Meet our 2010 NMA National Award Recipients

NMA Executive of the Year

Howard DeCastro
Vice President & Space Shuttle Program Manager
United Space Alliance, LLC.
Houston, TX

As head of NASA’s space shuttle contracts, Howard DeCastro’s career is a series of positions within the military and aerospace & defense industries that make him uniquely qualified to have managed over 50 shuttle flights and oversee the completion of the International Space Station. A strong NMA supporter, he has been a dues paying member of the United Space Alliance Leadership Alliance chapter since 1997, including several years as Executive Advisor to USALA. He flew over 380 combat missions in Vietnam, led the corporation that developed pilot training and operated simulators for the US military, and has achieved significant milestones with safety and risk management programs that he either supported or personally initiated within USA.

NMA Management Hall of Fame Inductees

Michael and Marian Ilitch
Chairman and Vice Chairwoman
Ilitch Holdings, Inc.
Detroit, MI

The Ilitches oversee a $2B enterprise serving business interests in the food, sports, and entertainment industries. They are the founders and owners of Little Caesar’s Pizza, owners of the Detroit Red Wings and the Detroit Tigers. Through Olympia Development, the pair has been behind such downtown Detroit developments as the renovated theatre district, two new stadiums, and Motor City Casino—all of them encouraging investment in the inner city. Their “Little Caesar’s Love Kitchen” has served over 2 million people in the U.S. and Canada following natural disasters. Today, Ilitch Charities support innovative, collaborative and measurable programs that promote economic development and spur job growth, as a means to address social issues such as poverty, unemployment, homelessness, and hunger.

Member of the Year

Alix Peck, CM
United Space Alliance Leadership Association
Titusville, FL

Two-term chapter president Alix Peck is a whirling dervish of energy, enthusiasm, and drive when it comes to NMA. She and her husband Larry are both active in USALA and the Florida Space Coast Council. Alix has probably held every office in the chapter at one time or another and shares her husband’s enthusiasm for youth service programs through both the chapter and council. She’s served on the local board of the American Red Cross for many years and is a graduate of Leadership Brevard, a community-based organization committed to leadership development and citizen engagement. At USA, Alix is Manager of the Thermal Protection System (TPS) in support of space shuttle processing.
Why NMA?
Debbie Ioia
Columbus Public Service Chapter / Columbus, OH

Do you ever wonder, “Why NMA? What’s in it for me?” Let me tell you what NMA is really about and what you can get out of it.

The Columbus Public Service Chapter of NMA was started under Mayor Moody’s administration. Bob Parkinson from the Public Service Department saw a need for training among the managers and supervisors within his department. Mandatory training was done at all levels of management by a private company. It was then decided that since everyone has had some training that it should continue. After reviewing different associations it was decided that NMA would best suit the needs of the City of Columbus, thereby allowing us to become the ‘first’ public sector chapter within the national organization.

“What’s in it for me?” “Will NMA help in obtaining my career goals?” What a couple of loaded questions. First you need to ask yourself, “What do I want from NMA and how much time and effort am I willing to put forth to get out what I want and need?” Stay with me while I try to answer some of these questions with a true story.

In November 1982, a city employee was promoted to a supervisory position. The employee had lots of technical knowledge and experience but very minimal supervisory experience. After a short time the employee wondered what in the world they had gotten into. One colleague hated the fact that this newcomer had received the promotion and was determined to make the new boss’ life miserable. Another employee was using the excuse, “That’s not in my classification”; after all, my classification is not the same as everyone else’s even though I am assigned to do this job. Get the gist?

Just when the new supervisor thought it couldn’t get much worse, she signed up for an NMA supervisory training course. Now she’s sitting in a class listening to an instructor say even though things get rough and employees may carry on, you must learn to accept that they are fussing at or complaining to a position – not a supervisor personally. What a relief to know that it’s not you as a person but rather a position of authority that takes the brunt of others’ anger and frustration.

