NMA is off to a running start in 2005! The Officers and the Board of Directors met in Dayton on the weekend of January 14-16. I was very happy with the outcome of the weekend’s events.

James M. Kouzes and Barry Z. Posner in their book, The Leadership Challenge, stated; “Beyond the horizon of time is a changed world, very different from today’s world. Some people see beyond that horizon and into the future. They believe that dreams can become reality. They open our eyes and lift our spirits. They build trust and strengthen our relationships. They stand firm against the winds of resistance and give us the courage to continue the quest. We call these people LEADERS.”

We had the opportunity to witness many of those leaders, your chosen representatives on the NMA Board of Directors, a few weekends ago. On behalf of all our members nationwide, your National Officers, the Executive Board, Board of Directors and the NMA Staff were all working hard with full dedication and commitment. They were looking beyond the horizon and into the future. We adjourned the meeting on Sunday morning believing that our dreams will become reality. However, they cannot become reality without the help and support of our Council and Chapter leaders. I would like to share with you three specific goals that will require your help and support.

- GROWTH: The Association Services and Association Development Committees work toward increasing our membership to 25,000 members in 2005 - We need your help and support by:
  - Encouraging our councils and chapters to participate in our upcoming Membership Drives (you select the 30/60 day time frame for your drive)
  - Encouraging our Councils and Chapters to provide National with Company Name and Point of Contact for Potential Chapters
  - Sharing the Individual Member Newsletter with Potential Individual Members and encouraging them to join the NMA
• **PROFESSIONAL DEVELOPMENT:** Develop 3 new short courses (CEU credit) that will meet the needs of our members. - We need you help and support in:

  o Encouraging your Council or Chapter to promote the existing and the new courses that we have to offer.

• **COMMUNITY SERVICES:** Increase our chapter/council participation in the American Enterprise Speech Contest by 15% for our 2006 program.

  o If your Council or Chapter is not participating in the American Enterprise Speech Contest, we need you to encourage them to become involved in this very worthwhile community project.

As Officers, Members of the Executive Board and Board of Directors, we have set some high expectations for this association in 2005. Above are just a few of our goals for the year. We set these high expectations because we wanted to create the self-fulfilling prophecies about how ordinary people can and will produce extraordinary actions and results. We have provided the Area Chairs, Committee Chairs, National Directors and Associate Directors with clear directions, substantial encouragement, personal appreciation and a positive outlook. I sincerely ask that you join us in this effort of making the NMA “The Place To Be” in 2005.

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*Every day you may make progress. Every step may be fruitful. Yet there will stretch out before you an ever-lengthening, ever-ascending, ever-improving path. You know you will never get to the end of the journey. But this, so far from discouraging, only adds to the joy and glory of the climb.*

---Sir Winston Churchill (1874-1965)---

**President’s Corner**

*Leaders… are they “born” or “made”?*

**Steve Bailey, CM**

NMA President
Dayton, Ohio

Answering the question in the title is akin to answering the one about the chicken and the egg. Does anyone really know... and does the answer really matter?

Having absolutely no real credentials upon which to hang my response, I’ll venture a guess and say it’s both. Working for NMA provides all of us with “a window on the world” when it comes to taking the pulse of business and industry. Our membership base and our sponsoring company roster are both broad. When you add in the number of people whom I’ve seen rise through the chairs of their NMA chapters and often on through the national organization, the spectrum is considerable. Along the way, I’ve seen people who absolutely, positively are “born leaders”. Yet, I’ve watched far too many people grow into leadership positions to take the easy way out and ascribe it solely to genetics.

Let’s start by debunking an old myth. When people talk about “born leaders” they’re often thinking about charisma... and charismatic leadership. That’s wrong. It’s like my mother’s famous adage, “If you don’t know anything, dress up!” Both attributes help, but they are not enough. If that’s all you’ve got, you’re eventually going to be exposed... and suddenly “the emperor has no clothes.”

I volunteer time with a group of local college students. I keep telling them that they need to spend their four years getting an education, not merely a degree. I advise them that they will be entering a workforce where success will be measured by how well they forge and form collaborative relationships. They must learn to facilitate, not dominate; influence, not enflame; and disagree without being disagreeable. These aren’t just survival skills... they’re leadership skills as well.

