“Breaktime” is charting a new path with this issue: featuring our NMA National Officers. We want our readers to get to know the Association’s leaders. This month we’re starting with the newest member of the team... NMA National Secretary, Bill Kitchen, CM. We trust you’ll enjoy these bios.

**Introducing our National Secretary**

William A. (Bill) Kitchen, CM, is Manager of the Facilities and Property Management organization at the Washington River Protection Solutions, LLC, in Richland, Washington. Bill has direct oversight for the safe operations of over 600,000 square feet of administrative office facilities and over 200 leased government and owned vehicles, and is responsible for over $600 million of personal and fixed property at the 680 square-mile nuclear site in Hanford, Washington.

He graduated from Miami University in Oxford, OH, receiving both a B.A. and his Master’s. In addition to earning his CM designation, he has supplemented his degrees with studies in areas of business and knowledge management. His 16 years at Hanford include work functions spanning value engineering (past certified value engineering specialist), interface management, risk management, strategic planning, and for the past 5 years, Facilities and Property Management. Bill also worked 4 years at the Rocky Flats Closure Site outside of Denver, CO, managing various value engineering, re-engineering, and other cost reduction programs in support of accelerating the Site closure from the original 2042 closure date to the final 2006 closure date! This was by far the most rewarding experience for Bill -- seeing a dangerous environmental legacy so close to Denver being demolished in such a short period of time.

For 11 years prior to Rocky Flats, Bill worked at the Idaho National Engineering Laboratory, Bucyrus-Erie Heavy Equipment Company, and a pressure vessel company in Northern Wisconsin. Before that, he taught 7 years in the high school and junior college levels outside of Cleveland, Ohio.

Bill’s NMA experience spans 16 years with chapters around the Hanford site. He has served as National Director for his own Mid-Columbia Leadership Development Association and has provided National Director coverage for the Energy Northwest Chapter, the Idaho Chapter, and the Columbia Basin Area Council. He is a 3-time past chapter president and has served almost every office within the local NMA chapter entities.

Besides being a family man with his lovely wife Judy, his five children and six grandchildren, Bill enjoys playing golf, “messing” with carpentry, cooking (“With my last name, why not?”), watching spectator sports (“Go PACKERS”), and reading books. He enjoys listening to the experiences of his children and grandchildren and loves to tell them, “I told you so!” One daughter proudly

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served in the Marines for four years and one son is continuing his 22 years with the Army after serving in Iraq and Afghanistan. Bill’s wife is an environmental health specialist and inspects restaurants and schools for health compliance. Of course this is reflected in Bill’s hygienic approach to cooking (his wife made him say that!).

When asked about his leadership philosophy, Bill believes that leadership is the ability to effectively mix both art and skill. Art is to ALWAYS be positive, no matter how negative your little world seems. Skill is the ability to achieve respect from your employees. This is achieved by delegating when both you and the employees are ready, listening and evaluating inputs from “sources in the know”, and, when needed, making decisions with confidence in a timely fashion and without hesitation. He adds, “Beyond that, the most important ingredient is to live each day to the fullest... remembering that all events are relative (some large, some small, but never all large) and living each day as a new day and searching out opportunities which will sustain that positive outlook we all need to portray; after all, a positive attitude is contagious!”

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**Gulfstream Hosts Annual Speech Contest**

**Jim Lorenz**

**Gulfstream Management Association**

**Savannah, GA**

A Jenkins, GA, high school junior recently won the local “Leadership” High School Speech Contest sponsored by the Gulfstream Management Association.

Victoria DiNatale was awarded $300 for winning the GMA local contest in February at Armstrong Atlantic State University. It was the first step toward competing for the $4,000 first prize in the NMA nationwide contest. The local competition was open to students from high schools in the Coastal Empire of Georgia and the Lowcountry of South Carolina.

Statesboro High freshman Supriya Immaneni finished second and earned $200. South Effingham High sophomore Michaela Lariscy finished third and won $100. Other competitors were Caitlin Howe of Beaufort High and Lindsay Shaffer of Windsor Forest High.

