



# NMA Breaktime

An Electronic Newsletter for NMA Members



NMA... THE Leadership Development Organization

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## Leadership and Lean Six Sigma

Tony Delmonte

Lean Six Sigma Deployment Champion - Florida



When people think about Lean Six Sigma (L6S), the first thing that likely comes to mind is a strong focus on statistics, math and technical tools.

While technical competence is certainly important, a deeper look at companies involved with L6S indicates that it is *leadership* that is at the core of successful deployments. That leadership has to take place at many levels, and it is the lack of leadership that leads to either mediocre results or total failure.

Effective leadership for a successful L6S deployment starts months, or even years, before the first Black Belt or Green Belt are trained. It starts with the top management levels of the organization setting the stage for the things that are to come. Their role is to create a clear vision for success, communicate that vision consistently, ensure that the L6S goals are aligned with that of the organization, and begin to build the infrastructure that will support the deployment. This is no easy task. It requires an ongoing commitment starting with the CEO, and filtering down through all levels of management. Successful L6S deployments result in an overall change in culture, and effective, committed leadership is paramount in order for that culture change to take hold.

L6S leadership does not stop with the executive or senior levels of management. A common theme of leadership must permeate the entire organization. Jack Welch is considered to be one of the most highly

regarded transformational leaders of our time, and is credited with institutionalizing Six Sigma at General Electric in the late 1990s. While his leadership was key to that transformation, it was his ability to create a vision, set stretch goals to meet that vision, and cultivate a leadership team beneath him that understood and believed in the process, which truly made the difference. L6S is all about change, and in his recent book "Winning" (Harper Business 2005) Jack Welch said, "To be a real change organization, you have to have the guts to look at bolder, scarier, more unpredictable events, and assess and make the most of the opportunities they present." It takes committed leadership at every level to do that.

Toyota, one of the world leaders in the implementation of lean principles, also recognized that a unique approach to leadership is required to get the most out of improvement efforts. Jeffery Liker in "The Toyota Way" (McGraw-Hill, 2004) explains that every Toyota leader is expected to have an in-depth understanding of the work being done, combined with the ability to develop, mentor, and lead people. Toyota leaders lead and mentor through probing and questioning, rather than giving orders. At Toyota, every leader's goal is to develop people so that they are strong contributors at multiple levels of the organization. The commonly heard phrase around Toyota, "Before we build cars, we build people", exemplifies their focus on leadership.

The final, but by no means least important, rung on the L6S leadership ladder is at the team level. The



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team leads, or "Belts" serve as change agents, leading the teams in the analysis and implementation of individual improvement efforts. Likewise, each individual team member must take on a leadership role to foster an environment of productivity, trust and respect across the entire team. It is at this level that the importance of blending technical skills with effective leadership becomes most important. Resistance to change is natural and all the technical training in the world will not prepare team members for overcoming that resistance. Overcoming resistance to change requires a compelling understanding of the needs of the organization, combined with a crystal clear vision of the future and a plan for how to get there. That's the essence of leadership.

## Aerostructures Employees Commended for their Holiday Caring

Ask anyone who works on or contributes to Aerostructures' annual *NMA Toy Drive* why they do it and you'll always get the same answer: "For the kids." No one's in it for the recognition. Still, it's nice when people do take notice. And on Feb. 13, the mayor of Chula Vista did just that, recognizing NMA for their community support through the Toy Drive. The show of appreciation came during a brief ceremony at a Chula Vista City Council meeting. As part of the ceremony, a "Thank You" video from the beneficiaries of the drive was shown and the mayor issued a proclamation commending Goodrich employees for their outstanding contributions.

