



IN THE KNOW

A PUBLICATION OF THE WYLE LEADERSHIP ASSOCIATION

President's Corner BY WYVETTE MCLENDON



We have officially "stepped" into Fall! Well, it's a nice thought even if the temps aren't quite where we'd like just yet! So I'll just "walk" forward and share my experience at the national

NMA conference in St. Louis early in September! Sometimes conferences can be just another set of boring sessions to sit through, but this conference proved to be quite the opposite. Cindy Rihn and I were honored to network with some of the most incredible people across the United States. Our great leaders in the NMA national office brought in some top-notch speakers who in turn shared not only thought-provoking information but gold nuggets that will forever guide our steps into future successes.

Sam Silverstein, a well-known author and speaker, opened the conference with a keynote speech that I will not soon forget. He definitely left a footprint in my life. His topic was the same as the title of his newly published book, *No More Excuses*. He expounded on "The Five Accountabilities for Personal and Organizational Growth." I walked away with some

awesome and impacting tidbits from the segment entitled "Three Negative Outcomes of Using Excuses." The first one actually hit me pretty hard-- "Excuses make us weak. We look bad when we use them and we look worse when we accept them." I know we all would agree we make excuses daily. Whether or not they are of any consequence, it's rather disconcerting to think about how many excuses we make or accept. And does this behavior leave footprints? Just a thought.

Another awesome session included a presentation on the "Role of the Brain in Leadership Success." The interesting part of this was learning that neuroscience recognizes how we are smart, not how smart we are. Napoleon Hill, author of *Think and Grow Rich* (penned in 1937) wrote, "Whatever the mind of man can conceive and believe it can achieve." I think



we can safely conclude that all of our success starts its journey in the mind. (This was illustrated by the great architecture such as the Arch there in St. Louis and the ride to the top.

Building these structures definitely took some folks living by Napoleon Hill's quotation, and teamwork with leaders who had a vision). The conference closed with a special awards banquet honoring the "Executive of the Year," an award given at the national level. It felt great seeing our own JSC Director,



Mike Coats, take that award home. He was sensational in his acceptance speech and of course, the attendees were lined up to get his autograph! That also made us feel proud, just knowing we are part of a dynamic, history-making agency that received recognition at this level! We have some incredible leaders all around us, so we definitely have "No More Excuses" for not stepping up to the plate and blazing historical trails that will lead others to greater successes than can even be dreamed of! So, let's move on and act in spite of our fear...and that equals COURAGE! Courage to take the first "step"...and we did that in January! And it's amazing to see that your footprints are still walking! Happy trails...until next time!

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Communication for Leadership

Putting People into Your Writing

by Jane Krauhs

Readability tests have shown that as people read, they imagine the scene or action they are reading about. This is why action verbs and descriptive adjectives are more likely to engage readers, and students are taught to choose words that put the reader into the action. The English language, however, provides many ways for writers to avoid following these guidelines for good writing. Some of the habits that can make your writing



difficult for readers to imagine are using words or phrases that leave people out of a sentence, attributing human actions to non-human entities, and making the subject of a sentence unclear.

Using words or phrases that leave people out

“There is” and similar phrases are vague about who did what:

Dull: *There has been an extensive review of the data and changes made as appropriate.*

Better: *We have reviewed the data extensively and made appropriate changes.*

Using “prior to” and “following” instead of “before” and “after” encourages authors to omit people:

Dull: *Prior to their participation, subjects provided informed consent.*

Better: *Before they participated in the experiment, volunteers gave their informed consent.*

Dull: *Following preparation of figures, all of them should be numbered consecutively.*

Better: *After preparing the figures, number all of them consecutively.*

Use “who,” not “that,” when you’re talking about a person:

Less human: *The one that knows the procedure should teach it.*

More human: *The one who knows the procedure should teach it.*

Using human words in a non-human context

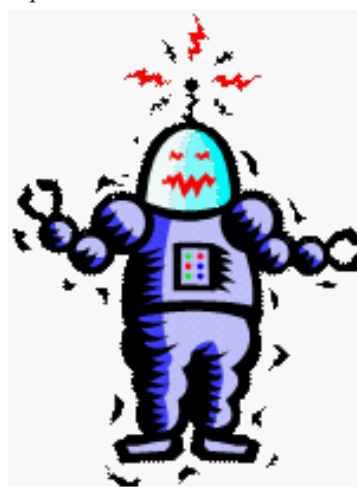
Too human: *The experiment will study how stem cells develop in space.*

Humans in control: *The scientists will study how stem cells develop in space.*

Employ is a word that teachers of technical writing encourage their students to use only with its “human resources” meaning.