Leadership is about movement. It’s about helping people, ideas, and processes move from the status quo to somewhere else. You don’t have to sit in a corner office or somewhere on the top floor to have that kind of influence. Each of us can learn to move mountains, no matter where we sit in the organization.
The woman who successfully walks a department through a new computer system is a leader. The salesman who convinces the team to take on a new ad campaign is a leader. The engineer who makes others understand that his blueprint adjustment is critical to mission success is a leader. The chapter program chairman who upends “the way we’ve always done things” and institutes a new monthly meeting process is a leader.

Each of us determines the set of our own sails. We need to learn to “fly above” the current playing field and think and act strategically. We can learn to facilitate and we can develop those critical personal and interpersonal skills that give us “influence” with others. If we can stand back and analyze ourselves critically... and uncover the skill sets in which we might be a bit deficient... then we can set out to correct our course and adjust our sails. Within all of us is the ability to lead.

Our customers... your employers... are increasingly looking to NMA to help them identify, nurture, and tap future leaders. Our NMA “tag line” is “Preparing Tomorrow’s Leadership Team Today”. That can’t simply be a line in a masthead; it has to be our mission... and our vision.

Your 2005 NMA leadership team is focusing like a laser on how NMA (our chapters and our national organization) can provide the tools and the opportunities for NMA to foster leadership development in business and industry. Stay tuned as we work toward serving you in a new way... and helping you build those leaders for tomorrow... today.

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**Recognition**

**2004 McFeely Award to be Presented in Phoenix**

Last April, NMA announced that Norman R. Augustine would receive the prestigious Wilbur M. McFeely Award for 2004. Mr. Augustine is a retired Chairman and CEO of the former Martin Marietta Corporation and later the Lockheed Martin Corporation. Norm had agreed to be with us in New Orleans at the National Conference. When Hurricane Ivan forced the rescheduling of the event to early November, his busy travel schedule precluded him from being able to join us in Louisiana.

But, Mr. Augustine has graciously consented to be with us in Phoenix for the Pacific North, Pacific South, and Southwest Leadership Development Conference. The ceremony will be held during the final LDC banquet on Saturday night, after which Mr. Augustine will present the McFeely Lecture, originally planned for New Orleans.

In addition to serving in the Pentagon in the Office of the Secretary of Defense, he is a former Acting Secretary of the Army, past Chairman and Principal Officer of the American Red Cross (for nine years), former President of the Boy Scouts of America, celebrated author (including Augustine’s Laws which was printed in four languages), and retired Lecturer with the Rank of Professor on the faculty of the Princeton University.

With NMA and the International Management Council (IMC) joining forces in 2004, the Association’s leadership chose to continue the proud IMC tradition of the McFeely Award. Recipients are individuals who have made outstanding contributions to leadership and management development, gaining national and international recognition for their books, articles, lectures, and other similar contributions. NMA chapters are encouraged to nominate an individual for 2005. Like the Hall of Fame, Executive of the Year, and Member of the Year awards, nominations are due by April 15th. Forms can be found on the website.

This year will mark the 30th anniversary of the McFeely Award. Our sincere thanks go to members of the McFeely family who continue to fund the award presentation.
Hitch up your wagons, put on your best western gear and head southwest to Phoenix, for “There’s gold in them thar hills.” An oasis in the middle of Phoenix awaits those attending the Pacific North-Pacific South-Southwest combined LDC.

Nestled off the 17 North sits the Embassy Suites Hotel where we’ll circle the wagons for three days of leadership development. What awaits you is truly an oasis. From the moment you check in, you’re ushered into an oasis of pine and palm, lush green grass and foliage. Sitting in the middle of the grounds is a pool, spa, work-out room, and tennis courts.

Thursday afternoon kicks off with our first CEU-accredited workshop led by none other than the NMA’s president, Steve Bailey, CM, and his sidekick Sue Kappeler, CM, hosting “Burnout in a Volunteer Organization”. Then take a quick gallop to the ‘First Time Attendees Orientation” followed by a Welcome Mixer.

Friday morning, as well as Saturday and Sunday, you’re treated to a full complimentary breakfast -- omelets, pancakes waffle... the works. By the way, the onsite restaurant serves Cajun style cuisine; ask for Andrew.

Friday is a full day starting at 8:00 AM with our keynote speaker who I guarantee will keep you laughing and give you a point or two to ponder. Then there are Workshops to attend followed by a “Lunch and Learn” with Steve Bailey. Remember NO FOOD FIGHTING, unless Steve instigates it. We then finish the afternoon with 2 more CEU workshops with Jim Brown, III, and Larry Colbert.

