When the year started, we said we were going to “Drive our new leadership focus down, around, and through the Association.” Twelve months later, we can say that we did. Our publications, communications, Leadership Development Conferences, and our National Conference reflected that sincerity and commitment. Little did we know that our chapters and leaders were going to jump on board so quickly, too.

Therefore... Thank You for stepping up to the plate so quickly and with so much vigor. Many of you used our national re-branding to do some yourself... you focused your chapter meetings and your professional development activities on leadership development. Many of you also changed your chapter name... realizing that the best way to show what the chapter is all about, is to give it a new moniker.

When you’re serious about making “NMA... THE Place to BE!” that often necessitates a fresh identity that helps you introduce yourselves anew to potential members in your company and within your community. As I write this holiday message, I’m actually visiting with a chapter in the Southeast... and their board spent yesterday afternoon talking about this very subject. Without realizing that the Chapter President had already “gone there”, I said, “You know, while you’re at it... is it possibly time to update your look with a new name? There’s not much pizzazz to your current one... and it’s a little confusing as to what you (or ‘y’all’ down here) are all about!” (Something about the approaching holidays always makes me a little gutsy!) I soon learned that they were already looking at it for 2007. Bravo to them for braving some significant change.

As you look to 2007, I want to ask each of you to focus on only those “resolutions” that will make your chapter more value-added... those activities and positioning that will make your members, your executive management (and/or your community leaders) glad to know that they have your NMA leadership development chapter alongside for the ride. You have to “saddle up” if you want to be a partner. The chapters which have a definite role and which become part of the leadership development process, are the ones most likely to grow and thrive in the new year. It takes concerted effort and it takes strategic planning.

NMA will be adopting a new Strategic Plan in 2007, one that its draft writers say will “focus on the future we want”. That sounds exciting, doesn’t it? Our thanks go to outgoing NMA Chairman Cay Robertson and her team of officers for their outstanding leadership these past 12 months. Thanks to them, we go into a new year full of hope and promise. I hope that you and yours will do the same.
**Director's Corner**

**A Lot of Warm with Cold Weather - Mary Anne Koltowich, CM**

**Welcome New National Directors!!**

**Congratulations 2007 NMA National Officers!!**

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**A Lot of Warm with Cold Weather - "Stay Warm, Keep Learning"**

*Mary Anne Koltowich, PE, CM*

*2006 Southeast Area Chair*

*The East Tennessee Leadership Chapter ● Knoxville, Tennessee*

Many of us are already experiencing some very cold temperatures. Many of us also experienced very warm hearts with the first ever NMA National Community Services Event named “Stay Warm - Keep Learning.” This occurred leading up to and during the finals of our NMA American Free Enterprise Speech Contest held during our National Conference in Nashville, TN, on November 4, 2006. Brand new this year we had a nation-wide community service project to give something back to the community hosting the conference. This project has its roots in an idea from Ranessia Smith and the LMLA Montgomery County Chapter of NMA, which was then expanded by the NMA Community Services Committee.

The East Tennessee Leadership (ETL) Chapter #573 was proud to be the initial sponsoring chapter. The ETL Chapter contacted the Nashville school system to determine how we could best help students there. A flyer was put out to all the chapters by NMA headquarters with the information about how we could participate in the program. The response by all of you was just simply enormous. Boxes starting arriving at the ETL contact’s home; more boxes were shipped directly to the conference; bags of items appeared at the conference collection point. All of a sudden, there were tables and boxes full of winter coats, scarves, mittens, hats, gloves, backpacks, sweaters, dictionaries (including Spanish ones), notebooks, paper, pens, pencils, calculators, crayons, markers, glue, scissors, and the list goes on and on...It was hard to estimate, but we believe there was at least a wonderful $3,000 worth of a vast variety of school supplies and clothing for children of all ages.

ETL then learned about the Hero Program, which became our focus charity. The Hero Program is an organization devoted to educating homeless children, including those in displaced families. The program started over eight years ago with four shelters and has successfully grown to nine shelters and working with 857 children. The primary goal of the program is to have these children enrolled in school just the same as children with regular homes and also provides tutoring help and clothing. Ms. Catherine Knowles, Manager of the Hero Program, visited with us and listened to our entire Speech Contest. She then was overwhelmed by our gifts to the program and graciously thanked us for all our efforts.

On behalf of the ETL Chapter and I, we would like to thank all you fantastic people and NMA chapters for making this first-time national community services project such a warm-hearted success. Thanks to many of you, many of Nashville’s homeless and displaced children are “staying warm” and are able to “keep learning.”

