



Department of
Human Resources



2016

Appointing Authority Information Packet

Alliance 7

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

Ralph Waldo Emerson



Learn → Apply → LEAD

Overview

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

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

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

BY JANUARY 2017

TENNESSEE WILL HAVE A POOL OF UP TO 803 LEADERS ACROSS MULTIPLE AGENCIES WHO:

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



**CORE
COMPETENCIES**

**Lead
Self**
Self-Management
Integrity
High Performing

**Lead an
Organization**
Mission-Driven
Customer Focused
Innovative

**Lead
People**
Courageous
Talent Focused



Competency and Definition	Behaviors
Lead an Organization: Guides overall strategic and operational direction	
Customer Focused <i>Places the customer at the center of strategic and operational planning</i>	<ol style="list-style-type: none"> 1. Clearly identifies the full range of customers to be served 2. Follows through on commitments 3. Identifies and monitors customer metrics to improve performance 4. Anticipates and responds to changing and evolving customer needs
Innovative <i>Demonstrates flexible thinking while producing creative thought processes; open to suggestions of others</i>	<ol style="list-style-type: none"> 1. Offers new and unique ideas 2. Demonstrates value to teams and organizations by providing original thought and connections to ideas outside own area of focus 3. Demonstrates enthusiasm and support of innovative initiatives by others 4. Balances perspective and forward thinking
Mission-Driven <i>Demonstrates through actions, absolute clarity as to the purpose of the organization</i>	<ol style="list-style-type: none"> 1. Ensures the organization has a relevant mission that instills a sense of purpose 2. Demonstrates focus on mission, goals, and priorities of the organization when making strategic decisions 3. Clearly communicates the organization’s mission to others 4. Balances daily operational responsibilities while implementing long term mission-critical strategies
Lead People: Enables others to achieve high performance and full potential	
Courageous <i>Demonstrates understanding of concerns; takes responsibility and addresses them with fortitude and composure</i>	<ol style="list-style-type: none"> 1. Clearly identifies tough feedback situations and demonstrates ability to give feedback in a timely and effective manner 2. Addresses issues and challenges with the appropriate persons and takes responsible risks 3. Ensures controversy, misperceptions, and misunderstandings are quickly addressed and reconciled 4. Leads with a strong sense of courage through the uncertainty, making bold transformational changes 5. Demonstrates the ability to effectively manage conflict
Talent Focused <i>Demonstrates the ability to create an environment that encourages outstanding individual performance from each employee</i>	<ol style="list-style-type: none"> 1. Demonstrates a commitment to the development and success of employees who are tasked with implementing and executing results by providing challenging work and opportunities for growth 2. Motivates others to perform at their best 3. Utilizes effective strategies to facilitate change initiatives and to overcome resistance to change 4. Creates an environment that attracts highly talented, engaged, and productive employees 5. Provides ongoing coaching and mentoring opportunities in an effort to promote continual learning and growth for employees
Lead Self: Expands depth and breadth of capability	
Self-Management <i>Actively works to continuously improve, deploy strengths and compensate for weaknesses and limits</i>	<ol style="list-style-type: none"> 1. Has a clear understanding of personal opportunities for improvement; capitalizes on personal strengths 2. Establishes networks to stay active in the business of the organization and to stay abreast of trends 3. Continuously seeks opportunities to improve both professionally and personally 4. Seeks out experiences that challenge perspective or provide an opportunity to learn new things 5. Demonstrates the ability to adapt and navigate change within the organization
Integrity <i>Takes responsibility for personal actions, follows through on commitments, and instills confidence that all words and actions are the truth</i>	<ol style="list-style-type: none"> 1. Can be relied on to tell the truth regardless of the circumstances 2. Does not blame others 3. Ensures alignment between words and actions 4. Acts in the best interest of others and for the greater good of the organization
High Performing <i>Sets a high standard that represents the organization in the best light to both internal and external customers and produces results that exceed expectations</i>	<ol style="list-style-type: none"> 1. Uses strong, well-rounded written, and oral communication skills in a variety of situations 2. Collaborates with managers, co-workers, peers, and external stakeholders to gain cooperation, information and buy-in, making work more effective and efficient 3. Utilizes the mission of the organization to evaluate options and identify those that are most likely to move the business forward 4. Identifies top talent to grow a culture of high performance 5. Establishes clear expectations for self and others to achieve goals



Alliance 7

LEAD Tennessee-at-a-Glance

The essence of strong leadership...