Friday night is western night with buses picking us up and taking us to Pinnacle Peak. Put down your Stetsons and grab your
chef’s hats – ‘cause we’re fix’n chili! Breaking up into teams, we’ll have a chili shoot-out with ingredients provided by Pinnacle Peak. Then it’s on to dinner then dancing afterwards. For those who wish to leave their “brand”, bring an old tie (like the one you got from Aunt Myrtle 10 years ago). The only “hanging” going on here is the one done out back in the old oak tree. Your tie will be cut off and hung for all to see.

We do give you an extra hour Saturday morning before the General Session at 9:00 AM, then our last CEU workshop before our Recognition Luncheon and a networking break. Does networking work? You bet. For those who carry the black shoulder bags from last year’s LDC, that was orchestrated through networking.

And if we can top all of this, we have our American Enterprise Speech Contest followed by dinner, the results from the Speech Contest, and the presentation of the McFeely Award to Norm Augustine. We do ask that you wear business attire for this event. Dancing will wind down the 3 days of learning.

For those who didn’t take advantage of the $35 savings off registration in January, we’re offering a $25 discount now. Additional information and online registration is available at: http://nma1.org/ldcs/west/index.htm.

Wagons Ho!!!

Come Have a "Capital" Time in Columbus!

NMA members coming to Columbus, OH, for the Northeast /Southeast/Central Areas Joint Leadership Development Conference have a surprise in store for them. The Crowne Plaza Hotel is perfectly located in the center of a very alive, vibrant, and “happenin’” downtown. Just outside the door there’s a dynamic world of galleries, boutiques, dining, and nightlife.

You’ll find yourself right in the middle of the Arena District and the reknowned “Short North” arts and entertainment district. For anyone arriving early on Thursday, famed violinist Itzhak Perlman will be performing with the Columbus Symphony Orchestra at Ohio Theatre (call 614/228-8600 for information and tickets).

Close by is the Brewery District/German Village, a thriving new business and entertainment center that spans 27 acres of vintage buildings. The renovated brewery buildings house some of Columbus’ finest restaurants, unique retail shops, a winery and several small micro-breweries. The Brewery District is bordered by German Village, one of the largest privately funded restoration districts in the country, first listed on the National Registry of Historic Places in 1974.

From April 21-23, attendees will come together for an action-packed three day LDC. With an airport located very close to downtown Columbus, NMA chapter leaders will be whisked downtown in quick fashion. Plan to be there early for a pre-conference CEU workshop at 1:30 pm on Thursday, “Burnout In the Voluntary Organization”. With everyone checked in by 3:45 pm, the First Time Attendees’ Orientation will begin, culminating in a Welcome Mixer at 5:00. Then, we’ll turn everyone lose and let you see some of the Capital City’s local attractions. And there are a lot of them!
The Mayor of Columbus will welcome attendees and present his own thoughts on leadership at 8:00 am Friday morning. Chapter Leader Workshops, a Networking Luncheon, and an afternoon of educational sessions round out the day. With Columbus being only a little over an hour from Dayton, we’ll be inviting members of the NMA Headquarters Staff to come meet everyone. Linda Bradley from United Space Alliance at KSC, whom many of you will remember for her “Return to Flight Bears” that were sold in New Orleans, will speak on “Maximizing Fundraising Efforts in a Nonprofit”. Steve Bailey and Karen Tobias will lead attendees in a “best practices” and “lessons learned” networking extravaganza! Friday night, you’re free to join your new NMA friends and head out on the town again.

Saturday will kickoff with the NMA National Officers followed by an introduction by Dale Carnegie representatives to the new joint NMA/Carnegie program: “The People Side of Process Improvement”. After a Recognition Luncheon in the early afternoon, you’ll be treated to the LDC regional finals of the American Enterprise Speech Contest. At dinner, the Speech Contest winners will be announced prior to our concluding speaker.

On Sunday morning, it will be time for “Goodbye Columbus”... and a trip home to share everything you learned with your colleagues back in your respective chapters.

Additional information and online registration is available at: http://nma1.org/ldcs/east/index.htm.

