From Your 2003 NMA Chairman of the Board...

**Year in Review!**

(back to top of NMA Breaktime)

Dan R. Robertson, CM  
2003 NMA Chairman of the Board  
Lockheed Martin Leadership Association  
Fort Worth, Texas

Holiday Cheers! Isn’t this an exciting time of the year – a time to count our blessings, spend precious moments with our families, recall our accomplishments, and look forward to next year.

As I reflect on 2003, I would call it a year of transition. Why use the word “transition”? Well, in many ways, we’ve begun to reshape the NMA, position it for the future, and provide even more efficient customer focus. We’ve improved many of our Board processes and the small NMA staff has worked hard to weather recent staff changes and reconfigure their workload. Together, we will continue to streamline our operations and endeavor to work “smarter and harder”.

In January 2003, the NMA Board of Directors and the staff set out on a course to grow the Association and provide value-added membership services at the same low-cost per member. Our number one priority was to “Grow the NMA”. But in order to do that, we needed to identify (and in some cases develop and offer more) membership programs, because of the question, “**What’s in it For Me?**”

I consider 2003 a year of success in terms of attracting new members and bringing the International Management Council (IMC) on board with us starting in January 2004. In terms of growth, we had a couple of very successful membership programs: **“Trial Membership Campaign”** which ran from February through April 2003 and **“Each One – Reach One”** which kicked off on July 1, 2003, and will run through June 30, 2004. We have succeeded in bringing in over 2,600 new members from January 1 through November 30! This does not include the new members that will be brought to the NMA roles from the IMC in January 2004. My sincere appreciation goes out to the Internal Growth Committee, Mary Anne Koltowich and Thor Spargo for leading this effort, and the NMA staff -- Sue Kappeler, Robin Furlong and Sheri Kokenge.
Let’s look at other projects the Board of Directors considered to be priorities in 2003. One was to implement a plan of action to market FaciliSkills™ on the open market and to our chapters. FaciliSkills™ workshops have been held in Richland, WA, Columbus, OH, and Dayton, OH. In July, we conducted a “Train the Trainer” session in Dayton. Five training professionals participated in a full day session and are now ready to conduct FaciliSkills™ workshops. The staff has presented a proposal to provide similar training in Atlanta, with the assistance of the Lockheed Martin Leadership Association, and will be conducting workshops at Gulfstream in Savannah in January 2004. A second round of additional workshops is scheduled for Richland, WA; Columbus, OH; and Wright Patterson Air Force Base. Since January, FaciliSkills™ programs have netted NMA over $18,000. As our economy continues to improve and businesses focus on employee development, we remain confident that FaciliSkills™ will be a valuable asset for fostering teambuilding, problem-solving, and decision-making skills.

We also looked at developing new NMA Professional Development materials, geared largely at personal effectiveness initiatives by partnering with a national publishing house. Karen Tobias has worked with the Nebraska State Government Chapter in order to complete two pilot programs of a new course developed with McGraw Hill Custom Publishing. Jan Lehmkuhl, CM, conducted “Communication – the Write Stuff”, a 4-hour course that was customized to meet participants’ needs. This pilot has given the staff a great deal of information as they plan to offer a variety of new short courses in the $20-$25 range in 2004. Our goal is simple – to get many more of our chapters “back in the business” of providing cost-effective training & development programs to their members and sponsoring organizations.

At the budget planning meeting in March of 2003, the Board recommended NMA taking its website to a new level of customer service and member interface. Dr. Peter Kurzhals volunteered to undertake the task of enhancing and developing the NMA Outreach Webservice (NOW). Dr. Pete Kurzhals and his associate, Victor Koman, provided an update on their NMA Outreach Webservice program as part of the Annual Meeting in Detroit last September. NOW is up and running. Minimal problems have been encountered thus far. Still critical to its success, however, will be for chapter leaders to continue to fulfill their role in maintaining the website. Chapters have been asked to keep their own event calendars up-to-date and directors have been asked to assist us by helping drive home this important fact.