So where do we go from here? Well the first step is to start with the Supervisory and Management Skills Program. It deals with the various aspects of being a supervisor such as: Introduction to Supervision” for the newly promoted supervisor. How about “Communication Skills”, “Developing Employee Performance”, “Challenge of a New Employee” or “Coaching and Counseling”? These are only a few of the courses offered.

Okay, I’ve gotten the basics, now what? Get involved in the chapter. Serve on a committee, or if your time is limited serve on a project or two for a committee. This not only lets you try out your new skills and knowledge but
Why NMA? ... Continued from previous page

allows you to do it in a supportive and nurturing environment.

Hey! What about the person who has been in management for awhile? First take a few refresher courses. Next, find a new person in the chapter and offer to become a mentor for that person. After all, remember how you struggled? Wouldn’t it have been nice knowing there was someone you could have turned to for guidance and encouragement? Last, but certainly not least, work towards obtaining the title of “Certified Manager”. It will tell your superiors and potential future bosses that you have not only the desire but also the drive and determination to work towards bettering yourself and your work conditions.

Okay, so if I do all of this am I done? Absolutely NOT. The next step is to learn how to network. That employee that we talked about, learned how to network and used it to her advantage. She gained knowledge and experience that helped move her up the management ladder. She gained confidence to seek out the people who could give her the answers and guidance when her boss took a leave of absence. Who do you ask when you’re in a new job and the one training you is suddenly gone? That person’s superior? Maybe, but then again, maybe not. Maybe they want to help but your questions are out of the realm of their expertise. Then where do you turn? This person learned how valuable networking is and got a first hand shot at using it in order to get the job done right.

So where is this employee now? Well she is still learning, still active in the chapter and gaining new experiences along the way. This person found a mentor or two and has gained confidence in what she is doing, can now speak in front of small groups of people and is learning to speak in front of larger groups. She’s still hoping to someday become a “Certified Manager”, but most of all, what this person wants and is striving for is to be the best person she can be -- someone who can continue to learn, while beginning to train the new members, and helping them over the rough spots.

So do you now know and understand just a little better “Why NMA”? It is not just going to a breakfast, lunch or dinner. It’s about training, networking, gaining the knowledge and skills necessary to become the best supervisor possible. It’s about gaining the confidence to reach for and know that you can obtain the best in all areas of your life, not just work.

So who is this employee? It could be anyone one of us, either in whole or part. The person’s identity is not what’s important but rather how this person and many others just like them have seen a need within themselves or others and used NMA to fulfill those needs. NMA...what’s in it for me? EVERYTHING!!

Attention Membership Chairs!

Did your chapter use the FREE NMA LEADS Assessment as an incentive in your most recent Membership Drive

You can help us by making sure your new members (who took advantage of this special 2009 offer) know to go to: http://nma1.org/new to get complete NMA LEADS information as well as their login and password for their FREE LEADS assessment! They may also contact Karen Tobias at: karen@nma1.org.
In the current employment situation many of us find that as the Space Shuttle program winds down, we still have choices in our jobs and in our leadership roles. The choice many of us have taken is staying with the program as it completes its mission on a positive note, with the dedicated team that made it world class during its remarkable journey. At this time it may appear the organization may have more leverage, but you as a leader can still choose to inspire others, to appreciate and encourage them, to challenge and test them, and to let them know how vital they are to the success of the program, and their own professionalism.

Leaders know that when it comes to results, commitment trumps compliance. Committed people outperform those who are merely following orders, or mechanically perform their assignments. One of the chief responsibilities of a leader is to develop individuals who will prosper over time. Many of your team players will not be on your team next year. By helping them remain focused on the task at hand, and being deeply invested in helping the entire organization remain successful, you are reinforcing the skills that will help them prosper in the future.

Just as coaches tell their players they will play the game at the same level at which they develop their skills in practice, the leaders who engage their team strengthen their capabilities and commitments to their next assignment. The leaders of today are preparing the employees of tomorrow by demonstrating leadership truths that will imprint as success principals for those they lead. Just as the coach is a role model of behavior for the young team members, so are you, as a leader, a role model in facing challenges for your team.