In part, the proclamation reads: *Whereas the employees of Goodrich*



*Aerostructures make holiday dreams come true for Chula Vista children and their families during the holiday season, and... Whereas, thanks to the employees of Goodrich Aerostructures, the children of grateful military families receive truck-*

*loads of gifts via Operation Homefront....*

*Now therefore, I Cheryl Cox, 39th Mayor of the City of Chula Vista, California commend the employees of Goodrich Aerostructures for the outstanding support and generosity that continues to make a positive difference in the Chula Vista community.*

Last year, the NMA Toy Drive raised a total of \$10,000 in toys and donations - including a \$500 check from the Goodrich Will-Share Club. The donations went to two organizations. One was *Chula Vista Cares*, a volunteer program established by the city to help families in need during the holidays. The other was *Operation Homefront*, which benefits military families with an on-duty family member.

## Golden Knight Award

Steve Menke, CM—NMA National Director

Lockheed Martin Leadership Association • Palmdale, California



Walking into the Marriott Hotel, I found myself thinking I should be at the Tonight Show with Jay Leno!

Attending the Valley Chapter's General Membership Meeting to present the Gold Knight Award on behalf of the Southern California Valleys Council, I soon found out that Byron Wood, the recipient for the Gold Knight Award and current president of Pratt & Whitney Rocketdyne, would be retiring the very next day.

How do you say Good-Bye to a friend and colleague of 45 years and who steered a company, which was on the brink of disaster, back to greatness? How do you introduce the incoming president in a manner that would allow him to voice his views on Leadership while still being approachable? Why not host "Leadership Late Night" with Jay Byrondo?

Jay (Byron Wood, President of Pratt & Whitney Rocketdyne) and his trusty announcer, Ed McWright, The Prince of ACE, and the music of The Blue Crew hosted special guest stars Steve McQueen (Steve Krise, General Manger Hamilton Sundstrand), Steve Martinley (Steve Bouley General Manager Pratt & Whitney Rocketdyne), General "Ed" Electric (Ed Pogue, Director for Advanced Technologies Directed Energy Source, the Boeing Company), Al Pacino (Fred Perez VP Sales and Sponsor Relations), each giving their views of Leadership and the challenges of what it takes to survive in these ever changing times.

Last but certainly not least, special guest star Nuguy Ondarock (Jim Maser, incoming President for Pratt & Whitney Rocketdyne) dressed up as John Belushi of the Blues Brothers. Jim gave his view of Leadership and what he expects from his team and employees of Pratt & Whitney Rocketdyne in a very straightforward and approachable way.

Some interesting observations from Jim were, "What do you get when you have a room full of engineers, a room full of mismatched socks", "Having a high IQ doesn't mean you're smart", "Common sense and doing the right thing outweighs all else"

An evening full of stars, the Leadership team and divisions of Sundstrand, Hamilton Rockwell, Boeing, and Financial Partners which make up of Pratt & Whitney Rocketdyne, the employees and family all there to welcome Jim Maser while saying Good-Bye to Byron. We truly enjoyed an evening filled with laughter, insight, and "Yes", even some tears as the curtain rang down on "Leadership Late Night with Jay Byrondo".

We wish Byron Wood and his family, many years of happiness as they enjoy retirement. He truly is a visionary who steered Pratt & Whitney Rocketdyne through troubled times demonstrating the true virtues of leadership.

## Leadership Quotables:

Superior leaders get things done with very little motion. They impart instruction not through many words, but through a few deeds. They keep informed about everything but interfere hardly at all. They are catalysts, and though things would not get done as well if they were not there, when they succeed they take no credit. And, because they take no credit, credit never leaves them. -Lao-Tzu

## The Ethical Side of Plagiarism

Written by Nancy Manlove

Public Relations Director • USALA—Texas NMA Chapter 633



One of the many principles of NMA that we pledge to follow is ethical standards in our lives and in our leadership roles. Plagiarism is an issue that could affect any one of us. Plagiarism means presenting someone else's work as if it were your own, whether you mean to or not. 'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of co-workers or staff, information from the internet, software programs and other electronic material, designs and ideas. It also includes the organization or structuring of any such material. Its verb 'plagiarize' is a word that not only heralded the halls of high school and college days, but is a word that remains with us as adults in our daily professional ethical doings. We should do the right thing in our communications and not jeopardize our personal credibility, respectability, and dependability and that of the company or organization we represent. We should avoid misrepresenting our work inside the company or to the outside world as being original if it is not.