Our financial status has continued to improve this year. Audited financial statements for the fiscal year ending June 30, 2003, show that NMA completed the 12-month period with an excess of income over expenses of $67,695. After several years of ending “in the red”, this is a welcome change. Also this year, we were successful in refinancing the headquarters building at a much more favorable rate. Needless to say, we will continue to monitor income and expenses closely. The staff has taken several initiatives to implement new efficiencies and streamline our bookkeeping and accounting procedures.

The Board also recognized the need to better communicate with our individual members and provide new and improved communications to our chapters and their leaders. Wendell Pichon and Sue Kappeler have done an outstanding job of reaching out to all members with the timely delivery of the Individual Member News and Breaktime. The overwhelming response from members, chapters, individual members, and council leaders has been tremendous. We look forward to continuing and expanding both publications.

I am especially proud to announce that the IMC will join the NMA effective January 1, 2004. There was overwhelming support for this merger from the NMA chapters as evidenced at the National Conference in September. At the NMA Conference, delegates overwhelmingly voted to approve the Constitutional amendment that provided a temporary one-year addition of four IMC leaders to be an integral part of our 20-person NMA Executive Board. I am excited that Kelly Schiewe, Gregg Runyan, Paul Einarson, and Joyce Neville, former IMC officers, will sit side-by-side with the 2004 NMA officers and lend their considerable expertise.

This year we had nearly $25,000 contributed to the American Enterprise Speech Contest… a record amount in recent years. In early August, members of the NMA staff and a small group of Board representatives spent a day at NMA Headquarters with Daryl Moore, Executive Director of the Colorado Governor’s Council for Physical Fitness. Daryl provided considerable insight and expertise in the area of fundraising and offered his assistance to NMA as we seek additional funding avenues in support of the American Enterprise Speech Contest. The team established an action plan involving both the NMA staff and members of the Community Relations Function Committee. The staff will begin by contacting vendors with whom we’ve partnered on MANAGE magazine and other ventures, soliciting donations.

All in all, this has been a tremendous year for NMA; however, we were not without disappointments. We did have some chapters disband or disaffiliate, and we lost several members through normal attrition (changing companies or through retirements).

In closing, let me say 2003 was all about change… and I’m sure that 2004 will continue down that path. Serving as your NMA Chairman has been challenging and rewarding… and it’s gone by much too quickly. As I’ve traveled around the country, I’ve learned that the teamwork and “can do” spirit so evident on the NMA Board of Directors is, in reality, a reflection of what’s going on nationwide. We are a diverse group… and we bring many viewpoints and opinions to our deliberations. But after all the dust settles, we understand that our participation in NMA makes us better managers, better leaders, and better employees. We have a great story to tell and I hope that you will join us in 2004 as we strive to add new chapters and bring new members into the fold. Thank you for your support in 2003. Happy Holidays to you and your loved ones.
From Your 2003 NMA National Treasurer:

E-Mail: A Means of Communication!

Wendell M. Pichon, CM
2003 NMA National Treasurer
Lockheed Martin Leadership Association
Fort Worth, Texas

How did we survive without e-mail? Ever since the first message was sent via the internet in 1972, e-mail has become a common and indispensable tool and we simply could not survive without it. Think, when was the last time your computer system was down and you were not able to access your e-mail? How did you react? Because of its importance in today's business, we need to keep some key points in mind and constantly be reminded when utilizing it as a form of business communications.

1. Treat every e-mail as a public, permanent document – A misaddressed message can lead to embarrassment and humiliation. Despite what you might assume, e-mail is not private. It has the potential to be forwarded (purposely or accidentally by you or someone else) sometimes without your permission or knowledge. E-mail is written communication and as such it can survive as a permanent record.

2. Don't use your company e-mail for personal business – e-mail sent from your company address can have the same effect as written messages sent on company letterhead. One expert advised thinking of e-mail as a “giant, moving billboard, exposing our every thought to the cyberworld.”