Barry Posner developed an interesting list of five leadership practices that may help you keep our current situation in perspective:

1. Leadership development begins with self development; it is about the individual
2. You can’t do it alone
3. The foundation of leadership is credibility
4. You either lead by example or you don’t lead at all
5. Being forward-looking most differentiates leaders

**Leadership Quote:**

“A leader is a dealer in hope”

—Napoleon Bonaparte
**Answering Your Questions about NMA’s NEW Spousal Membership Category**

**Why has NMA created the Spousal Membership Category?**
To make it easy and cost-effective for spouses and others to join the national organization, enjoy the benefits of NMA membership, and receive discounts for attending national events.

**What is the official wording in the NMA Policy & Procedure Manual?**

**SPOUSAL MEMBERS**
1. This is a special category of NMA Individual Membership. To be eligible for this category, an individual shall be a spouse or significant other who resides at the same physical location of a current NMA member in good standing.
2. The NMA President shall approve applications for spousal membership to ensure there is no conflict with established policies and rules.
3. Spousal membership dues shall be $25/year to be paid directly to NMA. Additionally, the normal registration fee of $20, which is applied to each new NMA member, has been waived.
4. Spousal members shall receive a 20% discount on conference registration fees when attending a conference with their spouse, who is already a registered conference attendee and a current NMA member.

**What effect does this have on chapter memberships?**
This is a national membership, only. NMA chapters have their own rules and regulations regarding spousal event participation and chapter membership...and some even allow spouses to participate as members. This Spousal Member program ONLY provides an Individual Membership in the national NMA organization. Dues are sent to NMA Headquarters, not collected by the chapters. Chapters are certainly encouraged to consider their own versions of local chapter spousal memberships as well.

**Why did we create this new and very special category?**
1. To make it more cost-effective for spouses to attend national NMA meetings and receive full benefits
2. To recognize that many if not most spouses and partners have careers where they, too, can benefit from belonging to a professional network of leaders and managers...AND get to attend meetings on a level commensurate with other attendees
3. To make it so partners and spouses can now take advantage of the same training and development opportunities provided to current NMA members
4. To realize that bringing in spouses is a great outreach opportunity, provides recognition for the contributions these men and women make at home and on the job, and will augment the talent pool that NMA draws upon daily

**How do people sign up to be Spousal Members?**
Simply go to [www.nma1.org](http://www.nma1.org) and “Access It Online”! Spousal members will receive a new member packet as well as a personalized Certificate of Membership and an NMA Membership Card.

The Spousal Membership Category -- “just in time” for those wishing to accompany their significant others to the Annual Conference in Miami, September 18-20.
Relay for Life!
Cynthia Hannon
Lockheed Martin Leadership Association #531 / Marietta, GA

The Cobb County Relay for Life event was held on Friday, May 7, at Jim Miller Park in Marietta, Ga. Relay for Life is held annually to raise funds for cancer research, to support our family and friends who are fighting cancer, and to remember those who have lost their battle to cancer. More than 40 Lockheed Martin volunteers participated in this year’s event. Each spring, cities across the United States host Relay for Life events, and the Cobb County event is the third largest. This year there were more than 200 schools, organizations, and corporations that participated. The Lockheed Martin relay team along with the other teams joined together to celebrate this year’s theme, “Imagine a World with More Birthdays.”

Employees Complete Supervisory and Management Skills!
Lockheed Martin Leadership Association #531 / Marietta, GA

In June, LMLA recognized seven employees who completed the NMA Supervisory Management Skills courses. These ten courses assist participants in developing their leadership skills.

First Level Leadership Seminar with Lee Rhyant!
Lockheed Martin Leadership Association #531 / Marietta, GA

Change is on the move at Lockheed Martin...

In June, Lee Rhyant, executive vice president and general manager at Lockheed Martin Aeronautics Company in Marietta, Ga., concluded this year’s First Level Leadership seminar series with a presentation entitled “Leading Change.” His presentation focused on how leaders must continuously adapt in order to deal with an ever-changing work environment.

“Leaders must continually work on their growth by assessing where they are versus where they want to be,” said Rhyant. “We all get older; it’s up to us to also get wiser.”