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**Welcome New National Directors!**

NMA would like to extend a warm welcome to our newly elected and appointed 2007 National Directors. The elections/appointments were conducted at our recently completed 2007 National Conference in Nashville, Tennessee. These folks have never served on the board before and we would like to thank them and their organization for supporting them as a National Directors.

- **Melinda M. Hester, CM**
  - USA Leadership Association
  - Cape Canaveral, Florida

- **William A. Kitchen**
  - Hanford Chapter
  - Richland, Washington

- **Edward L. Wortman**
  - Port of Seattle Chapter
  - Seattle, Washington

- **Brenda Avery**
  - Lockheed Martin Leadership Association
  - Marietta, Georgia

- **Christie Tuttle**
  - Lockheed Martin Leadership Assoc.
  - Moorestown, New Jersey

- **Wanda LaFleur**
  - American Valve & Hydrant Chp.
  - Beaumont, Texas
At the recently completed 2007 National Conference, your Board of Directors elected new officers to lead NMA through 2007. We would like to congratulate them and wish them well throughout 2007!! They are:

**Alan Watson, CM**
2007 Chairman of the Board
JBOSC Leadership Association
KSC, FL

**Eddie Williams**
2007 National Vice Chairman
Sanmina-SCI Leadership Chapter
Huntsville, AL

**Phil Delia**
2007 National Treasurer
BCBSM Leadership Development Assoc.
Detroit, Michigan

**John Kuntzmann**
2007 National Secretary
Santa Clara Valley Leadership Assoc.
Santa Clara, CA

**Cay Robertson**
2006 Chairman of the Board
Tampa Electric Company
Tampa, FL

Mentoring and Your NMA Chapter

Steve Menke, CM—NMA National Director
Lockheed Martin Leadership Association • Palmdale, California

A recent notice on LM Aero’s Weekly InSite requested Lockheed memorabilia for a Make a Connection Day booth. The purpose of the memorabilia was to showcase interesting items that represented “days gone by.” Many of the items I saw at that booth reminded me of the many friendships I formed along my career path. Many friends are now retired and the knowledge they have taken with them may be lost to our new employees.

It seems like yesterday - not 24 years ago - that I began my career at Lockheed. Ok. Sometimes it does feel like a lifetime ago. For our young employees it is a lifetime ago. I entered the Lockheed scene wearing ill-fitted suits, borrowed from my younger brother. Three days later, a co-worker took me aside and informed me that since I was an hourly employee, I was not required to wear a suit, and that suits were reserved for salaried employees. I needed that mentor.

It wasn’t long before I was promoted to a salaried position which meant I was required to wear a suit. How times have changed. For our young employees it is a lifetime ago. I entered the Lockheed scene wearing ill-fitted suits, borrowed from my younger brother. Three days later, a co-worker took me aside and informed me that since I was an hourly employee, I was not required to wear a suit, and that suits were reserved for salaried employees. I needed that mentor.

Joining the NMA through my chapter has opened doors for me that were not always accessible. Boosters offer to sell tickets to monthly dinner/program meetings that can be the key to opening those doors. You never know who might sit at your table and start talking with you. In 1983, I was a guest at a LOMA/NMA dinner meeting and struck up a conversation with a gentleman. It was through this casual conversation that I was hired.

We, the old timers, shouldn’t feel threatened when approached to mentor or train our new employees. Actually, we should feel honored that our knowledge, skill, or leadership is recognized as value added.

In my opinion, mentoring is a two-way street of sharing knowledge to get the job done successfully. Consider the fact that when the F- goes into production, less than three percent of the employees that saw the X-35 JSF demonstrator first flight in 2000 will still be working on the program.
Chapter and Council Happenings

City of San Diego's Aggressive & Comprehensive PD Programming for 2007!! - City of San Diego #195, San Diego, CA

The 2006 American Cancer Society’s Bike-a-Thon - One Man’s Story! - LMLA Chapter #611, Moorestown, NJ

NMA Community Involvement “The Coast Is Clear” - San Luis Obispo City Employees’ Chapter, San Luis Obispo, CA

North Texas Council Presents Gold Knight Of Management Award - North Texas Council #c150

Boston Bound! - Lockheed Martin SSC Leadership Association #546, Cape Canaveral, FL

City of San Diego’s Exciting PD Programming for 2007!!

