



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



2019 has been quite challenging, so far. I wish to applaud the efforts and resiliency of our federal workforce in Oklahoma! Withstanding a true test of public service, we have

seen the best of our federal employees and the best of our community, supporting our federal employees through difficult times!

Now that the furloughs are behind us, agencies, employees, and our Federal Executive Board are quickly moving forward with our initiatives to provide the expected FEB services to support the Federal agencies in our area to:

- Be prepared for the unexpected (otherwise known as emergencies, disasters...or even furloughs);
- Provide opportunities for workforce development and support; and
- Creating an active environment for Inter-agency, Inter-governmental, and Community outreach.

Our Combined Federal Campaign was extended to February 22, 2019, this year. I hope agencies shared information with all employees. And with the immediate examples of local support and assistance provided by our local non-profits, I hope CFC contributors designated their favorite charity (and kept your contributions local).

Our **Leadership Series** has been published and we are accepting registrations for this training, designed in one-day segments over 5 months for maximum time management for attending employees. The training is one day per month, over a five month period with five different topics and instructors. A registration is provided on page 14 of this newsletter for your convenience.

Our **Annual FEB Awards** are “in progress” with the deadline for nominations having closed. All the received nominations are currently with our Selection Committee to read through and rank these worthy candidates. I encourage you to attend our Annual Awards Ceremony scheduled for Monday, May 6th! A registration is provided in this newsletter.

The **2019 Leadership FEB** class is currently in development and will be emailed to agency leaders as soon as the schedule is confirmed. *Please read over when received; expect several changes this year to ensure we can provide the leadership experience of past year's classes.*

I hope you take advantage of our FEB activities, planned for your benefit!

Basharat Siddiqi, Chair

<i>Inside Story</i>	<i>Pg</i>	<i>Inside Story</i>	<i>Pg</i>
Job Immunity	2	4 things high-performers	8
Spotlighting Agency	3	Upcoming Events	9
What's going well?	4	Become less Biased	10
Improve Reading Skills	5	Build Trust	12
Best Mgrs Communicate	6	Awards Luncheon	13
Communicate (cont'd)	7	Leadership Series	14

JOB IMMUNITY

In order to survive and thrive in a job setting, you must have an inner core that is immune to getting caught up in all the craziness around you. Too many people allow their jobs to be THE THING in their lives. When that happens, it's easy to feel inundated, take things personally, and blow things out of proportion.

I'm not suggesting that you don't give your all in a job or professional setting. It's important that your superiors understand that you're a conscientious employee who cares and can be relied upon to work hard and get the job done. What I am saying is don't let the job get all of you. At a deep personal level, you've got to know that there are more important things in life. You don't advertise this at your work setting, and you don't put any less effort in, but you work smarter.

Many people don't realize that perspective and the ability to perform at your best are closely related. When you're able to appropriately detach yourself you're not straining and letting yourself get overwhelmed. You demonstrate more wisdom and restraint in responding to the situations you have to deal with. You can focus and concentrate on one thing at a time. You don't get yourself immersed in counterproductive things that you can't control, and you don't participate in any negativity that may be around you.

There will always be some people around us that operate out of fear or insecurity and are constantly trying to prove their worth (though they wouldn't admit this). These folks are not only living in an unhealthy manner, but they're not functioning at their full capacity, because it is just an exhausting

way to live. They are not good role models, and we shouldn't allow ourselves to compete with them for attention. We must remind ourselves that calm, relaxed, gentle people can also be super achievers.

An easy analogy is the world of sports. Imagine you're a baseball player standing at home plate waiting to swing at the pitch. If you're tense, and if you think this at bat is a referendum on you, then you're in trouble, because you'll be so overanxious that you won't react effectively to the pitch. Baseball players seem to be constantly telling themselves that it's a game, it's not life and death and there will be a life after the sport passes them by. They realize the link between perspective and performance.

If you'd like to develop more of a defense wall so your inner core is immune to getting caught up in external situations, ask yourself what is really important in life. Remind yourself that this is not life and death and there will be a life after this job. Cancer survivors grasp this. Remind yourself that, chances are, you'll have a job, if not a few, after this one. Lastly, remember that if this were your last day on the job, somehow, someway, they would find a way to survive without you. No one is irreplaceable.

