agency <http://www.tn.gov/dohr/learning/strategy/strategy.shtml>.

*"Leadership is not about titles, positions or flowcharts. It is
about one life influencing another."*

John C. Maxwell



Choose Your Words Wisely: Using Metaphor in Change Initiatives

E.C. Ricketts, Ph.D., SPHR
Director of Organizational Development
Department of Human Resources



What's in a name?

***That which we call a rose by
any other name would smell as sweet;***

*So Romeo would, were he not Romeo called,
Retain that dear perfection which he owes
Without that title. Romeo, doff thy name,
And for that name which is no part of thee
Take all myself.*

Shakespeare's often quoted lines spoken by Juliet call attention to the idea that no matter how we reference something, what really matters is what it is, not what it is called. Compare that idea to the children's proverbial statement, "Sticks and stones may break my bones, but words can never hurt me." Though there is much truth in both statements, words really do matter. Words can start wars, heal divisions, and change minds. With words we create and maintain relationships, or we ruin them. When it comes to creating sustainable effective change initiatives in organizations, words play an important role as well.

Language is "not just as an adaptation to communicate ideas, but part of a collective system that reinforces ideas and ways of thinking" (Wippermann, *Metaphors for Change: Re-Metaphorizing the Metaphors We Live By*). By the very words we use, we create new ideas and concepts, while also perpetuating ideologies that have been part of our culture. How we combine words to create our mental conceptions of life provides insight into what conceptions are important to a particular culture or sub-culture. In 1980, George Lakoff and Mark Johnson published *Metaphors We Live By* and began a discussion on how speakers structure the way they think and speak using conceptual metaphors. Often speakers use conceptual metaphors without being consciously aware such structures exist. For example, American English speakers will talk about time, using metaphorical structures such as *having* time, *losing* time, and *wasting* time without realizing that they are thinking of time in monetary concepts.

American English speakers have many such conceptual metaphors. Consider how the concept of arguing is spoken of in terms of war:

She *won* the argument.
Her criticisms were *right on target*.
He couldn't *defend* his claims.
She *attacked* every *weak point* in his argument.
She *shot down* all of his arguments.
(Lakoff and Johnson 2003:4)

Notice how the italicized words indicate how the conceptual metaphor Argument is War is manifested in the language and is often used without speakers being aware of the construct. Another pervasive conceptual metaphor focuses on how time is conceptualized in monetary terms. Time is a difficult concept to explain, and therefore a more familiar concept, that of money, is used in conceptualizing time.

She *wasted* my time.
That project *cost* me a lot of time.
I can't *give* you that much time.
He *spent* a lot of time researching that topic.
I've *invested* a lot of time in that project.

Continued from page 13

These phrases conceptualize time in terms of money, due in part to the importance, and prevalence of money in a capitalistic society. Time is a vague topic and difficult to wrap your mind around (note that conceptual metaphor!) so we refer to it in monetary terms.

Lakoff and Johnson state, "New metaphors have the power to create a new reality. This can begin to happen when we start to comprehend our experience in terms of a metaphor, and it becomes a deeper reality when we begin to act in terms of it." In other words, we can change how we as a society understand and view ideas by changing how we talk about them, and using metaphors can assist in that process.

When organizations attempt to initiate change, how leadership communicates the change throughout the organization becomes a key component of a successful strategy. Lack of communication is often cited as a contributing factor to many change initiative failures. And it isn't just the method and means of the communication, but also the very way the change is framed in the language used to communicate the change.

Consider how change was introduced into state government concerning the employee evaluation system. DOHR decided that if the culture was to change, there had to be a change in how the culture talked about evaluating employee performance. Instead of trying to explain – unsuccessfully – how the numerical scale is now to be understood, numbers were replaced with words. The new evaluation scale became "unacceptable, marginal, valued, advanced and outstanding" with "valued" indicating the employee is performing the tasks at the level for which they were hired, and were therefore a valued employee to the organization. Receiving a rating of "valued" feels better than receiving a "3" rating, since a 3 rating made employees feel that they were only performing at a mediocre level. Instead of "job plan" the terminology is "individual performance plan" in order to focus the attention on the individual employee's work outcomes. Instead of a Performance Evaluation Program, the process is termed the Performance Management Program. Managing is about a relationship, whereas evaluation tends to relate more to being "graded" on something.

