



P3 / Chair

Word from the Chair article from Marilou Cook



P5 / Committee

Announcement of 2013 TGMI Alumni Steering Committee



P11-17 / Class Updates

Updates from alumni in each of the classes, reported by each class reporter



P4-10 / Committees

Updates from each of our Steering Committee subcommittees



TGMI

Tennessee Government Management Institute

Issue 2 / Volume 8 / Year 2012

Our History

TGMI was created in 2000 for mid-level managers, with supervisory responsibilities, in state government. Each year, in two intensive weeks over a two-month period, TGMI provides thirty of state government's mid managers with the opportunity to broaden their perspectives of management, responsibility, and perspectives of leadership principles and practices. TGMI class members travel to the University of Tennessee in Knoxville and to a Tennessee State Park to develop additional skills and knowledge needed to efficiently manage resources and organizational systems and to analyze and discuss local changes that are rapidly occurring in the business, political and overall workplace environment.

Brand new TGMI Mission Statement: Inspiring Tennessee's managers toward dynamic leadership.

Brand new TGMI Alumni Values Statement: As alumni of the Tennessee Government Management Institute, we value:

- Service: to the citizens of Tennessee, to the government of the State of Tennessee, and to our communities
- Education and training
- Mentoring
- Networking
- Team Building
- Leadership

The TGMI experience is designed to help class members gain fresh perspectives and enhance their leadership skills.

State managers work "where the rubber meets the road". They must be able to interpret policy and law into workable processes for staff and they must champion change and assure that services to citizens are efficient, effective and customer focused. They must have skills

and knowledge to improve workplace performance, interaction and productivity. TGMI provides a forum to develop the knowledge, skills and insight neces-

sary to lead and sustain organizational effectiveness and efficiency in dealing with these challenges.

“ TGMI Alumni make a difference within State Government ”

Brand new TGMI Alumni Vision Statement: To become a resource for improving government.



The 2012 TGMI class thoroughly enjoyed this year. We enjoyed the two weeks of being challenged to become better leaders. Macel Ely taught us to appreciate our heritage as well as those around us. New Horizons challenged us to work as teams while relying on the strengths of the individuals. Mimi Bliss taught us to make the most of our words and to represent well; some have already used this skill being interviewed by media.

Most of all we have enjoyed the friendships we have developed. We enjoy having monthly lunches at the Farmers' Market on the third Wednesday of each month.



TENNESSEE GOVERNMENT
MANAGEMENT INSTITUTE



Marilou Cook
Class of 2007

by our positions, to lead, to offer insight, and share the knowledge we have acquired over our long careers. New rules for career service employees; new focus on our customers, both inside and outside the executive branch;

get as many opportunities for Education and Training; we could not work in as many Speaking engagements as I would have liked; but mostly, I had hoped that the Tennessee Government Institutes would have had more joint activities. Tony Matthews and I met early this year to forge a partnership of the Executive and Management groups. But, time got away from us and the duties and responsibilities of our jobs seemed to override our desire. I hope that Ross and I will make a pledge, along with the Leadership Council, to engage EI and Lead to create a mentorship that would rival fortune 500 companies. I hope that one day the three groups will serve as a sounding board, networking faction, and a forum to hone better leadership through involvement with each other. The new Steering Committee for 2013 will be headed by the most capable, Debbie Rivers. I know she will bring out the best in TGMI Alumni. Please help make her job just a little easier by volunteering, staying active and reaching out to speak, mentor, network and enjoy each other, because we share a common goal – to be the BEST CLASS EVER!

new measurements of our performance to enhance our skills and make us strive for more. And, the moving! Here, there and everywhere, we are refurbishing, remodeling, re-facing and demolishing State offices to provide a work environment where employees will be able to work more effectively. We want to dispel the notion that all we need are break-rooms, lounges and TVs. We all actually have jobs that citizen’s of the state depend on for their needs. Do State workers work?? Do we ever! We do more every year with less and for the most part, we do it with pride and compassion. I’m sure that every commissioner who is new to the State this year is delighted that they inherited such a fine group of leaders and staff. As I enter the last phase of the “Chair” positions, Past-Chair, I have some sadness for the things that didn’t get done – we did not get nearly the support for some of the fine Community Service projects that Jason, Jon and Chris work so hard on; we did not

