



# INTERAGENCY CONNECTION

215 Dean A. McGee, Suite 320, Oklahoma City, OK 73102

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## Chair's Corner



The first full week of this month we focus on Public Service Recognition Week and the accomplishments of government employees. The Awards Banquet showcasing the efforts of federal employees will be Monday, May 7, 2007 at the Clarion. This is one of

our largest events of the year, focusing on extraordinary government employees, plan to attend!

With the approach of Public Service Recognition week, it seems auspicious timing for the US Government Accountability Office (GAO) to release their draft report on a study they conducted on FEBs.

In this draft report, FEBs were recognized as a valuable public management tool due to the unique ability for FEBs to operate horizontally, across agencies, to integrate the strengths and resources of a variety of organizations in the public, private, and non-profit sectors to effectively address critical public problems.

As one of the fourteen FEBs interviewed for this study, we can take pride in the collaborative efforts in Oklahoma, both interagency and intergovernmental.

While we are considered a leader in the area of Emergency Preparedness and Continuity of Operations (recognized in March by FEMA Region VI), there is still much to do.

We will host the FEMA certified, L-548, COOP Managers Training Course again this year. In

the past, we have limited class size to 40; however, we can accommodate a larger group this year. *I encourage agency leaders to send your COOP manager to this training, if they have not yet attended.*

In addition, we will provide a FEMA certified Building Assessment training which is much more specific in focus and would apply to far fewer individuals within the agency.

In an effort to incorporate 'above what is required' into your Pandemic Influenza planning, remember to contact your local health department representative, as identified in the document provided on the FEB site: [www.oklahoma.feb.gov/Forms/TPRSRegionMap10272006.doc](http://www.oklahoma.feb.gov/Forms/TPRSRegionMap10272006.doc) to establish an intergovernmental agreement to store supplies in the event of a Pandemic. This is a 'win' for all: the health department doesn't have to rent warehouse space to store all the supplies required, you store what you need for your employees, making supplies quickly assessable, with the agreement that if you have more than needed, you share with your surrounding community.

I look forward to seeing you at one of the many events planned to benefit your agency, leaders and employees.

*Mike Roach, Chairman*

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## Lawmaker renews push to improve management training

By Brittany R. Ballenstedt [ballenstedt@govexec.com](mailto:ballenstedt@govexec.com) **GOVEXEC.COM** March 23, 2007

Legislation reintroduced this week in the Senate aims to provide a consistent and intensified training program for managers and supervisors across the government.

"Good leadership begins with strong management training," said bill sponsor Sen. Daniel Akaka, D-Hawaii, in a floor statement. "It is time to ensure that federal managers receive appropriate training to supervise federal employees."

While the government encourages management and supervisory training, Akaka said, implementation is often left to the discretion of agencies. This can lead to inconsistent guidance and inadequate training, given agencies' other priorities and limited resources, he added.

The measure would require that new supervisors receive training their initial year on the job, with mandatory training every three years thereafter on how to evaluate and work with employees to develop performance expectations. Current managers would have three years to obtain their initial training.

Additional training also would be required to ensure that managers and supervisors understand the laws and procedures enforcing the whistleblower and anti-discrimination rights of employees.

"Employees must have a clear understanding of their roles and responsibilities," Akaka said. "Training programs help managers and supervisors improve their communication skills and promote stronger manager-employee relationships."

The measure also would give the Office of Personnel Management responsibility for issuing guidance to agencies on management standards supervisors should be expected to meet. Agencies would, in turn, be required to submit an annual report to OPM on their progress toward meeting such standards.

The bill was introduced in the last congressional session as well, and though a Senate subcommittee on the federal workforce held hearings on the subject, the panel did not vote on the measure.

"For too long, the burden has rested with the personnel shop to 'make it work,'" said OPM Deputy Director Dan Blair last summer. "It is past time to recognize that performance management is not a personnel function; it is a core function for every supervisor and manager."

An OPM spokesman said Friday that the agency is looking forward to working with Congress on the bill, but had no additional comments.

The measure is a response to the Bush administration's strong push to replace the decades-old General Schedule pay system under which many civil servants work with new systems where pay is more dependent on job performance. The administration holds that the government should replace the GS system because it has not fostered an improvement in agency and employee performance. But Akaka argues that the lack of manager training is "a primary reason the GS has not lived up to expectations."

