NMA… THE Leadership Development Organization
National Conference in Reno, Nevada
(back to top of NMA Breaktime)

Wendell M. Pichon, CM
2005 Chairman of the Board
Lockheed Martin Leadership Association
Fort Worth, Texas

NMA’s National Conference in Reno/Sparks, Nevada, was a huge success! Thanks to all of you for taking advantage of this great opportunity. Our intent was to make this conference one of the best. Based on the conference evaluations I reviewed, it is obvious that our mission was accomplished. We do not accept responsibility for any $$ that you may have left in Reno, but we will gladly accept responsibility for you becoming re-energized, refreshed, and motivated to making your NMA Chapter or Council more responsive to your members’ needs. It was our intent to offer you educational training opportunities, networking opportunities, and opportunities to go back to your chapters and change the status quo. We wanted our attendees to utilize their presence at the conference to seek out innovative ways to improve / enhance their chapters. We were certain that our chapter leaders would inspire a shared vision and that they would join us in passionately believing that they can make a difference. All we had to do was provide opportunities for our leaders to envision the future of their organizations and help them to create an ideal and unique image of what their community or organization could become, knowing full well that they would return home and enlist others in seeing the exciting future possibilities of their organizations. So you see, our founding father, Charles F. Kettering was right, “The opportunities through NMA are unlimited. One needs only to participate”.

Regardless of your position in your company or this organization, developing yourself as a leader requires effort and the heart to care enough to make a difference. I hope you share all your experiences with those who were not able to attend and encourage even greater participation in our 2006 Leadership Development Conferences and yes, our 2006 National Conference in Nashville, TN. Check out the NMA website for dates and locations on upcoming events.
Roger Alexander, CM  
2005 NMA Member of the Year  
Lockheed Martin Leadership Association  
Marietta, Georgia

Chairman of the Board, Wendell M. Pichon, CM  
Lockheed Martin Leadership Association  
Fort Worth, TX  
with Roger Alexander, 2005 NMA Member of the Year

American Enterprise Speech Contest Winners  
Micah Derry, Catie Gruben, Bill Campbell

Donna Hartley  
Inspiring Keynote Speaker

Preparing for Recognition Luncheon  
Parade of Stars

The crew came through again!  
They “Put on the Ritz”
<table>
<thead>
<tr>
<th>NMA Members</th>
<th>Fritz Hauf, CM, 1969 NMA Chairman of the Board</th>
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<td>Walking the Red Carpet!</td>
<td>40th National Conference!</td>
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| Alyce Sarno receives special recognition for her educational contributions to NMA! | Steve Bailey, CM and Karen Tobias facilitating NMA Professional Development Showcase! |

| Jim Lorenz shows attendees how to "Conduct a Successful American Enterprise Speech Contest!" | Past Chairman's Dinner was a success... as always!! |
Steve Bailey, CM, NMA President, and Wendell Pichon, CM, 2005 NMA Chairman of the Board deliver the Annual Report to attendees!

Cindy Racic, Cathy Longo, and Avis French ready to answer questions at the Silent Auction!

Chairman of the Board, Wendell Pichon, CM, presents 2005 Executive of the Year Award to Brewster Shaw.

Brewster H. Shaw, Jr.
Executive Vice President and Chief Operating Officer
United Space Alliance delivers his acceptance speech as NMA’s 2005 Executive of the Year
December 1, 2005 - McFeely Award Nominees for 2006 Due

Are you familiar with the McFeely Award? Do you know the criteria for this award? If not, visit here: http://nma1.us/recognition/awd.htm#The_McFeely_Award.

After reading about the award, do you know someone you think should receive the Wilbur M. McFeely Award?? If so, we encourage you to submit a nominee for this prestigious award... TODAY!! Remember, the deadline for 2006 nominations is December 1, 2005. Please send any nominee (name and contact information) to Steve Bailey (steve@nma1.org) or Sue Kappeler (sue@nma1.org).

December 1, 2005 - American Enterprise Speech Contest
2006 Chapter Participation Confirmations Due

The primary purpose of the NMA American Enterprise Speech Contest is to provide a better understanding of the American Enterprise System among high school students. Involving youth in researching, writing and delivering a speech on our economic system increases the awareness of audiences-- faculty, family, friends, and NMA members as to the important role that a free economy plays in a free society. The contest also provides an incentive for the development of communication skills that are vital to those entering the workforce and American businesses.

