



**2015**

## ***Appointing Authority Information Packet Alliance 6***

- *LEAD Tennessee Overview*
- *Core Competencies*
- *Core Competencies with Behaviors*
- *LEAD Tennessee-at-a-Glance*
- *Executive Leadership Council*
- *Selection Tips*
- *Agency Seat Availability*
- *Agency Participant Selection List*
- *LEAD Tennessee Alumni by Agency*
- *Frequently Asked Questions*
- *LEAD Tennessee Agency and Participant Commitment*
- *2015 Participant Application*

Deadline to submit applications to [sharon.buwalda@tn.gov](mailto:sharon.buwalda@tn.gov) is September 30, 2014

*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 2016**

**TENNESSEE WILL HAVE A POOL OF UP TO 678 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

**LEAD**



2015

**Tennessee CORE COMPETENCIES**

**Lead an  
Organization**

*Mission-Driven  
Customer Focused  
Innovative*

**Lead  
Self**

*Self-Management  
Integrity  
High Performing*

**Lead  
People**

*Courageous  
Talent Focused*

**Learn**



**Apply**



**LEAD**

Competency and Definition	Behaviors
<b>Lead Self: Expands depth and breadth of capability</b>	
<b>Self-Management</b> <i>Actively works to continuously improve, deploy strengths and compensate for weaknesses and limits</i>	<ol style="list-style-type: none"> <li>1. Has a clear understanding of personal opportunities for improvement; capitalizes on personal strengths, and works on compensating for weaknesses and limits</li> <li>2. Establishes networks to stay active in the business of the organization and to stay abreast of trends</li> <li>3. Continuously seeks opportunities to improve both professionally and personally</li> <li>4. Seeks out experiences that challenge perspective or provide an opportunity to learn new things</li> <li>5. Demonstrates the ability to adapt and navigate change within the organization</li> <li>6. Seeks feedback and is open to criticism</li> </ol>
<b>Integrity</b> <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"> <li>1. Can be relied on to tell the truth regardless of the circumstances</li> <li>2. Does not blame others</li> <li>3. Ensures alignment between words and actions</li> <li>4. Acts in the best interest of others and for the greater good of the organization</li> <li>5. Admits mistakes</li> </ol>
<b>High Performing</b> <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"> <li>1. Uses strong, well-rounded written, and oral communication skills in a variety of situations</li> <li>2. Collaborates with managers, co-workers, peers, and external stakeholders to gain cooperation, information and buy-in, making work more effective and efficient</li> <li>3. Utilizes the mission of the organization to evaluate options and identify those that are most likely to move the business forward</li> <li>4. Identifies top talent to grow a culture of high performance</li> <li>5. Establishes clear expectations for self and others to achieve goals and steadfastly strives for results</li> <li>6. Can be counted on to exceed goals successfully</li> </ol>
<b>Lead People: Enables others to achieve high performance and full potential</b>	
<b>Courageous</b> <i>Demonstrates understanding of concerns; takes responsibility and addresses them with fortitude and composure</i>	<ol style="list-style-type: none"> <li>1. Clearly identifies tough feedback situations and demonstrates ability to give feedback in a timely and effective manner</li> <li>2. Addresses issues and challenges with the appropriate persons and takes responsible risks</li> <li>3. Ensures controversy, misperceptions, and misunderstandings are quickly addressed and reconciled</li> <li>4. Leads with a strong sense of courage through the uncertainty, making bold transformational changes</li> <li>5. Demonstrates the ability to effectively manage conflict</li> <li>6. Let's people know where they stand</li> </ol>
<b>Talent Focused</b> <i>Demonstrates the ability to create an environment that encourages outstanding individual performance from each employee</i>	<ol style="list-style-type: none"> <li>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</li> <li>2. Motivates others to perform at their best</li> <li>3. Utilizes effective strategies to facilitate change initiatives and to overcome resistance to change</li> <li>4. Creates an environment that attracts highly talented, engaged, and productive employees</li> <li>5. Provides ongoing coaching and mentoring opportunities in an effort to promote continual learning and growth for employees</li> <li>6. Identifies potential and assumes a role in harnessing it</li> </ol>
<b>Lead an Organization: Guides overall strategic and operational direction</b>	
<b>Customer Focused</b> <i>Places the customer at the center of strategic and operational planning</i>	<ol style="list-style-type: none"> <li>1. Clearly identifies the full range of customers to be served</li> <li>2. Follows through on commitments</li> <li>3. Identifies and monitors customer metrics to improve performance</li> <li>4. Anticipates and responds to changing and evolving customer needs</li> <li>5. Establishes and maintains effective relationships with customers and gains their trust and respect</li> </ol>
<b>Innovative</b> <i>Demonstrates flexible thinking while producing creative thought processes; open to suggestions of others</i>	<ol style="list-style-type: none"> <li>1. Offers new and unique ideas</li> <li>2. Demonstrates value to teams and organizations by providing original thought and connections to ideas outside own area of focus</li> <li>3. Demonstrates enthusiasm and support of innovative initiatives by others</li> <li>4. Balances perspective and forward thinking</li> <li>5. Easily makes connections among previously unrelated notions</li> </ol>
<b>Mission-Driven</b> <i>Demonstrates through actions, absolute clarity as to the purpose of the organization</i>	<ol style="list-style-type: none"> <li>1. Ensures the organization has a relevant mission that instills a sense of purpose</li> <li>2. Demonstrates focus on mission, goals, and priorities of the organization when making strategic decisions</li> <li>3. Clearly communicates the organization's mission to others by inspiring and motivating others in the organization</li> <li>4. Balances daily operational responsibilities while implementing long term mission-critical strategies</li> </ol>