A survey of the federal workforce released by OPM earlier this year found that many federal employees face communication problems with their supervisors. Less than half of employees surveyed indicated they have a high level of respect for their senior leaders and just 41 percent said they are satisfied with their leaders' policies and practices.

Additionally, with the growing number of federal managers eligible to retire within the next decade, "it is important the employees who are expected to manage and supervise have the tools do so effectively," Akaka noted.

The measure has gained the support of several federal labor unions, including the American Federation of Government Employees and the National Treasury Employees Union. The Federal Managers Association and the nonprofit Partnership for Public Service also are backing it.

"Federal employees perform at their best when they are led by well-trained, highly competent supervisors and managers," said Max Stier, president of the Partnership for Public Service. Akaka's bill, he added, "will ensure that federal supervisors develop and maintain the skills necessary to engage employees in achieving better organizational performance."

*This document is located at <http://www.govexec.com/dailyfed/0307/032307b1.htm>*



## Spotlighting Information in Public Service

### Did You Know...



The Military Entrance Processing Station (MEPS) plays a vital role in maintaining the nation's military might by ensuring that each new member of the Armed Forces: The Army, Marines, Navy, Air Force and Coast Guard; meets the high mental, moral and medical standards required by the Department of Defense and the military services.

The mission of USMEPCOM and the Oklahoma City MEPS is to process individuals for enlistment or induction into the armed services, based on DoD-approved peace time and mobilization standards.

Every MEPS represents the state of the art in testing, examining and processing applicants for enlistment into the Armed Forces. Each provides "red-carpet" service to every applicant with personalized, efficient and professional attention.

Featuring modern facilities and equipment, today's modern MEPS bears little resemblance to the traditional image of the drab "Induction Station" known by previous generations of American soldiers, Marines, Sailors, airmen and Coast Guardsmen.

A separate Department of Defense (DoD) agency, USMEPCOM is comprised of two geographical sectors, Eastern and Western. It is staffed with personnel from all military services.

Three primary areas are considered in determining an applicant's qualifications for enlistment:

- aptitude for military service
- physical qualification
- background evaluation screening

The Oklahoma City MEPS is one of a network of 65 MEPS located nationwide, including Hawaii, Alaska and in Puerto Rico.



At its monthly meeting May 3, 2006 in Washington DC, the U. S. Postal Service Board of Governors approved \$101 million to fund design and construction of a new co-located (COLOC) Local Processing Center and Vehicle Maintenance Facility in Oklahoma City. The new Local Processing Center will replace the current Processing and Distribution Center (P&DC) located at 320 SW 5<sup>th</sup> Street which was constructed in 1966.

In accordance with the transition to a more efficient network designed to handle multiple products, the Oklahoma City P&DC will become a COLOC facility, which includes a Local Processing Center and a Regional Distribution Center. The COLOC facility will consolidate parcel and bundle distribution to take advantage of shape-based efficiencies. The creation of a network facility will allow network savings by consolidation of Standard parcels, First-Class parcels, and Priority parcels

Total funding was approved not to exceed \$101, 339, 000 for site design, and construction of an 830,665-square foot COLOC facility, a 29,684-square-foot Vehicle Maintenance Facility (VMF), and a 12,000-square-foot warehouse.

To accommodate the COLOC facility, two adjacent parcels of land, a 55.5-acre parcel, and a 23.2-acre parcel have been acquired through advance acquisition. The combined 78.7-acre site, located on the north side of Reno, just east of Meridian Avenue, will accommodate the COLOC facility, the Vehicle Maintenance facility, warehouse, employee parking, trailer parking, maneuvering, and allow for future expansion. Anticipated move in for the new facility is the spring of 2008.



## Applying for SES positions

If you're interested in pursuing an SES position during your career, you should become familiar with the Executive Core Qualifications AND the Guide to Senior Executive Service Qualifications.