As the editor for most of this chapter's communication pieces it is important to be aware of plagiarism and watch out for it, as well as knowing how to deal with it in today's fast pace environment. Today it has become so easy for folks to pass off logos, clipart, and article wording as their own. It may have been a while since you heard an academic instructor in front of a class and reinforcing the words... credit your sources or pay the grade price. Being the editor of my high school newspaper my sophomore, junior, and senior years and later majoring in the field of journalism, I respected these words and still do now. In business today, companies are liable for what their employees plagiarize.

Whether it is part of an article, or a quote, a speech, a whitepaper or a technical paper we must not forget the legal necessity of crediting our sources. Plagiarism has gotten so out of hand that you can now hire firms whose sole business purpose is to validate writings to protect businesses and individual employees. You can also purchase software and get the technology in place to do this research in house. Check out this website containing a wealth of information and worth checking out and sharing within your teams:

<http://www.plagiarism.org>

Just as safety tips are important to share within our teams so is this topic. Risk comes from many sources. Plagiarism is a risk that is so easily avoided by crediting the source of material. Take a moment to mention plagiarism with your team members. It is better to credit than to be embarrassed and liable for stealing and using other's work.

Listed below are several well-known cases of blatant plagiarism that I found on the WWW that perhaps you too may recall from the national media coverage they received.

-In 1999, writer and television commentator Monica Crowley allegedly plagiarized part of an article she wrote for the *Wall Street Journal* (August 9, 1999), called "The Day Nixon Said Goodbye." The Journal ran an apology the same week. Timothy Noah of *Slate Magazine* later wrote of the striking similarities in her article to phrases Paul Johnson used in his 1988 article for *Commentary* called "In Praise of Richard Nixon".

-Moorestown Township, New Jersey, high-school student Blair Hornstine had her admission to Harvard University revoked in July 2003 after she was found to have passed off speeches and writings by famous figures, including Bill Clinton, as hers in articles she wrote as a student journalist for a local newspaper.

## Leadership Development Conference Deadlines Looming!



Chapter leaders arriving at East LDC in Denver, CO

May 3-5, 2007  
Discount ends April 11!

[http://nma1.us/2007\\_East\\_LDC](http://nma1.us/2007_East_LDC)



Chapter leaders take afternoon break during West LDC in San Antonio, TX

May 17-19, 2007  
Full price after April 25<sup>th</sup>!

[http://nma1.us/2007\\_West\\_LDC](http://nma1.us/2007_West_LDC)

## Chapter President's Corner by Joyce-Patryce Clark

LMLA • Moorestown, NJ

Greetings LMLA Members and Friends!



*March is Women's History Month. In honor of this I would like to devote the President's Corner this month to*

*recognize one of the woman leaders here at Lockheed Martin in Moorestown. The following was submitted by our LMLA member, Marie Paradise in recognition of Catherine Walters-Shaw, International Licensing Analysis Manager. If you know Catherine, please take a moment to acknowledge the contributions she makes to our corporation and our community.*



Catherine came to LM about 5 years ago and her background is in export

and logistics. She raised her son as a single mom, earned her bachelor's degree at night, and came through the ranks of management to her current position. She is responsible for three business units and has several direct reports. She is highly thought of and well respected as a leader in her family, the work place, and community. She recently earned a black belt in Karate and Six Sigma! Catherine is an active member of the Baha'i faith through which she attends leadership conferences and participates on the board as the treasurer. She works with children, young adults, and adults as a teacher of the faith. She has hosted a weekly lunch for the past several years inviting people from all faiths supplying both the lunch and preparing the lessons. She is tireless in her efforts and a gracious and generous hostess. Catherine lives "diversity", she sees no color, creed or sex - she sees the person and judges based on performance. I am inspired to work for her. She has helped her employees grow and has truly developed a team where there once was none. She is ethical in her decision making, and respectful in her dealings with employees and peers. She will not tolerate abuse or misconduct in any form, and she clearly communicates this regardless of the situation. She does the "right thing" and takes responsibility for her decisions. She stands behind her people, listens, and evaluates intelligently.

