



STATE OF TENNESSEE  
**DEPARTMENT OF HUMAN RESOURCES**  
FIRST FLOOR, JAMES K. POLK BUILDING  
505 DEADERICK STREET  
NASHVILLE, TENNESSEE 37243-0635  
(615) 741-2958

**Bill Haslam**  
GOVERNOR

**Rebecca R. Hunter**  
COMMISSIONER

March 18, 2011

Ms. Leslie Scott  
NASPE  
P. O. Box 11910  
Lexington, KY 40578-1910

Dear Ms. Scott:

Attached is the State of Tennessee's nomination for NASPE's 2011 Eugene H. Rooney, Jr., Innovative State Human Resource Management Program Award.

We are proud to submit **LEAD Tennessee**, an impactful leadership development initiative that is already strengthening our state.

The requested nominator's information is included below:

Program Title: **LEAD Tennessee**  
State: Tennessee  
Contact Person: Mercedes Lytle  
Assistant Commissioner  
Tennessee Department of Human Resources  
505 Deaderick St., 1<sup>st</sup> Floor, James K. Polk Building  
Nashville, TN 37243  
615-741-5557 (P) 615-741-7880 (F)  
[Mercedes.Lytle@tn.gov](mailto:Mercedes.Lytle@tn.gov)

Feel free to contact me if additional information is needed.

Sincerely,

A handwritten signature in cursive script that reads "Rebecca R. Hunter".

Rebecca R. Hunter  
Commissioner

Attachment



**DEPARTMENT OF HUMAN RESOURCES  
STATE OF TENNESSEE  
LEAD TENNESSEE SUMMARY**

The Department of Human Resources is acutely aware of the impact retiring baby boomers will have on Tennessee's state government. In response to the potential void this exodus will present, new processes were created and implemented; however, for the desired impact, a more strategic human resource development initiative was required. The Department of Human Resources launched **LEAD Tennessee** to meet this need.

**LEAD Tennessee** is a statewide development initiative for up to 130 current and emerging leaders from all branches of government. The structure of the year-long program includes six one-day summits of intense, high impact learning focused on twelve leadership core competencies. On-going growth opportunities between summits include one-on-one coaching; 360° pre- and post-assessments with feedback; and development and implementation of an Individual Development Plan. Additional features of **LEAD Tennessee** include behavior-based learning; cross-agency networking; exposure and access to extraordinary state and community leaders; on-line learning available 24x7; journaling; related leadership books; and the undergirding philosophy of *Learn, Apply, LEAD*, communicating to all participants the expectation that they will immediately apply skills and abilities learned. The goal of **LEAD Tennessee** is to provide agency bench strength with a continuous pipeline of motivated and prepared leaders that share a common language and mindset about great leadership.

There are leadership initiatives in other states that focus on competencies. However, we are unaware of any other program that has the intense focus, breadth of supportive initiatives and leadership interface of **LEAD Tennessee**.

# INNOVATIVE STATE HUMAN RESOURCE MANAGEMENT PROGRAM FORM AND CRITERIA

**1. Please provide a brief description of this program.** LEAD Tennessee develops up to 130 current and emerging leaders, those who hold accountability to lead today and those who have potential to make greater contributions to the state tomorrow, in a year-long program centered around twelve leadership core competencies, thereby creating a prepared talent pool for state government.

Participants learn a combination of behaviors, knowledge and skills through intense, high impact development and experiential learning that drive effective job performance. 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.

Participants have exposure and access to experienced leaders (e.g., CEO of the Tennessee Lottery, the Governor, 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.

**2. How long has this program been operational (month and year).** In 2009, with the endorsement of the Governor's office, 13 appointing authorities from various state agencies assembled to identify core leadership competencies needed by all leaders in state government. The initiative became operational in October 2009, when agencies selected 130 inaugural participants. The first leadership summit took place in February 2010.

**3. Why was the program created? (What problem (s) or issues does it address?)** There are 44,995 full-time state employees, and over 6,500 are eligible to retire today with full benefits. Sixty percent of those employees are 46+ years old; of that group 53% (14,403) are 55 years old and older. In the face of the potentially significant loss in leadership that could ensue in the wake of baby boomers' retirement from state employment, the Department of Human Resources made a business case for **LEAD Tennessee**.

**4. Why is this program a new and creative method?** **LEAD Tennessee** was uniquely designed and built for the state of Tennessee. Twelve core leadership competencies that were identified by state leaders, for state leaders form the basis for a customized 360° pre- and post-assessment. As a result, participants have an objective indicator of growth during the program as well as identification of on-going development opportunities. The use of one-on-one coaching is another distinctive element of **LEAD Tennessee**. Coaches use the 360° information in one-on-one sessions throughout the length of the program to assist participants in creating and implementing individual development plans.