Each year, our members identify this event as one of the highlights of the National Conference. This year we’re asking those chapters and councils that are not participating in this program to give some serious thought toward hosting a speech contest. Those who participate in the contest can receive points on the Chapter Monthly Activity Report R1 and the Council Quarterly Activity Report RC1. Additionally, chapter/council participation provides another unique opportunity for your company’s involvement with youth in your community.

There are many options available for conducting a contest and these options are outlined in the American Enterprise Speech Contest Planning and Reference Guide (http://nma1.us/forms/guides/AESpeech.pdf). This guide includes all the procedures, qualifications, rules, applications for contestants, as well as scripts for conducting the contest. Don’t let the cash prizes steer you away from hosting a contest. Your chapter contestants can be rewarded with certificates and/or prizes and could have the
opportunity to compete in a council, area, or national contest and receive monetary rewards for their successes.

This event is good for our chapter/councils and their communities. The National Association of Secondary School Principles has placed this program on the NASSP National Advisory List of Student Contests and Activities for 2005-2006.

Please join us by promoting the NMA American Enterprise Speech Contest at your chapter and in your community. If you would like to obtain additional information about conducting a contest at your chapter please contact Martha Bear (martha@nma1.org) at NMA Headquarters. We have many chapters and councils that have hosted contests for several years and we're sure they would be happy to provide your chapter coordinator with help and guidance in this very worthwhile endeavor.

Remember-- submit your Chapter Speech Contest Confirmation form by December 1, 2005, stating that you intend to participate in the 2006 AE Speech Contest Program. You may complete the online form at http://nma1.org/aespeech/chapter_confirm.htm.

The measure of success is not whether you have a tough problem to deal with, but whether it's the same problem you had last year.”

~ John Foster Dulles ~

**Director's Corner**

**Hearing vs. Listening**

*Steve Menke, CM*

*NMA National Director*

*Lockheed Martin Leadership Association*

*Palmdale, California*

Hearing and listening are not the same thing. To become a good communicator, one has to become a good listener. That is easier said than done. Sometimes, you merely act like you're listening when actually all you are doing is hearing. You've already made up your mind, you're simply going through the motions.

Hearing is a passive process. It’s merely detecting the sounds around us. Listening is the active process or hearing the spoken word. It requires the conscious desire to determine the meaning of what we hear. We use our ears to hear and our brains to listen.

We can have excellent hearing but be poor listeners. Many team leaders hear themselves but does the team hear them?

Here are some tips to help you become a better listener:

**Be interested and attentive** - Forget the telephone and other distractions. Maintain eye contact. Keep your body language neutral and open, don’t fold up and close down.

**Encourage talking** - Some team members need an invitation to start the discussion. They’re more likely to share their ideas when they think someone is listening and feels they might be important. Start the gathering on a positive note, “I see everyone’s here but where are the doughnuts?” Is there any reason why a meeting can’t start off on a positive note?

**Listen patiently** - People think faster than they can speak. Sometimes, people try to speak as fast as they’re thinking, thereby sending out the wrong or confusing message. Give them the time to gather their thoughts, to process those thoughts and ideas, and listen as if you have plenty of time.

**Hear your team members out** - Avoid cutting off, answering a question

**When Life Squeezes You**

*Gary Waits, CM*

*NMA National Director*

*United Space Alliance Leadership Assoc.*

*Houston, Texas*

Imagine there are 5 sponges lying on your counter top. Five people have been cleaning up different areas with the sponges, but they all look the same.

You are curious as to what was cleaned, but you can't tell by looking... they all look the same....so what do you do?

You squeeze each sponge to see what comes out. As you squeeze the first sponge, you see that cola comes out, and so you decide that someone cleaned the kitchen with that one.

Upon squeezing the second sponge, you find tub and tile cleaner - that one was used to clean the bathroom.

Next, in the third sponge, you find motor oil - someone was cleaning the garage!

In the fourth sponge, baby powder puffs out when it is squeezed - Yep, the baby's nursery was done with that one!
or pressing your ideas over theirs. It may be difficult, it may be hard not to correct misconceptions, but respect their ideas and opinions, and as always, praise in public, correct or explain any misconceptions while giving the team member a way out or saving face, and as always, criticize in private.

**Listen for the nonverbal messages** - Voice tone, facial expressions, posture, energy level, behavior patterns. Find a way to engage this team member. “Hey Sam, you’ve been pretty quiet over there but I see those wheels turning, what are your thoughts?”

**Extend the conversation** - Pick up on a piece of the conversation. When using this technique, you strengthen their confidence in their ideas and show that you were actually listening. “Sam, now that you’ve gotten those wheels churning, I think your idea of how we can improve that process is the right track. You hit the nail on the head with your comment of.....”