Leaders must create a vision and develop their own personal brand. They must be willing to reinvent themselves multiple times in order to keep up with the changing environment. Rhyant said he has reinvented himself at least seven times throughout his career. “Leadership is adaptability while being focused,” added Rhyant.

The majority of people develop their personality traits between the ages of 5 and 15, so Rhyant looked at how the various generations were impacted by what was going on in their lives at age 10. Family structure has changed from a traditional nuclear family in the 1950’s to the present where a majority of families have both parents working. To communicate we used to have to write a memorandum, talk one-on-one, or use a rotary phone. Today, we use the internet, picture phones, and e-mail. Leadership style has changed from a directive, command-and-control type structure to a team-based, collaborative atmosphere where focus is on work-life balance.

Within our current workforce, we have several generations that have all had very different experiences. This diversity of experience can be a real boon to our company if we leverage it properly, but it must be recognized that we cannot stand still and hope to succeed. It is incumbent upon us to become more and more adaptable to the changing world.

Recommended Reading:

The Leadership Pipeline: How to Build the Leadership-Powered Company
by Ram Charan, Stephen Drotter, and James Noel

The Leadership Machine: Architecture to Develop Leaders for Any Future
By Michael Lombardo and Robert Eichinger

What Got You Here Won’t Get You There
By Michael Goldsmith
**Aeronautics Night**

*Kizzy Bailey and Leslie Nigh*

*Lockheed Martin Leadership Association #531 / Marietta, GA*

The Lockheed Martin Leadership Association hosted Aeronautics Night Dinner at the Cobb Galleria Centre in Marietta, Ga., with nearly 500 employees in attendance. This year’s keynote speaker was Aeronautics President Ralph Heath who spoke about program accomplishments, employee engagement and the bright future of Lockheed Martin Aeronautics Company. Heath challenged attendees to connect and engage with the workforce and the community. He also said to be a leader in the market place we need to have relevant products, which perform well, and ones customers can afford.

Prior to the dinner, the F-22, P-3, C-5, F-35, C-130, Advanced Development and Global Sustainment Programs hosted display tables so attendees could learn more about the aircraft and services the company provides the warfighter.

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**Podcasts—Who Knew????**

*Susan Butler, Chapter President*

*Harbor-UCLA Medical Center Chapter #402 / Torrance, CA*

Did you know NMA has a library of free podcasts? Podcasts are available 24/7 for viewing or listening; all you need to do is click on the link and play. They can be accessed by a group in a conference room or on your desktop or home computer. Topics include:

- Managing Your Energy Not Your Time
- Are You Spending Your Time the Right Way?
- Using Checklists to Prevent Failure
- Total Leadership: Be a Better Leader, Have a Richer Life
- Burned Out or Fired Up?

To access these podcasts, copy and paste this link into your browser: [http://www.nma1.org/Education/NMA_Educational_Online_Opportunities.html](http://www.nma1.org/Education/NMA_Educational_Online_Opportunities.html) then scroll down until you see the podcast you’d like to hear.

By the way, these podcasts are **free, Free, FREE!**
Roza Essaw, of Ethiopia, poses with U.S. Magistrate Amos Mazzant who swore her in as a U.S. citizen at a naturalization ceremony at the U.S. Citizenship and Naturalization office in Irving, Texas. Roza was the 2nd place winner in the 2009 Boeing Leadership Association Richardson, Texas, Leadership Speech Contest.

Roza and 111 people from 39 foreign countries became citizens of the U.S., Friday July 2, 2010.

New citizens received a flag, a copy of the U.S. Constitution, and a book on American history. The ceremony began with a color guard, dressed in uniforms of the American Revolution, presenting the American flag. Citizenship candidates stood, cheered, and waved their flags as their home nations were called, a roll call that began with Afghanistan and ended with Zimbabwe.

The immigrants pledged to "renounce ... all allegiance and fidelity to any foreign prince, potentate state, or sovereignty of whom ... I have heretofore been a subject or citizen."

