

From The Chairperson...



Marjorie Brown, Chairperson
FEB Atlanta

"We are a significant financial presence in the Atlanta community. Our agencies and our employees make a tremendous difference in the quality of life of citizens in this area. I'd like to see us strengthen our community partnerships, engage in more outreach efforts, and spend more time highlighting what we do in the community, focusing on our added value."

These have been very, very busy times! In April, the Savings Bonds Campaign went into full swing. Then we launched right into May with all the activities associated with Public Service Recognition Week. The week of May 7-13 was set aside as Public Service Recognition Week (PSRW) to honor the men and women who serve America as Federal, State, and Local employees. I am very proud of the work done by Federal employees in the Atlanta area.

Federal employees administer your Social Security program, staff VA hospitals, fight crime, assist with national defense, fight fires, manage parks, support research, deliver mail, plan for a clean environment, fight epidemics and prevent diseases. We are vital servants to the community. Here are just a few examples of why:

In Georgia, nearly 560,000 people receive nutrition assistance to purchase food items in approved stores at a cost of \$489 billion. Over 216,000 mothers and children receive over \$79 million in vouchers redeemable for healthy and nutritious foods. Nearly one million Georgia students have lunch provided under the School Lunch Program at a cost of \$228 million; and nearly 340,000 have breakfast provided at a cost of nearly \$65 million. The Food and Nutrition Service administers these program. (See more about FNS on page 3).

The Social Security Administration pays monthly benefits averaging \$746 million per month to over 1 million Georgia beneficiaries.

Through its Single Family Housing Programs and its FHA mortgage insurance program, the Department of Housing and Urban Development helps millions of people. It insures loans so that if a buyer defaults, the lender is paid. This encourages lenders to give mortgages to people who might not otherwise qualify for a loan. Last year, HUD covered mortgages for 30,163 Atlanta area homebuyers totaling \$9 billion, with \$5.9 billion of this going to first-time homebuyers.

Last year, the Martin Luther King, Jr. Historic District hosted over 500,000 visitors.

By these few examples, you can see that we are indeed vital to the life of this community and I salute Federal employees.

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From The Chairperson...

We have already begun plans for the 2001 Combined Federal Campaign. However, before we begin the 2001 Campaign, I want to toot our horn with a little feedback from the 2000 CFC campaign. We exceeded our goal by over \$50,000 and ranked 10 in the nation in overall giving (\$3,550,100). Collectively Federal employees gave \$223,956,763. Of the top 10 campaigns, we ranked second only to the Nation's Capital Campaign in the amount of average gift (Atlanta -\$205.26; Washington, D.C. - \$249.62). The overall average gift was \$158.38. We will continue to update you in future newsletters about marvelous things that happen when federal employees share.

One of the Mission Goals of the Atlanta Federal Executive Board is a commitment to employee development. Over the next several months, the FEB will offer a variety of training opportunities to help all of us become better at what we do. Look for these training initiatives and share with us your suggestions for training that will enhance your skills and those of your employees. In addition to the training, we are also instituting an "FEB Associate" position. This will serve as a tremendous growth opportunity to agency employees who are in developmental programs. Please see the article on Page 9 and look to gain more information at the FEB meeting on June 26, 2001.

Finally, I encourage you to mark your calendar for June 26, 2001. Plan to attend the FEB Full Board Meeting and bring a guest with you. We need your active involvement in the FEB.

Marjorie Brown □



ATLANTA * FEB NEWS

Since the Peace Corps began, more than 162,000 people have served in 135 countries, working to teach children, helping to improve health and nutrition of families, bringing clean water to communities and preventing the spread of AIDS.

ATLANTA REGIONAL OFFICE OF THE PEACE CORPS

Peace Corps Celebrates 40th Anniversary

The Peace Corps is celebrating its 40th year since founded by President John F. Kennedy in 1961. The Atlanta Regional Office of the Peace Corps and the national Peace Corps Association sponsored a special anniversary celebration on May 16th at the Carter Center. Former President Jimmy Carter presented the Lillian Carter Award to 69-year old Abbott "Shorty" Williams of Birmingham, Alabama.