She is honest, open and forthright. Catherine has implemented and introduced a number of new management techniques and utilized many of the traditional methods of management. She praises in public and corrects in private. She is a sound decision maker, using decision making methods that lead to the highest choice. She sees the big picture, is strategic in her thinking, meets deadlines, plans, organizes, directs, and controls activities in her department. She is a master at system implementations and process improvement; participating at the MS2 level to implement common processes across the business units. She believes in empowering her people and trusts the processes she promotes. She practices this code of ethics with all those around her as demonstrated by her interactions and communications in the workplace and community. Catherine on behalf of LMLA, thank you for your leadership and commitment.

Thank you to Marie for this wonderful article. As we pause to celebrate St. Patrick's Day on March 17<sup>th</sup>, I leave you with this quote: "For each petal on the shamrock this brings a wish your way - Good health, good luck, and happiness for today and every day." Author Unknown HAPPY ST. PATRICKS DAY!

Yours In Service,  
Joyce-Patryce Clark

## From the LMLA Stardust

*It's Okay To Be The Boss. Be A Great One!*

*By Bruce Tulgan*

Since 1993, I have studied the experience of thousands of managers at all levels in a wide range of industries. Our research confirms that---all across the workplace---there is a shocking and profound lack of daily guidance, direction, feedback, and support for staff from those who are their immediate supervisors. Too many leaders, managers, and supervisors simply do not spend enough time attending to the basics of managing staff. This is what I call "undermanagement"—the opposite of micromanagement. Under-

management is an epidemic in today's workplace, hiding in plain sight.

Why is that?

It's always been hard to manage people. Nowadays, it's a whole lot harder to manage people. The workplace is becoming more and more high-pressure and the workforce is becoming more and more high maintenance.

Most managers still move into positions of supervisory responsibility because they are very good at something, but

not usually for the reason that they are especially good at managing people. Once promoted, most new managers receive very little in the way of effective management training.

Meanwhile, the pendulum of management thinking, books, and training has swung so far in exactly the wrong direction. As a result, what little management training managers do receive is usually dominated by the prevailing approach---what I call "the myth of empowerment" or "false empowerment."

## *LMLA Stardust cont.*

In the “false empowerment” approach, managers should not keep close track of employees and they definitely should not zero in on employee failures. Employees should be made to feel they “own” their work and should be set free to make their own decisions. Managers are merely facilitators, there to align the natural talents and desires of employees with fitting roles in the workplace. Managers should not tell people how to do their jobs, but rather let employees come up with their own methods. The idea is, make employees feel good inside and results will take care of themselves.

But real managers don’t operate in fantasyland. They have to deal with the “hard” realities of managing peo-

ple today. Stop falling for the myth of empowerment. Leaving people alone to manage themselves is a set up for failure. Start practicing the art of true empowerment---guidance, direction and support. It’s okay to be the boss. Be a great one! Set people up for success every step of the way and help people earn what they need.

Become a strong hands-on manager. Start here with eight back-to basics techniques:

- #1. Get in the habit of managing every day.
- #2. Learn to talk like a performance coach.
- #3. Take it one person at a time.
- #4. Make accountability a real process.
- #5. Tell people what to do and how to

do it.

#6. Track performance every step of the way.

#7. Solve small problems before they turn into big problems.

#8. Do more for some people and less for others (based on what they earn).

It’s time to pull the pendulum of management back in the right direction toward real empowerment. In today’s high pressure workplace, employees need a boss who sets them up for success every step of the way and helps them earn what they need. Be the boss who says, “Great news, I’m the boss! I’m going to make sure that everything goes well around here. You can count on me.”

