



NMA Breaktime

An Electronic Newsletter for NMA Members



NMA... THE Leadership Development Organization

April 2008



Be sure to catch the highlights...

NMA LEADS: A Personal Assessment



By Marion Moss Hubbard, Ph.D.

I admit it. I was skeptical at first about the value of the NMA Leadership Evaluation and Development System (LEADS), which is a new online assessment tool available on NMA National's website at www.nma1.org. The price is certainly right at only \$35.00. But, I wondered, with already feeling spread so thin, if the two hours I needed to take the assessment, would really be a good investment of my time.

Until I decided to take the assessment, I also had not fully focused

on the NMA leadership competencies to understand their significance to my work. I had only glanced at the colorful competency graphic with the circles that is on NMA National's homepage.

But, when I found out that the LEADS program had been recently changed so it has a restart feature to stop and resume the assessment anytime within 30 days, I committed to take it. The irony is that once I really took the time to read the competencies (which I highly recommend that you review before taking the assessment), I was hooked and I finished the 120 ques-

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What's Inside

NMA LEADS!

Learn how one excited NMA member is encouraging others to take the online leadership assessment.

Lockheed Martin Sunnyvale Recognizes Milestones:

- Four New SMS Graduates
- Its Professional Development Division
- Retirees' Organization 35th Anniversary

Speech Contest Update

Learn about the new NMA Leadership Speech Contest

Unlock the Power and Potential of your Team

5 Secrets to Empower Your People and Help Them Become Better Leaders

My Safari

NMA Member completes second African "Excellent Adventure".

tion assessment in one sitting without a break. I found this online tool to be challenging and thought provoking. Even with my background in transformational change, I was stretched to apply what I thought I knew about management theory and leadership best practices.

After answering the last question, I was automatically sent a Leadership Analysis that rated my understanding of the competencies by category. It provided me with an extensive reading list and links to:

- Purchase the books from Barnes & Noble
- Links to WorldCat library resources to borrow the books from my local library, which I really like!
- Browse links to getAbstract and other online resources

Included in the Leadership Analysis were also recommended training courses and work assignments designed to apply what I'm learning in my actual work environment.

Having worked in the private sector on educational software, I am very impressed with this product! According to NMA's website, over 12 months of development and 1,700 hours of volunteer time went into designing and generating the LEADS contents and infrastructure.

Although the product is still new and has a few kinks to work out, I highly recommend it. I felt it was well worth my time and a good investment in my future!

Bay Area Chapter Honors Four New SMS Graduates

Vaughn Abbott, CM

*Lockheed Martin SSC Leadership Association
Sunnyvale, California*

The Lockheed Martin SSC Leadership Association Bay Area Chapter honored four new Supervisory and Management Skills Program graduates in the "Class of 2007" at a Professional Development Graduation on Thursday, 10 January 2008. Two SMSP graduates are LMSSC employees and two are Star One Credit Union employees.

The NMA Supervisory and Management Skills Program (SMS) is composed of ten modules, each seven weeks in length. Classes are conducted one evening per week so the sequence takes a two academic year time period to complete. Since we cover the series in a two-year rotation, classes alternate between a "large" group and a "small" group. The Class of 2007 is a "small" group. At the Graduation Luncheon, each new graduate invites his or her manager to the luncheon and top management provides key leaders to speak and present the certificates. Speakers and presenters for the Class



From left to right in the group photo are SMSP graduate Ligia Quintanilla from Star One; Myles Crandall, LMSSC Vice President and Sunnyvale Site Executive; SMSP grads Ranay Allred from Star One and Amy Fortin from LMSSC; Rick Heldebrant, President Star One Credit Union; SMSP grad Debbie Ebright from LMSSC and Jeff Cullen, SMSP Program Director.

of 2007 were Myles Crandall, LMSSC Vice President Strategic Development and Sunnyvale Site Executive and Rick Heldebrant, President Star One Credit Union.

The NMA SMS program is a key element of the chapter Professional Development division. As a part of the LMSSC Employee Development Forum and Star One Development Program, a

classroom environment is used because this format best meets needs of the program and our participants. The SMS program features interpersonal activities combined with a guided tutorial format to review the subject matter, discuss application to participants' needs and experiences, and prepare participants to use the information in their environment.



Speech Contest Update

Beginning with the '08-'09 school year, the NMA Leadership Speech Contest will replace the former American Enterprise Speech Contest. Students will research, write, and then deliver a speech based upon their interpretation of a variety of Leadership topics. Among a lengthy list of suggestions are Leadership in the modern world, its application to the free enterprise system, and what Leadership means to them personally. In short, the students are limited only by their imagination and creativity.