"What you do speaks so loudly that I cannot hear what you say."

~ Ralph Waldo Emerson

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

Summit Format:

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

November 9, 2015

Orientation – 2:00 p.m. – 4:30 p.m. Department of Military, Houston Barracks

January 19, 20, 21 2016

Coaching Labs – James K. Polk Building, 1st Floor – Times 8:30 am - 4:00 pm

February 22, 2016

Summit 1 Competency Focus: Self-Management

Self-Management

Chief Executive Officer Patricia Weiland
Commissioner Raquel Hatter

April 25, 2016

Summit 2 Competency Focus: Mission-Driven and Customer Focused

Mission-Driven

Commissioner Many-Bears Grinder

Customer Focused

Commissioner Derrick Schofield

June 27, 2016

Summit 3 Competency Focus: Innovative and High Performing

Innovative

Commissioner Larry Martin

High Performing

Commissioner Bob Martineau

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

Coaching Labs

August 22, 2016

Summit 4 Competency Focus: Courageous and Talent Focused

Courageous

Major General Max Haston

Talent Focused

Commissioner Rebecca Hunter

October 24, 2016

Summit 5 Competency Focus: Integrity

Integrity

Commissioner John Dreyzehner
Commissioner Greg Gonzales
Deputy Commissioner Darin Gordon

November 14, 2016

Summit 6: Essence of Leadership: Seize the Moment

Director Mark R. Gwyn
Commissioner John Schroer



2016
Executive Leadership Council



Council Sponsor
Greg Adams
Chief Operating Officer



Commissioner
John Dreyzehner
Department of Health



Commissioner
Greg Gonzales
Department of Financial Institutions



Deputy Commissioner
Darin Gordon
Health Care & Finance Administration



Commissioner
Many-Bears Grinder
Department of Veterans Affairs



Director
Mark Gwyn
Tennessee Bureau of Investigation



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



Commissioner
Raquel Hatter
Department of Human Services



Commissioner
Rebecca Hunter
Department of Human Resources



Commissioner
Larry Martin
Department of Finance and Administration



Commissioner
Bob Martineau
Department of Environment and Conservation



Commissioner
Derrick Schofield
Department of Correction



Commissioner
John Schroer
Department of Transportation



Chief Executive Officer
Patricia Weiland
TRICOR



Appointing Authorities' Selection Tips

- **ENGAGE** your executive team by discussing the leadership needs of your agency and identifying those employees who are serving in critical roles throughout your agency.
- **DETERMINE** the executive and senior leaders who would like to attend to ensure the agency has top leadership involvement in the initiative.
- **DETERMINE** the number of high potential, emerging leaders that would benefit the agency's succession planning process.
- **INVITE** input from your people managers as to who are the high potentials, top talent, emerging leaders, etc.
- **COLLABORATE** with your executive and senior level teams about which leaders need to represent your agency and who could help transfer their learning to the agency so there is opportunity for continual improvement.
- **FOCUS** on new/current leaders, i.e., Deputy Commissioner, Assistant Commissioner, Directors who have not had the LEAD Tennessee experience.
- **SELECT** participants who are:
 - Well respected
 - Trusted
 - Able to model top leadership behaviors
 - Willing to keep learning and growing
 - Executive and/or senior level leadership and high potential leaders
- **CONTACT** Trish Holliday, Chief Learning Officer, for consultation on developing a selection process customized for your needs.

Deadline for Participant Forms: September 30, 2015

Orientation: November 9, 2015

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



2016 Agency Seat Availability

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



Agency Participant List

AGENCY: _____

APPOINTING AUTHORITY: _____

AGENCY CONTACT NAME AND PHONE NUMBER: _____

SUBMIT CANDIDATES IN SELECTION PRIORITY

PARTICIPANT NAME	TITLE	DIVISION	MANAGER'S NAME

REQUEST FOR ADDITIONAL SEATS

If there are vacant seats for LEAD Tennessee, I request seats for the following individuals