**Share your thoughts and vision** - Share with your team your vision and get their buy-in or ideas of how to implement your vision or suggestion of how to improve the vision.

**Know when to end** - When your team starts to stare off into space, give suggestions that really don’t make sense, or ask for a repeat of your conversation, it’s probably time to end the meeting. Your team isn’t listening anymore, they only hear you.

**Can’t stop now** - People are our biggest assets. We can’t always stop in the hall to listen, but we certainly hear them when they wish us a good day. Extend that courtesy back and if you pick up on something, maybe it is time to stop and listen.

And finally, in the last one is floor wax - That was the one you used on the hall floor!

As you lay the last one down, you look again at their similarity - and like before, they all look the same until they’re squeezed.

People are the same way. As life squeezes us, different things come out - anger from one, fear from one, a need for revenge from another, regret from yet another - and finally you find one person that calm and confidence comes from.

Just like the sponge, we can only squeeze out what is put in.

Stay in a program of continuous improvement for your self and your processes, and be in the zone of confidence that learning and growth will instill in you, so that when life puts the squeeze on you (and it WILL)...

Your inner qualities will shine forth from you! Here is hoping you will continue your growth through NMA training, leadership activities, and networking.

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Leadership is not magnetic personality—that can just as well be a glib tongue. It is not “making friends and influencing people”—that is flattery. Leadership is lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations.

~ Peter F. Drucker ~

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**Recognition**

**NMA Teams Recognized for Achievements at National Conference**
Chapter and Council Happenings

NMA’s Chapter’s “Reengineering” a Huge Success

Faith McMillian
Director of Communications
NCDOT Leadership and Management Development Association
Raleigh, North Carolina

For the last several years attendance and interest in the North Carolina State Chapter of NMA had been steadily declining until there were fewer than 10 active members. In the spring of 2003 the last remaining members met to make a crucial decision. They had to decide whether to disband the chapter or “reengineer” it. The “never say die” members took a huge gamble and decided to reengineer the chapter. It was decided that the State Chapter would become a chapter based in the North Carolina Department of Transportation. (NCDOT)
In August 2003 the formation of NCDOT’s own NMA chapter was announced. The New Chapter’s name’s was NCDOT’s Leadership and Management Development Association or LMDA. It reemphasized the mission, to provide personal and professional growth to its members through programs and activities designed to foster leadership and management skills development, to provide members with a peer network for the exchange of information and ideas and focus on the critical areas of team building and facilitating decision-making. The monthly meetings focused on getting to “Know Your DOT” with each meeting highlighting a different NCDOT section or division even one with a field trip to see how a highway was being constructed.

With lots and lots of dedication and hard work the gamble paid off and LMDA has become hugely successful. The crowning touch for LMDA was at the national conference with 4 awards being presented to the Chapter including a “Growth Award”. At the end of 2004 LMDA had over 65 active members. LMDA won 2nd place in the Publications Contest, which recognizes “editorial excellence” and 3rd place in Community Service, which acknowledges creativity, and innovation in promoting the American Enterprise System. Congratulations to Faith McMillian, LMDA Director of Communications, for a second place finish and Amanda Smith, LMDA Director of Community Involvement, for her 3rd place finish. LMDA also won an “Outstanding Award”, which is earned on the basis of points for specified activities. The chapter that receives an “Outstanding Award” has already qualified for both Excellent and Superior Awards. Congratulations to all of the LMDA members who worked hard for these awards and made LMDA a huge success.

American Cancer Society Bike-A-Thon 2005
LMLA Chapter #611

Sunday July 10th, approximately 4000 cyclists from the Delaware Valley participated in this year’s American Cancer Society Bike-a-Thon. This annual event is a significant fundraiser in the ACS’ efforts to support research for a cure to this devastating disease. Team Lockheed Martin, with over 500 riders, was a major presence in the event; literally one of every eight riders sported a Team Lockheed jersey, and it seemed, from the start on Independence Mall in Philadelphia, to the finish in Mays Landing New Jersey, wherever you turned there was a Lockheed Martin rider doing their part! It was truly impressive, and certainly made a strong statement as to the Lockheed Martin commitment to the community and the causes of our society.

Representatives from Atlantic City, Cherry Hill, Moorestown, Newtown and Valley Forge all joined together to make this a very special day!

