



INTERAGENCY CONNECTION

215 Dean A. McGee, Suite 349, Oklahoma City, OK 73102

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(405) 231-4167

Strategic Connections resulting in Unique Solutions

Chair's Corner



Spring has sprung (as the saying goes)! Our Federal Executive Board (FEB) is springing into action. Our 2018 **Leadership FEB class** has begun with a visit to the McAlester Army Ammunition Plant. This year is the largest

class in the 15 years we've coordinated this program! With 67 participants, I want to thank agencies and leaders who have made the commitment to this prestigious program, as well as pass on my appreciation to the many agencies who will host our group throughout the year! I am interested in meeting all the class members when they come to our Center in June. This year's class will visit some of our federal agencies that have not been in past years rotations and I'm excited to add the additional agency tours!

In recognition of April's Distracted Drivers Awareness Month, our FEB has coordinated a half-day train-the-trainer class entitled "**Our Driving Concern**" at no cost. The expectation is that in return for the no-cost training, those who attend will return to their agency and provide the training for all employees; thus multiplying the positive impact of this resource. A registration is provided on page 11 of this newsletter for your convenience. We also have a class coordinated for Tulsa in July.

We are "gearing up" for our annual **Awards Ceremony** scheduled for Monday, May 7th. This is one of our largest and most festive events

of the year and I hope everyone plans to attend! If you have not nominated employees in the past, I encourage you to attend this event so you can see how we honor the efforts of those nominated. I imagine it will have you nominating employees in the future!

In addition to the other activities and events planned, we have also coordinated our multiple classroom training, the **Leadership Series**, this year. We have five days spread over five months with five different instructors! You can access the training descriptions and registration at:

<https://www.oklahoma.feb.gov/Documents/2018LeadershipSeriesBrochure.pdf>

We have also coordinated an **Inter-agency Security Committee Training**. This four-hour, instructor-led, training course includes an in-depth look at the Risk Management Process and Facility Security Committee membership. The course is offered at no cost to participants and is available at a first come, first served basis for the room maximum of 100.

<https://www.oklahoma.feb.gov/Documents/20180712ISCRegistration.pdf>

I hope to see you at our numerous activities!


Michelle Coppedge, Chair

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The Goldilocks Effect on Perceptions of Performance Rating Fairness

Does a rating that is too low, too high, or just right affect employees' overall view of the workplace?

Like it or not, the performance appraisal is part of every Federal employee's work life. The decisions resulting from such appraisals are directly tied to performance awards, merit pay, and quality step increases, as well as to performance-based adverse actions and service credit during a reduction in force. Studies have shown that employee satisfaction with the appraisal process and ratings influences a variety of employee viewpoints, including commitment to the organization, job satisfaction, intent to leave, and job performance. The results of MSPB's 2016 Merit Principles Survey (MPS) indicates that this may not be good news for the Federal Government.

Over 20% of MPS respondents reported that their performance appraisal is not a fair reflection of their performance. These results are consistent with those of our 2011 Federal Merit Systems Survey in which 21% of employees

believed that supervisors demonstrated favoritism in performance appraisals. Perceptions of fairness are essential to the success of the performance appraisal system. With more than one in every five Federal employees believing that the appraisal process is not a fair reflection of their performance, one might question how effective the process is.

Although there are many facets to appraisal fairness, one is the question of whether employees received the rating they felt they deserved. In other words, did they think their rating was too low, too high, or just right? To help analyze the effect of this perceived fairness, we asked MPS respondents to tell us the last performance appraisal rating they received, as well as the rating they thought they should have received. From this data, we identified groups of employees who believed they were underrated, correctly rated, and overrated. We then compared the three groups' attitudes regarding different measures of workplace health.

It is not unreasonable to assume that an employee who is unhappy about the fairness of the rating is unhappy about other things in the organization. Therefore, we were not surprised to find that employees who felt they were underrated also reported being less engaged, more emotionally exhausted, and generally less satisfied with select work outcomes than the correctly rated group.

What was surprising was that the attitudes of the

employees who felt they received a higher rating than they deserved were closer to those of the underrated group than they were to the employees who felt they were correctly rated, as shown in the graph.

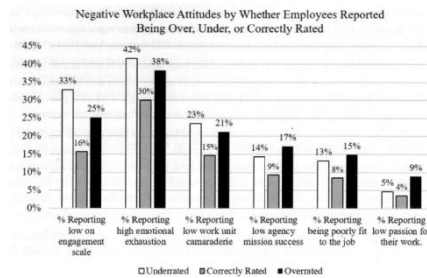
Intuitively, one might assume that an employee with a higher rating than they expected to get would be happy about the rating, which might then positively affect their view of other workplace practices. However, we found that overrated employees, like underrated employees, reported feeling more negatively about the workplace than those who felt they were correctly rated.

