



# INTERAGENCY CONNECTION

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## Chair's Corner



I am honored to serve as the FEB Chairman for the remaining term of Dr. Barry Dodson, upon his retirement and hope to live up to the expectations set by Dr. Dodson.

I have appointed Sam Jarvis, VA Regional Director in Muskogee as our Vice-Chair for the remainder of the FY09 term and look forward to serving with him. Mr. Jarvis has been an active member of our Executive Policy Council since 2005. He has also served in two other FEB areas prior to coming to Oklahoma.



Sam and I, with the support and assistance of the Executive Policy Council, hope to continue the legacy of the Oklahoma Federal Executive Board!

Our 2009 Leadership FEB class is in full swing! They visited two different VA facilities in Muskogee in May, two US Postal Service facilities in June; they will be visiting FAA this month and will go to the Federal Correctional Institution in El Reno in August.

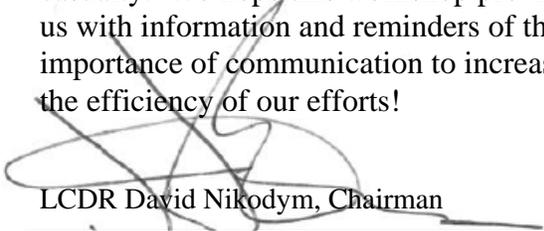
In the area of Emergency Preparedness and Continuity of Operations, we are adding

Continuity of Operations (COOP) training offerings to our schedule. The L-550 COOP Planners Course was held the end of June and we have a Determined Accord tabletop scheduled for August 2009.

For our federal employees, as well as state and local government partners, we have included a check list of training requirements for the FEMA COOP Practitioners certification in this newsletter.

For those who enjoy a more traditional training environment, we've scheduled a leadership development workshop in August. Andrew Speno, Fox 25 News Anchor will provide a workshop on "Misunderstanding in the Age of Communication" on Tuesday, August 18, 2009 at the Embassy Suites in Oklahoma City.

As we are all tasked to do more with less, we find that communication is the first casualty. We hope this workshop provides us with information and reminders of the importance of communication to increase the efficiency of our efforts!

  
LCDR David Nikodym, Chairman

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## **The 9 Natural Laws of Leadership** by Warren Blank; American Management Association, 1995

What is leadership? According to Dr. Warren Blank in his book *The 9 Natural Laws of Leadership*, defining leadership is not a simple matter - a leadership strategy that works in one particular situation may not work again at another time under the same conditions. Instead of providing a simple definition, the author presents leadership in terms of nine natural laws that offer an integrated portrait of leadership.

### **Nine Natural Laws of Leadership:**

1. **A leader has willing followers.** No leader exists without gaining the support of others. This first natural law recognizes the collegial role of followers.
2. **Leadership is a field of interaction - a relationship between leaders and followers.** Leadership is not a person, a position, or a program but a relationship that develops when the leader and the follower connect to create one, undivided whole.
3. **Leadership occurs as an event.** Leadership exists as relationships between leaders and followers, with these alliances being transitory events. People who are viewed as great leaders generally have had a series of successful leadership events and work at maintaining a core of loyal followers.
4. **Leaders use influence beyond formal authority.** Managers rely on the influence and authority of their position to get things accomplished. The difference between leaders and managers, according to Blank, is that leaders rely on the influence gained through the web of interactions they have with their followers. Managers rely on institutional authority.
5. **Leaders operate outside the boundaries of organizationally defined procedures.** Managers provide direction while leaders chart direction beyond that prescribed by existing procedures. The author quotes Sun Tzu in *The Art of War*: "Don't follow where the pathway goes, lead instead where there is no path and leave a trail."
6. **Leadership involves risk and uncertainty.** The reality of leadership requires that someone accept the risk that is part of the territory when acting outside the prescribed procedures.
7. **Not everyone will follow a leader's initiative.** This is one of the most critical limits of leadership. No leader, even the best known, such as Abraham Lincoln, Ghandi, or Dr. Martin Luther King, will have the support of all their potential followers.
8. **Consciousness - information processing - creates leadership.** Leaders think differently. They perceive opportunities and ways of overcoming obstacles that others do not. Leadership occurs when a person influences others to recognize his or her direction as useful - when they can sell others on their idea.
9. **Leadership is a self-referral process.** Leaders and followers process information from their own subjective, internal frame of reference. Every leader sees the world through his or her specific lenses, and followers identify with a leader because the leader fits the followers' self-referral image of what a leader should be. Compare the non-violent approach of Dr. Martin Luther King with the cruelty of Adolf Hitler - two completely different leaders with completely different types of followers.

