



INTERAGENCY CONNECTION

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Strategic Connections resulting in Unique Solutions

Chair's Corner



This fiscal year seems to have flown by! My term as FEB Chairperson is coming to an end.

While our FEB has accomplished some incredible things this year, I look forward to our

continued success under Basharat Siddiqi's leadership!

This year, in review:

This year's **Leadership FEB** class has been the largest we've had in the 15 years we've coordinated/hosted this forum. The federal agencies we've toured this year have been flexible and gracious, accommodating all 69 participants! We are exploring the possibility of restructuring this offering to ensure the leadership development experience we expect and tailor the program to fit the needs of the participants. Watch our website and this newsletter for "more to come" on that!

Our **2018 Awards Ceremony** was bumped up a notch with the "red carpet" area we had constructed, allowing our nominees and nominators to have photo opportunities for "in-house" agency newsletters, website news, etc. to document the event.

This year's **Leadership Series**, the series of five classroom training days had the largest turnout we've experienced throughout the program! Limited by the room capacity of 110 kept these classes, covering a wide range of topics, at a manageable level for our instructors, all receiving above a 4+ on a 1-5 scale!

We've hosted a rarely scheduled **FEMA** course, enabling 20 individuals to complete the **L-141** course without travel. We've also partnered with the State of Oklahoma, as well as the Choctaw Tribe to share two offerings of **FEMA COOP classes**, L-548 and L-550, allowing federal, tribal, state & local

government employees to attend at no cost.

Our **FEB Executive Tours** have been well received and I have enjoyed meeting our FEB members from around the State as we meet each quarter at a different agency.

Our FEB was represented at the **National FEB meeting in Washington, DC** by myself, as Chair; Basharat Siddiqi, Vice Chair; and LeAnn Jenkins, Executive Director.



In addition to all of this, we have supported the **Houston FEB** in their absence of an Executive Director. We've developed a Leadership FEB program that the Houston FEB members have supported and sponsored, as well as an annual Awards program and Executive meetings.

I thank all of you for contributing to our FEB's success this past year and hope you will continue to support Basharat in the same helpful fashion! I look forward to moving into Ex Officio status and remaining involved with one of the most active Federal Executive Boards in the nation!

Michelle Coppedge
Michelle Coppedge, Chair

<i>Inside Story</i>	<i>Pg</i>	<i>Inside Story</i>	<i>Pg</i>
Happiness at Work	2	Not a Control Freak	7
Spotlighting Agency	3	Navigate Tough Times	8
3 conversations all	4	L-548 COOP class	9
Mgrs need to master	5	L-550 COOP class	10
Upcoming Events	6	Pre-retirement training	11

TWO KEY FACTORS FOR HAPPINESS AT WORK

If you don't like the people around you, you hate showing up at work.

Jamie Naughton, Chief of Staff for Zappos, told me she used to think, "Happiness at work was more in your job duties."

"Having best friends at work is really important. And having an environment where you feel like people support you and they're more like family will make you happier."

Two Key Factors for happiness at work:

Jamie said, "We wrongly believe a new job, promotion, or getting a new boss will make us happy."

Who:

Who you work with has greater impact on job happiness than what you do.

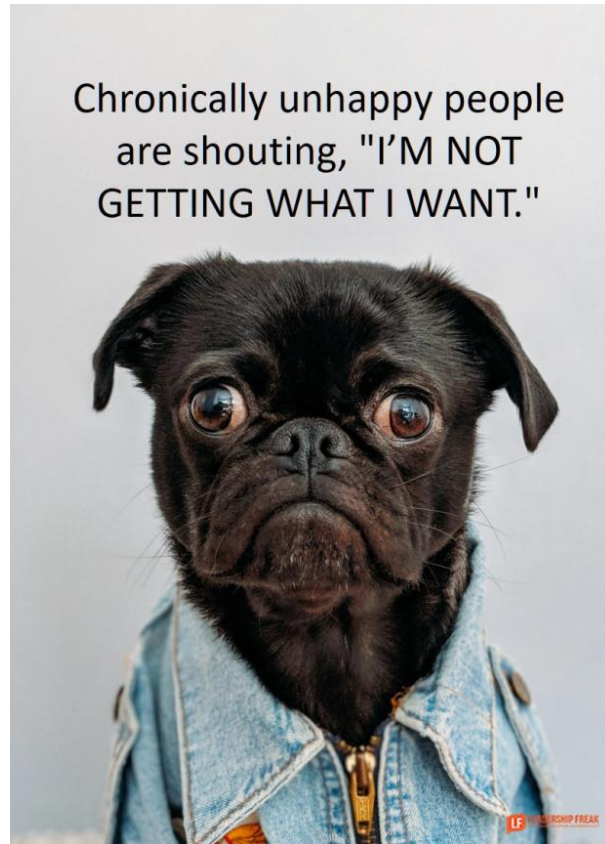
Beware unhappy people. Unhappy people hate the happiness of others. Unhappy people aren't happy until everyone around them shares their unhappiness.