Word From the Chair



It’s hard to believe

that my tenure as Chairman of the Steering Committee is coming to an end. As I begin the third and final phase of the “Chair” positions, I look back with some satisfaction, some amazement and some sadness. We made participation a goal for 2012 and we have not done badly – 112 members of the TGMI Alumni LinkedIn site, 22 participants at the Redbirds game; 20 people at the Predators’ game and a whopping 40 alumni saw UT play Missouri! Our after-hours mixers were small, but the spirit was there. Both April and Debbie did bang-up jobs with Social Activities and Communications. We also saw record crowds at some of our Lunch and Learns arranged by Phyllis. I am amazed by the changes coming to this government – as leaders, we always want to be open to change and to be that agent to our co-workers, staff and executives. We are obligated,



The Charter Committee is responsible for anything that may affect the TGMI By-Laws. For 2012 there were no additions, deletions, or changes of any type.



The Charter Committee is also responsible for the nomination, election, and validation of the Vice-Chair and two Members-at-Large. For 2012 there were two individuals nominated for Vice-Chair and seven nominated for Members-at-Large. Prior to the release of candidate informational data, two individuals had a change of heart and dropped out of the running for Members-at-Large.

After all the votes were counted and confirmed by the Charter Committee, April Romero won election to Vice-Chair, and Terry Malone & Greg Spradley won election as Members-at-Large.

The 2013 TGMI Steering Committee will be made up of the following individuals:

Chair - Debbie Rivers – Class of 2006

Vice-Chair - April Romero – Class of 2008-I

Past Chair - Marilou Cook – Class of 2007-F

Past Class President - Michael Blade – Class of 2011

Past Class Steering Member - Jason Conner – Class of 2011

Present Class President - Kim Harmon – Class of 2012

Present Class Steering Member - Tina Fox – Class of 2012

Member-at-Large 1st Year - Terry Malone – Class of 2008-I

Member-at-Large 1st Year - Greg Spradley – Class of 2009

Member-at-Large 2nd Year - Melinda Crutchfield – Class of 2009

Member-at-Large 2nd Year - Mark Patterson – Class of 2000

Congratulations to the newly elected members and to all the members of the 2013 TGMI Steering Committee.

2013 Steering Committee



Past Chairperson
Marilou Cook
Class of 2007



Chairperson
Debbie Rivers
Class of 2006



Vice Chairperson
April Wright Romero
Class of 2008-I



2012 Class Member
Tina Fox
Board of Parole



2012 Class President
Kim Harmon
TBI



2011 Class President
Mike Blade
TN Housing Development Agency



2011 Class Member
Jason Conner
Comptroller of the Treasury



Ex-Officio Member
Trish Pulley, Class of 2008-I
Department of Human Resources



At Large Member, 2nd year
Mark Patterson, Class of 2000
Department of Transportation



At Large Member, 2nd year
Melinda Crutchfield, Class of 2009
Comptroller of the Treasury



At Large Member, 1st year
Greg Spradley, Class of 2009
Department of F&A



At Large Member, 1st year
Terry Malone, Class of 2008-I
TN Housing Development Agency



TGMI Historian
Mike Travis, Class of 2002
Department of Finance & Administration

Please remember you can always view our Steering Committee Minutes when they are posted to the website:

<http://tn.gov/dohr/TGMI/minutes.html>



Communications Committee- A year in review



Coming into this Committee, my main goal was to work toward an effective means of communication to all Alumni and to keeping up with changes in contact information. I found out that prior Committees had created a Directory for Alumni to use, and that exporting the email addresses from this system was the most effective means of getting updated contact information, but that puts the burden on each of our Alumni to keep their information current! If you have not logged into this system lately, please do so (there are links to it off the TGMI website at <http://www.tn.gov/dohr/TGMI/TGMI.html>, or you can log into the Directory at <http://apex.oracle.com/pls/otn/f?p=24600:LOGIN>). Many thanks to go Mike Travis as well for actively contacting all the TGMI Alumni and getting updated contact information into the database.

