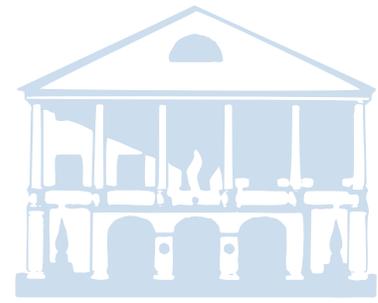


# EXECUTIVE SUMMARY

Newsletter of the Federal Executive Institute Alumni Association



March 2018, Number 437

## PRESIDENT'S COLUMN

### Working Together in the Workplace

By Peter "Duke" Duklis (P387)



Peter Duklis (P387)

Welcome to March Madness!

Spring is in the air, and hopefully the weather will be getting warmer. As we go about our spring cleaning and our yard

and garden preparation, and as we anticipate this time of renewal, we at the Federal Executive Institute Alumni Association (FEIAA) Board of Directors are clearing the cobwebs and gathering for our Annual Strategy Meeting at the Federal Executive Institute (FEI).

From April 13 to 15, the Board will convene its annual forum at FEI to develop our vision, goals, and plan for the next year and for the future. Here are some of the topics we plan to address:

1. Vision, values, goals
2. FEI 50th anniversary
3. May 2018 Executive Forum
4. Committee's 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 it seems like a lot, but I am sure that 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](mailto:office@feiaa.org).

Two important things happened in February: We hosted our first E-Town Hall, and, separately, FEI imposed a no alcohol policy at Leadership for a Democratic Society

(LDS) and all of its classes, per the guidance of the General Services Administration (posted below) and the Office of Personnel Management Office of the General Counsel.

**FEIAA E-Town Hall** was held on February 7, and it was a very important and successful event.

The agenda was as follows:

1. Introducing FEIAA Board members
2. Highlighting FEIAA 2018 activities
3. Hearing from our FEIAA members
4. Answering questions

The questions and answers as well as the slides used for the E-Town Hall are on the FEIAA website, [www.feiaa.org](http://www.feiaa.org). I encourage you to go to the website and review what was discussed. We intend to hold these events periodically throughout the year or whenever there is something important to discuss with our members.

**The alcohol policy at FEI** has changed. No alcohol may be consumed or permitted on FEI grounds or at FEI events; even the daily happy hour has been discontinued.

Per General Services Administration policy (posted below) and the Office of Personnel Management Office of the General Counsel guidance, there will be **no alcohol use on the FEI campus**.

**Alcoholic Beverages.** § 102-74.405—What Is the Policy Concerning the Use of Alcoholic Beverages?

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Except where the head of the responsible agency or his or her designee has granted an exemption in writing for the appropriate official use of alcoholic beverages, all persons entering in or on Federal property are prohibited from being under the influence or using alcoholic beverages.

There will be more to follow as we see where this policy goes. ■

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## Collaboration in the Workplace

By Sarah Maynard, SmartDraw, printed with permission

Think about your last team meeting. I think it is fair to say that most team meetings are guided by one person standing in front of the white board recording thoughts and explaining concepts to the group. If someone else wants to explain an idea or contribute to the discussion, then they might take the place in front of the white board. They might not even write on the white board and so their thoughts are not even recorded. This is a form of collaboration in the workplace, but I am not convinced that this type of collaboration leads to the innovation and success I imagine most businesses desire.

Historically, white boards have been the epitome of collaboration. However, imagine how chaotic this becomes when ten people end up standing in front of a white board, different colored words and diagrams strewn about the white board, and no clear order. Then, at the conclusion of the meeting, the collaborators scatter back to their desks without a written record of what was discussed. One person may bring out a smartphone to snap a picture and may or may not share it with the rest of the group. These visuals are projected in front of the room to drive the meeting and everyone's thoughts are recorded within the mind map for a clear record. After the meeting, this visual can then easily be emailed to the entire team and saved for future reference for both team members at the meeting or for team members absent from the meeting.

Plus, when a visual like a mind map is used there is always clear order to the ideas shared during the meeting, especially if the team uses a mind map. Topics are easily broken up into concepts and the relationship between the concepts can be easily understood.