The ceremony also included a keynote address by state Rep. Angie Chen Button, a naturalized citizen from Taiwan, and a video greeting from President Barack Obama.

Several of the newest citizens dabbed tears while listening to Lee Greenwood’s God Bless the USA and singing God Bless America.

The North Texas Council on behalf of all our Chapters extends our sincere congratulations and best wishes to Roza Essaw.
Chapter Celebrates Management Week in America
Lockheed Martin Leadership Association #531 / Marietta, GA

In 1983 the first Presidential Proclamation was signed designating the first week in June as Management Week in America. This year Management Week in America was June 6 to 12. Along with other NMA chapters nationwide, Lockheed Martin Leadership Association uses this week to help promote opportunities to advance and recognize the importance of developing leadership and management skills.

Carl Jacobsen, president of LMLA, and Michelle Lewis, executive VP, obtained proclamations from the City of Marietta, the Cobb County Board of Commissioners, and 11th District of Georgia Congressman Phil Gingrey.

ICPM “Meet & Greet”
Melody Branner, Manager, Customer Relations
Institute of Certified Professional Managers

Come be our guest at the ICPM “Meet & Greet” to be held on Saturday, September 18 at the 2010 NMA Annual Conference in Partnership with ICPM in Miami, Florida.

Join us for a delicious Lite Deli Buffet Lunch and meet Certified Managers, NMA members, and the ICPM staff and Board of Regents. Bring your business cards for networking and to enter the drawing for one of several giveaways.

WHO: All Registered Conference Attendees
WHAT: ICPM “Meet & Greet” Lite Deli Buffet Lunch and Networking 2010 NMA Annual Conference in Partnership with ICPM
WHEN: Saturday, September 18, 2010 12:45 pm until ....
WHERE: Hyatt Regency Miami – NMA & ICPM Registration Area 400 SE Second Avenue Miami, Florida 33131 305-358-1234

I look forward to seeing you at the “Meet & Greet”. Please contact ICPM at 800.568.4120 or email bran-nemh@jmu.edu if you have any questions.

Melody
**Boeing Space Coast Leadership Association Names Top Leader of 2010!**

On Thursday, June 17, 2010, Michael G. Woolley was presented the prestigious 2010 Silver Knight of Leadership Award during BSCLA’s Top Management Night meeting. The award was presented to Mike by Brewster Shaw, Boeing’s Vice President and General Manager of Space Exploration.

Mike currently works for United Launch Alliance as the Launch Site Customer Relations representative. United Launch Alliance builds and launches the Delta II, Delta IV, and the Atlas V launch vehicle programs sending satellites into space for the NASA, the military, the intelligence community and commercial ventures. Mike’s responsibilities include interfacing with the media, providing tours to customers, dignitaries and general public, and planning/executing special events.

Mike joined Boeing after retiring from the Air Force in 1998 as a Lieutenant Colonel (Mike’s military career spanned 23 years). Initially he handled government relations, establishing policies and procedures for dealing with government agencies; negotiating lease and license agreements; acquiring government facilities for the Delta IV program; and handling security and environmental concerns. After a year with the program Mike became the Senior Manager in charge of modifying government facilities and building the new Delta IV launch pad at Space Launch Complex 37. After the facilities were substantially complete, he transitioned into handling the launch sites’ communications and customer support efforts.

He devotes many hours to community activities. Mike has been the Satellite High School Softball Official Scorekeeper for many years. He was a certified FIFA Soccer Official. Mike is the community outreach director for ULA Cape employees, the ULA United Way Campaign Manager, and he devotes many hours to Special Olympic events.

Within NMA, he has been involved since going to work for Boeing. He has held several leadership positions including President of the Boeing Space Coast Leadership Association (BSCLA), President of the NMA Florida Space Coast Council, and was a National Director. He has earned the Chapter Member of the Quarter twice and Member of the Year. Mike also earned the Florida Space Coast Council Member of the Year and the Council Board Member of the Year twice. In 2008 Mike was awarded the NMA Leadership Award by BSCLA.