Too human: *When is it appropriate to employ human-in-the-loop evaluations?*

Appropriate: *When is it appropriate to use human-in-the-loop evaluations?*



Not making the subject clear

Hard to follow: *The camera used on these missions was an RCA J-Series and after being detached from the Lunar Module, astronauts fixed this camera to the LRV.*

Clear: *The camera used on these missions was an RCA J-Series. After astronauts detached it from the Lunar Module, they affixed it to the LRV.*

Disconnected: *While analyzing the locomotive velocity of the astronauts on the moon, 2 brief clips of leaping were found.*

Connected: *While analyzing the locomotive velocity of the astronauts on the moon, the authors found 2 brief clips of leaping.*

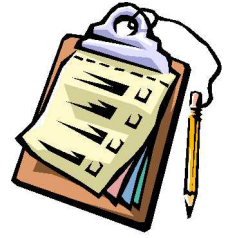
In The Know Survey



Instant Survey for IN THE KNOW

A Wyle Leadership Association Newsletter

Visit us at our website: <http://www.nma1.org/chapters/492>



Please print this page, fill in your responses, scan, and e-mail to:
adriana.e.babiak-vazquez@nasa.gov

1. Do you read In the Know (the Wyle Leadership Association Newsletter)?

- Yes, Frequently Yes, Sometimes No, Never do (Please Skip to #4)

2. What articles or aspects have you liked the best about our newsletters? Please specify

3. What type of content would you like to see or see more of in future newsletters?

4. If you Never read In the Know, or read it Frequently or Sometimes, what would encourage you to read it or to read it more often?

Shorter articles

Yes No

Consolidation to a 1- page newsnote with e-links to articles

Yes No

More current information on WLA events

Yes No

Change in layout style, more like a magazine or newspaper

Yes No

Stronger focus on professional development content

Yes No

More frequent publication

Yes No

More use of multimedia (such as video, audio)

Yes No

5. Any other comments? Please specify (and do let us know so we'll be In the Know)

*Thank you for participating in this survey!
Adriana Babiak-Vazquez
Editor-In-Chief*

PROFESSIONAL DEVELOPMENT

Speechcraft by Jocelyn Murray

Do you know the difference between a podium and a lectern? Speechcrafters do!

WLA's Professional Development Committee kicked off its Speechcraft seminar-style program in August. Speechcraft is an introductory course in the art of public speaking and communication skills, offered as a satellite program of Toastmasters International®. Speechcraft meets every 2 to 3 weeks in lunchtime sessions under the direction of WLA member, Toastmaster Lou Cioletti. Lou leads us through each lesson and assures us that we can indeed become confident and refined communicators. There is no need to fear the lectern when we are armed with the fundamentals of public speaking and our fellow Speechcrafters are there cheering us on!



Leadership Around Us WYLE SUPPORTS HABITAT FOR HUMANITY

On Saturday, September 24, Wyle members arrived to help out at Habitat for Humanity in Dickinson, TX. Participants included Scott Humber, Anton Boose, Emma Hwang, Kristina Barsten, Andrew Beitman and wife Michelle, Brett Patterson, Julie Esteves and husband Phillip Nagy, Wilma Rose Anton, and Wyle community service organizer Paula Holloway. They were ready to assist in cleaning out and beautifying a house suitable for a single mom and her child. Necessary tasks included scraping vinyl flooring in the kitchen, wiping down all walls, moving furniture, painting each room and landscaping the front yard. It was a record hot day, but the volunteers were determined to make sure the house was given the proper attention to become a future home for a very deserving family. The Wyle Leadership Association thanks all who participated.



Bay Area Habitat for Humanity is a nonprofit, ecumenical Christian housing ministry. HFHI seeks to eliminate poverty housing and homelessness from the world, and to make decent shelter a matter of conscience and action. Bay Area-Houston Habitat for Humanity works in partnership with God and people of all faiths and races to develop communities for people in need by building and renovating houses, creating homeownership opportunities. Since 1991, the Bay Area Habitat for Humanity affiliate has worked to provide residents of Galveston County and Southeast Harris County affordable housing.

