Recognition can go a long way in increasing employee performance and attitude. Finding the right method of achieving employee recognition varies from industry to industry. The following is a short example of how the hospitality industry made a very positive experience during our last family outing, and how my acknowledgement of the recognition facilitated the occasion.

While checking in at the Residence Inn in Bloomington, MN, I noticed a picture of what apparently was an employee receiving some (Continued on page 2)
Employee Recognition is "Priceless"
by Steve Menke, CM, NMA Director
Lockheed Martin Leadership Association—Palmdale, CA

(Continued from page 1)

... type of award. What struck me funny was it wasn't on a wall but on the counter. The other thing that struck me was the big smile, a smile that exuded pride.

The next morning while having one of those hotel-provided breakfasts, I noticed a lady in the back preparing more waffle batter while frying up bacon. I'm thinking that I know her from somewhere and started racking my brain as to how. It then dawned on me that she's the lady in the picture.

It was Spring Break and a lot of younger kids were running around and eating everything in sight. It was daunting to keep up with the needs and trying to keep the small dining area picked up for those waiting to grab some food or trying to find a seat. Let's face it, with this type of challenge you might not see a smile on anyone's face!

As the breakfast time ran out (or the food), I asked our chef if that was her smiling picture out in Reception. I was rewarded with that big prideful smile appearing and a resounding "YES SIR IT IS!"

For the rest of my stay, my family and I were treated in first class fashion. Now that's not to say anyone else wasn't treated in the same manner, but.... She did come out each morning when she saw us, asking if we needed anything. I always assured her that everything was great.

It took less than a minute to bring that smile back and to see that smile carried for the rest of my stay. I never once saw our chef frown after my conversation, as her mood was lifted and stayed that way.

A kind word, an observation, a thank you — those little things cost nothing, but the rewards can be priceless.

Work-Life Balance
by Dr. Johnny B. Clark, DBA
Lockheed Martin Leadership Association—Cape Canaveral, FL

Achievement and Enjoyment are the front and back of the coin of value in life. You can't have one without the other, no more than you can have a coin with only one side. Trying to live a one sided life is why so many "successful" people are not happy, or not nearly as happy as they should be.

You cannot get the full value from life without BOTH Achievement and Enjoyment. Focusing on Achievement and Enjoyment every day in life helps you avoid the "As Soon As Trap", the life dulling habit of planning on getting around to the joys of life and accomplishment "as soon as....."( WORKLIFEBALANCE.com)

Here are some ideas to help you find the balance that's best for you (MayoClinic.com):

Keep a log. Track everything you do for one week. Include work-related and non-work-related activities. Decide what's necessary and what satisfies you the most. Cut or delegate activities you don't enjoy and don't have time for. If you don't have the authority to make certain decisions, talk to your supervisor.

Take advantage of your options. Find out if you can work flex hours, a compressed workweek, job-sharing or telecommuting for your role. The flexibility may alleviate some of your stress and free up some time.

Learn to say no. Whether it's a co-worker asking you to spearhead an extra project or your child's teacher asking you to manage the class play, remember that it's OK to respectfully say no. When you quit doing the things you only do out of guilt or a false sense of obligation, you'll make more room in your life for the activities (Continued on page 3)
that are meaningful to you and bring you joy.

Leave work at work. With today’s global business mentality and the technology to connect to anyone at any time from virtually anywhere, there’s no boundary between work and home — unless you create it. Make a conscious decision to separate work time from personal time. When with your family, for instance, turn off your cell phone and put away your laptop computer.

Manage your time. Organize household tasks efficiently. Doing one or two loads of laundry every day, rather than saving it all for your day off, and running errands in batches are good places to begin. A weekly family calendar of important dates and a daily list of to-dos will help you avoid deadline panic. If your employer offers a course in time management, sign up for it.

Rethink your cleaning standards. An unmade bed or sink of dirty dishes won’t impact the quality of your life. Do what needs to be done and let the rest go. If you can afford it, pay someone else to clean your house.