He was one of 11 people nominated to receive the award, which was named in honor of President Carter's mother, who served the Peace Corps for two years as a health volunteer in India. She was 68 years old at the time of her service. Two Atlanta area residents, Barbara Murray, an Atlanta school teacher who served in Armenia, and Shirley Triano, a Peace Corps recruiter who served in Botswana and Morocco, were among the nominees.

The Lillian Carter Award, established by the Atlanta Regional Office in 1986, is awarded every five years to recognize outstanding service by senior volunteers. It is awarded to volunteer age 50 or older who have demonstrated a commitment to the Peace Corps' goal of helping promote a better understanding of other people on the part of Americans. Of the more than 7,000 volunteers currently serving in the Peace Corps, 7 percent are age 50 or older. The oldest currently serving volunteer is 80.

Since the Peace Corps began, more than 162,000 people have served in 135 countries, working to teach children, helping to improve health and nutrition of families, bringing clean water to communities and preventing the spread of AIDS. □



Please contact us with any questions/comments you may have. If you would like to submit an article, please do so by the 15th of the month.

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*The Right Focus - Atlanta FEB Newsletter
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National Park Service Hires Bilingual Rangers

The National Park Service has developed a program to hire bilingual rangers for the guided tours at the M. L. King Historic Site. Currently they have two rangers who are fluent in German and one who is Japanese-speaking.

Melissa English-Rias hopes to have at least two other Rangers each who speak Spanish, German, French and Japanese. The Park Service embarked on this

initiative as "good customer service". They say a need and they are working to meet it.

The King site, which includes the birth home and tomb of Dr. Martin Luther King, Jr. as well as an interactive museum and the church where he preached, annually attracts more than 600,000 visitors. Approximately 20 percent of the visitors speak little or no English. □



- FNS' annual expenditures are
- about \$6 billion in the
- Southeast Region and its
- approximately 150 employees
- and State Nutrition Partners
- are committed to ending
- hunger by 2005 and improving
- the nutrition and health of our
- citizens.

USDA'S FOOD AND NUTRITION SERVICE (FNS)

Food and Nutrition Services Fights To End Hunger

Goal in the Southeast Region is to End Hunger by 2005

We are proud to feature USDA's Food and Nutrition Service (FNS) in this edition and the Agency's quality work throughout the Federal community and for the people it serves. FNS' annual expenditures are about \$6 billion in the Southeast Region and its approximately 150 employees and State Nutrition Partners are committed to ending hunger by 2005 and improving the nutrition and health of our citizens.

FNS Programs Reach All



FNS administers 15 nutrition assistance programs which include: the Food Stamp Program, the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), the National School Lunch Program, the School Breakfast Program, Child and Adult Care Food Program, Summer Food Service Program, The Emergency Food Assistance Program and food assistance for disaster relief.

Since 1986, Virgil Conrad has been the Southeast Regional Administrator for FNS and has been in the forefront to improve the work of the Federal community. He served as chair-person of the Federal Executive Board in 1993 and as chairperson for the Atlanta Combined Federal Campaign in 1992 and 1998. He is also serving in that capacity this year and in all three years has heavily involved his staff in campaign operations.

Total Quality Evident in Management Style

The quality of work he has done has also been evident in the way he has managed his own Agency. Mr. Conrad received the prestigious PILLAR Award in August 2000 from the U.S. Office of Personnel Management for Outstanding Achievement in performance and total quality management.



OPM's "Performance, Incentives and Leadership Linked to Achieving Results (PILLAR)" honors effective management practices. FNS' successful use of the Labor Management Relations Committee, the Quality of Worklife and its training initiative, particularly using Stephen Covey's "7 Habits of Highly Effective People" and "the 4 Roles of Leadership" were instrumental in achieving this award.

FNS' Regional Administrator has also been a member of four teams that have received "Hammer Awards" for creating a government that works better and costs less.