The change in terminology is more than just wordsmithing. The new terminology incorporates associations from other conceptual frameworks such as the idea of being valued for doing one's job, since the individual is a point of focus; and performance evaluation is not a report card but part of an overall process focused on helping the employee manage performance. Such new ways of looking at the performance management process are necessary if the culture is ever to change. The new terminology will take time to become entrenched in the culture, but it is happening.

As we continue to change the culture of state government, attention needs to be paid to the words we use to communicate that change. Understanding how metaphor can be used to help change the culture provides a powerful tool for achieving our goals. The percentage of change initiatives that fail is incredibly high and leaders within organizations must use every strategy at their disposal to ensure their change initiatives are successful. One strategy to consider is what words are used in reference to the change initiative – how to talk about the change.

After all, words do matter.

"I am personally convinced that one person can be a change catalyst, a 'transformer' in any situation, any organization. Such an individual is yeast that can leaven an entire loaf. It requires vision, initiative, patience, respect, persistence, courage, and faith to be a transforming leader."
Stephen R. Covey

WEILAND RECIPIENT OF “LEAD BY EXAMPLE” AWARD

This year (2014), the Tennessee Government Executive Institute (TGEI) created an award to recognize one of its own who has made strategic leadership contributions to state government, the individual's agency, and the community. The recipient has to have made a major or visible leadership contribution since graduating from TGEI that reflects strategic growth, achievement, and innovation; and has promoted TGEI and leadership development in state government while helping to create other leaders.

The recipient of the first annual TGEI “Lead By Example” Award was Patricia Weiland, Chief Operating Officer, TRICOR; 1993 TGEI Alumna. The Award was presented during the first ever, TGEI All-Class Reunion on August 27, 2014 at the Governor’s Residence.

Patricia was instrumental in leading her former agency to become one of the first state departments in the nation to achieve accreditation of all adult facilities by the American Correctional Association. Patricia’s philosophies and practices on cognitive behavioral restructuring, soft and hard skill development, and business best practices have been instrumental in changing thousands of lives and positively impacting hundreds of communities.

She is recognized by international and domestic organizations as a leading authority and practice leader in the Corrections Industry, where she represented the United States at the 29th Conference of the Geneva Convention in Geneva, Switzerland. She is the recipient of the prestigious Rodli Award from the National Correctional Industries Association for outstanding contributions to the field. The 104th Tennessee General Assembly recognized her with the House Joint Resolution #1319 for her meritorious service to the state.



Patricia Weiland (on right) receiving award from Luvenia Harrison-Butler, TGEI Chair.



THE TENNESSEE CENTER OF PERFORMANCE EXCELLENCE AND STATE GOVERNMENT

By Leslie Yanez

The Baldrige Performance Excellence Program “oversees the nation's only Presidential award for performance excellence while offering criteria, assessments, tools, training and a community for those dedicated to helping organizations improve”. Modeled after this program, the Tennessee Center for Performance Excellence (TNCPE) utilizes the Criteria for Performance Excellence as a guide for assessing and providing feedback to Tennessee organizations seeking to improve their processes and results in their journey towards continuous improvement. TNCPE is a non-profit economic development organization whose mission is “To drive organizational excellence in Tennessee”. As more organizations work toward achieving standards of excellence, it is anticipated that their efforts will positively impact local education, government, and healthcare services, while increasing revenue and job opportunities within the State of Tennessee. These expectations parallel Governor Haslam’s priorities of promoting jobs and economic development, improving education and workforce development, and increasing fiscal strength and government efficiency.