What's the best thing to do? Do your best each day and go home, leaving your job at the job. What's the most important thing? Peace of mind. Why? Because life is short and we don't know how many moments we have left.

© 2018 Kevin Stacey-excerpted from the soon to be released book "*MindRight: Navigate the Noise*" by Kevin Stacey

Spotlighting Information in Public Service

Did you Know?

Is It Really 'FDA Approved?'

"FDA approved!"

Maybe you saw those words on a company's website, or in a commercial promoting a new product or treatment. Some marketers may say their products are "FDA approved," but how can you know for sure what the U.S. Food and Drug Administration approves?

FDA is responsible for protecting public health by regulating human drugs and biologics, animal drugs, medical devices, tobacco products, food (including animal food), cosmetics, and electronic products that emit radiation.

But not all those products undergo premarket approval — that is, a review of safety and effectiveness by FDA experts and agency approval before a product can be marketed. In some cases, FDA's enforcement efforts focus on products after they are already for sale. That is determined by Congress in establishing [FDA's authorities](#). Even when FDA approval is not required before a product is sold, the agency has [regulatory authority](#) to act when safety issues arise.

Here is a guide to how FDA regulates products — and what the agency does (and doesn't) approve.

FDA doesn't approve companies.

FDA does not "approve" health care facilities, laboratories, or manufacturers. FDA does have authority to inspect regulated facilities to verify that they comply with applicable good manufacturing practice regulations.

Owners and operators of domestic or foreign food, drug, and most device facilities must register their facilities with FDA, unless an exemption applies. Blood and tissue facilities also must register with the agency.

Mammography facilities must be FDA certified and must display their FDA certificates where patients can see them. The certificate indicates that the facilities have met stringent standards for providing [quality mammography](#).

FDA approves new drugs and biologics.

New drugs and certain biologics must be proven safe and effective to FDA's satisfaction before companies can market them in interstate commerce. Some examples of biologics that require approval are

therapeutic proteins, vaccines, cellular therapies, and blood and blood products. Manufacturers must also prove they are able to make the drug product according to federal quality standards.

FDA does not develop or test products before approving them. Instead, FDA experts review the results of laboratory, animal, and human clinical testing done by manufacturers. If FDA grants an approval, it means the agency has determined that the benefits of the product outweigh the known risks for the intended use. See the [directory of approved and unapproved finished drugs on the market](#).

FDA doesn't approve compounded drugs.

Compounding is generally a practice in which a pharmacist or a doctor combines ingredients to create medications that meet the needs of individual patients, including those who are allergic to ingredients in FDA-approved medicines or who cannot swallow an FDA-approved pill. But consumers need to be aware that compounded drugs are not FDA approved. This means that FDA does not review applications for compounded drugs to evaluate their safety, effectiveness, or quality.

FDA uses a risk-based, tiered approach for regulating medical devices.

FDA classifies devices according to risk. The highest-risk devices (Class III), such as mechanical heart valves and implantable infusion pumps, generally require FDA approval of a premarket approval application before marketing. To receive FDA approval for these devices, manufacturers must demonstrate with sufficient, valid scientific evidence that there is a reasonable assurance that the devices are safe and effective for their intended uses.

Generally, FDA "clears" [moderate-risk medical devices](#) (Class II) (for example dialysis equipment and many types of catheters) for marketing once it has been demonstrated that the device is substantially equivalent to a legally marketed predicate device that does not require premarket approval.

Devices that present a low risk of harm to the user (Class I) (for example non-powered breast pumps, elastic bandages, tongue depressors, and exam gloves) are subject to general controls only, and most are exempt from premarket notification requirements.

Article continued in next month's edition

How to Use 'What's Going Well' to Battle the Spread of Negativity

Humanity on the whole has never been better off than we are now. The world is safer, we live longer, we are healthier, and many people are wealthier.

But as humans, our brains are naturally wired to cynicism. We're more likely to focus on the negatives of a situation and not even notice the positives.

This negativity bias is an evolutionary holdover from back when we needed to be hyperaware of danger, when a rustling bush could mean a hiding predator and the end of our days.

The cycle then perpetuates thanks to what psychologists call confirmation bias, which is our tendency to filter our realities to confirm our preconceived notions. So if we take a pessimistic view and believe the world is dangerous and everything is falling apart, then our brains filter our experiences of reality to prove us right.

