From Your 2007 Chairman of the Board:

Walkin’ the Talk of Servant Leadership
Alan Watson, CM - 2007 NMA Chairman of the Board
JBOSC Leadership Association • Kennedy Space Center, Florida

On January 20th, 2007 your NMA Leadership Team was deployed to Dayton, Ohio, to start the year off with our first Board of Director’s Meeting. As your newly elected Chairman, I was trying to think of a different way to commence my term as a servant of this Board. Tradition has been, the incoming Chairman takes his newly elected Officers out to dinner to discuss their future plans. Normally, the incoming Chairman treats his/her team to a fine dining experience, and I must add that my three predecessors provided exquisite meals in three very nice restaurants.

But for those of you that know me, sometimes tradition just doesn’t cut it. I wanted something different, something that would align us with our roles as servants of our prestigious board. With this thought in mind and wanting to go the extra mile, I drafted the help of Martha Bear and Robin Furlong from National Headquarters to help set up something unique. Their diligent efforts paid off and our evening was planned. The ‘07 Team would either follow me into this arena or would bow out gracefully. This would give me an idea on how adaptable they were to “CHANGE.” And by change, I mean a drastic reversal from what was probably expected. When the preparations were being made, I knew I had to ask the team not to wear their standard suits and nice working attire. So I communicated to them that they needed to bring some jeans and sweatshirts, tennis shoes or other “less-than-fine-dining” attire. This immediately peaked some concerns and the questions began. “Are we going to paint the building?” “Are we going to replace the plumbing?” These are just a few questions that came my way. I assured them that these were not the planned event. But I must add that I did not get any feeling of extreme apprehension from the Officers.

Their curiosity was kicking in, so we stayed the course and kept mum. Our Board meetings started at 8:00 Saturday morning and were done at 5:15 pm. At 6:00pm we met in the lobby of the hotel and the following participants were present: Cay Robertson, Eddie Williams, Phil Delia John Kuntzmann, and Sue Kappeler, our driver. I gave them the news of where we were going and what we were going to do, not knowing what response I would receive. I braced for anything. You are probably now wondering what we were going to do and how your team responded.

I informed our incoming national officers and staff member that we were going to a “Homeless Shelter” and we were going to work as volunteers to bring in the homeless from the streets of Dayton. I advised them that we might be asked to work several areas and it wouldn’t be determined until we showed up. Still there was no hesitation from the team; they were now eager to see what I had gotten them involved in.

The Homeless Shelter, St. Vincent Hotel Inc., was only a few minutes from the hotel where we were staying, so our journey there was short. The weather in Dayton at this time was freezing cold; several previous evenings had been equally bleak for what amounted to just about the first real “cold snap” as someone put it. In some places ice and rain were also present, driving those in dire need to seek out this one and only shelter. Upon arrival, the team was wide-eyed at what we saw. An hour before the homeless could check into the facility, they were already huddling up outside the building and gates. Apparently we were observed on the security cameras driving into the facility and were met almost immediately by one of the security personnel who joined us in the parking lot. He led us to
Walkin’ the Talk of Servant Leadership (Continued…)

the rear entry and escorted us to the check-in desk.
We were given a very warm greeting and it was very
evident that the schedule of events was down to a sci-
ence and timed to the minute. We were given a brief
tour of the facility and asked if we would help in cer-
tain areas. Eddie, Phil, John and I were asked to work
the “check-in desk” and Sue and Cay were asked to work
in the female dorms. Given a brief, but informative
directive, we set into motion what would eventually
take a little over two hours to accomplish. As fate
would have it, they were short handed in the “baggage
check in” area, to wit we provided a
much needed augmentation. Sue and Cay
disappeared behind closed doors and we
would not see them again for several
hours.

As the homeless were allowed to enter
the facility, we are all astonished at how
regimented and smoothly this process
took place. The homeless were keenly
aware of the process, what was expected of them, and
how they proceeded through the check in with minimal
delay. I wanted to observe my counterparts as they
performed this task flawlessly, but the urgency in which
we checked in over 250 people didn’t allow for much
observing. I was really amazed at how quickly your ’07
Officers came together and worked this task.