**Executive Core Qualifications:** These are required for entry into the Senior Executive Service and are used by many departments and agencies in developing their leaders, managers and executives. Developing skills in these areas is necessary for success in the SES:

ECQ-1: Leading Change involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment. Within this Core Qualification are the following competencies:

- Creativity and Innovation—Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.
- External Awareness—Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
- Flexibility—Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
- Resilience—Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
- Strategic Thinking—Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.
- Vision—Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

ECQ-2: Leading People involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates

cooperation and teamwork, and supports constructive resolution of conflicts. Competencies include:

- Conflict Management—Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
- Leveraging Diversity—Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
- Developing Others—Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
- Team Building—Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

ECQ-3: Results Driven involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks. Competencies include:

- Accountability—Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
- Customer Service—Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
- Decisiveness—Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.
- Entrepreneurship—Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
- Problem Solving—Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative



solutions; makes recommendations.

- **Technical Credibility**—Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

ECQ 4: Business Acumen involves the ability to manage human, financial, and information resources strategically. Competencies for this qualification include:

- **Financial Management**—Understands the organization’s financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.
- **Human Capital Management**—Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.
- **Technology Management**—Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

ECQ 5: Building Coalitions involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals. Competencies include:

- **Partnering**—Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
- **Political Savvy**—Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
- **Influencing/Negotiating**—Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

**Guide to Senior Executive Service Qualifications:** The U.S. Office of Personnel Management prepared a guide to the Senior Executive Service as a tool for agency managers and senior executives. The guide provides general information about key features of the SES.

Human resources management is integral to the

achievement of agency missions. Not only can the thoughtful and effective use of human resources management elevate an agency's pursuit of its objectives, but inattention will detract inevitably from an agency's ability to do its job. The key is leadership. Exceptional leaders with the ability to design and implement strategies that maximize employee potential and foster high ethical standards will enable the Government to serve the American people effectively.

The Government needs executives and managers who can lead and motivate people, who are results-driven and achieve those results through partnerships and building coalitions, and who have a keen business sense about using their resources - especially their valuable human resources - to get the best results for all Americans.

You can access the guide in MS Word or PDF at: <https://www.opm.gov/ses/sesguide.asp>

U.S. Office of Personnel Management does not maintain registers of eligible candidates for SES positions. Agencies oversee the merit staffing process required for career entry. They determine position qualification requirements, advertise vacancies, and make selections for their SES positions; however, the candidate’s qualifications must be approved by an independent Qualifications Review Board.

There are two methods to enter into the career SES: application for a specific agency position and application to a specific agency for inclusion in its SES candidate development program. Visit [www.opm.gov/ses/fedcdp](http://www.opm.gov/ses/fedcdp) for information on how to apply through Candidate Development Programs.

There is also a brochure that might be helpful for individuals wishing to enter into SES, *Preparing for the Senior Executive Service*, located at:

[http://www.opm.gov/ses/fedcdp/OPM\\_candidate.pdf](http://www.opm.gov/ses/fedcdp/OPM_candidate.pdf)

In addition, OPM has developed a development program which agencies can utilize and information is provided in the Senior Executive Service Federal Candidate Development Program brochure located at:

[http://www.opm.gov/ses/fedcdp/OPM\\_agency.pdf](http://www.opm.gov/ses/fedcdp/OPM_agency.pdf)



## UPCOMING EVENTS May 2007

<b>May 7, 2007</b> 11:00-1:00	<b>Public Service Recognition Award Program</b> Clarion Convention Center 737 S. Meridian POC: FEB Office, 405-231-4167
<b>May 9, 2007</b> All Day	<b>Leadership FEB</b> Federal Aviation Administration
<b>May 9, 2007</b> 7:30 a.m.	<b>Mayors Committee on Disability Concerns</b> 222 NW 15 <sup>th</sup> St, Rm 203, OKC POC: FEB Office, 405-231-4167
<b>May 15, 2007</b> 11:00 a.m.	<b>Shared Neutrals Councils</b> USDA Risk Management 205 NW 63 <sup>rd</sup> , Ste 170, OKC POC: FEB Office, 405-231-4167
<b>May 15, 2007</b> 2:00 p.m.	<b>Federal Employees Care Council</b> Allegiance Credit Union 4235 N. Meridian, OKC POC: Tom Burton, 405-954-0625
<b>May 16, 2007</b> 10:00 a.m.	<b>Interagency Training Council</b> Focus Federal Credit Union 420 NE 10 <sup>th</sup> Street, OKC POC: Ellen Parrott, 405-419-4291
<b>May 17, 2007</b> 10:00-1:00	<b>Executive Policy Council</b> POC: FEB Office, 405-231-4167
<b>May 17, 2007</b> 12:00 noon	<b>Black Program Council</b> Small Business Administration 301 NW 6 <sup>th</sup> , Ste 116, OKC POC: Zeb Willie, 405-734-3089
<b>May 24, 2007</b> 2:00 p.m.	<b>Emergency Preparedness Council</b> Federal Highway Administration 300 N. Meridian, OKC POC: LeAnn Jenkins, 405-231-4167
<b>May 24, 2007</b> 2:30 p.m.	<b>American Indian Council</b> Allegiance Credit Union 4235 N. Meridian, OKC POC: Katy Lantagne, 405-522-5409
<b>May 25, 2007</b> 12:00 noon	<b>Naturalization Ceremony</b> 200 N.W. 4 <sup>th</sup> St, OKC POC: FEB Office, 405-231-4167
<b>May 28, 2007</b>	<b>Memorial Day</b>
<b>Agency Visits:</b>	May 2, Vian      May 3, OKC May 14, Stillwater