Mike Woolley receives Silver Knight from Brewster Shaw, Vice President and General Management of Space Exploration for Boeing.
Leadership during Difficult Times

Carl Taylor, CM, Chapter President
United Space Alliance Leadership Association / Houston, TX

Leadership is never easy, but it’s incredibly tough right now. When times are good, being a leader of your group or a team can be exciting because hopefully you are exercising your leadership and teamwork skills in creating a positive working environment. Ideally, all of your available resources are plentiful, your internal and external customers are satisfied, and opportunities abound for everyone involved. However, when times are not so good and working conditions become challenging, the excitement and positive energy tend to weaken. Employees often feel the pressures of work and fear for their job security. Sound familiar? These worries and fears present a major challenge for us as leaders to keep our people on target and productive.

Uncertainty = opportunity! Although it seems like business strategies are changing on a daily basis, based on various reasons, we leaders must concentrate on the accomplishment of objectives that require emphasis and continually lead by example. Now, more than ever, people are looking at us for guidance and communication. We should take personal and, possibly special, responsibility for our customer care and contact.

Effective communications, both good and bad, must be provided in a timely, sincere manner. We should show that we are willing to make extra effort to commit to our company's success. A couple of ways that we can improve our processes are by really listening to customers and looking for innovative ways to add value without adding costs. Although it is a normal business practice here at USA, we can vigorously review our systems and processes to find efficiency opportunities.

To be an effective leader during “hard times”, we can continue to build a motivating workplace by focusing on positive aspects the best we can. During a time where confusion reigns, strong leadership is required to motivate our workforce. We must always, no matter what the situation is, treat people fairly and continue to foster good relationships at work. A good practice would be to have our employees nearby so they can challenge our thinking and share credit so that they are fully committed to the mission. We all know that groups can make better decisions than individuals, that there is wisdom in crowds. Instead of personal decision making, especially on serious matters, leaders need to tap into the wisdom and, perhaps even more importantly, the energy of the entire organization.

When times are “wrinkle free”, we can get complacent and stagnant and thus feel that we have nothing new to learn. However, when we are challenged with changing times or adversity, an opportunity arises to allow us to improve our skills as leaders. USALA continuously provides numerous opportunities in professional development training, community activities, and dinner programs so be sure to check your email and sign up to be a better you.
Individual Member News Corner...

NMA and ToastMasters International
Share Common Goals

Avis French

As an Individual Member of NMA, how do you use the skills you learned at NMA in your daily life? How do you pass on to others what you have learned? Do you participate with other organizations and use those skills?

One organization that interfaces well with NMA is ToastMasters International (TI). The two organizations have many common goals:

- Membership
- Professional Development
- Leadership Opportunities
- Speech Contests

Let me explain.

Both organizations offer differing levels of membership: TI offers club membership for closed company clubs and open community clubs. NMA offers chapter membership for company-sponsored chapters, community chapters, and individual memberships.

Both organizations offer a wide variety of professional development activities: TI provides LACE (Leadership and Communication Education) in the spring and in the fall, as well as an extensive library of manuals for developing communications skills and leadership abilities. NMA provides professional and personal development workshops at the spring conferences and at the fall conferences, in addition to an extensive library of workshops and seminars and on-line presentations for professional and personal development.

Both organizations offer leadership opportunities: TI affords officer opportunities locally for clubs, areas, divisions, and districts, and election of International Directors who serve on the international Board of Directors. NMA affords officer opportunities for chapters, councils, areas, and the national board of directors.

Both organizations offer speech contests: TI conducts speech contests for TI members in the spring and in the fall at the club, area, division, district, and international levels; TI Founders District Community Relations Committee (Orange County, CA) supplies TI judges for as many as 40 high school and college speaking events annually. TI conducts a Youth Leadership program at local high schools. NMA conducts a speech contest for high school students annually at the chapter, council, area, and national levels; TI members help administer the NMA contests; TI members conduct Youth Leadership at schools that are participating in the NMA speech contest.

As both an NMA Individual Member and a ToastMaster, I have had the privilege of working with both these organizations for almost 25 years. All of my experiences have been worthwhile and I am proud to be a member of both these organizations.