3. Be cautious about using e-mail for delicate topics – Don't use e-mail to avoid personal discussions that would better be handled by phone or in person. E-mail is not an appropriate forum for reprimands, negative appraisals, firings, and resignations. Highly sensitive topics like these are best handled face-to-face. E-mail has the potential to be misunderstood, so avoid using it in a hurry or to convey sarcasm or humor if the receiver is likely to misunderstand. STOP, THINK, and WAIT to send an e-mail if you are angry or frustrated. Once a message is sent, it is irretrievable and the impact on your career could be disastrous if your message was not well thought out. NEVER send information that you are not sure is accurate (e.g., canceled meetings, changed deadlines, budget figures, info based on hearsay).

4. Don't use e-mail to Impose on others – just because you can send e-mail messages quickly does not mean you should. Avoid the temptation to send unnecessary messages to others or forward ones that the recipient won't appreciate. Most people today are already overwhelmed with an e-mail in-box loaded with correspondence. Don't add unnecessarily to this clutter.

5. Send e-mail on a need-to-know basis – Does everyone need to see your reply? Be careful about; "reply to all" when you only need to reply to sender. Bombarding receivers with what they regard as junk e-mail may cause them to disregard important messages when you send them in the future.

6. Avoid the Unnecessary Replies - Endless, unnecessary replies clog the systems: “Thanks,” “OK,” “Got it,” “Great,” Appreciate it,” “Any Time.” Let the other person have the last word. Indicate in your message that no response is necessary, FYI (For Your Information) in the subject line signals the recipient that this is informational only and no response is requested.

7. Discourage Unwanted Messages – Let others know if they are sending you unwanted e-mail. Ask to be removed from the joke list or simply say, “Thanks for thinking of me, but it won't be necessary for you to send me your responses to all messages you receive.”

These are just a few of the key points that should be considered when using e-mail. There are more and more being developed each day. If you would like to learn more about NMA's Organizational Leader Course Series - Communication.....The Write Stuff, contact your Professional Development Representative at your local chapter and ask them to sponsor one of the newest courses offered by your NMA Professional Development Division.

I am still determined to be cheerful and happy, in whatever situation I may be; for I have also learned from experience that the greater part of our happiness or misery depends upon our dispositions, and not upon our circumstances.

-Martha Washington (1732-1802)
As we approach the Holiday season, is it too far fetched to believe that the miracles of the season, the miracles of love and light, could spread from month to month until throughout the year we share the same smiles, warmth, and compassion for all people everywhere?

Is it possible that the poor could find food and shelter?  
That the lonely could find companionship?  
That the bereaved could find comfort?  
That the frightened could find peace?  
That the sick could find health?  
That the hopeless could find hope?

Whether you celebrate this holiday season or not, I would like to leave you with this thought: Our creator has no hands but yours this season. A demonstration of charity and love is far better than a definition of them.

As you do your part to make the sentiments of the season last, may you and your family experience the best ever holiday season.

A strong positive mental attitude will create more miracles than any wonder drug.

-Patricia Neal

I began to believe that the magic of Christmas was gone, at least for me.

It just seemed like it was part of the price we pay for growing up. Once I got into the later years of elementary school, the excitement I felt as a child on Christmas Eve and the following morning faded.

Then, as I got older, I had kids of my own. Sharing Christmas with them brought a new kind of excitement and anticipation. True, I spent a few late nights cursing at the instructions included with a "some-assembly-required" present, but it was worth it to see the expressions on the faces of the kids the next day. Now, the youngest of my three kids is 14 years old. Of course, they all still love Christmas, and everyone enjoys it as a special family day, but no one leaves milk and cookies out for Santa anymore. The magic and mystery of Santa Claus at Christmas is quietly, patiently waiting for their children. At least that's what I thought.

