



2012
Participant Application Packet
Alliance Three

- *LEAD Tennessee Overview*
- *Core Competencies*
- *Core Competencies with Behaviors*
- *LEAD Tennessee-at-a-Glance*
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Application should be turned in to your Appointing Authority

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

Ralph Waldo Emerson



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Overview

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

Participants learn a combination of behaviors, knowledge and skills through intense, high impact development and experiential learning that drive 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 overall 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., CEO of the Tennessee state lottery, the Governor of the state of Tennessee, Major General of the United States Army/National Guard, Presidents of Universities/Colleges 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 competencies apply to real work situations.

By JANUARY 2013

TENNESSEE HAS A POOL OF UP TO 390 LEADERS ACROSS MULTIPLE AGENCIES WHO:

- ◆ Share language and mindset about great leadership
- ◆ Demonstrate 12 leadership core competencies
- ◆ Provide agency bench strength
- ◆ Are motivated and prepared to lead

LEAD **Tennessee CORE COMPETENCIES**



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12 Core Competencies

LEAD an ORGANIZATION: <i>Guide overall strategic and operational direction</i>	
Competency-Description	Behaviors
1. Mission-Driven <i>Demonstrates through actions, absolute clarity as to the purpose of the organization</i>	<ol style="list-style-type: none"> Ensures their organization has a relevant mission that instills a sense of purpose Uses the mission as a focal point when making decisions Clearly communicates the organization's mission to all employees Drives the mission through a formal strategic planning process Engages others in dialogue when creating and evaluating strategies to meet the mission Balances daily operational objectives when implementing long term mission-critical strategies Strategically plans for the workforce that is required to meet the mission Inspires others to higher levels of performance
2. Customer Focus <i>Places the customer at the center of strategic and operational planning</i>	<ol style="list-style-type: none"> Clearly identifies the full range of customers to be served Builds relationships with customers by listening and seeking feedback Follows through on commitments made to customers Identifies and monitors customer metrics to improve performance Recognizes behaviors that promote customer satisfaction Anticipates and responds to changing customer needs
3. Change Management <i>Improves organizational performance through innovation and change</i>	<ol style="list-style-type: none"> Approaches change using innovative thinking Effectively manages multiple changes at one time Provides straightforward reasons for the change Enlists multiple levels of support for the change Uses a variety of communication methods throughout the change initiative Takes into account the human side of any change Effectively manages the change initiative through to sustainability
ACHIEVE RESULTS: <i>Drive targeted actions that can be measured and linked to organizational performance</i>	
Competency-Description	Behaviors
4. Accountability <i>Establishes clear expectations for self and others to achieve stated goals and objectives</i>	<ol style="list-style-type: none"> Holds self accountable for actions Clearly communicates objectives, deadlines and desired results Establishes clear roles and responsibilities Establishes regular review and oversight procedures against a plan Knows what to measure and establishes measurement procedures Gives regular feedback to ensure performance goals are met Recognizes others for achieving goals
5. Decision Making <i>Demonstrates ability to make timely and effective decisions</i>	<ol style="list-style-type: none"> Balances short and long term needs of the organization when making decisions Involves others appropriately in the decision making process Determines information needed to make a sound decision Will make decisions when only a limited amount of information is available Implements a decision for sustainability

LEAD PEOPLE: Enable direct reports to achieve high performance and full potential

Competency-Description	Behaviors
<p>6. Empowerment</p> <p><i>Creates an environment where employees are given the responsibility and accountability to act</i></p>	<ol style="list-style-type: none"> Ensures that people have the resources needed to complete their work Avoids micromanagement Gives employees freedom to make mistakes and learn from them Encourages people to exercise initiative Inspires others to make tough decisions
<p>7. Performance Management</p> <p><i>People managers achieve agency results by hiring, assessing, developing and retaining quality talent, one employee at a time</i></p>	<ol style="list-style-type: none"> When hiring, aligns the job responsibilities to the long term needs of the organization When hiring, uses behavioral based interviewing skills to identify most qualified Utilizes best practices in new hire assimilation as first step in retention Sets specific measurable objectives that link employee performance to mission Provides timely feedback based on observation of performance Continuously evaluates performance to ensure organizational results Addresses poor performance in a timely manner Uses coaching skills when developing the employee Works with the employee to generate a relevant development plan Provides challenging stretch learning opportunities Provides opportunities for employees to contribute to organizational decisions Demonstrates concern for the overall well-being of each employee Intentionally works to build a strong manager-employee relationship
<p>8. Teambuilding</p> <p><i>Successfully builds and sustains high performing teams</i></p>	<ol style="list-style-type: none"> Instills team commitment to deliver excellent results Creates strong morale and purpose in the team Defines clear roles and expectations Leverages each team member's technical expertise and strengths Leads effective productive team meetings Recognizes and celebrates accomplishments as a team

