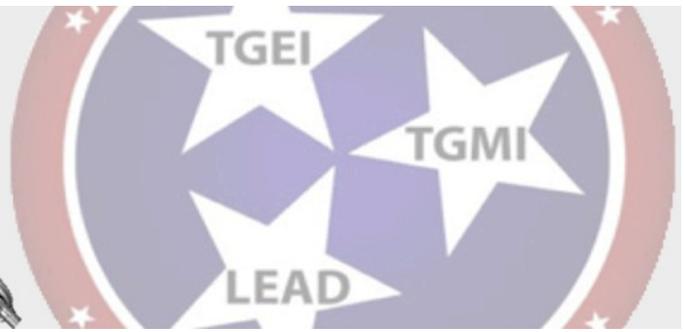


Tennessee Government Leadership

LINK

Newsletter from the Tennessee Government Leadership Council



May, 2015

Volume 3, Issue 1



SPOTLIGHT ON LEADERSHIP WITH COMMISSIONER HATTER

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Council Committees

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



Dr. Raquel Hatter has dedicated more than 20 years of her life to serving adults, children and families. She is the Commissioner of the Department of Human Services. The department is responsible for administering more than 20 types of services throughout Tennessee, including Families First, Food Stamps, Temporary Assistance for Needy Families (TANF), Medicaid/TennCare, Child Support, Child Care, Adult Protective Services, and Rehabilitative Services. She currently serves on the Tennessee Commission on Children and Youth (TCCY) Commission, United Ways of Tennessee Board of Directors, Center for Nonprofit Management (CNM) Board of Directors, and is Chair of the American Public Human Services Association (APHSA) Executive Policy Committee.

Educationally, Dr. Hatter holds a Bachelor of Science in Clinical Community Psychology from the University of Michigan, a Masters in Social Work from Eastern Michigan University, and a Doctorate of Education in Child, Youth, and Family Studies with a specialization in Management of Programs from Nova Southeastern University. **Recently, Commissioner Hatter answered a few important questions on leadership.**

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

Humility. It is inherently empowering to the leader and to others. It frees a leader up for a conscious journey of development and growth. It reminds a leader that all authority, including his or her own, is delegated. It conveys a level of humaneness that fosters a degree of affinity and relatability; I can and need to learn from you. It sends a clear message that being the "leader" doesn't mean others are less important. Simply stated, I think leaders have a choice to humble themselves or to be humbled. Always remember you're the leader but for a season, no matter the sector.

What is one mistake you witness leaders making more frequently than others?

I think some leaders have not figured out the balance between education, credentials, and fit when hiring and retaining employees.

What advice can you give to help leaders avoid that mistake?

Education, experience, and credentials are essential. However, FIT is priceless. FIT speaks to alignment, proper motivation, no ego, humility, being a learner versus being a "knower," emotional intelligence, critical thinking, etc. If it doesn't fit, don't force it. Lack of fit is the equivalent of a mission blocker. Leaders, including me, need to be constantly mindful of this reality.

What do you think is the biggest challenge facing leaders today and why?

Finding the right people for the team. I think the question of FIT is the reason why.

What strategies are needed to meet that challenge?

Identifying strategies for being able to assess fit when hiring. This is easier to determine with existing employees, in my view.

SPOTLIGHT ON LEADERSHIP WITH COMMISSIONER HATTER continued



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

The right people are the advantage. The right people are game changers, they make it happen, they get it, and they don't need "speeches." They accept responsibility, acknowledge mistakes, recover readily, and keep it moving. They make an organization rock and roll. Bottom line: They move the mission forward.

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

These are not necessarily my top 3 but they rank high:

1. Learner - at DHS we serve more than 2 million Tennesseans and we are accountable to the entire state. Individuals who are open to new ways of thinking, new information, and constant professional development are key.
2. Agility - the ability to readily adapt, consider a different way, and be able to operate in ambiguity are key attributes for success in the new normal. Whining and negative energy are not acceptable.
3. Systems thinking - the ability to weigh the array of implications of various decisions is critical. It requires an interest in making informed decisions, which includes consulting with those who may not agree with us. It doesn't allow one to push his or her "agenda." It's a process that lands you on what's best and right to do even if it's unpopular. Courage is key.

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

First, I consciously and humbly accept the reality of the need to do so. I surround myself with employees and colleagues that I can learn from. I have some amazingly brilliant employees who make me better. I intentionally immerse myself in learning communities, and I have a type of ongoing "you have not arrived; still have room to grow" plan both, personally and professionally.

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

Congratulations! Priority number one is self-management. Understand the authority you have is delegated, humble yourself, be a learner, honor the knowledge of the team, ascertain the health or dysfunction of the organization, don't over or underestimate the talent of the current workforce, and read *The 5th Discipline: The Art and Practice of the Learning Organization* and *Leadership without Easy Answers*. Also, always have mentors

How do you ensure your organization and its activities are aligned with your "ethical values"?

Before I respond I would first say that my gauge is alignment with the organizational values. If my ethical values were in conflict, I would not lead the organization. Relative to ensuring the organization operates in a manner that's aligned with its values, it's a constant driver and a part of the system thinker "screener."

As a leader, generating trust is essential, especially during times of change. What are some leadership factors that tend to generate organizational trust?

Transparency is priceless! Share as much as you can wisely. Authenticity is key. People readily recognize superficial. Employee engagement is essential. Practice what you preach. Find ways to let each employee know "you matter." Stay true to these realities even if no one ever gives you credit. Do what you know is right to do, because it's right to do.

What would you like your legacy as a leader in public service to be?

