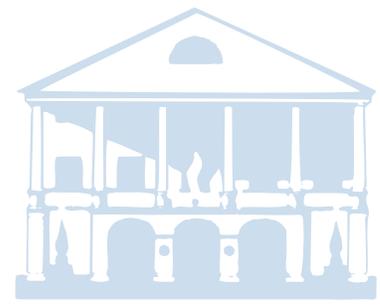


EXECUTIVE SUMMARY

Newsletter of the Federal Executive Institute Alumni Association



February 2018, Number 436

PRESIDENT'S COLUMN

The Body Language of Leadership

By Peter "Duke" Duklis (P387)



Peter Duklis (P387)

Welcome to fabulous February! I hope all of you enjoyed your kind-of day off and the government shutdown. I hope it was not just a practice for the future.

The Federal Executive Institute Alumni Association (FEIAA) Board met on January 20, 2018, for our quarterly half-day face-to-face meeting. It was a very good meeting, and we were able to make several decisions that will affect FEIAA over the next year. The following are some highlights:

- The 2017 Holiday Luncheon was canceled due to a political speaker's topic. Since FEIAA is an apolitical organization, this speaker's topic was considered to possibly defame a senior member of the government. Therefore, it was decided to be canceled at the last minute.
- The 2018 Holiday Party will be an actual party to celebrate the holiday season and FEI's 50th anniversary. It will be held in early December in a location in DC. More to follow.
- The board's annual planning and brainstorming retreat will be held April 13–15 at the Federal Executive Institute (FEI) in Charlottesville, VA. If you have any ideas for events in 2018–2019 for FEIAA, please send them to office@feiaa.org or directly to me at peter.s.duklis@hud.gov.
- As we attend meetings and conferences, and lead and stand before our team members, we need to be careful and precise not only in what we say but also in the other ways in which we communicate. The following are some ideas excerpted from "The Body Lan-

guage of Leaders," a section in *The Science of People* by Vanessa Van Edwards.

Body Language for Leaders

Alpha: n. *The alpha is the individual in the community with the highest rank.*

We all know someone who has a natural magnetism. Someone who walks into a room, and people look. Someone who speaks, and people listen. Someone who was born to lead. Or maybe that someone is you?

Alphas are very important in our society. Every group needs a leader to take charge in a crisis, set the tone, call the shots, and set the standards. ... Alphas have a very specific set of nonverbal behaviors that signify to others in the group and to the outside world that they are the top dog.

Here is a review of an alpha's high-power body language and some subtle ways to get started:

1. Steepling

Steepling is when someone brings his or her hands up toward his or her chest or face and presses the tips of his or her fingers together. This is a gesture of confidence, self-assuredness, and even superiority. This can easily be done to inspire confidence in yourself and others during a meeting or interview.

2. Smile Less

Contrary to popular belief, smiling is a sign of submission. Submissive people tend to smile more at alphas to show they are agreeable and nonthreatening to their power.

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Alphas in turn (think Clint Eastwood) smile much less because their power is enough to put people in line.

3. Hands behind Your Back

Another high-power body position that you often see in politicians is when they put their hands behind their back and grab one wrist. The reason this can be powerful is that it exposes the most vulnerable part of the body—the groin for men and chest area for women. Only a supremely confident person will

place his or her hands behind his or her back in that way. You often see principals or teachers do this as they walk up and down rows of students' desks during tests.

4. Top Handshake

Alphas know how to shake hands. Not only do they give a firm handshake, but they also try to be the dominant hand in the handshake. A high-power handshake is when the dominant person has his or her hand on top of the clasp. The weaker person will often take the bottom part of the handshake by exposing the underside of his or her

wrist—which is a physically weaker position.

5. The Colors You Wear

Power and confidence are shown not only through body language but also through what you wear. The two most powerful colors are black and red.

Please provide me with your aspirations for this newsletter and timely topics.

Please also provide us with your comments or other ideas at office@feiaa.org or directly to me at peter.s.duklis@hud.gov. 🏠

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Duke's Delicacy of the Month

February Is Black History Month.

Black History Month's story started in 1915, 50 years after the 13th Amendment abolished slavery in the United States.