BUILD RELATIONSHIPS: Collaborate and network across structural boundaries to create performance solutions

Competency-Description	Behaviors
<p>9. Trust</p> <p><i>Creates an environment of mutual respect and instills confidence that all words and actions are the truth</i></p>	<ol style="list-style-type: none"> Ensures there is always alignment between words and action Acts in the best interest or the greater good of the organization Speaks truthfully Follows through on commitments Openly contributes relevant facts and information Professionally protects sensitive/proprietary information
<p>10. Effective Communication (written, oral)</p> <p><i>Understands and uses the power of the spoken and written word</i></p>	<ol style="list-style-type: none"> Actively listens Uses questioning techniques to gain full understanding of the communication Demonstrates effective non-verbal skills; i.e. eye contact, body language Clearly and concisely expresses ideas and disseminates information Ensures use of proper grammar and language in written communication (email or formal documentation) Adapts communication style to the audience and situation Actively engages others in discussion Shares information in a timely manner

DEVELOP SELF: Expand depth and breadth of leadership capability

Competency-Description	Behaviors
<p>11. Ethics</p> <p><i>Honest, direct, and truthful in all actions</i></p>	<ol style="list-style-type: none"> Tells the truth regardless of the situation Honest in all situations Ensures there is no misrepresentation of self for personal gain Keeps confidences Takes full ownership for mistakes
<p>12. Self-awareness</p> <p><i>Holds an accurate assessment of strengths and weaknesses and is willing to develop for the long term benefit of the organization</i></p>	<ol style="list-style-type: none"> Demonstrates a deep understanding of his/her emotions, and how they impact behavior Seeks experiences and opportunities to build breadth and depth of knowledge Seeks feedback to professionally grow Leverages strengths and compensates for weaknesses Approaches challenges/barriers as learning opportunity Relates well to all employees, up, down, and across the organization, regardless of age, gender, race, culture, etc. Works through organizational channels and internal politics to accomplish objectives



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LEAD Tennessee-at-a-Glance

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

Ralph Waldo Emerson

All Summits held at the Tennessee Tower

Summit Format:

- 7:30 Continental Breakfast/Networking
- 8:00 Large Group; Opening Remarks by Executive Sponsor; Keynote Presenter
- A.M. Competency Workshops
- Lunch – “Opportunity with a Master”
- Afternoon Opening Remarks by Executive Sponsor
- P.M. Competency Workshops
- Executive Sponsors Q & A
- Integration Strategy with Coach
- 5:00 p.m. Adjourn

November 14, 2011

Orientation

January 23, 24, 25, 2012

Coaching Labs

February 27, 2012

Summit 1: What’s in It for Me?

Self-Awareness, Accountability

April 23, 2012

Summit 2: For the Greater Good

Mission-Driven, Customer Focus

June 18, 2012

Summit 3: Getting to the Heart of the Matter

Effective Communication, Decision-Making, Ethics

August 7, 8, 9, 2012

Coaching Labs

August 27, 2012

Summit 4: Who Is on Your Bus?

Performance Management, Empowerment, Trust

October 22, 2012

Summit 5: Building Resilience

Team Building, Change Management

November 19, 2012

Summit 6: Essence of Leadership: Seize the Moment

“LEAD On” Celebration

December 10, 2012



Executive Leadership Council Sponsor

Mark Cate
Special Assistant and Policy Advisor to the Governor



Executive Leadership Council

Summit 1: What's in It for Me?