FEBs promote & support national initiatives and respond to local needs of federal agencies and the community.

## Your Federal Executive Board

*“Federal Executive Boards (FEBs) are generally responsible for improving coordination among federal activities and programs in...areas outside of Washington, D.C...FEBs support and promote national initiatives of the President and the administration and respond to the local needs of the federal agencies and the community.” (GAO-04-384)*

*We applaud the efforts of the Oklahoma FEB Executive Policy Council members who ensure information is provided to direct our activities and efforts:*

- Jim Akagi, US Drug Enforcement Administration
- Michael Deihl, Administrator, Southwestern Power Administration, Tulsa
- Sam Jarvis, Director, VA Regional Office, Muskogee
- Larry Flener, Representative for the District Director, US Postal Service
- Joe Keffer, Warden, Federal Transfer Center
- Dottie Overal, Director, Small Business Administration
- Patti Ford, Director of Staff, Tinker AFB
- Lindy Ritz, Director, FAA Mike Monroney Aeronautical Center
- David Wood, Director, VA Medical Center

This newsletter is published monthly as a cost-effective tool for communicating events and issues of importance to the federal community in Oklahoma. If you have news of interest, please fax to the FEB Office at (405) 231-4165 or email to [LeAnnJenkins@gsa.gov](mailto:LeAnnJenkins@gsa.gov) no later than the 15<sup>th</sup> of each month.

### Elected Officers:

**Chair:** **Mike Roach**, U.S. Marshal  
US Marshals Service  
Western District of Oklahoma

**Vice-Chair:** **Kevin McNeely**  
OKC Field Office Director  
US Department of Housing and Urban Development

### Staff:

**Director:** LeAnn Jenkins

**Assistant:** Karen Harrington

**Program Support:** Constance Ward

Please feel free to copy this newsletter & distribute. The newsletter is available on our web site, <http://www.oklahoma.feb.gov> where you can also request to receive it electronically.



## **The Medici Effect explores the awesome power of intersectional innovation** By Chuck Frey

The Medici Effect: Breakthrough Insights at the Intersection of Ideas, Concepts & Cultures by Frans Johansson is a remarkable book that should be on every entrepreneur's bookshelf. It contains numerous practical insights and strategies that you can benefit from, no matter what profession or industry you're working in.

The name of the book refers to the explosion of knowledge, culture and ideas that flourished during the Renaissance, fueled by the wealthy Medici family in Italy. It's an appropriate metaphor for the explosion of disruptive business opportunities that we're faced with today.

The Medici Effect is divided into three sections:

Part 1 - The Intersection: The first part of this book explains what the Intersection is -- a place where ideas from different field and cultures meet, leading to an explosion of ideas and possibilities. It also explains the forces that are creating it and why it's growing in importance. Johansson also draws some important distinctions between incremental and disruptive, intersectional ones: "The key difference between a field and an intersection of fields lies in how concepts within them are combined," he explains. "If you operate within a field, you primarily are able to combine concepts within that particular field, generating ideas that evolve along a particular direction -- what I call directional ideas. When you step into the Intersection, you can combine concepts between multiple fields, generating ideas that leap in new directions -- what I call intersectional ideas."