- ▶ The first was for leadership in developing a common benefits application for clients and reducing paperwork form 64 to 8 pages.
- ▶ The second was for his initiative in developing an innovative way to celebrate cultural diversity in Federal agencies.
- ▶ The third was for his leadership in developing a combined application for Food Stamps and Supplemental Security Income in the State of South Carolina.
- ▶ The fourth was for restructuring and improving the Commodity Nutrition Program by improving customer services, enhancing efficiency and cutting red tape. □



A Table for All, Together We Serve

We congratulate all nominees for the Public Employee of the Year Awards. Nominees were featured in visual displays throughout Federal Buildings during the month of May. We especially salute the finalists and Award winners. Name of the Winners and Runners-Up follow:

Outstanding Managerial/Executive:
Benny Lee McGlamery, FAA

Runners-Up:
Tim S. Pfohl, GSA
and William D. Snapp, EEOC

Outstanding Supervisor:
Gary H. White, EPA

Runners-Up:
William Lang, Dobbins Air Base
and Terri E. Hale, IRS

Outstanding Secretarial/Clerical:
Gwendolyn Joyce Kelly, HUD

Runners-Up:
Linda M. Bynum, USPS
and Gotina Epps, FAA

Outstanding Scientific/Professional:
Willard L. Waisner, EPA

Runners-Up:
Daniel James Priest, IRS
and Jerome M. Albanese, SSA

Outstanding Technician/Assistant:
Miriam Lester, EPA

Runners-Up:
Cathy Underwood, VA Medical Center
and Steve E. Butts, Naval Air Station

Outstanding Trade/Craft:
Lewis Russell Long, Jr., Bureau of Prisons

Runners-Up:
Arch L. Wann, Naval Air Station, and Todd L. Graham, CDC

Outstanding Non-Scientific/Professional:
David Allan Lee, FNS

Runners-Up:
Carolyn J. Johnson, HUD
and Joan Henry, USPS

Outstanding Achievement in Equal Employment Opportunity:
Jabe B. Driskell, Jr., Defense Contract Audit Agency

Runners-Up:
Gertrude B. Johnson, SSA
and Levester Pendergrass, Forest Service

Suggestion/Cost Reduction:
Bradley Adams, Bureau of Prisons

Runners-Up:
Georgia Cooperative Disability Investigation Team, SSA and Atlanta Post Office Service Improvement Managerial Team, USPS

Heroism/Valor:
Adrian E. Stevens, USPS

Runner-Up:
Raymond L. Slingerland, Bureau of Prisons

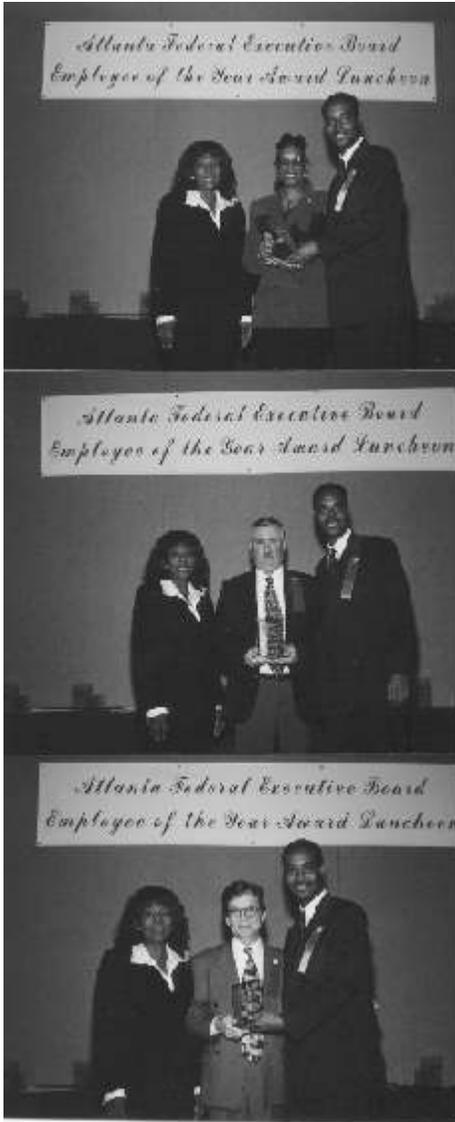
Group Award for Outstanding Public Service:
ADR "Mediation" Unit, EEOC

Runners-Up:
Community Builders, Office of Secretary's Rep., HUD Doraville Window Associate Staff, USPS