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Always do right. This will gratify some people and astonish the rest.
--Mark Twain (1835-1910)

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Chapter and Council Happenings

Santa Comes to Fort Worth through the Lockheed Martin Leadership Association

The Lockheed Martin Leadership Association (LMLA) Chapter and the Lockheed Martin employees in Fort Worth, Texas, provided overwhelming support to their community in 2004. The 2004 Charity Drive was an outstanding success. David Williams who coordinated the LMLA drives stated, "In my 20 years at LM Aero this is the largest total dollar amount that we have raised for the various charities combined". Here are some of the charities that the Lockheed Martin Leadership...
Association supported with the help of its members and fellow employees:

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child Protective Services Rainbow Room</td>
<td>$8,500.00</td>
</tr>
<tr>
<td>LMLA Adopt-A-Family</td>
<td>800.00</td>
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<tr>
<td>Catholic Charities</td>
<td>7,000.00</td>
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<tr>
<td>DVD’s for Deployed Marines</td>
<td>3,000.00</td>
</tr>
<tr>
<td>Salvation Army Forgotten Seniors</td>
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<tr>
<td>Salvation Army Toy Soldiers</td>
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<tr>
<td>USMC Toys for Tots</td>
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<tr>
<td>Women’s Haven</td>
<td>1,000.00</td>
</tr>
<tr>
<td>YWCA</td>
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</tbody>
</table>

**Grand Total**  $102,565.51

**Special Speakers Discuss Two Special Charities at North Texas Council Meeting**

Lorrie Crawford spoke about her organization, ACISS or the Aaron Crawford Improved Street Safety fund. It was founded in memory of her son who was killed by a truck while crossing at an intersection in Azle. Its purpose is to provide sidewalk safety education to the public as well as to raise 20% matching funds to qualify for the next Safe Routes to School Program enacted by the Texas Legislature.

Judy Bell of Project Linus showed a video about the project, which made or hand finished blanket to very ill, hospitalized, and/or tissue-tripped. The project is year round with a once a year quilting bee.

It is an all-volunteer program with 350 chapters in the US, and 1,000,000 blankets. The Fort Worth chapter alone has created 10,000 blankets. The FW chapter’s phone number is 817-596-8420.

They are looking for donations of material or yarn to use at the request, the organization will set up Blanket Days on Saturdays make a blanket; children can decorate blanket squares to be used raffling a queen-size quilt to raise funds.

If you would like more information about this national organization, please visit their website at: [http://www](http://www)
News from National!

2005 National Membership Sale for Chapters!

At the January Board of Directors meeting, your elected representatives approved a membership sale for 2005. The details are:

- **What?** 2005 NMA Membership Sale
- **When?** Between February 1 - December 31, 2005
- **Incentive?** NMA will temporarily waive the $20 NMA Registration Fee
- **For how long?** For a one-time period of two months (60 consecutive days) or two 30-day periods... of your choosing, whatever works best for you. We ask that the dates conform with a calendar month... they must start at the first of a month and end on the last day of a month.
- **Say that again?** Chapters may choose any 2-month period (or 2 - one month periods) that work best for them. This is our way of letting YOU have a say and improve your chances of a successful campaign.
- **Special reports?** No special report forms for you to complete.
- **How?** Chapters must submit the report forms for their sale months in the regular fashion and on time in order to have the $20 waived for the new members during those months. For example, if you have a sale from March through April, then your March report and your April report need to be filed on time... the March report by May 31st and the April report by June 30th.

To help us track this program, please drop a note to Robin Furlong at NMA and advise her of your future “Sale” date(s). She can be reached at 937/294-0421 or mailto:robin@nma1.org

**Good Luck to You! Please contact us if you have any questions.**

New NMA Promotional Brochures Available!

To assist chapters in their marketing efforts, NMA has two new color tri-fold marketing brochures available for download on our website. They are: "The National Management Association Invites You to Become a Member" and "They Say You Can Go Anywhere... As Long as You Keep on Learning and Growing." You may click on the brochure links below to download Adobe Acrobat after which you may print as many as you may need.
2005 NMA National Conference

MARK YOUR CALENDARS!! We have an action-packed conference planned for you at the beautiful John Ascuaga's Nugget Hotel and Resort in Sparks (Reno), Nevada. The conference will be held October 1-3, Saturday through Monday! It will kick off with our finals of the American Enterprise Speech Contest on Saturday afternoon followed by the Opening Banquet. The conference will conclude on Monday evening with the Executive of the Year Presentation and the 2006 Chairman of the Board taking the oath of office!

Make your plans to be there today! Check our website for registration and additional information soon!

Professional Development Update
Karen Tobias
NMAVP of Professional Development
Dayton, Ohio

Companies know that they must always be improving and that every employee is needed to do so. After all, it's people who see opportunities, discover solutions, and implement improvements. Human assets are pivotal, whatever the initiative (CMMI, Lean, Six Sigma, Employee Involvement, Kaizen, 5S, etc.). To that end, NMA has entered into a partnership with Dale Carnegie for the development and piloting of a New Program called The People Side of Process Improvement.

