The NMA office will be closed for the holidays starting December 24, 2004. We will reopen on Monday, January 3, 2005.

From Your 2005 Chairman-Elect

Beginnings

Wendell M. Pichon, CM
2004 Vice Chairman
Lockheed Martin Leadership Association
Fort Worth, Texas

I would first like to wish you all a Happy and Safe Holiday Season, and take this opportunity to extend my thanks and appreciation to all of you for the dedication and support of your individual chapters and councils and the National Management Association. Soon the history books of another year will be closed and we will begin celebrating the 80th anniversary of the NMA. With that ending comes a new beginning… a new beginning for all of us!

My friends, The Vision of the NMA is a worldwide partnership of people and businesses, inspiring outstanding leadership… and cultivating highly productive workplaces.” Together…

We Must Foster allegiance to corporate goals and have an understanding of corporate cultures

We Must Build people networks, internally and externally

We Must Increase communication between and among operating units

We Must Provide real opportunities to practice teamwork and reinforce teambuilding
We Must Build community support for the company through American Enterprise, civic, and youth activities

We Must Support company training via related, cost-effective development programs and

We Must Act as a change agent vehicle for personal growth

I hope you noted that I prefixed each of those statements with the word WE!

Our founding father, Charles Kettering stated, “The Opportunities through NMA are unlimited. One needs only to participate.”

His unique legacy was the creation of a valued institution that would have and will continue to survive over time. His most significant contributions were not to the bottom line; they were to the long term development of people and institutions who would adapt, prosper and grow. My friends, that legacy lives on in each of us.

Leadership is everybody’s business, and the leadership challenge is everyone’s challenge.

Yes, WE are all in this together! The Executive Board, the board of directors, our associate directors, and the staff working together to make this association the place to be in 2005. I ask you to join us in this effort!

2004 Rescheduled National Conference Huge Success!

Although Ivan threatened us, he didn’t stop us!! NMA just completed a very successful rescheduled 2004 National Conference in New Orleans on October 31 – November 2.

We have some brave members who decided to defy Ivan and attend the cancelled conference!! Actually, 3 had come early and braved the storm while the other 4 flew in the next weekend to join them. Here’s a picture of them enjoying the “Big Easy” at their own mini-conference!

**NMA's "Original Conference" Attendees Smile at Offshore Ivan!**

(L to R) Nan Einarson, Paul Einarson, Dee Allerding, Jan Compton, Audrey Douglas, Nancy Sherry-Helsel, Don Helsel

The rescheduled conference kicked off with an exciting Keynote about “Success by Choice” delivered by Mr. Tim Richardson, CSP. Tim is a member of the National Speakers Association and founder of the North Florida Professional Speakers Association.
One of the biggest highlights of this year’s conference was the finals of the American Enterprise Speech Contest. This year’s top winner of a $10,000 savings bond was Mr. Dan Alders, who is a 17-year-old home schooled junior. Daniel represented the Southwest Area. Congratulations, Dan!

At noon, NMA honored Mr. Robert Stevens, President and CEO of Lockheed Martin Corporation as the Association’s 2004 Executive of the Year.

In accepting the award, Stevens said, “The National Management Association is one of this country’s great leadership assets, and I accept this honor on behalf of the 130,000 employees of the Lockheed Martin Corporation.”
He also said that the traditional management pyramid – where directives and decisions flow down from the top – no longer applies in today's organizations. Instead, Stevens said, each employee contributes to the overall quality of leadership. “It is very gratifying for me to know that leadership potential resides in every individual … that the pool of requisite qualities is not the unique endowment of a select few … that the reservoir of integrity, energy, creativity and competence is no one’s exclusive domain,” he said. (His entire speech can be found at: http://nma1.org.)

Immediately following the Executive of the Year presentation to Mr. Stevens, Dr. Harold Manger, Senior Manager Leadership & Employment Development, Lockheed Martin Institutes, Bethesda, Maryland, was surprised when he was presented NMA's Gold Knight of Management Award. Here he is shown here with his wife Christine.