The Thomas Liederbach Memorial Award for Volunteer Service:
Betty J. Sellers, VA

Runners-Up:
David D. Harris, Dobbins Air Base
and Willie J. Terrell, USPS





On Wednesday, May 9, 2001, the FEB hosted its 28th Annual Employee of the Year Awards Luncheon at the Atlanta Hilton Hotel with over 440 persons in attendance. Roy Hobbs, TV Anchor for FOX 5, WAGA was the charming Master of Ceremonies. The Luncheon was the highlight of our Public Service Recognition Week

activities. The theme was appropriately "Public Employees Working for America". As President Bush said in his message: "Public employees' work is often behind the scene and unsung, yet invaluable to the vitality of America. From diplomacy and environmental protection to local sanitation and public education, these dedicated men

and women serve our country on every level of government and in many capacities. Their outstanding contributions to America allow us to continue building solid communities and a stronger Nation." □

Our sincere thanks to the U. S. Postal Service for agreeing to serve as the event organizer for this year's Awards.



ATLANTA FEDERAL EXECUTIVE BOARD

FEB Sponsors Essay Contest at Therrell High School

The Atlanta Federal Executive Board (FEB) recently sponsored an essay contest at the Therrell High School in southwest Atlanta. The FEB invited students participating in the Government Magnet School to compose an essay describing why they are interested in a career in public service.

Twenty seven students submitted outstanding essays describing a variety of public service goals ranging from public defenders to psychiatrists and psychologists and from

school teachers to architects. Some of their personal stories were touching and all of their essays were inspirational.

FEB presented the three winners with US Savings Bonds of \$100 for 1st place, \$75 for 2nd place, and \$50 for 3rd place. All participants received a certificate and a token for their exceptionally hard work and dedication.

Tiffany Benson won 1st place with her essay describing her goals to become a

public defender. Tanyetta Brown took 2nd place for her essay about becoming a pharmacist at a public clinic. Alicia Johnson was awarded 3rd place for her essay on her intent to become a public defense lawyer.

Gwenne Campbell, Executive Director of the Atlanta FEB, says, "We are encouraged that students are considering public sector careers and the FEB offers its full support". □



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SOCIAL SECURITY ADMINISTRATION



Social Security Holds Weeklong Public Service Recognition Celebration

The team of employees at the Social Security Administration's Regional Office planned a weeklong celebration of the accomplishments of Federal employees. They began the week on Sunday, May 6 with attendance at the Atlanta Braves baseball game, followed by Pen Day on Monday, May 7. All SSA employees were greeted in the lobby of the Sam Nunn Atlanta Federal Center and presented with a Daisy flower pen. On Tuesday, May 8, they held a Breakfast Reception that included the reading

of a Proclamation from Governor Roy Barnes. On May 9, they joined the 24 SSA nominees for the Employee of the Year Luncheon. Thursday was Red, White or Blue Day. Employees were encouraged to be patriotic and wear the colors. They were also encouraged to wear a hat so that they could tip their hats to fellow employees.

SSA closed this very busy week with a Closeout Breakfast Reception with Door

Prizes and recognition of essay winners. Employees were encouraged to submit a brief essay on why they chose a Public Service Career. Three winners were selected. They also had a Quiz Show to see if employees could recognize early career pictures of their fellow employees (or in some cases, baby pictures). It was a fun way to acknowledge and appreciate each other. They even had a song: "We Are Family". □



ENVIRONMENTAL PROTECTION AGENCY



Federal Fitness Day

By Pat McKenna, U.S. EPA

Federal Fitness Day activities were held on May 24, 2001 at the Sam Nunn Atlanta Federal Center (SNAFC). The opening remarks by CAPT. Clara Cobb, Acting Regional Health Administrator, DHHS, Ms. Amanda Robinson, Acting Regional Administrator, DHHS, and Mr. Alan Farmer, Deputy Assistant Regional Administrator for Policy and Management, U.S. EPA, encouraged all federal employees to make physical activity a part of their daily routine. Employees were urged to utilize the stairs instead of the elevator on a daily basis following the "Take the Stairs" campaign, a project which was recently implemented at the SNAFC by General Services Administration (GSA) and the U.S. EPA.

