

NORTHEAST REGION (FEW)

Proudly serving Maine, New Hampshire, Vermont,
Massachusetts, New York, Connecticut,
New Jersey, Rhode Island, Europe, Puerto Rico,
and the U.S. Virgin Islands



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Are you a member of the T.E.A.M.?

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Northeast Region (FEW)
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Regional Manager's Message

Happy New Year, everyone! I hope that 2011 has gotten off to a good start for each of you.

The New Year has gotten off to a good start for our Region. I prepared letters to 27 non-member attendees of the FEW 2010 National Training Program. The letters encouraged the non-members to join a chapter and become members, and, if there wasn't a chapter nearby, to consider starting a chapter at their agency in their location. I also included Regional Training Program (RTP) information for Spring or Autumn, depending on where they were located. I hope that these individuals will become members and will choose an RTP to attend. It would be nice if some of them considered starting a chapter, too.

I am pleased to announce that Lisamarie Rykowski has been appointed to fill the Regional Representative vacancy. She will begin assisting me in the management of the Northeast Region effective immediately. Thank you for volunteering, Lisamarie. I look forward to working with you even more closely!



Lisamarie Rykowski

Read the Chapter Update paragraph for the Western New York Chapter for another exciting announcement! I won't spoil the surprise that awaits you on page 2. ☺

While making your New Year resolutions, please consider adding, "Get more involved in FEW at the Chapter, Region, and National level!" and start today! All the best for a wonderful 2011!

Brookhaven Chapter

Recently, the Brookhaven Chapter of FEW sponsored a Holiday Crime Awareness lunch-and-learn session on staying safe during this holiday season. Suffolk County police officers, Alberto Acevedo and David Verrelli, led an informal Q&A discussion that touched on informative topics like ATM safety, how to be aware of your surroundings and parking lot safety tips. Our program was featured in the Wage and Investment (W&I) newsletter for the Brookhaven Campus.



L to R: Cynthia D'Esposito, Secretary; Lesly Galloway, President; Officer Alberto Acevedo; Officer David Verrilli; Dorothy Owen, Chapter Executive Champion

Fort Monmouth Chapter

Fort Monmouth Chapter continues to meet on a monthly basis telephonically and via e-mail.

Greater Boston Chapter

The Greater Boston Chapter met on January 19th at 1:00 p.m.

Western New York Chapter

Members of the Western New York Chapter are very proud of [Melvie Hall-Bellinger](#)! Melvie was recently appointed by President Sue Webster to fill the vacancy at the National FEW Finance Chair position. Melvie will be going to her first National Board of Directors meeting on February 17-19, 2011, in St. Louis, MO, and partnering up with our Regional Manager, Dawn Nester, while there. Dawn has been asked to serve as Melvie's Board coach to help Melvie "learn the ropes," while she becomes acclimated to her new position. Congratulations, Melvie! We are proud of you!



Melvie Hall-Bellinger

Melvie has over 25 years of accounting experience (public, private, government and non-profit) and works as a Revenue Agent with the Internal Revenue Service. She is currently a member of the Western New York Chapter and holds the Compliance Chair position.

She holds a Bachelor's Degree in Accounting from Seton Hall University; Master in Business Administration from Wilmington University and is a Certified Public Accountant.

The Western New York Chapter also welcomes two new members this month. They are [Charlene Gawron](#) and [Sara Graham](#). Both are with IRS. Welcome to our chapter!

Membership Report by Dawn Nester

The Region is pleased to welcome these new members:

Big Apple Chapter (23 members)

- No new members this month

Brookhaven Chapter (102 members):

- No new members this month

Fort Monmouth Chapter (17 members):

- No new members this month

Greater Boston Chapter (29 members)

- No new members this month

Greater Merrimack Valley Chapter (36 members)

- No new members this month

Western New York Chapter (31 members)

- Charlene Gawron (IRS)
- Sara Graham (IRS)

Welcome to FEW! All of us look forward to meeting and working with you in our chapters!