As quickly as this process started, it was over. The
homeless were checked in, divided up into pre-
determined groups, fed, and allowed to turn in for the
evening. Sue and Cay rejoined us and we all had a new
respect for what this organization was doing for the less
fortunate. Our conversations that followed were that of
utter cohesiveness on what we were allowed to do and
how we suddenly realized how we could direct some posi-
tive energy back into the community that has been home
to our national association. We stepped out of our tradi-
tional Chairman’s Dinner and stepped into a world of
those who take food and shelter more importantly than we
do. We took in, if just for a moment in time, those
whom society tends to avoid. We shared our volunteer
nature with those who have never met us as profession-
als, but saw us as someone that stepped into their world
for a brief exposure to their plight. They may never see
us again, but there were faces and hands
that we’ll never forget. Thank you Sue,
Cay, Eddie, Phil and John for helping me
help them.

Foot note: Robin had indicated to me
prior to this evening that this organization
is run totally on contributions and volun-
teers. Certain personal items necessary for
their well-being were needed for the
homeless, such as toiletries. With this being said, I had
asked Martha and Robin to get the word out to all our
Directors present at the meetings to donate the unused
toiletries that were in their hotel rooms. By the time we
were ready to leave and go to the shelter, a large bag of
soaps, shampoos, lotions and other items had been col-
lected. Even the Crown Plaza Hotel donated another bag
for us to take with us. We took the time to make a minor
contribution of time and donations to an organization
that, like our own NMA, is volunteer-based and commu-
nity- oriented and benefits those affiliated.

NOW Available from NMA... a NEW
“Law for the Layman”

As leaders, managers, supervisors, and employees we all
face a daily barrage of situations that can get us in legal hot
water. Now, finally, NMA has completed its long-awaited
update of Course 10 of the popular Supervisory & Management Skills Program.
This revised course can be taken as part of the S&M series or you can order it on
its own.

Seven two-hour modules are directed at YOU. What basic legal concepts do we all
need to understand? How does the law dictate what you can and cannot do? When
do you “bump up a situation” to someone higher in the workplace… and keep
yourself out of legal jeopardy?

“Law for the Layman” breaks through cumbersome legal jargon, untangles facts
from myths, and provides information to help you safeguard yourself and your
professional reputation.

Do you know the difference between being right… and proving you are right in
court? Now you will.

“Law for the Layman” - available now; Participant Manuals, still only $50.
Although it’s only February, it won’t be long now…. many chapters will be holding elections and trading in this year’s leadership team for a new set of officers. Newly elected leaders will be setting their sites on the 2007-‘08 season… new meeting attendance records to set… more interaction with the “front office”… chapter awards to win… and plenty of chapter meeting seats to fill. Yep… it’s almost time for training camp!

Why do professional ballplayers put so much time and effort into Spring Training? Because it’s the fundamentals that ultimately make the difference between a winning season or a losing season. No championship team ever walked onto the field without lots of practice, skills training, and team spirit galore! Coaches and players alike look at best practices and lessons learned from past seasons. That’s what this year’s NMA Leadership Develop Conference is all about… honing your skills, uncovering new approaches, talking through tough issues, studying motivational techniques, and developing that winning attitude. Best of all, it’s exposure to what it takes to be a leader… not only in the chapter, but in the workplace, in the community, and even at home!

Plan now to BRING YOUR ENTIRE TEAM TO THE LDC - the new president, the programs chair, the member relations chair, the treasurer, the awards chair, and others. Expect to leave the LDC with your batteries charged, your goals in clear focus, your To Do List finely tuned, and your self-confidence enhanced.

Your coaches? NMA staff, National Officers, Board Members, and other volunteers from successful NMA chapters.

Come join us and take the first step on the road to a World Series Year! The 2007 LDC - Nurturing the Chapter Leader Within You!!

From Your NMA President:  
The 2007 NMA Leadership Development Conference a.k.a..... Spring Training for Chapter Leaders

Steve Bailey, CM  
NMA President

ICPM Corner:  
Call for Certified Manager Award Nominations

The Certified Manager Awards are part of ICPM’s annual effort to recognize the exceptional contributions of individuals in support of the Certified Manager (CM) Program.

If you would like to nominate a CM or a CM Program facilitator who has made an outstanding contribution to an individual manager, the management profession, or the CM Program, please complete the CM Awards Nomination Form (http://cob.jmu.edu/icpm/awards.pdf) and return it to ICPM by mail or fax (540-801-8650).