DiNatale's speech, titled “The Most Spectacular Leadership Show on Earth,” focused on how leaders must conquer their fears, balance achievements and failures, and juggle their skills in order to overcome adversities and succeed. GMA will sponsor DiNatale as she advances in the competition. In March she advanced to the NMA Peach Council Contest at its spring meeting in Savannah and won first place, $500. Victoria will now participate in the EAST regional competition in May, where a $1,000 prize will be at stake in Cocoa Beach, Fla.
I was working at my desk the other day and a young lady stopped by. Her name is Jennifer Booth and she has worked here at Gulfstream as a "contract" employee in the records department for a few years now. I've seen her many times in the hallway, and we would say, "Good Morning", but we did not know each other.

In her hand she had a Gulfstream Management Association (GMA) program brochure from our June 1999 dinner event, back when I was president of GMA. That evening, part of our program was to present awards to our 7th and 8th grade essay-writing contest winners. She had won a 1st place award that year, so she was there with her parents to accept her Savings Bond prize and a plaque from GMA.

She had been showing this memorabilia and her essay to some fellow employees in her department. They recognized several of our names - myself, Elaine Bruning, Shannon Iwanski, Susan Washington, and others - listed on that evening's program.

Jennifer did not realize until her co-workers pointed it out, that I sat just down the hall from her and passed her in the hallway nearly every day. She could not have been more thankful for the opportunity that GMA provided her with our essay-writing contest and seemed very proud of her award and certificate, even though it was 10 years ago. Jennifer said it helped and inspired her to write more, enter other partial scholarship programs, and made her just plain "feel good". She went to South Effingham High and attended Georgia Southern but has switched recently to University of South Carolina - Beaufort (USCB). She mentioned she is currently taking management classes.

It all gave me a good inner feeling, proving that our GMA efforts do make a difference. Many, many years ago, I had earned a partial scholarship to my high school thru the Optimist Club, so I feel very proud that I have in some way returned the favor. I guarantee you, Jennifer will do the same.

In fact, Jennifer attended our chapter contest and met with the students. She also volunteered to help on our committee for the GMA 7th and 8th grade essay-writing contest starting in late March.

Five members of the Mid-Columbia Leadership Development Association (NMA Chapter 395) were recently recognized for receiving certificates for completing the Certified Manager Program through the Institute of Certified Professional Managers (ICPM). Personnel receiving their CM certificates are: John Geuther, Lloyd Keith, George Ruge, Peter Turping, and Jamie Perez-Carter.

Congratulations John, Lloyd, George, Peter, and Jamie!
Six new Supervisory and Management Skills Graduates from the “Class of 2008” were honored at a Professional Development Graduation Luncheon in Sunnyvale, CA, on Thursday, 8 January 2009. Linda Reiners, Lockheed Martin Space Systems Company Vice President of Business Development and Sunnyvale Site Executive, and Rick Heldebrant, President of Star One Credit Union, were featured speakers and presenters. Graduates invited their managers to the luncheon to share in their accomplishments.

The Supervisory and Management Skills Program is a key element of the LMSSC Leadership Association Professional Development division. Our NMA chapter professional development is part of the LMSSC Employee Development Forum. We use a classroom environment because this format best meets needs of the program and our participants. Classes follow textbooks in a guided tutorial format to review the subject matter and discuss application to participants needs and experiences. 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.

In addition to the primary speakers, graduates, and managers, chapter officers and two of our executive advisors attended. Linda Reiners and Carol Safberg, Executive Vice President and Chief Operating Officer for Star One Credit Union, serve as chapter executive advisors.