While you are talking to friends, family, and co-workers about FEW, be sure your membership is current. If you are due to renew this month, please be sure you go to FEW's secure web site (<http://secure.few.org>) to renew on-line. Or, if you are uncomfortable with paying by credit card, simply write a check for \$45, made payable to FEW, add your membership number and chapter name on the memo line, and mail it to:

**Federally Employed Women
P. O. Box 75551
Baltimore, MD 21275-5551**

IMPORTANT NOTE: The address on your envelope ***must*** appear exactly as shown above. Otherwise, the payment will be returned as undeliverable. ***DO NOT*** send your payment to any other address listed for FEW.

!! Annual National Membership Contest Information Now Available !!

Federally Employed Women (FEW) sponsors a National Membership Contest annually.

The dates for the current contest cover the period June 1, 2010, to May 31, 2011.

Contest rules and procedures are as follows

1. Recruiter must be a current member of FEW throughout the contest period.
2. Members are eligible to win the contest only once every two (2) years.
3. Each new member recruited must print/type the name of her/his recruiter on the "referred by" line of the application form or in the online application in the appropriate space. This name must be on the form at the time of submission to National and cannot be added at a later time.
4. Forms must be filled in completely. Completed forms and checks should be mailed as soon as possible to ensure proper credit. In the event of a tie, the received or online posted date will be used to determine the winner.
5. Only applications with postmark/online submission dates within the contest range— June 1, 2010, through May 31, 2011, inclusive — will be accepted.
6. The minimum number of memberships required to be considered is as follows:
 - First Place-Ten (10),
 - Second Place-Seven (7), and,
 - Third Place-Five (5)

No awards will be considered for less than 5 memberships.

7. FEW is not responsible for lost or misdirected entries. Send membership applications to:
 - Federally Employed Women
P. O. Box 75551
Baltimore, MD 21275-5551.

Membership Report by Dawn Nester
(cont.)

8. Also, members may join online during the time of the contest.
9. Members of the National Board of Directors and Executive Committee are not eligible to participate in the contest although each member is encouraged to recruit.
10. The contest winner will be announced at the Annual Membership Meeting held during the 2011 National Training Program in Philadelphia, Pennsylvania.

Contest prizes:

- 1st place—\$1,000.00 gift card
- 2nd place—\$ 250.00 gift card
- 3rd place—\$ 150.00 gift card

For more information contact Liz Perry, Vice President for Membership and Chapter Organization, at membershipvp@few.org.

If you have questions about FEW Membership, visit the FEW website (www.few.org) or send an email to MembershipVP@few.org. You may also contact Dawn Nester, Regional Manager, at Dawn.M.Nester@irs.gov or by phone at 603-433-0560.

Invite everyone you know to become a...



www.few.org

Spring Regional Training Program

by the Dawn Nester, Regional Manager



"Getting Your Career in Full Bloom!"

The Spring 2011 RTP Planning Committee has already begun to meet! The committee members are:

- **Danielle Harrington**, Big Apple Chapter;
- **Valerie Foxx** and **Valarie Briggs**, Greater Boston Chapter;
- **Lisamarie Rykowski**, Brookhaven Chapter; and,
- **Lisa Lombardi**, **April Etter**, **Kristina Tiedke**, and **Laura Taveras**, Greater Merrimack Valley Chapter; and,
- **Jayne Cousins**, Regional Training Chair.

If you would like to be a part of the planning committee, please let your Chapter President know to forward your contact information to Dawn Nester, Regional Manager. Conference calls are toll-free, held every other Tuesday evenings at 7:00 p.m. (to start with; they'll become weekly meetings as we get closer to the RTP, of course).

Registration: Will open on or about January 22nd.

Cost:

Members = \$50

Non-Members = \$65

Students = \$35 with valid Student ID

NOTE: Registration includes a continental breakfast and catered on-site lunch with guest speaker (to be determined). In this time of rising costs for just about everything, this is still a great deal for member and non-member alike!