## *“Farewell” to Jay Countryman*

*by Gregg Callan*

Lockheed Martin Leadership Association Chapter 542

On Thursday, 15 February 2007, Jay Countryman was honored with the presentation of the Silver Knight of Management Award by the Lockheed Martin Leadership Association (LMLA) Chapter 542. Jay, the FBM Operations Director for LM Space Systems Strategic Missile Program, was nominated for the award in recognition of his dedication to the Kings Bay Chapter of the LMLA during his tenure as Resident Director at the Strategic Weapons Facility Atlantic in Kings Bay, Georgia.



**Fleet Ballistic Missile Operations Director for LM Space Systems Strategic Missile Program, Jay Countryman is receiving the Silver Knight of Management award by Kings Bay LMLA Chapter 542**

During the presentation Sean Myers, President of LMLA Chapter 542, recalled how previous Resident Directors had delegated this advisory position to the Deputy Resident Director (DRD). However, upon his promotion from Deputy to Resident Director, Jay elected not to delegate this assignment due to his passion for service as the Chapter Advisor. Jay continuously challenged the Kings Bay LMLA board to find opportunities for professional development to help members to broaden their managerial skills. In support of this goal, Jay developed a two (2) day “Effective Presentations” brown bag course that was attended by over 70 SWFLANT employees. The course highlighted effective planning practices used by successful leaders to make their message stick with the audience. Jay constantly emphasizes that “you only have so many opportunities to impress your boss” so it should be an imperative for anyone seriously wanting to achieve the next level of management to be at ease in front of large audiences. Another area that Jay continually emphasized to the LMLA was that of corporate responsibility. His favorite event at SWFLANT is the LM Employees Memorial Scholarship Fund. The LMLA has sponsored this effort for over 17 years and has been responsible for raising over \$70,000 in scholarship funds for children of LM employees at SWFLANT. In addition to the scholarship fund, Jay encouraged the LMLA to be avid supporters of other events such as Relay for Life, Walk for Diabetes, local school

system science fairs, and Habitat for Humanity home builds. Jay would often note that it is through these efforts that we can demonstrate our commitment to leadership within the community.

During the presentation of the Silver Knight of Management, Jay was visibly moved as he accepted the award. He later commented that “to receive such an award from such a great group of leaders is an honor that he will always remember.” Although Jay has left the Kings Bay and LMLA chapter 542, his contributions will never be forgotten.

## How to Find the Perfect Hire From a World of Possibilities

Written by Lori Blackman  
Founder of DNL Global, Inc.

Finding the “right fit” from a local talent pool can be tricky; but how does a hiring manager find, and retain, the right employee from candidates *all over the world?*

DNL Global Inc., a human capital consulting firm specializing in the recruitment, selection and acquisition of global leaders, has developed a customized 15 “Global Ready” competencies slate for use in its screening and selection process in the worldwide job market. DNL Global’s founder, Lori Blackman, has been finding worldwide talent and matching it with businesses’ needs for more than seven years. The new “Virtual Global Ready” Behavioral Interview program, set to launch Feb. 26, is based on the results of a global management competency study and practitioner’s findings.

Lori Blackman is one of the foremost human capital consulting experts in global sourcing. For more than seven years, Lori and her team have successfully recruited global leaders and project managers across industry sectors throughout an incredible, evolutionary time in global outsourcing. <http://www.dnlglobal.com>

Over the past two years, DNL Global invested in the testing of those conclusions, resulting in 15 competencies and a matrix of behavioral indicators that accurately demonstrate the applicant’s skill level, from introductory to expert. A psychology and employment-testing

expert then created the behavior-based interview questions and guides for each indicator within the matrix. “We are in the business of people as a commodity,” said Blackman. “And as we know, all people are different and possess different strengths and weaknesses. Our dependence on technology over the past ten plus years has led us to rely on technological skills and experience in imbalance to their relational counterparts. Technology alone will not bridge the global distances between team members. We must equip our current and future talent with the skills and knowledge to balance technology and relationship management. These so-called “soft skills” are more necessary now than ever before as we attempt to bridge the gap in distance between globally dispersed team members.”