As commissioner of DHS, I think our mission is inherently humbling. We exist because of what others don't have. What I know for sure is that few people, if any, set out to live in poverty. We exist to grow capacity and reduce dependency. We believe in the resilience of people. My hope is that my legacy will be that I had an unwavering commitment to people moving toward self-sufficiency, driven by a belief and knowledge of their capacity.

*"If it doesn't fit, don't force it.
Lack of fit is the equivalent of a mission blocker"*
- Commissioner Hatter

LEADERSHIP INTERVIEW

JOURNEY WITH AN EMERGING LEADER: DUSTIN SWAYNE

By Melinda Kelsey



There are times throughout our careers in government when opportunity presents itself to “invest” in those around us. Make effort to listen and hopefully change someone’s future by supporting them in their personal workplace growth. We unfortunately miss these golden opportunities. We lose the most valuable asset we have. “People.”

I have been very fortunate to witness this remarkable journey first hand over the past few years. My hope is many of you can relate to as well. When I speak about Dustin Swayne he is usually mentioned as the son I never had. One of my first encounters was in our Tennessee Career Center several years ago. His personality, energy, manners and positive attitude were amazing. I have watched Dustin begin his journey in public service and very proud to say I am thankful I did stop and recognize his passion for public service. And his journey begins...

In what position did you begin working for the State?

In August 2004, I entered Nashville School of Law and attended school full-time at night and worked full-time during the day. In April, 2005 I began working part-time in the Nashville Career Center as an Employment Security Interviewer I, answering phones and directing traffic in the career center. This job afforded me the opportunity to learn a lot about the Inner-workings of a career center. I was unable to start until April 18th, but I asked permission to come in a week early to learn the ropes. This proved to be a big help, because on day one I was more comfortable with my responsibilities. I was given the opportunity to hold many different responsibilities including full-time Interviewer II, interviewing job seekers, assisting with job orders, assisted claimants with unemployment claims and later assisted with rapid response layoffs.

What was your career path to become a Director?

In May 2008, I graduated law school, and in July sat for the Tennessee Bar Exam and in late December I left the career center to move to central office, where I assisted claimants over the phone due to an unprecedented spike in unemployment. Due to the high unemployment during the recession, the federal government implemented the American Reinvestment and Recovery Act better known as ARRA. The Division of Employment Security received \$7.4 million for employment and reemployment services and I was asked to be in charge of how our division would spend that \$7.4 million. The experiences I gained while at the career center helped me to focus on some initiatives that could provide a great benefit to the employers and job seekers we serve. The first initiative was to revamp the reemployment program. We took this program and completed a major overhaul to include more focus on returning the unemployed to employed much quicker. Through reemployment assessments and one-on-one coaching, we were able to drastically reduce the time it took for job seekers to become reemployed and to move career center services to a mobile platform. In November 2009, I was promoted to an ES Program Specialist 4 where I supervised a team of 15 interviewers and 3 managers. During the implementation of this program several ideas had come to light. We began to serve those individuals who were incarcerated and would soon be released. With an emphasis of reducing recidivism rates, we partnered with Department of Correction and local sheriff offices to facilitate coaching sessions while inmates were still incarcerated by pulling the mobile career coaches into secure areas.

In April, 2010, I was named Director over Career Coaches and Special Projects, a newly formed unit focused on reemployment efforts for those who were underemployed or unemployed. These projects allowed me to learn new processes such as large scale procurements and building relationships outside of the department to complete major projects.

How did you become a Deputy Commissioner?

Soon after the completion of the ARRA projects, a new administration took over the department following the change in our Governor. Remembering what my previous Administrator told me about how things can move fast, and to learn as much as possible about the entire department, I focused on learning as much as possible. Within months of the change in administration, it was discovered that we had a budget problem. During this difficult time, there were many decisions to be made about how the budget shortfalls could be made up. There was no other answer other

Dustin Swayne Interview cont'd from page 3

than to reorganize our career center system. This was very difficult, because it would affect many people of whom I had worked closely with. Relationships both internal and external are one of the most important components of a work place and these gave me the confidence I needed to trust myself.

After many changes in our division, I was asked by Commissioner Davis to be the Administrator of the newly formed Workforce Services Division on December 2012. This brought about many changes to the Department, as we combined the Job Services programs of the Employment Security Division and the Workforce Development Division. I accepted the offer after a lot of thought and counseling of my wife, Trishia and my family. This was a huge leap, and the trust that was put into me was tremendous, but I once again turned to my work family for support. I will never forget the day, March 18, 2013, when it was announced that Burns Phillips would be our interim Commissioner after the resignation of Commissioner Davis. I was a newly appointed Administrator of the newly formed Workforce Services Division. I remembered one thing that had led me through the previous change, and that was to make sure that the new leadership was aware of what our programs cover and their purposes. Commissioner Burns Phillips and I met early on, to discuss one of the biggest changes, which was the plan to reorganize the career centers. It was during this time, that I was able to explain what our division is responsible for and a plan to move it forward. Shortly thereafter, the Commissioner asked me to go with him on a trip to Memphis to visit a career center. Little did I know it was a 6 hour interview, to which when we returned to Nashville, he asked me to be his Deputy Commissioner. I was overwhelmed, but I knew after our long trip that he was a leader I could learn so much from and the opportunities to advance our department were great. In April 2013, I became the Deputy Commissioner for Commissioner Phillips and there is never a day that goes by that I don't continue to learn under his leadership.

What have you learned from the opportunities that have been given to you?