"When we intentionally focus on 'What's Going Well' instead, we bring our positive feelings and experiences into focus and minimize the hold negativity has on us" — Greg Bell

The 24-hour news cycle preys on this negativity bias. News organizations know they're more likely to capture our attention

with tales of woe, especially if that news is graphic. Thus the common saying in the news world: "If it bleeds, it leads."

Because of that, we think the world is doomed, and then the more negative news we see, the more our confirmation bias takes that information and uses it as further proof.

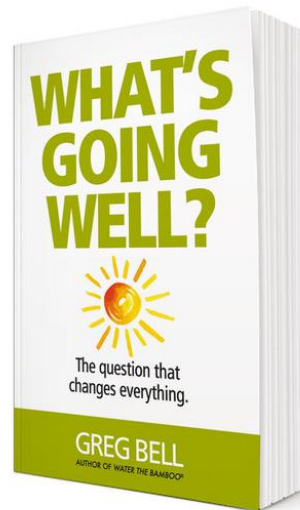
But in spite of that, we are, overall, happier—or we should be. We just can't see that because we focus on what's going wrong instead of *What's Going Well*.

When we intentionally focus on *What's Going Well* instead, we bring our positive feelings and experiences into focus and minimize the hold negativity has on us. A *What's Going Well* mindset helps us see and tell more uplifting stories, which enhance our well-being and our general

contentment in the world.

And when we radiate positivity in our own lives, we encourage those around us to focus more on *What's Going Well*, too. Just by focusing on our own highlights, we can combat the spread of negativity in our social circles.

So be a force of good by continually asking yourself *What's Going Well* and refusing to dwell on the negatives. Your positivity will be infectious!



IMPROVING YOUR READING SKILLS

How do you keep up with all of this reading and make sense of all the information that's available? Dr. Robert Kole, who taught composition and literature at the City University of New York and the Polytechnic Institute of New York for many years, offers a number of suggestions to help federal employees and others improve their reading comprehension skills.

“The impressive person is the person who has read more thoroughly than anyone else,” he concludes. “You become the **‘go-to’ person in your organization and profession.**”

According to Kole, reading without remembering is of little value. While reading a book, underline it, write about it, talk about it and think about it. “I keep talking about what I’ve read,” he explains. “That’s the way I remember what’s important.” Reading for business requires concentration—so readers should sit at a desk and read with a notebook or legal pad alongside. “Just the act of writing things down will help you retain what you’ve read,” he believes.

While many federal employees underline significant passages in books they are reading, Kole suggests writing your thoughts in a notebook instead, because notebooks make it easier to keep track of them. “If I write too much in a book,” he tells us, “it becomes very hard to reread.

“The impressive person is the person who has read more thoroughly than anyone else,” he concludes. “You become the ‘go-to’ person in your organization and profession.”

Speed reading is another valuable skill federal employees should consider learning. While many people get disappointing results from speed-reading courses, there are some things you can do to improve your ability to read more quickly. The best of these, quite simply, is to read more often. The more you read, the more your vocabulary will improve, and the less you will stumble over

unfamiliar words. You can also train your eyes while reading to take in more words with every glance.

If you move your lips when you read, train yourself to stop—and if you hear every

word in your head as you read, a phenomenon called subvocalization, try to stop that habit, too. You should be able to read far more quickly

than you can speak, and moving your lips limits you to reading at a speaking speed. Keep your vocal cords busy by humming or chewing gum while reading to reduce subvocalization.

Don’t listen to music if your goal is to read more quickly. If possible, avoid other distractions, such as a pinging email inbox or a chirping cellphone. By paying attention to what you read the first time, you’ll minimize the number of paragraphs you have to reread for comprehension.

Use your peripheral vision: try reading down the middle of the page and catching the words on the sides of the page, instead of moving your head from left to right. You don’t drive that way, why should you read that way? Finally, as you improve your reading speed, make sure your ability to comprehend what you’ve read hasn’t suffered. If you don’t understand what you’ve read, there’s no sense improving your speed. You’ll just have to reread the material, which won’t save any time at all!

The famed humorist Groucho Marx once said, “outside of a dog, a book is man’s best friend. Inside of a dog, it’s too dark to read.” Reading creates respect. It’s a superb way to understand other people and their points of view. Being widely read demonstrates you are an educated and thoughtful person, two keys to being well regarded by your peers.