Location: UMass Lowell's Inn and Conference Center, 50 Warren Street, Lowell, MA

Meet-and-Greet: Chili's, 26 Reiss Avenue, Lowell, MA, 6:30 – 8:30 p.m.

We are looking to advertise the RTP in newspapers around Boston and Lowell. If you have a favorite newspaper that you'd like to see our information advertised in, please send the name of the newspaper and a phone number to Lisamarie Rykowski (Lisamarie.Rykowski@irs.gov) so that she can contact the newspaper for ad rates.

If you'd like e-mail alerts when information is confirmed, please send Dawn Nester (Dawn.M.Nester@irs.gov) an e-mail letting her know. She'll add whatever e-mail address you indicate to the growing Alert Me! list so that you can be "in-the-know" as information is confirmed!

If you've not attended an RTP before, you really need to make plans to be there in 2011! The networking, camaraderie, training, and, fun make this well worthwhile!

National FEW News

It's not too late to make your reservation for a cabin on FEW's inaugural cruise! Reserve your cabin before the end of January 2011. The cruise will take place August 22-27, 2011.



http://www.few.org/newsroom_home.asp

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The National Training Program website has been updated. Check out all the available information to start making your plans today to attend!



<http://www.fewntp.org>

While you're browsing the NTP site, scroll down to check out FEW for the Cause, as members donate and support the fight against breast cancer.



<http://www.fewntp.org/pink.htm>

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Regional Managers, Chapter Presidents, and Chapter Treasurers will participate in a FEW Foundation-hosted webinar on February 3, 2011, at 8:00 p.m. ET to discuss the procedures and process involved for direct deposit reimbursement of member dues (new members

and renewing members). If you are affected by this webinar, please go to the FEW Foundation's website at www.fewfoundation.org and click on Webinar Schedule to register. The webinar is free, but all participants *must* register to receive access information.

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Continued good thoughts and prayers are needed for Executive Vice President Arlena Fitch-Gordon as she recovers from emergency heart bypass surgery with family in Florida.

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Federally Employed Women (FEW) is pleased to announce an upcoming agreement with Jenny Craig® that will provide another great member benefit for FEW members. As you may know, Jenny Craig® is one of the largest weight management service companies in the world and has helped millions of people learn about nutritious diets and how to build more life balance for optimal weight loss and well being. As a new member benefit, you'll have the opportunity for special savings on the Jenny Craig® Program while jump starting the New Year with a personal health and wellness initiative.

FEW will have more details shortly as the agreement is finalized, so watch your email and get ready to join this great program and fantastic new member benefit.

COMING SOON... Special member savings on the Jenny Craig Program!

Jenny Craig®: A scientifically-proven approach to weight loss. Since 1983, Jenny Craig® has helped millions achieve their weight loss goals with a safe, comprehensive, scientifically-proven program. Through one-on-one support, provided by a trained weight loss consultant, you will receive a tailored program that fits your lifestyle and is based on the three essential components of successful weight management: Food, Body, Mind.

Here's What You'll Receive With Every Jenny Craig Program:

- Weekly scheduled one-on-one consultations with a trained consultant at one of 570 Jenny Craig centres in the U.S., Canada and Puerto Rico or through Jenny Craig At Home
- Planned and personalized menus that include 7 days of Jenny's Cuisine®, plus strategies for dining out and eating meals on your own
- Daily menus include a variety of Jenny's Cuisine® items, plus your own added fresh fruits, vegetables, low-fat dairy, whole grains and heart-healthy fats
- Personalized activity and motivational plans Educational materials and products
- Online support and free e-tools at jennycraig.com
- 24/7 customer care phone support

Visit www.JennyCraig.com to find a location near you.

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The National Board of Directors will meet in St. Louis, MO, in February 17-19, 2011. The meeting will include informal Board training and information about FEW's refresh of the website in 2011.



www.few.org
P.O. Box 75551
Baltimore, MD 21275-5551
PH: 202-898-0994



Georgia Thomas
Vice President for Diversity

On January 17th, we will celebrate the birth and life of Dr. Martin Luther King, Jr. There are many resources available to learn more about this remarkable man, including books, websites, videos, and movies. I encourage everyone to take time to learn more than the superficial "clips" that run as public service announcements, agency information-sharing through e-mail, and/or e-mail sharing with friends.