City of San Diego Chapter
San Diego, California

The City of San Diego Chapter of NMA launched a new aggressive and comprehensive professional development program schedule for 2007. In addition to actively promoting the Certified Manager Program with two orientation sessions, the fall schedule is focused on several new series:

Managing Your Career

This is a new locally created seven-part lunch time brown-bag seminar series. It began with “Work as a Heroic Journey” based on a book by the same name, which helped set the theme for the rest of the series. The other seminars included an “Interview Skills Panel Discussion,” “Career Paths in the City of San Diego,” and “Using Archetypes to Manage Your Career and Life.” The series will wrap up in January and February with “Resume Writing,” “Selling Yourself,” and “Creating Your Heroic Action Plan.”

Cutting Edge Leadership

This newly initiated program is targeted to mid-level and upper level management. The program, which is a quarterly dinner event, features prominent and innovative local leaders. The first event was held in October and featured Garry O. Ridge, President and CEO of San Diego headquartered WD-40. Mr. Ridge was honored for promoting integrity and values-based leadership in WD-40 and his teamwork approach that is helping employees and his company excel. In the picture from left to right: San Diego Chapter’s National Director Donna Cottingham, Garry O. Ridge, President of WD-40, with NMA’s first Cutting Edge Leader Award, and President Liz Maland.

Conversational Spanish

This eight-week group was designed for members who took Spanish in high school or college, but needed to brush up on their skills to carry on an intelligent conversation. The lively, interactive group is facilitated by native Spanish speakers fluent in the language. In addition to a refresher on basics, there is a strong emphasis on helping participants feel more confident in dealing with customers in the workplace to enhance delivery of customer service.

More professional development seminars and workshops are planned for the winter and spring including NMA’s Leader Labs, FacilitiSkills, Law for the Layman and locally developed book review series and courses including Emotional Intelligence and Servant Leadership. The Chapter’s comprehensive approach to professional development is filling a need in the City’s new lean organizational structure. It is also positioning NMA as a major professional development source for City personnel.

Happy Holidays
The 2006 American Cancer Society's Bike-a-Thon - One Man's Story!

Jesse Swinson
LMLA Chapter #611
Moorestown, New Jersey

This summer riding in the American Cancer Society Bike-a-thon will be one that I will never forget. The ACS has always been a very emotional bike ride for me. Riding in this Bike-a-thon is my way of helping so many survivors deal with this disease, and also a way of remembering so many others who have fought a good fight with a disease that has no age limitation or ethnic barriers and can strike at any time.

On August 8, 2005 I underwent surgery for prostate cancer. Going into the ride after dealing with the trauma of prostate surgery, having been off my bike for eight months and very little training, I wasn’t sure if I could deal with the 62 miles and the century ride was out of the question; but one of my motivating factors since day one has been that this ride is not about me, it’s about helping others. So keeping that thought in mind and much prayer, I set out to ride 100 miles.

John Berg, Tony Smaldone and I took turns leading our three-man team through the century loop. This year was the first time John and Tony had ever ridden the ACS Century Loop and both riders came through with flying colors. John, Tony and I completed 102 miles; I must say riding into Lenape Park in Mays Landing, crossing the finish line was an outstanding and very emotional feeling and the highlight of the summer for me.

On Saturday, September 16th, our local NMA chapter was proud to sponsor participation in the annual “Beach Clean-up Day” organized by EcoSLO and hundreds of volunteers. Twenty seven SLO County beach sites were the target areas this year and in just over three hours approximately 1500 people participated. Nearly 6000 pounds of trash and recyclables were collected. This represented a 33% increase over last year’s numbers.

Now this says two things to me -
1. Isn’t it awesome to have so many more people involved in our communities with so much more trash being cleaned up? and
2. Wow – How much trash there is out there – we as a society are polluting our natural resources!

We are so fortunate to live in one of the most beautiful areas in our country, and I could not think of a more worthwhile cause to give my time and resources to than this one. It was an honor to participate. But even more rewarding was the gift I received of sharing it with fellow coworkers and getting to know them on a more personal level in an out-of-work environment. I wanted to recognize all those who participated. I am sure many more were active in this endeavor; however this is a partial list. If I have missed anyone THANK YOU and I am sorry.

Glenn Lubak - Montana De Oro
Rachael & Steve Hendricks - Grover Beach
Mike Weber - Port San Luis
Kerri Rosenblum - Cayucos 24th St.

Kerry Boyle & daughter - Pismo Pier
Jennifer Lawrence - Grover Beach
Lilith Chenaux - Grover Beach

Erika Bullard & sons - Cayucos Pier
Brigitte Elke - Morro Strand N. site captain
Martin Van Maanen - Grover Beach
Christine Dietrick & daughter - Montana De Oro

Chris Slate was on duty however he wrote in that his wife and daughter participated in Avila.