Why are intersectional ideas important? Because they have the potential to create new markets -- what Clayton Christensen calls disruptive innovations -- and enable the people and companies who created them to become the leaders in the fields they created.

Interesting fact: communication technologies that enable collaboration, like the Internet, are helping to break down the walls between cultures, professions and fields of knowledge, unleashing massive opportunities for breakthrough innovation.

Part 2 - Creating The Medici Effect: This part of the book explains what associative barriers are, and why it's important that they be low when

you're seeking intersectional ideas. It outlines some practical strategies you can use to lower your associative barriers, and how to find powerful combinations of different fields, cultures and areas of knowledge. It also does a fascinating job of explaining why explorations at the Intersection tend to yield an exponential increase in ideas and concepts. In short, Johansson builds a convincing case for why the Intersection is the most fertile field for innovation.

Part 3 - Making Intersectional Ideas Happen: Books about innovation and creativity tend to avoid the subject of failure, but Johansson dives right in, with page after page of instructive advice. For example, he outlines how to regard failures of intersectional ideas, which tend to be more frequent than those from directional ones. "Successful execution of intersectional ideas... does not come from planning for success, but planning for failure. Since we cannot rely on past experience to devise a perfect execution path, we must rely on learning what works and what doesn't. Failures and mistakes during such a process are inevitable."

This section of the book also offers some practical advice for "succeeding in the face of failure." For example, when developing a business plan for an intersectional idea, the author recommends budgeting some funds for trial and error, and learning from past failures. Perhaps most important of all, Johansson explains the critical role that courage plays in entrepreneurial ventures. Your existing network of contacts may discourage you from pursuing your intersectional idea. In fact, he says that you will probably have to break away from your network to pursue intersectional innovation.

Conclusion: In a world filled with me-too, prescriptive tomes on innovation, The Medici Effect stands apart as a book that covers fresh ground, and does so in a very engaging way. This book contains a fascinating, diverse collection of real-world examples of how to find Intersectional ideas and profit from them. I give Frans Johansson a lot of credit for going beyond the "usual suspects" -- notable innovators that everyone else has written about in their books -- to find some fresh, new voices to illustrate how to pursue intersectional innovation in the real-world.  
<http://www.innovationtools.com/Articles/BookReviewDetails.asp?a=159>



# FEMA-certified “Train the Trainer” course for COOP Program Managers



Through a partnership of FEMA and the Oklahoma FEB, we will be hosting the above training in Oklahoma City. This training is a 2-1/2 day format intended to leverage resources and multiply results. Upon successful completion of the training, the attendee receives FEMA certification.

**In return:** The employee agrees to attend the 2-1/2 day training, understanding that in return, he/she must provide a one-day interagency training on the topic for agencies served by the Oklahoma FEB prior to September 30, 2005 (if taking the June course) and December 31, 2005 (if taking the August course). *(FEB Staff will assist in coordinating facilities, A/V, distribution of information, etc. The employee will be responsible for the instruction and should possess the necessary skills to speak before a group and successfully instruct the material.)*

<b>Course title:</b>	L548: COOP Managers Training Course (train the trainer format)
<b>Location:</b>	OKC Public Works Training Center, 800 N. Portland, Oklahoma City
<b>Date:</b>	October 22-24, 2007
<b>Time:</b>	8:00 a.m.–4:30 p.m. on first 2 days and 8:00 a.m.—12:00 noon for last day

We wish to utilize one of the forty “Train the Trainer for COOP Managers” slots available for the following individual:

Name: _____	Agency: _____
Address: _____	_____
Phone/Fax: _____	Email: _____

**A signed copy of FEMA Form 75-5 must also accompany this form (available on our website at [www.oklahoma.feb.gov/Forms/FEMA75.pdf](http://www.oklahoma.feb.gov/Forms/FEMA75.pdf)) Call the FEB Office at (405) 231-4167 to have this form faxed to you if you do not have internet access.**

\_\_\_\_\_  
Employee Date

We as the agency will support the time necessary for our employee to attend the 2-1/2 day training and instruct the material for a one-day awareness session coordinated by the FEB within fiscal year 2007-2008.