The event was kicked off by a five minute warm up/stretch period by Michelle White, Fitness Associate from the SNAFC Fitness Center. She was accompanied by Power Panther, the newest USDA/FNS mascot whose 2001 campaign is "Eat Smart to Play Hard". Apparently, Power Panther must follow his plan because he seemed to keep

up nicely with Michelle's every move. Many employees then enjoyed complimentary therapeutic chair massages which were available from GlobalBody Works and took advantage of the health and fitness services which were offered by the Health Center, Fitness Center, Federal Occupational Health Employee Assistance Program, USDA/FNS, DHHS, Office on Women's Health Region IV, and DHHS Commissioned Corps.

Hundreds of employees took part in the scheduled activities from 11 a.m. to 2 p.m. which included: group exercise classes at the Fitness Center; walking a lap of the "1924 Rich's Building Sidewalk Route"; walking the "SNAFC Tunnel Walking Route"; or walking a flight of stairs by taking part in the "Take the Stairs" campaign. George Harris, U.S. EPA and Roger Hannah, NRC, kept the event lively by playing music, offering health and fitness tips, and handing out numerous prizes of Tee-shirts, water bottles, fitness planners and more.

Members of the Region IV Commissioned Corps Healthy Lifestyles Committee planned the event. Several employees from the Center for Disease Control and Prevention (CDC), U.S. Department of Health and Human Services (DHHS), U.S. Nuclear Regulatory Commission (U.S. NRC), Social Security Administration (SSA), U.S. Department of Agriculture/Food and Nutrition Service (USDA/FNS), and the U.S. Environmental Protection Agency (U.S. EPA) volunteered their services to make sure that all the employees that participated in the event had the assistance and guidance they needed throughout the event. Federal Fitness Day 2001 was a great success. Keep active and look to May 2002 for a repeat of another fantastic program. □



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ATLANTA * FEB NEWS

News...

FEDERAL AVIATION ADMINISTRATION

Special Detail Assignment For FAA Regional Administrator

From March 2001 to June 2001, Ms. Carolyn Blum, FAA Southern Region Administrator, served as the Director of the FAA's Center for Management Development (CMD) in Palm Coast, Florida. Ms. Blum directed CMD's specialized management training and development programs for all of FAA. CMD features 40 faculty members (all at Masters or Ph.D. level), full television production/post production capability, full graphics and publications production capability, and a state-of-the-art outdoor Challenge Course. CMD is accredited by the American Council on Education.

Mr. Eddie L. Thomas, FAA Southern Region's Chief Counsel, served as the Acting Regional Administrator during Ms. Blum's assignment to CMD. □



Awards

Anniston, Alabama

The Anniston Automated Flight Service Station (AFSS) was selected as FAA's AFSS Facility of the Year for 2000. The Anniston AFSS had exceptional operational achievements, such as over 524,000 flight services during FY 2000 in support of the Alabama aviation community and the Western AFSS Hub. The staff has developed excellent external relationships with the aviation community throughout the state of Alabama and maintains a very high standard of customer service.

Louisville, Kentucky

The Louisville/Standiford Air Traffic Control Tower (ATCT) received the FAA's award for Level 9 Facility of the Year for 2000. Louisville is the home of United Parcel Service Air, the 9th largest (and continuously expanding) air cargo facility in the world. The facility's safety record is outstanding, given the complexity of operations - over 300,000 operations with zero operational deviations in 18 months.

Both the Anniston AFSS and the Louisville/Standiford ATCT were also praised for their commitment to excellent communications and human relations, prudent use of resources, and dedication to employee development.

Congratulations to both of these first-rate FAA facilities. □

Southern Region Dedicates High-tech Tracon:

On May 14, FAA Southern Region

Administrator Carolyn Blum was joined by FAA Deputy Administrator Monte Belger, U.S. House of Representative Mac Collins, and Delta Chairman and CEO Leo Mullin in dedicating the agency's most technologically advanced Terminal Radar Approach Control (TRACON). "This new radar facility, with its cutting edge technology, moves us into a new era of air traffic control and continued enhancements in safety, efficiency, and reliability," said Ms. Blum. The new Atlanta TRACON replaces the smaller facility, which was housed in the air traffic control tower at Hartsfield Atlanta International Airport. Atlanta TRACON provides air traffic control service within in a 40-mile radius of Hartsfield Airport up to an altitude of 14,000 feet. Tower controllers direct aircraft on departure and final approach to the airport and while taxiing on the airport surface; air traffic controllers will continue to work in the tower at Hartsfield Atlanta International Airport. A total of 200 FAA employees work at the Atlanta Tracon, 166 air traffic control employees, and 40 Airway Facilities employees. The 78,000-square foot, single-level facility is located on a 35-acre tract on Georgia 74, adjacent to Falcon Field Airport in Peachtree City, Georgia. □