Chronically unhappy people are shouting, "I'M NOT GETTING WHAT I WANT."*

Tip: *Happiness is found in meaningful service. Selfish people end up unhappy.*

Connection and support:

"[Happiness at work is about a number of things] and one of them is connectedness." Jamie Naughton



Jamie's use of the term "support" reminded me of a conversation I had with Amy Lyman, Cofounder of [Great Place to Work®](#). I asked Amy if great companies put employees first or customers first? She said that it doesn't matter as long as *employees feel supported.***

Connecting:

Jamie explained that connection is about knowing people beyond their jobs.

Know your team outside of the work they do.

Treat co-workers like family.

What's important to them has to be important to you.

<https://leadershipfreak.blog/2018/08/07/two-key-factors-for-happiness-at-work/>

Spotlighting Information in Public Service

Did you Know?

FAA's Logistics Center Partnership Helps to Provide Global Protection

While security remains a top priority for our nation, the FAA's Logistics Center is dedicated to providing exceptional services to their federal partners and customers, one of them being the U.S. Customs and Border Protection (CBP). Personnel in the Logistics Center are responsible for important elements associated with establishing and maintaining a newly designed system, one that helps CBP monitor areas of the border where monitoring capabilities previously did not exist or were insufficient. This system is known as Relocatable Towers.

The illegal entry of people and contraband across U.S. borders pose a clear and present danger to the security of the United States. This threat constantly evolves and relocates based on where individuals believe the border is most vulnerable. Relocatable Towers, as the name implies, allows CBP to setup tower surveillance systems in areas deemed most vulnerable. Cameras on the towers can be controlled and viewed remotely from Command and Control Centers (C2).

The CBP Relocatable Tower Support Team refined the system requirements, preparing for appropriate procurement documentation, assessing potential vendors of the towers and selecting vendors based on best value. The Team has participated in several trips to South Texas to assist in the selection of sites upon which to position the Relocatable Towers. Multiple sites were evaluated, based on strict criteria, ultimately resulting in selections and the establishment of several key Relocatable Tower observation sites along the border.

The team refined the vendor requirements regarding the type of fencing to go around each of the sites ensuring that each Relocatable Tower site is protected from sabotage. In addition, the teams

designed, procured, outfitted and established two separate Command and Control Centers in the Laredo and McAllen locations.

These towers represent a new, critical and technologically advanced solution to combating drug

and human smuggling, along with human trafficking, and other illegal activities which occur on a daily basis along what some is considered the most volatile area along the southwest border. These towers also enable border enforcement, with less physical exposure to danger. These efforts on the behalf of the CBP Relocatable Tower team represent the epitome of providing unprecedented team efforts in collaboration to satisfy an urgent and crucial customer need. This

team successfully executed the concept-to-realization deployment of a completely new border surveillance solution for CBP. Thanks to the innovation of the team, and the close partnership of CBP personnel, they were able to combine tried and true procurement and project management techniques, along with inventive problem solving and compression of project delivery techniques to provide an excellent, efficient and cost effective solution. This solution not only exceeds all customer requirements, but undoubtedly leads to the reduction of illegal border activity while simultaneously reducing the risk that border patrol officers face on a daily basis.