For more info, visit <http://bahfh.org/>



Member Spotlight: Robert Gillispie

by Adriana Babiak-Vazquez

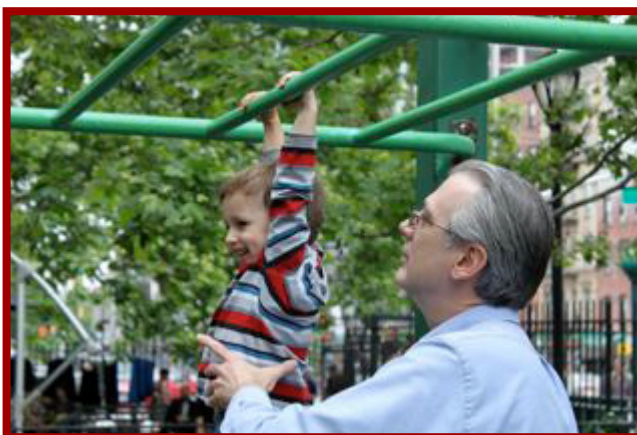


Fun Facts:

- 1. Where were you born and raised?** *I was born in Virginia. We moved around quite a bit when I was a child, so I was raised all over the USA.*
- 2. How long have you been a member of WLA and why did you join?** *I have been a member for 5 years! I joined for the opportunity to grow and meet people involved in the wide variety of Wyle endeavors.*
- 3. What was your first job?** *I was a carpenter's helper on an industrial site, building scaffolding and forms for concrete.*
- 4. What might your coworkers not know about you?** *I love automobiles and racing; I have been a race mechanic and have served as a vice president and a board member for a large car club (900 members). When I was in college I would do tune-ups and rebuild carburetors for friends and relations. I love sailing and have served as a vice president and a board member for a small sailing club (90 members) as well.*
- 5. What would you do more of if you had enough time and don't have as much opportunity to do now?** *I would travel, as well as attend more national and international road racing events, and spend more time with my great nieces and great nephews in LA and NYC.*

Robert (Bob) Gillispie is a Wyle renaissance man. A scientist for 21 years in JSC's Environmental Health Laboratory (EHL) on the Occupational Medicine/Occupational Health Contract, Bob has worked in nearly all of its areas and has given much toward growing the facility, using to advantage his experiences as a chemist for an environmental agency, as an industrial research chemist, and as a programmer in a university hospital. [For more information on the EHL, read the Member Spotlight article about Dawn Fadner in the Jan-Feb 2011 WLA newsletter.] Though his background is in chemistry, Bob also enjoys analyzing work flows for management to achieve time efficiencies using information technology solutions.

Bob's combined skill sets of chemistry and IT led him to produce the EHL's first Laboratory Information Management System (LIMS). "We were fortunate that our program managers and supervisors were open to innovation," Bob notes, and he still actively coordinates system updates with the IT staff and participates heavily in data mining and data reduction, assisting his coworkers while maintaining his analytical and method-development duties. Bob Gillispie strives to think of the team and what's best for the group because ultimately that will be what's best for everyone. "From analyzing drinking water to wastewater, groundwater aquifers to the NBL pool, asbestos to vapors, construction debris to gas cylinder contents, paint chips to contaminated soils, it's never dull around here for my coworkers and me." This illustrates Bob's work philosophy, which is, in his own words, "Stay busy; there's always something that needs to be done."



And Bob doesn't just use this work philosophy for his official duties, but it is with him in his work for the Wyle Leadership Association (WLA). In particular, he has been very active on the Community Service Committee, under the leadership of Wyle Vice President Genie Bopp. He has worked with resale shops, and helped with Christmas gift drives and many other activities. One way in which he showed leadership was as the Prize Coordinator for the Fall Fair, where representatives of each charitable group

chosen by Wyle employees come and meet the employees, discuss the organizations, and encourage employee donations. As coordinator for the past 3 years, through cold-calling businesses, Bob increased the number of gift certificates and donations given by businesses to the event and then developed a brief guide for future fundraisers. By sharing his knowledge, he not only excelled in his task, but made sure others could benefit from it. Subsequently, the quality and value of the prizes being donated to the annual events have continued to improve.

As a chemist, sailor, alumnus of the University of North Carolina at Chapel Hill, Wyle employee of long standing, and WLA member, Bob is an example of the type of employee who leads from where he stands. He is always available for a challenge and always supportive of others around him. It's the sailor in him—"When you're out sailing, as in life, you need to be aware of your role and how you fit in. Working at Wyle and sailing are very similar—they're both team sports." It's this unique viewpoint, and the innovative team spirit of Bob Gillispie, that make him a great example of a Wyle renaissance man.

Meeting the Need for Collaboration

by David Rubin

In the beginning, there were grunts and hand gestures. Not very effective, but they brought us fire and the wheel. They eventually transitioned to words and discussions and indoor living. Then came the written word, the printing press, and email. The power to create grew exponentially with each step and the human race thrived because of it. But now what? We live in a highly complex world and the quantity of information we deal with on a daily basis continues to grow. It is time to take communication to the next level through the use of online collaboration tools.