In 2012, I began my journey through Lead Tennessee. The information provided in this training was invaluable to me and the coaching provided during this time was especially helpful. Each summit, I could take away something and almost instantaneously an opportunity to use what I had learned would present itself. I then attended the ESGR Bosslift which was a great opportunity to learn more about what our service men and women go through in their work experiences in serving our country. A very humbling experience, and one that provided a great perspective of how we should be so grateful for the freedoms we get to experience each day. I was also nominated to attend the TBI Citizens Academy that provided an opportunity to learn more about what men and women in uniform do to protect our safety and way of life each and every day and to understand what risks and dangers are present in our communities. In 2014 I had the opportunity to participate in TGEI. It was an amazing experience, where several leadership topics were discussed by subject matter experts and the program helped to create an environment where we could share work related experiences as well as personal experiences.

What would you go back and do differently?

The one opportunity missed in the past that comes to mind is the lack of talent management within our department. However, we have recently partnered with Department of Human Resources and their talent management program. The department is now focused on ensuring we have a plan for the future to engage our current workforce with needed training as well as focusing on the demands of the new emerging workforce. In order for our department to be successful going forward, it is paramount that we learn as much as we can about the millennial generation and how to ensure our organizational structure can adapt and provide an environment that will be enticing enough to attract the talents of this generation.

Where do you want to see the department a year from now? 5 years from now?

My hope is that in a year from now our customers would be able to say without hesitation, that they have received the needed services that our department provides in a timely, efficient, and courteous manner. Also, I hope that if you were to ask our employees if they felt valued and that they were able to make a difference in someone's life that the answer would be without a doubt, yes.

What beliefs, principals, and personal goals drive you?

I remember at a young age, alongside my cousins, we would look forward to going to our grandparents, because we could work in their garden (at least an acre +), and in return would be rewarded for our efforts. A lot was learned in hoeing the rows of many different crops...

Dustin Swayne Interview cont'd from page 4

I have always had a job, and it began with raking leaves and mowing yards for my Uncle David. That in turn led to my first real job at his produce warehouse. I believe a strong work ethic is paramount to anyone's success. No matter how small the job may seem, there is always the opportunity to learn. I'll never forget the first opportunity I had to serve the public, was as an intern for a congressman in college, when my county mayor, whom I had asked for a reference, met with me and told me that in public service, the road that you pave for yourself can either be full of smooth or full of potholes. I believe you must have humility in order to have a smooth road. Relationships are also very important. Never burn a bridge, because you never know, that bridge may lead to your next opportunity. To nurture relationships, by keeping in touch and encouraging others to do their best. Personal goals that I have are to never miss an opportunity to learn. No one person knows everything, but to be able to contribute in an effective way, one must always be open to change and continuous improvement. Additionally, I have a goal to always maintain a proper work/life balance. In order to meet this goal, I strive to work hard while at work, but when at home, to focus on family and other events in life.

Can you give some advice to someone interested in working in state government?

Public service is a very noble cause. It provides many opportunities for personal satisfaction when knowing the work you do contributes to the benefit of making someone else's life a little better. One of the most important elements of enjoying your work is knowing you contributed in some way to the betterment of the organization, and ultimately to the customer.



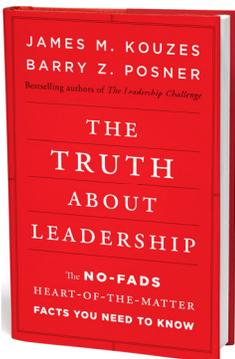
Leadership Book Club

By April Romero

If you are interested in joining the Leadership Book Club, please contact April Romero at April.Romero@tn.gov. The Book Club consists of 50 alumni members and we are constantly adding new members from the waiting list as positions become available throughout the year.

Below is a listing of the Book Club dates remaining for 2015:

- June 26, 2:00 - 4:00 pm
- August 28, 2:00 - 4:00 pm
- October 30, 2:00 - 4:00 pm
- December 11, 2:00 - 4:00 pm



The Book Club is currently reading "The Truth About Leadership" by James M. Kouzes and Barry Z. Posner.

"Leaders are readers" - Greg Adams
"All good speakers are readers" - Trish Holliday

TENNESSEE GOVERNMENT LEADERSHIP COMMITTEE PROJECTS VISION COMMITTEE

TENNESSEE GOVERNMENT LEADERSHIP BLACK BELT PROGRAM



	White Belt	Yellow Belt	Orange Belt	Blue Belt	Green Belt	Black Belt	
Graduate of LEAD TN or TGEI, or TGMI or DOHR Facilitated Leadership Program						Strategic Development Points 40	Accumulated Points
				Strategic Development Points 50	Strategic Development Points 45	60 Service Points	
		Strategic Development Points 60	Strategic Development Points 55	40 Service Points	50 Service Points		
	20 Service Points	30 Service Points					
TOTAL Points Per Belt		80 Points	85 Points	90 Points	95 Points	100 Points	450 Points
	Pay it Forward 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, investing and focusing on others.

Pay it Forward activities are required after the green belt is earned. Pay it Forward activity points are awarded at 1 point per 1 hour with a total of 50 points required (no points earned in prior belt levels will be considered). This increases the Black Belt point requirement from 100 to 150 points. 110 of the 150 points required are dedicated to service points. This signifies the culmination of the development journey with a focus on “paying it forward.”

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 cont'd from page 6

Black Belt Program News



The Black Belt Program (BBP) Committee is currently conducting its spring belt award review, and anticipates announcing belt level advancements in next month's newsletter. There are 43 members being considered for one or more belt promotions this cycle—over 20% of the total membership!

In addition to its spring belt review, the BBP Committee is working to better define the category requirements for the "Individualized Development" activity. Members who have entered activities in this category will be notified if their activity meets the clarified criteria, and if not, will have the opportunity to reenter those activities in one of the other three categories—Strategic Development, Internal Service or External Service. A program-wide e-mail will be sent to all members as soon as this is finalized.