Over the past eight years, several state departments have traveled the road towards performance excellence through their application for the TNCPE Award, participation in the examination process, and receipt of a feedback report. Departments that have demonstrated a commitment to continuous improvement through participation in the TNCPE journey include:

| | |
|--|---|
| Bureau of TennCare | Children’s Services |
| Environment & Conservation—Bureau of Environment | Health |
| Health—Cancer Disparities Program | Health—Office of Health Care Facilities |
| Human Resources | Tennessee Housing Development Agency |
| TRICOR | |

Tennessee state and local governments are well represented on the 2014 Board of Examiners. The following participated in examiner training, completed an independent review of an assigned applicant, participated in a team oriented examination and worked collectively to recommend an award level and develop a feedback report to the applicant this past year:

| | | | |
|----------------------|------------------------------|---------------------|--------------------------------------|
| Danielle Barnes | Human Resources | Jimmy Bivens | TRICOR |
| Elaine Boyd | Environment and Conservation | Jamie Brennan | Children's Services |
| Joseph Brodnicki | Corrections | Laura Connor | Health |
| Stephen Dunn | Children’s Services | Mary Elbell | TRICOR |
| Sendy Parker Gregory | TRICOR | Shannon Hall | Safety & Homeland Security |
| Jerry Harrington | Health | Cindy Hawkins | Health |
| Trish Holliday | Human Resources | Rebecca Hunter | Human Resources |
| Adam Jarvis | Health | Briana Johnson | Labor & Workforce Development |
| Kristin Martin | Corrections | Patsy Mimms | Transportation |
| Anthony Nease | Children's Services | Micky Roberts | Health |
| Crystal Robertson | Health | Zane Seals | Bureau of TennCare |
| Paula Shaw | TRICOR | Phillip Simpson | Health Care Finance & Administration |
| Lisa Spencer | Human Resources | Evelyn Vaillencourt | Health |
| William Valdez | Health | Molly Wehlage | Finance and Administration |
| Kim Wright | Children's Services | Amanda Yanez | Bureau of TennCare |
| Leslie Yanez | Financial Institutions | | |

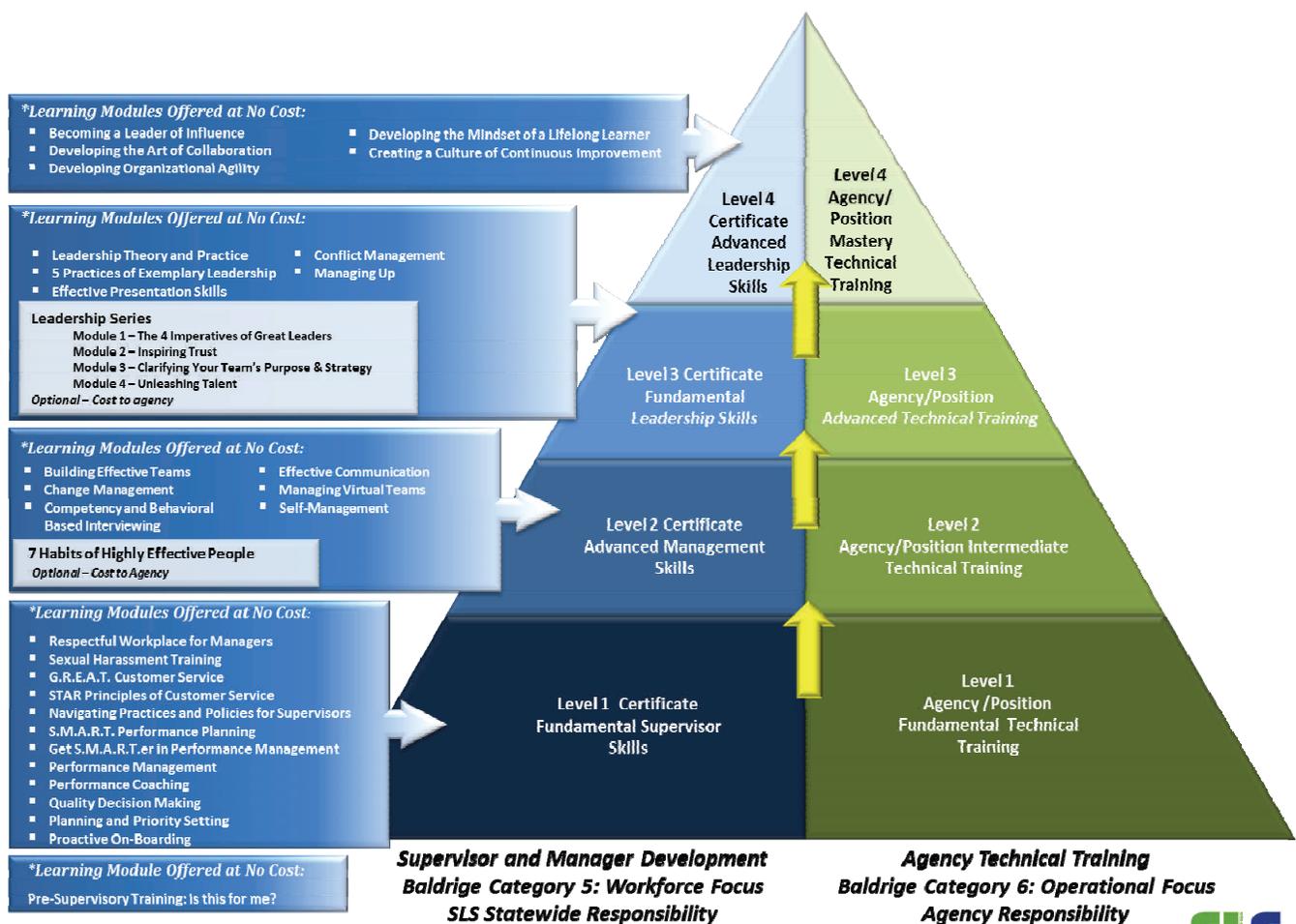
If you are looking for an opportunity that will provide you with a professional challenge, build on your knowledge base of best practices in performance excellence and/or want to volunteer and give back to the State of Tennessee, consider applying for the 2015 Board of Examiners. For more information, visit the TNCPE website at www.tncpe.org.