And speaking of the TGMI Website, that has been another part of our job this year – keeping the website updated. We have worked hand in hand with HR to ensure that the upcoming events are posted to the website, and that Steering Committee Minutes are available in a timely fashion as well. If you have never been to the TGMI website, please go to <http://www.tn.gov/dohr/TGMI/TGMI.html> and take a look!

The Class Reporters have also been a key part of the Communications Committee. They are the source of information from each of their classes on what to put into the TGMI Newsletters. Please make sure you know who your Class Reporter is and that you are in contact with them regularly on any personal or professional information you want to share with your class or the Alumni. We want to hear how things are going for you and share information with others that can be of benefit. (Class Reporters: Chuck Holland – 2000, Donna Duarte – 2001, Melvin Jones – 2002, Don King – 2003, Patsy Grooms – 2004, Beth Pugh – 2005, Lisa Walker – 2006, Edwin Mimms – 2007-I, Cindy Greene – 2007-II, April Romero – 2008-I, Donna Morin- 2008-II, Melinda Crutchfield – 2009, Candace Williams – 2010, Dawn Taylor – 2011, Jeni Brinkman – 2012)

Overall, it has been a busy year, and I hope we have been able to effectively keep you informed on the activities going on within the TGMI Alumni Association. If you have not been receiving our emails, please get your information updated in the Alumni Directory, or contact Debbie Rivers directly at debbie.rivers@tn.gov. All suggestions on how we can be more effective are appreciated!



Business Events Committee 2012

The TGMI Alumni Association Business Events Committee for 2012 was composed of Phyllis Hodges, Melinda Crutchfield, Nneka Norman-Gordon, Sherree Hall Crowder, Mary Hall, Linda Cone, Donna Duarte and Georganne Martin. This group worked diligently to provide two networking opportunities for the alumni. The first event was a Lunch Learn held at the Tennessee Tower. The alumni who attended enjoyed a presentation by Commissioner Steven Cates, from General Services. Commissioner Cates discussed Project T3, the transforming of Tennessee. Project T3 is designed to manage the state's real estate and provide better, more modernized working environments for all state employees. The attendees were encouraged to dialogue with Commissioner Cates and were given a tour of the general services procurement offices where the transformation has already taken place. The second event was the Holiday Breakfast held in late November. It was attended by approximately 70 alumni who enjoyed the opportunity to kick off the holiday season. The committee worked to develop the program, organize door prize give-aways, coordinate with Jason Conner of the community services committee to donate food to Second Harvest, secure entertainment for the program and decorate the venue with Linda Cone's fabulous holiday decorations. As chairperson of this group, I would like to take this opportunity to thank all of the committee for working to provide these learning and networking opportunities for TGMI alumni.

Phyllis Hodges



This past year, 2012, has been an eventful one for sure. The Education and Leadership Committee, has tried to focus on several items that hopefully will stay before the Steering Committee in the coming years. First, and foremost is to continue with speaking engagements for the Speakers Bureau, this year saw a drop off in participation due to a heavy work load for those wanting to be a part of this initiative, but we persevered and I was actually able to attend the Wilson County High School consumer economics classes request for a speaker. Next, the Mentoring Program initiative begun last year in the Steering Committee, was actually taken up by the Dept. of Human Resources as a key leadership area, and yours truly was honored for opening up and championing the cause on behalf of the Steering Committee. Again, this is something to continue to grow and nurture in the future as something most important for leadership and growth in the career of state managers. I think the next thing worthy of mention was our participation in the success of the Fall Conference, as our participation on the content committee resulted in take away information that will go to the Governor's office for improving all of state government and management leadership. Finally, as presented at the Holiday Breakfast this year, perhaps the most lasting initiative begun in the Steering Committee was the work done in connection with the new Mission Statement for TGMI: Inspiring Tennessee's Managers Toward Dynamic Leadership. That statement is something that we can truly be proud to be a part of, and the Vision Statement that it supports: To Become a Resource for Improving (State) Government. Members of TGMI are truly the go-to people for changing the culture, and improving the perception about state management as we continue moving forward together. It has been my great honor and a privilege to be a part of the TGMI. Thank you all for your continued participation and love for what you accomplish for the great state of Tennessee.