In September of that year, historian Carter G. Woodson and minister Jesse E. Moorland founded the Association for the Study of Negro Life and History, an organization focused on researching and promoting achievements by black Americans and other people of African descent. That organization is known today as the Association for the Study of African American Life and History. It was this group that first sponsored a national Negro History Week in 1926. The second week of February was symbolic, as it coincided with the birthdays of both Abraham Lincoln and Frederick Douglass. That first Negro History Week inspired people nationwide to create local celebrations, found history clubs, and host performances and lectures.

By the late 1960s, Negro History Week grew into Black History Month on many college campuses. President Gerald Ford recognized Black History Month in 1976, calling on the public to "seize the opportunity to honor the too-often neglected accomplishments of black Americans in every area of endeavor throughout our history." 🏠

***"Success is to be measured not so much by the position that one has reached in life as by the obstacles which he has overcome while trying to succeed."* —Booker T. Washington**



Celebrating 50 Years of FEI

The Federal Executive Institute (FEI) is celebrating 50 years of service and leadership training. This is #6 in a series of articles from FEI that takes a look back at key moments in FEI history.

FEI at 20: A Personal Retrospect

Donald Nuechterlein was a founding member of the FEI faculty in 1968 and remained there until 1988.

In the spring of 1988, he wrote an article in *The Bureaucrat* to commemorate FEI's upcoming 20th anniversary. In the article, he described the first class, which included aspects of the program that still exist today. He also talked about what makes FEI unique among public and private executive training institutions.

The First Class

The first session of the Federal Executive Institute opened on Sunday, October 13, 1968, with a ceremony on the back lawn. In attendance were Civil Service Commission (CSC) Chairman John Macy, University of Virginia President Edgar Shannon, former CSC Chairman Roger Jones, Civil Service Commission members and senior staff, and an assemblage of University of Virginia (UVA) deans and professors. Fifty-three Federal executives, all but two being at the supergrade level, greatly assisted in creating what has become one of the most innovative executive development programs in the United States. That first class understood that we were experimenting in a new field, and the interaction among faculty, staff, and Federal executives was superb.

... There is little doubt that FEI's location and facility have contributed much to the warm feelings most graduates have about their experience.

The theme of FEI's program in the early days was the title of John Gardener's then-recent book, "Self Renewal." [FEI Director Frank] Sherwood and Civil Service Commission Chairman John Macy believed that senior government executives needed encouragement to be away from their offices for a significant period of time in order to look seriously at themselves and their careers and to consider what changes they needed to make for the future. Gardener's ideas set the agenda for the FEI program, and during the first few years his book was mailed to participants in advance to help them understand our philosophy.

The FEI milieu was not only informal, it was casual. Participants dressed casually and wore simple name tags showing only a name and government agency—no title, rank, or degrees. [Those at a Federal Civil Service Commission in Berkeley, California] believed in sensitivity training, then in vogue, and FEI offered it as an optional course dur-

ing the first year. Small groups were also in vogue, and we therefore divided a class into seven and sometimes eight executive learning teams with no two people from the same agency. (Since 1985 they have been called search teams.)

Another feature of the course that began in Session 1 was the "executive forum," in which members of the class took the first hour in the morning to relate to the class what their jobs entailed and how they managed in their organizations. Occasionally an executive would talk about an interesting hobby, or a debate on some major topic would be held. In those early days, the Vietnam war was a consuming topic.

Why FEI Is "Special"

First, FEI is the only training institution in the United States where senior government officials can be among a group of their peers in a residential setting for a significant span of time.

Second, FEI's approach to executive development assumes that most participants know more than the faculty does about individual development needs.

Although the third factor can be exaggerated, there is little doubt that FEI's location and facility have contributed much to the warm feelings most graduates have about their experience. ■

FEI NEWS

Footsteps Series: Fostering Innovation—A Silicon Valley Immersion

The Federal Executive Institute is inviting graduates of Leadership for a Democratic Society (LDS) to attend an upcoming course in our Footsteps Series called “Fostering Innovation: A Silicon Valley Immersion.” It will take place April 17–20 in Silicon Valley, CA. (And now, LDS Facilitators can attend these courses too.)

If you have ever felt frustrated by the response “that’s the way we’ve always done it,” yet struggled to find ways to change the organizational cultures that lead to that inertia—then this course should prove helpful.