Communicate clearly. Limit time-consuming misunderstandings by communicating clearly and listening carefully. Take notes if necessary.

Fight the guilt. Remember, having a family and a job is OK — for both men and women.

Nurture yourself. Set aside time each day for an activity that you enjoy, such as walking, working out or listening to music. Unwind after a hectic workday by reading, practicing yoga, or taking a bath or shower.

Set aside one night each week for recreation. Take the phone off the hook, power down the computer and turn off the TV.

Discover activities you can do with your partner, family or friends, such as playing golf, fishing or canoeing. Making time for activities you enjoy will rejuvenate you.

Protect your day off. Try to schedule some of your routine chores on workdays so that your days off are more relaxing.

Get enough sleep. There’s nothing as stressful and potentially dangerous as working when you’re sleep-deprived. Not only is your productivity affected, but also you can make costly mistakes. You may then have to work even more hours to make up for these mistakes.

Bolster your support system. Give yourself the gift of a trusted friend or co-worker to talk with during times of stress or hardship. Ensure you have trusted friends and relatives who can assist you when you need to work overtime or travel for your job.

Work-Life Balance, continued
by Dr. Johnny B. Clark, DBA

(Continued from page 2)

Breaktime

Jim Kouzes on Leadership — Leadership is in the eye of the beholder

Leadership is in the eye of the beholder. Leadership is a relationship between those who aspire to lead and those who choose to follow. Any discussion of leadership must attend to the dynamics of this relationship. The portrait of leadership is only complete when it includes the perspective of the constituents. Strategies, tactics, skills, and practices are empty unless we understand the fundamental human aspirations that connect leaders and constituents. If leadership is in the eye of the beholder, then what is it that constituents want from their leaders?


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Many of our colleagues these days are struggling to stay motivated in light of the daily news and rumors of cancelled programs and unemployment. Their world is constantly assaulted by negative thoughts about the space program and speculations on the future of USA. Each of us at some time faces doubt and depression, but those who tend to succeed in life are usually the ones with an ability to keep moving forward, in spite of those pesky setbacks.

An understanding of our thoughts and how they drive our emotions is key to maintaining motivation in the face of setbacks and uncertainty. We work hard on nurturing motivating thoughts, neutralizing negative ones, and focusing on our tasks in order to avoid a slump before it gains momentum. Persistent thoughts of pending job loss, bad breaks, and fears can dominate our mind and program out the possibility of success.

"You will never be happier than you expect. To change your happiness, change your expectation."
~Bette Davis

Replace those negative thought patterns with a focus on what we have achieved, what we currently have, and what we can create in the future. It is helpful to develop a list of strengths, past successes, and current assets. We tend to take our strengths for granted and dwell on our failures. It might sound strange that repeating things you already know can improve your mindset, but it’s amazingly effective. The mind distorts reality to confirm what it wants to believe. When you truly believe that you deserve success, your mind will generate ways to achieve it. The best way to bring success to ourselves is to genuinely desire to create value for others and feel it happen before it actually does.

The key is moving from fear to a feeling of success by focusing our mind on a specific, positive goal instead of an ambiguous fear. When we engage our brain to work in our favor, it will quickly begin devising a plan for success. Instead of worrying about the future, you start to do something positive about it.

"You will never be happier than you expect. To change your happiness, change your expectation."
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Our lack of direction, the key piece in the motivational puzzle, erodes motivation. An example of this is a person who desires a career change, but spends more time reading books and articles on getting hired, than actually going on job interviews. The key to finding direction is identifying the activities that lead to success. For every goal, there are activities that pay off and those that don’t. Know them and manage them, or they can turn the tables on your job search.

"Most of our obstacles would melt away if, instead of cowering before them, we make up our minds to walk boldly through them."
~Orison Sweet Marden

Staying on top of our most important tasks will direct our energy towards success. Without the discipline of task management, it is easy to waste entire days on filler activities like reading articles, email, and random web surfing. There will be periods of low energy, bad luck, and even an occasional failure. If we don’t discipline our mind, these minor speed bumps can turn into mental blocks. If you are interested in additional motivational messages, check out www.pickthebrain.com/blog. I picked up several ideas for this article from various articles in their collection.
REMEMBER the 2010 Special Membership Incentive!