\_\_\_\_\_  
Agency Leader Date

Please return this registration form to the FEB Office **no later than October 1, 2007** in order to ensure sufficient materials.

Mail to:	Oklahoma Federal Executive Board 215 Dean A. McGee, Ste 320 Oklahoma City, OK 73102	Or fax to:	405-231-4165
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## Make Dealing with Bad Apples a Top Priority

By Joanne G. Sujansky *Taken from Federal Times, April 9, 2007*

Every organization has at least one bad apple—you know, the guy who drags down coworker morale or the gal whose absence transforms an office of formerly solitary cubicle hermits into a smoothly functioning team.

Federal managers and administrators should make dealing with bad apples a top priority, even though bad apples have a tendency to be just as draining for them as they are for everyone else. But, if managers don't deal with bad apples, their spoiling effects will multiply.

**Problem #1:** Passing bad apples from department to department. Many managers choose to simply move the employee on to another department. By the time they get to you, they've been around so long that it seems impossible to fire them. You're tempted to follow the lead of your predecessors and simply shuffle your bad apples along to the next team—but all that does is move around the misery.

**Solution:** Create a culture that doesn't allow people to pawn problems off on others. We call this kind of company a vibrant entrepreneurial organization—a work culture in which that elusive sense of ownership flourishes. When managers and staff feel that they own their work and execute it with a sense of passion about the organization they won't allow a bad apple to spoil the environment.

**Problem #2:** Managers expect team members to deal with the bad apples, but they can't—or won't. Staff members often have difficulty giving feedback to their peers, so they'll almost always push the problem back to management.

**Solution:** Confrontation by team members won't succeed if team members don't feel like they have enough power. Team building is an effective tool that helps teams dramatically improve communication, creativity and problem solving.

**Problem #3:** Bad apples can be manipulators. When confronted, they will pull out all of the stops to deflect your attention. They may point out their positive traits or blame other employees.

**Solution:** Focus on addressing the issues at hand and bring the bad apple back to his or her unacceptable behavior.

**Problem #4:** Bad apples aren't always poor performers. A problem employee's negative attitude or bullying behavior may not mean he's a bad employee. Maybe he's a veteran staffer, or maybe he's talented in some hard-to-find skill. His good qualities may make it

hard to confront him, much less get rid of him.

**Solution:** Provide balanced feedback to all of your direct reports. Acknowledge the bad apple's positive contributions, but confront the behaviors that negatively affect others. Ultimately, you must decide whether or not the bad apple's negative behaviors outweigh positives

**Problem #5:** Managers focus too much attention on negative behavior. One reason this happens is because the positive behavior that does occur in the office can't cancel out the negative. If you don't give employees a lot of positive to focus on, their attention will naturally gravitate to the negative.

**Solution:** Don't ignore the negative behavior in the office, but place more emphasis on the positive. Reward employees who go out of their way to help their teammates on projects. Create a peer review system. And be open and responsive to employee feedback.

**Problem #6:** Some managers are afraid to fire bad apples for fear of legal retribution. It stands to reason that people who cause problems working inside an organization are likely to cause problems on their way out the door.

**Solution:** Legal retribution shouldn't be a worry for you if you follow the sound human resource practices. Coach your employees, provide balanced feedback, and help them develop a plan for correction. Discuss what you document, and document what you discuss.

**Problem #7:** Firing employees is never easy. If bad apples refuse to change you must let them go. But firing people is so unpleasant most managers will put it off for as long as possible.

**Solution:** When it comes time to face a bad apple and let him or her go, explain the separation is taking place and the steps necessary to complete the transition. This meeting shouldn't be a surprise to your bad apple. It should be the final step in a chain of disciplinary discussions.

Companies can avoid the bad apple disease altogether. Hire for talent and values and character. You can teach people the skills they need, but you can't always teach work ethic or integrity or respect. Culture is everything ... so make sure you build the kind you want.

Joanne G. Sujansky, Ph.D., CSP, is founder of KEYGroup, a Pittsburgh consultancy firm



# LEADERSHIP CHALLENGE



True leadership stems from an internal sense of direction and purpose. That is fostered throughout this seminar as participants learn to take responsibility for their actions and their people.