**Performance Management and Leadership.** Although this book is not written specifically about performance management, we feature it here because the nine natural laws of leadership include important aspects of effective performance management. Good performance management techniques can help develop managers into leaders. Communicating clearly and honestly with employees, setting expectations, providing feedback, developing employee skills, and recognizing good performance create relationships between supervisors and employees that help supervisors become leaders with willing followers - not merely authority figures.

Taken from OPM's website of performance articles: [www.opm.gov/perform/articles/2001/win01-5.asp](http://www.opm.gov/perform/articles/2001/win01-5.asp)



## Performance Agreements Lead to Improved Organizational Results

General Accounting Office (GAO) report released in October 2000, found results-oriented performance agreements between agency leaders and senior political and career executives led to improved organizational results. The report, *Emerging Benefits from Selected Agencies' Use of Performance Agreements*, centered on the implementation of performance agreements in three agencies—Veterans Health Administration, the Department of Transportation, and the Office of Student Financial Assistance within the Department of Education.

Each agency uses performance agreements to define accountability for specific organizational goals and to help its executives align their daily operations with the agency's program goals. Performance agreements, like performance appraisal plans, define individual employee performance expectations and establish results-oriented goals. When the agency aligns executive performance agreements with its goals, executives can better understand the connection between their organization's daily activities and agency goal achievement.

**Benefits From Using Agreements.** The GAO report listed five common benefits the three agencies gained by using executive performance agreements:

- **Stronger alignment with results-oriented goals.** Performance agreements define executive accountability for specific organizational goals, help executives align daily operations, and clarify how work unit activities contribute to the agency's goals and objectives.
- **Collaboration across organizational boundaries.** Performance agreements encourage executives to work across traditional organizational boundaries to achieve results. When agencies give executives a clear definition of the results they are to achieve, and they are held accountable for those results, then they can eliminate many of the internal barriers that prevent collaboration and cause stovepiping.
- **Better opportunities to discuss and routinely use performance information to make program improvements.** The agreements are an effective vehicle for

collecting and communicating performance data on organizational progress. The agreements also highlight the importance of making performance information more accessible and helpful to executives. These agreements use performance information to track results, pinpoint opportunities to improve internal processes, identify performance gaps, and create strategies to achieve better results.

- **Result-oriented basis for individual accountability.** Performance agreements provide a useful vehicle to bring results-oriented performance information into the executive's performance evaluation. The agreements play an important role in determining executive performance ratings and bonuses.
- **Continuity of program goals during leadership transitions.** Performance agreements reinforce accountability for organizational goals during leadership transition. The agreements serve as vehicles for new leadership to identify and maintain focus on the organization's goals.

The GAO report stressed that performance agreements can encourage communication about organizational progress towards agency goals when those agreements are effectively implemented, given to executives in a timely manner, and provide the executives with useful performance information. Just as performance agreements provide a road map for executives to work toward organizational goals, performance appraisal plans provide the same type of guidance for supervisors and employees. Supervisors can make an important impact on the way their employees view how their efforts directly impact the organization's goal. By aligning employee performance appraisal plans with executive performance agreements and directly communicating agreement goals to employees, supervisors can drive home to employees just how their performance impacts organizational goals.