The FAA is proud to support the mission of Customs and Border Protection in protecting our nation with highly effective training and technology in thwarting potential threats across our nation's borders.

For information about partnership opportunities with the FAA's Logistics Center, please contact Randall Burke, FAA Logistics Center Program Director (405)954-4358.



Thanks to the science and engineering expertise of FAA Logistics personnel, the surveillance coverage of CBP is enhanced.

3 Conversations All Managers Need to Master

Managers don't have enough high quality conversations with their direct reports, according to Ann Phillips, a senior consulting partner with The Ken Blanchard Companies. This deficiency has a negative effect on both productivity and morale.

"Part of effective communication between manager and direct report is a mindset and part is a skillset. Both are required," says Phillips. "It's easy for managers to convince themselves they don't have time for quality conversations, especially when they aren't particularly interested in having them and don't really know how to do it.



"Every manager I've worked with has so much of their own work to do all day, every day, that some can't see their way clear to spending time with the folks who work for them—other than performance reviews, rushed interactions, or crises," explains Phillips. "Conversations between these managers and their people are mostly manager-led directives of 'this is what I want you to do; here's how to do it.' The manager is focused on getting stuff done and on what needs to happen—not on their direct reports' career growth or needs.

"Unfortunately, when individual contributors in this scenario become managers, they treat people exactly the way they were treated. Sub-quality conversations become a cultural norm."

The good news, according to Phillips, is that managers can learn to be more effective in their work conversations.

"If a manager has the right mindset and training, it'll drive the right behavior," says Phillips. She recommends focusing on three specific conversations to get started.

The Goal-Setting Conversation

"All good performance begins with clear goals. Effective goal-setting conversations begin with clarity—what to do, by when, and what a good job looks like," says Phillips. "Be specific—and don't be afraid to ask questions. It's critically important to take the time to make sure both parties are interpreting the same words in the same way to avoid misunderstandings.

"Conversations and relationships can go sideways when people interpret things differently but don't have a conversation about that interpretation. Never assume!"

This leads to the second important conversation at which managers need to excel—giving feedback.

The Feedback Conversation

"A friend of mine recently told me I tend to hijack conversations," says Phillips. "The funny thing is, I was just about to tell her she does the same thing! We discovered that what I interpret as hijacking and what she interprets as hijacking are two different things.

"We talked about how, when she's talking and pauses to think, I rush in to fill the empty space. It goes back to my experience at home. In my family, you talk, talk, talk, talk, and there are no pauses. So when my friend goes silent, I fill in the gap and start talking about something.

"Then I explained to her that I feel she hijacks the conversation when I tell her about something happening in my life and she immediately turns it into a discussion about something that's happening in her life. It's related, but it still feels to me like she is making it about her.

"Because we are committed to our friendship, we're willing to discuss things that are uncomfortable and to consider each other's point of view. That's important at work, too. Managers and direct reports need to have the type of relationship where they can talk honestly. When a manager cares about a direct report as a human being—and vice versa—they build up an emotional bank account they can

3 Conversations All Managers Need to Master (Cont'd)

draw from. That allows them to have difficult conversations when they need to.”

Sadly, the word *feedback* has a negative connotation in business today, says Phillips.

“People seldom think of feedback as praise or recognition. When people hear that word, they think at best it’s going to be constructive criticism. But it rarely feels constructive—it just feels like criticism.

“It’s another area where most managers don’t have the skills they need—especially feedback around performance improvement and redirection. Managers are so concerned about how someone might respond to feedback, they tend to avoid it altogether.”

One way managers can be more successful when preparing to give feedback is to make sure they are coming at it from the right place.

“Your feedback can’t be based on your own personal agenda,” says Phillips. “It has to be about helping other people be successful or otherwise improving the team. If you come from a personal agenda, your feedback will come across poorly.

“In my conversation with my friend, she gave me the feedback about the way I hijack conversations because she wanted our conversations to be better. I knew that, and it gave me a chance to think about my behavior and run it over in my mind. That was a good learning for me—to recognize that behavior I picked up from my family might be misinterpreted when I’m dealing with other people.”

The One-on-One Conversation

Listening and focusing on the other person’s agenda is especially important when managers conduct one-on-one conversations with their direct reports, says Phillips.

