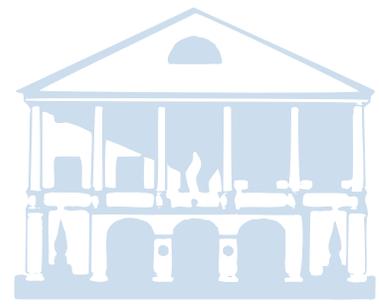


EXECUTIVE SUMMARY

Newsletter of the Federal Executive Institute Alumni Association



April 2018, Number 438

PRESIDENT'S COLUMN

President's Column: Crafting Your Personal Story

By Peter (Duke) Duklis (P387)



Peter Duklis (P387)

Awesome April! Spring is finally here.

“Spring cleaning” is in full swing at home and at work, and I hope you all had a wonderful Easter.

Now that the budget has been approved for six months, it is time

for everyone to sign up for the May 2018 Executive Forum. Please visit feiaa.org and register!

Theme: Dynamic Leadership for Challenging Times

Location: The Marvin Center at The George Washington University

Confirmed Speakers: Daniel Pink, Kristi Hedges, Rob Kramer, Daphne Jefferson, and Russ Linden

Remember: The Federal Executive Institute Alumni Association (FEIAA) Board of Director's Annual Strategy Meeting at the Federal Executive Institute (FEI) is April 13–15, 2018. The Board will develop FEIAA's vision, goals, and plan for the next year and the future of FEIAA. So, let us know what is important to you! Here are some of the topics we are going to explore:

1. Vision, values, and goals
2. FEI 50th anniversary
3. May 2018 Executive Forum
4. Committee goals and ideas to support overall goals
5. Support to FEI
6. Charity events and work
7. Regional chapters and pilot programs
8. Future social functions
9. Partnering with other alumni associations
10. FEIAA store availability, pop-up stores, and access
11. Various committee reports
12. Final product: develop a 2018 plan of action and milestones

I know that seems like a lot, but I am sure we will be able to execute the most important aspects of the list. Again, please, provide us with your comments or other ideas at office@feiaa.org. 🏠

How to Write a Professional Biography

By Capt. Erin Stone, U.S. Navy (Ret.) for the Military Officers Association of America

A professional biography is a conversation starter. It is broader than a résumé but has the same goal of enticing the reader to want to know more about you.

Whereas a résumé is intended to get you an interview, a professional biography is intended to get you a meeting—or make the reader look

forward to a meeting you already have scheduled!

It is a subtle marketing tool and should be written so any audience, military or civilian, can understand it and be intrigued by what it says.

First, get yourself in the right frame of mind. Think about your brand, how you want to be per-

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PRESIDENT'S COLUMN

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ceived. Put on your civilian hat. Avoid military jargon and acronyms and abbreviated sentences without subjects. Don't try to translate military titles (e.g., CO) into civilian titles (i.e., CEO), because they don't correlate.

It's much better to simply describe your role (e.g., "led a 300-person organization"). Write your professional biography in third-person voice, refer to yourself as Mr. or Ms. rather than by rank or first name, and use active verbs. Use a professional conversational tone.

The long-form professional biography is no more than one page (you also should have a short one-paragraph version and an even shorter two-line version). Your name, without rank, goes at the top. Consider including a nice-quality photo of yourself in business attire, not in uniform. You can use the same photo as your LinkedIn profile picture. Include your current or most recent title under your name.

For the long-form biography, in the first paragraph, highlight a major career achievement, such as a high-visibility project that garnered praise or achieved significant results. Summarize a few other professional achievements in the second paragraph. Note the emphasis on achievements versus a chronological list of jobs. The third paragraph can discuss specific skills and strategic connections, such as volunteer activity with a relevant organization. In the final paragraph, cite education, other credentials and professional honors, and perhaps a personal interest or two.