The actual **LEAD Tennessee** learning experiences employ cutting-edge techniques to aid in the delivery and impact of important concepts. To date, participants have used GPS devices to find geocaches during a mission-driven simulation; interacted with avatars while realizing the importance of flexibility during a change management session; and, used flip cameras to create a marketing piece while developing skills in the communication competency. Training sessions are intense and highly focused on the competency being presented.

Finally, participants actually meet and interface with successful leaders during each LEAD summit. During Alliance One, participants received leadership tips from a broad array of leaders, including twelve appointing authorities and one former Presidential cabinet member. Each guest spoke to and shared how their success had been impacted by one of the competencies. Participants see the embodiment of the competency they are studying. These elements and others make **LEAD Tennessee** unique and impactful.

**5. What was the program's start up cost? (Provide detailed information about specific purchases for the program, staffing needs, and other expenditures, as well as existing materials, technology, and staff already in place.)** In lieu of a start up budget/costs, the Department of Human Resources partnered with state agencies to fund the initial years of **LEAD Tennessee**. Six program staff, five LCD projectors and laptops were in place at the beginning of the initiative.

**6. What are the program's operational costs?**

<b>OPERATIONAL COSTS</b>	<b>2010</b>	<b>2011</b>
360° Assessment/Leadership Portrait Instrument	\$ 12,798	\$ 17,673
Catering	\$ 48,502	\$ 44,629
Coach/facilitators	\$ 198,875	\$ 137,500
Participant, Executive Sponsor, and Speaker Gifts/Awards	\$ 17,531	\$ 12,772
Materials	\$ 10,163	\$ 3,195
Printing	\$ 9,372	\$ 9,371
Reading Material	\$ 14,080	\$ 14,080
Sound Equipment/Stage/Room Fees	\$ 7,138	\$ 13,387
Speakers	\$ 29,894	\$ 29,895
Van Rentals	\$ 720	\$ 720
<b>TOTAL</b>	<b>\$ 349,073</b>	<b>\$ 283,942</b>
Number of Participants	130	110

**7. How is this program funded?** The current investment is \$1,200 each fiscal year for a total investment of \$2,400 per participant over the twelve-month development period. The program crosses two fiscal years.

**8. Did this program originate in your state?** LEAD Tennessee originated in the state of Tennessee. It was designed and implemented by the Department of Human Resources, Strategic Learning Solutions Division.

**9. Are you aware of similar programs in other states? If yes, how does this program differ?** LEAD Tennessee has unique features which distinguish the program from others with core competencies for leadership development. Participants complete a 360° assessment before and after the program, which generates an Individual Development Plan giving focus to development in the specific leadership core competencies; participants are assigned a professional coach who guides their development process; and each leadership summit has the undergirding philosophy of *Learn, Apply, LEAD*, communicating to all participants the expectation that they will immediately apply knowledge, skills and abilities learned to their leadership role in the workplace.

**10. How do you measure the success of this program?** Participants who graduate will demonstrate the identified behaviors that exemplify each of the twelve core competencies. The direct benefit for the agency is

a pool of leaders who have studied and applied the key principles and concepts. The focus on professional growth is expedited through the opportunity given every participant to work with an individual coach on development in the twelve competencies. The philosophy of the initiative is to learn, apply and then to lead. **LEAD Tennessee** participants return to their workplace with these newly developed skills, incorporating them into their daily work, directly benefiting the agencies from whence they came.

State government is indirectly benefitted (an indirect measure) 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. Employees are better equipped as public servants to serve the citizens of the state of Tennessee.

In terms of formally measuring the success of the initiative, **LEAD Tennessee** is unique in the leadership industry because of one of its rare design components: 360° pre- and post-assessments based on the twelve core competencies. From the beginning, the participants realize their strengths and development opportunities, which allow them to focus their energies on learning in targeted areas. At the end of the experience, progress is objectively measured and validated through the post-assessment that serves as a guidepost for the ongoing Individual Development Plan.

**11. How has the program grown and/or changed since its inception?** Recognition during Alliance One that participants both desired and needed additional coaching resulted in an increase in the number of coaching labs provided.

In terms of workforce planning, the leadership pipeline created by **LEAD Tennessee** will grow in one year from 130 leaders to 240 leaders who can contribute to a workplace that is cross functional and evolving. By focusing on development in the state's twelve core competencies and by using a shared, inter-agency language of leadership, **LEAD Tennessee** produces employees who are prime candidates for promotions. For these reasons, **LEAD Tennessee** is the most significant solution to public sector succession planning in Tennessee.