## Alliance 6

# 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 13, 2014

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

### January 20, 21, 22, 2015

*Coaching Labs – James K. Polk Building, 1<sup>st</sup> Floor – Times 8:30 a.m.-11:30 a.m. and 1:00 p.m.-4:00 p.m.*

### February 23, 2015

#### Summit 1 Competency Focus: Self-Management

*Self-Management*

Commissioner Raquel Hatter

Chief Executive Officer Patricia Weiland

### April 27, 2015

#### Summit 2 Competency Focus: Mission-Driven and Customer Focused

*Mission-Driven*

Commissioner Many-Bears Grinder

*Customer Focused*

Commissioner Derrick Schofield

### June 22, 2015

#### Summit 3 Competency Focus: Innovative and High Performing

*Innovative*

Director Mark Gwyn

*High Performing*

Commissioner John Schroer

*August 3, 4, 5, 2015 – James K. Polk Building, 1<sup>st</sup> Floor – Times 8:30 a.m.-11:30 a.m. and 1:00 p.m.-4:00 p.m.*

*Coaching Labs*

### August 24, 2015

#### Summit 4 Competency Focus: Courageous and Talent Focused

*Courageous*

Major General Max Haston

*Talent Focused*

Commissioner Rebecca Hunter

### October 26, 2015

#### Summit 5 Competency Focus: Integrity

*Integrity*

Commissioner John Dreyzehner

Commissioner Greg Gonzales

Deputy Commissioner Darin Gordon

### November 23, 2015

#### Summit 6: Essence of Leadership: Seize the Moment

Commissioner Bob Martineau

Commissioner Larry Martin



**"LEAD On" Celebration  
December 7, 2015**





**2015**  
**Executive Leadership Council**



**Council Sponsor**  
**Mark Cate**  
*Chief of Staff*



**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



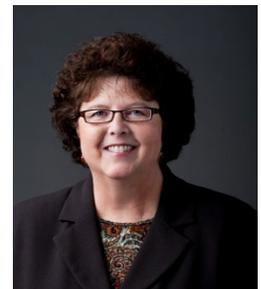
**Commissioner**  
**Bob Martineau**  
Department of Environment and Conservation



**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, 2014**

**Orientation: November 13, 2014**

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



## 2015 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
Bureau of TennCare	3
Commerce & Insurance	3
Comptroller of the Treasury	3
Court System	3
Department of State	3
District Public Defenders Conference	3
General Services	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*