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



LEAD Tennessee Alumni by Agency

Administrative Office of the Courts

*Kristi Astafan
Ana Escobar
Theresa Grisham*

*Tammy R. Hawkins
Krisann Hodges
Claudia Lewis*

*Lisa Marsh
Anne-Louise Wirthlin*

Agriculture

*Robert Angle
Justin Bryant
Nakisha Easley*

*Jan Keyser
Wendy Lofton
John McClurkan*

*Timothy Phelps
Louann Self*

Alcoholic Beverage Commission

Joshua Stepp

Ginna Winfree

Children's Services

*Carla Aaron
Britany Binkowski
Marjorie Bristol
Terence Donaldson
Elizabeth Driver
Lisa Earls
Christina Fly
Noel Henglebrok*

*Karen Jointer
Monica Jones
Susan Mitchell
Jaqueline Moore
Misty Neeley
Ami Parker
Dezanne Russell
Molly Suddereth*

*Doug Swisher
Jennifer Williams
Courtney Wood, LMSW
Kimberly Wright
Kim Thau Yap, MA
Coretta Young*

Commerce and Insurance

*Beth Ashe
Nikole Avers
Christopher Bainbridge
Maliaka Bass
Ernest Burchell
Bill Giannini
Chlora Lindley-Myers*

*Lora Manson
Brian T. McCormack
Samuel Payne
Rachel Powers
Mike Shinnick
Wendy Spears
Curtis Sutton*

*Vickie Y. Trice
Rachel Waterhouse
Kimberly Whaley
Brentton Wendel
Gary West
Bill White
Robert Lee Wright*

Comptroller of the Treasury

*Emily Bennett
Melissa Boaz
Rachelle Cabading
David Cook
Amy Czerwinski
Susan Denton
Elaine Driver*

*Elisha Hodge
Kevin Huffman
Keith Isbell
Brian Kinsey
Barry Monson
Russell Moore
Jan Page*

*Steve Reeder
Mark Treece
Jeremy Weber
Lee Ann West
Jennifer Whitsel
Jacky Winters
Joseph Woodson*

Correction

*William Bryant
Jeff Butler
Marina Cadreche
Dorinda Carter
Georgia Crowell
Dena Davis
Julian P. Davis
Amanda L. Ellis
Ashraf Gabous
Steve Gatlin
Emily Gibson
Kenneth Graves
Bill Gupton
Betty J. Hampton*

*Susan Hatley
Stanton Heidle, II
Sheila Hubbard
Debra Inglis
Jennie Jobe
Connie Johnson
Sonya Johnson
Dr. Mary Karpos
Stephanie Larry
Brandon Maloney
Tausha Mitchell
Vanessa Moore
Richard Muckle
Jesse Neely*

*John Parker
Lisa Parks
Monique Parris-Taylor
Eric Qualls
Craig Raymer
Patrick Ryan
David Sexton
Roger Shaw
Shanna Sisk
Holly Smith
Tina Stafford
Bruce Westbrook
Jacqueline Williams
Jason Woodall*

Council on Developmental Disabilities

Alicia Cone

Ned Andrew Soloman

District Public Defenders Conference

Paige Edwards

Kirk Yoquelet

Economic and Community Development

*Stephanie Burnette
Bryan Collins
Leslie Joi Davis
Julia Eschbach
Lindsay Gainous*

*Sally Haar
Victoria Hirschberg
Jessica L. Johnson
Joann Massey
Amy New*

*Wisty Pender
Jeremy Stiles
Jamie Stitt*

Education

*Eve Carney
Cindy Cooper
Timothy Gaddis
Jacqueline Garrison*

*Kelli Gauthier
Vickie Hall
Phyllis Hodges
Heather Justice*

*Karen P. Munn
Jill Rigsby
Brenda B. Staggs
Andrea Wilkerson*

Environment and Conservation

*Meredith Benton
Robert Binford
Elaine Boyd
Barry Brawley
Tisha Calabrese-Benton
Jan Compton
Lloyd Craig
Robert Dickinson
Jennifer Dodd*

*Jordan English
John Conner Franklin
Damon Graham
Casey Mahoney
Kevin Mahoney
Ryan Owens
Tina Pennington
Clancy Roberts
Mike Robertson*

*Beth Shelton
Beth Smith
Karen Stevenson
Jennifer Watson
Adrienne White
Steven Wilson
Robin Wooten*

Finance and Administration

*Peggy Birthrong
Renee Boles
Anne Buckle
Susan Burdette
John Carr
Samuel Conway
Marie Crosson
Carrie Dawson
Thad DelConte
Anthony Del Priore
Lynne Diver*