Although TGMI is much more than just a group to socialize with, we certainly had fun doing just that this year. Those two weeks we each spent with our class included nightly social events to help solidify those bonds while we socialized. Now having opportunities to get together with our classmates in addition to our families, just makes those reunions together that much nicer. This year we scheduled the following social events:

- UT Lady Vols game in Knoxville—February 26, 2012
- Memphis Redbirds baseball game in Memphis—April 14, 2012
- Social hour at Doubletree Hotel downtown Nashville—April 17, 2012
- Nashville Sounds baseball game in Nashville—May 12, 2012
- Bell Buckle Moon Pie Festival in Bell Buckle—June 16, 2012
- Social hour at Doubletree Hotel downtown Nashville—June 29, 2012
- Nashville Sounds baseball game in Nashville—August 11, 2012
- Train ride from Nashville to Cookeville—October 27, 2012
- UT Vols Football game in Knoxville—November 10, 2012

We had a couple Predators games scheduled, but due to the NHL lockout, were unable to attend.





We picked up trash along our Adopt-A-Highway segment of Franklin Road three times during 2012. We are currently scheduled to perform this service on January 5, 2013, at 8:00 am. Volunteers are needed for this event.

We participated in a canoe trip on the Harpeth River to help remove trash and debris.

We participated in build day 5 of 8 for a Habitat for Humanity project.

Jon Zirkle participated in a Harpeth River tree planting project on behalf of the TGMI Alumni.

Despite a lower turnout at the holiday breakfast, we collected 620 pounds of food for Second Harvest Food Bank, compared to last year's 587 pounds. We are currently scheduled to sort food at Second Harvest Food Bank on January 12, 2013, from 1-4 pm. Volunteers are needed for this event.

Integrating Social Media

NETWORKING

If you have not yet joined our page on LinkedIn, please do so. You can access it at:

ACCESSABILITY

http://www.linkedin.com/groups?gid=3957026&trk=hb_side_g

AWARENESS

“ Par-tic-i-pa-tion – contribution, input, sharing, involvement, membership. It’s what the Tennessee Government Institutes are about. ”

Class Updates

2001



Barbara Sampson was promoted to Assistant Commissioner of Policy and Legislation for the Department of Revenue in April 2012, and is enjoying her new role with the Department. After working for Revenue for 30 years, Barbara says that it is a privilege for her to serve as Assistant Commissioner and to work closely with the legislature. Although it has been over 11 years since she participated in TGMI she still considers that time as the very best learning experience she has had in her 30 year career of public service.

Margie Dunn continues her public service career at MTMHI as the HR Director. Margie moved to the Hermitage area two years ago to be closer to work. Margie's son is a high school senior and is currently considering various colleges to attend. Margie is staying very busy with work.

Peter Abernathy remains an attorney at TSAC. Peter's oldest child is currently completing her first semester at BYU.



Class Updates

2002

--The "Dutiful One," Darrell Moore recently achieved the 30 year milestone in his distinguished career with the State of Tennessee. Darrell is a proud member of the Department of Transportation.

--Tim Beck has now reached 25 years of service. He is currently with the TBI. He continues to maintain his commitment to the state of Tennessee and keeps a keen sense of humor. If you do not believe the latter statement, see his blog at <http://tobey100.hubpages.com/>.

--Christopher and Jonresha Jones, son and daughter in law of Melvin and Darlene Jones, welcomed new baby Shaniya Janease Jones to the family on June 16, 2012. Mother, Father and baby are all well.

--Danny Travis (the eldest son of 2002 Class President Mike Travis) and his wife Christin are the proud new parents of little Colton Blake Travis, born September 7, 2012. Young Colton weighed in at 9 lbs. 6 oz. and is Danny and Christin's second son. Congratulations to the Travis Family!