My wife Linda works for Mercedes Homes in Melbourne. As part of their community outreach program, they provide limited support for a children's foster home in town. About a dozen kids are living there at any given time, having been removed from their own homes for one reason or another. Their ages range from newborn to early teens. Once a month, someone from the Mercedes office drops off some food for the kids and they also provide a few needed odds and ends to the home throughout the year. At Christmas time, some folks from the office come by and decorate a tree, frost some cupcakes and bring more than a few presents. Some of those are presented by Santa Claus on the evening of the Christmas party, others are secretly left behind for Christmas morning.

This year there was a problem. They needed a new Santa Claus for the party.
As soon as I heard they needed one, I cringed inside. I knew what was coming. It was inevitable. After all, my name is Nicholas, my hair is practically white, I have a beard and while my stomach doesn't quite shake "like a bowl full of jelly" when I laugh (yet), I hesitate to go to the mall at Christmas time. I'm always afraid small children will want to sit on my lap and tell me their Christmas wishes.

I didn't have to wait long. Only a few minutes after telling me that they needed a Santa, the pleading eyes and smiling requests were cranked up into full gear. At first I refused, but after a couple of days of prodding, begging and bribery (including large pieces of chocolate) I reluctantly agreed, even though I'd never done the Santa gig before.

The night of the party arrived before I knew it and it was time to get ready. It took a while to get into the suit. The wig was hot and the beard so big and fuzzy, it was a little hard to breathe without steaming up the glasses. With all of that white hair, the hat and the pillow stuffed into my suit, my vision was a little restricted too. Before I left the house though, I checked myself out in the mirror. Wow. Santa. I practiced a few HO-HO-HO's and off I went in my General Motors sleigh.

There are few words that can describe the feeling of walking into a room full of children while you're dressed as Santa Claus. They saw me; their eyes, actually their whole faces lit up and they all ran right for me. I was overwhelmed. Practically shouting 'Merry Christmas!' over the din of screaming kids, I waded through the crowd returning their hugs as best I could.

One little boy, wearing a bright green stocking cap, repeatedly insisted, "I'm your elf! I'm your elf!" I told him that he was a good little elf and turned to the next child who was telling or asking me something. ("Are you the real Santa?" "Where are your reindeer"?) All of them it seemed were desperate for the attention of Santa Claus.

As I was sitting down, preparing to hand out presents, another boy, one of the older children, quietly approached and asked if I knew whether he had been good or bad. I smiled at him, tried my very best warm Santa chuckle and told him "Yes, I do..." Still smiling, I winked at him and added "...and so do you!" He broke into a great big sheepish grin and looked at me as if we shared the special secret of his good and bad behavior. I found out later, he was the oldest of 6 members of the same family staying at the home.

As I was passing out presents, the children would approach my chair when their name was called out. Their eyes wide, they were practically dizzy with the excitement of the moment. In anticipation of the mystery beneath the wrapping paper of the box they were handed, they rushed off to rip open the package as quickly as possible.

Amid the flurry of flying paper and the shouting of (mostly) happy children, one of them walked quietly back up to see me. It was my little green-capped elf, wanting to sit on my lap. I pulled him up and leaned in to hear what he had to say. He looked up at me and said "Santa... when you go... will you take me with you?" I didn't know what to say. While I didn't know specifics about each child, I knew the types of issues that brought them to the foster home. My heart immediately went out to my little elf. Again, I tried my very best Santa smile, but it wasn't as easy this time. I told him "I could... but I think they would miss you here... don't you?" He seemed a little surprised by that answer but he was apparently satisfied and headed off to play with his new racecar.

As all of this was going on, little Caitlin was trying on every single piece of clothing in her princess dress-up kit, Jerome was negotiating a toy trade with another child and my green-capped elfin friend was racing his car over the floor. I realized that my part of the evening was over. I stood up and boomed out one last "Merry Christmas!", shouting over the holiday noise.