Marcus Dodson, a new member for 2015 of the Tennessee Government Leadership Council, is now serving as chairman of the BBP Committee. We are excited to add Marcus' enthusiasm and skills to the Committee, and look forward to making great strides under his leadership.

Black Belt Program Statistics and Metrics

There are 202 current BBP members registered, representing 36 different agencies, departments, boards and commissions.

To date, members have logged 21,292 activity points! These are categorized as follows:

3,513 - External Service

2,556 - Internal Service

12,808 - Strategic Development

2,415 - Other Activities

Some of the notable numbers are:

22 - members are mentoring other state employees

**26 - members are mentoring non-state employees
(21 of them through the TN Promise scholarship program)**

25 - members are Lean facilitators

**10 - members are current or past members of the
Tennessee Center for Performance Excellence Board of Examiners**

12 - members are blood donors

TENNESSEE GOVERNMENT LEADERSHIP COMMITTEE PROJECTS SYSTEMS THINKING COMMITTEE

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. 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 a state employee. 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 Award team. 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 Jones
Monica.C.Jones@tn.gov

Joseph Waldrum
Joseph.Waldrum@tn.gov

Vicky Hutchings
Vicky.Hutchings@tn.gov

Peggy Birthrong
Peggy.X.Birthrong@tn.gov

Rodney Escobar
Rodney.Escobar@tn.gov



Leadership In Customer Service

CUSTOMER SERVICE AWARD FOR EXCELLENCE

Jimmy Bivens - TRICOR/Business Excellence Unit

Contributed by Tom O'Brien and Mark Woods



The Tennessee Government Leadership Council (TGLC) is very proud to announce its third recipient of The *Tennessee Government Leadership in Customer Service* award.

Jimmy Bivens is the Director of the TRICOR Business Excellence Unit. His career with TRICOR began over 17 years ago, and he has served in the operations and information services divisions over the years. Jimmy has been steadily promoted throughout this time, in no small part due to his excellent provision of customer service to both his internal and external customers. He was promoted to serve as the Director of the new Business Excellence unit upon its formation in January of 2012.

Jimmy's award nomination indicated he has continued to provide outstanding customer service to everyone with whom he works. Jimmy was specifically nominated for taking the initiative to assist a customer proactively and helped get their new plant operational before the time it was due to open. This involved a serious commitment of time and energy, all while maintaining normal duties in the Business Excellence Division. Jimmy worked tirelessly to bring the new operation to life, and as described by his nominator, "because it is good for the customer, for TRICOR's offender workforce, and for the State - and because he is who he is - a true *servant leader!*"

The Tennessee Government Leadership Council (TGLC) was honored to bestow this award to this well-deserved recipient, and hopes his efforts can stand as an inspiration for all state employees to advance their own departments' level of customer service towards excellence. Congratulations to an inspirational leader!



TENNESSEE GOVERNMENT LEADERSHIP COUNCIL COMMITTEE ASSIGNMENTS

Communication:

April Romero
Benny Romero
Lee Ann Smith
Melissa Wiseman*
Leslie Yanez

Engagement:

Pixie Duncan
Luvenia Harrison
Melinda Kelsey
Tina Kline-Douglas*
Kellie McCain
Julie Perrey
Linda Russell
Brigitte Tubbs Jones

Forward Focus:

David Adams
Sandra Braber-Grove*
Barry Brawley
Lauren Hill
Casey Mahoney
Patrice Steinhart
Sterling van der Spuy

Systems Thinking:

Peggy Birthrong
Rodney Escobar
Vicky Hutchings
Monica Jones
Tom O'Brien*
Joseph Waldrum*
Andrea Wilson
Mark Woods

Vision:

Kristi Astafan
Marcus Dodson
Tammy Golden
Richard Kennedy
Sheila Marchman
Mary Moewe
Sandy Parker*
Lynette Porter
Deniece Thomas*

***Non-council members asked to
serve on a committee**

STATEWIDE INITIATIVE

Get S.M.A.R.T.er in Performance Management

What is Get S.M.A.R.T.er?

- The implementation of S.M.A.R.T job performance planning was the first phase in developing a comprehensive approach to performance management. S.M.A.R.T. offered managers and supervisors the knowledge and skills needed to develop individual performance plans and establish a baseline of accountability.
- The experiential and hands-on learning workshop, Get S.M.A.R.T.er in Performance Management, equips managers and supervisors with the tools needed to coach employees towards high performance.

Who goes through Get S.M.A.R.T.er?

- All managers and supervisors who are responsible for developing S.M.A.R.T individual performance plans for their employees would participate in a Get S.M.A.R.T.er workshop.
- The S.M.A.R.T. Performance Planning workshop is a prerequisite to the Get S.M.A.R.T.er in Performance Management workshop.

Scope of Get S.M.A.R.T.er

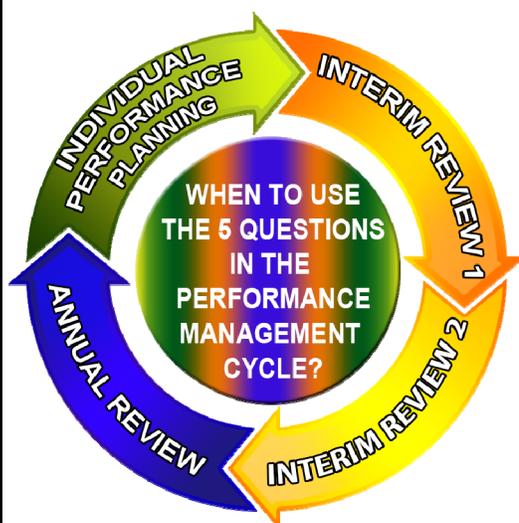
- Explore the philosophy of higher performance
- Learn to differentiate the performance ratings
- Learn the questioning model for coaching for higher performance
- Practice coaching for higher performance

Why Get S.M.A.R.T.er?