Atlanta TRACON provides air traffic control service within in a 40-mile radius of Hartsfield Airport up to an altitude of 14,000 feet.



ATLANTA * FEB NEWS

ATLANTA FEDERAL EXECUTIVE BOARD

Atlanta FEB Joins With USDA in E-Learning Technology Showcase

The Atlanta FEB jointly sponsored with the USDA Graduate School a free briefing and demonstration of the most current innovations in e-learning. This session was held on May 22 in the RBR Auditorium.



The session provided an opportunity to network with other educational technology

leaders in the Federal community as well as a chance to learn more about this new Federal network. The new Federal learning network featured:

- ▶ A comprehensive, searchable electronic database of Federal-specific training
- ▶ Access to a fully-equipped, Internet-ready computer learning laboratory
- ▶ An industry-wide, standardized process for cataloging and retrieving institutional knowledge and learning

- ▶ Information about how to contribute to and benefit from a Government-wide repository of learning objects.

For more information contact: <http://www.flx.gov/showcase>. □

U.S. DEPARTMENT OF AGRICULTURE

Executive Leadership Associates Complete Developmental Assignments

The U.S. Department of Agriculture's Graduate School sponsors an annual development program called the Mid Level Employees' Executive Leadership Program or "ELP". Each year, several classes of US Government Employees sponsored by their Agencies are directed through a rigorous program designed to develop leadership skills. The ELP intent is to establish a cadre of qualified individuals that can smoothly transition into the ranks of management and roles of leadership as attrition and program expansion establish the need.

The year long training requires each (ELP) Associate to participate in "developmental assignments" which are temporary details for a prescribed length of time in an alternative

office. The Associate works directly with the leader of that office.

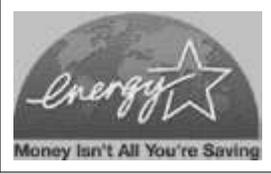
During the course of the past year, the Atlanta Federal Executive Board (FEB) has had two Associates from the ELP complete their "developmental assignments" while working with the Executive Director, Gwenne Campbell. Hal Crocker from USDA was with Director Campbell from November 2000 to January 2001. Robert Durrin from FEMA was with Director Campbell from April 2001 to June 2001. Each of the Associates brought special talents with them that were of great asset to the FEB and Director Campbell. Director Campbell and the FEB provided valuable leadership experience for each of the students.

Because the ELP has proved so valuable, Director Campbell, with the help of the ELP Associates, has formalized the FEB developmental assignment opportunity intending to attract more candidates from other development programs. More information on the Associate Leadership Development opportunity with FEB will be available at the June 26 Federal Executive Board meeting. □





ATLANTA * FEB NEWS



GSA's Richard Russell Building Earns Energy Star Rating

The Richard B. Russell Federal Building (RBR) was recently upgraded to an Energy Star Building, effective May 1, 2001. The RBR is a 1.25 million square foot mixed use facility that houses the U. S. District Court, Northern District of Georgia/Atlanta Division, and several other federal agencies, including the Department of Energy Regional Office. The RBR opened in 1979 and is named for Georgia's Senator Richard B. Russell, who served in the U. S. Senate from 1933-71. The RBR is the first GSA-owned building in the 8-state Southeast Sunbelt Region to achieve this distinction.

The building's 21-year old chillers were replaced with more energy efficient chillers with Variable Frequency Drives that were also added to the RBR air handling units. In addition, the lighting fixtures throughout the building were upgraded from the existing 4-T12 lamp configuration to 2-T8 lamps with a special reflector. Overall estimated energy reduction from the project amounted to 5,248,000 kWh/year. The energy performance of the RBR achieved an Energy star rating of 79. . Even greater improvements are anticipated.

