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Chair's Corner



The end of 2017 is upon us. At the end of the year, we all have a tendency to reflect upon the past year and what we've done; our Federal Executive Board (FEB) is no different.

Our Oklahoma FEB Fiscal Year 2017 annual report of activities and accomplishments is now available on our website for your review:

www.oklahoma.feb.gov/Documents/2017AnnualReport.pdf

I am proud to recognize the "cost avoidance" realized by our federal community through the inter-agency / inter-governmental efforts this past year!



Our greatest achievements come through creative collaboration. The results benefit everyone involved. Just last month our FEB helped to coordinate the Regional Federal Protective Service Leadership forum in Oklahoma City, to include a National Park Service interpretation of the outdoor Memorial and a tour of the OKC National Memorial

Museum, connecting them to their "why". We want to thank the National Park Service (a federal agency) and the Oklahoma City National Memorial Museum (a non-profit) for working with us to make this initiative so successful.

With the approach of the Holidays and increased travel, those travelling by air may benefit from the TSA article on page 9. If travelling by car, I wish to encourage employees to ensure they are well rested and alert behind the wheel. National Safety Council Research indicates adults need 7 hours of sleep to achieve peak performance. 43% of workers are sleep deprived and those most at risk include shift-workers. Drowsy drivers are 3 times more likely to be in a car crash due to fatigue. Source: OKdrivingconcern.org (Also an article on page 2 that spotlights the importance of rest in leadership.)

Let us be safe and enjoy the blessings of the season with family and friends!

I look forward to seeing many of you at our events in 2018 and look for it to be another great year for our Executive Board!

Michelle Coppedge
Michelle Coppedge, Chair

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THE SLEEPY SECRET TO GREAT PERFORMANCE

“Short sleep equals a shorter life.”*

The strong response to, “[9 WAYS TO FALL BACK TO SLEEP WHEN YOU WAKE UP IN THE NIGHT](#),” motivated me to look more deeply into sleep.

“Every disease that is killing us in developed nations from cancer, alzheimer’s, diabetes, cardiovascular disease, stroke, even suicide, all have

significant and causal links to insufficient sleep.” Matthew Walker Ph.D.*

Other results of lack of sleep include lack of productivity, low creativity, and irritability.

*Naps**:

If you struggle to fall asleep at night, don’t take naps during the day.

We build up sleepiness during the day. Taking a nap makes it more difficult to go to sleep at night.

Healthy *regular* naps can increase productivity and alertness by about 34% and 50% respectively. This is true if the naps are

part of your *regular routine*. ([Nasa Nap Study](#))

7 Sleepy Tips:

Over 1 in 3 Americans don’t get enough sleep. ([Center for Disease Control](#))

Women need about 20 minutes more sleep than men. ([National Sleep Foundation](#))



1. Go to bed and get up at the same time.

2. Go dark. Turn the lights down an hour before bedtime.
3. Keep it cool. Keep your bedroom between 65 to 67 degrees fahrenheit.
4. Get up if you wake up at night. Keep the lights dim. Read. Return to bed when you’re sleepy.
5. Don’t drink caffeinated drinks after 2 p.m.
6. Avoid alcohol at night.
7. Exercise.

<https://leadershipfreak.blog/2017/10/11/the-sleepy-secret-to-great-performance/>

Spotlighting Information in Public Service

Did you Know?

The USDA's National Agricultural Statistics Service (NASS) conducts hundreds of surveys every year and prepares reports covering virtually every aspect of U.S. agriculture. Production and supplies of food and fiber, prices paid and received by farmers, farm labor and wages, farm finances, chemical use, and changes in the demographics of U.S. producers are only a few examples.

NASS is committed to providing timely, accurate, and useful statistics in service to U.S. agriculture. To uphold our continuing commitment, NASS will:

- Report the facts on American agriculture, facts needed by people working in and depending upon U.S. agriculture.
- Provide objective and unbiased statistics on a preannounced schedule that is fair and impartial to all market participants.
- Conduct the Census of Agriculture every five years, providing the only source of consistent, comparable, and detailed agricultural data for every county in America.
- Serve the needs of our data users and customers at a local level through our network of State field offices and our cooperative relationship with universities and State Departments of Agriculture.
- Safeguard the privacy of farmers, ranchers, and other data providers, with a guarantee that confidentiality and data security continue to be our top priorities.