There are many types of online collaboration tools. The Wyle Space Medicine Information Technology group chose Microsoft SharePoint because of its built-in features for collaboration. In addition, SharePoint is very customizable, allowing end users to tailor the software to better suit their needs. Tailoring the software speeds up its implementation and reduces IT costs while allowing users to get exactly what they want, resulting in a better experience for them.

These online collaboration tools provide a variety of resources for those who use them. But why use them? As our projects grow ever larger and the stakes get higher, our ability to succeed becomes ever more important. However, there are many obstacles to success. We are plagued not so much by a lack of knowledge as by an inability to effectively communicate it. Gone are the days when email was an adequate tool for collaboration. The following exchange, though fictional, represents a situation that we permit far too often in the office:



From: Jim, **To:** Mike

I updated the project document and attached it to this email.

From: Mike, **To:** Jim, Mary

Thanks. But you updated the wrong document. I've attached the most recent version. Mary, please confirm this is correct.

From: Mary, **To:** Jim, Mike

We stopped using that format a week ago. I have attached the new format. You'll both have to redo your work.

What started as progress quickly turned into confusion and, subsequently, failure. With ever-tightening budgets it is imperative to maximize efficiency, and that is possible only when project leaders provide their teams with the correct tools for success and encourage their use. According to Microsoft, SharePoint "makes it easier for people to work together. Using [SharePoint], your people can set up Web sites to share information with others, manage documents from start to finish, and publish reports to help everyone make better decisions." In other words, it helps teams collaborate.

Online collaborative tools like SharePoint provide a host of benefits. For one, they are centralized repositories for information. Knowledge no longer needs to be repeatedly sent out to the team. Instead, the information is made available on an easily customized, organized, and searchable Web site. That is, the knowledge develops and grows in one location, accessible by all who need to see it. But collaborative tools aren't just glorified file servers. They connect team members, who can collaborate through the use of document libraries, wiki sites, blogs, and automated tools. Want to know when a document is updated and who made that update? Use automated email alerts. Having trouble keeping track of routine tasks that have been assigned to project team members? Automated process workflows help with that. Having trouble keeping sensitive documents contained to just team members? Powerful, yet easy to use, security controls are a major strength of these systems. These online collaborative tools reduce the overhead of manual document and information management and provide the team with the tools they need to truly collaborate.

NMA Principles and Ethics

The NMA Leadership Model



Derived from a similar model in Results Based Leadership by Ulrich, Zenger, & Smallwood.

NMA is dedicated to managerial excellence, personal and professional growth, and leadership development. The following principles identify NMA's core beliefs and provide the basis for the Association's Mission Statement.

Leadership is about movement...taking people, ideas, processes and business from where they are, to where they need to be. Is there a skill set to being a leader? You must learn to facilitate, not dominate; influence, not enflame; and disagree without being disagreeable.

To learn more about the Leadership Model, please visit the NMA website at <http://www.nma1.org/>

Statement of Principles

- We believe in the highest standards of personal and organizational integrity and respect for the individual.
- We believe in lifelong learning, continuous improvement, and the development of a workforce capable of sustaining a competitive posture in the global economy.
- We believe management is a creative, dynamic, and essential process enabling people to achieve personal and organizational objectives.
- We believe that managerial responsibility is shared among all individuals at all levels of the organization and that leadership is critical to management success.
- We believe that individuals and organizations have a community and civic responsibility.

Code of Ethics

- I will recognize that all individuals inherently desire to practice their occupations to the best of their ability.
- I will assume that all individuals want to do their best.
- I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.
- I will be guided in all my activities by truth, accuracy, fair dealing and good taste.
- I will keep informed on the latest developments in techniques, equipment, and processes.
- I will recommend or initiate methods to increase productivity and efficiency.
- I will support efforts to strengthen the management profession through training and education.
- I will help my associates reach personal and professional fulfillment.
- I will earn and carefully guard my reputation for good moral character and good citizenship.
- I will promote the principles of our Free Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.
- I will recognize that leadership is a call to service.

BITS AND PIECES

The Leadership Panel: Q&A November Luncheon

November 15
11:30am-12:30am
Hilton Garden Inn



The 2011 Panel Members:

Robert M. Ellis

Wyle IS&E Group President

Roger Walter

Director, HR

Lauri Hansen

Chief of Staff to Mr. Coats

KING PIN ELLIS BOWLING

November 15, 2011 - 4:30pm

Come cheer on the competitors as they
take on King Pin Ellis!



AMF Alpha Lanes
318 W. Bay Area Blvd.
Webster, TX 77598



The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly.

-Jim Rohn

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<http://www.nma1.org/chapters/492>

For the latest issue of NMA Breaktime:

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NMA_Breaktime.html](http://nma1.org/Communications/Breaktime/NMA_Breaktime.html)