When? Between January 1-December 31, 2010 (retroactive to January 1, 2010)

What is the incentive? Those who join your chapter will receive a FREE NMA LEADS assessment (a $35 value) and follow-up analysis simply for signing up. This is the same campaign that was so successful in 2009.

What about the $20 Registration Fee? That is still in place. NMA “national” is offering the FREE NMA LEADS assessment (valued at $35) in lieu of any discounted registration fee.

Remind me… what does “LEADS” stand for? Leadership Evaluation and Development System, NMA’s one-of-a-kind electronic leadership assessment – 120 questions, available 24/7, and rooted in 30 leadership competencies identified in the NMA Leadership Model. Participants who complete the assessment receive a complete analysis and suggestions for reading, training, and future work assignments.

Are there special report forms for chapters to complete? No.

What does NMA have to assist you in this 2010 campaign? We are happy to re-send you the flyer we e-mailed in January that promotes the special offer.

How does a new member get his or her free assessment? You simply direct them to: http://nma1.org/new/. In addition, we have a second flyer containing this URL which you can give to each new member.

How does all of this work? You hold your 2010 membership drive(s) as you wish, whenever you wish. The marketing piece should accompany any promotional materials you would normally use. Then, once you have a firm commitment, simply hand the second flyer to your new member. It provides them with information about NMA and gives them instructions for taking their FREE NMA LEADS assessment. It’s as simple as that!

Does this special offer apply to someone who might wish to rejoin the chapter after a lapse in their membership? Yes, absolutely. It’s nice to have an incentive to encourage them to return. Now… they receive a FREE NMA LEADS assessment for coming back into the fold.

We trust that this unique membership drive will provide you with a new and very different avenue for promoting membership in NMA. New members get a valuable “free gift” simply for joining or re-joining. Most importantly, this FREE NMA LEADS assessment emphasizes the importance of personal development. It reaffirms the NMA commitment to honing leadership skills in tough economic times… and speaks to the fact that success is so often a combination of professionalism and preparation.

55 Years Ago in MANAGE Magazine

“F” is for Foremanship-

By T. G. Cain, Supervisor of Training and Education, Port Arthur, Texas Refinery, Gulf Oil Corporation…right before the National Association of Foreman became NMA in 1956!

F Familiarize yourself with your job and your men.
O Organize your time that you do first things first.
R Realize that most hard jobs present an opportunity.
E Energize your men with enthusiasm–It’s contagious.
M Mentalize your way through your problems
A Analyze yourself objectively at least once per month.
N Naturalize yourself–That is, be natural; be yourself.
S Systematize your job
H Humanize your relations with your men.
I Itemize the problem,
P Personalize your work force.

IN THIS DAY AND AGE EVERYTHING SEEMS TO BECOME OBSOLETE IN A RELATIVELY SHORT PERIOD OF TIME – MACHINES, METHODS, MATERIALS – EVEN MEN.

Barbara Kerschner Recognized at 2010 Society of Women Engineers Awards

By Sharon Crockett
Lockheed Martin Leadership Association-Cape Canaveral, FL

Congratulations to Barbara Kerschner, Lead Senior Staff Engineer, from the Lockheed Martin Information Systems and Global Solutions (IS&GS) Defense-Advanced Projects, Titusville, FL, office. She was recently nominated by her manager, Scott Holcomb, for both the Society of Women Engineer’s (SWE) annual “Space Coast Technical Achievement Award” and the “Space Coast Outstanding Woman Engineer of the Year Award”.

It was an honor to have her recognized as one of 18 women who have made significant achievements in the field of engineering. The nominees represented the U.S. Air Force, Boeing, Harris Corporation, United Space Alliance, ASRC, NASA/KSC and Lockheed Martin.