Use your professional biography to raise your visibility and establish

your credibility. If you do public speaking outside the military, provide the biography for the event program and/or introduction. Attach it to your LinkedIn page. One of the most effective ways to use a professional biography is to send it to someone with whom you've requested an informational (not employment) interview. Send an e-mail a few days before the scheduled interview saying something to the effect of, "I am looking forward to talking with you on Tuesday about your experience as a program manager with Acme. I'd greatly appreciate your insights on how I might best position myself to transition into the field and have attached my biography to help facilitate our conversation." You might find that the person forwards your biography to others in his or her own network who might be able to further assist in your job search. Once you start your new career, keep your biography updated. It may be used to introduce you to new colleagues and business prospects and at future public speaking events. ■

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Again, please, provide us with your comments or other ideas for FEIAA events or this newsletter at office@feiaa.org or directly to me at peter.s.duklis@hud.gov.

Duke's Delicacy of the Month**April Is Alcohol Awareness Month**

Alcohol Awareness Month was established in 1987 to help reduce the stigma so often associated with alcoholism by encouraging community organizations and individuals to reach out to the American public each April with information about alcohol, alcoholism, and recovery.

Alcoholism is a chronic, progressive disease, genetically predisposed

and fatal if untreated. However, people can and do recover. In fact, it is estimated that as many as 20 million individuals and family members are living in recovery!

Alcohol Awareness Month provides a focused opportunity to increase awareness and understanding across America of alcoholism, its causes, effective treatment, and recovery. It is an opportunity to

PRESIDENT'S COLUMN

decrease stigma and misunderstandings in order to dismantle the barriers to treatment and recovery, and provide more opportunities for those who suffer from this disease to seek help.

Each April, National Council on Alcoholism and Drug Dependency (NCADD) affiliates and other supporting organizations across the country will use this opportunity to address the nation's number one

public health problem—addiction—through a broad range of media strategies, awareness campaigns, programs, and events in their local communities.

With this year's theme—**“Changing Attitudes: It's Not a ‘Rite of Passage’”**—the month of April will be filled with local, state, and national events aimed at educating people about the treatment and prevention of alcoholism, par-

ticularly among our youth, and the important role that parents can play in giving kids a better understanding of the impact that alcohol can have on their lives. Local NCADD affiliates, as well as schools, colleges, churches, and countless other community organizations, will sponsor a host of activities that create awareness and encourage individuals and families to get help for alcohol-related problems. ■

Leadership Quote of the Month

O God, that men should put an enemy in their mouths to steal away their brains! That we should, with joy, pleasance, revel, and applause, transform ourselves into beasts! —William Shakespeare

FEI NEWS

Graduation Speech

Start Making Our Beds and Change the World

By Johann Herberth (P442)

The following graduation speech was given at the conclusion of the Leadership for a Democratic Society (LDS) Class 442 in March.

Director Logan, Dean Whearty, Dr. Kimmel, Col. Belcher, esteemed FEI faculty, dear family, and friends,

It is truly a special honor to stand with you, LDS 442 colleagues, on this remarkable day. Over the years, I gave several talks in front of colleagues, but this is without doubt the most esteemed audience I had the pleasure to speak to. Accordingly, over the next hour and half, I will present a detailed analysis of the scientific underpinning of leadership theories—oh, I see, only 10 minutes. I guess I just have to speak faster.

On behalf of my classmates, I would like to thank the entire FEI faculty and staff for their incredible work during the past four weeks. All our facilitators, docents, and adjunct faculty are not only exemplary scholars but they all created a learning environment next to none. I would also like to thank Kim and her staff

for pushing us to our physical limits and beyond those limits into a healthier lifestyle. I also want to thank Chef John and Matt and their staff who did their best to counteract Kim's efforts—at least in my case, my last fitness measurements showed that Chef John succeeded. I also want to thank Security Specialist Chief Deaver and his security staff for creating a safe learning environment. And, last but not least, I want to thank Ms. Barnett, Mr. Wells, and their housekeeping teams for keeping our rooms tidy.

Now being a funny man, I was thinking long and hard about how I would not disappoint you; the gig with an empty chair occupied by an imaginary president was already used in recent years with at best modest success.

