



# INTERAGENCY CONNECTION

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

<http://www.oklahoma.feb.gov/>

(405) 231-4167

*Strategic Connections resulting in Unique Solutions*

## Chair's Corner



At the time I am writing this article, we are feverously preparing for our annual FEB Awards Ceremony!

We have 91 nominations this

year, in 17 categories. I have heard that the nominees this year are exceptional which made it difficult for our Selection Committee members! One of the selection committee members sent this remark to our Executive Director, *"There were so many categories in which I wanted everyone to win! Lots of great work going on out there!"*

We are releasing this month's newsletter a bit early to allow everyone sufficient time to purchase tickets for the Awards Ceremony scheduled for Monday, May 6<sup>th</sup>. This is one of our premier events and I encourage everyone to attend!

**Quick note to those who nominated your top performers:** Please be sure they are registered to attend, along with the supervisor/agency leader who nominated them. This affords us the opportunity to recognize their dedication, good work and accomplishments on behalf of taxpayers.

A registration is provided in this newsletter

for your convenience. You can call the FEB office to purchase tickets; they will be mailed to the address you indicate (if you order them in sufficient time to receive before the luncheon). If the timing is such that you may not receive tickets prior to the luncheon, Lisa will have a record of your payment and you can check in at the registration table to gain access to the ballroom.

Traditional classroom training (our **Leadership "Series"**), hosted by the FEB begins in May. We have five different topics to be presented by different instructors spread out in one-day increments over five months to allow maximum flexibility for scheduling. We have the "sliding scale of savings" again this year so federal agencies can purchase the full set to send one person to five training sessions or send five employees to individual training sessions.

I look forward to seeing you at some of our scheduled events!

*Basharat Siddiqi*  
Basharat Siddiqi, Chair

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### 3 WAYS TO OVERCOME “THAT WON’T WORK”

Naysayers are often right – especially when they’re roadblocks.

“What works,” emerges AFTER you try.

We have a delusional ability to believe we’re right when, in truth, we have nothing to support our confidence. This is especially true when it comes to knowing what OTHER people should or shouldn’t do.

#### **Experts at what won’t work:**

How many of your teammates love noticing what won’t work? New ideas are met with a chorus of, “That won’t work.” It’s like the Mormon Tabernacle Choir is having a bad day.

We’re experts at noticing\*:

1. Bad before good.
2. Mistakes before successes.
3. Problems before opportunities.

Noticing “What won’t work” is useful, as long as you don’t stop there.

#### **Victim or victor:**

If you’re frustrated, but not working to make improvements, you’re a victim. Leaders improve stuff.

Where are the women and men who risk making things better?

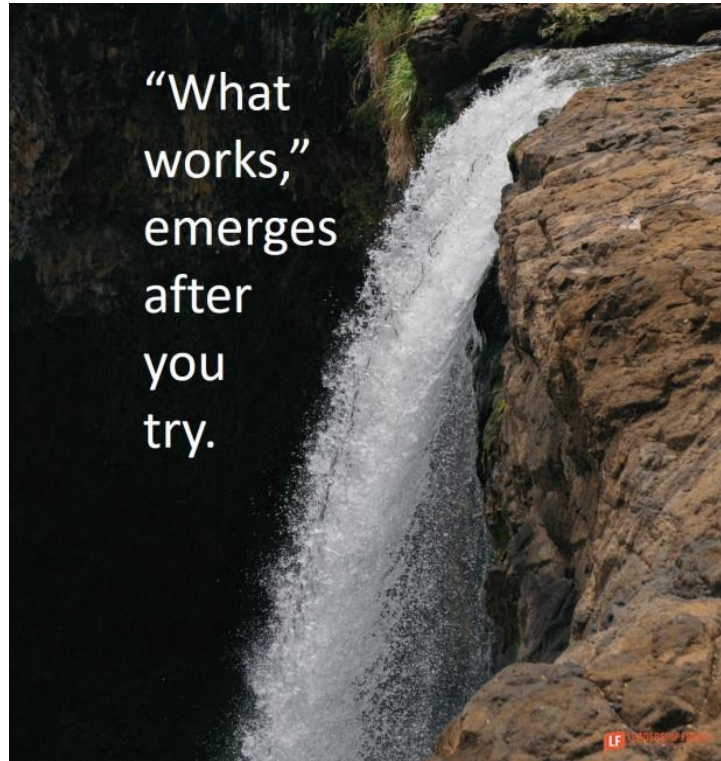
#### **Skillful noticing:**

It takes experience and skill to notice what isn’t working.