--David Chaffin, Budget Coordinator, Division of Budget has been a volunteer with the Boy Scouts of America for over twelve years, and has served in a number of leadership, training, and support roles. Currently, he serves as the Chaplain for Troop 360 in Lebanon and as a Unit Commissioner for a Cub Scout Pack and a Boy Scout Troop. Recently, David earned a Doctor of Commissioner Science degree from the Middle Tennessee Council's College of Commissioner Science. The College of Commissioner Science is an advanced BSA training program for commissioner staff designed to develop leadership, communication, and management skills for improving service to individual units serving youth in the community. The Doctor of Commissioner Science degree is awarded upon acceptance of the thesis, participation on the college staff, and completion of a total of 24 courses.

--A number of the Class of 2002 attended the Fall Conference and the Holiday Breakfast. All that participated had positive comments, and those of us who did not attend one event or the other, will hopefully make plans to attend both events next year. Way to go TGM!!!!



Melvin Jones' granddaughters, Ms. Shaniya Janease Jones at the doctor's office; about two months old (top) and Ms. Kourtney (at right) , born three months before Shaniya.



Class Updates

2005



Congratulations to Ralph Barnes on his retirement from TDOT and State Government.

Our deepest condolences to Lisa Pugh and her family on the death of her father, Rev. Dr. Paul Blankenship.

2006



Bill Trout is expecting the birth of a grandson, Brayden Trout, on or around December 19th!

Will Moss, son of Tom Moss, Class of 2006, Will is definitely in the Christmas spirit!



Class Updates

Class Reporters

2007-F

Congratulations to T.J. Jordan-TBI, Brandon Maloney-Department of Correction and Melissa Boaz- Comptroller of the Treasury, on their graduation from LEAD TENNESSEE on Monday December 10, 2012.



The newsletter editor is always looking for updates, stories, good news, etc., on our fellow alumni. In order to accomplish this, we utilize “Class Reporters” representing every one of the TGMI Classes. The reporters will be contacting you via e-mail, telephone or in person to pick your brain on any information you might have regarding fellow classmates as well as your own update. Please contribute information because your input is what makes this network so very viable. Listed below are the class reporters for each class.

Class of 2000—Chuck Holland

Class of 2001—Donna Duarte

Class of 2002—Melvin Jones

Class of 2003—Don King

Class of 2004—Patsy Grooms

Class of 2005—Beth Pugh

Class of 2006—Lisa Walker

Class of 2007—Summer—Cynthia Greene

Class of 2007—Fall—Edwin Mimms

Class of 2008—Session I—April Romero

Class of 2008—Session II—Donna Morin

Class of 2009—Melinda Crutchfield

Class of 2010—Candy Williams

Class of 2011—Dawn Taylor

Class of 2012—Jeni Brinkman

Class Updates

2008-1

Stephen Reksten has received a new position in DHS. He is now their Director of Procurement. Congratulations Stephen on your new position.



Bryan Kinsey has accepted a position in downtown Nashville at the James K Polk Building. He is still with the Comptroller of the Treasury, although he has been promoted to Assistant Director of the Office of Local Government/Division of Property Assessments. His family has just completed a relocation to Mt. Juliet. He is now a full-time downtown Nashville employee.



April Wright got married on September 1, 2012 and became April Romero. Her and her husband, Rich, were married at April's house with a casual reception held on Labor day, September 3, 2012.



Joy Stoots just welcomed another grandbaby. Joy is in Georgia celebrating the birth of Frederick An-



drew Molettieri, called lovingly "Freddie". He was born July 29, 2012 at 7:20pm EST, weighing 9 lbs 6 ozs., 21" long. Freddie has one older brother, Teddy, age 2 1/2 and is blessed to have beautiful red hair and blue eyes!!



LaKesha Page has a new college savings plan she is managing now. For all you alumni that have kiddos heading to college in the future, give her a call and get set up as her customer!!!



Cindy Patton has been promoted to Regional Director of External Affairs in Department of Environment and Conservation. She is excited about her new position and plans to stay very busy promoting her Department.

Congratulations to Terry Malone– Tennessee Housing Authority on her graduation from LEAD TENNESSEE on Monday December 10, 2012.

Check out their program website for further details: www.tnstars.com

SPEAKING OF

KIDDOS.....Terry Malone has a new baby girl on the way. She is expecting her second child in May 2013.