Is this what collaboration actually is? Yes. Collaboration is a process through which a group of people constructively explore their ideas to search for a solution that extends one's own limited vision. Today, as businesses move at an ever increasing rate, working in isolation puts companies at a disadvantage, which is why visual meetings, which engage everyone in the room, are important. Collaboration leads to the innovative solutions and results that businesses need to succeed. According to [a whitepaper written by Anecdote](#), a company that crafts company stories, there are three types of collaboration:

1. Team collaboration
2. Community collaboration
3. Network collaboration

In each of these types of collaboration, new ideas are generated and explored. However, collaboration is not just a single event or even something easy to do effectively without practice. Collaboration is a process that continues and betters over time. The more a group of people collaborate, the more significant the working relationships become. As working relationships become more comfortable and fluid, teams are better able to share and discuss ideas, which means the results will be increasingly successful.

So, how do you get started?

### Top 3 Tips for Collaboration in the Workplace

I've brainstormed these tips for starting to create a more collaborative workplace:

1. **Communicate:** This may seem obvious, but I believe it is still worth mentioning. In fact, it may be the most important step. Share ideas with your coworkers, contacts, managers, and anyone who will listen. Remember the saying "two heads are better than one"? When you challenge yourself to communicate an idea, even in the beginning stages, it forces you to clarify

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your thinking so another person will understand. Just the act of communicating may develop your idea. Plus, by opening up your idea for critique, you will get more ideas from the person with whom you shared the idea.

**2. Visualize:** Yes, you should visualize where you want your idea to go. But even more importantly, use visuals to communicate your ideas and clarify your ideas at the most simplistic level. Visuals are a great facilitator to aid strategic thinking and planning. In fact, many of us already think and communicate visually whether we realize it or not. The human brain can and does convert auditory and kinesthetic information to visual information, but the efficiency of the process is dependent upon the complexity and speed at which information is being communicated. Visuals are scientifically proven to be up to 6 times more effective than words alone.

**3. Acknowledge:** When building collaborative relationships, it is important to give credit when your collaborator has contributed a good idea, hard work,

or even good constructive criticism. Collaborative relationships work best when team members feel appreciated and valued. Additionally, it is important to remember that each team member is a part of the team for a reason—they are competent in their specialty. Each person has their own way of finishing a task, which may not be the same as how you would complete the task. Get where I am going with this? Do not micromanage your team members. When you feel the need to micromanage a team member, you are sending a clear message that you do not trust them to complete their job. This can be detrimental to your collaborative relationship.

What other tips would you include for a company looking to become more collaborative? If you are at a loss for the first tactic to try, I would suggest trying to incorporate visual meetings. They are highly collaborative and engaging for all team members. Plus, they revolve around visuals that will clearly communicate the main goal and keep the team on track. ■

## Duke's Delicacy of the Month: March Is Women's History Month

The Library of Congress, National Archives and Records Administration, National Endowment for the Humanities, National Gallery of Art, National Park Service, Smithsonian Institution, and United States Holocaust Memorial Museum join in commemorating and encouraging the study, observance, and celebration of the vital role of women in American history.

The National Archives celebrates Women's History Month by recognizing the great contributions that women have made to our nation. Learn about the history of women in the United States by exploring their stories through letters, photographs, film, and other primary sources. Learn more at [www.archives.gov/news/topics/womens-history](http://www.archives.gov/news/topics/womens-history).

### Honoring Women Who Fight All Forms of Discrimination against Women Summarized from the National Women's History Project (NWHHP)

In 1987, the United States Congress designated March as National Women's History Month. The designation of this month allows for special events and opportunities in our schools, our workplaces, and our communities to recognize and celebrate the achievements of American women. Each year, there is a special theme and women whose lives exemplify that theme are selected as National Honorees.

This year, the theme is "Nevertheless, She Persisted."

The 2018 National Women's History theme presents the opportunity to honor women who have shaped

America's history and its future through their tireless commitment to ending discrimination against women and girls. The theme embodies women working together with strength, tenacity, and courage to overcome obstacles and achieve joyful accomplishments.