These changes were made possible through a cooperative partnership between GSA and the ERI Service Division of NORESCO, a FEMP Energy Service Contractor under the Federal Energy Management Program. This program is designed to help agencies reduce energy and water use, manage its utility costs, and promote renewable energy. For more detailed information, please see www.eren.doe.gov/aro/energystar.html. □

OFFICE OF PERSONNEL MANAGEMENT

Solutions in Practice: Workshop for Federal HR Professionals

The Office of Personnel Management (OPM) in partnership with the Human Resources Management Council has designed a Workforce Planning Model for the Federal Government. OPM is coordinating with the Atlanta Federal Executive Board to present information on this workforce planning model to Federal agency representatives at its Solutions in Practice: Workshop for Federal HR Professionals in Atlanta at the Omni Hotel on July 23-24, 2001. The conference will address the most pressing and critical issue facing Federal agencies today: the crisis in human capital.

On the first day, plenary sessions will define the issues, discuss the model, and offer recruitment strategies and hiring flexibilities that work. On day two, participants will engage in workshops that allow them to design and develop a workforce planning

model specifically for their agency and to leave the conference with an actual plan for the agency. The conference will be invaluable for HR directors and specialists, but Federal managers, supervisors, and executives concerned with guiding their agencies through the human capital crisis will also benefit. Managers will receive information on what the Office of Management and Budget expects Executive agencies to do in conducting a workforce analysis and assessment of current and future skill needs.

Space at the conference is limited, so registration should be completed as soon as possible. More information may be obtained from OPM's web site at www.opm.gov/events/2001/July23.htm or by contacting Carol Toney at cytonney@opm.gov. Participants requiring overnight accommodations should call the Omni Hotel at 1-800-THE-OMNI □



Conduct a Quick Phone Courtesy Check

Are your telephone manners up to par? Check your performance against the following list:

You pause to gain composure if you're in a bad mood when the phone rings.

You always identify yourself when answering the phone.

You're courteous to the rude and misinformed and to those dialing your agency by mistake.

You don't interrupt customers.

You ask questions that show you're paying attention.

You convey the impression that the customer on the other end of the phone is important.



"There are times when you really do need to turn to a leader who offers a broad, popular, galvanizing vision- someone who can symbolize a new approach to business."

- Tom Peters



INSIDE BACK PAGE REVIEW

Leadership Is As Confusing As Hell

By Tom Peters

This review is not actually of a book, but rather from a rather innovative magazine, *Fast Company* (March 2001) and its look at where we are headed over the next five years. The editors' premise is that "the game keeps changing, and the conditions keep getting more difficult-which means that the job of high-impact leaders keeps growing in importance. In times of turbulence and uncertainty, here's the first task of leaders: Find ways to make sense of the world and to outthink the competition." I am going to focus on advice offered by the great leadership guru, Tom Peters who's leadership rule # 3 is "Leadership is Confusing As Hell!". He goes on to say: "You think the past five years were nuts? You ain't seen nothin' yet! It's only going to get weirder, tougher, and more turbulent. Which means that leadership will be more important than ever- and more confusing." He provides 49 other tremendously helpful rules for those of us who seek to find ways to make sense of today's workplace. Obviously, I can't present all 50 in this one page, so this might be a continuing series.

- ▶ Leaders on snorting steeds (the visionary greats!) are important. But great managers are the bedrock of great organizations. Great managers are an organization's glue. They create and hold together the scores of folks who power high-performing companies. Follow the Peters' Principle: Leaders are cool. Managers are cool too!
- ▶ But then again, there are times when this cult-of-personality stuff actually works! There are times when no one other than a larger-than-life visionary leader can get the job done. There are times when you really do need to turn to a leader who offers a broad, popular, galvanizing vision- someone who can symbolize a new approach to business.
- ▶ Leadership is confusing as hell! There is no one-size-fits all approach to leadership. Leadership mantra #1: It all depends. Motto: The situation rules. Leader for all seasons? In your dreams!