The children rushed me yet again, for a goodbye hug from Santa. I spent a quick moment with each beaming child and smiled as I walked out the door.

With their "Thank you, Santa!" cries still echoing in my ears, I couldn't help but think "No. Thank you. Thank you for reminding me... for showing me the magic of Christmas and Santa Claus again." I already knew I'd be back next year.

---

**A Truly Incredible International Experience!**

A delegation of six from IMC and NMA recently returned from attending the **TAIWAN IMC's 31st Annual Conference** in Tainan, Taiwan. This "experience" was unbelievable and the IMC Taiwan hosts extended to us a level of kindness and hospitality second to none!

The USA delegation was well rounded with persons who have past Taiwan conference experience, as well as highly
involved representatives from the NMA, IMC, and the YMCA. The 2003 delegates included Cathy Longo, NMA Past Chairman; IMC National Administrator Jodeen Sterba; Deborah Ogorzaly from the Mt. Diablo YMCA in California, Michele Hoogewind, IMC Ambassador and past IMC VP of Financial Development from Grand Rapids, Michigan; and Dr. Raja Rashid, IMC International Relations Chairperson, and wife his Majida.

Taiwan is both a beautiful and intriguing country with truly foreign terrain and certainly "unique" foods! — and yet the interests, mission and purpose of the members of IMC Taiwan are completely familiar and very much in line with NMA. Of course, that didn't surprise any of us, since we already knew how closely aligned IMC and NMA were!

The purpose of this trip was primarily a "fact-finding" one. Our desire was to seek to understand the relationship IMC/USA had with its Taiwanese counterpart organization and to introduce the merger of IMC/USA and NMA. On all counts, we would judge this mission a "success." We learned much about IMC/Taiwan and were very pleased to have had a warm reception to the information on the merger. There is much to be discussed as to how all this can be worked out. We were pleasantly surprised to receive—at the "national board" meeting and in discussions later in the week with the incoming IMC/Taiwan national president—a sincere expression of interest in how a relationship between IMC/Taiwan and NMA can be nourished.

There are so many amazing experiences to share and not near enough space here to contain it all. But we will give you a brief overview of the activities—which had us up early every day, eating a lot, drinking tea at almost every break in the action, touring many of the sites (of which the Taiwanese are particularly proud), and returning to our hotel usually late in the evening. Everywhere we went we were greeted warmly (often with applause!) We had translators with us every step of the way - with varying degrees of "understandability" - but we couldn't have gotten through this without them!

- We arrived late in Taiwan on Thursday, November 27 - and were met at the airport by a host of chapter and national officers and transported to the YMCA Hotel in Taipei - our home for our first two nights.
- Friday brought a tour of Taipei and ended with our first "Taiwanese" dinner—with about a dozen members of the Taipei City Chapter. Each of these dinners was an elaborate experience with "unique foods," lots of toasting and gift giving!
- We left Taipei at 6:00 a.m. Saturday morning (just to let you all know this was not a "leisure" trip!) for the five hour bus trip to Tainan, location of the national conference. IMC/Taiwan's national conference is a somewhat shorter event than NMA’s — really just a day and a half. The program was oriented to personal and chapter recognition, opportunities for expressions of chapter enthusiasm, entertainment, a key speaker (which in this case was the premier of Taiwan - third in Taiwan's government hierarchy) and dinner of course! We picked up a few ideas to incorporate in our 2004 conference program!
- Sunday started with the national board meeting (noted above) and then a city tour of key historical sites in Tainan. A change of hotels occurred and the closing program that included awards presentations and even a little karaoke! We visited the Tainan YMCA’s very impressive Children's Center, and were treated to a "western dinner." That night, we got a chance to visit a "night market" - an interesting experience in and of itself!
- On Monday, the IMC National President, his wife, daughter and two incredible 7-year old grandchildren accompanied us to Kenting Ocean Park, where we toured what had to be the most incredible aquarium we've ever seen. We of course came back to more food, drink, and gift giving—all hosted by the Tainan City Chapter.
- Tuesday took us to Chiayi and a visit to the Chung Cheng National University campus, lunch (of course) and then a visit to the "hot springs" and relaxation in - believe or not - a mud bath. Of course, it was dinner and gift giving – and