Novices rush toward the abyss oblivious to danger. Skillful leaders have enough wisdom to notice poor team dynamics, for example. But noticing isn’t enough.

Noticing is the beginning of intervention for real leaders.

Skillful noticing is a means to an end. The goal is improvement.



Passive noticing gives birth to frustration, helplessness, and victimhood.

3 ways to overcome “That won’t work.”:

#1. Create an environment where noticing GOOD is part of the mix. I’ve started saying, “Tell me something good.” People look at me like I’m nuts. Just keep doing it.

#2. Teach people that it takes more skill and intelligence to make positive suggestions than it does to point out, “What won’t work.”

#3. Don’t answer critics. Say, “Alright, I see what won’t work. Tell me something that WILL work.”

<https://leadershipfreak.blog/2019/03/25/3-ways-to-overcome-that-wont-work/>

## Spotlighting Information in Public Service

### Did you Know?

#### Unexpected lessons in leadership

David Levy said the best leadership advice he ever received did not come from business leaders—but rather, from doctors.

“The lessons they shared have served me throughout my career and taught me to combine knowledge, curiosity and my heart to make an impact on the teams that I’ve led,” said Levy, vice president of federal government at Amazon Web Services.

Speaking at the March graduation ceremony of the [Excellence in Government Fellows](#) program, Levy shared two stories about physicians he has known and the impact they’ve had on his career.

The first was about his uncle, an African-American cardiovascular surgeon who served as a physician during the Vietnam War. When the uncle went to operate on a wounded soldier, the soldier told him he didn’t want an African-American doing the operation. The doctor told the soldier he understood his perspective but that he was the only doctor in the area. His uncle then proceeded to operate on the soldier, saving



his life.

The lesson? “He always told me, no matter what you do in life, you have to deliver results,” Levy said. “And that, it’s not only the results that you deliver, it’s also about *how* you deliver those results.”

Levy also told the story of his diagnosis of congenital heart disease as a teenager, and what his cardiologist told him. When Levy expressed concern that his heart condition would prevent him from exploring his passions, the doctor said, “Purpose is more important than passion.”

Effective leaders have their purpose laid out for them, and part of being a successful leader “is about remaining curious and constantly learning,” Levy said. Most importantly, leaders must be aware of how they impact people every day, and, rather than acting based on individual factors, they should focus on the over-arching purpose of their actions.

<https://ourpublicservice.org/unexpected-lessons-in-leadership/>

## HOW TO THRIVE WHEN YOU FEEL THE STING OF UNFAIRNESS

Unfairness abounds in organizational life.

Your company merged with a competitor and your position was eliminated.

You didn't get the promotion. It's not fair.

You never thrive when unfairness derails your focus and drains your enthusiasm.

“Success is going from failure to failure without loss of enthusiasm.”  
([Unknown](#))

**It's not fair when the refs get it wrong:**

Basketball is the game of the

gods. [March Madness](#) is the best three weeks of Spring. But...

Sometimes the referees get it wrong. During the Texas Tech/Gonzaga game, the ref clearly [missed an out of bounds call](#). It happens! ([NCAA video](#).)

Any player that worries about bad calls is playing below their potential. Forget the referees. Just go play your best game.

Successful players focus on the next play, not the last play.

“... whatever you have just done is not nearly as important as what you are doing right now.” [Krzyzewski](#)

**When unfairness stings:**

The sting of unfairness hits home when:

1. Your boss takes credit for your idea.
2. Lack of affirmation feels like disrespect. Nearly 80% of those who feel [disrespected lose commitment](#).
3. Your co-worker tarnishes your reputation with gossip.



Sometimes the people who DON'T do the work get ahead because they're riding on the backs of people who do the work.

**Ego:**

Ego bristles at unfairness.

1. Ego says, “I deserve better.” Humility presses through unfairness and continues serving. Ego throws in the towel.
2. Ego whispers, “It's not worth it.” Unfairness takes the wind out of ego's sails.
3. Ego wonders why others get ahead when they don't work as hard as you.
4. Ego incites anger and invites bitterness. Pay-backs are joyfully anticipated by ego.

Ego invites you to become your worst self when faced with unfairness.

Don't feel sorry for yourself. Tighten your belt and press forward with enthusiasm.