*Michelle Earhart
James Elkins
Sandi Hamilton
James Joralemon
Lynn Jennings
Travis Johnson
Susan Kimbro
Milind Kumble
Kelly Lancaster
Trena D. Maynard
Lanette Mumford*

*Julie Noonan
Alan Robertson
Dana Simmons
Lee Ann Smith
Brian D. Spain
Natasha Nichole Stinnett
Kelly Thompson
Mitch Thompson
David Thorpe
Mary van Valkenburg
James Webb*

Financial Institutions

*Christy Beadle Adams
Bob Eddy
Ryan Hughes*

*Melody Johnson
Wade McCullough, Jr.
Dana Owen*

*Tod Trulove
Leslie R. Yanez*

General Services

*Reen Baskin
William Bauer
Holly Baird
Wendy D. Bentley
Thomas Chester
Brandon Cole
Art Colebank*

*Helen Crowley
Kyle Hunter
Phillip Hyde
David Johnson
Lawanda Johnson
Jeremy McBride
Jennifer Murphy*

*Mike Perry
Gregory Polak
Jennifer Sherman
Kelly Smith
Marilyn Turrentine
Richard Van Norman
Bob Williams*

Health

*Angie Allen
Wendy Coleman
Glenn Czarnecki
Jeremy Davis
Tene Franklin
Sara Guerra
Annette Haley*

*Rachel Hardaway
Rachel Heitmann
Angela Lawrence
Loraine Lucinski
Ryan Brock Neil
Valerie Oliver
Ann Reed*

*Benjamin Simpson
Pam Sixt
John Smith
Allysceaieoun Spears
Laurie Stanton
Stacy Tarr*

Health Care Finance & Administration

*Crystal Allen
Max Arnold
Michael K. Bassham
Aaron Butler
Casey Dungan
Eric Fowlie
Keith Gaither*

*Kim Hagan
Jarrett Hallcox
Jeanne James
Michelle Morse Jernigan
Julie Johnson
Terrence Leve
Sarah L. Moore*

*Tracy C. Purcell
Gabe Roberts
Mary Shelton
Jay Taylor
Margaret Walker
David Weeks*

Health Services Development Agency

Alecia Craighead

Phillip Earhart

Human Resources

*David Adams
Danielle Barnes
Doris Batey
Ken Becker
Steve Brown
Steve Chester
Lesley Farmer*

*Joe Gentry
Cindy Hobbs
Julie Johnson
Sheila Marchman
John McManus
Lee Pedigo
Stephanie Penney*

*Rick S. Pharris
Ernie Ricketts, Ph.D.
Lisa Spencer
Brigitte Tubbs-Jones
Deanie White
Julia Williams
Ritchie Worrell*