**For More Information.** You may order a copy of the GAO report, *Emerging Benefits from Selected Agencies' Use of Performance Agreements* (GAO-01-115), by calling 202-512-6000 or visiting the GAO web site at [www.gao.gov](http://www.gao.gov)



## UPCOMING EVENTS July 2009

<b>Jul 8, 2009</b> 07:30 a.m.	<b>Mayors Committee on Disability Concerns</b> POC: Diana Hubbard, 405-297-4544
<b>Jul 15, 2009</b>	<b>Agency Visits</b> Lawton & Ft. Sill area
<b>Jul 15, 2009</b> 10:00 a.m.	<b>Interagency Training Council</b> POC: Carol Smith, 405-425-4499
<b>Jul 16, 2009</b> 3:00 p.m.	<b>Federal Employees Care Council</b> Federal Transfer Center, OKC POC: Tom Burton, 405-954-0625
<b>Jul 21, 2009</b> 2:00 p.m.	<b>Emergency Preparedness Council</b> Federal Highway Administration 5801 N. Robinson, Ste 300, OKC POC: FEB Office, 405-231-4167
<b>Jul 22, 2009</b> 10:00 a.m.	<b>Executive Policy Council</b> Nat'l Cntr for Employee Development Norman, OK POC: FEB Office, 405-231-4167
<b>Jul 23, 2009</b> All Day	<b>Leadership FEB</b> FAA POC: FEB Office, 405-231-4167
<b>Jul 28-30, 2009</b>	<b>National FEB Conference</b> Washington, DC POC: FEB Office, 405-231-4167
<b>Jul 31, 2009</b> 12:00 noon	<b>Naturalization</b> US District Court, 200 NW 4 <sup>th</sup> St, OKC POC: FEB Office, 405-231-4167

*Leadership is about solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership.*

*—Colin Powell*

*People, including managers, do not live by pie charts alone—or by bar graphs or three-inch statistical appendices to 300-page reports. People live, reason, and are moved by symbols and stories. —Tom Peters*

## 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
- Larry Flener, Representative for the District Director, US Postal Service
- Patti Ford, Director of Staff, Tinker AFB
- Col. Jennifer Graham, 71<sup>st</sup> MSG, Vance AFB
- Scott Morgan, Director, US Postal Service National Center for Employee Development, Norman
- Dottie Overall, Director, Small Business Administration
- 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.

### Officers:

**Chair:** **LCDR David Nikodym**  
Commander, Military Entrance Processing Station

**Vice-Chair:** **Sam Jarvis**  
Director, VA Regional Office  
Muskogee

**Ex Officio:** **Kevin McNeely**  
US Department of Housing and Urban Development  
**Mike Roach**, U.S. Marshal  
US Marshals Service  
Western District of Oklahoma

### Staff:

**Director:** LeAnn Jenkins  
**Assistant:** Julie Murray



# Continuity of Operations (COOP) Excellent Series I Practitioners Certification



In an effort to further support Continuity of Operations efforts of the federal agencies in Oklahoma, the Federal Executive Board is providing information on a FEMA developed certification program available to employees completing specific COOP training.

There are two levels of COOP certification available and some of the required training is available through independent study, online.

Individuals completing the pre-requisites can apply for certification:

1. The FEMA Emergency Management Institute will issue all certificates
2. Send certificate requests and supporting information to LeAnn Jenkins, [LeAnn.Jenkins@gsa.gov](mailto:LeAnn.Jenkins@gsa.gov) or fax to 405-231-4165
3. Please include your name, organization, work address, email address and phone number
4. Expect to wait up to six weeks to receive your certificate

### Submission for Certification Consideration

Name:	SSN:
DOB:	Agency:
Phone:	Email:

Submit copies of training completion for each of the following courses, along with this registration form to the Federal Executive Board (info below). *No certificates have been issued for the Determined Accord exercise; provide date and location of attendance for verification.*

	<b>COURSE TITLE</b>	<b>Completed</b>
<input type="checkbox"/>	IS 546: COOP Awareness Course,	
<input type="checkbox"/>	IS 547: Introduction to COOP,	
<input type="checkbox"/>	IS-242: Effective Communication	
<input type="checkbox"/>	B/E/L 548: COOP Manager's T-t-T Course,	
<input type="checkbox"/>	B/E/L 550: COOP Planner's T-t-T Workshop	
<input type="checkbox"/>	IS 100: Intro to Incident Command System (ICS),	
<input type="checkbox"/>	IS 230: Principles of Emergency Management,	
<input type="checkbox"/>	IS 700: Intro to National Incident Management System (NIMS),	
<input type="checkbox"/>	IS 800-B: A National Response Framework (NRF), An Introduction,	
<input type="checkbox"/>	E/B 136 or IS 139: Exercise Development Course/Exercise Design Course/or COOP Exercise Design/ Development T-t-T Course,	
<input type="checkbox"/>	Complete attendance in continuity exercise Determined Accord (Pandemic Preparedness), and	
<input type="checkbox"/>	NARA/CoSA Vital Records Training (optional recommended)	