The “Virtual Global Ready” Behavioral Interview program hones in on the relationship characteristics of the global sourcing profession. The result-

ing assessment is an additional component of the submittal package sent to the client-hiring manager, along with the resume and pre-screen fitment notes. All Virtual Global Workforce Behavioral Interviews are developed and administered by the experienced

DNL Global Engagement Management team.

“This makes DNL Global stand-out even more as a leader in global sourcing,” said Blackman. “In addition to presenting a potential candidate and resume to a business, we also provide a standardized, scaleable process with which applicants can be evaluated vs. key characteristics required for success in the industry. Being better able to evaluate the skills and potential of a candidate can help us better match that candidate with the appropriate business clients in the global marketplace.

“Most hiring managers within the IT services space progressed to the roles they hold today from an engineering educational background,” said Blackman. “These engineering-minded, analytical professionals value the opportunity to evaluate a profile from this unique perspective that differs dramatically from the traditional resume where the insights into the softer characteristics are lacking. Additionally, each competency within the “Virtual Global Ready” Dictionary is equipped with additional recruiter and/or client interviewer questions to help qualify a particular candidate.” “We are very excited about the potential of this new program,” said Blackman. “We know our clients will be as well.”

### ICPM Corner:

#### A Word of Thanks to CM Instructors, Facilitators, Proctors and Supporters

The Certified Manager Program would not be possible without the dedicated service of ICPM’s many CM instructors, facilitators, proctors and faithful supporters. The ICPM staff thanks you for sharing your time and expertise so that others in your chapter/organization can develop their management and leadership skills and excel in the workplace.



We acknowledge the special contributions of the NMA members listed below, plus the many other CM Program advocates that are too numerous to list here. We appreciate you!

Brenda Hollingsworth, Lockheed Martin CO  
Jodi Rains, Blue Cross Blue Shield of OK  
Mike Edmondson, CM, Blue Cross Blue Shield of OK  
James Setser, CM, Lockheed Martin GA  
John Consiglio, CM, Electric Boat CT  
Sharon Pepper, CM, Accuride Corporation KY  
Vaughn Abbott, CM, Lockheed Martin CA

Jim Hamilton, CM, Lockheed Martin WA  
Al Somanath, CM, Lockheed Martin TX  
Lucius Jackson, CM, The Boeing Company CA  
Carl Taylor, CM, United Space Alliance TX  
Melinda Hester, CM, United Space Alliance FL  
James Healey, CM, Lockheed Martin NJ  
Marshall Tuck, CM, Gulfstream Aerospace GA  
Rhoda Bailey, CM, Lockheed Martin Aero CA  
James E. Jones, CM, Lockheed Martin NJ  
Diane Taylor, CM, Alcatel-Lucent TX  
Hector Sandoval, CM, Lockheed Martin TX

If you are interested in becoming involved with the CM Program, as an instructor, facilitator, or applicant, contact Melody Branner, ICPM Manager of Customer Relations at 800-568 4120 or [cpcmcm@jmu.edu](mailto:cpcmcm@jmu.edu).

## Insights From Top Management Night

Mary Anne Koltowich  
2007 Southeast Area Chair

Some of the most memorable comments and responses come from within our own chapters, particularly on Top Management Night. The East Tennessee Leadership Chapter just had its monthly dinner meeting, featuring three of our Oak Ridge community's high level leaders in a panel discussion. The questions were themed about leadership, with our three panelists also giving us their basic approach toward leading people. Joining us for the evening were Kevin Finney, Division Manager, BWXT Y-12; Deborah York, Chief Information Officer and Director, International Information Associates, Inc. Management Services; and Ted Sherry, Manager Y-12 Site Office, National Nuclear Security Administration.