And then there was the option of imagining how the Constitution would have looked like if it has been

written by my countrymen—instead of Ben, Tom, and John, it would have been signed by something like Karl-Heinz, Heinrich and Otto. Maybe it would have been more streamlined, more efficient, but it would not have been the Constitution we all love and cherish.

Although maybe of some entertainment value, these would have hardly done justice to this remarkable occasion we are celebrating today.

So, I did what someone with stage fright does—I looked to my role models of leadership. And not just any great leader but leaders who embody the highest values of true leadership, the characteristics of which we had the pleasure of studying during the past four weeks. Please allow me to share some remarkable words spoken by two remarkable men.

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The first simple words were spoken by Cardinal Karol Wojtyla, also known as Pope John Paul II. On October 22, 1978, almost 50 years ago, at the inaugural address of his pontificate, he immediately transformed the Catholic Church when he proclaimed from the balcony over St. Peter's Square: "John Paul II, he wants you!" A remarkably simple sentence that sent cheers across the world and opened the hearts of millions.

How did this man of humble beginnings become whom the Italians referred to "un padre, un amico?" How did this man who once switched cars James-Bond-style to evade the Polish secret service remain true to his values, to his convictions of freedom, while earning the respect of his enemies?

I think the answer lies in his authenticity, in his ability to talk the talk and walk the walk—to be authentic not only as a leader but as a servant.

JP2, as he was sometimes called lovingly, was the prototype of a charismatic leader who truly practiced what we now learned to be Full-Range-Leadership. His drive to acquire knowledge was legendary; when he was young boy, he once memorized all lines of a play and when one of the kids fell ill, he just jumped in and filled two roles. During his papacy, he had a system of extending his reading beyond himself by working with the Ursuline Sister Emilia Ehrlich; she met with him every Monday to discuss abstracts of books she was reading for him. And it is claimed that he was actually reading Marx's writings in the Papal Conclave of 1978 before his election, telling his friend, "If you want to understand the enemy, you have to know what he has written."

Based on this, it might sound surprising that he was actually the Communist Party's favorite candidate for the position of the archbishop of Krakow. However, once elected pope, he did not waste time to work with

his position and move forward on the values of dignity and freedom. The time was ripe and he had powerful allies in the Solidarity movement of Poland; matter of fact, the KGB declared shortly after he celebrated mass in front of 300,000 people in Warsaw in 1979: "The Pope is our enemy. ... Due to his uncommon skills and great sense of humor he is dangerous, because he charms everyone, especially journalists. Besides, he goes for cheap gestures in his relations with the crowd, for instance, [he] puts on a highlander's hat, shakes all hands, kisses children, etc. ... It is modeled on American presidential campaigns."

They did not waste time, either. It is suspected that the man who tried to take the Pope's life in 1981, Mehmet Ali Agca, acted on behalf of communist secret services. But even this did not work; JP2 forgave his assassin, reached out to his family and requested his pardon. In 2016, it was reported that Mehmet Ali Agca converted to Catholicism and was asking Pope Francis to allow him to become a Catholic priest. Italian Senator Carlo Bo summarized these events probably the best: "John Paul II tells you: 'If we really want peace, we must make the first step, we must forget offenses and offer the bread of love and charity.'"

A life of service, a life of dedication, a life of servant leadership—now you might be saying to yourself: I am not John Paul II, what can I do? While I don't have the full answer, maybe I at least can give us a starting point. "If you want to change the world, start off by making your bed in the morning."