At press time, Lockheed Martin was the leading team with over $134,000 collected to date. If you are interested in contributing to this cause and would like to support their fundraising efforts, visit the American Cancer Society at www.acsbike.org or the Lockheed Martin Team Page (click here). You may “Sponsor a Participant” if you know someone who rode, or choose “General Donation” if not; either way you will help our Lockheed team in their overall efforts. It was a very fulfilling and emotional day, and people felt a strong sense of accomplishment and pride as they joined so many of their Lockheed Martin Family, and fellow members of the community do their part to remember the survivors, and those who have not, in taking a step to controlling if not eliminating that which has impacted so many of our lives.
Ronald McDonald House in Galveston
United Space Alliance Leadership Association
Houston, Texas

USALA strives to make a difference in the community by helping others less fortunate.

Each month the 2005-2006 USALA/TX Board of Directors help others in our communities by serving dinner to the residents at the Galveston Ronald McDonald House.

We currently support them by providing two meals a month. For this NMA outreach, USALA reimburses the cost of groceries. Participants carpool, leaving right after work. Great camaraderie for a heartfelt cause. RMH is also in need of folks to support bingo calling. They have their prizes, but are in need of a willing voice to step forward and have some fun with those residing in the house. The dinners are enjoyed and appreciated by the families and patients.

USALA/TX Board members provided dinner for the residents at RMH on August 15. Pictured left to right are Nikki Waits, Gary Waits, Carl Taylor, Nancy Manlove and Janet Morris.

And the 2005 Manager and Member of the Year Awards go to...
Natalie Shaw
Executive Vice President
Lockheed Martin Leadership Association
Palmdale, California

Special recognition ceremonies for two of our chapter’s talented members, Bruce Schielke and Debbie Zess, were held at our July 21 Mike Rich dinner event. Both honorees were selected from nominations by their peers for their LMLA leadership contributions.

Bruce Schielke, who currently serves as ADP Production Operations team manager received the 2005 Manager of the Year award. According to his peers, Bruce’s guidance and support has given ADP Production Operations the opportunity to perform and exceed expectations. The leadership he demonstrates makes you want to come to work and do a great job. Bruce’s
leadership qualities are unique and outstanding as manager not only to ADP but I believe to the company.”

Debbie Zess presently supports the F-117 Technical Library Services and additionally volunteers her time to serve as LMLA VP of Membership. Like Bruce Schielke our Manager of the Year, Debbie Zess, recognized as our chapter’s 2005 Member of the Year, also likes to get things done well and contribute to making things look good. Of her many contributions this year to our LMLA chapter, Debbie has improved the member booster network within our chapter, assisted members in many chapter activities with a cheerful outgoing attitude, and achieved the personal goal she set of growing our LMLA chapter to 1200 members!

2005 College Continuation Scholarship Awards

Natalie Shaw
Executive Vice President
Lockheed Martin Leadership Association
Palmdale, California

Over the past 38 years, the Palmdale Lockheed Martin Leadership Association has awarded more than $100K in College Continuation Scholarship Awards to immediate family members (children and spouses). Again this year through member support and fundraisers such as our Casino Night event, the LMLA was able to award four $1500 scholarships.

Our 2005 recipients of the Lockheed Martin Leadership Association’s College Continuation Scholarship award were selected from 74 entries. The four students selected anonymously through review by an impartial committee are: Rachel Abbott (daughter of Marcia Abbott), Heather Gliniak (daughter of Chris Gliniak), Jaimie O’Hara (daughter of Beth Tweed), and Daniel Solomin (son of Avrom Solomin).

A check in the amount of $1500, from the LMLA, will be sent to each student’s school to help with their college expenses as they pursue their educational goals.
Rachel Abbott, who attends UC San Diego, is majoring in biology and her goal is to attend medical school.

Heather Gliniak, who attends California State University Long Beach, aspires to become a research scientist in Marine Biology.

Jamie O'Hara, who attends National University, is pursuing her dream of becoming a school teacher.

Daniel Solomin, who plans to attend medical school, attends UCLA and is planning to pursue a career in Emergency Medicine or Epidemiology.

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**Silver Knight Award**

*Shelly Menke*

*Chairman of the Board*

*Lockheed Martin Leadership Association*

*Palmdale, California*

The Silver Knight Award is the highest award NMA Chapters can bestow upon an Outstanding Member. Our recipient this year is Paul Meehan, Sr. Manager of Labor Relations. Paul’s being congratulated by Don Williams (2004) and Bob MacPherson (2003) Silver Knight award recipients.