Monday afternoon, an inspiring CEU Educational Forum Session on Executive Interface was given by Ms. Alyce Sarno. Alyce is the Director of Communications at Lockheed Martin Aeronautics in Marietta, Georgia.

Topping off a very busy Monday, Edward Schwier, CM, from the Hanford Chapter in Richland, Washington, was honored as NMA’s 2004 Member of the Year. Edward has been a member of NMA for seven years.
Immediately after the Member of the Year Banquet, attendees were given an open evening to enjoy the sights and sounds of the “Big Easy.”

**Chapter and Council Team Recognition**

*Laissiz les bons equipes roulez!*  
*(Let the good teams roll!)*

NMA recognized over 60 winning teams this year at the annual Recognition Luncheon. They were all welcomed in true “Mardi Gras’ “Laissez les bons equipes roulez!” Shown here are some pictures from that luncheon.
Famed aerospace pioneer, Willis Hawkins, was NMA's 2004 Hall of Fame inductee. Mr. Hawkins passed away on Tuesday, September 28th, at his home in California. He was chosen by NMA in recognition of his vision, imagination, and dedication for more than a half century of public service to aviation through technical innovations and management leadership in the design, development, and production of military and commercial aircraft, space vehicles, and assembly missilry.

Mr. Hawkins participated in the creation of America's first operational jetfighter, first jet trainer, first ballistic missile launched from a submerged submarine, and the world's first controlled and recoverable space vehicle. He began working for Lockheed in 1937, retired in 1974, and came out of retirement to serve as President of Lockheed California Company from 1976-1979. Willis Hawkins would have been 91 this month.

Mr. Hawkins was honored posthumously at the Hall of Fame Banquet on Tuesday evening, November 2. To help celebrate the life of this remarkable man, Sherm Mullin, retired President of the Lockheed Skunk Works, and Mr. Hawkins' daughter, Nan Bostick, were in attendance. Ms. Bostick accepted the Hall of Fame plaque on her father's behalf.

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**2005 National Officers Elected**

Wendell M. Pichon, CM, 2005 Chairman of the Board takes oath of office. Eddie Williams, 2005 National Secretary, Alan Watson, CM, 2005 National Treasurer, Cay Robertson, 2005 Vice Chairman take oath of office.

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**2005 Chairman of the Board**

Wendell M. Pichon, CM  
Lockheed Martin Leadership Association  
Fort Worth, TX  
Email: wendell.m.pichon@lmco.com
2005 Vice Chairman
L. Cay Robertson
Individual Member
Tampa, FL
Email: lcrobertson@tecoenergy.com

2005 National Treasurer
Alan R. Watson, CM
Space Gateway Support Chapter
Kennedy Space Center, FL
Email: Alan.Watson-1@ksc.nasa.gov

2005 National Secretary
Eddie Williams
Sanmina-SCI Leadership Chapter
Huntsville, AL
Email: Eddie.Williams@Sanmina-SCI.com

2004 Chairman of the Board
William T. Mahaffey, CM, CPPB
Columbus Public Service Chapter
Columbus, OH
Email: wtmahaffey@columbus.gov

2004 NMA Shorey Silent Auction in New Orleans was a raging success!

Jodeen Sterba
NMA Association Services Manager
Omaha, Nebraska

On October 31 – November 2, 2004 NMA conference-goers brought their checkbooks, credit cards (and even cash!) to New Orleans and shopped till they dropped at the silent auction. The total proceeds from this 2 ½ day event brought in more than $5,500 to the NMA Educational Foundation, with the intended purpose of supporting the American Enterprise Speech Contest.

This year's fundraiser was a multi-faceted operation. The traditional portion of the 2004 Shorey Silent Auction included a room stuffed with 124 individual items donated by NMA members and the many companies they represented. Fetching the highest bid was a certificate for a 2-night stay at the Sheraton New Orleans hotel, donated by our conference host hotel. Jean Christopher from the Boeing Leadership Association (Richardson, TX) placed the winning bid. (She must be planning a return visit to the “Big Easy”).