This course will provide a deep dive into highly innovative organiza-

tional cultures. This will take place not only with classroom discussions, but also with guest speakers and site visits to places like the Tesla factory, which will help bring the concepts to life. This immersive experience will give you the tools to foster a culture of innovation wherever you work.

Participants are also asked to focus on a real challenge for which they want to apply creativity, and you will leave with new ideas and an action plan to implement when you return.

Benefits: Participants will gain a deeper understanding of how innovation actually works and learn the strategies and tools to imple-

ment innovative change in their organization.

Competencies addressed: Creativity and innovation, problem solving, entrepreneurship, flexibility, leading change, and collaboration

Tuition is \$3,500—lodging is not included, but the price includes some meals. A block of rooms is available at nearby Navy lodging at good rates.

Find out more and register at <https://leadership.opm.gov/programs.aspx?c=222> or contact FEI at feiregistrar@opm.gov. ■

FEIAA NEWS

What Successful People (Who Are Actually Happy) Do Differently

By Dr. Travis Bradberry

Achievement rarely produces the sense of lasting happiness that you think it will. Once you finally accomplish the goal you’ve been chasing, two new goals tend to pop up unexpectedly.

We long for new achievements because we quickly habituate to what we’ve already accomplished. This habituation to success is as inevitable as it is frustrating, and it’s more powerful than you realize.

The key to beating habituation is to pursue, what researchers call, *enduring accomplishments*. Unlike run-of-the-mill accomplishments that produce fleeting happiness, the pleasure from enduring accomplishments lasts long after that initial buzz. Enduring accomplishments are so critical that they separate those who are successful *and* happy from those who are always left wanting more.

Researchers from the Harvard Business School studied this phenomenon by interviewing and assessing

professionals who had attained great success. The aim was to break down what these exceptional professionals did differently to achieve both long-lasting and fulfilling success.

The researchers found that people who were both successful and happy over the long term intentionally structured their activities around four major needs:

Happiness: They pursued activities that produced pleasure and satisfaction.

Achievement: They pursued activities that got tangible results.

Significance: They pursued activities that made a positive impact on the people who matter most.

Legacy: They pursued activities through which they could pass their values and knowledge on to others.

Lasting fulfillment comes when you pursue activities that address all four of these needs. When any one of them is missing, you get a nagging sense that you should be doing more (or something different).

The behaviors that follow are the hallmarks of people who are successful and happy because they address these four needs. Try them out and see what they do for you.

1. **They are passionate.** Jane Goodall left her home in England and moved to Tanzania at age 26 to begin studying chimpanzees. It became her life’s work, and Goodall has devoted herself fully to her cause while inspiring many others to do the same. Successful, happy people don’t just have interests; they have passions, and they devote themselves completely to them.
2. **They swim against the current.** There’s a reason that successful and happy people tend to be a little, well, *different*. To be truly successful and happy, you have to follow your passions and values no matter the costs. Just think what the world would have missed out on if Bill Gates or Richard Branson

FEIAA NEWS

had played it safe and stayed in school or if Stephen King hadn't spent every free second he had as [a] teacher writing novels. To swim against the current, you have to be willing to take risks.

3. **They finish what they start.**

Coming up with a great idea means absolutely nothing if you don't execute that idea. The most successful and happy people bring their ideas to fruition, deriving just as much satisfaction from working through the complications and daily grind as they do from coming up with the initial idea. They know that a vision remains a meaningless thought until it is acted upon. Only then does it begin to grow.

4. **They are resilient.** To be successful and happy in the *long term*, you have to learn to make mistakes, look like an idiot, and try again, all without flinching. In a recent study at the College of William and Mary, researchers interviewed over 800 entrepreneurs and found that the most successful among them tended to have two critical things in common: they were terrible at imagining failure, and they tended not to care what other people thought of them. In other words, the most successful entrepreneurs put no time or energy into stressing about their failures as they see failure as a small and necessary step in the process of reaching their goals.

5. **They make their health a priority.** There are an absurd number of links between your health, happiness, and success. I've beaten them to death over the years, but the absolute essential health habits that successful and happy people practice consistently are good sleep hygiene (fights stress, improves focus, and is great for your mood), eating healthy food (helps you to focus), and exercise (great for energy levels and confidence).