To get you started, I'll share some of the lesser-known facts about Dr. King and the remembrance that might be of interest.

- January 20, 1986 was the first national celebration of Dr. King's birthday as a holiday.
- Dr. King was stabbed in 1958 while promoting his book, "Stride Toward Freedom."
- Dr. King's birth name was Michael Luther King, Jr. His father was also named Michael Luther King, but changed his first name to Martin when he became a minister. The younger Michael changed his name to Martin as well, initially against his father's wishes.
- Dr. King is the only U.S. citizen to have a national holiday named for him.

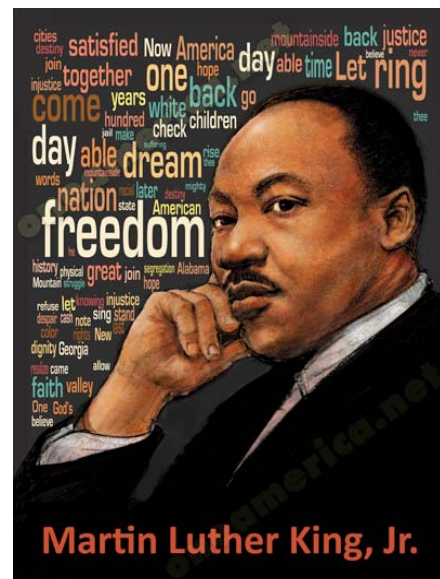
- Dr. King was named as Time Magazine's "Man of the Year" in 1963.
- He stated that he would not live to be 40. He died aged 39.
- During the funeral, his casket was pulled by a mule-driven cart down Atlanta's main street.

I encourage each of you to continue finding your own little-known facts about the man who believed in non-violence to change the world he lived in to be a better place for future generations.



President Lyndon B. Johnson
With Dr. Martin Luther King, Jr.

"I cannot sit idly by in Atlanta and not be concerned about what happens in Birmingham. Injustice anywhere is a threat to justice everywhere. We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly." - Letter from Birmingham Jail, 1963

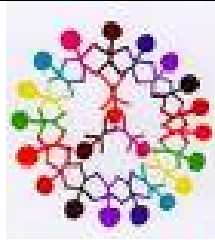


Diversity Corner (cont.)

I am also delighted to announce that I will be presenting a Black History Month webinar on February 24, 2011, at 12:00 noon in partnership with the FEW Foundation for Education and Training. Visit the FEW Foundation's website at www.fewfoundation.org and click on Webinar Schedule in early February to register for this free webinar!

If you or your chapter members have questions about Diversity issues, please don't hesitate to contact me. I can be reached at Georgia.A.Thomas@irs.gov, gatexas@sbcglobal.net or by phone at 713-209-3814.

Regional Diversity Corner
by Mary Hahnen, Regional Diversity Chair



This program is available to schools, businesses, non-profit organizations, and other community groups.

The fee for the Treasures of Difference workshop varies with the needs of the group. Please call 828-232-5024 to inquire."

I can be reached at Mary.E.Hahnen@usps.gov or mehahnen@yahoo.com.

If your office is looking for Diversity Training, the Center for Diversity Education offers a variety of workshops for different organizational needs. For example, the Treasures of Difference Workshop is designed for non-profit organizations. From the Center for Diversity Education website:

"Treasures of Difference
Cultural Competency Workshop



Treasures of Difference is an evolving professional development workshop. It is facilitated by one or two staff members from the Center for Diversity Education and is designed to be conducted at the workplace or conference area. It can be from one to three hours in length, depending on the needs of the participating group.

The workshop includes an exploration of our human perception and bias, a group exercise using realistic scenarios for the workplace, a discussion of changing population demographics, and a challenge to grow beyond our current place on the cultural continuum.