- Increase ability to coach to higher performance
- Recognize and reinforce high performance behaviors
- Ensure work outcomes and behavioral action steps are as S.M.A.R.T. as possible
- Provide employees the opportunity to strengthen their potential
- Promote a culture of continuous feedback
- Establish a culture of accountability

The importance of Get S.M.A.R.T.er is to:

- Enable the agency to execute strategy, achieve business goals, and develop an effective workforce;
- Retain top talent; and
- Provide a mechanism to identify high performers and set standards for other employees.



5 Questions for Coaching for Higher Performance

1. What steps have you taken toward achieving your work outcome(s) for valued performance?
2. What obstacles are standing in the way of achieving your valued work outcome(s)?
3. What additional support do you need to accomplish your work outcome(s)?
4. What work outcomes and/or action steps do you feel you have already exceeded in accomplishing?
5. What ideas could potentially move you toward an advanced or outstanding rating?



From the Desk of the Chief Learning Officer Trish Holliday, SPHR, SHRM-SCP



The following individuals demonstrated incredible leadership during times that share a common theme: Abraham Lincoln, Martin Luther King, Jr., and Governor Haslam. That common theme? Change. Each of the mentioned persons were in positions of leadership during times when they had to guide others through difficult times of change. Since change is one of life's inevitable realities, what characteristics must a leader have to be successful during such times? Let's think about two characteristics - being mission-driven and caring for others.

Our country was going through perhaps its darkest hour during the Civil War. Brother fighting against brother, the freedom of an entire group of people at stake, and many wanting the new nation to divide. Yet President Lincoln kept his focus on the mission for this new nation...that it be a "nation undivided." Lincoln could have easily given up, turned his role over to another, and taken his eyes off the goal of a great nation united. But he didn't. He stayed his course and focused on the mission, and led the nation through a difficult time, eventually resulting in a great country that is united. His focus was not on himself, but on the country and her citizens.

Another difficult time for the country came after Lincoln's presidency, a time when what he fought for was again being debated. Instead of Civil War, this time it was civil unrest over the issue of segregation and freedom. Many attempted to get Dr. King to pursue paths of resistance other than the peaceful one he was determined to follow, and that he believed would be in the best interest of his cause. He had a mission and it included a concern for those who needed his guidance. He was not leading to gain notoriety for himself, but to help others. The result is now part of history.

Change is still occurring, and it has happened recently in Tennessee state government. Civil service had resulted in antiquated practices that were hindering state government from being as efficient and effective as it could be. Governor Haslam had a mission, a state government that provided citizens with services they could not get elsewhere at the most efficient cost possible. Through challenges and years of tradition to overcome, he kept his focus on the mission, and considered what was best for the citizens of Tennessee and state government. The result was the T.E.A.M. Act of 2012, and now the rest of the nation is noticing how civil service reform is positively changing state government in Tennessee.

Each of these leaders served during difficult times of change. Each of them kept a focus on the mission, and they demonstrated concern for others. Such characteristics echo a Level 5 leader in Jim Collins' work, *Good to Great*. A Level 5 leader has both the drive to succeed by knowing how to accomplish the mission, and humility, a concern for others. Every leader, no matter how high in the organization he or she serves, should work on both of these qualities. Imagine an organization, a state government, that had Level 5 leaders in all levels of leadership. Times of change would not be seen as a hindrance, but an opportunity to grow both organizations and people.

“Governor Haslam had a mission, a state government that provided citizens with services they could not get elsewhere at the most efficient cost possible. Through challenges and years of tradition to overcome, he kept his focus on the mission, and considered what was best for the citizens of Tennessee and state government. The result was the T.E.A.M. Act of 2012, and now the rest of the nation is noticing how civil service reform is positively changing state government in Tennessee.”

- Trish Holliday

Leadership Book Review

How Did You Do It, Truett

Reviewed by Melvin Jones, Jr.



As a longtime fan of Chick-fil-A cuisine, I was excited to begin reading *How Did You Do It, Truett? A Recipe for Success*. I knew that Truett Cathy invented the chicken sandwich; I knew that the Chick-fil-A restaurants provide great customer service. And, of course I knew the restaurants have always been closed on Sunday. I thought it would be interesting to learn more.

This book of fewer than 100 pages is interesting and full of great information. Truett Cathy's personal story is prefaced with a letter from Warren Buffett, showing admiration for Cathy's success. Although the author stresses that the Chick-fil-A empire was built by a team, it is clear that much of the success of the chicken sandwich company is directly attributable to him.

Truett Cathy's life is a "feel good" story. He was not a great student. His family didn't have a lot of money. Although the book does not mention it, Truett once lived with his family in the nation's first housing project, Techwood in Atlanta. For another part of his life, his mother ran a boarding house. It was there he learned to cook and serve others. Above all, though, his childhood taught him that hard work could make him successful. He never dreamed success would come in the form of several billion dollars.

In 1946, Mr. Cathy and his brother Ben built and opened what is still the Dwarf House in Hapeville, Georgia. The first day's sales were \$58.20. In 1967, Truett opened the first restaurant ever located in a shopping mall. He named it Chick-fil-A and built the menu slowly, carefully testing all new additions. There are now over 1700 locations in more than thirty states.