Barbara was recognized for her outstanding technical excellence as a software engineer for the following space programs:

**Shuttle Program:** focusing on customer needs and producing the highest quality product. Taking on new responsibilities in software production for her group, she won a Silver Snoopy Award for discovering a major flaw in the program used to transfer software to a hot spare console. If the local control console failed, that could have resulted in the loss of hardware during an emergency at the launch pads. She was also responsible for designing and testing the fix.

**X-33 Spacecraft Program:** as a flight software integration lead, she expanded her role from a software developer and integrator to a software/hardware integration test engineer. She developed a test program for the ground to vehicle interface to support testing being performed by the entire software group. That translated the ground to vehicle bus codes to English command equivalents and decreased troubleshooting time.

**Orion/Constellation Program:** Barbara was an integral part in the development of ground control system requirements for several programs prior to the Orion/Constellation Program. Those included the pad Abort Demonstrator and the Crew Exploration Vehicle plus many other achievements.

She is very active in many of the youth programs in her community. She is a member of LMLA, has served as a mentor to local high school Lockheed Martin interns; volunteers for the Brevard County Space Week; and served as a committee member for the Lockheed Martin and ULA sponsored “Young Minds at Work Day”. She currently works closely with the Merritt Island Robotics team, helping to design new educational programs for the event.
Lee Rhyant Enchants Bay Area Chapter
By Vaughn, Abbott, CM
Lockheed Martin Leadership Association (LMLA Bay Area)-Sunnyvale, CA

The LMLA Bay Area NMA Chapter was delighted to host Lee E. Rhyant, Executive Vice President and General Manager, Lockheed Martin Aeronautics, Marietta, GA, at its March dinner program. Lee presented a warm and timely message from the “Journey of My Work Life”. He energized the audience by sharing the Splendid Seven Points he has learned throughout his life. All can embrace these seven points as a map to the future. Lee advised all to Balance your Life, Maintain your Values as you Advance, Perform at a High Level in your Job, Embrace Continuous Learning to be Prepared for the Future, Understand Teamwork, and Control Your Future by understanding there is always “another mountain to climb”.

Lee received the 2009 NMA Executive of the Year Award and in May 2009, he received an honorary Doctor of Humane Letters from his alma mater, Bethune-Cookman University. He was named 2008 Citizen of the Year for Cobb County, GA, Chamber of Commerce, 2008 Man of the Year by the Atlanta Tribune, and numerous other civic awards. Lee serves on numerous boards for enterprise, community, and diversity organizations.

Executive Host for the tour and evening program was Mr. S. K. Gupta, Lockheed Martin Space Systems Company’s Vice President of Operations.

“LOCKEED MARTIN AND NMA SHARE A COMMON VISION OF GROWING THE NEXT GENERATION OF LEADERSHIP, WHICH IS A PERSONAL PASSION OF MINE,” – LEE RHYANT
The Lennox Leadership Development Organization (LLDO) Community Services Committee hosted the recent American Enterprise chapter meeting.

Mayor Gene Beach introduced “AWOL” and his team from the Marshalltown Police K-9 Unit. Officer Melinda Ruopp with K-9, AWOL, and Officer Kiel Stevenson with K-9 Creasy put on quite a show.

AWOL quickly located the drug stash placed in the room by the officers, and a lively demonstration by Creasy on how K-9’s are trained to attack, kept the crowd entertained. The officers gave us insight on how the dogs are trained based on a rewards system; it was obvious how much the K-9’s enjoy their work, and their rewards.

Oh yes, Mayor Beach gave a great presentation on Leadership in the Marshalltown Community, but being the “warm up act” for a dog is a difficult job at best!

Lennox Goes AWOL!!!
By Sandy Halubar and Photos by Teri Wilson
Lennox Leadership Development Organization, Marshalltown, IA

Collette Carlson, Vice President of Surgical Services and a MCOLA/NMA charter member, was MC for the evening. She gave a tribute to Mel Leingang, one of MedCenter One’s outstanding leaders and a charter member who exemplified the principles of leadership in how he handled life and death. Steve Bailey, NMA President, brought greetings and congratulations from the National Office. Craig Lambrecht, MedCenter One’s CEO, expressed his appreciation for MCOLA/NMA’s contribution to MedCenter One, offering support and affirmation of the chapter. Rounding out the evening was the featured speaker, Terry Fleck. Billing himself as the “Attitude Doctor,” he kept the audience laughing as he used humor and personal stories to illustrate the need for each individual to focus on their attitude, how to understand and control it.