USA Delegation entered to great applause

Many gifts were exchanged. Pictured are Raja Rashid, National Chairman Mr. Hsu, Jodeen Sterba, Cathy Longo, Conference Chairperson Mrs. Chen, Deborah Ogorzaly, Michele Hoogewind, Majida Rashid, Mr. Paul Hwang.
then a dance performance, of an internationally famous Taiwan dance troupe, back at the university at the end of the evening. Dr. and Mrs. Rashid left us after lunch in Chiayi and returned by train to Taipei to return home.

- Chiayi chapter members hosted us for the next day’s trip to Alishan Mountain - a truly picturesque part of Taiwan still inhabited by aboriginal tribes. Here we visited two teahouses, did some souvenir shopping, and viewed some magnificent native forestry — some trees more than 3,000 years old. We returned to another dinner had some very good discussion at this dinner regarding NMA with the incoming national president—who is from Chiayi and is hosting the 2004 conference.

- On Thursday morning we were off to Changhua and to our surprise, we set out for another part of the mountain range and stayed that evening in a private "vacation" home of the Changhua Chapter President. After dinner, we enjoyed the camaraderie of our hosts in their beautiful vacation home.

- Friday we set off for our last visit with the Taichung Chapter - and a very enlightening tour of the 'industrial' side of Taiwan and its IMC business members. We joined chapter members on tours of four IMC member-owned businesses. At each stop we received some understanding of the various businesses, toured their production facilities, and of course received gifts and had tea! We ended the evening - naturally - with a large dinner with the Taichung chapter members and returned to our hotel a pretty exhausted delegation.

- Our departure for Taipei and our return to the states came very early the next morning with our arranged van picking us up at the hotel at 5 a.m.

Our Taiwan hosts in every city – Taipei, Tainan, Chiayi, Changhua, and Taichung – anticipated our every need AND handled all our expenses – hotels, meals, side trips, etc. Except for the occasional beverage, one pizza purchase to cure "western food withdrawal," and some personal "souvenir" expenses, we paid for nothing! Our Taiwanese hosts took care of virtually everything.

Bottom line was that for NMA this was a successful trip. And for each of us personally, it was an incredible experience we will never forget. Thanks to everyone for making it all possible!
Our lives are not determined by what happens to us but how we react to what happens. Not by what life brings to us, but by the attitude we bring to life.

-Anonymous

ICPM Notes

The Institute of Certified Professional Managers (ICPM) is pleased to announce that its Certified Manager Program Review Book is now available. This book is designed for those individuals who have attended a CM program but never completed the CM exams. The review book is a supplement to the CM study manuals and provides a concise review of management theory and practice covered in the CM Program. You will find the review book helpful in cutting your study time, as well as refreshing your knowledge of management principles and practices. This quick reference guide sells for $49.95 + $9 shipping.

Order yours today by calling ICPM at 800-568-4120 or emailing your order to mailto:icpmcm@jmu.edu.

Chapter and Council Happenings

Good Time Was Had by All at the Round Up

Mike Patricelli
Boeing Aerospace Leadership Chapter
Huntington Beach, California

Howdy Pard'ner. The Boeing Aerospace Leadership Chapter had a rip roaring good time at their annual Western Night. The western theme permeated throughout the whole evening, from the ringing of the old fashioned dinner bell indicating the opening of the doors, to the western attire worn by most in attendance, to the western BBQ buffet dinner, to the band, to the western attire costume contest. This year was a difficult year for the judges of the contest. We had so many members and guests who went all out in their western attire that it made the judging harder than in years past. Some attendees actually thought that we had hired actors and actresses to mingle with the crowd. You can only imagine the surprise when they went up to some of the costumed guests and found out they were actually their coworkers and friends.