So how did Truett do it? The book is full of answers. He did his best and trusted God with the rest. He focused on keeping the menu and operations consistent and simple. He always made time for operators, employees, customers and vendors. He created a culture that sets, expects and rewards high standards and performance. He treated others as he would like to be treated and gave God the glory.

As leaders, you will hear and read a lot of advice and wonder how successful that advice has truly been for others. Seldom will you be able so easily to check out the results for yourselves as with Truett Cathy's advice. Just drive up to a Chick-fil-A and place an order. When you hear a young person cheerfully and convincingly say, "It will be our pleasure to serve you at the window," you are hearing the sound of success.

I highly recommend this book to all who are interested in improving themselves in their business or personal lives. We can do it!

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

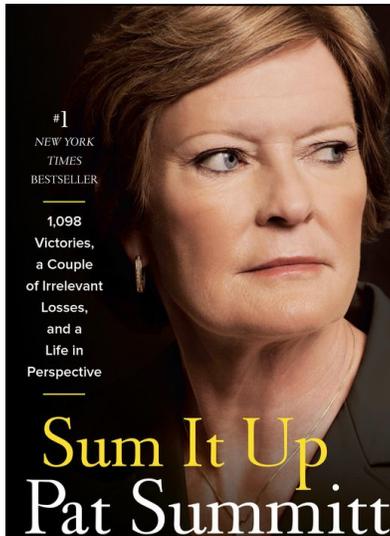
*"When we're fully committed to something,
we're not likely to give up or be discouraged."*

- S. Truett Cathy

Leadership Book Review

Sum It Up

Reviewed by Candi J. McMorrان



Pat Summitt is a former Olympian and at twenty-two years of age became head coach of the University of Tennessee Lady Vols. Over the course of four decades she established Tennessee as the most elite, iconic team in the country and won more games than anyone, man or woman, in NCAA Division I history. I chose to read "Sum It Up" due to my interest in how Pat was able to create winning teams time and time again. Being a basketball fan and mother of three girls, who all play basketball, I have come to realize that Pat Summitt's leadership accomplishments are not easy to achieve.

Own It

Ms. Summitt had faced many challenges across her life but found herself in a new role as she learned of her diagnosis of dementia. She describes her difficulty and how she realized that she had to begin to "Own It" just like she had told so many athletes over the course of her career. She had to face her disease and admit that she would need help from others. She had preached "taking ownership" to athletes by insisting they commit to their talents and to themselves, not just by working at the things they were good at, but by admitting the things they weren't good at. Facing weakness allows you to learn about yourself. When you own something, you possess it, live it, act on it (Summitt, 2013).

Leadership from a Supporting Role

Ms. Summitt goes on to describe how she learned to support others as she sat the bench with a knee injury. She joked of guarding the water bottles from the end of the bench. In her book, she states, **"What I learned is that how someone accepts being a member of the supporting cast is critical to chemistry: an unhappy role player can be disruptive, create a culture of whining, and undermine the authority of the decision makers."** She acknowledged, as she waited for play time while being the most senior player on the team that she had to decide to be an example for others if she ever wanted to amount to anything as a professional.

Developing Others

Tennessee Vols players share multiple examples of Pat's skillful utilization of the game of basketball and high expectations as tools for player development. Pat consistently focused on more than basketball as a game. One player quoted her as saying, "Respect is not demanded, it is earned. So if you want to be respected, this is how you carry yourself. That Lady Vols across your chest is not about Bridgette Gordon, it's about this program and the people before you, and the people before them, and you're going to carry yourself like a lady, and act like a lady, on and off this court. You're going to dress appropriately, carry yourself appropriately." Bridgett said, "Forget about basketball, she taught me how to be a woman, demanded I act like a woman."

Leadership is a combination of self-reflection, creating a vision for the future, and sharing it with others in ways that gets them motivated from within to help in creating the vision. This requires continual development of yourself and others along the way. In an effort to develop a charismatic and sweet player into a more forceful player, Pat resorted to have the player, Shelley Sexton Collier plan and run a practice. She had to design the workout, set up the drills, push her teammates through them and decide when something had been done well enough, said Pat.

Shelley had this to say about the experience, "For a good hour and a half she just stood there and watched. I was drained. Not only do you have to talk, you are in the drill. I just remember being mentally exhausted after that practice. But what a great way to develop leadership and ownership." That year the team went on to win the National Championship even though they were the lowest ranked team in the Final Four!

"What I learned is that how someone accepts being a member of the supporting cast is critical to chemistry: an unhappy role player can be disruptive, create a culture of whining, and undermine the authority of the decision makers."

- Pat Summitt



Toastmasters for Tennessee Government Leadership

TGL Toastmasters Club

Our club is four months old and has already achieved three Toastmasters International awards. The TGL Toastmasters club officers attended the District Conference in Chattanooga April 24-25 and were given the awards of "Talk it Up Toastmasters," "Membership in Bloom" and "Newsletter Honorable Mention" awards. At this time the club membership is 34. Members are still working on delivering their first speech.

If you have been considering visiting, now is certainly an excellent time. The club has just kicked off an Educational Series of speeches. Each week from May 8 - May 22 club officers will be giving 10 to 15 minute Educational Speeches about Toastmasters International. Come check it out! Black Belt Program points, (five (5) points) are awarded for each meeting attended.