Probably not as roguishly handsome as the best officers of the Marine Corps, Naval Admiral William McRaven is a four-star admiral and was the 9th Commander, U.S. Special Operations Command until his retirement in 2014. He is credited with organizing Operation Neptune Spear that led to the death of Osama

bin Laden in 2011. He spoke these words in his commencement speech at the University of Texas in Austin in 2014, where he is currently chancellor. If you have not seen this speech on YouTube, I encourage you to consider it; it certainly touched my heart ... let me share with you the key points:

Admiral McRaven will tell you, "If you make your bed in the morning, you will have accomplished the first task of the day. It will give you a small sense of pride and will encourage you to do another task, and then another, and then another. And by the end of the day, it will have turned into many tasks completed. Making your bed will also reinforce the fact that the little things in life matter. If you can't do the little things right, you will not be able to do the big things right. And if by chance you have a miserable day, you will come home to a bed that is made—that you made. And a made bed will give you encouragement that tomorrow will be better."

I won't spoil the speech, but you will also learn how to deal with a shark if attacked. I admit that I don't know if Admiral McRaven actually makes his own bed in the morning, but I know that my participation at FEI motivated me to take his advice very seriously.

So, now I am running out of time and—I know, difficult to imagine—but also out of words. What can I leave you with?

Well, I have an idea! Let me know what you think. Do you remember "John Paul II, he wants you"? What about if we remake this for our own mission: "LDS 442, they want you!" Let's take our mission to our offices, our divisions, and our departments! "LDS 442, they want you!" Let's take our mission to our colleagues, our friends, and our family. If you agree, let's get out there, start making our beds, and change the world!

Thank you very much. ■

FEI NEWS

Footsteps Series Programs Focus on Organizational Change and Fostering Innovation

The Federal Executive Institute Footsteps Series consists of executive-level courses that go beyond the typical classroom experience. They combine relevant leadership topics with experiential activities, so participants can “walk in the footsteps” of leaders who struggled mightily to lead in the past, as well as those who are doing so today.

While the academic rigor of these courses is designed at the executive level and they are specifically for graduates of the Federal Executive Institute's Leadership for a Democratic Society course, we also welcome all GS-15s, Senior Executive Service members, and corporate and international executives. (And now, LDS facilitators can attend these courses, too.)

These courses can also be customized for individual organizations and can provide the foundation for excellent leadership in the workplace.

We are excited to announce that registration is now open for the following course:

Organizational Change and Innovation at the Mayo Clinic: A Case Study on Creating a Wellness Culture

June 25–28, Rochester, MN

In a volatile and uncertain environment, how do successful organizations innovate, expand, adapt, and change? Exploring change on multiple levels, executives in this Footsteps program will study the history and dynamics of a large health care institution that is rapidly re-creating itself to meet health care needs in the United States and beyond.

On one level this program examines innovations in workplace wellness and future trends in medicine, and on a deeper level learners will engage with thought leaders of the institution to explore the underlying principles and dynamics of organizational change. As part of this case study, participants will explore how this organization envisioned the future to create its reality, while also exploring the creative thought processes behind the innovation Mayo Clinic executives regularly use for continuous learning. All of this will incorporate the significant role played by organizational culture in the change process.

Benefits: Participants in the course will have the opportunity to diagnose their own organizational culture and will explore strategic partnerships as they work to envision new possibilities for their own organizations.

Competencies addressed: Creativity and Innovation; External Awareness; Vision; Partnering; Political Savvy

Tuition is \$3,500; lodging is not included, but a few meals are. Find out more and register at <https://cldcentral.usalearning.net/mod/roster/view.php?id=29130>.

You may also register for these classes by e-mailing feiregistrar@opm.gov. 📧



The Federal Executive Institute (FEI) is celebrating 50 years of service and leadership training. This is #8 in a series of articles from FEI that takes a look back at key moments in FEI history.

The Gore Commission

In 1993, President Clinton said he wanted to “reinvent government.” He charged Vice President Al Gore with making government less expensive and more efficient. Over the next six months the Gore Commission reviewed the Federal bureaucracy and gave Congress 384 recommendations for improving Federal bureaucratic efficiency. The quotes on page 6 are taken from the Gore Commission's review of FEI.

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“The Federal Executive Institute since its inception in 1968 has been an integral part of first, the U.S. Civil Service Commission, and, subsequently, the U.S. Office of Personnel Management. Regardless of its location on the organization chart, the FEI has consistently and diligently maintained liaison with its organizational colleagues regarding such important matters as curriculum changes and development, changes in the executive workforce, new personnel management initiatives of special significance to federal managers, and changing requirements of customer agencies.