Mission Statement: *The National Agricultural Statistics Service provides timely, accurate, and useful statistics in service to U.S. agriculture.*

The history of collecting data on U.S. agriculture dates back at least as far as President George Washington, who kept meticulous statistical records describing his own and other farms. The 1790 census counted some 4 million Americans, 9 out of 10 of whom lived on farms : the modern distinction between producers and consumers did not then exist. At this time, concerns about what crops to plant and how to ensure a bountiful harvest dominated the agricultural scene.

In 1791 President Washington, spurred by an inquiry from an Englishman named Arthur Young, wrote to several farmers requesting information on land values, crops, yields, livestock prices, and taxes. It was, in effect, the Nation's first agricultural survey. Washington himself prepared the survey and compiled the results. Between September 24 and November 18, 1791, he sent Young three letters -- in a sense, the Nation's first crop report -- that provided agricultural statistics on an area extending roughly 250 miles from north to south and

100 miles from east to west. The strip ran through an area, which is today Pennsylvania, West Virginia, Maryland, Virginia, and the District of Columbia, where most of the young country's population lived. But the first President met with defeat when in 1796 he proposed the establishment of a National board of Agriculture: Congress rejected the idea.

The next major step forward in agricultural data collection came in 1839, when Commissioner of Patents Henry Ellsworth made his mark on agriculture. He prevailed upon Congress to designate \$1,000 from the Patent Office Fund for "collecting and distributing seeds, carrying out agricultural investigations, and procuring agricultural statistics."

Then, in 1840, detailed agricultural information was collected through the first Census of Agriculture, which provided a nationwide inventory of production. When the 1840 census information arrived, Ellsworth was able to combine it with other information to estimate production by States and territories. His estimates, made yearly through 1844, established the general pattern of annual agricultural reports that continues to this day.

USDA itself was established by Abraham Lincoln in 1862. He called it "the people's department," and its first crop report appeared in July 1863. NASS traces its roots all the way back to 1863, when USDA established a Division of Statistics.

During the Civil War, USDA collected and distributed crop and livestock statistics to help farmers assess the value of the goods they produced. At that time, commodity buyers usually had more current and detailed market information than did farmers, a circumstance that often prevented farmers from getting a fair price for their goods. Producers in today's marketplace would be similarly handicapped were it not for the information provided by NASS.

The creation of USDA's Crop Reporting Board in 1905 (now called the Agricultural Statistics Board) was another landmark in the development of a nationwide statistical service for agriculture. A USDA reorganization in 1961 led to the creation of the Statistical Reporting Service, known today as National Agricultural Statistics Service (NASS) of which the Agricultural Statistics Board is a part.

The Board prepares and releases the NASS reports. It consists of a permanent chairperson and secretary, and other NASS staff members chosen to participate in the preparation of a specific report based on their detailed knowledge of a particular topic.

8 Things Smart People Never Reveal About Themselves At Work

At work, sharing the right aspects of yourself in the right ways is an art form. Disclosures that feel like relationship builders in the moment can wind up as obvious no-nos with hindsight.

Trouble is, you can't build a strong professional network if you don't open up to your colleagues. Doing so is tricky, because revealing the wrong things can have a devastating effect on your career.

You must know where the line is and be careful not to cross it, because once you share something, there is no going back.

TalentSmart has tested more than a million people and found that the upper echelons of top performance are filled with people who are high in emotional intelligence (90% of top performers, to be exact). Emotional intelligence is the "something" in each of us that is a bit intangible. It affects how we manage behavior, navigate social complexities, and make personal decisions that achieve positive results.

Emotionally intelligent people are adept at reading others, and this ability shows them what they should and shouldn't reveal about themselves at work. They know better than to reveal any of the following, because these things will send your career careening in the wrong direction.

Your political beliefs. People's political beliefs are too closely tied to their identities to be discussed without incident at work. Disagreeing with someone else's views can quickly alter their otherwise strong perception of you. Confronting someone's core values is one of the most insulting things you can do.

Granted, different people treat politics differently, but asserting your values can alienate some people as quickly as it intrigues others. Even bringing up a hot-button world event without asserting a strong opinion can lead to conflict. People build their lives around their ideals and beliefs, and giving them your two cents is risky. Be willing to listen to others without inputting anything on your end because all it takes is a disapproving look to start a conflict. Political opinions are so deeply

ingrained in people, that challenging their views is more likely to get you judged than to change their mind.