“It’s easy to fall into the manager’s agenda, where one-on-ones can turn into a review of how the direct report is doing on each of their goals. At The Ken Blanchard Companies, we teach managers to schedule semi-monthly one-

on-ones, where the agenda is driven by the individual contributor and what they need.”

The manager’s primary role is to listen and provide support, says Phillips. Senior leaders are generally better at this than are new managers.

“At the senior levels of an organization, a VP typically will have more experience asking a direct report how things are going and finding out what the direct report needs to succeed. As you move down to the frontlines of an organization, managers are less experienced at taking the lead in a conversation like that.”

Especially at the frontlines, Phillips observes, managers and supervisors need training in how to have effective one-on-one conversations. Otherwise, the direct report is likely to default to the manager and ask the manager what *they* want talk about.

“It’s important to teach managers to ask open-ended questions about what an individual contributor’s needs are. Suppose the direct report comes into the meeting with a blank piece of paper and says, ‘What do you want talk about?’ The manager should take that opening and say, ‘Let’s talk about some things you are working on. Let’s list the three or four tasks, discuss your development level, and talk about how I can help you.’ Eventually, that direct report will become more proactive and learn to take the lead in those conversations.”

It’s a process and a joint responsibility—one where everybody benefits, says Phillips.

“Leaders influence through the power of their conversations. Train your managers—and your individual contributors—in the skills they need for more effective conversations at work. It’s one of the best ways to improve performance and satisfaction.”

<https://resources.kenblanchard.com/blanchard-leaderchat/3-conversations-all-managers-need-to-master?elqTrackId=f42cb52ff4ae46b18502fda0b4d09320&elq=83e3b362cdc942f4a34aea24dda55156&elqaid=1585&elqat=1&elqCampaignId=726>

UPCOMING EVENTS

September 2018

Sep 3, 2018	Labor Day
Sep 10, 2018 1:00 p.m.	National FEB Director Conf Call POC: FEB Office, 405-231-4167
Sep 11, 2018 10:00 a.m.	Executive Policy Council mtg Tinker AFB POC: FEB Office, 405-231-4167
Sep 12, 2018 All Day	Leadership FEB Forum Nat'l Park Service, Sulphur OK POC: FEB Office, 405-231-4167
Sep 19, 2018 All Day	Leadership Development Training Collaboration Shift - Remington POC: FEB Office, 405-231-4167
Sep 20, 2018 All Day	Leadership Development Training Collaboration Shift - FAA POC: FEB Office, 405-231-4167
Sep 24-25, 2018 All Day	FEMA L-548 COOP Program Manager's Course Oklahoma Highway Patrol POC: FEB Office, 405-231-4167
Sep 26-28, 2018 All Day	FEMA L-550 COOP Planner's Course Oklahoma Highway Patrol POC: FEB Office, 405-231-4167

INSPIRATION CORNER

One of the things I learned the hard way was it does not pay to get discouraged. Keeping busy and making optimism a way of life can restore your faith in yourself. —Lucille Ball

Perfection is not attainable, but if we chase perfection we can catch excellence. —Vince Lombardi

I start with the premise that the function of leadership is to produce more leaders, not more followers. —Ralph Nader

A fellow doesn't last long on what he has done. He's got to keep on delivering as he goes along. —Carl Hubbell

Always seek to excel yourself. Put yourself in competition with yourself each day. Each morning look back upon your work of yesterday and then try to beat it. —Charles M. Sheldon

Fame is vapor, popularity an accident, riches take wings. Only one thing endures, and that is character. —Horace Greeley

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
- Dr. Lee Denney, State Director, USDA Rural Development
- 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, U.S. 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, U.S. Secret Service

Officers

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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
Detailer: Sarah Musler, TSI

YOU'RE NOT A CONTROL FREAK IF ...

You're not a control freak if you send back a rare steak when you ordered medium.

#1. You're not a control freak if you have high standards for yourself and others. But you're a controlling jerk if you expect more from others than you expect from yourself.

#2. You're not a control freak if you pay attention to details.