All guidebooks and promotional literature have been updated for 2008. Stay tuned for more details.

Leadership Honors Professional Development

Vaughn Abbott, CM

*Lockheed Martin SSC Leadership Association
Sunnyvale, California*

Leadership from Lockheed Martin Space Systems Company and Star One Credit Union honored the Lockheed Martin Bay Area Chapter Professional Development Division at the annual Professional Development Graduation Luncheon in Sunnyvale, CA on Thursday, 10 January 2008.

The chapter Professional Development Division conducts two major after-work programs as part of the LMSSC Employee Development Forum which also supports Star One Employee Development. These professional development opportunities are available to the 1,000 members working at Lockheed Martin and Star One facilities in the South San Francisco Bay area as well as the general employee population from the different companies. Each of the two programs use a classroom environment in a guided tutorial format to review the subject matter, discuss application to participants' needs and experiences, and prepare

participants to use the information in their environment. Each program meets one evening a week throughout the academic year. A frequent comment from participants is that a highlight of the courses is sharing experiences and understanding between class members as specific subjects are reviewed in the roundtable class discussions.

The first program is the NMA Supervisory and Management Skills Program. This premier NMA professional development program features interpersonal activities in the classroom format leading to a better understanding of working with and through people in a team environment. The chapter offers the ten modules in sequential order, repeating the cycle every two years for new participants.

The second program is the Institute of Certified Professional Managers (ICPM) Certified Manager preparation program. In addition to the classroom, an LMSSC audio teleconference number is used by

participants on travel or too far away to reach the classroom each week. The CM preparation program is three university courses, each twelve weeks in length, that are offered on a sequential basis throughout the academic year, repeating the cycle every year for new participants. Candidates that meet the education and experience criteria, complete the courses, and pass the examinations become CMs.

Company leaders acknowledged and thanked the chapter professional development leaders for their efforts with a bittersweet appreciation. Jeff Cullen has been facilitator for the SMS program for over ten years and retired on 31 December 2007. Bill Reed has been chapter Vice President of Professional Development for several years and will retire on 31 March 2008. The chapter challenge is to fill some rather large shoes in 2008.

From left to right in the group photo are Vaughn Abbott, CM Program Director; Rick Heldebrant, President Star One Credit Union; Myles Crandall, LMSSC Vice President and Sunnyvale Site Executive; Carol Safberg, Executive Vice President and Chief Operating Officer Star One Credit Union; Bill Reed, Chapter VP Professional Development; and Jeff Cullen, SMS Program Director.



LMMAR Reaches 35th Anniversary

Vaughn Abbott, CM

Lockheed Martin SSC Leadership Association
Sunnyvale, California

The Lockheed Martin Management Association Retirees (LMMAR) organization celebrated their 35th anniversary at a festive Mardi Gras Luncheon on Friday, 22 February 2008 at Michael's at Shoreline Restaurant in Mountain View, CA. LMMAR is the retiree association for former Lockheed Martin employees from the San Francisco Bay Area. Over 150 members attended the luncheon and entertainment following on a Mardi Gras theme with Margie Baker and her band. LMMAR president Ken Koga served as Master of Ceremonies for the event.

The heritage organization was officially formed in February 1973 as the

Lockheed Management Association Retirees and added the Martin name following the corporate merger in 1994. First president of was Lester H. Andrews and the organization started with 106 members. Today, LMMAR currently has over 700 members. While many reside in the Bay Area, a significant number live in the Sacramento area and others reside in many states as retirees disperse. LMMAR programs a luncheon every two months throughout the year and hosts travel opportunities, a bridge group, a golf group, and several informal groups within the overall organization. The LMMAR theme is "Planning for a Wonderful Retiree Future!"

Attending to congratulate LMMAR on 35 years were Tony Spitaleri, Mayor of Sunnyvale; Julia Miller, former Mayor of Sunnyvale and Lockheed Martin retiree; Myles Crandall, Lockheed Martin Space Systems Company Vice President and Sunnyvale Site Executive; Carol Safberg, Executive Vice President and Chief Operating Officer for Star One Credit Union; Diana Ruud, Lockheed Martin SSC Leadership Association Director and former Lockheed Martin Bay Area Chapter president; Vaughn Abbott, Lockheed Martin SSC Leadership Association Director and former Lockheed Martin Bay Area Chapter president; and Cathy Culver, current Lockheed Martin Bay Area Chapter president.