<http://www.nist.gov/baldrige>; <http://www.tncpe.org>



Management and Leadership Learning Pyramid Four Level Certificate Program

The Four Level Certificate Program is available for state government managers and supervisors. Check with your agency Human Resources Director and/or Talent Management Director for participation details.





Program Highlights

The Tennessee Department of Human Resources (DOHR) is proud to introduce “Mentor Tennessee”. This is a dynamic eight-month mentoring program for LEAD, TGEI, TGMI alumni designed to support the continued development of top talent throughout the state. Grounded in the state’s core leadership competencies, mentees in participating agencies will engage in a variety of activities, in partnership with a qualified mentor to promote professional and career development that is targeted to each mentee’s goals and individual needs. This program is designed to optimize leadership development in agencies across the state.

“Mentor Tennessee” will provide participating agencies with a state-wide framework comprised of monthly focus areas tied to “real world” application(s) of the state-wide leadership competencies (leading self, people and the organization). These topics will be explored through a variety of experiential activities, resources, guided discussions, case studies and on the job application. On average, mentors and mentees will be asked to devote a minimum of two hours of face to face time per month with an additional one to two hours of meeting preparation time. DOHR is currently piloting MENTOR Tennessee with three agencies; Health Care & Finance Administration, Department of Environment and Conservation and the Department of Human Resources. The program is anticipated to “Go Live” in the fall of 2015.



GOVERNOR'S
BOOKS from **BIRTH**
FOUNDATION

The Tennessee Government Executive Institute (TGEI) Alumni Network recently held their Annual Holiday Breakfast and Meeting, December 3, 2014 at the Maxwell House Hotel Crowne Ballroom. During the meeting, Chair Luvenia Harrison announced that all six goals set for 2014 were met and the organization is stronger and financially ready for 2015! A highlight of the Breakfast was a presentation to Theresa Karl, President of the Governor’s Books From Birth Foundation (TGEI selected charity for 2014) of \$2,054.00 raised by Alumni. This amount funds books for over 2,000 Tennessee children! As we end a very successful TGEI year, we wish everyone Happy Holidays!



Disrupt,
by Luke Williams

Leadership Book Review

DISRUPT

Reviewed by Melvin Jones, Jr.