Paul has been a guiding force for the Lockheed Martin Leadership Association and an active participant serving as Executive Advisor on the Lockheed Martin Leadership Association Board of Directors. Congratulations Paul!
A good leader inspires others with confidence in him; a great leader inspires them with confidence in themselves.
~ Unknown ~

**News from National**

**New Podium Banners Available for NMA... THE Leadership Development Organization**

NMA has recently made new podium banners available for all chapters and councils. Look for a special coupon coming your way detailing how your chapter can receive a NEW complimentary full color podium banner!! This coupon will be sent to all chapters in good standing with the Association by the end of November.

**2006 NMA Conference Schedules**

The locations and dates have been selected for NMAs’ conferences in 2006. Be sure to mark your calendars and plan to budget to attend these conferences!!

**Southeast / Northeast / Central**
April 27-29
Orlando Airport Marriott
7499 Augusta National Drive
Orlando, FL 32822
Room Rate: $100 S/D (free shuttle to and from airport and free parking)

**Pacific North / Pacific South / Southwest**
May 4-6
Marriott City Center
220 S. State Street
Salt Lake City, UT 84111
Room Rate: $112 S/D (free high speed Internet)

**2006 NMA National Conference**
November 4-6
Sheraton Music Center
777 McGavock Parkway
Nashville, TN
Room Rate: $119 S/D (free parking and shuttle to downtown Nashville)

Planning is now underway for all of these events!! We hope you plan to attend!

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**Professional Development Corner!**
NMA Live Online!

Join In the Fun!

One Topic
One Hour
One Link

...ALL the people you want!

Have you gotten with the program? The new “live” e-learning programs now available from NMA? If not... join the scores of NMA members who have signed up and signed on, already!

Through a unique web link, these new web sessions put you in touch with colleagues and peers from across the country. Discover that your issues and concerns aren’t really any different from anyone else’s... you just need to share life experiences and find common solutions to common problems.

Whether you and your co-workers head into a conference room, together, or whether you log on from your desk, you’re sure to benefit from timely topics and exposure to best practices and lessons learned.

How? It’s almost TOO easy... simply contact Karen Tobias at mailto:karen@nma1.org for details on how to sign up and what to do to set up a group event. Our “introductory price” is only $25/link. But, first, check out our schedule:

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| October 19, 2005            | 2:15 to 3:15 PM    | NMA Chapter Secretary’s Workshop| Learn:
|                             | Eastern            |                                 | • Good basic policies to keep you and others on track                    |
|                             |                    |                                 | • To keep a “big picture” perspective                                  |
|                             | (1:15PM Central, 12:15PM Mountain, 11:15AM Pacific) |                                 | • To divide the duties without dividing the people                      |
| October 20, 2005            | 12:15 to 1:15 PM   | E-mail Part 2                   | Learn how to:
|                             | Eastern            |                                 | • Find, filter and focus on what’s important                            |
|                             | (10:15AM Central, 9:15AM Mountain, 8:15AM Pacific) |                                 | • Use SPACE to organize                                                |
|                             | 3:15 to 4:15 PM    |                                 | • Get out of your head and into your system                            |
|                             | Eastern            |                                 | CEU code050107wb                                                        |
|                             | (2:15PM Central, 1:15PM Mountain, 12:15PM Pacific) |                                 |                                                                          |
| October 27, 2005            | 12:15 to 1:15 PM   | Succession Planning             | Learn about:
|                             | Eastern            |                                 | • Tracking information and lessons learned                              |
|                             | (10:15AM Central, 9:15AM Mountain, 8:15AM Pacific) |                                 | • Developing collaborative relationships                                |
|                             | 3:15 to 4:15 PM    |                                 | • Attracting the right people to your team                             |
|                             | Eastern            |                                 | CEU code 05102wb                                                        |
|                             | (2:15PM Central, 1:15PM Mountain, 12:15PM Pacific) |                                 |                                                                          |

To reserve your slot, e-mail Karen Tobias at Karen@nma1.org at least 2 days before the class. The cost is $25 per link and includes...
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 July/August/September 2005 issue is online… CHECK IT OUT!

ICPM Notes

The ICPM CM/C.A.M. Directory is now password protected. Access to the directory is limited exclusively to current Certified Managers, Certified Managers of Animal Resources, and Certified Administrative Managers.

To view the directory, go to the ICPM home page www.icpm.biz and click on the “CM Directory” button at the left-hand side of the screen. A window will appear that will give you directions for logging on to view the directory.

You must have an ICPM provided User name and Password to view the directory. If you do not have a User name and Password, please phone ICPM @ 800-568-4120 or email to obtain one. Make sure to have your CM or C.A.M. number handy for verification purposes when you call, or include it in the body of your email.

Don't tell people how to do things, tell them what to do and let them surprise you with their results.
~ George S. Patton ~