Our President, Elaine Fafilek, opened the dinner meeting and then introduced Ed Belen, our reception committee manager for the invocation and pledge. After the formalities, Elaine introduced all the Boeing executives who volunteered to be servers for the evening. As Elaine introduced them they came on stage for the official presentation of their aprons and bandanas prior to them being escorted to their serving stations. The executives truly enjoy coming to this fun event and being of service to the members. It gives them an opportunity to say hello to everyone while they’re dishing out the grub.

Our band, The Saddle Sores, entertained all attendees with their unique style of country and western tunes during the barbecued beef and chicken dinner. They were a BIG hit, and many members and guests requested that we bring them back again next year.
An impromptu letter from Governor-Elect Arnold Schwarzenegger, read by Pete Kurzhals, our National Director, in true Austrian accent, introduced our keynote speaker. This annual BALC tradition has continued to be a perennial favorite with the executives, members and guests. So y'all come back now, hear? See y'all next year.

It's Not About the Money!
Motivating Your Team
Edward Schwier, CM
Hanford Chapter
Richland, Washington
Recently a survey was compiled by the Partnership for Public Service and American University's Institute for the Study of Public Policy Implementation using data culled from 100,000 questionnaires the Office of Personnel Management sent to federal employees in the summer of 2002. The survey identified NASA as the top place to work. NASA Administrator Sean O'Keefe commented, "I've never found anyone who says, 'I came into public service for the money.'" O'Keefe went on to say that NASA employees are motivated primarily by interesting work. "There has to be a set of objectives beyond [money] to excite and motivate."

The report of the survey results concludes that the best indicators of job satisfaction in public employment stem from effective leadership, a strong alignment of employee skills and agency mission, and teamwork. Pay, benefits and performance-based rewards were cited as important, but not at the same level as the other factors.

Does that surprise you? It's not about money! - I don't believe that I have ever read a survey, management text, or participated in a discussion group that didn't fully agree. There is a given - that compensation is perceived as "fair". If this is not true, the lack of fair compensation is a demotivator. Having important work to do, that is directed to achieving a goal that supports a greater good, being recognized for your contribution, having the resources to do your job, and have a chance to input in the decision making process all generally rank higher in the "What motivates me?" order than pay. Bonuses and other financial rewards, unless tied very directly to performance and contribution of the entire team that is involved in the success, in fact, tend to result in less motivation. Why? They are perceived by various team members as "unfair." It is hard to describe any effort that is truly individual and does not rely on the contribution from some other "team" member, be that a delivery person, typist, research assistant, supplier, publisher, etc. If you want higher morale and motivation in your organization, clearly define the goal and what is expected of each person in support of that goal, provide the resources needed, monitor performance, mentor, coach, praise, solicit and incorporate feedback from the team, and celebrate success.

"Those at war with others are seldom at peace with themselves."

-Anonymous

---

**Toys for Tots**

Wendell M. Pichon, CM  
2003 NMA National Treasurer  
Lockheed Martin Leadership Association  
Fort Worth, Texas

The Lockheed Martin Leadership Association (LMLA) at Fort Worth participated in the 2003 Marine Reserves Toys for Tots Campaign. The campaign began at the Fort Worth facility on November 11 and continued to December 11, collecting new and unwrapped toys. The Marine Reserves arrived on December 11 with two 24 foot trucks and both trucks were filled to capacity. The LMLA collected 130 bicycles, over 800 toys and $Cash $ for a total value of $32,000 in cash and toys. Needless to say, this event was a huge success. Not to mention, that the chapter also participated in the adopt-a-family, Salvation Army Toy Soldier, and other charitable programs this holiday season. David Williams and his team of volunteers did an outstanding job of insuring that Christmas morning in the Dallas/Fort Worth Metroplex will have lots of smiles.
Professional Development Corner