Orrated and underrated employees were more likely to report negative workplace attitudes about engagement, emotional exhaustion, perceptions of workplace harmony, work unit productivity, and job fit. In fact, the data show that when employees believe that the performance rating

is an unfair reflection of their true performance, whether it is too high or too low, they are often twice as likely to harbor negative workplace sentiments as those who perceive their rating to be a fair reflection of their performance.

So, what does this data mean from a workforce management perspective? It may mean that supervisors can't buy happiness with good performance appraisals. Leaders should not expect that high performance ratings will make the workforce happier and more satisfied with other aspects of their work environment. There are no shortcuts to the hard work of improving employee morale and organizational culture. Agency managers and supervisors need to stick to the basics when it comes to improving the work environment.

A good place to start may be the performance management process. It won't solve all organizational problems, but improving the process could help build trust between employees and supervisors. To do this, supervisors should establish a transparent, rigorous performance management process that includes precisely specifying performance criteria, training raters to be accurate, involving employees in performance goal setting, and holding meaningful performance discussions throughout the year. Perceptions of fairness in the performance appraisal process have been demonstrated to be very important, and getting it "just right" will take determined effort.



Spotlighting Information in Public Service

Did you Know?

U.S. Postal Service – Office of Inspector General

The concept of the OIG can be traced back to 1775 when Postmaster General Benjamin Franklin first appointed a surveyor to audit and regulate the mail. The Inspector General Act of 1978 established 12 Inspectors General (Postal Service not included) and gave them broad authority to conduct audits and investigations. In 1996, Congress created an Inspector General for the Postal Service.



Investigations:

Geographical territories are divided among 7 Area Offices. Special Agents stationed in 100 offices nationwide conduct investigations in the following main areas:

Contract Fraud

Financial Fraud

Internal Mail Theft

Healthcare Fraud

Miscellaneous Crimes

– narcotics, bribery, kickbacks, extortion and conflicts of interest.



The Southern Area resident office in Oklahoma City, OK is led by Assistant Special Agent Mitchell Davis. This multifunctional team is comprised of 7 Special Agents who cover the entire states of Oklahoma, Arkansas and portions of Northeast Texas and Northern Louisiana.

Physical office locations are in:

Oklahoma City, OK

Little Rock, AR

Shreveport, LA

Statistical data for the 2015 investigative efforts of the team resulted in 79 open cases, 33 criminal actions and 68 admin actions, which include removals, resignations and cost recoveries.

Why You Should Stop Interrupting People and Become a Generative Listener

There is a kind of non-listening that goes on in our society and organizations that is distracted and disjointed, and often marked by interruptions. This non-listening doesn't focus on the person speaking. Rather, the listeners try their hardest to get their ideas into the conversation.

If you've experienced this, you know how frustrating this can be both for someone trying to be heard, as well as for the listener trying to stay focused. Many of us don't know how to listen, or don't care.

This disjointed listening doesn't work well for completely understanding and

being present to the person who is speaking. It cuts off creativity and hijacks people's brains with their frustration at not feeling heard. I've heard leaders state that their employees aren't creative when in reality, they simply haven't been fully listened to.

Generating new ideas calls for a level of listening that forgoes frustration, and it is completely possible to achieve it with discipline and practice. Let's call this "generative listening" (a term coined by Nancy Kline in her book, *More Time to Think*).

Generative listening can open up latent creativity. It isn't easy, and it requires you to:

Slow down. The hyper speed of our organizations makes slowing down difficult, but not impossible. Be intentional about creating the space needed to slow the conversation down. Consider the surroundings you might need for a listening environment: as best you can, eliminate disruptions (including the electronic kind – phones, computers, as well as the human kind). Create a safe space without barriers when you can, even when you are listening virtually.

Forego interrupting. The impulse to interrupt,

especially when you disagree with the speaker, is strong and real. Consider yourself a partner in the conversation, and realize that your time will come to get your thoughts out there. If you are slowing down, this makes the waiting for your turn easier. And when it's your turn to speak, don't hog the limelight. Make sure everyone has their turn and that your time on the stage is limited.



Have genuine interest. Cultivate genuine interest in the speaker through curiosity and fascination with what they have to say. Be open to being pleasantly surprised at their brilliance, and when your turn comes, ask

open-ended questions that will help them to clarify their thoughts and help you to understand them more thoroughly.