Legislative Report



Matthew Fogg
Vice President for
Congressional
Relations



FEW.ORG



www.few.org/legislative-focus.asp

Please let me know if I can assist you in any way as you are planning for the coming months. I can make myself available by phone for a legislative briefing during a Chapter meeting, if that would be of interest. I can be reached at carcle1@aol.com or by phone at (240) 375-3580.

Good News! FEW will hold a Capitol Hill Lobby Day again in 2011! Make your plans now to come to Washington, DC, on May 12-13, 2011!

Janet Kopenhaver and I will be sending out more information about this event as details are put in place. Stay tuned!

Please remember to write to your Congresspersons through FEW's legislative page, at Capwiz.com/few from your home computer. Our goal is to have 2,000 letters sent to elected officials on how our members feel about legislation – enacted and proposed – that will adversely affect federal employees. Ask your family, friends, and co-workers to support this letter-writing campaign, too, and give them the FEW website URL (www.few.org) so that they can support you and FEW's efforts, too. National FEW can only do so much from the high level. To be truly effective and get the attention of elected officials, federal employees must let their Congressional leaders know how they feel about what is happening. That is the nature, value, and strength of being a grassroots organization.



www.capwiz.com/few

Training Report



Clara Anderson
Vice President for
Training



Learning is happening!

As you know, I look for articles that will help you develop or hone your skills toolbox. The FEW National Board of Directors will be getting an update on it's Strategic Planning while we're in St. Louis, MO, in February. This month, I am focusing on strategic thinking. For more information and related articles on this subject to apply to the leadership of your Chapter and/or Region, check out www.mindtools.com under the Toolkit link and the Strategic Thinking Institute (www.strategyskills.com).

~ ~ ~

Strategic thinking, as defined by Wikipedia

Recent strategic thought points ever more clearly towards the conclusion that the critical strategic question is not "What?" (usually addressed by conventional thinking), but "Why?" (or "How?"). The work of Mintzberg and others who draw a distinction between strategic planning (defined as systematic programming of pre-identified strategies) and strategic thinking (a more integrated perspective on the organization) supports that conclusion. Intensified exploration of strategy from new directions is now coming together in the concept of what is being called strategic thinking. At this point, there is no generally accepted definition of the

term, no common agreement as to its role or importance, and no standardized list of key competencies of strategic thinkers. However, many agree that traditional models of strategy making (which are primarily based on strategic planning) are not working.

thinking vs. strategic planning

In the view of F. Graetz, strategic thinking and planning are "distinct, but interrelated and complementary thought processes" that must sustain and support one another for effective strategic management. Graetz's model holds that the role of strategic thinking is "to seek innovation and imagine new and very different futures that may lead the company to redefine its core strategies and even its industry". Strategic planning's role is "to realize and to support strategies developed through the strategic thinking process and to integrate these back into the business."

According to J. M. Liedtka, strategic thinking differs from strategic planning along the following dimensions of strategic management:

	Strategic Thinking	Strategic Planning
Vision of the Future	Only the shape of the future can be predicted.	A future that is predictable and specifiable in detail.
Strategic Formulation and Implementation	Formulation and implementation are interactive rather than sequential and discrete.	The roles of formulation and implementation can be neatly divided.
Managerial Role in Strategy Making	Lower-level managers have a voice in strategy-making, as well as greater latitude to respond opportunistically to developing conditions.	Senior executives obtain the needed information from lower-level managers, and then use it to create a plan which is, in turn, disseminated to managers for implementation.

Training Report (cont.)