7 ways to pay attention to details without driving everyone crazy:

1. Set deadlines and ask for reports. Explain why it matters and what you expect.
2. Give people a chance to live up to your expectation, even if it means they fail.
3. Respond quickly when people don't live up to their commitments.
4. Make room for people to excel after they demonstrate reliability.
5. Notice where people tend to stumble. Assign work based on strengths and track-record.
6. Reward people who bring up problems and issues before they get out of hand. Correct those who hide problems.
7. Escalate your response to patterns of success or failure. Keep giving space as

performance trends upward. Intervene more actively when performance trends downward. Think of this as the dance of

intervention.

#3. You're not a control freak if you expect people to perform up to their potential. You're a boss-hole if you nag about past failures.

#4. You're not a control freak if you bring up

awkward issues with kindness and forward-facing curiosity. You're a jerk-hole if you hold people accountable to fuzzy expectations.

#5. You're not a control freak if you expect people to correct their own mistakes. Anyone who consistently falls short needs at least one of the following:

- A new job.
- A new job description.
- Training.
- A new manager.

#6. You're not a control freak if you know how to chill out with your team.

#7. You're not a control freak when responsible failure is a learning experience. You're a lousy leader when you tolerate patterns of failure.

<https://leadershipfreak.blog/2018/07/09/youre-not-a-control-freak-if/>



3 WAYS TO NAVIGATE TOUGH TIMES

The things that matter most, matter most during tough times.

3 ways to Navigate tough times:

#1: Prepare before tough times arrive: It's too late to prepare for rough seas when the seas are already rough. The important practices of leadership are necessary when skies are blue.

Important things like relationship building don't feel important until you need a relationship.

1. Schedule relationship building.
 - Networking lunches.
 - Thank you notes.
 - Catch-up phone calls.
 - Send follow-up emails.
2. Stand with others when they experience tough times. (In order to do this, keep in touch with key people.)
3. Get to know people as people, not simply tools for delivering results.

If you're currently in tough times:

#2: Nurture clear-headed thinking: Search for points of 'acceptable clarity' when times are tough.

Go with your highest – imperfect – point of clarity when you're in a fog.

1. Adopt practices to mitigate stress. Anxiety hinders thinking. Stress makes

you stupid.

2. Realize acceptable levels of stress sharpen your focus.
3. Connect with leaders who have

navigated similar environments.

4. Let your team know that you're counting on them. Turbulence isn't the time for leaders to wring their hands in fear.

5. Seek insight from others. Don't pretend you know when you don't.

6. Talk solutions more than problems.

7. Jump into situations with enthusiasm.

Reluctance seldom serves leaders well.

8. Schedule brief quiet times. Go for short walks.

9. Exercise and eat well.
10. Get enough sleep.

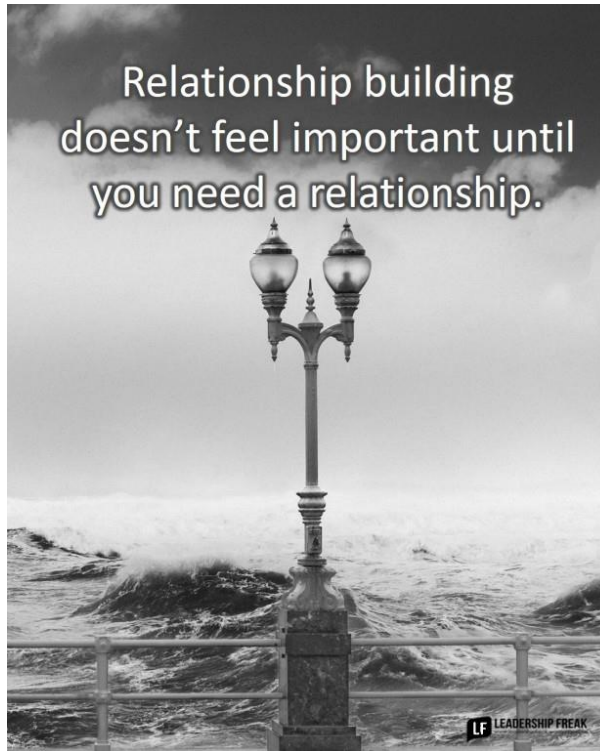
The least glamorous practices of leadership are the more important practices.