This successful affair was a direct result of many people working together to make it happen. Thank you to all of MCOLA/NMA members, charter and present, for joining us in celebrating 25 years of growing leaders for our soon-to-be Top 100 Hospital!

MedCenter One Chapter Turns 25!
MedCenter One Leadership Association (MCOLA), Bismarck, ND

You gonna let her call you a Poodle?

Lemme at those drugs!

MCOLA member, Marjorie Schirado, signs the guest book as Collette Carlson and Tami Flemmer look on

Steve Bailey, NMA President, greets the crowd
ICPM has announced a pending price increase for the Certified Manager (CM) Program which will take effect with the release of the 3rd edition CM materials, anticipated August 2010. Rising publishing costs and investments in new learning technologies have made it necessary to increase prices to maintain the high level of quality you have come to expect from ICPM.

Upon release of the 3rd edition CM materials, all new CM applications and CM study material orders will be invoiced at the new 2010 prices indicated in the far right column of the table below. CM Applications received at ICPM prior to the release of the 3rd edition CM materials, will be invoiced at the current prices. Applicants in progress will continue with the pricing structure in effect when approved to the CM Program or the 15 month period for program completion expires, whichever comes first.

You can save by purchasing the CM bundle before the price increase goes into effect and still have 15 months to complete the CM Program. The 1-pay bundle includes everything needed to get CM certified—the CM application fee, 3-printed CM study manuals, ICPM’s online learning center, 3-CM certification exams, and recognition materials. The 3-pay module includes everything contained in the bundle, but is paid and received in 3 allocations.

We value your business and thank you for your continued support of the CM certification. Should you have any questions regarding the new price structure, please feel free to call me at 1-800-568-4120 or email me at icpmcm@jmu.edu.

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<td>3. Application + CM exams (no study materials included)</td>
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**John Kowalchik Honored with Silver Knight of Leadership by LMLA—Bay Area**

*By Vaughn Abbott, CM*

Lockheed Martin Leadership Association—Sunnyvale, CA

Chapter Vice President of Awards, Hilda Vivas, left, and Chapter President Steve Stoner, right, present The Silver Knight of Leadership to John Kowalchik.

John combines interpersonal skills with leadership and managerial skills. In addition to an executive role in the literal cutting edge of satellite and missile technology, John brings enthusiasm and deep personal commitment to this professional effort. John communicates in a comfortable and approachable style with all employees. In addition, John has been both a member and a participant in our Bay Area Chapter activities since moving to Sunnyvale in 2001. He is accessible and generous in engaging and communicating with members at events. Leadership by example is the highest level of achievement and John is available to meet with all. Congratulations, John!
The Lockheed Martin and Bangor Chapter Leadership Association-sponsored Girls Exploring Math and Science (GEMS) Career Event was held in March at Olympic College in Bremerton, WA. Girls in the 5th through 8th grades are encouraged to continue their interest in mathematics and science through positive hands-on experiences. The event fosters awareness of career opportunities for women in math and science related fields, and provides students an opportunity to meet women working in non-traditional careers in math and science related fields. Workshops vary, such as providing observation skills required to be a police officer, having fun with chemistry, and learning what they can do to protect wildlife and the environment.

The LM SWFPAC volunteer effort is a family affair with 17 LM women (the majority of whom are NMA members), three LM daughters, and an LM granddaughter volunteering to make the 2010 GEMS event a success. The LM SWFPAC included a special workshop, "Blast Into the Future" (basics of rocket science). In addition, LM employees, Becky and Kate Lorber, and LM daughter, Brianna Brennan, were members of the discussion panel, "Preparing Your Child for College," held for adult participants.