Deadline to submit applications to [sharon.buwalda@tn.gov](mailto:sharon.buwalda@tn.gov) is September 30, 2014

**Attach and send the application for each selected participant to the Department of Human Resources, attention: Trish Holliday.**



***LEAD Tennessee***  
***Alumni by Agency***

**Administrative Office of the Courts**

*Kristi Astafan*  
*Theresa Grisham*

*Tammy R. Hawkins*  
*Krisann Hodges*

*Anne-Louise Wirthlin*

**Agriculture**

*Robert Angle*  
*Justin Bryant*  
*Jan Keyser*

*Wendy Lofton*  
*John McClurkan*  
*Timothy Phelps*

*Louann Self*

**Alcoholic Beverage Commission**

*Ginna Winfree*

**Bureau of TennCare**

*Max Arnold*  
*Michael K. Bassham*  
*Aaron Butler*  
*Casey Dungan*  
*Keith Gaither*  
*Kim Hagan*

*Jarrett Hallcox*  
*Jeanne James*  
*Michelle Morse Jernigan*  
*Terrence Leve*  
*Sarah L. Moore*  
*Tracy C. Purcell*

*Gabe Roberts*  
*Mary Shelton*  
*Jay Taylor*  
*Margaret Walker*

**Children's Services**

*Carla Aaron*  
*Marjorie Bristol*  
*Terence Donaldson*  
*Elizabeth Driver*  
*Christina Fly*  
*Noel Henglebrok*

*Karen Jointer*  
*Susan Mitchell*  
*Jaqueline Moore*  
*Misty Neeley*  
*Dezanne Russell*  
*Molly Suddereth*

*Doug Swisher*  
*Jennifer Williams*  
*Kimberly Wright*  
*Kim Thau Yap, MA*

### **Commerce and Insurance**

*Beth Ashe  
Nikole Avers  
Christopher Bainbridge  
Maliaka Bass  
Lora Manson  
Samuel Payne*

*Rachel Powers  
Mike Shinnick  
Wendy Spears  
Curtis Sutton  
Vickie Y. Trice  
Rachel Waterhouse*

*Kimberly Whaley  
Brentton Wendel  
Bill White  
Robert Lee Wright*

### **Comptroller of the Treasury**

*Emily Bennett  
Melissa Boaz  
David Cook  
Amy Czerwinski  
Elaine Driver  
Elisha Hodge*

*Kevin Huffman  
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  
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  
Vanessa Moore*

*Jesse Neely  
John Parker  
Lisa Parks  
Monique Parris-Taylor  
Eric Qualls  
Patrick Ryan  
David Sexton  
Roger Shaw  
Shanna Sisk  
Tina Stafford  
Bruce Westbrook  
Jason Woodall*

### **Council on Developmental Disabilities**

*Alicia Cone*

*Ned Andrew Soloman*

### **Department of State**

*Keith Boring  
Nathan A. Burton  
Andrew Dodd*

*Lauren Plunk  
Jonathan Rummel  
Jennifer Smothers*

*Cody York*

### **District Public Defenders Conference**

*Paige Edwards*

*Kirk Yoquelet*

## **Economic and Community Development**

*Stephanie Burnette  
Bryan Collins  
Leslie Joi Davis  
Julia Eschbach*

*Lindsay Gainous  
Victoria Hirschberg  
Jessica L. Johnson  
Joann Massey*

*Amy New  
Wisty Pender  
Jeremy Stiles*

## **Education**

*Timothy Gaddis  
Jacqueline Garrison  
Kelli Gauthier*

*Vickie Hall  
Phyllis Hodges  
Heather Justice*

*Karen P. Munn  
Jill Rigsby*

## **Environment and Conservation**

*Meredith Benton  
Robert Binford  
Elaine Boyd  
Barry Brawley  
Tisha Calabrese-Benton  
Lloyd Craig  
Robert Dickinson*

*Jennifer Dodd  
Jordan English  
John Conner Franklin  
Damon Graham  
Casey Mahoney  
Ryan Owens  
Tina Pennington*