Ted Sherry described leadership as all about people, hearing everybody's thoughts and not necessarily giving the ideas. Deborah said that leaders are change agents, risk takers, inspirers to others to the vision, and improvisation specialists. Kevin Finney indicated the words manager and leader are used interchangeably, but the difference is that managers deal primarily with things while leaders deal primarily with people.



As our panel discussion went forward, we explored the traits of a leader or potential leader. Just take a look and think a little about the following: A LEADER -

- Has the right vision and the right direction with clearly defined objectives
- Exhibits passion about what they do and use good communications, motivation, delegation, teams, and recognition toward accomplishing tasks, projects, and objectives
- Has his/her own style, sometimes intuitive, sometimes black/white, sometimes organizing
- Allows team members to step up; all members of a team may be a leader at some point during the team process
- Exists and comes from all levels in the organization
- Builds respect; if a leader depends on his/her authority, he/she probably doesn't have respect.
- Is a good strategist, OR makes sure to have a good strategist on the team
- Seeks out input from team people who have not given any
- Hears all voices and understands differing professional opinions
- Believes decision making by consensus waters down the result
- Knows it's harder to teach a leader than to teach a manager
- May bring "seed" corn to jump start team discussion

One of the questions from one of our members dealt with how do you motivate and lead three different types of people - technical, managerial, marketing/sales. The answer proved interesting. You give technical people challenges. You put managers in touch with their people side. You have marketing/sales people focus their adrenalin rush back toward the vision. A humorous comment was that marketing/sales people don't always sell what you want to make. Another comment was that you need to get all three types involved together in solving issues. Not only would you get a

better solution, but all three types would learn from each other during the sharing process.

A second question - how do you promote and implement change? Some bullet points:

- Passion! To understand and communicate the change needed
- Personalize - what's in it for me?
- Engage the organization
- Get input and voices from those affected
- Reinforce to get on the train, or you will be left behind
- Tap into the strategic parts of the organization
- Identify the leaders most opposed and get them on the bus first - they'll bring the others

These three leaders GET IT! Let's briefly examine NMA's new Leadership Model with four main categories of competencies.

"Engender Organizational Capability" has 16 leadership attributes, and our discussions touched on at least six of those:

- Foster effective communications
- Promote collaboration and teamwork
- Value diversity
- Respect and capture collective knowledge
- Leverage cross-disciplinary knowledge to provide integrated solutions
- Solicit and provide feedback

"Set Direction" has 11 leadership attributes; we touched on seven:

- Drive performance through shared vision, values, and accountability
- Adapt to the accelerating pace of change
- Be forward thinking -- embrace change and transformation
- Set strategy and drive execution via supporting goals, tasks, & individual accountabilities
- Maintain an environment that supports risk taking
- Maintain customer focus; internal and external
- Communicate the vision

"Demonstrate Personal Character" with twelve attributes came in with five brought up:

- Model the ideals - including the values - of the organization
- Stay on track and do not be deterred or compromised by negative pressure from others
- Accept full responsibility for actions taken and decisions made
- Appropriately question the actions and leadership of others
- Demonstrate sensitivity and respect for others

"Mobilize Individual Commitment for Change" includes fourteen attributes, and with this as one of our main questions, ten of these came into sight:

- Encourage others to model corporate values
- Build confidence and passion in others
- Energize the organization via a compelling picture of future opportunities
- Listen attentively & articulate contributions of others
- Champion individual successes
- Inspire and motivate others
- Provide appropriate recognition, praise, and rewards
- Be approachable
- Develop other leaders in the organization
- Create a supportive culture with reward systems that reward leadership behaviors

In just a short panel discussion of about an hour, our group with three amazing leaders demonstrated they GOT IT - 28 of the total of 53 attributes were easily recognized. Further proof NMA - The Leadership Development Organization also GETS IT.

## After Competencies: Leadership and Succession Planning

By Lori Blackman and Allan Schweyer

We applaud the recent efforts and attention that the media and organizations like the IAOP have paid to managerial competencies for leaders in global services and outsourcing. No doubt, there is a great deal of work remaining to be done in this field before we can say that we truly understand the skills, competencies and traits of successful global managers and outsourcing professionals.