Human Services

Manohar Arumbur

Sean D. Baker

Tracy Bell

Patti Bell-Norris

Scott A. Black

Barbara Broersma

LeeAnne Bruce Boone

Charles Bryson

Cherrell Campbell-Street

Karen Carothers

Christine P. Chambers

Jimmy Cool

Andrea Cooper

Lisa Cowell

Shawn DeHaven

Basil Dosunmu

Bill Duffey

Jay Francel

Timica Hancock

Mary-Glen Hartup

Kim Henry

Suzanne Hilgadiack

Paul Lefkowitz

Gena Lewis

Yovancha Lewis-Brown

Ben Maxwell

Kelvin L. Meeks

Eva E. Mosby

Gathelyn Oliver

Karen Perrey

Jamie Pistel

Stephen Reksten

Tamra Smith

Darlene Stringfellow

Patricia Stubblefield

Jeff Troxell

Michelle Waldrep

Barbara Wall

Travis Williams

Patricia Wood

Kevin Wright

Intellectual & Developmental Disabilities

Elverna Cain

Vickey Coleman

Diana Davis

Stacey Dixon

Pixie Duncan

Amy Gonzalez

David Greineder

Tangela Henderson

Timothy Hickman

Elizabeth Holden

Lance Iverson

Kellie McCain

Candi McMorrان

Melissa Marshall

Janet Neighoff

Russell Nicoll

Tom O'Brien

Ron Oden

Patsy Rees

Jodi Simmons

Theresa Sloan

Richard Strecker

George Zukotyński

Labor and Workforce Development

Ryan Allen

Jason Beard

Jeffrey Campbell

Amber Crawford

Linda Davis

Michael Edwards

Rusty Felts

Mark Finks

Tina Kline-Douglas

Fred Gaston

Dan Holton

James Layman

Laura McCarthy

Richard McHone

John Partlow

James Roberson

Cherilyn Stewart

Dustin Swayne

Deniece Thomas

Tabitha Thompson

Sterling van der Spuy

Tiffany Watkins

Kay Wilson

Mental Health & Substance Abuse Services

*Tammy Denise Ali-Carr
Sandra Braber-Grove
Lisa Daniel
Charles Dickens
Donna Finto-Burks
Zack Griffith
Bruce Gilmore*

*Heather Gunderson
Kurt Hippel
Sue Karber
Elaine Kirk
Linda McCorkle
Bob Micinski
Mike Murley*

*Lisa Roy
Taryn Sloss
Susan Steckel
Cynthia Tyler
Amanda Wilson
Richard Zhu*

Military

*Keith Albritten
Gary L. Beazley
Stephanie Busch
Lt. Maria Cartmell
Major Robin Celatka
Jimmie L. Cole, Jr.*

*James H. Dunn
Randy D. Harris
Chris Johnson
Sean Kice
LTC Jim Reed
Thomas Simmons*

*Ben Smith
LTC Milton Thompson
Josh Wickham
Mark Williams
Quinn Wilson*

Office of the Attorney General and Reporter

*Bruce Butler
Phyllis Childs
Mark Fulks*

*Jeff Hill
Mary McCullohs
Ryan C. McGehee*

*Leslie Elizabeth Price
Lacy Wilber*

Office of the Governor

John Chobanian

Christin Sullivan

Beth Tipps

Revenue

*Jennifer Barr
Marion DeDe Buchanan
Lori K. Cain
Ed Condon
Sharon Daniel
Elizabeth Doriot
Randy Haley
Steve Hollis*

*Wayne Hough
Kristin Husat
Stephanie Jackson
Peggy Kosut
Nancy Lanham
Caroline Lansdell
Cheryl Mahoney
Duanna Murphy-Miller*

*Abby Sparks
Anna Stergas
Genna Vaughn
Bernadette Welch
Jennifer Wilson
Doye Worrell*

Safety and Homeland Security

*Brice Allen
Donald Aviles
Kerri Balthrop
Rachel Bryant
Lori Bullard
James Cotter
Jennifer Donnals
Victor Donoho
Brandon Douglas*

*Sonya Hadley
Shannon Hall
David Hawtin
Stephanie Hitchcock
Roger Hutto
Lindsey Johnson
Ronnie McDaniel
Melissa McLeod
Sgt. Mike Melhorn*

*Nancy Myers
Gregory T. Roberts
Cheryl Sanders
Dereck Stewart
Fausto Bega
Mary Walker
Lamont Westbrooks
Stacy Williams
Andrea Wilson*

Secretary of State

*Keith Boring
Nathan A. Burton
Andrew Dodd*

*Lauren Plunk
Jonathan Rummel
Jennifer Smothers*

Cody York

Tennessee Advisory Commission on Intergovernmental Relations

*Melissa Brown
Catherine Corley*

*David Lewis
Clifford Lippard*

Tennessee Board of Parole

*George Amin
Adam Augustine
Jeffrey Barnett
April Buckner
Donna Burke
Helen Ford*

*Randy Gibson
Paul Gore
Lana Hardin
Lisa Helton
Daniel Huffman
Mike Keeton*

*Melissa McDonald
Angela R. Oden
Margaret Turner
Cynthia Taylor*

Tennessee Bureau of Investigation

*Dale Armour
Jimmy W. Barnes, Jr.
Pamela Ann Beck
Andrea Clinard
Dennis Daniels
Glenn Everett
Kendra Fleenor
Troy Hagar
Kim Harmon
Ronan Harmon
Lauren Hewgley*

*Loren James
T. J. Jordan
Charles Kimbril, Jr.
Dale King
Mark Lewis
Jason Locke
Doug Long
Patrick Looney
Melissa Lovan
Mike Lyttle
Robert Marshal*

*Donna Nelson
Jack Van Hooser
Rob Rowlett
Keith Smith
Shelly Smitherman
Illana Tate
Candace Williams
Jim Williams
Kevin Williams
Russ Winkler
Kelvin Woodby*