	Strategic Thinking	Strategic Planning	
Control	Relies on self-reference – a sense of strategic intent and purpose embedded in the minds of managers throughout the organization that guides their choices on a daily basis in a process that is often difficult to measure and monitor from above.	Asserts control through measurement systems, assuming that organizations can measure and monitor important variables both accurately and quickly.	<p>The first competency, a systems perspective, refers to being able to understand implications of strategic actions. "A strategic thinker has a mental model of the complete end-to-end system of value creation, his or her role within it, and an understanding of the competencies it contains."</p> <p>A second competency underlying strategic thinking is intent focused which means more determined and less distractible than rivals in the marketplace. Crediting Hamel and Prahalad with popularizing the concept, Liedtka describes strategic intent as "the focus that allows individuals within an organization to marshal and leverage their energy, to focus attention, to resist distraction, and to concentrate for as long as it takes to achieve a goal."</p> <p>Thinking in time means being able to hold past, present and future in mind at the same time to create better decision making and speed implementation. "Strategy is not driven by future intent alone. It is the gap between today's reality and intent for the future that is critical." Scenario planning is a practical application for incorporating "thinking in time" into strategy making.</p> <p>A fourth strategic thinking competency is being hypothesis driven, ensuring that both creative and critical thinking are incorporated into strategy making. This competency explicitly incorporates the scientific method into strategic thinking.</p> <p>The final strategic thinking competency is intelligent opportunism, which means being responsive to good opportunities. "The dilemma involved in using a well-articulated strategy to channel organizational efforts effectively and efficiently must always be balanced against the risks of losing sight of alternative strategies better suited to a changing environment."</p> <p>NOTE: Strategic Thinking is one topic to be explored <i>if</i> the FEW Foundation is successful in securing a Pepsi RefreshEverything.com grant. Vote for the FEW Leadership Boot Camp. See the FEW Foundation article on page 16 for the link to vote.</p>
Managerial Role in Implementation	All managers understand the larger system, the connection between their roles and the functioning of that system, as well as the interdependence between the various roles that comprise the system.	Lower-level managers need only know his or her own role well and can be expected to defend only his or her own turf.	
Strategy Making	Sees strategy and change as inescapably linked and assumes that finding new strategic options and implementing them successfully is harder and more important than evaluating them.	The challenge of setting strategic direction is primarily analytic.	
Process and Outcome	Sees the planning process itself as a critical value-adding element.	Focus is on the creation of the plan as the ultimate objective.	

Strategic thinking competencies

Liedtka observed five "major attributes of strategic thinking in practice" that resemble competencies.

"Around the Regional Training Table"



Jayne Cousins,
Regional Training
Chair

Happy New Year and welcome 2011!

How Self-Motivated Are You?
Taking Charge of Your Goals

Are you motivated to achieve what you really want in life? And how hard do you push yourself to get things done?

Wanting to do something and motivating yourself to actually do it are two different things. So, what's the difference between those who never reach their goals, year after year, and those who achieve one goal after another? Often, it's their self-motivation.

Self-motivation is the force that keeps pushing us to go on - it's our internal drive to achieve, produce, develop, and keep moving forward. When you think you're ready to quit something, or you just don't know how to start, your self-motivation is what pushes you to go on.

With self-motivation, you'll learn and grow - regardless of the specific situation. That's why it's such a fundamental tool for reaching your goals, achieving your dreams, and succeeding, in this journey we call life.

So, how self-motivated are you? We've put together a short quiz to give you a better understanding of how self-motivated you are. After the quiz, we'll discuss some specific tips for improving your self-motivation, so that you can achieve still more in your life.

The Self-Motivation Quiz

Take this test online by visiting
http://www.mindtools.com/pages/article/newLDR_57.htm



Find your source of energy.

Compliance Report



Michelle Crockett
Vice President for Compliance

As you know, I monitor the EEOC.gov website and other sources for information that may be of interest to you. I thought this press release from the EEOC's website might be of interest to you.

~ ~ ~

PRESS RELEASE

12-28-10

Haven Manor Settles EEOC Disability Discrimination Suit

Lincoln Assisted Living Facility Refused to Accept Hearing-Impaired Nursing Assistant, Federal Agency Charged

LINCOLN, Neb. – A Lincoln assisted living center has agreed to settle a disability discrimination lawsuit filed by the U.S. Equal Employment Opportunity Commission (EEOC), the agency announced today.