<https://leadershipfreak.blog/2019/04/05/how-to-thrive-when-you-feel-the-sting-of-unfairness/>

## UPCOMING EVENTS

### May 2019

<b>May 3, 2019</b> 11:30	<b>OU Advisory Committee mtg/awards</b> University of Oklahoma, Norman POC: FEB Office, 405-231-4167
<b>May 5, 2019</b>	<b>Cinco de Mayo</b>
<b>May 6, 2019</b> 11:00am-1:00pm	<b>FEB Awards Ceremony</b> Remington Park, One Remington Place POC: FEB Office, 405-231-4167
<b>May 9, 2019</b>	<b>Eagle Horizon Emergency Communication Test</b>
<b>May 12, 2019</b>	<b>Mothers' Day</b>
<b>May 15, 2019</b> 9:00 a.m.	<b>Medical Countermeasures Training with the Oklahoma City/County Health Department</b>
<b>May 15, 2019</b>	<b>Houston FEB Awards Ceremony</b>
<b>May 16, 2019</b> All Day	<b>Leadership Development Training</b> Keep Everyone Safe & Secure POC: FEB Office, 405-231-4167
<b>May 16, 2019</b> All Day	<b>Leadership Houston FEB</b>
<b>May 17, 2019</b> All Day	<b>Leadership FEB Forum</b> VA Agencies in Muskogee, OK POC: FEB Office, 405-231-4167
<b>May 27, 2019</b>	<b>Memorial Day</b>

### INSPIRATION CORNER

To go fast, go alone. To go far, go together.  
—African Proverb

These three astronauts [on Apollo 13] were beyond our physical reach. But not beyond the reach of human imagination, inventiveness, and a creed we all lived by: "Failure is not an option." —Gene Kranz

The individual activity of one man with a backbone will do more than a thousand men with a mere wishbone.  
—William J.H. Boetcker

Leaders take us to places we've never been before. But there are no freeways to the future, no paved highways to unknown, unexplored destinations. There's only wilderness.  
—James M. Kouzes and Berry Z. Posner

## 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 Coordinator, USDA Rural Development
- David Engel, Chief Administrative Judge, Social Security Administration, Tulsa
- John Fox, Warden, Federal Transfer Center
- Joe Gallagher, Deputy to Commanding General Army Fires Center of Excellence, Fort Sill
- Julie Gosdin, District Director, U.S. Postal Service, Oklahoma City
- Johnny Kuhlman, US Marshal, US Marshals Service, Western District
- Dottie Overal, Director, Small Business Administration
- Rose Roberson, Superintendent, BIA-Anadarko Agency

### Officers

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Division Administrator  
Federal Highway Administration

**Vice-Chair:** **Kevin Stamey**  
Executive Director  
Air Force Sustainment Center

**Ex-Officio:** **Michelle Coppedge**  
Director  
FAA Mike Monroney Aeronautical Center

### Staff

**Director:** LeAnn Jenkins  
**Assistant:** Lisa Smith-Longman

## THE SINGLE BIGGEST FACTOR IN LONG-TERM ORGANIZATIONAL SUCCESS

“What ultimately constrains the performance of your organization is not its business model, nor its operating model, but its management model.” ([The Future of Management](#), Gary Hamel)

### Factors of organizational success:

Jim Collins says the key factors for success include:

1. Getting the *right people* on the bus
2. Getting the right people in the right seats.
3. Getting the wrong people off the bus.
4. Level 5 leadership – Humble leaders with indomitable will. ([Good to Great](#))

### Managers:

“Gallup finds that the quality of managers and team leaders is the single biggest factor in your organization’s long-term success.” ([It’s the Manager](#))

Organizations ask, “How do managers get more out of people?”

“Ironically, the management model encapsulated in this question virtually guarantees that a company will never get the best out of its people. Vassals and conscripts may work hard, but they don’t work willingly.” [Gary Hamel](#)

### Boss to coach:

The BEST managers are coaches, not bosses. [Jim Clifton and Jim Harter](#) say there are three requirements of coaching.

1. Establish expectations.
2. Continually coach.
3. Create accountability.

### 3 tips for shifting from boss to coach:



#1. Understand the dance between freedom and intervention.

Give high performers freedom. Intervene when performance lags.

Intervention isn’t oppression or punishment. It might mean weekly one-on-ones, instead of

monthly.

#2. Overcome the most difficult shift.

Solving problems for talented people devalues their talent. Over-helpfulness sucks the life out of talented people. Stop giving quick answers.

Coaches help people find their own answers. The old style of management, when people were tools, is to give them answers and expect conformity.