Preparation is boring until high winds hit.

#3: Reconnect with purpose and build the airplane in the air: You need a compass to show direction when times are turbulent. But you'll need to build the airplane while you're in the air.

Commit to serve the best interest of your team and your organization. Self-serving leaders make tough times tougher.

<https://leadershipfreak.blog/2018/08/22/3-ways-to-navigate-tough-times/>





**Oklahoma Office of Homeland Security
L548 – COOP Program Managers Course
September 24-25, 2018
Oklahoma City, OK**

Course Overview:

Upon completion of this course, participants should be able to do the following: Define COOP; Explain the business benefits of COOP; identify the elements of a viable COOP capability; identify the processes, resources, and tasks necessary to implement and manage a successful COOP Program.

Prerequisites:

None

Participant Audience:

Emergency Management & Government Administration

Date and Location:

September 24-25, 2018

8:00am-4:00pm

Robert R. Lester Training Center

Classroom E

3600 N Martin Luther King Ave

Oklahoma City, OK 73111

Registration:

https://www.ok.gov/homeland/courses/training_event_detail.php?event_id=2182

Hotel Accommodations:

Hotel accommodations will not be provided for this course.

Sponsored By:

Oklahoma Office of Homeland Security

Delivered By:

FEMA Region 6



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Hotel Accommodations:

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Sponsored By:

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Delivered By:

FEMA Region 6



Full-Day Pre-Retirement Training Seminars-2018



Be sure you are financially prepared to do all the things you've planned for your retirement!!



Topics to be covered:

- Overview of CSRS
- Survivor Benefit
- Thrift Savings Plan (to include Roth TSP)
- Voluntary Contribution Program (CSRS)
- Federal Employee Health & Life Insurance Programs
- Social Security
- Federal Long Term Care Program
- Flexible Spending Accounts
- Annuity Calculation
- Phased Retirement

TIME: 8:00 a.m. - 4:00 p.m. (each day) Registration will begin at 7:30 am
LOCATION: Remington Park, One Remington Place, Oklahoma City, OK
COST: \$75.00 per employee, spouses are an additional \$25 (must share materials)
INSTRUCTOR: Instructor is contracted by First Command Educational Services and paid by the FEB; these sessions are educational ONLY. The instructor holds neither license nor affiliation with any financial products.

[] Sign me up for the CSRS/FERS session on Tuesday, October 16, 2018.

This session will cover both retirement plans (since many elements are the same: life insurance, health insurance, long term care). Specifics of EACH will be provided during the day.

[] Sign me up for the FERS session on Wednesday, October 17, 2018.

[] I am also covered by a special retirement provision (Firefighter/Law Enforcement/Air Traffic Controller)
If you are covered by FERS or are covered by a special retirement provision, you will want to attend this day.

Seating is limited to 100 per session. Once a session is filled, future registrants will be notified and provided the opportunity to be placed on a waiting list for the next Pre-Retirement session.

Payment must be made in advance [] Check [] Credit Card—Phone #:

NAME(S): _____
 Spouses are welcome to register, as well, this form can be used to register both; adjust the registration fee.

AGENCY: _____
 Please list your agency, organization and office symbol.

ADDRESS: _____

PHONE: () _____ EMAIL: () _____

Mail this registration form to:	Oklahoma Federal Executive Board 215 Dean A. McGee, Suite 349 Oklahoma City, OK 73102
Email to:	LeAnn.Jenkins@gsa.gov or Lisa.Smith-Longman@gsa.gov

Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, refunds and cancellations will be permitted through October 9, 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!

SUN	MON	TUES	WED	THUR	FRI	SAT
30	September 2018					1
2	3 Labor Day	4	5	6	7	8
9	10 1:00 FEB Conf Call	11 Exec Pol Council mtg	12 Leadership FEB-NPS	13	14 12:00 Nat'l FEB Process Improvement Committee	15
16	17	18	19 Leadership Training Collaboration Shift	20 FEB Leadership trng @ FAA	21	22
23	24 FEMA L-548 training	25	26	27 FEMA L-550 training	28	29

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