**In this seminar Susan teaches skills in:**

- The Value of Vision.  
Develop a "vision" to see the whole picture of managing and supervising.
- The Importance of Team-Building.  
Learn the secrets of motivating and inspiring others to achieve better results through teamwork.
- Diffusing Potential Explosive Conflicts.  
Recognize the roots of workplace conflict and know how to deal with them.
- Gaining Confidence and Credibility.  
Be seen by those around you (and above you) as authoritative and in control.
- Getting Your Message Heard.  
Present your ideas in a way that generates respect.
- Stress Reducers That Really Work.  
Handle on-the-job pressure with specific stress reducing techniques.
- Balance Competing Demands.  
Excel at your job and enjoy your personal life too.



**Who Will Benefit From This Program?**

Leaders who are eager to develop existing skills, use dynamic new tools and techniques and make important contacts

Supervisors or managers whose job success demands a solid working knowledge of the most effective team-building concepts.

Managers who long to deal decisively with related conflict or difficult situations.

Date:	Wednesday, June 13, 2007
Time:	7:30am registration; Seminar is from 8:00am-4:00pm
Location:	Holiday Inn, 1000 N. Interstate Drive, Norman, OK
Cost:	\$145.00 per person

**Lodging:** To receive the federal government rate, make reservations *BEFORE* May 23<sup>rd</sup> and identify yourself as attending the FEB workshop Call the Holiday Inn (Norman) for reservations: 405-364-2882

### REGISTRATION

Name: _____	Agency: _____
Phone: _____	Fax: _____

**Method of payment:**     Cash             Government Voucher             Credit Card

Mail registration to:	Federal Executive Board 215 Dean A. McGee, Ste 320 Oklahoma City, OK 73102
Or fax to:	405-231-4165

Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, refunds and cancellations will be permitted through June 8, 2007. However, after that date, registrations must be honored by the individual or agency involved. If you are unable to attend, substitute attendees are authorized and encouraged!



Oklahoma Federal Executive Board

## 2007 Public Service Recognition Week Employee of the Year Awards Banquet



American Society  
for Public  
Administration

Public Service Recognition Week: May 7-13, 2007!		<b>Event information:</b> <b>Date: Monday, May 7, 2007</b> <b>Time: 11:30am-1:00pm</b> <b>Location: Clarion Meridian Hotel &amp; Convention Center 737 S. Meridian</b>
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**Driving Directions to Event:** Take I-40 west from I-35 to Exit 145, turn LEFT onto S. Meridian, Clarion is on the right. (specific directions can be obtained from [www.mapquest.com](http://www.mapquest.com))

*Complimentary on-site parking is available.*

If you require special dietary accommodation, please contact the FEB Office, 405-231-4167.

Name: \_\_\_\_\_ Agency: \_\_\_\_\_

Address: \_\_\_\_\_ Phone: \_\_\_\_\_

**Cost: \$20.00 per person**

**Payment:**

Cash                       Check                       Credit Card                       Voucher

Enclosed                       Pay at the Door

***Luncheon Tickets will be mailed to the address listed above for all pre-paid registrations with sufficient time to receive before the luncheon. This allows expedited entry into the event, without checking in at the registration table.***

Please mail to:	Oklahoma Federal Executive Board 215 Dean A. McGee, Ste 320 Oklahoma City, OK 73102
Or fax to:	405-231-4165

Make checks payable to: Oklahoma Federal Executive Board

Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, refunds and cancellations will be permitted through April 20, 2007. However, after that date, registrations must be honored by the individual or agency involved. If you are unable to attend, substitute attendees are authorized and encouraged!



SUN	MON	TUES	WED	THUR	FRI	SAT
May 2007		1	2	3	4	5 Cinco de Mayo
6	7 FEB Awards	8	9 Mayors Committee Leadership FEB	10	11	12
13	14	15 Shared Neutrals FECC	16 ITC	17 Executive Policy Council BPC	18	19
20	21	22	23	24 Emergency Preparedness Council	25 Naturalization	26
27	28 Memorial Day	29	30	31		

OKLAHOMA FEDERAL EXECUTIVE BOARD  
 215 DEAN A. MCGEE AVENUE, STE 320  
 OKLAHOMA CITY, OK 73102-3422  
 OFFICIAL BUSINESS ONLY

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