The Federal Executive Institute has, for the 25 years of its existence, served and has been recognized as the ‘capstone’ institution for senior executive development within the federal government.

Briefly put, the existence of the FEI mitigates against the development of redundant and less cost-effective approaches to meeting a rather sharply defined—and somewhat limited—set of market needs for executive development training.

The FEI has special capabilities, and a long record of experience, in looking at emerging issues and trends, and the

difficulties attendant in their specific formulation as policy proposals, and in their consequent implementation, monitoring, and evaluation.

The Federal Executive Institute can add two very different kinds of support to the Administration’s change initiatives:

- 1. The FEI is an excellent forum for high level administration speakers to present their proposals for changes to one of the most important groups of people in the entire change process—senior executives who will be key players in the successful implementation of change plans. Ideas can be floated and tested in an academic environment both challenging and yet supportive, comprised of executives from the widest imaginable range of federal agencies and backgrounds.*
- 2. FEI’s special short programs, particularly its work team development programs and its political/career programs offer focused and targeted designs for grappling both with change ideas and the special challenges of implementation represented by those ideas.”* ■

FEIAA NEWS



Save the Date: The 2018 Executive Forum

Mark your calendars for the next Executive Forum! It will be held on Wednesday, May 16, 2018, at the Marvin Center on the campus of The George Washington University.

We look forward to your participation in this important and valuable event. The registration form for the Executive Forum is available at www.feiaa.org. ■

Dynamic Leadership for Challenging Times

The Federal Executive Institute Alumni Association and its co-sponsors, the Federal Executive Institute and Hooks Book Events, have developed an exciting Executive Forum for 2018. It will be held at the Marvin Center on the campus of The George Washington University on May 16, 2018. The theme for the Forum is “Dynamic Leadership for Challenging Times.”

The U.S. Marine Corps, America’s Force-in-Readiness, defines dynamic leadership as a dual-focused form of adaptive leadership that allows leaders to proactively respond to change. Such leaders employ a fluid style of leadership adapted to the people being led and the circumstances in which they operate. The requirement for such proficiency, agility, and rapidity is no longer restricted solely to the nation’s expeditionary forces.

In times that are turbulent, dynamic leadership is required of all government leaders. It is a critical competency for those at the forefront of public service and for those who must maneuver through an ever-changing environment, marked by increasing demands, insufficient staffs, and decreasing resources, to achieve their organization’s mission. During the Executive Forum you will study the skills and strategies of dynamic leadership, and learn how to boldly lead others to confront the unpredictable and unprecedented challenges ahead.

Our several presenters will provide tools, techniques, stories, and case studies to help you become a more dynamic leader as you face both the short- and long-term challenges of your job. ■

FEIAA NEWS

Use the 2018 Executive Forum to Strengthen Your Team

This year's Executive Forum offers you an unprecedented opportunity to build camaraderie and strengthen your team. As an executive, manager, supervisor, or project leader, you have a group of employees who report to you and support you. Frequently, you hold all-hands meetings with this staff of employees to develop your operating plans, allocate resources, and listen to the demands and challenges they confront in carrying out the mission of your office.

In planning your upcoming meetings, you should include the 2018 Executive Forum, "Dynamic Leadership for Challenging Times," as a team-building aspect of your meeting. Have your team attend as a group that sits together. The next day, hold your traditional business meeting to go over the essentials but also discuss what you learned as a group at the Executive Forum the day before. With the Executive Forum on Wednesday, May 16, you have Thursday available as a meeting day.

A group discount is available if you register five or more attendees at the same time.

"Leading People" is one of the Senior Executive Service (SES) core qualifications. It involves the ability to lead people toward meeting an organization's vision, mission, and goals. Using this Executive Forum as a starting point to discuss leadership ideas for implementing agency programs will help inspire and foster team commitment; build esprit de corps, pride, and trust; facilitate cooperation/collaboration among team members; and motivate team members to accomplish group goals.