Running a close second in the bidding war was the Barry Bonds/Willie Mays 660 Home Run commemorative plaque, donated by Gale Lewis of the Goodrich Chapter (Chula Vista, CA) and purchased by Linda Bradley of the USA Leadership Association (Cape Canaveral, FL). Another popular item was the portable DVD player donated by the Blue Cross Blue Shield Michigan Chapter which went to high-bidder Steve Menke of the Lockheed Martin Leadership Association (Palmdale, CA).

The attendees that visited the auction room were surprised to see a new aspect to the Silent Auction—an 18” Boyd’s collectible bear in a locked display box! Those interested were given the opportunity to purchase combinations to the lock and a chance to win the coveted bear. A total of 100 combinations were sold and netted the auction an additional $166. The locked-box was brought out at the end of the closing banquet and combination holders were given the chance to try the lock. The lucky holder of the right combination took home the 2004 Auction bear!
Bears were a popular item throughout the conference. Many United Space Alliance Leadership Association Chapter members are familiar with the USA RTF (Return to Flight) bears, and the success that they have experienced from the sale of these at their chapters. These adorable bears are now living throughout NMA–land. The total proceeds from the sale of the Bears also benefited the NMA Educational Foundation. Thanks to Janet Morris & Linda Bradley—from the USALA Chapters, Houston and Florida respectively—for making this possible!

One more new conference/auction activity contributed $987 to the Educational Foundation! Raffle tickets were sold for $1.00 each or 6 for $5.00. The sales were done over a short period of time and drawings were held at the Member of the Year banquet, Recognition Luncheon, and again at the Hall of Fame banquet. The prize money was doled out to three very happy winners in the amounts of $150, $312, and the final prize was a whopping $525.

THANKS to everyone who contributed either an item(s) or generously bid on an item in the auction! The list is lengthy, but in order to not risk leaving anyone off the list, please know we greatly appreciated everyone’s participation! If you would like any of the details, please contact Jodeen Sterba, NMA staff organizer of the auction. jodeen@nma1.org

As with previous year’s auctions, this activity could not have been such a success without the help of numerous volunteers! A crew from Blue Cross Blue Shield Michigan including Helen Franklin, Cathy Longo, Phil Delia & Diane Meakin were troopers in getting the room set-up in short order. Joining in on the fun of moving tables around the room and unpacking the many, many boxes were Alicia Dennie of The Leadership Club, Bell Helicopter Textron, Jean Lizak (an individual member) and Al Fertig from USALA Cape Canaveral.

We would be remiss in not giving a special THANKS to Cindy Racic and Barbe Herrholz (daughters of Dot Shorey for whom the 2004 Shorey Silent Auction is named) for coming to New Orleans for the sole purpose to support and assist with the running of the Auction. Barbe & Cindy shared their enthusiasm in getting the opportunity to meet so many wonderful members of the NMA family and their gracious thanks for honoring their beloved mother in this manner. We reciprocate this appreciation to them, for keeping Dot’s motto alive — “Bid High and Bid Often!”

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)

Holiday Thoughts...
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.

ICPM Notes
What are you doing to enhance your management knowledge and practice? What is your NMA Chapter doing to help raise the competency and professionalism of managers?

The Certified Manager Program can help you to achieve these goals and would like to help you get started. It is as easy as this:

- Look at the ICPM website to see what the CM Program is all about at www.icpm.biz or
- Call us a 1-800-568-4120 and chat with our staff about how to start the CM program or
- Send us an email at icpmcm@jmu.edu and request some brochures and applications for your next Chapter meeting.

We will give you the basics on how to run a successful CM Program and put you in touch with facilitators and instructors from other NMA Chapters.

There is no time to get started like now. So, contact us today!