That you think someone is incompetent. There will always be incompetent people in any workplace, and chances are that everyone knows who they are. If you don't have the power to help them improve or to fire them, then you have nothing to gain by broadcasting their ineptitude. Announcing your colleague's incompetence comes across as an insecure attempt to make you look better. Your callousness will inevitably come back to haunt you in the form of your coworkers' negative opinions of you.

How much money you make. Your parents may love to hear all about how much you're pulling in each month, but in the workplace, this only breeds negativity. It's impossible to allocate salaries with perfect fairness, and revealing yours gives your coworkers a direct measure of comparison. As soon as everyone knows how much you make, everything you do at work is considered against your income. It's tempting to swap salary figures with a buddy out of curiosity, but the moment you do, you'll never see each other the same way again.

That you hate your job. The last thing anyone wants to hear at work is someone complaining about how much they hate their job. Doing so labels you as a negative person, who is not a team player. This brings down the morale of the group. Bosses are quick to catch on to naysayers who drag down morale, and they know that there are always enthusiastic replacements waiting just around the corner.

What you do in the bedroom. Whether your sex life is out of this world or lacking entirely, this information has no place at work. Such comments will get a chuckle from some people, but it makes most uncomfortable, and even offended. Crossing this line will instantly give you a bad reputation.

What you think someone else does in the bedroom. A good 111% of the people you work with do not want to know that you bet they're

Things Smart People Never Reveal About Themselves At Work (cont'd)

tigers in the sack. There's no more surefire way to creep someone out than to let them know that thoughts of their love life have entered your brain. Anything from speculating on a colleague's sexual orientation to making a relatively indirect comment like, "Oh, to be a newlywed again," plants a permanent seed in the brains of all who hear it that casts you in a negative light.

Your thoughts are your own. Think whatever you feel is right; just keep it to yourself.

How wild you used to be. Your past can say a lot about you. Just because you did something outlandish or stupid years ago doesn't mean that people will believe you've developed impeccable judgment since then. Some behavior that might qualify as just another day in the typical fraternity (binge drinking, petty theft, drunk driving, abusing farm animals, and so on) shows everyone you work with that, when push comes to shove, you have poor judgment and don't know where to draw the line. Many presidents have been elected in spite of their past indiscretions, but unless you have a team of handlers and PR types protecting and spinning your image, you should keep your unsavory past to yourself.

That you're job hunting. When I was a kid, I told my baseball coach I was quitting in two weeks. For the next two weeks, I found myself riding the bench. It got even worse after those two weeks when I decided to stay, and I became "the kid who doesn't even want to be here." I was crushed, but it was my own fault; I told him my decision before it was certain. The same thing happens when you tell people that you're job hunting. Once you reveal that you're planning to leave, you suddenly become a waste of everyone's time. There's also the chance that your hunt will be unsuccessful, so it's best to wait until you've found a job before you tell anyone. Otherwise, you will end up riding the bench.

Article written by Dr. Travis Bradberry, Coauthor EMOTIONAL INTELLIGENCE 2.0 & President at TalentSmart—Published on November 6, 2017

4 Tips for Finding the Best Mentor for You

Study after study shows that feedback is important. Trouble is, the higher up we go—the less feedback we get. Every leader needs to get feedback from those above and around them, otherwise they risk missing opportunities, valuable information, and advancing their careers.

And, it goes without saying that YOU are the one responsible for your own growth and development.

A mentor is a magic bullet for excelling.

4 tips for finding the best mentor for you:

1. **Seek mentors early in your career.** Seeking mentors shows confidence, courage and ambition. Others know you "mean business."
2. **Create a network of mentors.** Change them as your career changes – opportunities and strengths evolve. We all need mentors! A few are lifelong (like my Dad and my first boss) but most change as your career trajectory changes.
3. **Use the power of the informal.** Don't ask someone officially to become your mentor. It is akin to asking someone to "go steady." Know what your needs are and be specific about the skills, information, knowledge or guidance you're seeking. It doesn't have to be an official sit down "do you have time for lunch" type of meeting. It can be casual conversations at networking events, company functions or break room interactions. Find ways to forge connections through interests outside of work. The advice from experts is "make it personal."
4. **Reciprocate!** Offer to help your mentor. What nonprofit activities are they involved in? What workplace events interest them? Find work related projects in which to offer your assistance.