*Successful completion of the above criteria will make you eligible to become a certified Professional Continuity Practitioner*

Submit registration and copies of training certificates by fax to: 405-231-4165 (Attn: LeAnn Jenkins)



# Determined Accord Pandemic Tabletop Exercise



## FEMA

Date:	Thursday, August 27, 2009 (no cost)
Time:	8:30 a.m. registration 9:00 a.m. – 4:00 p.m. exercise
Location:	National Weather Center Conference Room 1313 120 David L. Boren Blvd, Norman
Objectives	This exercise is designed to increase participant understanding and requirements for Continuity of Operations (COOP) planning and readiness for a pandemic event. We apologize, but the content limits participation to 20 Agencies, allowing 3 people from each agency: Agency leader or senior manager, 1 COOP Manager, and 1 other, for a total of 60 participants. Because there are several more agencies that need to attend this type of exercise, we have included a short train-the-trainer module at the end of the day for those COOP Managers who attend, so they can provide additional tabletop exercises within their agency or for other agencies in your area. This exercise covers information on how to mitigate vulnerabilities during a pandemic influenza outbreak; participants should be able to identify gaps or weaknesses in organizational COOP plans, policies, and procedures.

### Registration Form (up to 3 individuals from the same agency can attend, if pre-registered)

Name:	Agency:
Title:	Email:
Phone:	Fax:

Name:	Agency:
Title:	Email:
Phone:	Fax:

Name:	Agency:
Title:	Email:
Phone:	Fax:

Mail to:	Federal Executive Board 215 Dean A. McGee, Ste 320 Oklahoma City, OK 73102
Or fax to:	(405) 231-4165
Or email to:	Julie.Murray@gsa.gov



# Misunderstanding in the Age of Communication

(a leadership development program)  
August 18, 2009



As we are all tasked to do more with less, it seems that “good communication” becomes the first sacrifice. Communication is the key to effective relationships and efficient operations. GOOD communications are necessary for all offices to function properly.

Date:	August 18, 2009
Time:	8:00 Registration 8:30 Start Time
Location:	Embassy Suites, 1815 S. Meridian, Oklahoma City, OK
Cost:	\$135.00
Instructor:	 <p><b>Andrew Speno</b> has been the main news anchor for Oklahoma City's Primetime News at Nine since March 2001. Andrew is the only main anchor in Oklahoma City who reports almost everyday, focusing on political and investigative reporting. It keeps in touch with the community he serves, he says. His work has won 12 awards from the Associated Press, Society for Professional Journalists, and The Oklahoma Association of Broadcasters. He was also named on Oklahoma City's "40 Under 40" list as one of the most influential people younger than 40.</p>
Topic:	<p>This full day workshop will cover topics of:</p> <ul style="list-style-type: none"> <li>○ how we are misunderstood</li> <li>○ personal development plans</li> <li>○ the trappings of text</li> <li>○ the style of conflict resolution that works best for you</li> <li>○ “how to do it wrong”</li> <li>○ good email vs the bad email</li> <li>○ “managing your boss”</li> </ul> <p><i>This training is CLEET certified.</i></p>

### Registration

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

Phone \_\_\_\_\_ Email \_\_\_\_\_

Method of payment:  Cash  Government Voucher  Credit Card  Pay at the door

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

Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, refunds and cancellations will be permitted through August 13, 2009. 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
July 2009			1	2	3	4
5	6	7	8 7:30 Mayors Committee	9	10	11
12	13 11:30 SGMP	14	15 10:00 ITC Lawton Agency Visits	16 3:00 FECC	17	18
19	20	21 2:00 Emgcy Prep	22 10:00 Executive Policy Council	23 Leadership FEB	24	25
26	27	28	29	30	31 Naturalization	
National FEB Conference in Washington, DC						

OKLAHOMA FEDERAL EXECUTIVE BOARD  
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