Chapter and Council Happenings

Junior Achievement "Hula" Bowl-a-Thon - Lockheed Martin Leadership Association #249
Outstanding Executive Receives Silver Knight Award - Wright Chapter #908
North Texas Council Elects Officers for 2005 - North Texas Council
Lennox-Marshalltown Chapter’s Memorial Bridge Project - Lennox-Marshalltown Chapter #514

Junior Achievement "Hula" Bowl-a-Thon

David Williams
VP Community & Youth Activities
JA Bowl-a-Thon Coordinator
Lockheed Martin Leadership Association
The Junior Achievement Bowl-a-Thon, recently held at Don Carter Cityview in Fort Worth, Texas, was a tremendous success asJur the Chisholm Trail was able to surpass their goal for the 2004 - 2005 school year. Lockheed Martin and Lockheed Martin Leadership (LMLA) sponsored forty teams (200 bowlers) for this annual fundraiser. Together, we had great team sprit and raised $35,896.02 for youth organization.

Junior Achievement provided the fun and music for the annual Cosmic Bowl-a-Thon. The theme was “Hula Bowl” and everyone bowled two games under neon and black light conditions while listening to the music, answering trivia questions for door prizes and displaying their own version of Hawaiian clothing and grass skirts. Several of the adults, as well as most of the children, were dancing and jumping up and down.

In addition, Lockheed Martin and other local businesses donated numerous gifts for door prizes and we had some extra entertainment with the Hula Bowl Lane Contest. The contest was for the best lane decorations with a $10.00 Chilis gift card awarded to each bowler on the winning “Hula Bowl” team. This was a tough competition as several of the teams were very creative. But in the end, it was the two Human Resources teams in a joint effort led by Tom Heiserman, although the Business Development team led by Orville Prins was a very close second. These teams were not only creatively dressed for the event but they arrived early that morning to decorate their lane and gave it an added Hawaiian Luau atmosphere with hula skirts, surf boards, food and drink. Obviously, everyone had a great time!

All of the donations received through this fundraiser will be used for books and materials for the various classroom programs. With these materials the volunteers help the students learn the importance of staying in school, the impact of not having an education, the economics and roles of the consumer, as well as, business and the world marketplace. In addition, the Junior Achievement programs and volunteers help students develop the knowledge, skills and attitudes to become productive citizens, workers and leaders of tomorrow.

Special thanks goes to Bill Anderson, Gary Bailey, Tom Blakely, Tom Burbage, Frank Cappuccio, Jack Coffman, Ralph Heath, Torr Larson, Bob Manney, John McCarthy, Orville Prins, Sandra Shoemaker, Mac Stevenson, Charla Wise and the LMLA officers for success, especially all of our outstanding bowlers/fundraisers: Your sponsorship and participation does make a difference for our community.
Outstanding Executive Receives Silver Knight Award
Betsy Combs
2004-2005 Chapter President
Wright Chapter
Wright Patterson Air Force Base, Ohio

On the evening of June 4, 2004, at the Hope Hotel, Wright-Patterson Air Force Base, Ohio, Ms. Susan M. Allen of Dayton, Ohio, was very surprised at having conferred upon her the very great honor of the National Management Association’s Silver Knight of Management Award.

Ms. Allen is the sole female holder of this coveted award in the entire history of the local Dayton, Ohio, Wright Chapter National Management Association. She joins an especially select group of only 42 other women nationwide who have received this award in the past 46 years. This elite set is among a national group of only 1,038 individuals who have received the Silver Knight of Management Award since the inception of the NMA organization. This is but a mere four percent of the total 1,038 Silver Knight awards presented over the nearly half century that have been presented to women since the first was bestowed on October 1, 1958.

These meager numbers may be partly attributable to the late entry of women into the workforce or to NMA’s having a majority of male members over the years, but we are certainly looking forward to the “Worm Turning” in the immediate future and in many years to come.

The Silver Knight is the highest award conferred by an NMA Chapter upon an outstanding male or female executive. The recipient must be someone who demonstrates the Code of Ethics of the National Management Association in their daily interactions with fellow workers and superiors. This individual should be one who inspires those around them to achieve higher objectives in leadership both in their workplace and their community.