The deadline to submit award nominations is February 28, 2007.

CM Award criteria and categories are as follows:

CM of the Year—presented to a CM in good standing that has excelled in the areas of professional development, CM recruitment or mentoring, organizational contribution, leadership, and/or ethics and social responsibility.

CM Facilitator of the Year—presented to a CM facilitator who has shown a commitment to management education, professionalism in management, and/or public support of the CM certification.

Questions can be addressed to Melody Branner at ICPM at 800.568.4120.

We now have a new and improved R1 form for download on our website. On the left of each item is a link that takes you to the criteria for that particular activity. If you would like to take advantage of this new form, go to: http://nma1.us/forms and follow the Recognition link on the left sidebar.

In addition, we have a new RC1 for 2007 which includes additional points councils can earn for various activities.

If you have any questions, please email me at: sue@nma1.org or call me at 937-294-0421.

Also, we’re looking for articles about a “special” member in your chapter for publication in NMA Breaktime. If one of your members has done something special for your chapter, or, you would like to publicly thank someone for a job “well done,” please send me an article (200-300 words) along with a picture of that individual.

From the Editor:

NMA Breaktime Page 3
Chapter and Council Happenings:
More Toys at Patrick AFB Than You Can Imagine!

Johanna E. Sands
President, NMA SLRSC Chapter #225, Patrick AFB, Florida

The generous employees of Space Lift Range System Contract (SLRSC), at Florida’s Patrick Air Force Base (AFB), conducted a very successful toy drive in support of the Marine Reserve Toys for Tots program. The toy drive was lead by the SLRSC NMA chapter and the Employee Activities Committee (EAC). Patricia Fisher, SLRSC NMA member of the Board, SLRSC NMA community service committee member and EAC President, was our go-to person and coordinator for this large event.

On December 18, 2006, 57 bicycles and two truckloads of toys were presented to Col. Derrick Walls, U.S. Marine Corps Reserve. Weeks in advance, Johanna Sands, SLRSC NMA President and Debbie Bowling, SLRSC NMA Vice President, informed the community of the toy drive by distributing posters and making announcements at NMA events. Large boxes wrapped in Christmas paper were placed throughout the building to gather the donated toys. In 3 weeks, enough toys were collected to over fill the Marine Reserve truck which was sent to pick up the toys. A second truck was called in for backup. Toys were pouring out of Building 989 and the surrounding buildings filling the trucks to the brim. Inside, bicycles had lined the hallways and the main lobby which looked like Santa’s workshop.

During the collection period, the local stores were sold out of all their tricycles and kid-sized bicycles. The employees of SLRSC verified each bike was properly equipped with a safety helmet zip tied to the handlebars. Other donated toys ranged from oversized Pooh Bears to new basketballs and soccer balls. Gerry Bieringer, NMA Secretary and Stephen Wojcicki, NMA Deputy Executive Advisor are distinguished leaders who put their muscles to work loading the trucks side by side with other SLRSC employees and Marines in uniform. On the morning of December 18, 2006, it was a truly an amazing sight for each department of SLRSC contract when they all united in the parking lot bringing bags and bags of toys and rolling bikes one by one. The overwhelming amount of the toys donated was not realized until all the toys were collected in one central area. This was truly a joyous collaborative effort, bringing smiles to the SLRSC employees and the Marine Reserves. So many children in our community were thankful to receive these new toys this past holiday season!

Leadership Quotables:

A leader is best when people barely know he exists, not so good when people obey and acclaim him, worse when they despise him. But of a good leader who talks little when he is done, his aim fulfilled, they will say: We did it ourselves.

—Lao-Tzu
Thank you to our members for participating in the recent LMLA dinner event at the Philadelphia Ronald McDonald House. The dinner was a great success, especially if we measure by the number of family members who were smiling, enjoying the meal, and personally thanking us for a delicious buffet.

*My heartfelt appreciation for all of your efforts - whether you cooked, served or contributed money or food items toward the meal - the families, LMLA, and I thank you!*

I hope that you and your families experience great joy as a result of your kindness and generosity. Again, many thanks for all of your efforts and energy on behalf of the Ronald McDonald House!
2007 NMA Theme Graphic
Now available for download at http://www.nma1.org
At its January meeting, the NMA Board of Directors approved “2007 NMA... nurturing the Leader within you!” as this year’s Association theme. Chapters and councils are encouraged to make the theme and the graphic part of their own publications and promotional materials for the year.