Trish Pulley has been promoted to be a member of Commissioner Hunter's executive team. She said "this is truly an honor to have Learning and Development now represented at the executive table for all of state government."



Class Updates

2008-II



A few more members of the Class of 2008 Session II have left state government. Juanita Flakes retired in August and John Mehr retired in September. Randy Carroll is working for TVA as an employee relations consultant. Christina Coleman has joined First TN Bank as a Portfolio Manager in the Private Client Services Division.

Kathy Smith was promoted to Assistant Director of Taxpayer Services Division in the Department of Revenue.

Steve Gatlin's oldest son will graduate from UTM on December 15 with a degree in music education-voice. He passed the Praxis to earn his teaching license. Steve's youngest son got married on December 8. Steve himself is close to completing his degree in criminal justice. He made the Chancellor's honor roll for the summer semester at UTM with high honors. Steve was also part of the inaugural class of the National Forensic Collegiate Academy that was conducted by the National Forensic Academy in Oak Ridge.



Class Updates

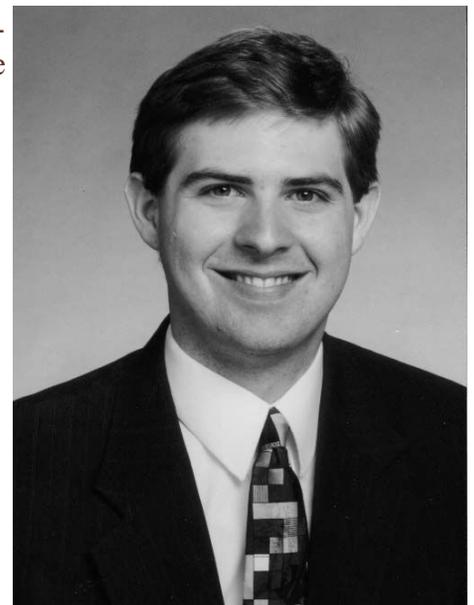
2009

Ms. Megan Hollingsworth, daughter of 2009 TGMI graduate, Ms. Christy Hollingsworth, is excelling in the world of glamour! Megan was recently crowned homecoming queen at Lewisburg Middle School located in Marshall County. Not long after being crowned homecoming queen, Megan won the title of Ms. Teen Marshall County! Many, many CONGRATULATIONS to Megan and Christy!



Brent Rumbley, CPA, CISA, CFE

Promoted to Legislative Information Systems Audit Manager, was promoted to Legislative Information Systems Audit Manager, for the Office of the Comptroller of the Treasury, Division of State Audit. In his new position as manager, Brent is responsible for Information Systems audit work performed in support of the Comprehensive Annual Financial Report Audit (CAFR) and provides data retrieval and computer forensics services to state agencies, supports other divisions within the Comptroller's Office, and supervises 12 staff.



“And let us not grow weary in well doing: for in due season we shall reap, if we faint not. As we have therefore opportunity, let us do good unto all men, especially unto them who are of the household of faith.”—Galatians 6:9-10

PUSH THROUGH

When the day seems long or longer
When you wish you could be stronger
When your pain causes you to wonder
PUSH THROUGH!

When your countenance is slowly fading
When your mind is constantly raging
When the world your dreams are berating
PUSH THROUGH!

When the morning is slow in dawning
When your hope is slowly withdrawing
When your want is just to hear His precious calling
PUSH THROUGH!

When your walk is at a stumbling pace
When the tears cover your face
When you are in need of Amazing Grace
PUSH THROUGH!

When the Lord calls you to it
When you know you can do it
When He says, “Go and that mountain move it!”
PUSH THROUGH!

When you feel the resurrection
When you feel the Father’s direction
When you hear a word of sweet affection
PUSH THROUGH!

When you come to your very best
When you find that place of peace and rest
When your cup overflows with happiness
PUSH THROUGH!



Melvin Jones, Jr. and Darlene Renee Jones ©

September 16, 2011

“But by the grace of God I am what I am, and His grace toward me was not in vain.”