#3. Practice accountability that energizes people.

Accountability that energizes is self-imposed. We need to rise above the false notion that we can force people into high performance.

Noticing is healthy accountability. Walk around noticing performance as it relates to expectation.

Work that isn’t noticed goes down in value.

<https://leadershipfreak.blog/2019/03/29/the-single-biggest-factor-in-long-term-organizational-success/>

## The Opposite of A To-Do List

You wake up, either by the alarm or naturally. You lay in bed and decide whether to hit the snooze and get a couple of extra minutes or start your day. And then it happens, as you begin to feel the increasing pressure of time.

Your mind starts racing of all the things on your never-ending to-do list. And maybe questions of doubt start to arise. How will I get it all done today? Am I missing something?

How can I best manage my time?

As these questions come, there is one that probably does not. And that is the most important question... What do I need to stop doing?

It's a great question. The best question.

Here is my list of top four behaviors to stop doing so you can be more productive externally and acquire peace of mind internally.

### **1. Don't read or watch the news first thing in the morning or last thing at night**

80% of the news is filled with something that will excite or anger you. The habit of watching the news or reading the paper was essential when information was scarce, now we suffer from information overload and don't have a proper filter as to what information is helpful or a distraction.

"The news has helped me become more productive, wealthier, and happier."

-said no one ever

### **2. Stop taking all meeting requests**

Just like our unquenchable thirst for more

information can be a bad habit so is quickly setting up meetings. And we think to ourselves. "We need to meet" "I need to be informed" and the most crippling of all. "If we set up a meeting, it will all get figured out." And our day is spent jumping from meeting to meeting with no resolution or outcome, just a lot of opened conversation.

### **3. Don't check email first thing in the morning or last thing at night**

Email is a reactive activity and is teaching our brains to respond and not think proactively. If you consistently prioritize, checking email is not your #1 priority for the day. Start with your number one priority and come back to email.

### **4. Put your phone up**

Allow yourself to be bored. To daydream, to think, and to be present. Who does this any more? We have programmed our brains to pull out our phones at any moment of wait or inconvenience. Waiting at a stop light, waiting in line to order food, etc. And this is creating what I call "Self-Inflicting Attention Deficit Disorder" – We are training our brains not to concentrate.

It is easy to think if I'm overwhelmed that I need to get up earlier or stay later and that may be a short term fix, but it is not a long term strategy. By having a not-to-do list allows you to apply "Better Thinking vs. More Effort".

By Eric Papp, founder of Agape Leadership, LLC and the author of *Leadership By Choice* and *3 Values of Being An Effective Person*.



## Why You Procrastinate (It Has Nothing to Do With Self-Control)

If procrastination isn't about laziness, then what is it about?

If you've ever put off an important task by, say, alphabetizing your spice drawer, you know it wouldn't be fair to describe yourself as lazy.

After all, alphabetizing requires focus and effort — and hey, maybe you even went the extra mile to wipe down each bottle before putting it back. And it's not like you're hanging out with friends or watching Netflix. You're cleaning — something your parents would be proud of! This isn't laziness or bad time management. This is procrastination.

If procrastination isn't about laziness, then what is it about?

Etymologically, “procrastination” is derived from the Latin verb *procrastinare* — to put off until tomorrow. But it's more than just voluntarily delaying. Procrastination is also derived from the ancient Greek word *akrasia* — doing something against our better judgment.

“It's self-harm,” said Dr. Piers Steel, a professor of motivational psychology at the University of Calgary and the author of “The Procrastination Equation: How to Stop Putting Things Off and Start Getting Stuff Done.”

That self-awareness is a key part of why procrastinating makes us feel so rotten. When we procrastinate, we're not only aware that we're avoiding the task in question, but also that doing so is probably a bad idea. And yet, we do it anyway.

“This is why we say that procrastination is essentially irrational,” said Dr. Fuschia Sirois, professor of psychology at the University of Sheffield. “It doesn't make sense to do

something you know is going to have negative consequences.”

She added: “People engage in this irrational cycle of chronic procrastination because of an inability to manage negative moods around a task.”

Wait. We procrastinate because of bad moods?

In short: yes.