From left to right in the group photo are Carol Safberg, EVP Star One Credit Union; Rick Heldebrant, President Star One Credit Union; new SMSP grads Ryan Havens, Maria Guel, Raiña Simons, Jennifer Bradley, Charles Sedlacek, Lynn Brubaker, SMSP Program Director, and Linda Reiners, LMSSC Vice President and Sunnyvale Site Executive. New SMSP grad Pooja Patel is not shown.
We learned a long time ago, as children, that we should treat people in the same manner in which we would want to be treated. That lesson probably came from our parents, our teachers, from church, from a ball coach, or from all of those. People are treated differently in different cultures, and there are countries where behaviors vary wildly from that which we Americans have become accustomed. Nevertheless, the theme by which “good” people live has always been, no matter where one lives, to do the right thing. Doing the right thing might mean not eating with one’s left hand, not eating bread that has fallen from the table, or not walking in front of one’s wife, and so on to infinity. Consider the business of Manufacturing. We certainly try to do the right thing every day. We have to. It is the foundation on which every practice or process we do is built. Consistency is an integral part of the equation as well, and in doing what is right we find ourselves confronted with the fact that, although all situations are unique, they must all be treated with consistency.

Henry Ford brought us the production line. Toyota refined his ideas and brought us Lean Principles. Motorola brought us Six-Sigma. We have tried for years to convince our production associates and management personnel that those concepts such as Lean and Six-Sigma would save our companies millions of dollars and keep us competitive with the Asia and Europe. The basis concept surrounding this philosophy is to be able to do more with less, and that includes man, material, and machinery. It also includes support from the CEO down to the associate in the production cell. The “man” in the 3Ms is the most important part of what we do.

“It’s all about doing the right thing for one’s ‘customer’, which in the sense of production, means the next person down the line.”

We track data in order to problem-solve. We do time studies in order to improve output. We analyze customer issues in order to poke-yoke, error-proof, and improve Quality. We study Value Streams in order to improve the flow of a given process and to eliminate waste. Throughout all of these activities, we have to focus on doing the right thing with the associates, while trying to gain their understanding of why we do it all. It is not always easy - no, it is never easy. Every person has three lives - private, public, and secret. We know them publicly; we know some of their private/family issues (we don’t want to know their secrets). We track data in order to problem-solve. We do time studies in order to improve output. We analyze customer issues in order to poke-yoke, error-proof, and improve Quality. We study Value Streams in order to improve the flow of a given process and to eliminate waste. Throughout all of these activities, we have to focus on doing the right thing with the associates, while trying to gain their understanding of why we do it all. It is not always easy - no, it is never easy. Every person has three lives - private, public, and secret. We know them publicly; we know some of their private/family issues (we don’t want to know their secrets). But, in knowing them and knowing about their circumstances, we have to, in some fashion, tailor our needs with theirs. The death of a relative or close friend brings about grief. We have to recognize that. A divorce or other domestic discord brings about grief, anger, apathy, and/or other negative feelings. We have to take that into consideration. The one thing that is certain in Manufacturing is that nothing is certain, and that nothing stays the same. So, today’s happy employee can be tomorrow’s angry or sad employee. We had better know how to sense those feelings and recognize our need to do the right thing by those people while remaining consistent in our treatment.

Survival in Manufacturing relies on Continuous Improvement (Kaizen). Employees at every level must understand that. Employees are doing the right thing by their company if they do the work with that thought in mind. There are rules that we all follow in the workplace. There are objective situations that are clearly spelled out in policy or by contract and there are many, many subjective situations that do not really fall into any specific rule or if they do, the rule can be vague and ambiguous. We, as managers, have to recognize the difference and act accordingly. When sitting down in a meeting with a group of people, there is invariably someone in the group with an issue - public or private. We are asking something of them, reviewing something with them, questioning something about their work, and generally getting or giving information.

In the Lean world, we generally want something. So, we try to do right thing throughout that process, and consider the audience and where they are with their thoughts at the time of the meeting. Success or failure on the part of the leader of the event will depend on how he or she interacts with the group - a negative attitude will always yield negative results. Thoughtlessness will yield
thoughtlessness. Be fair. Do so and the results will more than likely be positive. Do not wield the sword of power in any form. Do not threaten or intimidate. Listen. Say what you mean and mean what you say. Go after the company goals with compassion, integrity, and honesty. Reward for achievement. Confront lack of achievement head on, and with vigor, but with the understanding that something broke down and it needs to be fixed, and what will fix it is discussion and input from those who can bring about the positive change. That is Lean thinking, by definition, sans the technical tools involved in that process.