In its lawsuit filed in U.S. District Court for the District of Nebraska (Case No. 4:10CV03108) in June 2010, the EEOC charged that Haven Manor, Inc. violated the Americans With Disabilities Act (ADA) when it refused to accept temporary placement of Amanda Huff, a hearing-impaired certified nursing assistant (CNA), at its Lincoln facility because of her disability.

In the consent decree submitted to the court today for approval, Haven Manor agreed to pay Huff \$10,000 in settlement of the EEOC claim. The company also agreed to provide training to all management and supervisory employees on the topics of disability discrimination and reasonable accommodation under the ADA. In addition, Haven Manor agreed for three years to provide the EEOC a report of every request for reasonable accommodation made by its employees or staffing agency employees seeking to be placed with Haven Manor.

"Cases like these are especially important since the EEOC does not have an office in Nebraska," said EEOC attorney Melvin Kennedy. "But this agency will fulfill its mission in every state. Such cases should remind employers that the EEOC can effectively enforce the nation's anti-discrimination laws with the help of its partnerships with state agencies such as the Nebraska Equal Opportunity Commission, which investigated Ms. Huff's discrimination charge."

The EEOC is responsible for enforcing federal laws prohibiting employment discrimination. Further information about the Commission is available on the agency's web site at www.eeoc.gov.

FEW Foundation for Education and Training

Linda Fresh, Vice President

!! Good News !! The FEW Foundation for Education and Training was notified that its proposal to fund a FEW Leadership Boot Camp had made it into the January voting round! We are encouraging every member to not only vote, but to ask family, friends, and co-workers to vote, post the information on Facebook, Twitter, LinkedIn and any other social media everyone is involved in. Sue Webster requested that the proposal be featured on GovLoop.com, as well! Thanks, Sue! Everyone who accesses the site may vote up to 10 times per day. The link is: <http://www.refresheverything.com/fewleadershipcamp> Your support is greatly appreciated.

It needs to be noted that if the FEW Foundation does not receive the grant through the RefreshEverything.com website, we *cannot* offer the Leadership Boot Camp.

The FEW Foundation is pleased to present a webinar on "Beat the Post-Holiday Blues." Mark Gorkin, the Stress Doc, will present the webinar on January 20th at noon. The session will be recorded and then posted on the FEW Foundation's website. If you miss it but want to know how you, too, can beat the post-holiday blues, go to www.fewfoundation.org and click on the Webinar Recordings link on January 21st.

As always, the FEW Foundation webinars are open and free to anyone who wishes to participate; however, participants *must* register first through the website to receive access information.

Coming soon...2011 Grantham University Scholarship Announcement and Criteria!

The FEW Foundation Board of Trustees and Council of Advisors will be meeting in January to discuss the application process and announcement for the 2011 Grantham University Scholarship. If you are interested in furthering your career through continuing education, continue submitting an application for this fully-funded, four-year on-line scholarship opportunity! The criteria and application form will be posted to the FEW Foundation's website when finalized. The scholarship is open to FEW members, spouse, and dependent children. Good luck!



www.fewfoundation.org

Management Tip

How to Make Decisions: Six Hats Thinking by Lyndsay Swinton, owner, Management for the Rest of Us (www.mftrou.com)

The Six Hats Thinking technique enables you to break out of your habitual thinking style and make better quality decisions. Six Hats Thinking was created by [Edward De Bono](#) with the aim of looking at the effect of a decision from a number of important, different perspectives, and modifying your decision accordingly. This decision making approach can be successfully used individually or in a group.

In short, you consider the effect of a decision by wearing six "hats", and in turn, articulating the aspirations and concerns of each group.

White Hat

This is the data hat, where you consider facts, figures and information, identify any gaps in your knowledge and either fill or acknowledge them. For example, you use historical data or case studies to predict future behaviour, or do a [cost benefit analysis](#).

Red Hat

This is the emotional hat, where intuition, instinct and irrational responses are considered.

Black Hat

Is the negative, pessimistic, "the world is going to end" hat. This viewpoint is useful as flaws and assumptions can be flushed out and addressed, and contingency plans prepared.