Ms. Allen received her award at the Top Management Night event held June 4, 2004. She is the Logistics Manager of the Integrated Programs Division, Plans and Programs Directorate, Air Force Research Laboratory, Wright-Patterson Air Force Base, Ohio.

She is currently the logistics lead for the Air Force Depot Technical Modernization Program, and is the focal point for preparing and submitting weekly progress and forecasted milestone reports for AFRL Commander, Brigadier General Perry L. Lamy. She has been in the logistics management field for the past 15 years taking advantage of opportunities for job growth and increasing her on-the-job responsibilities. Her federal career began in the secretarial field and progressed to a respected position on the AFRL staff with frequent interactions with the AFRL Commander.

While working as a branch secretary, Ms. Allen attended evening classes at Antioch College, Yellow Springs, Ohio, for 2 years to
obtain a Bachelor’s Degree in Logistics Management. It was through dedication and perseverance that she was able to accomplish her goal of obtaining a degree. Susan did not receive any help from the government either with time off the job or with paying tuition.

Using initiative and her own resources, a few years later she enrolled in the School of Aeronautical Sciences of Emory Riddle University and earned a Master’s Degree in Logistics Management through the Air Force Institute of Technology (AFIT) on base. Her master’s thesis focused on the importance of including maintainability, reliability, and supportability requirements early in the development of aircraft systems.

Susan has been a member of the Wright Chapter NMA for the past 18 years. She has served as chairperson of most chapter committees and in the leadership roles of president, vice president and member of the board of directors. She also served a 3-year term as National Director of NMA. She completed the Supervisory and Management Skills series and attributes much of her personal and interpersonal skills development to this training and other courses conducted by the Wright Chapter.

With her interests in community involvement and further developing her leadership skills, Ms. Allen applied for and was selected as one of 40 participants in a recent “Leadership Dayton” class. The group met once a month for a year to discuss with leaders of the Dayton community how the city operates, its problems, and how to come together as a group to improve city services. She visited the county jail, rode a shift in a police car, met with city planners, members of the city’s budget committee, and visited a women’s shelter. As the featured speaker at a recent Wright Chapter NMA monthly meeting, she described her experience as “rewarding” and “It broadened my outlook on community matters.”

Ms. Allen regularly applies the NMA Code of Ethics in her dealings with others and has contributed to the achievement of NMA objectives since becoming a member in 1986. She has demonstrated in her professional endeavors the highest qualities of leadership as well as stimulating and inspiring members of the chapter and her own work organizations.

Mr. John Hojnacki, National Director from the Wright Chapter, addressed the 2004 National Management Night audience by saying, “Ms. Allen richly deserves the Silver Knight of Management Award.” And, we wholeheartedly agree.

Susan M. Allen may be the first woman in the Wright Chapter National Management Association’s history to receive the Silver Knight of Management Award. But, she will likely not be the last.

I highly encourage the Wright Chapter, and all other NMA chapters across the country, to look within their ranks for the many competent women who qualify to hold the title of Silver Knight of Management.

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

-Anonymous

North Texas Council Elects New Officers for 2005

Wendell M. Pichon, CM
2004 NMA National Vice Chairman
Lockheed Martin Leadership Association
Fort Worth, Texas
The newly elected officers will be installed at the 1st Quarter Meeting in January.

Lennox-Marshalltown Chapter's Memorial Bridge Project

Steve Bolar  
Chapter President  
Lennox Marshalltown NMA Chapter  
Marshalltown, Iowa

Last summer Bob Guthrie, one of Lennox Industries’ long-time employees, passed away while participating in the RAGBRAI, the Des Moines Register’s 31st Annual Great Bike Ride Across Iowa. As a tribute to him, the American Enterprise Committee of the Lennox Marshalltown Chapter organized a huge project to build a memorial in his honor. Across the street from the Lennox facility is an abandoned railroad bridge that spans Linn Creek and adjoins Lennox Centennial Park. The bridge also contacts an existing bike path on the other side. The committee saw this as the perfect opportunity for a worthy memorial and a useful community project. The only roadblock was the cost of the materials needed for adding a floor and side rails for the 375-foot bridge, $10,500!