The concept or philosophy of doing the right thing holds true for all levels of management as well as for the production associate. There is no degree to which we can attach the importance of doing the right thing; rather it is the same for everyone. It is a most difficult thing to accomplish. We, too, have our good days and our bad ones - but we have to rise above that and do our job. This is one reason why we are called “managers”. We do not possess the right nor dispensation to have a bad day - we do, on the other hand, have the privilege to serve those who work for us and to set a good example of how to do the right thing. Lean thinking, Lean Manufacturing, Lean Accounting, Six-Sigma, and all other forms of Continuous Improvement are based on our ability to communicate in a positive manner. The success of any company will be contingent on its ability to communicate the company message in a positive, thought-provoking, fair manner. It is survival. It is about pushing money to the bottom line, and allowing everyone to benefit from that by having a safe, profitable, stable, forward-thinking plant that will stay in business for years to come and set an example for other plants.

The business climate today dictates that we cut back, pare down, right-size, contain, protect, and a variety of other action verbs - it is a necessary thing that we do. Nevertheless, if one ever enjoys seeing another employee lose their job, they should get out of this business. We do what we have to do in order to make the company succeed, and we, as managers, make the difficult decisions that affect our employees’ lives, and their children’s lives. But, we do our jobs. In Manufacturing you either love what you do or you get out. It is no place for the faint of heart nor for the fence-sitters. It is volatile. It is dynamic. It is rewarding, and it can be painful. Nonetheless, in all that we do in our place of business, we must always bear in mind that we do the right thing by those with whom we work. There is no guarantee that success will be the product of doing the right thing, but there is certainly a guarantee that failure will come swiftly and surely if we do not.

...Submitted by the Central Kentucky Leadership Association #410

2009 LDCs Coming Soon!

If you haven’t already registered for either the 2009 East or 2009 West LDC, please do so today!!

Plan to join us and register today for one of these exciting conferences:

**West—Pacific South, Pacific North, Southwest**
April 23-25
Marriott San Jose
301 S. Market Street
San Jose, CA 95113
http://nma1.org/ldcs/west/index.html

**East—Central, Northeast, Southeast**
May 14-16
Doubletree Cocoa Beach
2080 N. Atlantic Avenue
Cocoa Beach, FL 32931
http://nma1.org/ldcs/east/index.html
A Word of Thanks to CM Instructors, Facilitators, Proctors and Supporters

Melody Branner, CM
Manager Customer Relations—ICPM

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 NMA chapter or 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!

Vaughn Abbott, CM, Lockheed Martin, CA
Jim Hamilton, CM, Lockheed Martin, WA
Carl Taylor, CM, United Space Alliance, TX
Colleen Capoy, United Space Alliance, TX
Melinda Hester, CM, United Space Alliance, FL
James Healey, CM, Lockheed Martin, NJ
Marshall Tuck, CM, Gulfstream Aerospace, GA
Diane Taylor, CM, Alcatel-Lucent, TX
Karen Buchholtz, CM Port of Seattle, WA
Becky Shannon, 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 icpmcm@jmu.edu.

LMLA Boy Scouts Merit Badge Clinic Kicks Off Engineers

Lucy Sharpe
Lockheed Martin Leadership Association
Marietta, GA

The 8th annual Lockheed Martin Leadership Association Engineering Merit Badge Clinic was the kickoff event for Engineers’ Week in Marietta. One-hundred and five energy-filled scouts participated in three workshops including Motions and Properties, Design, and Engineering. The workshops were led by employee volunteers. Jeff Babione, Systems Engineering Director, was the featured speaker at the opening ceremony. Mel Meister, Terry Barlett, and Chris Howard coordinated the event.