Taken from the Feb 2019 NARFE magazine. –Everett Chasen is a writer and communications consultant in the Washington, D.C. area. He is retired from the Federal Government after 35 years of service.

HOW THE BEST MANAGERS COMMUNICATE

PUBLISHED: JAN 14, 2019

The best managers are great communicators.

That's not surprising, because great management is about bringing employees and teams together, motivating through big picture thinking, and then organizing logistics and roles to achieve objectives.

Naturally, doing that well takes great communication skills.

Just as naturally, poor communications skills lead to bad management. Consider examples of bad management tactics: holding employees accountable to unspoken expectations, making a habit of holding long meetings that accomplish little, or fostering an atmosphere of mistrust. These are not just bad management tactics; they're examples of poor communication, too.

The bottom line is that communication skills have a huge impact on management success. If that's intimidating, don't worry, because there is good news: communication skills can be learned and improved.

With practice and training, anyone can become a better communicator, which, by design, improves their management skills.

Ready to get started? Here's how the best managers communicate.

1. Good managers are clear, concise, and compelling.

We've all sat through meetings where the leader has rambled on monotonously about issues that were irrelevant. If we're honest, most of us have led meetings like that, too.

Good communication is clear, concise, and compelling. For managers, that's especially true.

If you don't communicate clearly, your employees won't understand their objectives. If you aren't concise, you'll waste your team's time. If you aren't compelling, they won't listen or buy-in to what you are selling.

A few tips:

Get rid of jargon. It's only clutter, and even your internal team understands only half of it.

Lead your communication with your main point. If

you bury what you want to say at the end, it'll take longer to get there.

Prepare. If you don't, you'll take longer to get your message across and you'll certainly have a more difficult time saying what you mean to.

2. Good managers have stage presence.

First: what do we mean by stage presence? For our purposes, "presence" refers to the physical characteristics of spoken communication. That includes things like:

Eye contact: Maintaining eye contact in communication helps to convey confidence and focus, both of which are integral in getting a message across.

Body language: Physical stance does influence an audience's perception of a message. The best stance for presenting is to stand flat, with arms at your sides.

Speaking with emphasis: A monotone conveys disinterest. Speaking with emphasis conveys passion. The latter method is far more motivational, even if the spoken content is the same.

Contrary to common perception, stage presence, like other communication skills, can be learned and improved.

3. Good managers can motivate a team by communicating a vision.

Motivation is sometimes overlooked as a managerial talent, under the rationale that coordinating logistics is what's most important to getting results.

And yes, the details are important. But the details are better received if they're communicated in a way that's not just organized, but inspiring, too. The best managers do this by communicating vision.

Sell the big picture before detailing the process. If you get people invested into the end game before you tell them what is required of them, they'll be much more likely to adapt to any changes that will be needed.

For example, let's say you're bringing in a new

HOW THE BEST MANAGERS COMMUNICATE (cont'd)

management software. Here's a process-first approach:

We'll be making updates to our software on June 3rd. We'll schedule a day for migrating data, and you'll be required to participate in eight hours of training as a part of that.

Employees are likely to gripe, and with good reason – if all that's presented is detail, any process seems like useless work.

Here's a vision-first approach, in contrast:

We haven't updated our software in over ten years. Our competition is getting ahead of us, and if we don't innovate, we'll be left behind. I know this will be difficult, but we're working to get you the training you need so that we can lead the market again.

The vision gives context to the details and makes their accomplishment matter.

4. Good managers lead great meetings.

Yes, great meetings exist. Unfortunately, they're far less common than ineffective ones. But with training, that can change.

The first step to leading a great meeting is to question whether or not it's necessary in the first place. The primary reason to hold a meeting is to collect group input that drives a project forward. If that's not your purpose, it's probably better not to meet.

If a meeting is necessary, here's how to make it good:

Answer the four communication questions. Who is my audience? What's my goal? What does it take to get there? How much time do I have? Let the answers shape the format of the meeting.

Create an atmosphere that encourages participation. Don't put PowerPoint up and the lights off – anything's preferable to that. Jeff Bezos prefers written memos that invite discussion; slides aren't necessarily bad, but don't let them unduly influence the environment. Ask good questions. Bring good food. Get people involved.