So, how about you? Let us know what you are doing, how you are using your NMA skills in your daily life.

ATTENTION INDIVIDUAL MEMBERS!!

Do you have a similar story you would like to share with our NMA members?? If so, please email the article to me so we can publish it in a future issue of NMA Breaktime! Email: sue@nma1.org
When we think of a conflict, we generally have a negative or adverse perception of such an occurrence taking place. Generally, conflict in the workplace just seems to be a fact of life—another day at the office! Leaders will undoubtedly agree that most of their problems and conflicts come on two legs and can talk back. There are numerous situations where different people, with different goals and needs, have come into conflict, evolving into often-intense personal animosity. Many articles and books have been written on conflict management and avoidance, which have convincingly documented effective conflict resolution skills making a significant difference between positive and negative outcomes.

The good news is by resolving conflict successfully, a leader can solve many of the problems it brings to the surface, as well as unanticipated benefits. Let us concentrate on finding the silver lining in the black cloud of conflict by using conflict skills, instead of being consumed by the problem.

Here are a few good tips in dealing with conflicts: (1) face the conflict as soon as you are aware of it to prevent out of control escalation - the longer you wait to confront, the more intense and problematic the conflict will become; (2) discuss the conflict in a neutral location – meet in a place away from where the problem originated; (3) seek out the various perceptions and potential solutions of the problem; (4) use “I” statements, instead of “you” statements, such as ‘I feel like’ or ‘I would like for us to’; (5) focus on the topic at hand – avoid bringing up the past; (6) get the agreement in writing; and finally (7) never ask people to change their attitude, only their behavior.

A masterful leader can develop a strategy of managing conflict to affect desired change, while an unskilled leader will often mismanage, or create conflicts which can rapidly turn into personal dislike, break down an effective team, and waste valuable talent as the conflict spirals into negativity and recrimination.

Where does that skilled leadership difference emerge in conflict handling? My opinion is that the pathway to successful conflict management skills and abilities in a leader cross at the boundaries of their experience, perception, and communication abilities. The proficient leader recognizes that conflicts are not always negative, but instead sees them as opportunities for positive change and growth.

Of course, we should avoid creating conflicts; however, we can reframe them in a uniquely different light. With that alternative perspective, supportive attitude, and appropriate communication, conflicts can become powerful tools in creating positive change and growth. Staying alert to the rules of conflict and change management can equally benefit our social, family and business relationships.

Work at taking a positive approach to conflict resolution, where discussion is courteous and non-confrontational, while focusing on issues rather than individuals. The real magic of the conflict dynamic is the opportunity it presents – not to abruptly change people and organizations, but to use it as a stepping stone toward needed changes, improved working relationships, and more effective leadership skills.
Become an Event Sponsor in Miami!

Most of you are aware that the financial success of our national conference has a large impact on NMA’s fiscal success. To assist with that effort, NMA is offering several opportunities for you to help. We hope you or your organization will consider supporting NMA through a monetary conference sponsorship. No matter the size, any and all contributions are greatly appreciated! You may sponsor one or more of the following events:

Sponsor a Conference Event!

- Friday, September 17 - Sponsor a Day of Hospitality - $500 (approx cost)
- Saturday, September 18 - Sponsor a Day of Hospitality - $500 (approx cost)
- Saturday, September 18 - 2:30 pm - Keynote - Bruce Christopher, "The Science Behind Success" - $1,000
- Saturday, September 18 - 4:30 pm - NMA Speech Contest National Finals - $2,000
- Saturday, September 18 - 7:00 pm - Member of the Year Banquet - $1,500 *
- Sunday, September 19 – 8:45 am - Rodney Covey, "Herding Cats--Lessons in Practical Leadership" - CEU Educational Session - $500
- Sunday, September 19 - 10:30 am - Dr. Robert Reid, "Leadership Challenges in the News--is Anyone REALLY in Charge?" - CEU Educational Session – $500
- Sunday, September 19 - 10:30 am - ICPM - "Leadership Gurus"--Do They Merit Their Following?" - CEU Educational Session – $500
- Sunday, September 19 – 12:15 pm - Recognition Luncheon - $1000 *
- Sunday, September 19 - 2:30 pm - Dr. Robert Reid, "Leadership Challenges in the News--is Anyone REALLY in Charge?" - CEU Educational Session – $500
- Sunday, September 19 - 2:30 pm - ICPM - "Leadership Gurus"--Do They Merit Their Following?" - CEU Educational Session – $500
- Monday, September 20 - 8 am - Hall of Fame Breakfast - $1000 *
- Monday, September 20 - 9:45 am - Benjamin Compton - "THE CIA PEOPLE-CENTERED MODEL - Developing a Culture Focused on Execution" - CEU Educational Session – $500
- Monday, September 20 - 7 pm - Executive of the Year Banquet - $2,000