Please feel free to show up for any meeting as a guest. Meetings are each Friday from 11:30am to 12:30pm in Nashville at the William R Snodgrass/TN Tower, 3rd Floor Conference Center, Room 253N. Fees are to be paid by members. Our club now has our own website: <http://4310000.toastmastersclubs.org/>

TGL Toastmasters Club Officers:

Trish Holliday, President
Linda Cone, Vice President Education
Helen Ford, Vice President Membership
April Romero, Vice President Public Relations
Julia Williams, Secretary
Lauren Hill, Treasurer
Jeremy McBride, Sargent at Arms





Tennessee Government Management Institute Class of 2015

Bill Avant

Environment and Conservation

Stacy Balthrop

TN Regulatory Authority

Vinay Bezawada

Human Services

Carrie Blair

General Services

Brenda Bright

Correction

Steve Chester

Human Resources

Roger Clark

TRICOR

LaTonja Coates

Transportation

Meghan Curran

Education

Leah Eldridge

TN Advisory Commission on Intergovernmental Relations

Julia Fielding

Correction

Michael Flanery

Children's Services

Dawn Frazier

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Human Services

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Stephanie Jackson

Revenue

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TN Wildlife Resources Agency

Richard O'Bryan

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Damon Pence

Safety and Homeland Security

Maryann Rainey

TN Higher Education Commission

Michael Ross

Tourist Development

Jason Seay

TN Student Assistance Corporation

Toni Shaw

TN Housing Development Agency

Mike Sisk

Financial Institutions

Misty Surine

Labor and Workforce Development

Dean Tays

Finance and Administration

Judy Tribble

Economic and Community Development

Matthew Wakefield

Commerce and Insurance

Shelley Walker

Health

Michael Welch

Transportation

Linda Wesson

Comptroller of the Treasury



2015 LEAD Tennessee Alliance Six

Administrative Office of the Courts

Claudia Lewis
Lisa Marsh

Agriculture

Nakisha Easley

Alcoholic Beverage Commission

Joshua Stepp

Board of Parole

Adam Augustine

Children's Services

Britany Binkowski
Lisa Earls
Monica Jones
Brian T. McCormack
Ami Parker
Courtney Wood
Coretta Young

Commission on Children and Youth

Steve Petty

Commerce and Insurance

Ernest Burchell
Bill Giannini
Chlora Lindley-Myers
Gary West

Comptroller of the Treasury

Rachelle Cabading
Susan Denton
Keith Isbell

Correction

Mandy Ellis
Tausha Mitchell
Richard Muckle
Craig Raymer
Holly Smith
Jacqueline Williams

Economic and Community Development

Sally Haar
Jamie Stitt

Education

Eve Carney
Cindy Cooper
Brenda B. Staggs
Andrea Wilkerson

Environment and Conservation

Jan Compton
Kevin Mahoney
Beth Shelton
Robin Wooten

Finance and Administration

Carrie Dawson
Lynn Diver
James Joralemon
Kelly Lancaster
Dana Simons
Nichole Stinnett

Financial Institutions

Ryan Hughes
Wade McCullough, Jr.

General Services

Jennifer Murphy
Jennifer Sherman
Kelly Smith
Bob Williams

Health

Tene Franklin
Rachel Hardaway
Benjamin Simpson
Pam Jureka Sixt
Stacy Tarr

Health Care and Finance Administration

Crystal Allen
Eric Fowlie
Julie Johnson
Bart Leathers
David Weeks

Human Resources

Steve Brown
Lesley Farmer
Joe Gentry
Lee Pedigo

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2015 LEAD Tennessee Alliance Six

Human Services

Tracy Bell
Lisa Cowell
Shawn DeHaven
Kim Henry
Ben Maxwell
Jamie Pistel
Stephen Reksten
Travis Williams

Intellectual and Developmental Disabilities

Vickey Coleman
Tangela Henderson
Lance Iverson

Labor and Workforce Development

Jason Beard
Mark Finks
James Layman
Laura McCarthy
Tabitha Thompson
Kay Wilson

Mental Health and Substance Abuse Services

Kirk Hippel
Richard Zhu

Military

Josh Wickham

Office of the Attorney General and Reporter

Phyllis A. Childs
Mary E. McCullohs

Revenue

Jennifer Barr
DeDe Buchanan
Ed Condon
Jennifer Wilson

Safety and Homeland Security

Rochelle Bryant
Shannon Hall
Nancy Myers
Fausto Vega
Mary Walker
Stacy Williams

TN Advisory Commission on Intergovernmental Relations

David Lewis

TN Bureau of Investigation

Kendra Fleenor
Laruen Hewgley
Charles Kimbril, Jr.
Doug Long
Keith Smith
Shelly Smitherman

TN Housing Development Agency

Rhonda Ronnow
Steve Seifried
Craig Stevens
Larisa Stout

TN Regulatory Authority

Kelly Cashman-Grams

TN Student Assistance Corporation

Darolyn Porter

TN Wildlife Resources Agency

Mitch Bailey
John A. Mike
Mark Ridings

Tourist Development

Cindy Dupree

Transportation

Anne Carlisle
Susannah Kniazewycz
Gretchen Lancaster
Jay Norris
Jeremy Price
Heather Stanford

TRICOR

Victor Edmonson
Troy Shanks

Veterans Services

Joseph W. Lindsey
G. Phil Sinclair

Worker's Compensation

Robert Durham



Accelerated Leadership Institute

“Committed to Serve, Learning to Lead”

A key recruiting component of the Governor’s Management Fellowship is the opportunity to participate in a leadership development program. In partnership with the office of Customer Focused Government, the Department of Human Resources has developed the Accelerated Leadership Institute (ALI), which is designed to prepare a high-potential individual for the critical role of leadership within state government. To enrich the experience for the Fellows and to provide leadership development opportunities for high potential employees in cabinet agencies, each Commissioner was invited to designate a high potential candidate to be a part of the ALI cohort. The Institute consists of five summits, spanning a fifteen-month time period. Each summit features an intensive study of a particular competency or competencies. During the months between summits, participants will continue to develop in the given competency through a variety of learning methods, such as working on projects, reading selected materials and participating in experiential learning activities that will enhance the participant’s knowledge of state government. ALI provides participants with the critical capabilities to lead in an ever-changing state government environment with an enterprise-wide scope.