LMSSC Leadership Association Director and past Chapter President Vaughn Abbott presents LMMAR president Ken Koga with a certificate from NMA, honoring LMMAR on its 35th anniversary.



LMMAR president Ken Koga receives a certificate congratulating LMMAR on its 35th anniversary from the Mayor of Sunnyvale, Tony Spitaleri.



LMSSC fVice President and Sunnyvale Site Executive Myles Crandall presents LMMAR president Ken Koga with a framed certificate honoring LMMAR and 35 years.



Current Lockheed Martin Bay Area Chapter President Cathy Culver presents LMMAR president Ken Koga with a certificate honoring LMMAR on its 35th anniversary.



View showing half the attendees at the LMMAR 35th Anniversary Luncheon. More attendees are in the other wing of the room at upper right.



Star One Credit Union Executive VP and COO Carol Safberg presents LMMAR president Ken Koga with a 35th anniversary plaque.

Unlock the Power and Potential of Your Team: 5 Secrets to Empower Your People and Help Them Become Better Leaders

By Lee Froschheiser, President and CEO of MAP Consulting

As the boss or manager of your company, do you frequently feel like things are spinning out of control? If the answer is yes, you're not alone. All too often, employers find themselves struggling to keep pace with the day in, day out responsibilities of the job. Yet it's usually their ownership of these responsibilities — and the fear of letting go of them — that bogs down the workplace and stifles overall success.

If letting go has been a challenge for you, then consider the following five secrets to empowering your people and becoming a better leader. Each has the ability to unlock the power and potential of your team, enabling your company to achieve the success it deserves.



Find an accountability coach. Just as you would consult an attorney on how to handle your company's legal issues, find someone who is impartial to assess and improve upon your leadership style, as well as hold you accountable for your own success. Tough as it may be to let someone coach you on your

current approach and make suggestions for change, this person has one key, crucial mission: to help you achieve your full potential as a leader. Businesses that fail to see the value of an accountability coach rarely instigate crucial change on their own, or take their leadership and the company to a greater level of achievement.

Become an empowering leader. To become an empowering leader, you must first determine what kind of leader you are today, using what's called the "empowerment pendulum." On a scale of 1 to 10, do you lean toward the control side (1) of managing your employees, or is your management style more on the empowerment side(10)?

Ideally, you want to empower others, and that's accomplished through training, coaching, accountability, and supporting employees by providing the resources and opportunities to learn from mistakes. It's also achieved by trusting your employees and making sure their values align with your company's values.

Most importantly, you must demonstrate empowering behavior. All too often, company owners or managers say, "Hey, I want to be empowering!" But when an employee asks for help, they give them the answers, rather than require that person to seek the solutions for themselves.

Even worse, they do the employee's job for them, wearing what's called the Big Red "S" for Supermanager.

If you're doing everything yourself, it's likely that you're wearing this Big Red "S." Shed this responsibility by getting the right people around you so you can delegate to your team, hold each member accountable, and empower your staff. After all, accountability is empowerment.

Establish and maintain fundamental business practices, policies and procedures. In everything you say and do, you must stay focused on practical solutions. Ask yourself what works and what doesn't because the answers to these basic questions will uncover the secrets to running your business effectively. They will also shed light on the six business fundamentals: leadership, mission, vision, values, and strategies and goals. Ultimately, you'll need to define, establish, implement, track and evaluate each of these core fundamentals. If this sounds like a massive undertaking, relax! The good news is you will not be the one doing all the work for a change. Instead, you'll be training and managing your team to carry out these business fundamentals. Through this effective leadership approach, you'll be able to relinquish unnecessary control of the company and turn your attention toward developing your business instead.

5 Secrets to Empower Your People and Become a Better Leaders Continued from page 5

Focus on the company's vital factors. You know it's important to monitor your body's health with regular checkups that measure and evaluate your vital signs. For example, if you discover that your weight or blood pressure is too high, you change your diet and exercise. This often has a domino effect, improving other vital signs as well.

When it comes to a company's health, an effective leader should also focus on vital signs, or what is called the organization's "vital factors." These are the crucial components that must be measured and accomplished for an efficient system. As the boss or manager, it's your job to define both the company's and your employees' vital factors, determine how to impact these vital factors, and then teach your team to do so as well. This is most often done by measuring and creating ways to improve, as well as using a planning checklist that outlines how to fix each part of your company's system. As you repair the system, you'll start a chain reaction of change — the domino effect that enables overall business success.