So, I began to read and with each successive page I thought, "Right, DISRUPT the world of State Government." I did not see it right away. Then, as I thought deeper, I realized that is what I have been striving to do for all my "working" life; to "Disrupt," and effect a positive change in the world to which I had committed my professional life and energy. On August 29, 2014, I found the perfect quote, African Proverb, to support my mission to disrupt and disturb the waters of complacency and morale stagnation; ***"Many little people in many small places, undertaking many modest actions, can transform the world."***

You folks that have read "DISRUPT" about now may be saying, "Hey Melvin that quote is not necessarily in line with what Williams actually says in the book." But what is more disruptive and darn near "DISTURBING," than believing that in your place and your time and your position in an organization, no matter how big or how small, you can "CHANGE THE WORLD!"

The cartoon on page 106, Chapter 4 contains the following statement, *"It's not enough just to come up with something disruptive; it has to be disruptive in ways that are valued by users."* You have to tread the water and ford the sea of change in strength, knowledge, and wisdom. In government, we need to see what needs to be done, know the law and regulations, and rewrite procedures to accomplish a goal. Our job and focus should always be the citizens in our world, not the bottom line.

My disruptive idea is that I want to sell my compatriots in government that we can change our world. The media, politicians, and so many others tell government employees that we are lacking in some way. What if we disrupt the world by showing everyone just how valuable, intelligent, dedicated, driven and committed we are, by reshaping our own image of ourselves?

In Chapter 1 of DISRUPT, Williams calls a "disruptive hypothesis, a seemingly crazy way to fill in the blank part of the question, 'I wonder what would happen if we...'" So, I ask each of you, "What would happen, if we took the time to "Think the Unthinkable" and "Spark Transformation in Government" to truly meet the needs of all of our customers?" What if we disrupted our operations, and in the process never compared ourselves to private industry, academic models, but to GOVERNMENT, the model we have envisioned, but never felt empowered to create.

At the beginning of Chapter 3 entitled, "Generating a Disruptive Idea/Unexpected Ideas Have a Fewer Competitors," Williams has a sketch of Albert Einstein, with his tongue sticking out. The accompanying quote, *"Imagination is more important than knowledge."* Why would he preface this chapter with this quote? As I apply this book and its ideas to government, I believe the greatest component missing in government and governmental planning is imagination. Jane Gentry once said, *"Dare to be remarkable."* In state government, we must so dare.

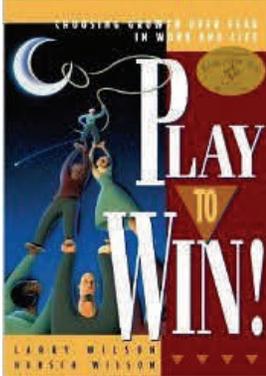
On page 91 Luke Williams says that *"Many significant innovations got their start as unexpected discoveries or impractical ideas."* I am being impractical in stating what to me is the obvious. He gives an exercise to come up with three ideas, and tells us to refine the ideas. In refining he says we must use two "blending techniques." He says to "Blend the bits" and "Blend the benefits."

We must put together all the pieces, "whatever we are offering has to benefit three key customers: partners, buyers, and users."

Robin Williams', Mr. Keating from "Dead Poets Society, quoted Walt Whitman's verse," *"I sound my barbaric yawp over the rooftops of the world."* Find your voice, and let out your "barbaric yawp," be powerful and assured. Mr. Keating told his students that the Dead Poets Society lived by the mantra, *"Carpe Diem, Seize the Day,"* Whitman also said, *"Have you heard that it was good to gain the day? I also say it is good to fall, battles are lost in the same spirit in which they are won."*

Believe in the fight, love the win, but never be stopped by the fear of possible loss. DISRUPT!!!

Please submit your book review to Leadership.Council@tn.gov to receive credit towards your Black Belt.



BOOK REVIEW: PLAY TO WIN! GROWTH OVER FEAR IN WORK AND LIFE

By Larry and Hersch Wilson

Reviewed by Tom O'Brien

All leaders ought to take the enjoyable adventure with the Wilsons and read this book, slowly and carefully. In this simple book of instructions the authors challenge Leaders to be brave, overcome the 4 basic fears in life, mainly the fear of failure and play to win. Winning means that the person dares to stimulate their emotional growth and reach Maslow's hierarchy of self-actualization, which we all talk about but seldom work on.