April 15th Deadline Reminder
Chapter nominations for NMA Member of the Year, Hall of Fame, and Executive of the Year are due at NMA Headquarters.

Leadership Development Conferences—Special Note
Central/Northeast/Southeast
May 3-5—Marriott South at Park Meadows
Littleton, CO
Southwest/Pacific North/Pacific South
May 17-19—Crowne Plaza Riverwalk
San Antonio, TX

You can register “slots”, rather that specific people and still get the early discount. Names of attendees can be submitted later.

2007 NMA Membership Sale
For the third year in a row, NMA will repeat its popular 2-month, “pick your own months” nationwide membership sale. This particular campaign structure allows YOU to pick the time or times of the year that work best for your chapter.

• When? Between February 1- December 31, 2007
• Incentive: NMA will temporarily waive the $20 new member NMA Registration Fee
• For how long? Just like we did in 2006! Either a one-time period of two months (60 consecutive days) or two 30-day periods... you get to choose. 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.
• No special report forms to complete.
• 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. Thus, 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
• Questions? Contact Robin Furlong at 937/294-0421 or robin@nma1.org.
Director’s Notes:

You’ve said it before
Steve Menke, CM—NMA National Director
Lockheed Martin Leadership Association • Palmdale, California

“It doesn’t matter if you try and try and try again, and fail. It does matter if you try and fail, and fail to try again.”

“It’s amazing what ordinary people can do if they set out without preconceived notions.”

“The world hates change, yet it is the only thing that has brought progress.”

“If you have always done it that way, it is probably wrong.”

We’ve all heard these quotes and probably used them in one form or another. But did you know these and many more came from Charles F. Kettering, founder of the Foreman’s Club and predecessor to the NMA?

At the founding of the National Association of Foreman in 1925, Mr. Kettering made this statement “When foremen realize their opportunities, they will of their own accord take the necessary steps to measure up to them.”

The NMA carries on that tradition offering classes in Supervisory Management Skills, the Certified Manager’s Program accredited through the ICPM on campus at James Madison University and many individual classes in leadership.

Mr. Kettering recognized that the very best worker may not make the very best foreman or supervisor. While we have a highly educated workforce, those chosen for various roles in leadership may not have the foundation to succeed in our diverse workforce.

The NMA is very excited to bring in a new after hours class, “Taking Charge... Managing Your Career in a Changing Workplace”. Successful careers do not just happen! Taking Charge provides the tools and information that put you in control of your life.

The NMA offers many online courses as well as structured classes to assist those willing to realize their opportunities and on their own accord, take the necessary steps to keep pace in this ever changing workplace and the trends in Leadership and Management.

Investing time today, may make it easier for your company to invest in you tomorrow.

Happy New Year NMA Leadership
Thor Spargo, CM—Pacific North Area Chairman
Lockheed Martin SSC Leadership Association • Sunnyvale, California

It’s tradition to start the New Year with goals and expectations. In 2007, many NMA leaders will emphasize managing towards “Excellent/Superior/Outstanding” levels of performance and achievement (outlined in the R1) as a high priority on the list of (Chapter) resolutions. Along those lines, as NMA Pacific North Area Chairman, I’m proud to say that ALL Pacific North Chapters had leadership in attendance and received NMA Achievement Awards at the National Conference in Nashville – an “Outstanding” achievement!!! But this is not the only area where we need to focus our energies. In an era of more time constraints, the internet--faster and better information, competition, tight budgets, serving/growing membership—we need to raise the bar on increased “Awareness”, “GROWTH” and “Customer Satisfaction.”

With the above in mind, I will share a recent message put out by the Lockheed Martin Space Systems Executive VP Joanne Maguire and tailor it to our NMA Leadership. Since many of us have been watching bowl games in past weeks, let’s illustrate what has been said with a football metaphor. Think of “Outstanding” level of Chapter performance and achievement as reaching the goal line. You can’t win the game without scoring, but even if you score on every possession (i.e., achieve 100 percent success), it doesn’t guarantee your team’s ultimate victory.

Your opponents could match every touchdown and then win with a two-point conversion. And even if you do win every game and the big Bowl game, you can’t presume that all your fans will immediately sign up for season tickets. If they believe your team is giving a less-than-excellent performance--or if they feel they are being overcharged--they could take their loyalties elsewhere.