This is what NMA is all about.

It is quite simply an organization of City employees who want to better their personal lives through continued education; better our city by becoming well rounded employees through leadership development; better our communities with local volunteering; and furthering our relationships with each other in very unique and rewarding ways.

Being involved with NMA and now serving as a board member is an honor. But the friends I have made along the way are the treasures. Again my thanks to everyone who took time out of their schedules this past weekend to make a difference in our communities and more specifically in our beaches.
Pattie Boyd, president of the North Texas Council of NMA, presented Boeing’s Director, Gary Grogan, with the Gold Knight of Leadership Award during Boeing Leadership Association of Richardson, Texas, September’s General Membership Meeting.

Gary has been employed with Rockwell-Collins/Boeing over 25 years. He is a Vice President of the Boeing Company (BSC) and Director of Special Programs. Gary is the Program Manager for several successful programs in Boeing’s HS&S and more recently Aerospace Support.

Gary transitioned to Boeing with the sale of Rockwell’s CISCO division. He now manages approximately 200 employees on several programs. He has received several awards from the U.S. Government for the programs he manages. Gary is a dedicated manager who is also a hard worker and is customer focused. His dedication and leadership inspires team members on each of his programs.

With the many management duties that Gary has, he was influential in forming the Boeing - Richardson chapter of the NMA and he served as president that initial year. He was instrumental in opening the chapter to all employees and contractors. Under his guidance the chapter earned the NMA’s Superior Chapter award during the charter year. He is also a recipient of the chapter’s Silver Eagle Award (an award given to a member for outstanding achievements or accomplishments) and has received our chapter’s Silver Knight of Management award. Gary has served as the chapter’s Information Systems Committee Chairperson, was instrumental in organizing our chapter’s AE Speech contest, served on our BLART Board of Directors and is now the chapter’s Executive Advisor.

Not only does he share time with our NMA chapter Gary is quite active as a youth leader in his church and has held several positions with the Boy Scouts of America.

**Boston Bound!**

Karen Wargo
Lockheed Martin SSC Leadership Association
Cape Canaveral, Florida

On the morning of November 26, 2006 a personal victory was achieved by a fellow Lockheed Martin Space Systems - Technical Data Information Systems employee, Sue Strout. Here’s a glimpse at a local Lockheed Martin champion who successfully completed her first Marathon as the clock ticked in at 3 hours, 58 minutes, 18 seconds. Sue Strout now qualifies to run in the Boston Marathon.

Without the support of friends and family, Merritt Island’s Sue Strout isn’t sure she would have met the sub-4 hour goal she had set for her first shot at 26.2 miles. "It helped a whole lot to have two people to pace with through the first three-quarters," said the 52-year-old Lockheed Martin employee, who took first in her age group. "After 20 miles I just struggled. I was so fortunate that a friend sent her sister back to pace me in for the last two miles."

Offering support and encouragement were her parents, Max and Priscilla Gnagy, who drove from Indiana to be with their daughter at the finish. Also her daughter, Kristen and fiancee, Carl Bonds, were there to cheer her on. "It really helped to know that they were there waiting," Strout said. "It took a lot of grit to finish. You really can’t do it alone."

At the end of the race, I was asked by a lot of people if I was going to run the Boston Marathon. I was in a lot of pain and told them ‘No way.’ However, I’ve had so many people tell me that it is a once in a lifetime opportunity for a runner. Now I’m considering it, if I can get sponsors. I’m actively seeking sponsorships and hopefully I’ll make it to Boston.

Sue Strout is also an active member of Lockheed Martin Leadership Association Chapter 546!

**Congratulations Sue!**
Wednesday, August 23, 2006, 8 a.m., was a sunny and beautiful day!

I drove up to the Jefferson Building, Blue Cross Blue Shield of Michigan, to pick up Kimberly Wray-Norman, for our annual visit to the Dayton NMA Headquarters. Kimberly and I were so looking forward to meeting with the NMA staff. For about the last 10 years, our Detroit chapter sponsored an annual visit to Dayton, about a 4-hour drive from Detroit. Kimberly is a chapter Board member of the NMA BCBSM Leadership Development Association, and past Chairperson of our American Enterprise Speech program. She had never been to the Dayton office, and was both excited and anxious about the visit.

As we were nearing the NMA office, driving down Dryden Rd., we passed the high trees on the left, and suddenly there it was - the NMA building in all its splendor! The words “National Management Association” on the side of the building shouted out at us! Kimberly’s eyes widened and she smiled broadly, and said, “I didn’t know NMA had an office building like that!”