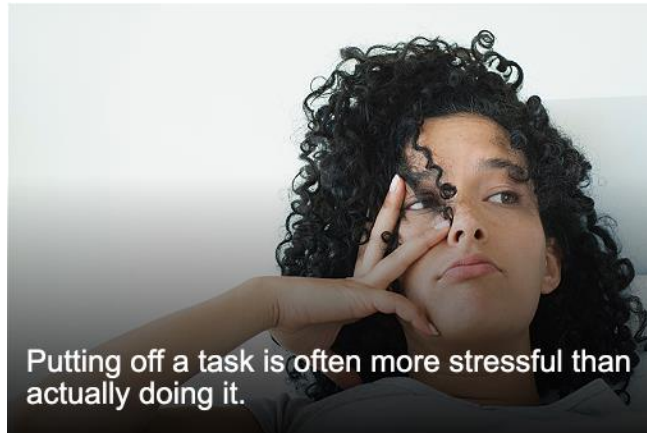
Procrastination isn't a unique character flaw or a mysterious curse on your ability to manage time, but a way of coping with challenging emotions and negative moods induced by certain tasks — boredom, anxiety, insecurity,

frustration, resentment, self-doubt and beyond.

“Procrastination is an emotion regulation problem, not a time management problem,” said Dr. Tim Pynchyl, professor of psychology and member of the Procrastination Research Group at Carleton University in Ottawa.

[In a 2013 study](#), Dr. Pynchyl and Dr. Sirois found that procrastination can be understood as “the primacy of short-term mood repair ... over the longer-term pursuit of intended actions.” Put simply, procrastination is about being more focused on “the immediate urgency of managing negative moods” than getting on with the task, Dr. Sirois said.

The particular nature of our aversion depends on the given task or situation. It may be due to something inherently unpleasant about the task itself — having to clean a dirty bathroom or organizing a long, boring spreadsheet for your boss. But it might also result from deeper feelings related to the task, such as self-doubt, low self-esteem, anxiety or insecurity. Staring





## Why You Procrastinate (It Has Nothing to Do With Self-Control) cont'd

at a blank document, you might be thinking, *I'm not smart enough to write this. Even if I am, what will people think of it? Writing is so hard. What if I do a bad job?*

All of this can lead us to think that putting the document aside and cleaning that spice drawer instead is a pretty good idea.

But, of course, this only compounds the negative associations we have with the task, and those feelings will still be there whenever we come back to it, along with increased [stress and anxiety](#), feelings of [low self-esteem](#) and [self-blame](#).

In fact, there's an entire body of research dedicated to the ruminative, self-blaming thoughts many of us tend to have in the wake of procrastination, which are known as "[procrastinatory cognitions](#)." The thoughts we have about procrastination typically exacerbate our distress and stress, which contribute to further procrastination, Dr. Sirosis said.

But the momentary relief we feel when procrastinating is actually what makes the cycle especially vicious. In the immediate present, putting off a task provides relief — "you've been rewarded for procrastinating," Dr. Sirosis said. And we know from basic behaviorism that when we're rewarded for something, we tend to do it again. This is precisely why procrastination tends not to be a one-off behavior, but a cycle, one that easily becomes a chronic habit.

Over time, chronic procrastination has not only productivity costs, but measurably destructive effects on our mental and physical health, including [chronic stress](#), general [psychological distress and low life satisfaction](#), [symptoms of depression](#) and [anxiety](#), [poor health behaviors](#), [chronic illness](#) and even [hypertension and cardiovascular disease](#).

But I thought we procrastinate to feel better?

If it seems ironic that we procrastinate to

avoid negative feelings, but end up feeling even worse, that's because it is. And once again, we have evolution to thank.

Procrastination is a perfect example of *present bias*, our hard-wired tendency to prioritize short-term needs ahead of long-term ones.

"We really weren't designed to think ahead into the further future because we needed to focus on providing for ourselves in the here and now," said psychologist Dr. Hal Hershfield, a professor of marketing at the U.C.L.A. Anderson School of Management.

[Dr. Hershfield's research](#) has shown that, on a neural level, we perceive our "future selves" more like strangers than as parts of ourselves. When we procrastinate, parts of our brains actually think that the tasks we're putting off — and the accompanying negative feelings that await us on the other side — are somebody else's problem.

To make things worse, we're even less able to make thoughtful, future-oriented decisions in the midst of stress. When faced with a task that makes us feel anxious or insecure, the amygdala — the "threat detector" part of the brain — perceives that task as a genuine threat, in this case to our self-esteem or well-being. Even if we intellectually recognize that putting off the task will create more stress for ourselves in the future, our brains are still wired to be more concerned with removing the threat in the present. Researchers call this "amygdala hijack."