1 Corinthians 15:10

When you're part of a team, you stand up for your teammates. Your loyalty is to them. You protect them through good and bad, because they'd do the same for you.--Yogi Berra, "When You Come to a Fork in the Road, Take It"

THIS WORK YOU CONTINUE TO DO SO WELL

*The holidays, a time for family
But the civil servant must give their best
The world looks on and expects commitment
Even in times of joy and rest
We are one in Tennessee service
Our responsibility does not end
Our dedication to this mission as leaders
Is why on this team our state depends
We are government of the people
We are defined by the way we give
The mission is ours to complete successful
With respect because that's how we live
Our purpose and direction is made clear daily
As we move in assurance of whom we are
The embodiment of achievement and excellence
Living in the stratos, as rising stars
Let all who listen hear your purpose
All with vision plainly see
We stand tall in our convictions
In the three grand divisions of Tennessee
Tell everyone where you are going
Show pride in the places we're from
You work and work no quit in you
Worthy of a perfect and heartfelt, "Well Done!"
This state benefits from your loyalty
Wear your commitment on your sleeve
You make this state the nation's greatest
The embodiment of the truths we believe
This holiday remember your purpose and direction
The work you continue to do so well
Be proud of all you have accomplished
"BEST CLASS EVER!" Each class should yell!...!*



Melvin Jones, Jr., ©; November 30, 2012

Efforts and courage are not enough without purpose and direction.—John F. Kennedy

REGAIN YOUR FOCUS THIS UPCOMING YEAR

By Dr. Macel Ely

As forward thinking leaders in today's public sector, many of you may often get overwhelmed trying to juggle numerous and diverse priorities, goals and objectives given to you by superiors, family members, friends, clients and perhaps even tasks that are self-assigned. It is often challenging to stay focused on top priorities and can become overwhelming at times, to say the least.

It always encourages my heart every year when leaders successfully complete a program such as TGMI and reflect upon how they were able to regain their focus and vision. Often times, I believe leaders simply need to just get away temporarily from their present circumstances, reflect and evaluate their top priorities.

As we come to the end of another calendar year, many in our society will begin to make New Year's resolutions. These resolutions will consist of goals set that may or not be fulfilled. I would like to encourage each of you as you enjoy your holiday season hopefully away from some of the hustle and bustle of work, to commit to assessing your leadership focus and determine whether it needs readjusting.

In April of this year, Walter Isaacson wrote an article for the *Harvard Business Review* entitled, "The Real Leadership Lessons of Steve Jobs." In this thought-provoking article, Isaacson discusses that one of the key successes of leading a great company, organization or agency is to select and focus on only a handful of goals and eliminate the others in order to avoid deterrents or distractions. Perhaps this task is much easier said than done, but it takes a genuine leader to determine how best to operate

with keen vision and focus in order to maximize effectiveness.

It has been my privilege and honor to work this year with each of you, the TGMI Steering Committee, and the Department of Human Resources. We are determined to continue making each TGMI Class "the best class ever." Thank you for making it possible and allowing me the opportunity to be a part of it. As we approach 2013, may we all be challenged to refocus on those things that are most important.



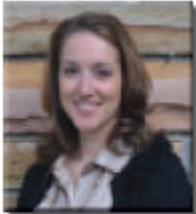
Class of 2012

2012 Class Officers



Kim Harmon
Tennessee Bureau
of Investigation

Class President



Jeni Brinkman
Department of Environment
and Conservation

**Class Recorder/
Communication Specialist**



Tina Fox
Board of Probation
and Parole

Vice President



Rick Morris
Tennessee Wildlife
Resources Agency

Events Coordinator



Steve Neighbors
Tennessee Housing
Development Agency

Class Historian



After hearing about the elderly being the largest population of hungry people in America because many have to decide whether to buy food or medicine, our class recently gleaned greens for two hours resulting in over two hundred pounds or over six hundred servings of greens.