Be still and allow silence. This listening practice also requires stillness, a settling within yourself so that you can be fully present and available to the person who is speaking. The amazing thing about stillness and silence is that they work together to help us be fully present and ready to ask those open-ended questions that will provide clarity.

Generative listening is important, if for no other reason than you and your team deserve it. It also has the added advantage of generating respect for each other's ideas. Be watching for times to listen deeply. You may find yourself and your team brimming with newfound creativity.

Mary Jo Asmus is an executive coach and a recovering corporate executive who has spent the past 12 years as president of Aspire Collaborative Services, an executive consulting firm.

<http://www.govexec.com/excellence/promising-practices/2018/01/why-you-should-stop-interrupting-people-and-become-generative-listener/145186/>

Leading through Disappointment

If promotion or advancement didn't work out for you, the practical lessons in this post are for you.

I invite leaders who I admire to share real world leadership principles they have learned on their journey.

The insights that follow are born in Kerry Eaton's experience. Kerry is Chief Operating Officer of [Health Quest Systems, Inc](#) in LaGrangeville, NY.

I thought I was in line to be the CEO.

I didn't get the promotion.

I tried to convince myself that it didn't matter that much.

Turns out I was lying to myself (and

everyone who asked). It was an awkward, embarrassing and painful time.

During that period, I stumbled upon a quote by Mizuta Masahilde,

"Since my house burned down I now have a better view of the rising moon."

When I read that quote I immediately knew the work I had to do. I needed to pivot and take on a fresh view. I hadn't realized there was a rising moon because I was fixated on the house that had burned down.

Three leadership lessons:

#1. *It's OK to spend some time looking at the burned down house.* There is learning there.

I'd been leaving my career to others. Looking at the burned down house helped me know that.

#2. *Spending too much time staring at the burned down house is not useful.* Once the pain has been acknowledged and the lessons are extracted, continuing to focus on the past just fans the flames that burnt the place down.

I'm pretty sure I waited too long to move on.

#3. *Failure opens up new options that can be invisible when one is on a particular*

path. If you don't look up from the ashes, you may miss the rising moon.

I have twice ended up in very fulfilling roles that were not in my line of sight until my house burned down.

I am honestly grateful for the infernos!



Important note!

This isn't just about career disappointments. The lesson applies to all the leadership issues we face. Don't wait for the 5-alarm fire to look for the rising moon. Scan the horizon early.

Learn to look for options instead of being forced to see them.

<https://leadershipfreak.blog/2017/11/19/secret-sauce-leading-through-disappointment/>

How to Build Credibility as a Manager

Building credibility is much like your fitness program—focus on the right activities at the right time and with the right frequency, and you grow stronger, faster, and more resilient.



Here are 16 behaviors to help build credibility as a manager:

1. Respect is never optional. Dispense it in every encounter.
2. Operate with a strong foundation that includes a clear role definition and even clearer leadership values.
3. Show your coworkers you care about them as individuals.
4. Dispense all glory to them.
5. Listen more than you talk.
6. When you talk, provide context for the work.
7. When you talk, say what you mean and mean what you say.
8. Most talk should be in the form

of questions, not orders.

9. Vow to never micro-manage.
10. See the prior point—commitment is commitment.
11. Set clear expectations and constantly reinforce accountability.
12. See the prior point—accountability starts with you.
13. Provide timely feedback on performance and behavior.
14. Use feed-forward to coach for the future.
15. See the point on respect. Supporting a person’s professional development is a high form of showing your respect.
16. When you make a mistake, first admit it and then fix it.

The bottom line: There’s no such thing as too much credibility. Keep working at it.

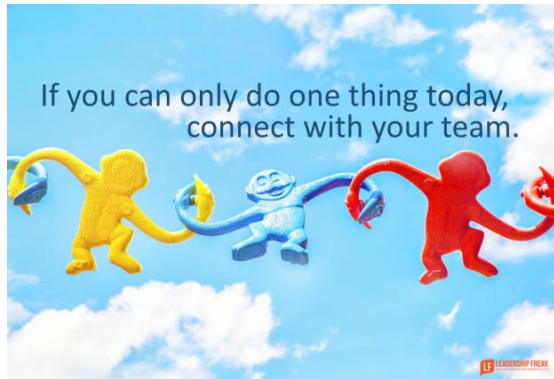
Art Petty is a coach and consultant working with executives and management teams to unlock business and human potential. He writes the Leadership Caffeine blog.

<http://www.govexec.com/excellence/promising-practices/2018/01/how-build-credibility-manager/145188/>

ONE THING YOU MUST DO TODAY AND EVERY DAY

If you can only do one thing today,
connect with your team.