Photographer: Damien Guarnieri
LMLA Chapter 531 held its annual speech contest on Saturday, March 7. Benjamin Adams won first place and will compete in the Peach Council competition in Savannah on March 21. Benjamin is a sophomore at Berean Classical School. The title of his speech was “Leadership I Presume?”

The NMA Leadership Speech Contest promotes a better understanding of Leadership among high school students. It also provides an incentive for the development of communication skills that are vital to those entering the workforce. The last and most important purpose is to provide winning students with financial rewards that will help them further their formal education. We’ve attached a photo collage of our very successful 2009 event and encourage all NMA Chapters to host a Speech Contest in their community.
Always Wanted to Be a Whitewater Guide?
LEADS Can Get You There!

In these economic times, each of us needs to move heaven and earth to make ourselves marketable... both internally when new positions open up and externally in case they don't. NMA LEADS is an assessment, it is NOT a test. Who needs a test? We ALL, however, can use a non-biased, third party assessment of our understanding of what it takes to be a leader.

LEADS draws its 120 questions from a databank of 360... all of them centered around the NMA Leadership Model. The questions are geared to make you THINK. Many times there’s an obvious right answer. More than likely, the answer isn't so obvious. That's by design. Management and leadership are not exact sciences. More often than not, you're thrust into a river of change where you have to quickly find the channel in the river AND navigate the rocks and sandbars that lie under the surface.

After completing the LEADS online assessment, you get immediate feedback with a link to a library of resources: suggestions for reading, training, and work assignments. Again, the objective is to provide you with opportunities to THINK. LEADS is the thinking person's tool - the combination of questions, feedback, and suggested interventions are collectively designed to make you look at your strengths and weaknesses and then WANT to learn more. The work assignments, for instance, are continually being enhanced to provide each individual with thought-provoking, organization-specific questions to consider -- and follow-up actions to improve your ability to navigate the complicated and choppy waters of leadership implementation. After all, your next boss is going to ask what “value” you bring to the table. You’ll want to say that you can guide a boat!

NMA LEADS - your best on line leadership coach. Such a bargain!

http://nma1.us/LEADS

READY to Charter
Space Coast Leadership Association Chapter
Vandenberg AFB

Like the proverbial phoenix, the former ITT Federal Services Chapter at Vandenberg AFB, CA, has risen again... with new contractors, a new name, a new mission, and new leadership. Originally chartered in 1967 as the Federal Electric Management Association, Chapter #335 saw the loss of a major contract and disbanded in 2003.

The “new” Space Coast Leadership Association Chapter #335 will charter in May. It shares a mission with the SLRSC Chapter at Patrick Air Force Base in Florida. Together, they comprise the Spacelift Range System Contract (SLRSC)... the Eastern Range managed at Patrick AFB and the Western Range controlled at Vandenberg. The two entities provide tracking, telemetry, communications, flight analysis, and other capabilities necessary to safely conduct national security, civil and commercial spacelift operations, ballistic missile evaluations, and aeronautical and guided weapons tests.

The Space Coast Leadership Association is our 2nd chapter at Vandenberg, AFB. The Lockheed Martin (Mission Services) Central Coast Leadership Association chartered in June 2007.

Pictured, left to right, are the new officers-elect: Nancy Rockwell, Secretary; Suzi DeMichelle, President; Cindy Hagerman, Treasurer; and Lawrence Castillo, Vice President. ALL FOUR of them will be attending the West LDC in San Jose. We look forward to extending a warm NMA welcome to our newest NMA chapter leaders!
Come join us in

New Orleans

2009 NMA Annual Conference
in Partnership with ICPM

September 12 - 14
Astor Crowne Plaza
739 Canal Street
New Orleans, LA

Special Hotel Room Rate:
$127 S/D + 13% tax

NMA Members & CMs Registration Fees
$550—Early Early Bird (before 7/15)
$595—Early Bird (7/16-8/18)
$625—Regular (after 8/18)

Don’t Forget NMA Has Awards to Recognize Your Chapter Leaders

http://nma1.us/recognition/awd.htm