This book recognizes that most people rely on their Intelligence Quotient or IQ and disregard the importance of their EQ or Emotional Quotient. Getting along in life, being comfortable in your own skin and building healthy relationships is more about EQ than IQ. The author's stress that things will always happen in life and people will show up who are hard to deal with and our Interpretation and reactions are what we better be proficient about. These 2 things depend totally on how we are wired on the inside. Leadership will always be about getting our insides reflected in our external behavior. It is an inside out job.

A couple jewels from this book are defined as follows: 1st, "Playing to win is consciously choosing to go as far as I can with all that I have and learning from whatever happens." Their theory is that school is always open to the student willing to learn. The authors advise that when faced with unbearable or tough situations, redefine them so they are manageable using such tips as MSU, or Make Something Up that helps the situation more palatable. In other words always be ready to re-script crisis or barriers to emotional comfort with alternative explanations.

Secondly the authors define emotional maturity as "having access to and control over the emotional energies needed to respond optimally to life's events." Being able to do this requires that the **tool kit** is adequately filled and well worn. Further suggestions are that the whole journey with the tool kit requires spiritual growth along the way, which Carl Jung said was the key to life, which is being in touch with the spiritual side of our being."

This book is a great handbook for leaders who wish to succeed and learn how to play to win which is basically to gain emotional control over the only thing we can really control which is ourselves.

The author concludes with the winner's declarations: I took the risk, I discovered who I was, I changed, I grew, I learned, I was an adventurer. The toughest and most painful journal is to the inside, but what a ride, buckle your self in and begin!

Read this book!

*"Many nights we prayed, with no proof anyone could hear. In our hearts, a hope for a song we barely understood. We are not afraid, although we know there's much to fear. We were moving mountains long before we knew we could...there can be miracles when you believe."—
Mariah Carey and Whitney Houston "When You Believe," from the Prince of Thieves*



Leadership Book Club

By April Romero

Suggested Readings from Trish Holliday

The 2014 First Ever Leadership Book Club had an excellent inaugural year. Members learned from one another, applying lessons from the great leadership books we studied. Greg Adams, State of TN COO, inspired the creation of the book club and joined the members for the November meeting. The following books were read: *The Fred Factor* by Mark Sanborn, *Think Big, Act Small* by Jason Jennings, *Disrupt* by Luke Williams, *Give and Take* by Adam Grant, *The Energy Bus* by Jon Gordon and *How Did You Do It Truett, A Recipe for Success* by S. Truett Cathy (which was a recommendation from Greg Adams). Book club members were honored with Greg Adams' personal summary of the book and a challenge of areas to focus on while reading the book.

The 50 seats to the 2015 Leadership Book Club were completely filled in only 73 minutes this year and there is a waiting list of many other anxious leaders waiting for their opportunity to join. Book club members will meet in January to receive their first book of the year, *The 21 Irrefutable Laws of Leadership* by John C. Maxwell.

Since the creation of the Leadership Book club, book club members were challenged with taking the concept of creating a book club back to their agency. Since then State leaders have benefited from the creation of many book clubs.

- Peggy Birthrong in F&A Benefits Administration was the first to create a book club in her agency with the book *The Fred Factor* by finding copies of used books online.
- Tom O'Brien also created a book club with leaders from Department of Intellectual and Developmental Disabilities with previously read books from 2014 Book Club members that were willing to share *The Fred Factor* and *Think Big, Act Small*.
- Joseph Waldrum from the TGMI Class of 2014 created a TGMI class book club after graduation of the class.

The following leaders are also in the process of creating book clubs in their agencies: Marilyn Barbee in Department of Human Services, Kelly Lancaster in Finance & Administration, Tisha Calabrese, Beth Smith and Barry Brawley in Environment and Conservation, Vicky Hutchings and Geneva Glenn in Safety, Carol White representing Small Agencies, Terry Malone in THDA, and Sherrie Artman and Amber Crawford are starting a book club for the 2014 HR Masters class.