Yellow Hat

Is the polar opposite of the black hat, where optimism prevails. This is where benefits and added value are considered.

Green Hat

The Green Hat is used to put some creativity into the process. What other options exist? Is there a trickier, smarter solution?

Blue Hat

Is the hat worn by the person facilitating the decision making process, ensuring each hat is worn in turn and gets a fair amount of air-time.

Here's an example of how Six Hats Thinking can be used.

A small training company are deciding on whether to deliver online training. This is new territory for them as they have historically only done face to face training. However, they need to grow the business and think this is what customers want.

White Hat Thinking

The team look at their finances and see face to face training numbers are generally stagnant, and declining for some courses. Feedback from customers suggest a growing proportion would prefer a training solution that could be delivered "on demand", wherever and whenever the trainee requires. There are already a considerable number of successful training companies with an online presence.

Red Hat Thinking

The team are nervous about their lack of experience in managing online training. They are concerned their roles will change into being technical support and no longer doing what they enjoy or are good at.

Black Hat Thinking

Black hat thinking flushes out concerns about the cost and complexity of building a website and creating an online training platform, particularly if not all courses are suited to an online environment. Also, how does this project fit with existing workload?

Management Tip (cont.)

Yellow Hat Thinking

Yellow hat thinking frees the team up to believe that in a year's time they will be wondering what they were worried about. They break the project up into manageable chunks, with agreed deadlines and deliverables. They realise that if all goes to plan, there may be a new market in turning other companies training from off-line into on-line training.

Green Hat Thinking

Spending some time wearing the green hat makes the team consider other ways to deliver training, both off and on-line. They create two different training solutions which they had not previously considered.

Blue Hat Thinking

Throughout the discussion, one person wears the blue hat, ensuring no thinking style dominates or colors the others.

Six Hats Thinking forces you to consider many different perspectives when making a decision, and break out of your habitual thinking style. This technique is particularly useful for both newly formed, or established teams, as there is a transparent decision making process to be followed.

Regional Board Vacancy Descriptions

There are several Regional Board positions available to be filled. Please give serious consideration to taking on one of these roles at the Regional level. If one of these positions sounds like something you would like to do, please call or e-mail Dawn Nester, Regional Manager, as soon as possible. She can be reached at Dawn.M.Nester@irs.gov or Histrylady@yahoo.com or by phone at (603) 433-0560 or (603) 978-8361 (cell, any time).

Membership Chair – The Membership Chair works closely with the Regional Manager to resolve membership issues with Chapter Treasurers and Membership Chairs; identify membership recruitment activities at the regional level; serves as a resource to Chapters; and identifies membership trends throughout the Region to recommend possible solutions.

Newsletter Editor – The Newsletter Editor works closely with the Regional Manager to gather and layout information for the Region’s monthly newsletter, “Around the Table.” Articles are presented monthly from the Regional Manager, National FEW, the Chapters within the Region, the four focus area Vice Presidents, FEW Foundation for Education and Training, Regional Training Program Updates, Management Tips, and special announcements. Once the newsletter is approved for distribution, the newsletter is sent out electronically to the Chapter Presidents for distribution throughout their chapters. In addition, newsletter is put in .pdf format and posted to the region’s website¹. The Newsletter Editor holds one vote on the Regional Board.

Parliamentarian – The Parliamentarian serves as the governing voice for Regional Board meetings, ensuring the Regional Board conducts business by approved parliamentary procedure (as defined by the current version of *Roberts Rules of Order*). The Parliamentarian will be provided a copy of the current version of *Roberts Rules of Order* to maintain for the Region and have readily available during meetings to resolve questions of procedure. The book is turned over to successive Regional Parliamentarians. The Parliamentarian holds one vote on the Regional Board.

Training is available for anyone who is interested in serving in any of these Regional positions. You may also volunteer to serve as a committee member to any of the Regional Committees. Your enthusiasm, creativity, and energy are needed and appreciated.

¹ Dawn Nester is the Region’s webmaster and handles the conversion to .pdf formatting and posting on the region’s website.

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