Nevertheless, industry leaders should be thinking about what comes after competency identification. As we begin to understand more about the attributes of global leaders, what do we do with that information? One obvious answer is that we apply it in our recruiting efforts. The more reliable and valid the competencies, and the more directly we can tie them to on-the-job performance - the

70% of training should be “on-the-job”, 20% should be coaching and mentoring-based and just 10% should involve formal, classroom-style instruction.

more they can be used in sourcing and selecting talent for applicable positions.

Another obvious use of competencies is in building leadership talent pools (in advance of need) within organizations - succession planning and leadership development, in other words. There is already a dearth of managerial-level global services and outsourcing talent, and that shortage is rapidly becoming more pronounced. Just last month, DNL Global and the Human Capital Institute (HCI) conducted a survey among senior Talent Management executives from organizations in Singapore, India, Sri Lanka and South Korea. Respondents ranked their organizations, on average, 4 out of 5 in project management capability. Yet, when it came to global perspectives and abilities, the average rating across a series of questions was just 2.5 out of 5. In a 2006 poll conducted by HCI and Development Dimensions International (DDI), 91% of over 750 respondents agreed or strongly agreed that

“competition for talent with global skills will become fiercer”. Clearly, organizations must focus their attention both on developing global talent internally and recruiting externally.

A proactive and long-term solution for leadership identification and development starts with a rigorous review of organizational and leadership competencies. The methodologies are no different when nurturing that special brand of leaders for global assignments and to manage multi-million dollar outsourcing projects. External competency roadmaps, such as those being developed by DNL Global, the IAOP and others are important, but in order to create a deep reservoir of hi-potential and job ready global leaders *within* any particular organization, they must be combined with internal competency analyses so that those selected also possess the skills and exhibit the traits of leadership (and values) important to success in that organization.

### Succession Planning and Talent Pipelines

With competencies in hand, the next step is to use the roadmap to create a pipeline of potential leaders. Central to the process are collaborative roundtable discussions - a talent review process - from unit to unit, including all key positions and individuals. Assessment tools based on the competencies should be used to identify those who most closely fit the profile but the input of those that a high potential reports to, his or her peers and feedback from those reporting to him or her are equally vital.

Career discussions with high potential global leaders should follow in which their preferences for next career moves are discussed. Despite much global services and outsourcing work being virtual today, there is most likely relocation and travel involved in next career moves -

especially in these categories - so it is often a significant decision for both the company and the individual when someone is selected for succession and development into a career in global leadership and/or outsourcing management.

Those in the leadership pipeline should be developed aggressively, especially considering the growth in global business and outsourcing (even among small companies) and the growing shortage of talent described above. Internal and external training programs and workshops, attendance at seminars and trade shows, stretch assignments, simulations, job shadowing, international travel, case studies, cross-cultural exposure and sensitivity training, and the continued use of assessments are all applicable tools in development and should be used in combination.

Most development gurus recommend that roughly 70% of training should be “on-the-job”, 20% should be coaching and mentoring-based and just 10% should involve formal, classroom-style instruction. One-to-one coaching and mentoring is the most often overlooked but it is vital to ensure that high potentials, as they are being groomed for potentially pivotal (and stressful) roles, have a confidential relationship with someone more senior in the organization and are coached by someone with real-life experience in the type of assignments they are being nurtured toward.

A typical goal is to have two ready successors for every critical global leadership position, both for roles that exist today and those that are anticipated in the near future. No new approaches to competencies or succession planning need to be invented for the global services and outsourcing arenas. Solid time-proven practices in leadership identification and development powered by a commitment to maintaining rigorous methodologies will put most organizations in good standing.

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- Use the function features to save time
- Filter data for finding information fast
- Find solutions by using the “What If” function

April 19

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To register or to be added to the mailing list contact Karen Tobias at 937-294-0421 or Karen@nma1.org