So for 2007, we should keep pushing toward our respective goal lines, but also be certain that we achieve “Awareness”, “GROWTH” and “Customer Satisfaction” in setting and working to our goals! We’re not here to just manage current situations and membership, but to be today’s leaders for a bigger and better NMA tomorrow!
Leadership Credibility

Taken from “Management In Real Life” by Kevin Herring

Coins, votes, and strange-looking birds are a few of the myriad methods leaders use to make decisions. Of course, some methods have proven more credible than others. Reaching back into history we find the account of Alexander the Great and his bird-omen. A great warrior was traveling with Alexander the Great and his cadre of attendants when they happened upon a bird displaying strange markings on its wings lighting in a nearby tree. One of the shaman present declared that the bird was an omen—that they should follow whatever the bird did. If the bird flew ahead, they should continue on their path. If it flew back the way they came, they should retreat. And if the bird remained stationary on the branch, they should stay put. To do otherwise would invite disaster.

Upon hearing the shaman’s explanation, and apparently questioning the credibility of the decision process, the warrior who was a highly skilled archer drew his bow and shot the bird. The shaman, and others in the party, were very upset and demanded to know why he had done such a foolish thing. The warrior explained that if the bird could not foretell the future enough to know it was about to be shot by the arrow, it would be silly to suppose that the bird could tell what lie ahead to direct them in their journey.

I don’t know what method of decision-making Alexander the Great used after the bird incident, but he wouldn’t be the first to have to reconsider his process. Consider the credibility of another leader’s decision-making process: The CEO of a retail store chain was implementing a policy requiring all employees to wear white shirts and ties.

After a while, his workers complained enough that he discussed it with the managers who suggested they take a survey to see how everyone felt about the policy. The survey came back with a majority indicating they would rather dress casually, as before. When the managers and the CEO met to discuss the issue, they agreed to vote on it. The vote was made, and everyone voted to drop the policy…except the CEO. Since the CEO felt the policy was important, he “vetoed it” and declared that the policy would remain.

The point here is not whether the policy was a good one, but rather the way the question was decided. Once the CEO made the decision to vote on the issue, all involved understood that every vote would count, and they would all live with the decision. How much this was discussed is irrelevant.

The average person would naturally assume all would be bound by the decision of the group. Otherwise, why bother to vote?

As someone who apparently values ethics in business, this CEO will need to reassess his leadership practices in light of his commitments. Can leaders be ethical—or credible—when they declare a practice for all and excuse themselves when they’re disappointed with the outcome, whatever the justification? The CEO probably has good intentions to involve others in policy decisions and sees voting as a way to accomplish that. What he misses is that by calling for a vote, and then disregarding it, he has lost credibility with those whom he should be most aligned. If he really had no intention of changing the policy, he should have had that conversation instead.

Credibility is the quality that allows others to trust and believe in someone. Using unconvincing methods, poor logic, or practices inconsistent with espoused values to make decisions shatters that trust. Also damaging is establishing the rules of the game and trying to change them when you don’t win.

Even if a leader only occasionally vetoes a “binding” decision or otherwise fails to keep a commitment, the damage is far greater than the credibility built through credible practices. Leadership credibility takes time to build, but losing it can take almost no time at all.

Trying it on for fit: Leaders who lack credibility lose their ability to lead by virtue of the lost trust and belief in them demanded by others. Consistency, transparency, solid logic, inclusion, and integrity are all important factors for credible decision-making.

Inventory your decisions beginning with those that have most affected, or most involved, others. Create two columns on a sheet of paper labeling one with a plus and the other with a minus. With each decision, write down how your process built, or reduced, credibility among these groups and categorize each decision under plus or minus, respectively. Any practices that fall in the minus column may damage credibility. Look to the plus side for ideas on how to change your practices in the future.

Consider the following actions:

- Publicly set things right in order to correct something that was wrong.
- Declare commitments about how decisions will be made, stick to them, and make it obvious.
- Act openly and with no hidden agendas. Be transparent.
- Make important commitments publicly and keep them.
- Use sound reasons for actions and make them known.
- Set an example of integrity in everything you do.

Send an email and let me know what you learn from your experiences. I would love to hear from you!