Create passion with your people. This is the final secret to unlocking your team's power and potential. And any leader can do this by motivating and inspiring employees, but a truly effective leader goes one step further and implements accountability. As mentioned, accountability is empowerment, and empowerment breeds passion. This boils down to

measuring employee performance and taking appropriate, timely action.

Many employers fail to implement accountability out of fear or because they view "taking action" as a negative. They believe this means pulling the employee aside to discuss how he or she is not improving, despite training and numerous opportunities to excel. But accountability can also be — and should be — a positive experience. For example, when someone is doing a specific task right, you can give positive performance feedback, yet still hold this person accountable.

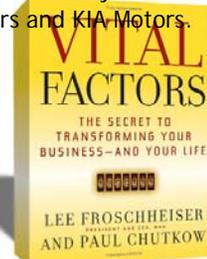
Whether you're delivering negative or positive feedback, don't wait until performance reviews to hold someone accountable. At that point, your feedback is usually old news. Instead, impassion your employees with daily feedback — whether it's on the phone, in the hallway, or during project status discussions, etc. Vital factor meetings, where you're discussing the company's health, can also foster an environment that's great for performance checkups.

Always be on the lookout for ways to proactively impassion your team. Accountability is the most underused tool on the part of managers, yet it's probably the most important. By learning to let go of the reins a little bit and pass on responsibilities to your staff members, you will unlock the power and potential of your organization.



ABOUT THE AUTHOR

Lee Froschheiser, President and CEO of Map Consulting (MAP), works with many premiere business leaders and companies nationwide. Lee is also co-author of the best-selling book, "Vital Factors, The Secret to Transforming Your Business - And Your Life." His consulting firm, MAP, specializes in transforming companies, and accelerates the performance of people, teams and organizations. Clients include WebEx Communications, Cold Stone Creamery, Los Angeles Clippers and KIA Motors.



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My Safari

Doug Kasey

Central Kentucky Leadership Association, Elizabethtown, KY

Africa has always been a place of interest to me from the time I was old enough to watch TV shows like Wild Kingdom and the American Sportsman. Finally in 2004 I made arrangements for a vacation to Namibia, located on the south west coast of Africa. I enjoyed a week on safari and a few days seeing the local sites of interest.

I had been told by other travelers that once you visit Africa, you will go back again. They were right, as the following year I started planning a safari for October of 2007. Quite a bit of preparation was necessary. A travel visa was obtained from the Tanzanian embassy in Washington D.C. Anti-malarial medication and a yellow fever shot were also required. Since I would be traveling with firearms, a permit had to be secured to pass through the Amsterdam Airport as well as the US custom forms required to bring the firearms back into the US.

Tanzania is located on the eastern coast of Africa, bordered by the Indian Ocean to the east, Kenya to the north and Mozambique to the south. This county has a variety of terrain from the 19,000 foot high MOUNT Kilimanjaro to the Kilombero valley where I hunted. Being so close to the equator, the climate is generally hot throughout the year with a rainy season beginning in November and often lasting until March.

Getting from Kentucky to Tanzania was quite an adventure. After nineteen hours total flight time plus layovers I arrived in Dar Es Salaam around midnight. Steven, a representative from the safari

company met me at the airport and helped expedite my luggage and me thru customs. He then took me to a local hotel where I would spend the night. The next morning we were back at the airport as I had to take a small charter plane to the hunting camp. This was a two hour and twenty minute flight but a much better option than fourteen hours by dirt road. Paul the professional hunter and part of his staff were waiting at the dirt air strip as I arrived. We loaded my gear into to the safari truck and headed to camp



about five miles away.

Camp was located in a scenic area overlooking a small stream. The camp consisted of a thatched roof canopy where we ate our meals and several large tents. The tents had two rooms and were actually furnished with a real bed in the front room. A shower and flush toilet were located in the back room. Power was provided by a generator and the refrigerator operated by liquid propane. Obviously this was quite an impressive camp considering its remoteness.

Everyone on the camp staff had specific jobs; there were two

cooks, a waiter, a tent boy, a maintenance man, a security guard, three game skimmers, and three trackers that would accompany me and the guide on the safari. The security was to prevent lions, leopards, snakes and other animals from entering the camp area at night. There was also a government game scout that is basically like our game wardens. He would travel with us while we were hunting. His job was to assure all game laws were followed and complete out the necessary



paperwork once an animal was taken.