*Clancy Roberts  
Mike Robertson  
Beth Smith  
Karen Stevenson  
Jennifer Watson  
Adrienne White  
Steven Wilson*

## **Finance and Administration**

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

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

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

## **Financial Institutions**

*Christy Beadle Adams  
Bob Eddy*

*Melody Johnson  
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  
Mike Perry  
Gregory Polak  
Marilyn Turrentine  
Richard Van Norman*

## **Health**

*Angie Allen  
Wendy Coleman  
Glenn Czarnecki  
Jeremy Davis  
Sara Guerra*

*Annette Haley  
Rachel Heitmann  
Angela Lawrence  
Loraine Lucinski  
Ryan Brock Neil*

*Valerie Oliver  
Ann Reed  
John Smith  
Allysceaieoun Spears  
Laurie Stanton*

## **Health Services Development Agency**

*Alecia Craighead*

*Phillip Earhart*

## **Human Resources**

*David Adams  
Danielle Barnes  
Doris Batey  
Ken Becker  
Steve Chester  
Cindy Hobbs*

*Julie Johnson  
Sheila Marchman  
John McManus  
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  
Patti Bell-Norris  
Scott A. Black  
Barbara Broersma  
LeeAnne Bruce Boone  
Charles Bryson  
Cherrell Campbell-Street  
Karen Carothers  
Jimmy Cool  
Andrea Cooper*

*Christine P. Chambers  
Basil Dosunmu  
Bill Duffey  
Jay Francel  
Timica Hancock  
Mary-Glen Hartup  
Suzanne Hilgadiack  
Paul Lefkowitz  
Gena Lewis  
Yovancha Lewis-Brown  
Kelvin L. Meeks*

*Eva E. Mosby  
Gathelyn Oliver  
Karen Perrey  
Tamra Smith  
Darlene Stringfellow  
Patricia Stubblefield  
Jeff Troxell  
Michelle Waldrep  
Barbara Wall  
Patricia Wood  
Kevin Wright*

## **Intellectual & Developmental Disabilities**

*Elverna Cain  
Diana Davis  
Stacey Dixon  
Pixie Duncan  
Amy Gonzalez  
David Greineder  
Timothy Hickman*

*Elizabeth Holden  
Kellie McCain  
Candi McMorrان  
Melissa Marshall  
Janet Neighoff  
Russell Nicoll  
Tom O'Brien*

*Ron Oden  
Patsy Rees  
Jodi Simmons  
Theresa Sloan  
Richard Strecker  
George Zukotynski*

## **Labor and Workforce Development**

*Ryan Allen  
Jeffrey Campbell  
Amber Crawford  
Linda Davis  
Michael Edwards  
Rusty Felts*

*Tina Kline-Douglas  
Fred Gaston  
Dan Holton  
Richard McHone  
John Partlow  
James Roberson*

*Cherilyn Stewart  
Dustin Swayne  
Deniece Thomas  
Sterling van der Spuy  
Tiffany Watkins*

## **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  
Sue Karber  
Elaine Kirk  
Linda McCorkle  
Bob Micinski*

*Mike Murley  
Lisa Roy  
Taryn Sloss  
Susan Steckel  
Cynthia Tyler  
Amanda Wilson*

## **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  
Mark Williams  
Quinn Wilson*

## **Office of the Attorney General and Reporter**

*Bruce Butler  
Mark Fulks*

*Jeff Hill  
Ryan C. McGehee*

*Leslie Elizabeth Price  
Lacy Wilber*

## **Office of the Governor**

*John Chobanian*

*Christin Sullivan*

*Beth Tipps*

## **Revenue**

*Lori K. Cain  
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  
Doye Worrell*

### **Safety and Homeland Security**

*Brice Allen  
Donald Aviles  
Kerri Balthrop  
Lori Bullard  
James Cotter  
Jennifer Donnals  
Victor Donoho*

*Brandon Douglas  
Sonya Hadley  
David Hawtin  
Stephanie Hitchcock  
Roger Hutto  
Lindsey Johnson  
Ronnie McDaniel*