Karen Tobias
VP of Professional Development
karen@nma1.org

How many NMA acronyms do you know?
Test your NMA knowledge.
Type in your answers then click "Answers" to see how many you have correct.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. BOD</td>
<td></td>
</tr>
<tr>
<td>2. CEU</td>
<td></td>
</tr>
<tr>
<td>3. EAC</td>
<td></td>
</tr>
<tr>
<td>4. LDC</td>
<td></td>
</tr>
<tr>
<td>5. PPM</td>
<td></td>
</tr>
<tr>
<td>6. SMS</td>
<td></td>
</tr>
<tr>
<td>7. MWA</td>
<td></td>
</tr>
<tr>
<td>8. MOY</td>
<td></td>
</tr>
<tr>
<td>9. EOY</td>
<td></td>
</tr>
<tr>
<td>10. JOY</td>
<td></td>
</tr>
<tr>
<td>11. FUN</td>
<td></td>
</tr>
<tr>
<td>12. Can you think of others?</td>
<td></td>
</tr>
</tbody>
</table>

From the Editor...

Sue Kappeler, CM
VP Management Information Systems
sue@nma1.org

The NMA office will be closed from Tuesday, December 23, 2003, until January 5, 2004. If you need something during that timeframe, you may e-mail me at sue@nma1.org. I will be checking e-mail at least once a day.

Please let us know about your successes so that we may share them with other NMA members!

The NMA staff wishes everyone a very happy and safe holiday!!

Each One Reach One Update

Page 11
Since our last edition of NMA Breaktime, we've held 2 "Each One Reach One" drawings. The first was held on October 15 and was for everyone who had recruited any new members from July 1 - September 30 (providing the information was received at NMA by 9-30). The winner of that drawing was:

Tim Bennett from the Boeing Leadership Association in Richardson, Texas. He was responsible for recruiting Stacy Hudson. Tim won a $50 gift certificate from Home Depot. Congratulations, Tim!!

The second drawing was conducted on October 31 and included all new members who were recruited during our Positively Outrageous Offer, October 6 - October 17. The winner of this drawing was Terry A. Swartz from the United Space Alliance/KSC Chapter. Terry was recruited by Judy Hencin and was the recipient of a $50 gift certificate from Best Buy! Congratulations, Terry, and welcome on board!!

We would sincerely like to thank those recruiters who were responsible for recruiting members between July 1 and September!! Our next drawing will be conducted on January 15 and will include all those recruiters whose names have been submitted to us through December 31, 2003.

Remember... this campaign continues until June 30, 2004. Recruit a new member and you could be one of our winners!!

Help us grow the Association... remember, increased membership means increased benefits for you!!

Log on to Learn...

Don't forget that MANAGE magazine is available ON-LINE ONLY. Visit the NMA Homepage and click on the following icon:

Use this link regularly to access useful information for your personal and professional endeavors. The current September/October 2003 issue covers everything from "Ethics Policies" to "Money Sense"... and a lot more! CHECK IT OUT!

NMA Staff Updates from National...

Effective January 1, 2004, Jodeen Sterba will begin working for NMA as Association Services Manager. Many of you know Jodeen already, as she has been employed by The International Management Council for 15 years, serving as National Administrator for the past nine.

She is well-versed in every aspect of association management and volunteer partnerships and brings her expertise to NMA at an important time. This will allow us to continue our high level of service to chapters and councils, make some needed staff shifts in terms of duties & responsibilities in 2004, and focus energies on new chapter development and Educational Foundation fund-raising.

As the new year begins, Jodeen will play a pivotal role in helping us fully and proactively integrate IMC chapters into the NMA family. She will begin working with the staff and national leaders in a new "personal" outreach program to our affiliates.

Jodeen may be reached at mailto:jodeen@nma1.org or you may contact her by phone at 402/330-6310.

Welcome, Jodeen!!
How much easier it is to be critical than to be correct.

-Benjamin Disraeli (1804-1881)