Tennessee Commission on Aging and Disabilities

*Ryan Ellis
Mike Hann*

*Shannon Jones
Donna Odom*

*Lucy Utt
Kathy Zamata*

Tennessee Commission on Children and Youth

*Sumita Banerjee
Susan Cope
Craig Hargrow*

*Dustin Keller
Richard Kennedy
Rose Naccarato*

*Steve Petty
Vicki Taylor*

Tennessee Higher Education Commission

*Kathleen Brock
Troy Grant*

*Tim Phelps
Wendy Tabor*

Tennessee Housing and Development Agency

*Bruce Balcom
Gwen Coffey
Donna Duarte
Jacquelyn D. Fe-Acher
Jada L. Lattimore
Terry Malone
Gretchen Mason*

*Tracye Mayolo
Mick Nelson
Sherri Osborne
Cynthia Peraza
Annette Rader
Rhonda Ronnow
Jeboria Scott*

*Steve Seifried
Toni Shaw
Patricia Smith
Craig Stevens
Larisa Stout
Bettie Teasley Sulmers
Calvin Winston*

Tennessee Human Rights Commission

*Tiffany Baker Cox
James E. Davis*

*Bobbie R. Porter
Shalini Rose*

*Matthew Stephenson
Marcus James Thomas*

Tennessee Regulatory Authority

Stacy Balthrop

Monique Brazelton

Kelly Cashman-Grams

Tennessee Student Assistance Corporation

Darolyn Porter

Jason Seay

Tennessee Wildlife Resources Agency

*Gray Anderson
Mitch Bailey
Tim Cleveland
Kim Elkin
Shurki Ghussein
Mark Gudlin
John Hammonds*

*Bonnie Heithcock
Thomas Jaynes
Marc Lipner
Michael May
John A. Mike
Wilma Newsom
Darryl Ratajczak*

*Darren Rider
Mark Ridings
Rob Todd
Joey Wray
Chuck Yoest*

Tourist Development

*Patrick D. Casey
Cindy Dupree*

*Pete Rosenboro
Barry W. Young*

Transportation

*Matt Barnes
Scott C. Black
Dironna Belton
Lyndsay Botts
Anne Carlisle
Brian Carroll
John Cavaness
Tremecca D. Doss
BJ Doughty
Ann Epperson
Michelle Frazier
Kelly Garrett
Danielle Hagedwood*

*Tanisha Hall
Ali Hangul, P.E.
Shane Hester
Todd Holden
Liza Joffrion
Susannah Kniazewycz
Gretchen Lancaster
Kim McDonough
Larry McGoogin
Pam Monjar
David Nelson
Jay Norris
Toks Omishakin*

*Jim Ozment
Michelle Powell
Jeremy Price
Kenitha Reed
Jermaine Scales
Heather Stanford
Whitney Sullivan
Mia Vickers
Brian White
Gwen Whittaker
Mark Woods
Keith Wright*

Treasury

*Rodney Escobar
MaryBeth Franklyn*

*Erica Nale
Lori Singleton*

TRICOR

*Jimmy Bivens
Adrienne Brandon
Greg Clark
Roger Clark
Susan Cunningham
Victor Edmonson*

*Sendy Gregory
David Hart
Sandra Kiger
Eric Kohler
Patricia Merritt
Julie Perrey*

*Troy Shanks
Jeff Swayze
Nikki Turner
Annette Wright
Richard Young*

Veterans Services

*Mark Breece
Roger G. Harrell
William Griffith
Gary J. Johnson, Jr.*

*David Jungquist
Joseph W. Lindsey
Yvette Martinez
Norman W. Nash*

*G. Phil Sinclair
Donald J. Smith*

Workers Compensation

Robert Durham



Frequently Asked Questions

LEAD Tennessee Mission, Vision and Design

1. *What is LEAD Tennessee?*

LEAD Tennessee is a pipeline of current and emerging leaders moving through 12-months of intense, high impact development in eight leadership core competencies, thus building bench strength within agencies and creating a pool of leadership talent for the state.

2. *Why is the state investing in leadership development now?*

Data clearly show Tennessee is facing significant loss of leadership with the potential retirement of baby boomers. LEAD Tennessee seeks to address the urgency to create a talent pool of leaders and build leadership bench strength within each agency.