Through this new leadership program, participants have the opportunity to enhance their understanding and demonstration of the following key competencies:

- Conflict Management and Managerial Courage
- Interpersonal Dynamics and Emotional Intelligence
- Innovation and Transformational Leadership
- Political Savvy and Organizational Agility
- Dealing with Ambiguity

Candidates for the program were asked to submit an application and the criteria for selection included individuals who:

- have a drive to excel and are willing to commit discretionary time to meeting the organization’s goals and strive to always “do their best”;
- are continuously learning and have the capacity to look for new ideas, the ability to understand and apply them to the organization;
- are innovative thinkers, always exploring new ways to improve the organization’s processes and delivery of services through creative problem solving;
- have the ability to quickly read situations and respond to others in a professional manner;
- demonstrate leadership ability by influencing others through mentoring, volunteering to work on projects, leading teams, coaching, etc.;
- have a high level of competence in their technical area;
- are open to constructive criticism;
- can self-manage in a way that fosters learning and high performance;
- ensure that team goals are achieved;
- have the respect and trust of others in the organization; and
- behaviorally demonstrate the values of the organization.

Continued from page 18



Accelerated Leadership Institute

“Committed to Serve, Learning to Lead”

Congratulations to the 2015-2016 Accelerated Leadership Institute Participants

The following participants were selected to join the Governor’s Fellows in participating in the Accelerated Leadership Institute program during the next fifteen months:

Governor’s Fellows

Paige Atchley

Campbell Haynes

Amanda Martin

Karly Schledwitz

Noelle Suarez-Murias

Kendra Abkowitz

Environment and Conservation

Justin Attkisson

Labor and Workforce Development

Jamari Brown

Economic and Community Development

Eve Carney

Education

Thad DelConte

Finance and Administration

Casey Dungan

Health Care Finance and Administration

Patricia Gray

Tourist Development

Corvelli Haynes

Correction

Adam Jarvis

Health

Monique Joseph

Intellectual and Developmental Disabilities

Alex King

Mental Health and Substance Abuse Services

Michael Leach

Children's Services

Katie Lillard

General Services

Tina Miller

Financial Institutions

Rachel Powers

Commerce and Insurance

Morgan Powers

Revenue

John Saalwaechter

Transportation

Reginald Sims

Veterans Affairs

Kevin Wesley

Human Resources

Amanda Woody

Human Services

Shaping Tomorrow’s State Government

Tennessee Government Leadership Council Members



Council Executive Sponsor
 Rebecca Hunter, CPA, SPHR, Commissioner
 Department of Human Resources

Council Sponsor
 Trish Holliday, M.A., SPHR, SHRM-SCP, Assistant Commissioner and Chief Learning Officer
 Department of Human Resources

Council Liaison
 Ernie Ricketts, Ph.D., SPHR, SHRM-SCP, Director of Organizational Development
 Department of Human Resources

- **David Adams - LEAD Tennessee**
 Department of Human Resources
- **Kristi Astafan - LEAD Tennessee**
 Administrative Office of the Courts
- **Barry Brawley - LEAD Tennessee**
 Department of Environment & Conservation
- **Peggy Birthrong - LEAD Tennessee**
 Department of Finance & Administration
- **Marcus Dodson - TGM**
 Department of Treasury
- **Pixie Duncan - LEAD Tennessee**
 Department of Intellectual & Developmental Disabilities
- **Rodney Escobar - LEAD Tennessee**
 Department of Treasury
- **Tammy Golden - TGEI**
 Department of General Services
- **Luvenia Harrison - TGEI**
 Department of Health
- **Lauren Hill - TGM, TGEI**
 Department of Environment & Conservation
- **Vicky Hutchings - TGM Steering Committee Chair**
 Department of Safety & Homeland Security
- **Monica Jones - TGEI**
 Department of Children Services
- **Melinda Kelsey - TGEI**
 Department of Labor & Workforce Development
- **Richard Kennedy - LEAD Tennessee, TGM**
 Commission on Children & Youth
- **Casey Mahoney - LEAD Tennessee**
 Department of Environment & Conservation
- **Sheila Marchman - LEAD Tennessee, TGM**
 Department of Human Resources
- **Kellie McCain - LEAD Tennessee**
 Department of Intellectual & Developmental Disabilities
- **Mary Moewe - TGEI**
 Department of Correction
- **Julie M. Perrey - LEAD Tennessee, TGEI, TGM**
 TRICOR
- **Lynette Porter - TGEI**
 Council on Developmental Disabilities
- **April Romero - TGM**
 Department of Finance & Administration
- **Benny Romero - TGEI**
 Department of Environment & Conservation
- **Linda Russell - TGEI**
 Department of Safety & Homeland Security
- **Lee Ann Smith - LEAD Tennessee**
 Department of Finance & Administration
- **Patrice Steinhart - TGEI**
 Department of Finance & Administration
- **Brigitte Tubbs-Jones - LEAD Tennessee, TGEI Steering Committee Chair**
 Department of Human Resources
- **Sterling van der Spuy - LEAD Tennessee, TGM**
 Department of Labor & Workforce Development
- **Andrea L. Wilson - LEAD Tennessee**
 Department of Safety & Homeland Security
- **Mark E. Woods - LEAD Tennessee**
 Department of Transportation
- **Leslie Yanez - TGEI, LEAD Tennessee**
 Department of Financial Institutions