Moreover, by structuring your all-hands meeting this way, you leverage your travel dollars by using the same dollars for a program planning meeting and a leadership training session. By utilizing this multipurpose approach, you demonstrate keen "Business Acumen," which, by the way, is another SES executive core qualification. See you in May. ■

Speaker Highlight: Russ Linden

Be Quick, Don't Hurry—Creating an Agile Culture for Turbulent Times

Presenter: Russ Linden, adjunct faculty member at the Universities of Virginia, Maryland, and Connecticut, and at the Federal Executive Institute

Leaders and managers are struggling to respond quickly to sudden (and often unexpected) events. These pose huge challenges to government managers and leaders. How do you create a culture that allows for rapid responses, without sacrificing quality? How do you empower staff to use their judgment when fast action is needed, but still maintain accountability? What are the key tasks and behaviors leaders can use to promote agility? Linden answers these questions, describes five proven methods for promoting agility in government, and shares ideas you can use day to day. ■

Contribute to FEIAA's Webinar Series

By Jonathan Herrmann (P331)



Jonathan Herrmann
(P331)

Chair the FEIAA Program and Events Committee. One of the committee's jobs is to organize, schedule, and host FEIAA's webinar series. You can find past webinars archived on the FEIAA homepage (www.feiaa.org) under "Member Community/OnDemand Training."

The committee is looking for FEI graduates who would like to present a topic as part of the webinar series. This is an excellent way to share insights and information on

issues related to leadership, trust, and other timely topics. The webinars are usually held on the third Thursday of the month, and they are conducted via the GoToWebinar platform.

You might be interested in digging deeper into practices or techniques you learned during your time at FEI, or you may want to talk about a commitment you made there and how it worked out when you got back to the office and implemented it. You might also share how your organization is meeting challenges from the new administration.

I invite your ideas and interest—please respond to office@feiaa.com. Your input is always welcome! ■



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FEIAA NEWS

Class Notes

Ever wonder about your fellow Leadership for a Democratic Society graduates after the FEI experience? *So do we!*

Class Notes in the *Executive Summary* and on the FEIAA website is the place to read about the recent events in the lives of your FEI-LDS colleagues. But these events—such as new jobs, promotions, retirements, trips, marathons, marriages, and personal accomplishments—will appear only if you send us details. They can be serious or funny.

Please send items to our newsletter editor, Beth Lawton, at office@feiaa.org. Be sure to include your LDS program number.

This is YOUR column. Your colleagues are as eager to hear about you as you are to hear about them. ■

Calling All Authors!

FEIAA encourages its members to provide an article on a leadership or management principle that is consistent with FEI's values-based leadership curriculum.

Articles can be between 500 and 1,500 words in length. The FEIAA Board of Directors reserves the right to decline contributions that are not consistent with the goals of the association. If you have written an article or small research paper that you feel would be informative to our readership, please send it to Beth Lawton, FEIAA newsletter editor, at office@feiaa.org. ■

PARTNER ACTIVITIES/EVENTS

COFFE

The Council of Former Federal Executives (COFFE) holds eight luncheons a year featuring speakers on a variety of topics of national and international importance.

Luncheons are at the Holiday Inn, Westpark, in Rosslyn, VA. Parking is free and the Rosslyn Metro stop is nearby. For more information about upcoming events, visit www.coffe-dc.org. ■

Alan L. Freed Public Policy Seminars

Each year, Alan L. Freed Associates (ALFA), an FEIAA affiliate since 1980, offers public policy seminars that have become a widely recognized and highly respected component of leadership training and executive development in the Federal Government. Most of the seminars are held at the Capitol Hill Club in Washington, DC.

More information about these programs is available at www.publicpolicyseminars.com. Be sure to call ALFA at (703) 684-8807 when you register, and identify yourself as an FEIAA member to qualify for the 5 percent FEIAA member discount. ■