3. *What is the difference between current and emerging leaders?*

Current leaders are those individuals who hold accountability to lead today while emerging leaders are individuals who have high potential to make greater strategic contributions to the agency. LEAD Tennessee will serve both current and emerging leaders seeking to develop their professional contribution to the state.

4. *What is the benefit to the state to use a “pipeline” and “pool” approach?*

A pipeline denotes the state’s capability to develop leaders continuously over time. A talent pool will be created as up to 120 current and emerging leaders per 12-month period develop in the eight core competencies. As opportunities arise within the agencies and across the state, there will be a pool of individuals who are motivated to lead, thus providing individuals who have essential transferable skills and abilities.

5. *What are the benefits of participating in LEAD Tennessee?*

LEAD Tennessee participants are:

- Developed in the competencies identified as essential to leading any organization within state government
- Acknowledged as prepared for future leadership opportunities with clear understanding that participation does not guarantee promotion
- Included in a cross-agency network of peers who share a common language and perspective about great leadership
- Equipped to mentor others in leadership

6. *What is the agency dollar investment?*

The investment per participant is \$1,400 each fiscal year for a total investment of \$2,800 over the 12-month development period.

7. *What are core competencies?*

Core competencies are a combination of behaviors, knowledge and skills that drive effective job performance. Strong demonstration of behavioral core competencies differentiates average leaders from superior performing leaders.

8. *How were the competencies selected?*

In 2009, a task team of appointing authorities convened to select the leadership competencies most critical to the future success of Tennessee. This task team was invited to be the Executive Leadership Council and provide on-going guidance and feedback.

9. *What are the developmental activities that occur within the pipeline?*

At the beginning of the 12-month developmental journey, participants receive 360° feedback on the eight leadership core competencies and create an individual development plan. They then move through six one-day Summits. Each Summit targets development in the eight core competencies. At the close of the journey, the 360° feedback repeats to determine growth and areas for additional development. Along the journey, participants receive one-on-one coaching, 24X7 access to an advanced on-line leadership library, learning opportunities and cross-agency peer networking.

10. *What is 360° feedback?*

360° feedback assesses the ability of an individual to demonstrate the behaviors required of a core competency. Feedback is gathered from: (1) superiors (2) direct reports and (3) peers. The data is compared to a self-assessment that then reveals the perception gaps between self and others as it relates to performance. The data is compiled into a confidential report provided to the participant from which an individual development plan is generated.

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

Up to 110 leaders from across all agencies have the opportunity to participate in LEAD Tennessee.

12. *Who is eligible to participate?*

All preferred service and executive service state employees are eligible to submit their names into their respective agency's selection process. Participation in the program does not guarantee promotion.

13. *Who selects participants?*

Seats are reserved for agencies based on the number of employees within the agency. DOHR has provided a chart with recommended seats on page 3. The agency's executive leadership team creates a selection process. They may choose to engage people managers for recommendations or may choose to have employees submit directly to the executive leadership. Participants are selected by the agency appointing authority and executive team.

14. *Who is managing LEAD Tennessee?*

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

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

Visit <http://www.tn.gov/hr/article/lead-tennessee>.

16. *After I review the information on the site, if I have more questions, whom can I contact?*

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



LEAD Tennessee Agency and Participant Commitment

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

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

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

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

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

I understand participation in LEAD Tennessee does not guarantee promotion.

Name of Agency

Print Participant’s Name

Participant’s Signature

Date

Manager’s Signature

Date

Appointing Authority’s Signature

Date

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



2016 Participant Application Alliance 7

Name: _____

Position: _____

Title: _____

Agency: _____

Division: _____

Business Address: _____

City, State, Zip Code: _____

Business Phone: _____ Cell Phone: _____

Email Address: _____

Edison Employee ID: _____ Speed Chart Number: _____

Number of Direct Reports: _____

Manager's Name: _____

Manager's Title: _____

Manager's Email Address: _____

Emergency Contact Name and Number: _____

Dietary / Mobility restrictions: _____

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

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

Career path to date:

- _____
- _____
- _____

Attending LEAD Tennessee is important to me because:

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

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

How do you think your participation will contribute both to the agency and to your personal development?

If selected, I will contribute the following three leadership strengths during the LEAD Tennessee initiative:

1. _____
2. _____
3. _____

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