- ▶ When it comes to talent, leadership doesn't income-average. Teamwork is important, but teamwork doesn't mean bringing everyone with exceptional talent down to the level of the lowest common denominator. Stellar teams are invariably made up of quirky individuals who typically rub each other raw, but they figure out- with the spiritual help of a gifted leader how to be their peculiar selves and how to win championships as a team. At the same time.
- ▶ Leaders love the mess. No mess no creativity, no energy, no inspired leadership. Avoid at all cost those who want everything under control, with everyone acting the same.
- ▶ The leader is rarely possibly never? the best performer. There is no more important decision than the selection of a first-line manager. The best leader is rarely the best pitcher or catcher. The best leader is just what's advertised: the best leader. Leaders get their kicks from orchestrating the work of others not from doing it themselves.
- ▶ Leaders deliver. If you're aiming to be a real leader during the next five years, mimic the pizza man. You'd better deliver! What counts now? Performance. Results.
- ▶ Leaders create their own (peculiar) destinies. During the next five years, there won't be room for paper pushers. Only people who make personal determinations to be leaders will survive and that holds true at all levels of all organizations, including entry level.
- ▶ Leaders win through logistics. Vision sure. Strategy, yes. But when you go to war, you need to have both toilet paper and bullets at the right place at the right time. It doesn't matter how brilliant your vision and strategy are if you can't get the soldiers, the weapons, the vehicles, the gasoline, the chow to the right people, at the right place, at the right time.
- ▶ Leaders understand the ultimate power of relationships. When everything else is on the line, what really matters are the relationships that leaders have created with their people.
- ▶ Leaders multitask. The element that is in the shortest supply today and tomorrow is time. The future belongs to the leader who can juggle a dozen conundrums at once.
- ▶ Leaders groove on ambiguity. The next five years will be an economic roller-coaster ride. That means that business leaders are going to be challenged repeatedly not just to make fact-based decision, but also to make some sense out of all of the conflicting and hard-to-detect signals that come through the fog and the noise. Leaders are the ones who can handle gobs and gobs of ambiguity.
- ▶ Leaders wire the joint. Power is diffuse, alliances are ever changing, and decision-making channels are fluid, indirect, and muddy. A leader must build, nurture, and mobilize a vast network of key influencers at every level and in every function of the operation.
- ▶ Leadership is an improvisational art. The basic rule book keeps changing. Leaders need to change, to keep reinventing themselves. They have to be ready to adapt, to move, to forget yesterday, to forgive, and to structure new roles and new relationships for themselves, their team, and their ever-shifting portfolio of partners.
- ▶ Leaders trust their gut. The crazier the times are, the more important it is for leaders to develop and to trust their intuition.
- ▶ Leaders trust trust. In a world gone nuts, we cry out for something or someone to rely on. To trust. The fearless leader had better change his or her mind with the times. But as a subordinate, I trust a leader who shows up, makes the tough calls, takes the heat, sleeps well amidst the furor, and then aggressively chomps into the next task in the morning with visible vitality.

To be continued....

Gwenne Campbell

Upcoming Events

FEB has a new website that should be up and running by 07/01/01. The address is <http://www.atlanta.feb.gov>.



mark your calendar
and plan to participate



For questions

or additional information
please call Gwenne Campbell
at (404) 331-4400

June 19, 2001

CSRS - PRE-RETIREMENT SESSION
Richard B. Russell Bldg. Strom Auditorium

June 21-22, 2001

**DEPARTMENT OF ENERGY WORKSHOP
DESIGNING LOW-ENERGY SUSTAINABLE BUILDINGS**
SNAFC

June 26, 2001

FULL FEB BOARD MEETING
1:30 - 3:30 p.m.
SNAFC

July 10, 2001

FERS PRE-RETIREMENT SESSION
RBR Bldg., Strom Auditorium

July 18-19, 2001

NATIONAL FEB MEETING, Washington, DC

July 23-24, 2001

OPM WORKSHOP FOR FEDERAL HR PROFESSIONALS
Omni Hotel

coming next edition... **The “New” IRS**

The Atlanta Federal Executive Board
Richard B. Russell Federal Building
75 Spring Street, SW
Room 1142
Atlanta, Georgia 30303

Please note
this correction...

The Atlanta FEB
website address is:
<http://r4.gsa.gov/febatlanta.htm>