"Leaders are readers" - Greg Adams



2014 Alliance 5

David C. Adams, Keith Allbritten, Ryan Allen, Robert Angle, Max Arnold, Kristi Astafan, Stacy Balthrop, Reen Baskin, Emily Bennett, Renee Boles, Elaine Boyd, Marjorie Bristol, Barbara Broersma, Melissa Brown, Susan Burdette, Jeff Butler, Thomas Chester, Roger Clark, Alicia Cone, Jimmy Cool, Glenn Czarnecki, Sharon Daniel, Jeremy Davis, Linda Davis, Thad DelConte, Jennifer Dodd, Terence Donaldson, Jennifer Donnals, Phillip Earhart, Paige Edwards, Julia Eschbach, Rodney Escobar, Glenn Everett, Rusty Felts, Jr., Christina Fly, MaryBeth Franklyn, Ashraf Gabous, Jacqueline Garrison, Fred Gaston, Shukri Ghussein, Amy Gonzalez, Troy Grant, William Griffith, Mark Gudlin, Heather Gundersen, Danielle Hagedwood, Rachel Heitmann, Krisann Hodges, Phyllis Hodges, Todd Holden, Roger Hutto, Stephanie Jackson, Loren James, Thomas Jaynes, Lynn Jennings, Chris Johnson, Lindsey Johnson, Shannon Jones, David Jungquist, Bryan Kinsey, Stephanie Larry, Angela Lawrence, Mark Lewis, Yovanca Lewis-Brown, Lora Manson, Larry McGoogin, Melissa McLeod, Duanna Murphy-Miller, Rose Naccarato, Misty Neeley, Jesse Neely, Janet Neihoff, Amy New, Jim Ozment, John Parker, Monique Parris-Taylor, Stephanie Penney, Cynthia Peraza, Mike Perry, Ann Reed, Kenitha Reed, Clancy Roberts, Gabe Roberts, Pete Rosenboro, Rob Rowlett, Jason Seay, Lori Singleton, Ben Smith, Beth Smith, Ann Stergas, Karen Stevenson, Dereck Stewart, Darlene Stringfellow, Doug Swisher, Illana Tate, Jay Taylor, Deniece Thomas, Annette Thompson, Jeff Troxell, Tod Trulove, Sterling van der Spuy, Rachel Waterhouse, Deanie White, Gwen Whittaker, Jennifer Williams, Mark Williams, Ginna Winfree, Russ Winkler, Calvin Winston, Jacky Winters, Keith Wright, Kirk Yoquelet

Congratulations TGMI Class of 2014



Jesse Alvey, Huyla Arik, Alex Armas, Ken Binion, Barbara Bridges, Bert Boyd, Janise Daniel, Marcus Dodson, Elizabeth DuHack, Regina Forsythe, Harvie Franklin III, Ashley Fuqua, Ashlee Hatfield, Lori Hedge, Anthony Hogan, Michelle Hudson, Kyle Hunter, Rhonda Johnson, Justin Lane, Janet LaRosa, Kevin Lawrence, Melissa Lovan, Kirk Miles, Barry Monson, Christy Montgomery, Larry Morrisett, Elvie Newcomb, Joy Pierson, Carma Smith, Jeff Swayze, Lakita Taylor, Shana Teasdale, Amy Tosh, Marcus Tubbs, Joseph Waldrum, Doug Willis, Phil Wilson



Congratulations TGEI Class of 2014



Front row (seated):

Alicia Cheasty, Ashley Reed, Kelly Nolan Cortesi, Jenny Howard, Jessica Johnson, Vicky Hutchings, Stephanie Mitchell

Second row:

Laura Isbell, Paige Turner, Amanda Jowers, Jimmy Bivens, Illana Tate, Benny Romero, Sheila Marchman, Yovancha Lewis Brown, Kristin Martin, Leslie Yanez, Peter Heimbach, Curtis Sutton

Third row:

Vic Donoho, Dustin Swayne, Jeffrey Kriseman, Charles Baumgardner, Shannon Jones, Don Ivancic, Robert Biggers, Alan Whittington, Michael Warren, Mary Moewe, Nicholas Brindle, Vincent Barnes, David Roberson, Paul Sherman, Pete Rosenboro, Timothy Hickman, Ernie Ricketts

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