A typical day consisted of getting up about two hours before day light. We would eat breakfast and then drive to the area where we would start hunting, planning to be there at first light. Animals were sometimes spotted from the truck, but all hunting was on foot once the animals were spotted. Normally by noon the temperature would be in the nineties and we would head back to camp for some lunch and a nap. Fans in the tents made it somewhat comfortable even with the extreme heat. By three or four o'clock it would cool down and we would start hunting again and hunt until dark. Dinner normally consisted of wild game along with some type of soup,

My Safari Continued

Doug Kasey

salad, homemade bread and dessert. A variety of fruit was available as bananas, papaya, and mango were grown in the area.

The second morning of the hunt I was able to shoot a cape buffalo bull. These animals sometimes weigh close to one ton and can be very aggressive if wounded. The safari truck had a winch installed in the bed which made it relatively easy to load the buffalo for the trip back to camp. Some of the meat would be used in camp; the remainder would be cut into thin strips, hung on racks and placed in the sun to dry. The dried meat is called biltong and is similar to our jerky. Camp staff would take the dried biltong back to their families after the hunting season was over. The tenderloin steaks from the buffalo were as good as any beef steak with a very similar taste.

The rainy season had ended several months before, so mosquitoes were not much of a problem on this trip. A gecko that stayed in my tent took care of any insects that came in the tent. While hunting we came across several areas with a lot of teste flies. These flies were slightly larger than a house fly, and they can bite. To prevent them from coming into the hunting truck while driving the dirt roads looking for animals, Paul would have the trackers place dried elephant manure in a quart sized metal can. This dried manure would then be lit with a match. It would not really burn, but smolder emitting smoke. The teste flies would not get near this smoke. The smoke smelled a little like burning grass,

but was better than getting bit by the pesky teste flies.



Several times we passed through local villages as we headed to and from the hunting areas. These villages consisted of very small adobe type huts with thatched grass roofs. Obviously these people were very poor and I was told they lived mainly off the fish they caught, the rice and fruit they grew. When we drove by a village, the little children would always chase after our safari truck yelling something in Swahili. I later asked one of the trackers what the children were yelling. He indicated they wanted the trackers and game scout which rode in the back of the truck to throw them empty water bottles. These were the disposable water bottles like we throw away daily in the U.S. The children would use the bottles to carry water as they walked to school.

A portion of the fees that were paid when an animal was taken went to the local villages. They normally used this money for village projects like water wells, purchasing seed or funding schools. Hunting is one of the main sources

of income for the Tanzania government and the local economy. The people in African countries that allow hunting see wildlife as a resource with value. Therefore the wildlife is thriving in these countries. Wildlife is declining in most of the countries such as Kenya, where hunting has been banned since 1977. With little economic value there are high rates of poaching and killing animals to prevent crop damage.

I took a second buffalo on the sixth day of the hunt. We loaded this buffalo onto the truck and headed back to camp. As we drove through a neighboring village, the trackers told some of the villagers to come to our camp and they would share the meat. It did not take very long for several people from the village to make the five mile trip. Some walked others rode bicycles, their only mode of transportation. All of the edible meat was used, including some parts that did not sound too appetizing. The hide and some of the bones would also be used by the people from the village.

On the eighth day, the small plane came back for my return trip to Dar Es Salaam. I spent the night in town and did some shopping the next day before beginning the trip back to Kentucky. Africa was everything I expected as a hunting destination, but I also enjoyed the beautiful terrain, ethnic food and diverse culture. I look forward to returning some day.

Lockheed Martin Bangor Chapter 2008 Chili Cookoff!



The Lockheed Martin Bangor Chapter held its 11th annual Chili Cook-off on February 14 at lunchtime. Seven LM employees made wonderful pots of chili from mild to atomic! After judging was complete, the winners were: 1st place, Randy Goforth; 2nd place, Rick Hamberger; and 3rd place, Janet Brittain. Other contestants were Nancy Dienes, Nicole Fay, Tony Restivo, and Kelsy Shaw. The seven pots of chili fed 76 hungry attendees. This annual event is a fundraiser for Toys for Tots. This year \$425 was raised.



ICPM Corner



News from the ICPM Office

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Take a look at our new Online Learning Center at

<http://www.icpm.biz>.

The Online Learning Center offers learning resources that will assist you in preparing for the 3 CM exams. Test takers receive a unique username and password that gives them access to practice exams, chapter reviews, quizzes, application exercises, and other materials.

If ICPM can be of assistance, please do not hesitate to contact the office at 800.568.4120