Keep discussion focused. Don't let the meeting veer off course toward irrelevant topics. As a

leader, curtail unproductive conversation – not by shooting down ideas, but by realistically acknowledging time constraints. A good line: "This deserves more time than we can give it in this meeting."

5. Good managers are good at listening.

The reality is that communication is never a one-way street. Managers need to cultivate an environment of trust and be open to honest feedback from their teams. Failing to listen will result in frustrated employees and failed initiatives.

To get better at listening, work on expressing empathy. Empathy requires that you understand the perspective of another, and it's a sure sign of a good listener.

BECOME A BETTER COMMUNICATOR AND MANAGER

If you work to improve the skills listed here, you'll be well on your way to becoming a better communicator and a better manager.

The next question is: how can you work to improve?

Reading proven wisdom is a great place to start. Here are three books we recommend reading to hone your managerial communication skills:

- Crucial Conversations by Kerry Patterson, Joseph Grenny, Ron McMillan
- Made to Stick by Chip Heath, Dan Heath
- Emotional Intelligence by Daniel Goleman

Each of these offers impactful insight into communicating well.

And, of course, the best way to improve your communications skills is through training.

We've worked with managers up, down, and across organizations to help them communicate more effectively with teams large and small. From introverted engineers to extroverted executives, everyone can improve as a communicator – and that means anyone can become a better manager.

Don't view communication as one more thing to check off of the to-do list. Look at every communication situation as an opportunity to sell an idea, to motivate, and to inspire.

<https://ammermanexperience.com/newsletters/how-the-best-managers-communicate/>

4 THINGS HIGH PERFORMERS DO THAT OTHERS NEGLECT

High performance isn't an accident.

#1. Plan it:

I have a friend who transformed his body from jelly to steel. He doesn't simply show up at the gym. He plans his workouts. He knows tomorrow is cardio day. He knows the day after tomorrow is biceps and back.

Plan your development.

If you don't know what you're working on, you're beating the wind.

#2. Practice it:

You don't get better by leading. You get better when you practice leadership behaviors.

If you aren't practicing, you aren't improving.

A golfer goes to the putting green to practice one thing – putting. To be specific, she might practice her grip, while she putts.

1. How many ways could you begin a meeting?
2. How many strategies could you try to fuel energy or create clarity?

Tip: Practice one behavior at a time.

(Read: *Mastery* by Robert Green.)

#3. Watch it:

Determine what you want to improve and watch experts do it.

I don't sit backstage before or after I speak at conferences. I sit in the audience and watch speakers. I'm watching for style and technique, not content.



1. How do they begin?
2. What helps them connect?
3. What types of stories do they tell?

Intentionally hone your skills in order to reach your

potential. If not, you fall into unproductive habits that feel comfortable, but sabotage growth.

#4. Track it:

High performers don't simply work hard. They track key behaviors and performance indicators.

Go to the gym and look for the person who's carrying a small notebook. They know how many reps they've done. They know how far they went on the treadmill last week.

1. How many affirmations did you give yesterday?
2. How many times did you ask a follow-up question?
3. What self-reflection questions are you asking at the end of the day?

<https://leadershipfreak.blog/2019/02/15/4-things-high-performers-do-that-low-performers-neglect/>

UPCOMING EVENTS

March 2018

- Mar 1, 2019** **CFC Shareholder Meeting**
10:00 a.m. 301 NW 6th St, Rm 207, OKC
POC: FEB Office, 405-231-4167
- Mar 18-21, 2019** **FEB Executive Director Mtg**
All Day Chicago, IL
- Mar 10, 2019** **Daylight Savings Time Begins**
- Mar 17, 2019** **St Patrick's Day**
- Mar 29, 2019** **Executive Policy Council mtg**
10:00 a.m. 2488 E 81st St., Tulsa
POC: FEB Office, 405-231-4167

INSPIRATION CORNER

Where success is concerned, people are not measured in inches, or pounds, or college degrees, or family background; they are measured by the size of their thinking. -David Schwartz

Books serve to show a man that those original thoughts of his aren't very new after all. -Abraham Lincoln

A mentor is not someone who walks ahead of us to show us how they did it. A mentor walks alongside us to show us what we can do. -Simon Sinek

The leader is not just a scorekeeper. He is responsible for creating something new and better. -Bill Creech

To be innovative, we can't look to what others have done. The whole idea of blazing a path is that there was no path there before. --Simon Sinek

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, U.S. Marshal, US Marshals Service, Western District
- Dottie Overal, Director, Small Business Administration
- Rose Roberson, Superintendent, BIA-Anadarko Agency

Officers

Chair: **Basharat Siddiqi**
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

How to become a less biased version of yourself

Completely eradicating bias and prejudice is impossible, but you can actually change certain behaviors to be more open and empathetic.