<https://leadershipfreak.blog/2017/11/08/4-tips-for-finding-the-best-mentor-for-you/>

A mindful approach to the annual performance review

Understanding SCARF threats and strategies for success

Many of us talk a good game about our willingness to seek feedback to help us become top performers. The reality is that constructive criticism during the annual performance review can trigger intense fight-flight-or-freeze reactions.

Here's why: When we experience psychological threats, our bodies produce the same chemicals that it would if we were face-to-face with a physical threat, say a charging bull for example.

David Rock (2001) developed the SCARF model which describes what happens in our brains when we face specific psychological threats to our needs for Status, Certainty, Autonomy, Relatedness and Fairness.

Reduction in **Status** activates the same regions in our brains that's activated when we experience physical pain. A less than desired performance conversation really hurts. Without **certainty** our brains experience an error in the orbital frontal cortex. The feeling that our review is in someone else's hands threatens our **autonomy**. And, if we perceive the process as **unfair**, our bodies produce an intense emotion of disgust.

These five tips can help you prepare for the process and build long-term resilience.

Be prepared. Most of us review our accomplishments in preparation; it's equally important to prepare physically and emotionally. Try yoga and emotions meditation to relieve tension.

Mind the Gap. Remember to create a gap between stimulus and response. In that gap, we can use mindfulness to help us choose a



Photo By Mark David

response that will enable us to achieve our desired result.

Cultivate your Resilience. Meditation helps, but it is not the only tool for resilience. A firm sense of purpose can help reframe stressful situations. What's your

personal mission statement? What are your long-term professional goals? What's your deeper purpose?

Grow in compassion. If you don't have a positive outlook, it's difficult to have compassion for yourself. You can easily become consumed by self-defeating, negative self talk. Developing a more positive outlook can be as simple as slowing down and deliberately savoring positive experiences. You may also consider compassion meditation.

Build your generosity. We often associate generosity with giving something with financial value. Choosing to forgive someone who has hurt your feelings or cutting someone a little slack is also a form of generosity. Even experienced managers sometimes miss the mark when facilitating performance conversations. Be generous with empathy.

The SCARF model gives us a deeper understanding of the factors that produce the threat response during the performance review process. These five strategies could be used before a performance review or anytime constructive criticism throws you off balance.

*Written by Donna Oti, PhD, Leadership Development Facilitator <https://www.thriveglobal.com/stories/15356-a-mindful-approach-to-the-annual-performance-review>
Reprinted with permission*

THE FEELING OF AN ORGANIZATION IS LEADERSHIP'S RESPONSIBILITY

The feeling of an organization is leadership's responsibility. Left to chance, the lights go out.

Organizational morale evaluates leadership. I've seen people smile, wave, and shout, "Hey," when leaders walk through a plant. I've also seen people pay no mind.



More than rewards:

A manager I coach wanted to discuss rewards. I asked, "What's the purpose of rewards?"

He said, "The purpose of rewards is to build team morale." He could have said rewards honor performance or affirm effort. But he didn't.

Energy drain:

The simplicity of morale-building beguiles egotistical leaders. You don't need big programs, big budget, or big plans.

Egotistical leaders suck energy.

Big egos love the mirror. But morale building begins with caring for others.

4 don'ts of morale building:

Reject lame reward programs that cost money and bore employees.

1. Don't create unrealistic expectations.
2. Don't wait for big budgets.
3. Don't demotivate good performers.

4. Don't embarrass people who prefer the shadows.

Low budget morale builders:

Provide recognition often enough to make it effective, but not expected.

1. Coffee and bagels for no reason.
2. Pie.
3. Apples or candy on desks with handwritten thank you notes. Mention strengths or character in the notes. "You're great at . . ."
4. Pizza or subs for the team.
5. Ice cream bars.
6. Anniversary celebrations. Have a cake when someone hits their one year anniversary with the company.
7. Send a teammate to meet customers and see his/her product in use.

No budget morale builders:

Get out of your head and into your heart, if you hope to build morale.

1. Notice people.
2. Express care.
3. Set challenging goals and provide support.
4. Give pats on the back.
5. Begin meetings by talking about wins.
6. Smile.
7. Invite the CEO to pat your team on the back.

<https://leadershipfreak.blog/2017/11/03/the-feeling-of-an-organization-is-leaderships-responsibility/>

Finding the Best Thrift Savings Plan Strategy

As a Thrift Savings Plan participant, your investment strategy is the way that your account balance is distributed, or allocated, among the TSP's five investment funds over time.