Manufacturing, healthcare, government agencies, white collar firms...regardless of industry, organizations are facing similar pressures. Competition in the marketplace, ever-increasing demands for quality, customer mandates for price reductions and increased efficiencies - must be addressed by all employees who have more responsibilities and fewer resources than ever before.

The People Side of Process Improvement focuses on the most consistent challenge of process improvement programs - involving, engaging, and maintaining enthusiastic employee participation across all levels of the organization.

Participants learn how to survive and function effectively in an environment dominated by process improvement initiatives. The program empowers people to move themselves, their teams, and the organization to new levels. It provides technical systems and skills with immediate application in a results-oriented world.

The People Side of Process Improvement Pilot is now complete. The next class is scheduled in Southern California beginning January 24th. You will learn more at the Leadership Development Conferences about the ongoing Dale Carnegie Program. In
the meantime, for more information on People Side of Process Improvement contact Eric Ruckle at eruckle@dalecarnegie.com or Karen Tobias at Karen@nma1.org

Length of Service Award for NMA Members

Jodeen Sterba
NMA Association Services Manager
Omaha, Nebraska

In an effort to continually improve recognition services to our Chapters and Members, the Association Services Function Committee determined it was time to create a new award to recognize members who have, year in and year out, supported NMA through their continual membership. This new program is structured so that recognition is granted in 5-year increments, beginning with “Five Years of Service as an NMA Member.”

The recognition certificate is currently under development by the Committee. Once it is available, Chapters will be able to request electronic or printed copies of blank certificates. It will be a Chapter’s responsibility to determine when they wish to initiate this program, as well as to whom they recognize.

HOW DOES ONE GO ABOUT THAT?

The NMA national office will collect and track members’ length of membership with NMA. A new field has been added to the “Information Change Form” located under “MEMBERS” on the NMA website. We are asking Chapters to encourage their members—and Members to encourage other members—to go to this link http://www.nma1.org/Members/inforchange.htm and key-in your beginning date of membership with NMA. Keep in mind that if you have moved from one chapter to another at any time, we only need to know when you initially became a member. This program will not be mandated by National, merely is an option for Chapters to utilize as they deem appropriate.

WHAT ARE YOU GOING TO DO WITH THIS INFORMATION?

With everyone participating in this initiative to collect the data needed, we will then be able to provide additional on membership reports. Chapters may request this information from national at anytime, however the accuracy of the information can only be assured if everyone participates by spreading the word.

So take a moment and go to the online link and update your personal information NOW!

2005 National Awards

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

It’s that time of year again!!! The 2005 nomination/entry forms are available for download for your convenience. Just click on the one you wish to download:

2005 Member of the Year Form | 2005 Hall of Fame Nomination Form | 2005 Executive of the Year Nomination Form | 2005 Publications Contest Entry Form | 2005 McFeely Award Nomination Form
The Member of the Year, Hall of Fame, Executive of the Year, and McFeely Nominations must be submitted electronically on the approved forms to Sue Kappeler at NMA (mailto:sue@nm1.org) no later than midnight April 15. The publications entries are due no later than May 1. Electronic Publications must be submitted electronically. Instructions are included on all the forms. If you have any questions about these nominations or the publications contest, please contact Sue Kappeler at sue@nma1.org.

Log on to Learn...

Don’t forget that MANAGE magazine is available ON-LINE ONLY. Click on the following icon:

Use this link regularly to access useful information for your personal and professional endeavors. The current February 2005 issue is online… CHECK IT OUT!

ICPM Notes

Annual Professional Development Plan

Melody Branner
Manager, Customer Relations
Harrisonburg, VA

One of the goals of ICPM is to promote continuing professional development and lifelong learning. To achieve this goal and to meet the annual recertification requirements of the Certified Manager designation, a written professional development plan is required each year. The Plan should consist of a minimum of 10 hours of professional development for the upcoming year, January thru December. Suggested activities that qualify for credit include: college courses, seminars, workshops, in-house training, conferences, video/audio tapes, journal/book reading, CM program leadership, mentoring, and authoring management articles. Each credit hour is equivalent to 60 minutes of training. To verify fulfillment of your professional development plan, ICPM performs a random audit at the end of each year.

To access a Professional Development form for recertification click here. Recertification dues and Professional Development Plan for 2005 are due February 28th, 2005. Please contact Melody Branner at 800.568.4120 with any questions.

Everything has it’s beauty, but not everyone sees it.

---Confucius