The American Enterprise Committee interfaced with the City Park & Rec Department and City Council to determine the requirements needed to activate the bridge for use by the public. Upon determining these requirements the money was first
raised by creating a T-Shirt that Bob’s family approved as appropriate, and sold them at a profit of $8 apiece. The T-Shirt sales and “selling” the opportunity for office employees to wear jeans & the T-Shirt in the middle of the week raised about $2200.

Other creative fund raisers included raffling off a new bike donated by the local bike club, raffling off a new Air Conditioner and Furnace donated by Lennox, selling plaques at $100 apiece to individuals and local business & clubs that will be affixed to the bridge. The Lennox Recreation Committee donated $1000 and the budget used to send two people to the NMA National Convention in New Orleans was redirected to the Bridge fund. After nearly five months of fund raising the money has been raised and the work has begun.

Each weekend since October 16 volunteers from Lennox have been working on the Bridge. What a sight to behold! We have folks bringing their kids and friends, Lennox office & factory employees working side by side along with City employees. Lennox, the city, and individuals have supplied all the generators, power equipment and torches for the work. The Memorial Bridge should be complete by Thanksgiving!

What a wonderful gift to the family and the city. This is a real tribute to what can happen when people care and have the organization tools available (NMA) to accomplish great acts!

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**Professional Development Corner**

Karen Tobias
VP of Professional Development
karen@nma1.org

**NMA Trivia**

Test your knowledge about NMA.
Write your answers on a piece of paper and then click "Answers" to see how many you have correct.

1. *In what year was the first National American Enterprise Speech Contest held? In...*
   a. 1875
   b. 1925
   c. 1989
   d. 1980

2. *Which of the following famous managers has not been inducted into the NMA Hall of Fame?*
   a. John Glenn, the astronaut
   b. Peter Drucker, the author of books on management
   c. Jack Welch, General Electric executive
   d. Kelly Johnson, Manager of the “Blackbird” program

3. *What place do Robert Stevens, Mike McCulley, Van Richey, and Vance Coffman hold in NMA history?*
   a. Recipients of the Member of the Year Award
   b. Recipients of the Executive of the Year Award
   c. Recipients of the Manager of the Year Award
   d. Members of the 2004 National NMA Executive Advisory Committee

4. *Charles Kettering was the founder of NMA. Which of the following is not a part of his legacy to this country?*
   a. Inventor of the electric automobile self-starter; holder of over 300 patents
   b. Founder of the Kettering Foundation in 1927 whose mission includes research in education, international affairs, the practice of democracy, and the American free enterprise system
   c. His dedication to “practical education” yielded the Flint Institute of Technology in 1919, the General Motors Institute in 1926 (now Kettering University), and in 1945 he helped establish the New York cancer research facility, the Sloan-Kettering Institute
   d. Founder of the Inventors Hall of Fame

5. *Where else does Charles Kettering’s dedication to "practical education" express itself in the National association?*
   a. NMA Proprietary Course Materials
Recognition

2005 Member of the Year, 2005 Hall of Fame, 2005 Executive of the Year, 2005 Publications Contest and... 2005 McFeely Award

It's that time of year again!!! The 2005 nomination/entry forms are available for download for your convenience.

From the Editor...

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

The NMA office will be closed from Friday, December 24, 2004, until January 3, 2005. 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.

Has your chapter experienced any wonderful successes?? If so, please let us know so that we may share them with other NMA members!

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

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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:

![Manage Now Online!](image)

Use this link regularly to access useful information for your personal and professional endeavors. The current September/October 2004 issue covers everything from "Know Thy Customer" to "Keeping Your Business in the Family"... and a lot more! CHECK IT OUT!

How much easier it is to be critical than to be correct. -Benjamin Disraeli (1804-1881)