Throughout this year, we honor 15 outstanding women for their unrelenting and inspirational persistence, and for understanding that, by fighting all forms of discrimination against women and girls, they have shaped America's history and our future.

Their lives demonstrate the power of voice, of persistent action, and of believing that meaningful and lasting change is possible in our democratic society. Through this theme we celebrate women fighting not only against sexism but also against the many intersecting forms of discrimination faced by American women, including discrimination based on race and ethnicity, class, disability, sexual orientation, and veteran status, among other categories. From spearheading legislation against segregation to leading the reproductive justice movement, our 2018 honorees are dismantling the structural, cultural, and legal forms of discrimination that for too long have plagued American women.

In addition to national and community honorees we recognize the ongoing persistence of our mothers, grandmothers, aunts, sisters, neighbors, and friends. We hope you will join us in celebrating all women this month and throughout the year.

**Nevertheless, She Persisted:** This phrase was born in February 2017, when Senator Elizabeth Warren, D-Mass.,

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was silenced during Jeff Sessions' confirmation hearing for Attorney General. At the time, Warren was reading an opposition letter penned by **Coretta Scott King** (a past NWHP honoree) in 1986. Referring to the incident, Senate Majority Leader Mitch McConnell, R-Ky., later said, "Senator Warren was giving a lengthy speech. She had appeared to violate the rule. She was warned. She was given an explanation. **Nevertheless, she persisted.**"

Feminists immediately adopted the phrase in hashtags and memes to refer to any strong women who refuse to be silenced.

Fighting all forms of discrimination against women takes persistence. The 2018 honorees have all gotten the message to stop, either directly or indirectly, yet they have all continued to fight and succeeded in bringing positive change to the lives of diverse American women. ■

***"One's philosophy is not best expressed in words; it is expressed in the choices one makes ... and the choices we make are ultimately our responsibility."*—Eleanor Roosevelt, former first lady**

## 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 are specifically for graduates of the Federal Executive Institute's Leadership for a Demo-

cratic 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 off-site.

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

### Fostering Innovation: A Silicon Valley Immersion April 17–20, Silicon Valley, CA

Have you 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? This course should prove helpful. This course will provide a deep dive into highly innovative organizational 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 asked to focus on a real challenge that they want to apply creativity to and they will leave with new ideas and an action plan to implement.

**Benefits:** Participants will gain a deeper understanding of how innovation actually works and learn the strategies and tools to implement innovative change in their organization.

**Competencies addressed:** Creativity and Innovation; Problem Solving; Entrepreneurship; Flexibility; Leading Change; Collaboration

Tuition is \$3,500; lodging is not included, but some meals are. Find out more and register at <https://leadership.opm.gov/programs.aspx?c=222>.

### 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.

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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 they 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 emailing [feiregistrar@opm.gov](mailto:feiregistrar@opm.gov). 🏠

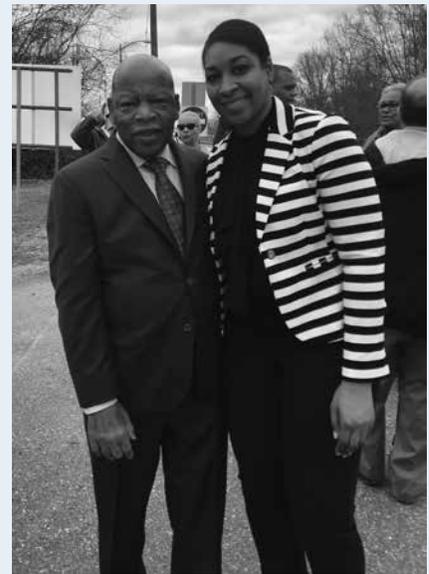
## Past Programs

### Leading through Difficult Changes: Lessons from the Civil Rights Movement, Montgomery, AL

This course uses powerful lessons from the Civil Rights Movement as a case study to develop critical skills needed to lead change, even when faced with seemingly overwhelming resistance. Participants delve into theories of how to lead change and learn how to influence a stronger organizational culture through the lens of a significant period of American history.