The quality of your investment strategy will be determined by how well your account supports your goals. Goals for a TSP account are typically expressed as some combination of periodic distributions and an ending value.

The best investment strategy for you is the one that minimizes the risk, or probability, that your account assets will underperform your expectation or need. In practice this means that your portfolio must produce the returns you'll need to support your goals with the least possible risk.

If you need 8 percent return each year to make your retirement plan work, then you should focus your account management efforts on producing 8 percent per year as consistently as possible. In this case, using an investment strategy that is intended to produce 10 percent per year may be so risky that it actually impairs your ability to earn 8 percent, compared to a less aggressive strategy. Chasing too much return can actually hurt your ability to earn enough return—a trap into which far too many investors fall.

There are two characteristics that describe the behavior of any investment strategy or portfolio. They are the expected return, or ER, and the standard deviation of returns, or SDR.

The ER describes the most likely return over a particular period of time, and the SDR describes the likelihood that the actual return for a period will be different than the ER.

Calculating these statistics can be difficult and mistakes are common, but without them, it's impossible to make informed investment decisions.

In finding the best strategy, you should first make sure that you only consider alternatives that are expected to produce their ER with the lowest possible SDR. If two strategies each produce an ER of 8 percent, the one with the smallest SDR is better. To find the best investment strategy, find the ER you need with the smallest SDR.



Taken from money.federaftimes.com written by Mike Miles, a Certified Financial Planner licensee and principal adviser for Variplan LLC, an independent fiduciary in Vienna, Virginia.

TSA Cares: What to Expect when Flying with Meds

Traveling with medication can be a challenge if you are not sure how to pack it when flying. Bottom line: medication is okay to place in your carry-on or checked baggage in any form.

What about the 3-1-1 liquids rule?

Liquid medication greater than 3.4 ounces (see rule exemption) is allowed in carry-on baggage. Just let the TSA officer know at the start of your screening process. Keep in mind, medically required liquids will be subjected to additional screening. Other liquids must follow the 3-1-1 liquids rule: You are allowed to bring a quart-sized bag of liquids, aerosols, gels, creams and pastes in your carry-on bag and through the checkpoint. These are limited to travel-sized containers that are 3.4 ounces (100 milliliters) or less per item. Placing these items in the small bag and separating from your carry-on baggage facilitates the screening process. Pack items that are in containers larger than 3.4 ounces or 100 milliliters in checked baggage.

Any liquid, aerosol, gel, cream or paste that alarms during screening will require additional screening.



Inform the TSA Officer

Inform the TSA officer that you have medically necessary liquids and/or medications and separate them from other belongings before screening begins. Also declare accessories associated with your liquid medication such as freezer packs, IV bags, pumps and syringes. Labeling these

items can help facilitate the screening process.

3-1-1 Liquids Rule Exemption

You may bring medically necessary liquids, medications and creams in excess of 3.4 ounces or 100 milliliters in your carry-on bag. Remove them from your carry-on bag to be screened separately from the rest of your belongings. You are not required to place your liquid medication in a plastic zip-top bag. If a liquid, gel, or aerosol declared as medically-necessary alarms, then it may require additional screening and may not be allowed

You can also [email TSA Cares](#) or [call \(855\) 787-2227](#) or federal relay 711. You can also reach out to our AskTSA team via Twitter at [@AskTSA](#) or via [Facebook Messenger](#). We have a team standing by from 8 a.m. to 10 p.m. ET on weekdays and 9 a.m. to 7 p.m. on weekends and holidays.

Information taken from the TSA blog site:

<https://www.tsa.gov/blog/2017/11/14/tsa-cares-what-expect-when-flying-meds>

<https://www.tsa.gov/travel/special-procedures>

If you are traveling with medication and have questions about the airport checkpoint screening process, learn what to expect on your next flight in this TSA Cares video:

https://www.youtube.com/watch?time_continue=7&v=P1ebivKv4dI



Transportation
Security
Administration

UPCOMING EVENTS

December 2017

- Dec 4, 2017** **CFC Conference Call-nationwide**
12:00 noon
- Dec 11, 2017** **CFC Conference Call-nationwide**
12:00 noon
- Dec 12, 2017** **Hanukkah Begins**
- Dec 18, 2017** **CFC Conference Call-nationwide**
12:00 noon
- Dec 21, 2017** **Zone 16 LFCC Conference Call**
12:00 noon
- Dec 25, 2017** **Christmas**
- Dec 26, 2017** **Kwanzaa/Boxing Day (Canada)**
- Dec 31, 2017** **New Year’s Eve**

Trying something new this year, we have minimized the number of meetings scheduled during December to allow the FEB staff to utilize access end-of-year leave balances.