Performance requires connection.



7 reasons for weak connection:

1. You don't like them.
2. Bad memories create distance. You let someone down so you avoid them. They let you down so you rule them out. You had a tough conversation that makes connection feel strained.
3. You need to know-all and solve-all. Fear that you won't be able to meet every need, solve every problem, or answer every question prevents connections. *If you get too close, they'll see your weaknesses.*
4. You can't say no. The prerequisite to opening your heart is the ability to say no.
5. Frantic schedules and conflicting agendas.
6. Power and authority give permission to stand aloof.
7. They're self-centered soul-sucking back-stabbers.

Avoidance establishes distance.

7 principles of avoidance:

Avoidance accounts for weak teams,
negative environments, and lousy results.

1. You get what you avoid. If you avoid problems, you get problems. If you reject connection, you build silos. If you hide your heart, your team becomes passionless.
2. Avoidance sets the height of the bar. *Every issue you sidestep becomes your future standard of attainment.*
3. Tolerance is passive avoidance.
4. Blameshifting is protective avoidance.
5. Silence is permission. The things you don't bring up continue.
6. Avoidance empowers destructive energy.
7. A blind eye is space for negative stories.

Connection defeats avoidance.

Commonality:

Commonality bridges distance.

I met a man from Maine before a recent presentation. I'm a Maineiac too. We raved about Maine lobster. I've forgotten most of the names I learned in Baltimore, but not Joe from Maine.

Stories reveal commonality.

Every leader needs to know the formative stories for everyone on their team.

Connection begins when you say, "I know what you mean."

Shared experiences, goals, purpose, vulnerability, strengths, or values are ground for connection.

<https://leadershipfreak.blog/2018/01/23/one-thing-you-must-do-today-and-every-day/>

**UPCOMING EVENTS
April 2018**

April	Distracted Driving Awareness Month
Apr 2, 2018 12:00 noon	CFC Conference Call-nationwide
Apr 4, 2018 All day	Leadership FEB Forum NOAA Agencies, Norman POC: FEB Office, 405-231-4167
Apr 5, 2018 12:00 noon	American Heart Walk Sponsored by FEB/Blue Cross-Blue Shield
Apr 9-10, 2018 All Day	L-548 COOP Program Managers Course Quapaw
Apr 10, 2018	FEB Member Tour FAA POC: FEB Office, 405-231-4167
Apr 11-13, 2018 All Day	L-550 COOP Planners Course Course Quapaw
Apr 12, 2018 9:00-12:00	Push Partner Exercise POC: FEB Office, 405-231-4167
Apr 13, 2018 11:00 a.m.	National FEB Council Conf Call
Apr 19, 2018 9:00 a.m.	OKC National Memorial Ceremony Memorial Grounds
Apr 23, 2018 6:00 p.m.	FEB speaks to Public Service Class OSU-OKC
Apr 25, 2018 8:30am-12:30pm	Our Driving Concerns 2400 S. Vermont Ave, OKC POC: FEB Office, 405-231-4167

INSPIRATION CORNER

Decide on what you think is right, and stick to it.
—Mary Ann Evans

What does it mean to be promoted into a leadership position?
Frankly, it means we now have the authority to serve people in a special way.
—Don Ward

No one is going to win fame, recognition, or advancement just because he or she thinks it's deserved. Someone else has to think so too.
—John Luther

Cheerfulness is the best promoter of health and is as friendly to the mind as to the body.
—Joseph Addison

The fact is we'll never have all the information we need to make a decision—if we did, it would be a foregone conclusion, not a decision.
—David Mahoney

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

HOW TO SHOW UP LIKE A LEADER TODAY

Some leaders work too hard while the people around them don't work hard enough.

You'll burn out if you're always the first person to arrive and the last person to leave.

Leaders create environments.

You had a hand in creating the environment you work in.

Leaders have a hand in the way people:

1. Respond to problems.
2. Relate to each other.
3. Pursue excellence.
4. Deliver results.

The more authority you have, the more power you have to create environments.

Principle:
The best leaders show up to bring out the best in others.

Get your head out of the weeds and focus on people.

Create environments where people thrive.

#1. Show up to help others get things done.

Successful leaders *think first* about helping others get things done. Overworked leaders think first about getting things done.

You're on the wrong track if your day begins with results, not people. Inept leaders put their heads down and deliver results.

The leader's job is people.

The answer is "who", not "what". Begin your day asking, "How might I enable, engage, and empower others?"

Leaders get lost in the weeds when they focus on their own work instead of the work of others.

#2. Show up to run great meetings.