Our class that went to Alabama in January and February 2018 had a wonderful time and learned a great deal about leadership. They also had the amazing luck to run into Congressman John Lewis while crossing the Edmund Pettus Bridge in Selma, AL. This made it an even more moving and memorable experience for everyone who was there. 🏠

Brandy Martin, one of FEI's program coordinators, at the foot of the bridge with Congressman Lewis.



Celebrating  
50 Years of FEI

***The Federal Executive Institute (FEI) is celebrating 50 years of service and leadership training. This is #7 in a series of articles from FEI that takes a look back at key moments in FEI history.***

## Developing Leaders for the Future

In June 1988, at an FEIAA retreat, FEI Director Michael G. Hansen presented his vision of what FEI would become as the Institute entered its third decade. The following excerpts are from a printed version of his presentation, which was

published in the fall 1988 edition of *The Bureaucrat*. Hansen talked about FEI's expansion to Washington and the development of the FEI Alumni Association Newsletter.

"The new approach emphasizes executive effectiveness: the execu-

tive roles and capabilities necessary for the ongoing achievement of organizational goals and objectives. Focus is on the role of the federal career executive as a leader. The emphasis is interagency and cross-functional with the Institute still

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committed to the development of broad-based generalist perspectives and skills. The approach is future oriented with content centered around the management of stakeholder relationships within and at agency boundaries: career-political; executive-legislative; public-private; federal-state-local; government and the public; uniformed civilian relations in the Defense Department; and horizontal and vertical relationships within agencies. The program is anchored in the concept of public service and the rule of law and examines authority relationships, ethics, and values that transcend a

single branch of government. A key goal is to inculcate and reinforce a sense of responsibility to the broader public good.

Two University of Virginia interns are already at the Institute with arrangements completed to involve others from the Presidential Management Intern Program, the EPA Internship Program, and Gallaudet University.

In the next year FEI will establish its long-talked-about presence in Washington, what is being called 'FEIDC.' Desired for follow-on activities and networking opportunities after the four-week resi-

dential program in Charlottesville, FEIDC offerings will focus on change and transition through short one and two-day courses, group problem solving activities, individual agency and program-focused change efforts, case analyses, and observation of and conversations and activities with key Washington policy actors.

This fall FEI also launches a newsletter to be sent to all alumni emphasizing developments in the programmatic areas emphasized by the Institute and the results of research it sponsors and conducts." ■

## 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](http://www.feiaa.org). ■*

## 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 lead-

ers 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. ■

## Speaker Highlight: Rob Kramer

### Leading Up: Influencing Those Above You in the Organization

One of the Executive Forum's key presenters will be Rob Kramer, executive coach, consultant, and founding director

the Center for Leadership & Organizational Excellence at North Carolina Agricultural and Technical State University.

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The daily responsibilities of executive work—leading effectively, delivering on projects and services, supervising staff, appeasing clients and stakeholders, and meeting the needs and expectations of your bosses—often create overloaded situations. Without support from above, executives can become hamstrung and face fail-

ure. Kramer provides tips and tools to effectively lead up the line, by using strategies with the boss and other superiors. This kind of leadership will enable you, as executives, to be more effective, better supported, and increasingly successful. ■

## Contribute to FEIAA's Webinar Series

By Jonathan Herrmann (P331)



Jonathan Herrmann  
(P331)

**I** 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](http://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](mailto: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](mailto: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](mailto: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.

The March 26 COFFE luncheon speaker is Luke Coffey who will be discussing the role of the United States in NATO. Mr. Coffey oversees research on nations stretching from South America to the Middle East as director of the Allison Center for Foreign Policy Studies at The Heritage Foundation. Before joining The Heritage Foundation, Luke served in the United Kingdom's Ministry of Defence as a senior special advisor to then-Secretary of State for Defence Liam Fox. He was the first ever non-U.K. national to be appointed by the Prime Minister into that role.

Luncheons are at the Holiday Inn, Westpark, in Rosslyn, VA. Parking is free and the Rosslyn Metro stop is nearby. ■

### 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](http://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. ■