INSPIRATION CORNER

Leadership is lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitation. –Peter F. Drucker

Ninety-nine percent of the failures come from people who have the habit of making excuses. –George Washington Carver

Good leadership involves responsibility to the welfare of the group, which means that some people will get angry at your actions and decisions. It’s inevitable—if you’re honorable. –Colin Powell

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:

- David Andra, Meteorologist-in-Charge, National Weather Service Forecast Office, Norman
- David Engel, Chief Administrative Judge, Social Security Administration, Tulsa
- Joe Gallagher, Deputy to Commanding General Army Fires Center of Excellence, Fort Sill
- Julie Gosdin, District Director, US Postal Service, Oklahoma City
- Dottie Overal, Director, Small Business Administration
- Rose Roberson, Superintendent, BIA-Anadarko Agency
- Kevin Stamey, Executive Director, Air Force Sustainment Center
- Ken Valentine, Special Agent in Charge, US Secret Service

Officers

Chair: **Michelle Coppedge**
Director
FAA Mike Monroney Aeronautical Center

Vice-Chair: **Basharat Siddiqi**
Division Administrator
Federal Highway Administration

Ex-Officio: **John Fox**
Warden
Federal Transfer Center
Oklahoma City

Staff

Director: LeAnn Jenkins
Assistant: Lisa Smith-Longman

Silly Rabbit, Change Is For Kids

FEDmanager recently reported that federal senior executives feel underequipped to fulfill their responsibilities and to drive change at their agencies.

New resources aren't likely to materialize anytime soon, but executives and managers are overlooking a source of help that's right under their noses: their younger employees. Millennials have spent their entire lives dealing with constant change and adapting to new technologies and practices, and they have a lot of practice helping the older people in their life adjust as well. Based on my experiences as a Millennial who works in organizational change management and what I've heard doing research on Millennials in the federal government, here are three tips for executives and managers in driving positive change:

Let yourself be a lifetime learner, with all the vulnerability that entails. One of the perks of being younger is that you have permission to not know things and to look foolish trying to learn them. Seek out new things and embrace the weirdness that comes from learning them, because that keeps you mentally flexible and grows your skills to keep learning. Nothing gets in the way of that process quicker than the need to prove yourself the omnipotent leader.

Give yourself time. The one thing young people have more than anything else is time, especially in a world where they have to wait longer and longer to move forward in their careers or even to launch them. Change is a journey that requires time spent being



uncomfortable to get you to your destination. There are new apps and tools being released every day that can stymie even the most tech-savvy Millennial, but they spend the time learning new things and all of those awkward attempts add up. Each new skill or experience is another boost towards the next new thing.

Ask for help. The one thing the Internet does better than anything else is connect people. Young people are constantly using their phones and computers to find peers and communities where they can ask questions. Asking for help is awkward, but it keeps us in the right mindset to learn. You can't learn while you're speaking. For example, less than half of surveyed federal executives "believe current leaders understand how to effectively manage a multigenerational workforce." Anyone in a relationship knows that the best way to get along with someone is to ask them what they need and to take their responses seriously. Apply this to bridging generational gaps.

We all have something to learn from each other, regardless of age. More change is coming and no one wants their leaders and managers to be ineffective in managing it more than their youngest employees, who have the most time in federal service still in front of them. Let them help you.

Written by Young Government Leaders on 11-07-17.

https://www.fedmanager.com/columns/young-gov/2885-silly-rabbit-change-is-for-kids?utm_source=FEDmanager&utm_campaign=01aff5cb2-FEDmgr_7_24&utm_medium=email&utm_term=0_ccf257c593-01aff5cb2-127027953

SUN	MON	TUES	WED	THUR	FRI	SAT
31 New Year's Eve		December 2017			1	2
3	4	5	6	7	8	9
10	11	12 Hanukkah Begins	13	14	15	16
17	18	19	20	21 12:00 LFCC Call	22	23
24	25 Christmas	26 Kwanzaa/Boxing Day	27	28	29	30

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We wish to thank the FAA Media Solutions Division for their monthly assistance in the duplication and distribution of this newsletter.