You know the meeting will suck if the room is quiet at the beginning.

Great meetings begin with laughter, banter, and storytelling.

The most important question leaders *neglect* is, "How do I want people to feel in the meeting?"

Impersonal efficient

meetings suck the life out of everyone around the table. They're dry, dull, predictable, and lifeless.

Great meetings are about the people at the table, not just the projects or problems on the agenda.

Take a few minutes at the beginning of meetings to connect, honor, and energize participants.

Great teams care about each other.

<https://leadershipfreak.blog/2017/11/20/how-to-show-up-like-a-leader-today/>





2018 Public Service Recognition Week Employee of the Year Awards Banquet



Event information:
Date: Monday, May 7, 2018
Time: 11:30am-1:00pm
Location: Remington Park
One Remington Place, Oklahoma City, OK 73111

Location: . If you are traveling on I-35, exit west on NE 50th (also known as Remington Place). If you are traveling on I-44, exit south on M.L. King Boulevard. (specific directions can be obtained from www.mapquest.com or www.google.com/maps). Enter the door marked CASINO; walk straight back, just left of the escalators to our event.

Valet parking will be available for our Awards Program

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

Nominees should arrive no later than 11:00 a.m. for pre-brief.

Name: _____ Agency: _____

Address: _____ Phone: _____

Cost: \$25.00 per person

Payment must be made in advance
 Cash Check Credit Card
Phone #:

If you wish to utilize a credit card for payment, please provide the contact number for the credit card information.

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 with payment to: Oklahoma Federal Executive Board 215 Dean A. McGee, Ste 349 Oklahoma City, OK 73102	Fax to: 405-231-4165	Email to: LeAnn.Jenkins@gsa.gov or Lisa.Smith-Longman@gsa.gov
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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, 2018. 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!



Our Driving Concern Train-the-Trainer



Date:	Wednesday, April 25, 2018
Time:	8:30 a.m.- 12:30 p.m.
Location:	Oklahoma Safety Council, 2400 S. Vermont Ave., Oklahoma City, OK 73108
Why?	Traffic crashes exact a heavy toll on their victims and on businesses. According to the National Safety Council, vehicle collisions are the top cause of work-related death in Oklahoma. Injuries result in costly lost-time workers' compensation claims, and fatalities leave businesses exposed to liability and the possibility of paying multi-million dollar settlements.
Topics:	Our Driving Concern provides your managers, HR professionals and safety instructors with the resources you need to address distracted driving, drowsy driving, aggressive driving, passenger restraint, impaired driving, and other traffic safety topics in your workplace. Our Driving Concern also offers tools and resources to help you build a company-wide traffic safety program.
Instructor:	Betsey Kulakowski, CSHO, COSS, Oklahoma Safety Council
Who Should Attend?	Managers, HR professionals and safety professionals and/or instructors who are willing to return to your agency and teach the "Our Driving Concern" Curriculum, in-house, multiplying the effort and benefit!
Cost:	Thanks to a grant from OHSA, this 4-hour course is provided free of charge

In Guidelines for Employers to Reduce Motor Vehicle Crashes, the Oklahoma Highway Safety Office (OHSA) says the real tragedy is crashes are largely preventable. Recognizing the opportunity that employers have to save lives, a growing number of employers have established traffic safety programs in their companies. No organization can afford to ignore a major problem that has such a serious impact on both their personnel and the agency budget.

Registration

Name _____ Agency _____

Phone _____ Email _____

Mail registration to:	Federal Executive Board 215 Dean A. McGee, Ste 349 Oklahoma City, OK 73102
Fax to:	405-231-4165
Email to:	LeAnn.Jenkins@gsa.gov or Lisa.Smith-Longman@gsa.gov

Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, cancellations will be permitted through April 18, 2018. Since this is a "no-cost" training, we ask your courtesy to cancel early so that we can accommodate people on the waiting list, if one exists.

SUN	MON	TUES	WED	THUR	FRI	SAT	
1	2 12 OPM/CFC	3	4 Leadership FEB in Norman	5	6	7	
8	9 L-548 COOP Prog Mgr Course	10 FEB Member Tour	11 L-550 COOP Planners Course	12 Push Partner TTX	13 11:00 PIC	14	
15	16	17	18	19 9:00 OKC National Memorial	20 12:00 OPM/CFC call	21	
22	23 6pm speak to OSU-OKC class	24	25 8:30 Driving Concerns Administrative Prof Day	26 Agency Visits: Anadarko	27	28	
29	30	April 2018 Distracted Driving Awareness Month					

OKLAHOMA FEDERAL EXECUTIVE BOARD
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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.