6. **They don't dwell on problems.**

Where you focus your attention determines your emotional state. By fixating on your problems, you create and prolong negative emotions and stress, which hinder performance. However, by focusing on actions to better yourself and your circumstances, you can create a sense of personal efficacy that produces positive emotions and improves performance. Successful, happy people don't dwell on problems because they know that they're most effective when they focus on solutions.

7. **They celebrate other people's successes.**

Insecure people constantly doubt their relevance, and because of this, they try to steal the spotlight and criticize others in order to prove their worth. Confident people, on the other hand, aren't worried about their relevance because they draw their self-worth from within. Instead of insecurely focusing inward, confident people focus outward, which allows them to see all the wonderful things that other people bring to the table. Praising people for their contributions is a natural result of this.

8. **They live outside the box.**

Successful and happy people haven't arrived at where they are by thinking in the same way as everyone else. While others stay in their comfort-zone prisons and invest all their energy in reinforcing their existing beliefs, successful people are out challenging the status quo and exposing themselves to new ideas.

9. **They keep an open mind.**

Exposing yourself to a variety of people is useless if you spend that time disagreeing with them and comforting yourself with your own opinions. Successful, happy people recognize that every perspective provides an opportunity for growth. You need to practice empathy by

putting yourself in the other person's shoes so that you can understand how their perspective makes sense (at least, to them). A great way to keep an open mind is to try to glean at least one interesting or useful thing from every conversation you have.

10. **They don't let anyone limit their joy.** When your sense[s] of pleasure and satisfaction are derived from comparing yourself to others, you are no longer the master of your own happiness. When successful, happy people feel good about something that they've done, they don't let anyone's opinions or accomplishments take that away from them. While it's impossible to turn off your reactions to what others think of you, you don't have to compare yourself to others, and you can always take people's opinions with a grain of salt. That way, no matter what other people are thinking or doing, your self-worth comes from within. Regardless of what people think of you at any particular moment, one thing is certain—you're never as good or bad as they say you are.

Bringing It All Together

People who are successful and happy focus on activities that address a variety of needs, not just immediate achievements.

Dr. Travis Bradberry is the award-winning co-author of the No. 1 best-selling book Emotional Intelligence 2.0 and the co-founder of TalentSmart®. Dr. Bradberry is a world-renowned expert in emotional intelligence who speaks regularly in corporate and public settings. Example engagements include Intel, Coca-Cola, Microsoft, Wells Fargo, Boston Scientific, NY Life, Fortune Brands, Salesforce.com, Fortune Magazine Growth Summit, The Conference Board: Learning from Legends, and Excellence in Government. This has been reprinted with his written permission. ■

FEIAA NEWS

Dynamic Leadership for Challenging Times

The Federal Executive Institute Alumni Association (FEIAA) and its co-sponsors, the Federal Executive Institute (FEI) 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

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.

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. ■

Speaker Highlight: Kristi Hedges

We are enthused that Kristi Hedges is our opening speaker for this year's Executive Forum. She will be presenting on her most recent book, *The Inspiration Code: How the Best Leaders Energize People Every Day*. If you are one of the first 200 registrants for the Forum, you will receive a copy of Hedges' book when you sign in on May 16.

Book Description

Great leaders inspire action with their words. They spark enthusiasm and commitment. With a single conversation, they can change the direction of someone's life. Everyone wants to be the kind of leader who energizes and mobilizes others—yet too few are.

Why is it so challenging to crack the code? Executive coach Kristi Hedges spent years studying exactly what inspiring leaders do differently. Informed by quantitative research and thousands of responses from leaders at all levels, she reveals that inspiring communication isn't about grand gestures. Instead, those who motivate us most do a few things routinely, consistently, and intentionally.

Eye-opening and accessible, *The Inspiration Code* dispels common myths about how leaders communicate—and guides them in cultivating qualities that authentically excite. Inspired companies need inspirational leaders. Learn to unlock motivation, lift peoples' sights, and lead people into the future. ■



Guest Speaker, Kristi Hedges

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, 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 now available at www.feiaa.org. ■

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 informa-

tion 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! ■



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. ■



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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. The February scheduled speaker is Martin Baron, editor of the *Washington Post*. For more information and to register, 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. ■