If you are interested in being less biased—and particularly less prejudiced—I have good news and bad news.█

Let's start with the bad. Human beings are [naturally biased](#). The only way we can make sense of the world is to simplify it by putting things and people into mental category “buckets” that are either good or bad, interesting or boring, etc. There are many of these; just check out this [visualization](#) to see the variety.

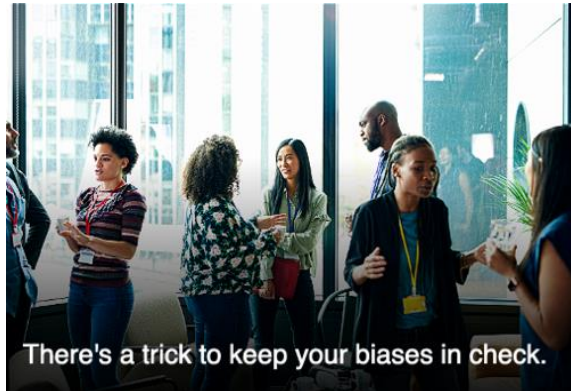
An unbiased human would simply be unable to function, wasting vast amounts of time trying to experience the world as it is, without making any inferences or assumptions. Imagine not taking a flight because you cannot trust the pilot, or not assuming that the person pointing a gun at you may have unfriendly plans for you.

On a related note, [scientific research](#) concludes that there are no convincing methods for eradicating prejudice entirely, and that the substantial amounts of cash spent on combatting biases are probably wasted, because there's no proven way to make people unbiased.

The good news is that while eliminating bias and prejudice is impossible, there are [degrees](#) of bias and prejudice, partly as the product of experience. So it's safe to assume that if you're reading this, you are likely better at keeping a lid on your biases than most people. This is because you are both aware of your biases, and probably more curious and [open to experiences](#).

So what, then, can we learn from the available research to apply to ourselves, if our goal is to become a less biased version of ourselves? Here are four key recommendations:

EMBRACE COGNITIVE DIVERSITY



This means learning to tolerate and perhaps even like people who think, act, and feel very differently than you do. It may be as simple as watching a TV program that you hate, or listening to a podcast that you vehemently disagree with. The better path would be to actually

make an effort to interact with people who question or dislike your values, at least to understand how they think.

One of the most consistent findings in social psychology is that simply being exposed to people who are different—this includes sociodemographic and ethnic diversity—tends to make us a bit more open-minded and tolerant, particularly if we can find some common ground or overlap between their views and ours. That is generally the case, you just have to try.

CULTIVATE YOUR EMPATHY

Empathy is an old topic in psychology, defined as the ability and willingness to take other people's perspectives to understand what they are thinking and feel what they are feeling. Although there are reliable [training programs](#) to boost empathy even in psychopaths, you can practice and develop your empathy alone.

Start by analyzing what other people may be thinking, their motives and attitudes. Then try to justify why they may think and feel as they do. In particular, pay attention to those who are less privileged and disadvantaged, and

How to become a less biased version of yourself (cont'd)

consider—at least temporarily—that they may not be as lucky or successful as you, despite being as interesting, talented, or hard-working (if not more). Think of how you would feel if you were in their shoes. These and other simple exercises on perspective can help you create a habit for empathic thinking and feeling, which will make you more tolerant, and perhaps even less biased.

MAKE YOUR BIASES EXPLICIT

In other words, get real. Awareness of bias is a necessary step for dealing with it, even if it's not the entire antidote. One interesting tool to get there is the [implicit association test](#), which while clearly not perfect, has been used for decades to explore the gap between people's explicit and implicit biases. For a range of widely used and well-designed free tests including on race and gender, try [Harvard University's tests](#), which will give you instant feedback and tell you how you compare to most people. For example, I took the gender one and it confirmed that I'm moderately sexist toward men, rating women's career potential more highly.