Developing Learning Communities in State Government by Trish Pulley

Walter Wristen, former Citibank CEO, wrote, "The person who figures out how to harness the collective genius of the people in his or her organization is going to blow the competition away." In state government, we may not be looking to "blow the competition away," but we certainly want to attract and keep the very best talent possible in order to create high performing work environments. As the Silver Tsunami hits the workforce, as predictions indicate that the Baby Boomers exit the workforce in large numbers, all organizations face a shortage in not only numbers of employees, but in institutional knowledge. If organizations do not have a strategy in place that will bring in the necessary talent, and that will make certain critical knowledge is not lost, the effects will be devastating. For us in Tennessee state government, that may very well translate into not being able to effectively and efficiently fulfill agencies' mission, and our citizens will suffer. Part of the strategy needs to include executive discussions about Talent Management.



The Talent Management discussions are designed to prepare leaders to build a workforce for the 21st century. Constructing such a workforce by public sector leaders who can translate the ever-changing workplace landscape will require the adoption of a contemporary approach to creating increased capacity while not necessarily adding workforce members. This approach is an integrated talent management strategy. While the subject of succession planning has been the trend the last several years, this has transitioned to the practice of talent management, wherein organizational leaders are seeing a broader and more systemic approach to building workforce capacity. Achieving optimal performance is influenced more by preparing workforce members to handle present and future challenges and less by the past practice of simply adding more employees. An integrated and systemic talent management program is comprised of segments, and each must be well designed, executed proficiently, woven seamlessly with the other segments and regularly monitored for continual improvement. Examples of the talent management segments include workforce planning, leadership development, career planning, and recruiting and retaining top talent.

Talent management programs receive energy from organizations that have developed a learning community approach. Peter Senge, in his book *The Fifth Discipline: The Art & Practice of the Learning Organization*, lists several characteristics of an organization that focus on creating communities of learning. One characteristic is that the organization fosters and enhances thinking, communicating and cooperating among its employees. Organizations have to put into place opportunities for employees to work together, think creatively, and to keep channels of communication open - up, down and across the organization. Barriers and silos have to be turned into work environments that encourage feedback, coaching and networking among all levels of employees.

Another characteristic that Senge mentions is that learning is an ongoing and creative process in a learning organization. Organizations that do not have a strategy that includes continuous improvement for its employees will not be able to attract and keep the talent necessary to be successful in the future. Ongoing learning opportunities, from formal training programs, stretch assignments, coaching and mentoring programs, etc., can help create an environment that enables employees at all levels to develop skill levels, increase their knowledge base, and be prepared for advancement opportunities within the organization.

Creating a learning community within an organization must start with leadership. Those in executive leadership positions must do more than talk about continuous improvement, they must actively support it, and make it a top priority for the organization. Often creating a learning community requires a cultural change within an organization that has not previously emphasized such an initiative. Without the support of executive leadership, the culture will not change, and the initiative fails.

Imagine what impact it would have if all our agencies fostered an environment that emphasized continuous improvement by creating learning communities. Imagine the excitement that can be created when employees believe, and trust, that executive leadership supports and provides opportunities for their development. Imagine the success in achieving every agency's mission as top talent is attracted and kept because the organization fostered a community of learning, where every employee is fully engaged in fulfilling that mission.

As an alumnus of TGMI, you have the opportunity to help create such communities within your agency. By engaging all employees in the mission of the agency, and providing opportunities for development, you foster just such an environment. After all, isn't that what TGMI is...an opportunity for you to continually develop?



TGMI Alumni who participated in LEAD TN Alliance Four



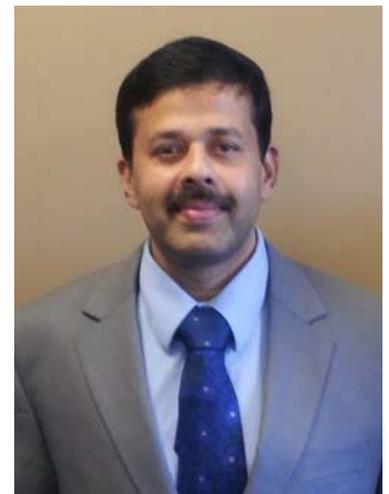
Candace Williams
Class of 2010



Ritchie Worrell
Class of 2010



Gwen Coffey
Class of 2009



Manohar Arumbur
Class of 2010



Sheila Marchman
Class of 2005

Congratulations