When we walked through the doors at NMA, we were greeted with smiles, handshakes and hugs! What a warm welcome from the NMA staff: Steve Bailey, President, and Martha Bear, Sheri Kokenge, Robin Furlong, Susie Watkins, Sue Kappeler, Karen Tobias, and their newest employee, Matt. Joe Blackman, part-time maintenance staffer, was not available. We were immediately taken back to the lunch room and served pizza, along with chips, pop, cookies, etc. We all sat down and enjoyed our meal, and had a great time together - talking, joking, and just plain having a good time!

After lunch, we adjourned to the very large NMA conference room. We had a full agenda. We began by telling our hosts that Blue Cross Blue Shield of Michigan has a new President and CEO. At our June membership meeting, Dan advised that he was a strong supporter of NMA, and is being proactive and encouraging eligible employees to join.

We shared the list of new officers and discussed our chapter’s most recent successes:

- 2 First Place National awards for our electronic publication, NMA Blueprint, and 3 Second Place awards over the last five years
- 3 Hall of Fame National awards (Wil Kellogg, Florine Mark, and Tony Filippis) over the last four years
- Outstanding Chapter NMA awards every year for about the past 10 years
- In 2005, our speech contestant, Bryan Barnhill, won Second Place at the American Enterprise Speech Contest at the National NMA Conference
- In 2005, our speech contestant, Bryan Barnhill, won Second Place at the American Enterprise Speech Contest at the National NMA Conference
- Our chapter membership increased from 1,531 in July 2005 to a record membership of 1,607 in June 2006!

We believe that we need to better recognize their contributions, and the time and effort and dedication they put into their work to create these great conferences, workshops, training courses, etc.!

As Kimberly and I were leaving, we got more smiles, handshakes and hugs, and were wished a good and safe trip home. On the drive back to Detroit, Kimberly and I could not stop talking about how wonderful and gracious the NMA staff is, what we learned and how we can improve our own chapter operations. The visit was a definite plus, both informative and uplifting! We are already anticipating our next visit to Dayton - in 2007!

It indeed was a sunny and beautiful day!
It is the responsibility of each Certified Manager to recertify annually. CMs must maintain current recertification status in order to use the professional credential “Certified Manager” and the registered trademark “CM” for business purposes.

Recertification Requirements
Recertification is a 2-part process which includes:

- Prepayment of a $50 professional fee annually, and
- submission of a 10-hr professional development plan

Benefits of Recertification
CMs that recertify annually receive the following benefits:

- Management World - ICPM’s online journal
- The Certified Letter - ICPM’s online newsletter
- JobNet - ICPM’s online job board
- CM Directory - online list of Certified Managers
- Professional Development Exercises (PDEs)
- Access to management books from Amazon.com
- Access to a network of thousands of CMs worldwide

When Do I Recertify?
Recertification invoices are mailed to CMs in January of each year and are due at ICPM by the end of February of the same year. Both payment of the professional fee and submission of the professional development plan are required to fulfill the requirements for recertification.

Professional Fees
The $50 professional fee can be paid by check, money order, or credit card (MasterCard or VISA). All fees must be paid in US funds. ICPM does not accept BAHAMAS Postal Money Orders, American Express cards, electronic payments, or wire transfers. Payment can be made by mail, fax, or email.

Professional Development Plan
The 10-hr professional development plan consists of educational activities a CM plans to complete during the upcoming year (see sample--other side). One hour of professional development equals 60 minutes. Documentation of completed professional development activities is maintained by each CM individually, and is subject to year end audit by ICPM for verification.

From the Editor:
Sue Kappeler, CM
NMA Vice President Information Systems
Dayton, Ohio

Your Area Chairs are in the process of making National and Associate Director assignments for the upcoming year. Shortly after January 1, you will be sent the name of Area Chair, assigned National Director, Associate Director (if you have one) and information on how to contact each one of them.

Soon, information about the 2007 Leadership Development Conferences will be sent to all NMA members.

The East LDC (Northeast, Southeast, Central) will be held May 3-5 at the Marriott South at Park Meadows, Littleton, Colorado, and the West LDC (Pacific North, Pacific North, Southwest) will be held on May 17-19 at the Crowne Plaza Riverwalk in San Antonio, Texas.

We encourage you to sign up and pay for one of these conferences before February 28!! During the month of January, you will receive $35 off the full registration price of $250. You will pay only $215 if you register and pay during the month of February!!

Remember, the NMA office will be closed from Monday, December 24, 2006, until Wednesday, January 3, 2007. If you need something during that timeframe, you may email me at sue@nma1.org.