Unfortunately, we can't just tell ourselves to stop procrastinating. And despite the prevalence of "productivity hacks," focusing on the question of how to get more work done doesn't address the root cause of procrastination.

<https://www.nytimes.com/2019/03/25/smarter-living/why-you-procrastinate-it-has-nothing-to-do-with-self-control.html>

Check next month's newsletter's article on How to get to the root cause of procrastination.

## HOW TO HOLD PEOPLE ACCOUNTABLE WITH COMPASSION

Pushovers prolong helplessness, failure, and mediocrity. But compassionate-accountability fuels boldness, growth, and productivity.

You demonstrate respect for people when you hold them accountable.

Accountability says behaviors matter. Who wants to live in a world where actions have no consequences?

Lack of compassion creates fear.

### A comment:

One commenter on Leadership Freak writes, “I had a controversial conversation with an invested social worker yesterday. They were trying to fix a problem that a teenager got himself into.

He broke into the social worker’s facility. She wanted to drop the charges because she thought he had potential.

What lesson is he learning from being free of the charges?” (edited for content)

### Accountability AND compassion:

Don’t shoot your wounded.

Choose accountability AND compassion, not accountability OR compassion.

Accountability without compassion is detached, distant, and disheartening.

Accountability is about personal responsibility. But you can support people when they face negative consequences.

When someone screws up, stand with them, but don’t encourage irresponsibility.

Compassion is most relevant when people are down. Don’t compound failures by keeping your distance when people are paying the piper.

Get your hands dirty. Compassion takes time, energy, and patience.



If your goal is development, help people come out better on the other side of failure. Don’t stand aloof.

The language of compassionate-accountability:

1. I know this is hard. I’m standing with you.
2. I can’t make this go away. But I’ll help you get through it.
3. I’m sorry we had to terminate you. Let me help you find a new job. (Depending on the reason for termination.)
4. Yes, you’ve lost trust. Let’s find some ways to help you earn trust again.

Accountability isn’t cruel when you walk with people after they screw up.

A second chance has meaning when people take responsibility for their failures.

<https://leadershipfreak.blog/2019/04/02/how-to-hold-people-accountable-with-compassion/>

	<p><b>FEB Leadership Series-2019</b>  <b>Registration and Enrollment information</b></p>	
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Name of Participant: \_\_\_\_\_

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

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

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

**\$\$ Price Saver Series \$\$**  
 **Full Series—All 5 Days \$750.00**

**Pick three for \$500.00**  
 **May 16<sup>th</sup>**    **June 18<sup>th</sup>**    **July 10<sup>th</sup>**    **August 6<sup>th</sup>**    **September 10<sup>th</sup>**

**Individual Training Day “Menu Prices”**

- Keeping Everyone Safe and Secure – May 16, 2019 – \$175.00
- Leading a Diverse Organization – June 18, 2019 – \$175.00
- Working with you is Killing Me —July 10, 2019 – \$175.00
- Thriving in the “C” Suite (ECC) – August 6, 2019 – \$175.00
- Managing Change –Tools for Leading Successful Transitions – September 10, 2019 – \$175.00

**Location: Remington Park, One Remington Place, Oklahoma City, OK**

Agency/Registrant may pay by:

- check       credit card       government voucher

Contact for Payment: \_\_\_\_\_ Phone: \_\_\_\_\_

Please mail to:	Federal Executive Board, 215 Dean A. McGee, Ste 349, Oklahoma City, OK 73102
Fax to:	(405) 231-4165
Or Email to:	<a href="mailto:LeAnn.Jenkins@gsa.gov">LeAnn.Jenkins@gsa.gov</a> or <a href="mailto:Lisa.Smith-Longman@gsa.gov">Lisa.Smith-Longman@gsa.gov</a>
Call to provide payment info:	FEB Office voice line: 405-231-4167

*Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, refunds and cancellations will be permitted through May 3, 2019. 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!*



## 2019 Public Service Recognition Week Employee of the Year Awards Banquet



*Event information:*  
Date: Monday, May 6, 2019  
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 50<sup>th</sup> (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](http://www.mapquest.com) or [www.google.com/maps](http://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 a special dietary accommodation, please contact the FEB Office at 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     Check     Credit Card-Phone #:

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

*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: <a href="mailto:LeAnn.Jenkins@gsa.gov">LeAnn.Jenkins@gsa.gov</a> Or <a href="mailto:Lisa.Smith-Longman@gsa.gov">Lisa.Smith-Longman@gsa.gov</a>
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Make checks payable to: Oklahoma Federal Executive Board

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