February 28, 2011

Commissioner Rebecca R. Hunter
Department of Human Resources

Self-Awareness

Chief Executive Officer Patricia Weiland
TRICOR – TN Rehabilitative Initiative in Correction

Accountability



Rebecca R. Hunter



Patricia Weiland

Summit 2: For the Greater Good

April 25, 2011

Major General Max Haston
Department of Military

Mission Driven

Commissioner Many-Bears Grinder
Department of Veterans Affairs

Customer Focus



Major General
Max Haston



Many-Bears Grinder

Summit 3: Getting to the Heart of the Matter

June 27, 2011

Commissioner John Schroer
Department of Transportation

Effective Communication

Commissioner Derrick Schofield
Department of Correction

Decision-Making

Director Mark Gwyn
TN Bureau of Investigation

Ethics



John Schroer



Derrick Schofield



Mark Gwyn



Summit 4: Who Is on Your Bus?

August 22, 2011

Executive Director Ted Fellman
TN Housing Development Agency

Performance Management

Commissioner Steve Cates
Department of General Services

Trust

Commissioner Mark Emkes
Department of Finance and Administration

Empowerment



Ted Fellman



Steve Cates



Mark Emkes

Summit 5: Building Resilience

October 24, 2011

Commissioner Raquel Hatter
Department of Human Services

Change Management

Commissioner Greg Gonzales
Department of Financial Institutions

Team Building



Raquel Hatter



Greg Gonzales

Summit 6: Seize the Moment

November 21, 2011

Deputy Commissioner Darin Gordon
Bureau of TennCare

Leadership: Seize the Moment



Darin Gordon



2012 Participant Application Alliance Three

Name: _____

Position: _____

Title: _____

Agency: _____

Division: _____

Business Address: _____

City, State, Zip Code: _____

Business Phone: _____ **Cell Phone:** _____

Number of Direct Reports: _____

Manager Name: _____

Manager Title: _____

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:



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.**



LEAD Commitment

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

- Orientation – November 14, 2011
- 1st Coaching Labs – January 23, 24, 25, 2012
- Summit #1 – February 27, 2012
- Summit #2 – April 23, 2012
- Summit #3 – June 18, 2012
- 2nd Coaching Labs – August 7, 8, 9, 2012
- Summit #4 – August 27, 2012
- Summit #5 – October 22, 2012
- Summit #6 – November 19, 2012
- “LEAD On” Celebration – December 10, 2012

If selected, I understand attendance at all events listed above is required.

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.

DOHR will journal voucher the fee in two equal installments, the first half after participant selection and the second half after July 1, 2012. Full participant fee is due regardless of the number of sessions attended.

Name of Agency

Print Participant Name

Participant Signature

Date

Manager Signature

Date

Appointing Authority Signature

Date



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 12 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 shows 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 130 current and emerging leaders per 12-month period develop in the 12 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 will be:

- 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 \$1,200 each fiscal year for a total investment of \$2,400 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 between average and superior performance.

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 12 leadership core competencies and create an individual development plan. They then move through six one-day Summits. Each Summit targets development in the 12 core competencies. At the close of the journey, 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 130 leaders from across all agencies have the opportunity to participate in LEAD Tennessee.

12. *Who is eligible to participate?*

All career 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 and selection tips on our website <http://tn.gov/dohr/learning/learning.html>. 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. The 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 Pulley, manages 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 Pulley, Director of Strategic Learning Solutions (SLS) Division, Trish.Pulley@tn.gov.

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
Board of Probation & Parole	4
District Attorneys General	4
Department of Intellectual & Developmental Disabilities	4
Education	4
Environment & Conservation	4
Finance & Administration	4
Health	4
Labor & Workforce Development	4
Mental Health	4
Revenue	4
Safety	4
Number of Full-time Employees 799-300	Seats Reserved
Agriculture	3
Bureau of TennCare	3
Commerce & Insurance	3
Comptroller's Office	3
Court System	3
District Public Defenders	3
General Services	3
Legislature	3
Military	3
Office of the Attorney General & Court Reporter	3
Secretary of State	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
TN Housing Development Agency	2
Tourist Development	2
Treasury	2
TRICOR	2
Number of Full-time Employees 99-Below	Seats Reserved
Advisory Committee on Intergovernmental Relations	1
Alcoholic Beverage Commission	1
Commission on Aging & Disabilities	1
Commission on Children & Youth	1
Governor's Office	1
Fiscal Review Committee	1
Health Services & Development Agency	1
Human Rights Commission	1
Post Conviction Defender	1
Tennessee Correction Institute	1
Tennessee Regulatory Authority	1
Tennessee Arts Commission	1
Tennessee Higher Education Commission	1
Tennessee State Museum	1
Tennessee Student Assistance Corporation	1
Veterans Affairs	1