This doesn't solve the problem of people who are aware they are racist and sexist and proud of it. But they tend to be a smaller proportion of the overall population than the people who, inadvertently, project more minor biases in their interpersonal exchanges with others. These are the people who engage in [benevolent sexism](#) or racism, giving backhanded compliments to women and minorities, or acting in a patronizing and condescending way that perpetuates negative stereotypes about them. They might say something like, "Blacks are great athletes" (meaning they are not intellectually smart), or, "Female leaders are very caring" (meaning they are not tough or unsentimental enough to lead properly).

CONTROL YOUR BEHAVIORS

Ultimately, what matters is not how you feel or what you think about people deep down, but how you behave. This is so obvious that we almost forget it. Consider two individuals: one who is prejudiced but consistently behaves in prosocial and inclusive ways, to the point that their reputation is one of fairness, and another who, despite being quite open-minded and agnostic about stereotypes, behaves in a derogatory and prejudiced manner.

If you think this is unlikely, think again. For almost 100 years, [psychological research](#) has shown that the relationship between attitudes and behavior is often weak and inconsistent. For instance, the number of people who are in favor of organ donation far exceeds the number of people who donate organs, and the number of people who care about the planet and the environment surpasses the number of people who recycle and make their lives more eco-friendly. By the same token, the number of people who believe in the inferiority of certain nationalities, genders, ethnicities, or religious groups is probably significantly larger than the number of people who behave in nasty or derogatory ways toward those very groups. That is a good thing: We call it civilization.

So while you'll never be bias-free, if you try to see things from other people's perspectives who are not like you (which will generally be easier if you spend time with them), and you critically evaluate what your main biases are, you will probably be able to keep them in check, and even hide them. That is the best you and those who are interested in living in a more peaceful and civilized world can hope for.

ABOUT THE AUTHOR

[Dr. Tomas Chamorro-Premuzic](#) is an international authority in leadership assessment, people analytics, and talent management

THE TOP 5 TIPS FOR BUILDING TRUST AND MULTIPLYING IMPACT

The most trusted person:

1. Earns the promotion.
2. Gets the sale.
3. Retains team members.
4. Has the most engaged workforce.
5. Delivers the best results.

The team that trusts each other works faster and enjoys work more.

“On average, and over the long-term, the “Top 10” most trustworthy public companies have outperformed the S&P 500 by over 25%...” ([Trust Across America](#).)

The top 5 tips for building trust:

1. Consistency. You know how trustworthy people will act, before they act. Trustworthy people consistently practice their values, regardless of situations.
2. Competence. Past performance predicts future performance.
3. Clarity. People know what you expect from yourself and others.
4. Commitment-keeping. Never make hope-so commitments. Always do what you say.
5. Connection*. Trust is a relational animal. Disconnection breeds distrust.

A trustworthy leader doesn't need title or authority to influence others.

Connection*:

Who goes further? A talented person who connects or a talented person who stands aloof?



Relationship building isn't convenient to leadership, it's necessary and essential.



Connection is a multiplier.

Show up to connect.

1. Bring up tough issues. *Relationships are strengthened when you work through tough issues with kind candor, courageous transparency, and forward-facing curiosity.*
2. Communicate frequently.
 - a. Schedule one-on-ones.
 - b. Ask questions.
 - c. Explain goals and aspirations.
 - d. Give feedback.
 - e. Seek feedback.
3. Know names. Know the names of employees. Know their spouse's name. Know the names of their kids.
4. Support aspirations. Help people get where they want to go, even if it means they leave your organization.

“Trust impacts ... the quality of every relationship, every communication, every work project, every business venture, every effort in which we are engaged.” (Stephen M. R. Covey in [The Speed of Trust](#).)

<https://leadershipfreak.blog/2019/02/14/the-top-5-tips-for-building-trust-and-multiplying-impact/>

	<p>FEB Leadership Series-2019 Registration and Enrollment information</p>	
---	--	---

Name of Participant: _____

Agency: _____

Address: _____

Phone: _____ Email: _____

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

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

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:	LeAnn.Jenkins@gsa.gov or Lisa.Smith-Longman@gsa.gov
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!