*Melissa McLeod  
Sgt. Mike Melhorn  
Gregory T. Roberts  
Cheryl Sanders  
Dereck Stewart  
Lamont Westbrooks  
Andrea Wilson*

### **Tennessee Advisory Commission on Intergovernmental Relations**

*Melissa Brown*

*Catherine Corley*

*Clifford Lippard*

### **Tennessee Board of Parole**

*George Amin  
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  
Troy Hagar  
Kim Harmon  
Ronan Harmon*

*Loren James  
T. J. Jordan  
Dale King  
Mark Lewis  
Jason Locke  
Patrick Looney  
Melissa Lovan  
Mike Lyttle  
Robert Marshal*

*Donna Nelson  
Jack Van Hooser  
Rob Rowlett  
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*

*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*

*Jeboria Scott  
Toni Shaw  
Patricia Smith  
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*

## **Tennessee Student Assistance Corporation**

*Jason Seay*

## **Tennessee Wildlife Resources Agency**

*Gray Anderson  
Tim Cleveland  
Kim Elkin  
Shurki Ghusein  
Mark Gudlin  
John Hammonds*

*Bonnie Heithcock  
Thomas Jaynes  
Marc Lipner  
Michael May  
Wilma Newsom  
Darryl Ratajczak*

*Darren Rider  
Rob Todd  
Joey Wray  
Chuck Yoest*

## **Tourist Development**

*Patrick D. Casey*

*Pete Rosenboro*

*Barry W. Young*

## **Transportation**

*Matt Barnes  
Scott C. Black  
Dironna Moore Belton  
Lyndsay Botts  
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  
Kim McDonough  
Larry McGoogin  
Pam Monjar  
David Nelson  
Toks Omishakin*

*Jim Ozment  
Michelle Powell  
Kenitha Reed  
Jermaine Scales  
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*

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

*Julie Perrey  
Jeff Swayze  
Nikki Turner  
Annette Wright  
Richard Young*

### **Veterans Affairs**

*Mark Breece  
Roger G. Harrell  
William Griffith*

*Gary J. Johnson, Jr.  
David Jungquist  
Yvette Martinez*

*Norman W. Nash  
Donald J. Smith*



## ***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/dohr/learning/learning.html> and click on the LEAD Tennessee Logo.

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

Please contact Trish Holliday, SPHR, Assistant Commissioner/Chief Learning Officer at [Trish.Holliday@tn.gov](mailto: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 13, 2014
- 1<sup>st</sup> Coaching Labs – January 20, 21, 22, 2015
- Summit #1 – February 23, 2015
- Summit #2 – April 27, 2015
- Summit #3 – June 22, 2015
- 2<sup>nd</sup> Coaching Labs – August 3, 4, 5, 2015
- Summit #4 – August 24, 2015
- Summit #5 – October 26, 2015
- Summit #6 – November 23, 2015
- “LEAD On” Celebration – December 7, 2015

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.

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Name of Agency

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Print Participant’s Name

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Participant’s Signature

---

Date

---

Manager’s Signature

---

Date

---

Appointing Authority’s Signature

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Date

Deadline to submit applications to [sharon.buwalda@tn.gov](mailto:sharon.buwalda@tn.gov) is September 30, 2014



## ***2015 Participant Application Alliance 6***

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

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

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

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

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

**Business Address:** \_\_\_\_\_

**City, State, Zip Code:** \_\_\_\_\_

**Business Phone:** \_\_\_\_\_ **Cell Phone:** \_\_\_\_\_

**Edison Employee ID:** \_\_\_\_\_ **Speed Chart Number:** \_\_\_\_\_

**Number of Direct Reports:** \_\_\_\_\_

**Manager's Name:** \_\_\_\_\_

**Manager's Title:** \_\_\_\_\_

**Emergency Contact Name and Number:** \_\_\_\_\_

**Dietary / Mobility restrictions:** \_\_\_\_\_

\_\_\_\_\_

**Deadline to submit application to [sharon.buwalda@tn.gov](mailto:sharon.buwalda@tn.gov) is September 30, 2014**

**Career path to date:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Attending LEAD Tennessee is important to me because:**

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

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