* Sponsors of the Member of the Year or Hall of Fame will have the opportunity to sit with the recipient (or the recipient’s representative) at that event. Sponsors of the Recognition Luncheon will have an opportunity to sit at the head table at that function.

All Sponsors will be proudly displayed on a banner or sign at the sponsored event as well as acknowledged in our conference booklet (if received by August 30).

MUST SUBMIT BY AUGUST 30 TO BE RECOGNIZED IN CONFERENCE BOOKLET!

Checks should be made payable to NMA and sent to the National Office at 2210 Arbor Boulevard, Dayton, Ohio 45439. You may pay by Visa or MasterCard on the Online Form. If you have any questions regarding the sponsorship opportunities, please don't hesitate to contact us.

Go to Sponsorship forms: Online Sponsorship Form

Thank you for supporting NMA!
See you in Miami!
Support Our 2010 Annual Conference!
Place an Ad in Our Conference Booklet!

The 2010 Conference Booklet provides vital information...award recipients, presenters, educational presentations, as well as general information for NMA and ICPM. As we do every year to help with expenses, NMA will be including company and/or chapter ads.

The cost for advertising will be:

- ¼ page - $100.00
- ½ page - $200.00
- Full Page - $300.00

We encourage everyone to place an ad to get the word out about what is happening in your organization. You may be supporting an award recipient or want to acknowledge your award-winning year. Perhaps you’ve had a membership drive, a special anniversary, or another special event you would like to share with all our conference attendees. And certainly, if you have someone running for national office, please consider purchasing an ad to show your support for that person.

All ads will be placed inside a bounding box and must be designed to size. Any ads sent in that do not fit into the appropriate box will be cropped or scaled to fit the ad size selected. The sizes available are:

- ¼ page (3.3125” x 4.876”) - $100.00
- ½ page (7” x 4.875”) - $200.00
- Full Page (7” x 10”) - $300.00

You may submit and pay for your ad electronically by clicking on the following link: Online Ad Form

All chapter/organization ads along with payment must be received by NMA no later than August 15, 2010! Electronic ads should be sent to sue@nma1.org.

NMA Silent Shorey Silent Auction:

Support the NMA Leadership Speech Contest with your Shorey Silent Auction donation! You may bring the items with you or you may ship them to NMA Silent Auction, 2210 Arbor Blvd., Dayton, Ohio 45439. To help ensure proper delivery, please clearly mark your package for the NMA SILENT AUCTION and ship to NMA before September 3rd to guarantee that your donation will arrive on time.
Meet Me in Miami!

September 18-20

Hyatt Regency Miami
400 Southeast Second Avenue
Miami, Florida
305-358-1234

Special Hotel Room Rate:
$119 S/D + 13% tax

Hotel cutoff date: August 24, 2010

2010 NMA Annual Conference
in Partnership with ICPM

SUBMIT ARTICLES FOR UPCOMING
ISSUES OF NMA BREAKTIME
Do you have any activities that you
would like to share with other
chapters and NMA members? If
so, please send them to us so we
can publish them in the next issue
of NMA Breaktime.
Email: sue@nma1.org

NMA wishes to thank a very special indi-
vidual member, Avis French, who contin-
ues to support the NMA by assisting with
editing Breaktime even though she is deal-
ing with several health issues!

Thank you, Avis!